



## COMPETITIVENESS: A STRATEGIC RESOURCE-BASED APPROACH TO BUSINESS MANAGEMENT

Competitividad: un enfoque basado en recursos estratégicos de gestión empresarial

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### KEYWORDS

*Competitiveness  
Strategic Resources  
Business Management  
Competitive Advantage  
Strategic Factors  
Agroexport  
Mype*

### ABSTRACT

*Competitiveness is fundamental for the growth of a country's economic sectors, and its analysis and evaluation should start at a microeconomic level, so this study aimed to determine the influence of strategic business management resources on competitiveness. The methodology used corresponds to a basic study, with a descriptive, explanatory and correlational cross-sectional design, using a census of 127 mypes in the agro-export sector of the Tacna Region, Peru. The main results conclude that strategic business management resources have a significant influence on competitiveness.*

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### PALABRAS CLAVE

*Competitividad  
Recursos Estratégicos  
Gestión Empresarial  
Ventaja Competitiva  
Factores Estratégicos  
Agroexportación  
Mype*

### RESUMEN

*La competitividad resulta ser fundamental para el crecimiento de los sectores económicos de un país, y su análisis y evaluación debe partir de un nivel microeconómico, por lo cual el presente estudio tuvo como objetivo determinar la influencia de los recursos estratégicos de gestión empresarial en la competitividad. La metodología empleada corresponde a un estudio básico, con un diseño descriptivo, explicativo y correlacional de corte transversal, y se emplea un censo dirigido a 127 mypes del sector agroexportador de la Región de Tacna, Perú. Los principales resultados concluyen que los recursos estratégicos de gestión empresarial influyen significativamente en la competitividad.*

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## 1. Introduction

The study of competitiveness is nothing recent, but its different analyses and findings have become a transcendental study, not only at an academic level but also among the organizations and companies themselves. Competitiveness is very broad and at the same time exact because we can analyze it from a macroeconomic level to a microeconomic or business level, its importance lies in the analysis under different perspectives and nuances that contribute to reveal a part of the competitiveness generated in a sector or in an organization. Porter M. (1985) states that competitive advantage grows fundamentally in terms of the value that a company is capable of generating. Then, business competitiveness is related to the extent to which an organization can create the best position and can maintain it over its competitors (Armayah, Sumardi, K Damang, & M Munizu, 2019).

Likewise, Ibarra, M. A., González, L. A. & Demuner, M. del R. (2017) reveal that in the particular case of competitiveness at the micro or enterprise level, it allows having a specific knowledge of the activities developed by the company in various areas. This type of competitiveness can be considered the most important due to the fact that it is the company itself that has direct control over the variables that allow it to develop and position itself in the market. Likewise, the authors propose lines and actions of research on a micro scale, where each of the company's dimensions is taken into consideration in a disaggregated manner to find those actions or decisions implemented incorrectly or not implemented that may be the key to improving competitiveness, the basis and foundation of this research. In this sense, competitiveness is a definitive component for the progress of a company and, as evidenced by Otero, S. & Taddei, C. (2018) is the result of the interaction of various factors, both external and internal, which in turn affect the activities and dynamics of each company itself. The competitive advantage and the performance generated by the company are a consequence of specific resources and competencies (Alam S.; Munizu M., & Jillbert J., 2019).

Reaffirming the above, Vargas, B. & del Castillo, C. (2008) in their competitiveness environment model, show the determinants of internal and external competitiveness, where internal competitiveness highlights resources as the basis of productivity, which requires a complementary set of internal interventions in which the focus is on good business practices that contribute to competitiveness, internal efficiency and innovation to achieve productivity gains. In this sense, Fernandez, Z. & Revilla, A. (2010) state that MSMEs cannot obtain advantages derived from obtaining economies of scale and scope, their strategies seem to be simply copyable, they work in small market niches, have problems accessing high technology and have limited financial resources, based mainly on the generation of internal resources. First, the gaps in their resource endowment, and the problems they face in acquiring or developing certain assets efficiently internally; second, the difficulties in adequately managing the resources they do control, and mainly in leveraging them.

According to the resource-based approach Barney J. (1986), a firm's competitive advantage is based on the endowment of resources it possesses, where each firm has a heterogeneous combination of resources of different types, as a result of the luck it has had and the past decisions made by its managers. Likewise, Barney, J.; Wright, M. & Ketchen, D. (2001) argued that sustained competitive advantage derives from the resources and capabilities that a firm controls that are valuable, rare, imperfectly imitable and non-substitutable. These resources and capabilities can be viewed as factors of tangible and intangible assets, including a firm's management skills, its organizational processes and routines, and the information and knowledge it controls.

Consequently, the cost of acquiring resources in strategic factor markets should be an important consideration in any discussion about creating a competitive advantage, consequently companies that acquire resources are likely to generate a competitive advantage (Lee, Y. & Barney, J. B., 2016). These resources depend on the sector being analyzed, it is therefore important to identify and recognize the role of resources and capabilities in the personnel that make up the company, which establishes a source of talents and support capacity, allowing the organization to design a sustainable competitive advantage (Sánchez, S. & Herrera, M., 2016). Likewise, Fuentes, N.; Osorio G.; & Mungaray A. (2016) suggest that the generation of adequate synergies for the development of the small-scale productive sector is achieved mainly from intangible capabilities.

In Peru, according to Produce (2018) mypes represent 99.5% of the total formal companies in the Peruvian economy, where 96.2% are microenterprises, 3.2% small and 0.1% medium, likewise mypes generate around 60% of the employed EAP, being considered as the generating source of employment. In addition, 10 out of every 100 persons of the employed EAP are drivers of a formal mype.

With respect to the agro-export sector FAO (2019) reveals that agro-export in Peru is one of the main sources of domestic income, therefore it is necessary to work on its potential. However, it is observed that the persistently low productivity is associated with an export structure focused on the primary and extractive sectors that have low levels of sophistication which prevents participation in global value chains and impedes productivity growth (OCDE, 2019). In this sense, it is important to evaluate long-term sustainability, which will depend not only on the quantities but also on the quality of exports, with proposals for more elaborate products that cover new markets and reach new destinations (Banco Mundial, 2016). In addition, it should be taken into account that the loss of export competitiveness has a direct impact on the income that countries receive from exports. Its systematic

evaluation allows taking actions that enhance or improve the performance of the sector and increase its (Willmer Guevara Ramírez & Cristian Morales Letzkus, 2018).

PromPerú (2020) states that Peruvian entrepreneurs dedicated to the agro-export sector have problems in the administration of management resources; consequently, production and exports of products are reduced compared to other countries with smaller extensions and diversities of products (TradeMap, 2020); likewise, statistics of Peruvian exports in this sector reveal that more than 90% consist of unprocessed products or with little added value (SUNAT, 2020). Despite this, Peru's exporting agriculture is the only sector that makes up the Peruvian economy whose dispatches so far in 2020 continue to grow with respect to 2019 (Carrasco, 2020).

The Tacna Region has great export potential because it has a diversity of agricultural products, of which the products currently oriented to the external sector are onions, olives, oregano, watermelon and grapes (Dirección Regional de Agricultura Tacna, 2020); where the main destination countries are Chile, the United States, China, Canada, Brazil and Mexico (SUNAT, 2020). Tacna is also considered the leading national producer of olives and oregano, due to their high quality and diverse presentations; therefore, the potential of these products in the world market has the potential to make the region competitive (MINCETUR, 2020).

Similarly, (2018) reveals that most mypes in the agroexport sector do not have skilled labor for production technologies, nor sufficient production capacity for their exports and have difficulties in creating rapid responses to market signals, which is presented as a threat to the sector's mypes, since if they do not identify and enhance their strategic business management resources, which can be transcendental in the generation of competitive advantages, they will simply be left out of the market. Thus, it is important to improve the conditions of the current model since the great potential of the sector's mypes has been proven and it is necessary to generate new indicators that are appropriate and adapted to the reality of the agroexporting mype.

Consequently, for all the above reasons, if the mypes, in this case belonging to the agroexport sector, do not develop strategic business management resources, this will bring as difficult consequences low levels of exports, reducing their competitiveness, which will be reflected in significant economic losses that will damage their sustainability over time.

Finally, considering that the constant changes in the economic environment generate great challenges for small and medium-sized companies, the generation of competitive advantages should be sought as an essential constant for their permanence and growth in the market, making use of appropriate strategies that allow them to adapt and respond to this changing environment, by taking advantage of resources and capacities that generate value for the companies.

## **2. Objectives**

This study was developed because there is a latent need to improve the level of competitiveness of formal mypes in the agro-export sector. In this sense, the research seeks to provide, through the results obtained, answers and solutions to reduce certain shortcomings that are under the control of these companies and thus raise their levels of competitiveness, considering that the research focuses on the micro level, as it is the only level where the entrepreneur has direct influence and control.

### **2.1. General Objective**

The general objective of the study was to determine the influence of strategic business management resources on the competitiveness of small and medium-sized enterprises in the agroexport sector in the Tacna Region.

### **2.2. Specific Objectives**

The specific objectives considered for the study were the following:

- To determine to what extent the tangible resources of business management influence the competitiveness of the mypes of the agroexport sector in the Tacna Region.
- To determine to what extent the intangible resources of business management influence the competitiveness of the mypes of the agroexport sector in the Tacna Region.
- To determine to what extent the human resources of business management influence the competitiveness of the mypes of the agroexport sector in the Tacna Region.
- To determine to what extent the organizational capital resources of business management influence the competitiveness of the mypes of the agroexport sector in the Tacna Region.

## **3. Theoretical framework**

The theoretical foundation of the research serves as a basis for the construction of significant contributions for the analysis and breakdown of indicators of both study variables.

Each of these points is developed with the objective of presenting the main theoretical contributions regarding the strategic resources variable of business management in relation to the competitiveness variable in the agro-export sector, within the business context.

### 3.1. Strategic Business Management Resources

Strategic resources have been the subject of study over the years, and have been defined by different authors, most of whom have agreed or grounded the term in the fact that the organization or company is a set of unique resources and capabilities that constitute and form the basis of its competitive strategies, which in turn define the company's performance.

At the beginning they were seen and studied as internal factors, which allowed explaining the behavior and development of the company or organizations and how these factors influenced the competitive advantage. Some authors state that internal factors are the main reason for business excellence, which leads to the achievement of competitive advantage (Gautam, R.; Barney, J.B.; & Muhanna, W.A., 2004).

In this sense, trying to find the explanation, the reasons, sources and factors of business success and competitiveness, originated the development and advancement of various theories and models on resources, among the most prominent is the theory of resources and capabilities, where the central notion is based on the fact that the resources and capabilities of organizations are those that support and generate business competitive advantages and therefore, are the reason for business success (Barney J. B., 1991), (Grant R. , 1991), (Amit, R. y Schoemaker, P., 1993), (Suárez, 1994), (Tece, D.J.; Pisano, G. & Shuen, A., 1997).

Therefore, resources also contribute to the economic sustainability of companies, since strategic resources seek to contribute to the sustainability of companies, because companies have to focus their efforts on developing them not only momentarily but in the long term.

**Table 1.** Main notions of Strategic Resources

Penrose (1959)	A company is a set of physical, human and intangible resources, which are deployed through management decisions.
Barney J. B. (1991)	Organizations are conceived as sets of strategic resources, providing a distinct source of competitive heterogeneity.
Barney J. B. (1991) Hunt (2000)	Strategic resources are tangible and intangible elements that are indispensable to the organization, difficult and costly to imitate, heterogeneous, valuable and rare.
Hunt (2000)	Strategic resources are key inputs into strategy and determine the ability of organizations to compete effectively. Strategic resources that enable this include legal, financial, physical, human, organizational, informational, and relational resources.
Menon et al. (1999)	Companies that have inequalities in strategic resources with their competitors cannot take advantage of opportunities. A strategy without the necessary resources cannot be implemented.
Kraatz & Zajac (2001)	Matching strategic resources to the product market opportunities presented through your strategy is vital.
Suárez J. & Ibarra M. (2002)	Resources are all those physical assets available in the company for the development of its competitive activities; capabilities are associated with that set of knowledge and skills that arise from the company's collective learning.

Source: Own elaboration

In the last two decades, different authors have recognized the importance of strategic resources in companies, and even these so-called strategic resources have been characterized and mentioned as completely necessary for business success; however, there is still no contrast as to which resources companies should develop and the authors differ in mentioning them, perhaps because the resources depend on the type of company, organization or product to be incorporated into the market. Even so, there is a large body of literature that indicates that strategic resources that are in line with the business strategy influence the company's performance in the market and can even ensure superior performance to that of the competition.

The ability to implement a strategy is one of the most important strategic resources because even if the company has a variety of resources and there is no one to implement and take advantage of them, they are lost resources (Barney, J.; Wright, M. & Ketchen, D., 2001); this ability to implement is achieved from the skills and knowledge gained over the years by the companies and the achievement of the development of other resources.

The theory of resources and capabilities includes tangible and intangible assets, which seek to contribute and are determinants of business competitive advantages. The promoters and followers of this theory were initially by Itami & Roehl (1987), Dierickx & Cool (1989), Barney (1991), Grant (1991), Mahoney & Pandian (1992), Amit & Schoemaker (1993), among others.

For Grant (1991), resources are the inputs that an organization or company has to successfully develop its activities or processes, since they cannot generate any type of income on their own, so their correct use, organization and coordination are necessary to generate competitive advantages over competitors. Capabilities

are essentially that faculty of adequate management of resources that will allow us to carry out various tasks aimed at the development of the company (Grant R. , 1991).

Consequently, capabilities are the way in which organizations or companies can combine, manage, potentiate, and make use of their resources (Amit, R. y Schoemaker, P, 1993); which causes the company to increase the stock of its intangible resources, that the basic activities are developed in a more efficient way compared to the competition and finally allows them to adapt to the constant changes in the market through the development and implementation of strategies in advance (Collis, 1994).

Thus, researches such as those of Barney J. B. (1991), Grant R. M. (1996), Hill, C.W. & Jones, G.R. (1996) sustain that the resources and capabilities that help organizations to generate sustainable competitive advantages over time, are those that are valuable, that is, they allow the company to create value for the customer, they are scarce, that is, no other company generates them or has them, and as a third characteristic we have durability, focused on the obsolescence of the resources (Grant R. M., 1996), (Amit, R. y Schoemaker, P, 1993).

**Table 2.** Resource Typologies

AUTHORS	TYPOLOGY	
Penrose (1959)	Earth and equipment	
	Labor Capital	
Barney J. B. (1991)	Physical Capital	Technology Equipment Access to raw materials Geographical location
		Human Capital
	Organizational Resources	Formal Structure Formal and informal planning Controlling Coordination Informal stakeholder relationships
Wernerfelt (1984), Hall (1989) Hill & Jones (1996)	Tangibles	Financial Physical
	Intangibles	Technological Reputation
Grant (1996)	Human	
	Fungibles	Indivisible: physical Divisible: financial
	Non- fungibles	Non-fungibles: Intangibles

Source: (Rubio, A. y Aragón A., 2007, pág. 113)

In business management, there is literature of cases where companies with particular resources and capabilities have been able to be competitive in their sector and have outperformed their rivals (Coyne, 1986) (Ghemawat, 1986) (Grant R. , 1991) (Hall, 1989) (Williams, 1992).

The firm’s resources are considered as the tangible or intangible factors available and are inputs within the production process of the organization or the firm, whatever its size, and the main resources that are part of the business strategy linked to competitive advantage are called strategic resources.

Relationship model between resources, capabilities and competitive advantage

Grant R. (2006) establishes that business strategy focuses on the search for profitability and business profit, which implies as a fundamental axis the planning for the achievement of its objectives, in an orderly and rigorous process consisting of achieving competitive advantages, ensuring survival and profitability.



“The company interacts the elements that make up the strategy - its objectives and values, resources and capabilities and structure and systems - with the competitive environment, forming a nexus that takes the form of the need to make continuous strategic adjustments”. (Grant R. , 2006, pág. 136)

The resources and capabilities model analyzes the internal factors that generate competitive advantage, i.e. the potential of the company’s resources and capabilities to generate, develop and maintain a competitive advantage.

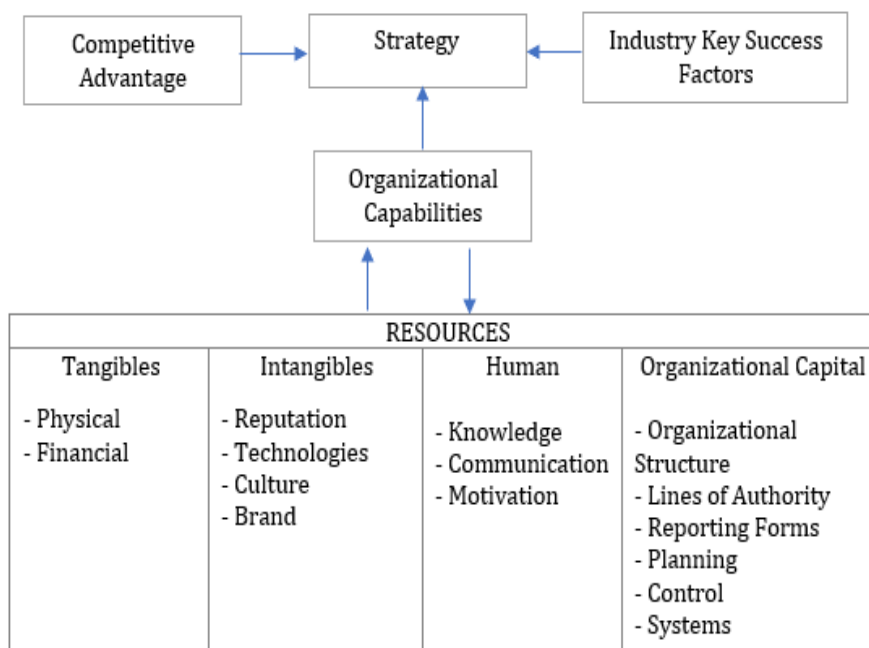
The model establishes that, when conducting an internal analysis of the organization’s resources and capabilities, we must begin by differentiating their typology, i.e. whether they are highly differentiable or whether we can leverage them, seeking to achieve a competitive advantage. Strategic resources are characteristic assets of the organization and in order to develop competitive advantage, these assets must work together to generate business processes and capabilities, which is also called organizational routine. (Penrose, 1959)

In this sense, strategic resources become capabilities, generating flows and processes in the organization; and these capabilities that integrate several resources and their interrelation among them generate constant relationships as task development, the way the organization works, where the objective is to generate an effective result and with the least possible expenditure of resources, time and effort. (Amit, R. y Schoemaker, P., 1993)

Organizational routines or resource integration capabilities generate value for the organization, giving rise to the generation of organizational competitive advantage, so that the strategy is based on the organizational capabilities of the company that allow its subsistence and are linked to the achievement of proposed business objectives, also organizational capabilities and strategy are related to the key success factors of a particular company or a particular sector, which links the strategy with the sectoral scope.

Corporate profitability is the result of achieving a competitive advantage over industry rivals, and the resource-based vision seeks to identify and develop the unique character and identity of each organization and argues that the key to greater profitability is not to seek to look like the competition or do the same as other companies, but rather to identify the organization’s differences and then seek to exploit and leverage those differences for continuous improvement.

**Figure 1.** Relationship between resources, capabilities and competitive advantage



Source: (Grant R. , 2006, pág. 221)

Figure 1 shows the classification of resources, which are divided into tangible, intangible, human and organizational capital, this model is considered as the basis of the study for the analysis of the dimensions.

### 3.2. Competitiveness

Competitiveness is a very complex research variable, which can be studied from different levels and visions, so different researchers focus their studies on business competitiveness, because this phase of competitiveness is essential for the development of other types of competitiveness, since it directly influences sectoral competitiveness, and this feeds regional competitiveness, which supports and sustains the competitiveness of a

country, Mora-Riapiraa et al. (2015) hence the importance of giving the appropriate value to the development of business competitiveness, because the development and care of this will depend on the others.

Competitiveness has gained importance and strength several decades ago and there is a lot of literature that tries to provide indicators to measure it both at a business and national level, therefore it is important to recognize the different contributions of studies that deepen and update the generalities of competitiveness.

**Table 3.** Main Notions of Competitiveness

Smith (1776)	Competitiveness encompasses the ability and skills to compete in markets for goods or services and to be successful.
Ricardo, D. (1817)	The only way to achieve competitiveness is by maintaining low relative production costs.
Porter M. (1985)	Competitiveness is the ability of a company to produce and sell products in better conditions of price, quality and opportunity than its rivals.
Enriaght et al. (1994)	A company's competitiveness is its ability to provide goods and services more effectively and efficiently than its competitors.
Velásquez (1995)	Competitiveness requires the ability of companies, industries, regions or geographic areas to create value and differentiation, in a context of competition, efficiency in the use of factors, and on a sustainable basis.
Etkin (1996)	Competitiveness is based on the production of quality goods, which belong to a system that is efficient in the use of resources and effective in achieving results, and efficient in satisfying the needs of its internal and external customers.
Pelayo D. (2002)	Competitiveness is the ability of a company to differentiate itself from other companies on the basis of competitive advantages, with the aim of creating, sustaining or improving a given situation within a socioeconomic context.
Solleiro, J. & Castanón (2005)	Competitiveness is the ability and capacity of a company to increase its market share by using business strategies and promoting productivity in a specific competitive environment.
Valencia (2006)	Competitiveness is related to the production of goods and services that can compete successfully in globalized markets and, at the same time, improve the income and quality of life of the population.
Zuñiga (2010)	Competitiveness is the sophistication of strategy and business operations processes, where the key tool is strategic direction.
Monterroso (2016)	Competitiveness is a term that indicates the position of a company in relation to others, thus being associated with permanence in the market and the generation of value for the customer.

Source: Own preparation

The developed notions and other similar ones recognize that business competitiveness is associated with external factors of the company such as government policies, the country's economy, market characteristics, among other variables of the region, however, competitiveness depends closely on the internal development of the company (Mora-Riapiraa, E.; Vera-Colina, M.; y Melgarejo-Molina Z., 2015).

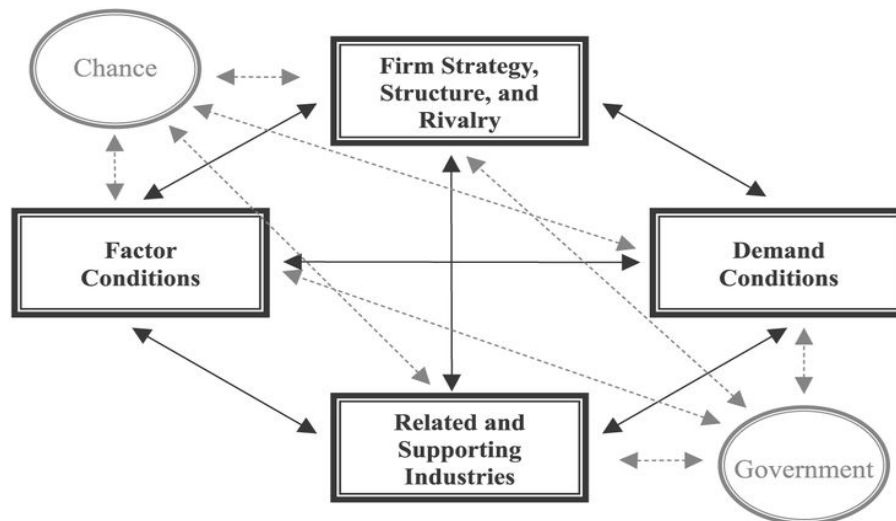
Business competitiveness is one of the fundamental topics of study in the different economic activities of developing countries as in developed countries, since the context of globalization forces companies to achieve effectiveness, efficiency and productivity in the management of their human, natural, technological, financial, organizational, etc., resources, with the aim of achieving to represent a competitive market, (Armayah, Sumardi, K Damang, & M Munizu, 2019), however, it is necessary to differentiate it from competitive advantage, which refers to resources, elements, factors, attributes and knowledge that companies develop or use exclusively or in greater proportion than the competition, which allows them to generate value compared to the sector in which they operate resulting in business competitive positioning (Porter M. , 1990).

**Porter's Diamond Model**

The diamond model suggests that there are specific reasons why each country, region, locality, sector of the economy or company is more competitive than others. In other words, it analyzes the factors that generate competitive advantages that allow a brand to consolidate its position as the first in its field.

The model has a diamond or rhombus shape and analyzes four essential dimensions for the evaluation of a company's competitive strength. It also considers two additional factors that correspond to the external influence corresponding to the market where the company operates, so that the model establishes that competitiveness is influenced by both internal and external factors that generate competitive advantage and position in a given sector. (Porter M. , 1990)

Figure 2. Competitive diamond model



Source: Porter (1990)

Source: (Porter M., 1990)

1. Factor conditions: This dimension is based on the production resources that the company possesses, and also refers to the availability of these natural resources and labor.
2. Demand conditions: Porter M. (1990) states that demand indirectly influences the generation of business competitive advantages. This factor is based on the specialization or sophistication of consumers.
3. Company strategy, structure and rivalry: It considers competitors as a factor that promotes and stimulates the generation of competitive advantages within the company.
4. Related and ancillary sectors: This dimension describes the competitiveness that coexists between sectors of the economy that are related to each other in order to obtain benefits.
5. Government (management): This dimension refers to the laws and government provisions that can positively or negatively influence the other four factors.
6. Chance: This refers to unforeseen events that companies and the government itself cannot control, therefore Porter M. (1979) attributes great importance to it since these unforeseen events are capable of generating discontinuities and even the closure of companies and markets.

## 4. Methodology

The type of research framework for the development of the thesis is basic since it was aimed at the observation and analysis of the research variables, its purpose was to provide objective answers to the problem posed, with respect to a certain fragment of reality, in this case the mypes of the agro-export sector, thus seeking to expand the already existing theoretical knowledge about the variables and the sector under study.

The research design was sequential explanatory, since the process follows a systematized order based on a series of sequential phases or stages that help the collection and analysis of quantitative data. Likewise, the research was non-experimental, so the variables were not manipulated, and it was cross-sectional because the research was carried out in a specific time.

The level of research was descriptive because the characteristics and current state of the sector under study were known, linked to the research variables, which was oriented to the discovery of the influence of a problematic situation (strategic resources of business management) on another (competitiveness). It was also of an explanatory level, which seeks to generate understanding of the problem, through the description and analysis of the variables and their dimensions, which is more conclusive Hernández-Sampieri (2018) since it aims to establish the causes of the variables under study, and explain their relationship focused on a given sector. Similarly, the research corresponds to the correlational research level, since it is focused on determining the relationship between the study variables, strategic business management resources and competitiveness.

### 4.1. Hypothesis

#### General Hypothesis

Strategic business management resources significantly influence the competitiveness of mypes in the agro-export sector in the Tacna Region.

#### Specific Hypothesis



- The tangible resources of business management significantly influence the competitiveness of the mypes of the agroexport sector in the Tacna Region.
- The intangible resources of business management have a significant influence on the competitiveness of the mypes of the agro-export sector in the Tacna Region.
- The human resources of business management significantly influence the competitiveness of the mypes of the agro-export sector in the Tacna Region.
- The organizational capital resources of business management have a significant influence on the competitiveness of the mypes of the agro-export sector in the Tacna Region.

## 4.2. Indicators

**Table 4.** Independent Variable: Strategic business management resources.

Variable	Conceptual Definition	Operational Definition	Dimensions	Indicators
Strategic business management resources	They constitute the company's greatest strength and are potential sources of competitive advantage when they are difficult to imitate, are valuable, are rare and difficult to substitute, and are coupled to the company's strategy and organization. (Barney J., 1986)	Resources are assets of the firm, and to achieve competitive advantage they must work together to create organizational capabilities. (Grant R., Dirección Estratégica: Conceptos, Técnicas y Aplicaciones, 2006)	Tangible Resources	Physical Financial
			Intangible Resources	Reputation Technology Culture Branding
			Human Resources	Knowledge Communication Motivation
			Organizational Capital Resources	Organizational Structure Planning Controlling Systems

Source: Own Elaboration

**Table 5.** Dependent Variable: Competitiveness

Variable	Conceptual Definition	Operational Definition	Dimensions	Indicators
Competitiveness	Management of resources and capabilities to sustainably increase business productivity and the well-being of the region's population. (CEPAL, 2019)	Capacity of the company or industry to innovate and improve, produce and market products in better conditions of price, quality and opportunity than its rivals. (Porter M., 1985)	Factor Conditions	Basic Factors Infrastructure Availability of labor Capital Transportation Specialized Factors Equipment and machinery Technology and information systems Borrowing capacity
			Demand conditions	Quality control Market knowledge Time-Delivery Product innovation Environmental Awareness
			Strategy, Structure and Business Rivalry	Risk of New Entrants Substitute Risk Bargaining Power with Customers Bargaining Power with Suppliers Intensity of Rivalry
			Related and Supporting Industries	Institutional Support Partnership Process Outsourcing Financial System
			Government	Economic Policy Exchange Rate International Treaties Tax Policy
			Gambling	Changes in demand Climate Change

Source: Own Elaboration

### 4.3. Population

According to report of exporting mypes of Tacna from the Ministry of Production, for the study we worked with the entire population, therefore, the census sample corresponded to 127 Mypes of the agro-export sector in the Tacna Region. (Dirección Regional de la Producción Tacna, 2021)

### 4.4. Procedures, techniques and instruments

The procedure for data collection followed a series of processes in an orderly, systematized and methodical manner, based on rigor and transparency throughout the collection process. For this purpose, an analysis and an exhaustive search for information on the variables was carried out, which resulted in the definition of the conceptual framework to be followed, allowing the choice of theoretical models for each variable that allowed the breakdown of dimensions and indicators that served as a guide in the elaboration of the questionnaire, which is

validated by experts and has a very high level of accuracy. The survey technique was used and the questionnaire was used as an instrument, which consisted of 72 questions.

## 5. Results

The study variables have a non-parametric behavior, which means that the data do not have a normal distribution, so it was decided to use the Chi-square statistic to test the General Hypothesis.

Table 6. Chi-square tests

	Value	df	Asymptotic significance (bilateral)
Pearson's Chi-square	63,906a	4	,000
Likelihood ratio	64,976	4	,000
Linear-by-linear association	43,223	1	,000
N of valid cases	127		

a. 0 cells (0.0%) have expected a count of less than 5. The minimum expected count is 6.03..

Source: SPSS Statistical Program, Results of the questionnaire database.

This study concludes that the strategic resources of business management significantly influence the competitiveness of the mypes of the agro-export sector in the Tacna Region, which was contrasted by means of non-parametric statistical tests that indicated that the data do not have a normal distribution, therefore the Chi-square statistic was used to determine the degree of influence, where the results showed a P-value of 0.000 and this value being less than 0.05, a positive significance between the strategic resources of business management and the competitiveness of the mypes of the agro-export sector was shown with a confidence level of 95%. Also, levels were identified for both variables showing that the strategic business management resources are still at a low level, where 49.6% of agro-exporting SMEs still do not have the appropriate strategic resources to enable good business performance, and consequently the competitiveness variable follows the same criteria where 48.8% of agro-exporting SMEs remain at a low level, making it impossible for them to generate optimal responses to a competitive and constantly changing international market that requires companies to continually improve. The specific hypotheses were also tested in which the dimensions of strategic resources such as tangible resources, intangible resources, human resources and organizational capital have a significant influence on competitiveness, with intangible resources being the dimension of greatest significance.

## 6. Discussion

This study reaffirms the findings of Fuentes, N.; Osorio G.; & Mungaray A. (2016) who also point out in their results that microenterprises engaged in any commercial activity have individual assets that differentiate them from other economic sectors and that are decisive for the achievement of competitiveness, so it is necessary to know in depth the strategic resources they have and to enhance them if necessary.

Likewise, Mora-Riapiraa, E.; Vera-Colina, M.; and Melgarejo-Molina Z. (2015) also obtain results that indicate that strategic planning directly and significantly influences the development of other dimensions of business management and the competitiveness of MSMEs, and like the aforementioned results, the present research highlights strategic planning as the fundamental axis for the growth and long-term sustainability of the company. Therefore, it is important to seek its business consolidation through the development of internal conditions that allow the overcoming of the different deficiencies and problems that diminish and affect its performance and its competitive level, generating an enabling environment under a political, social and economic context that allows its potentialization and the improvement of the country's competitiveness.

In this same sense, it is important to note that it was identified that as the degree of strategic resource management decreases, a significant reduction in the levels of achievement of the other dimensions of competitiveness is observed, which coincides with research conducted in other sectors and countries (Cajavilca, 2018) (Fernandez, Z. & Revilla, A., 2010) (Gautam, R.; Barney, J.B.; & Muhanna, W.A., 2004) (Restrepo J.; Vanegas J., 2015) (Rojas, 2013) (Valero, 2019). On the other hand, (Martínez, R.; Charterina, J. y Araujo, A., 2010) after evaluating various dimensions under the vision of the resource-based organization (VBR), in their proposed model they give greater weight to managerial capabilities considering it as a determining and preceding factor of the other capabilities and resources of the company. Agreeing with this statement, Armayah, Sumardi, K Damang, & M Munizu (2019); Fuentes, N.; Osorio G.; & Mungaray A. (2016); Medeiros V., & Gonçalves L. (2019); Mora-Riapiraa, E.; Vera-Colina, M.; y Melgarejo-Molina Z. (2015); Saavedra (2012) and the present research coincide in affirming that companies that possess superior managerial capabilities, manage and present human, organizational, innovation, marketing and quality capabilities, which lead them to superior performances and in contrast to this assertion it has been

contrasted through the present research that the resulting resources that have greater weight and relationship with competitiveness are intangible resources, followed by human resources and organizational capital resources that are part of the strategic resources of business management, for which a timely administration is required where optimal managerial skills and entrepreneurial vision stand out, allowing coordination, linkage and interrelation of strategic resources, generating, developing and giving rise to new resources and business capabilities.

According to, Armayah, Sumardi, K Damang, & M Munizu (2019), Barney, J.; Wright, M. & Ketchen, D. (2001), Grant R. M. (1996), Porter M. (1990) the concept of competitiveness or competitive success is closely related to the concept of business performance; in fact, the generation of rents derived from competitive advantages will result in a higher performance and, therefore, a better relative position of the company with respect to the sector and its competition. Therefore, the measurement of business performance allows the measurement of competitive success, where the development of internal factors is valuable to generate differentiation with respect to the sector in which it operates.

In the case of mypes, the present research together with different studies conclude that intangible resources have a greater contribution to business competitiveness, (Alam S.; Munizu M., & Jillbert J., 2019), (Armayah, Sumardi, K Damang, & M Munizu, 2019) (Cardona, 2011) (Dini, M & Stumpo, G., 2018) (Fuentes, N.; Osorio G.; & Mungaray A., 2016) (Hernández Silva, Frank E., & Martí Lahera, Yohannis, 2006) (Ibarra, M. A., González, L. A. y Demuner, M. del R., 2017) where differentiation strategy is key to business performance (Porter M. , 1990), considering that the combination of intangible resources makes a greater contribution than individual intangible resources in export performance (Kumlu, 2014).

Finally, the present research through the results has revealed the reality of the agro-exporting sector of the Tacna Region, where coincidentally to other national and international studies and research it is observed that agro-exporting mypes do not have sufficient internal and external tools for the effective achievement of the management of strategic resources which has a significant impact on their competitiveness, Therefore, it is transcendental for the sector to take imminent measures of change that will allow them to take advantage of the potential and differential recognition of the Region in the diversity and quality of the production of some flagship products, by redirecting their efforts and strategies towards the approach of business and sectoral growth that will provide them with strengths through the potentialization and generation of strategic resources of business management that will allow them to face the increasingly tough competition in the international market and that will undoubtedly add and contribute significantly to the improvement of the future competitiveness of the sector.

## 7. Conclusions

It is concluded that the strategic resources of business management have a significant influence on competitiveness. Also, the theoretical models of Grant R. M. (1996) and Porter M. (1985) have allowed the breakdown and study of dimensions and indicators of great importance for the sector under study and it has been shown that despite the years of presenting these models, their contributions are still valid today and allow an in-depth measurement and analysis of the variables under study, where the results achieved follow a trend and there is a very close approximation with other studies.

Based on the conclusions and reflections, it is suggested to strengthen future lines of research that delve into the relationship between the strategic resources of business management and competitiveness, allowing to deepen in the variables already developed, allowing to expand this research in similar sectors and in other territorial and national scopes, and allowing the comparison with other sectors. Another aspect to be taken into account in future research is the incorporation of additional variables that explain business competitiveness and complement the findings and results presented.

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