

# **Factores determinantes y críticos en empresas de servicios, para la obtención de ventajas competitivas sostenibles y transferibles a estrategias de globalización: un análisis de la industria del software**

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## **Abstract**

The developments economic and technological are impelling the globalization. The increase in the demand, the increasing homogeneity of the markets and the facilities that offer the technologies of the information (IT), they give rise that desires and preferences of the clients are satisfied by means of products and standardized services. In the context of the services, the standardization, the configuration of the activities of added value, and the uniform programs of Marketing are constituted like excellent elements of the global strategy in the companies of services. In Literature, several authors have identified who such elements are supported by diverse factors that allow the profit of competitive advantages on local scale and which they can be transferable to the global surroundings, as well as by new advantages that the companies develop in the diverse markets. Nevertheless, there is little empirical evidence of which this happens. The primary targets of this thesis are centered in two slopes: 1) Identifying the factors that are excellent so that the companies of services obtain competitive advantages that can be transferable to a global strategy; and 2) Propose a conceptual frame from the perspective of marketing, in that diverse positions found in Literature with some practices of companies of services are combined. For such effect the cases of five companies have been analyzed that produce operating systems and that commercialize them on world-wide scale: Hewlett Packard, IBM, Microsoft, Novell and Sun Microsystems. The most significant discoveries of this work of investigation indicate that: The amplitude of the lines of products and services, the technological capital, the contracts, as well as the complementary services conform critical factors in order to obtain sustainable competitive advantages, and that these factors can be transferable to strategies of globalization by the companies of services of high technology. Whereas the alliances and the programs of Marketing, aside from being also considered sources of sustainable competitive advantages, they are elevated like potential agents of transference of the competitive advantages of the mentioned companies. Like conclusion, the author proposes a conceptual frame for the analysis of the global strategy of a company of services, which includes: The sources of competitive advantage, denoted by organizational and competitive factors of the companies; as well as by the papers that play the characteristics of the services and the sector of services. These three dimensions condition the support of the competitive advantages, as well as the possibility of transferring them to the global scope. Soon then, the global strategy will be supported by the transferred competitive advantages and the creation of new advantages in the diverse markets where the company participates.