

## The strategic prospective as a factor of perpetuity for a restaurant

### La prospectiva estratégica como un factor de perennidad

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#### Abstract:

The restaurant industry is a sector scarce studied with regards to disciplines like strategy, corporate perpetuity and consumer behavior; accordingly, it is necessary to conduct an investigation that includes preferably these three topics altogether. Ergo, this work seeks to fulfil the above-mentioned problematic. Consequently, the objective of the research is to explore through a strategic prospective based on consumer behavior the opportunities and challenges that a Japanese cuisine restaurant faces in a global market so as to design a frame of reference capable of conceiving strategies oriented to favor its perpetuity. The methodology used corresponds to mixed methods research and cross-sectional approach with an exploratory scope; hence, a semi-structured interview as well as a questionnaire were carried out with the clients of the restaurant and, as a result, it was possible to find out that a specialized, future-oriented administrative tool is essential to the business because their clients are seeking for a gastronomic experience rather than simply satisfying their need to nourish.

#### Keywords:

*Income, salaries, employed personnel*

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#### Resumen:

La industria restaurantera es un sector poco estudiado en disciplinas como estrategia, perpetuidad corporativa y comportamiento del consumidor; por lo que es necesario realizar una investigación que incluya preferentemente estos tres temas en conjunto. Ergo, este trabajo busca dar cumplimiento a la problemática antes mencionada. En consecuencia, el objetivo de la investigación fue explorar a través de una prospectiva estratégica basada en el comportamiento del consumidor las oportunidades y desafíos que enfrenta un restaurante de cocina japonesa en un mercado global para diseñar un marco de referencia capaz de concebir estrategias orientadas a favorecer su perpetuidad. La metodología utilizada corresponde a una investigación de métodos mixtos y de enfoque transversal con alcance exploratorio; por lo que se realizó una entrevista semiestructurada así como un cuestionario a los clientes del restaurante y como resultado se pudo conocer que una herramienta administrativa especializada y orientada al futuro es fundamental para el negocio porque sus clientes buscan una experiencia gastronómica más que simplemente satisfacer su necesidad de alimentarse.

#### Palabras Clave:

*Ingresos, salarios, personal ocupado*

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#### Introduction

The strategy in the restaurant sector seems not to be present due to a lack of empiric studies related to this topic because, as a matter of fact, the planning as a

concept emerged at the beginning of World War II as an instrument of economic growth [1], then the term strategic planning became relevant between the years 1960 and 1970 to finally change into strategic administration until this last decade [2], [3], a period where the strategy

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manages to be more important in general terms and makes itself a key element regarding another business management techniques, i.e., the strategic prospective [4], [5].

Furthermore, during the year 1960, the human behaviour is considered as an important factor for the development of small and medium-sized enterprises (SMEs); nevertheless, until the year 1970 the studying of the SMEs becomes noteworthy [6]. Therefore, this kind of enterprises play an essential role in the world economy given that its impact is high, as business units represents the 96% out of the total globally and the workforce considering the industrial sector and services symbolizes 60% and 70% out of the total globally each in order [7].

In addition, the importance of the micro, small and medium sized enterprises (MSMEs) in Mexico resides in the fact that they represent the 99.82% out of the total companies, generate the 71.41% of the employment and contribute a 53% to the national Gross Domestic Product [8]. As for Hidalgo State, 99.94% are MSMEs and 47.14% of which are installed in the metropolitan area of Pachuca (Pachuca) [9]; a city that is considered one of the three most important zones in the State and have a population whose consumption habits vary thanks to the gastronomic diversity [10].

In this sense, knowing the corporate lifecycle of the enterprises turns out to be primordial in order to revitalize and allow any of them to continue with successful operations because, otherwise, the economic and labour development of the country would be grievously affected or would remain limited in terms of growth [9], [11]. In particular, a first antecedent on the corporate lifecycle is the Boston Consulting Group matrix which represents the lifecycle of a product in 1979 [12]; secondly, a financial analysis is considered to determine the lifecycle in a business [12]; and, thirdly, ten stages are proposed with the premise that change forces a system to evolve or collapse [11].

To sum up, strategy, consumer behaviour and corporate lifecycle altogether have the potential to improve the perpetuity of enterprises. To show that, a small enterprise, located in Pachuca de Soto, with 15 employees approximately started its business in march 2021, entering the infancy stage and passing through different transformations after two years, so it is necessary to transition its traditional management towards one based on strategies defined by future scenarios so as to avoid premature death, since accelerated growth without an adequate action plan can cause serious damage to the company.

#### **Theoretical framework**

##### **Strategy to prospective strategy**

Strategy is an ancient concept that, inherently, accompanied prehistoric men in the execution of their survival activities [13]. But the very appreciation of the term strategy was born as a result of the human being conflicts, i.e., war. Sun Tsu, a general from the year 500 B.C., was a pioneer in this topic when he affirmed that his triumphs were not only the result of tactics designing used for conquest, but of a strategy focused on victory [2]. Military and business strategies are similar since both seek success in their own field, in addition, they have similar key strategic factors, although specialized for their

fields. These factors are linked as follows: war – business, military – executives, enemy – competition, weapons – products or services, battlefield – market and society, just as conditions – environment [2].

On this point, a business strategy, determined by the senior executives, must consider the following: a) to be composed of various, simultaneous and integrated tactics; b) to follow a sequence in time regarding the execution of the aforementioned tactics; and c) to make the manager of each department or business unit responsible for their execution [13]. Even though, for almost 50 years, people have been researching in order to find the answer of the question what is strategy? There has not been much consensus on the subject, especially in the identification of the fundamental elements that constitute its concept, in spite of the fact that it has undergone evolutions and developments for approximately half a century [14].

In relation to the abovementioned, Yu (2021), in the literature review she did on strategy from 1960 to 2011, identifies that there are four possible reasons why the concept of strategy is understood in many ways: 1. Different words are used to express the same meaning; 2. Different terms belonging to the same lexical group are used; 3, a different vocabulary is applied in the definition because the concept is understood in different ways; and 4. Expressions not belonging to the strategy concept are used [14].

That is the reason why, nowadays, strategy does not have a unique model to designed and apply it, so there are various administrative tools related to it, e.g., Porter's diamond, five forces as well as four corners model, Hambrick & Fredrickson's strategic diamond, Kim & Mauborgne's blue ocean, Bowman's strategic clock, Mintzberg's five P's of strategy, Mckensey's 7S Framework, Miles & Snow's organizational strategies, Kaplan & Norton's Balanced Scorecard, Ansoff's matrix [15], Chiavenato & Sapiro's strategic planning, and Thomspson & Strickland's, as well Luna's management strategy [2-3], [13].

Foresight, born at the end of the 1950s in France with theorists Gaston Berger and Bertrand de Jouvenel [16], has also teamed up with strategy, evolving into the contemporary concept called strategic prospective [17], which has become an administrative tool capable of providing a competitive advantage to the company that decides to implement it [16], [18], since it is considered that its planning potential and definition of objectives for generating a strategic plan is superior to other management tools related to strategy [4].

Thus, the contemporary concept of strategic prospective was defined by Michel Godet and Huges de Jouvenel at the end of the 1980s [19], [20]; however, Godet is the one who has become the main precursor of this theory, developing his scenario model [21]. Moreover, in Latin America, this title is shared with Francisco José Mojica Sastoque, who designed, under Godet's methodology, his own strategic prospective models, called the basic model and the advanced model [22].

Because the methodology of the advanced model is more complete than the basic model, in this research the former is taken as the basis, since it allows

the use of different techniques in each of its four stages of development: I. variables; II. actors; III. scenarios; and IV. strategies [16]; in addition, this model highlights the role of reflection and intellectual analysis for its execution despite using mathematical tools converting the qualitative into quantitative [20].

### **Perpetuity through corporate lifecycle**

The perpetuity of a company, or perennity, implies the search for new and better strategies, as well as structures, to cause alterations in leadership change and decision-making [23]. Permanence, regardless of the condition of any entity or system, implies going through a life cycle, which generally has three periods or stages: 1. birth/growth; 2. maturity/revival; and 3. decline/death [24]. Thus, knowing how to identify the development stage an organization is in can help managers understand the relationships between the life cycle and competitive strategy [23].

The corporate lifecycle emphasizes that organizations, regardless of their chronological age or size, evolve when they experience a series of events, which lead to a series of changes, both internal and external, over time [24]. These changes follow a hierarchical progression, hardly reversible, affecting all kinds of organization structures and activities in the firm; however, not all changes are positive, since stagnating for a long time in one stage can mean the emergence of a crisis that leads to the premature death of the company [25].

The corporate lifecycle, based on Adizes [11], is defined by two common characteristics, present in any system, e.g., organic or inorganic; the first is that all beings follow a series of predictable patterns, the second is that when there is a change, the system collapses. Therefore, it is considered pertinent to know the ten stages through which an organization goes through and, in the same way, learn to overcome changes to avoid having a premature death or avoid reaching final death. The ten stages of the corporate lifecycle are listed next: 1. Courtship; 2. Infancy; 3. Go-Go; 4. Adolescence; 5. Prime; 6. The Fall; 7. Aristocracy; 8. Recrimination; 9. Bureaucracy; and 10. Death [11].

### **Theory of reasoned action as an identifier of consumer behavior**

Attitude is the most distinctive and indispensable concept when studying people's behaviour, which is why various measurement instruments have been developed, such as Likert, Guttman, Thurstone and semantic differential scales. Its conceptualization is defined by three characteristics: a) the notion that the attitude is learned; b) it triggers predisposed actions in the person; and c) such actions are consistently favourable or unfavourable towards an object, person, problem or situation [26].

However, attitude is a complex concept that cannot be generalized with a single word; so much so that Fishbein and Ajzen [26] postulate a classification into four categories: knowledge, affect, conation, and evident

behaviour. Such classification gives rise to a conceptual framework, defined by the same authors, with the purpose of providing a systematic and coherent theoretical analysis, focusing also, and mainly, on the relationships between said variables, which are identified in the theoretical framework as: beliefs, attitudes, intentions and behaviour respectively.

Beliefs, learned or formed based on direct observation or information received both by external means and by various inference processes, are the foundations of this attitude theory, which states that a person's totality of beliefs serves as an informational base that ultimately determines their attitudes, intentions, and behaviors, thus establishing that an individual, as an essentially rational organism, uses information at its disposal to form judgments, form evaluations, and reach decision-making [27].

### **Methodology**

#### **Type of investigation**

This case study is based on a mixed approach, using instruments and analysis tools for both qualitative and quantitative research [29]. In turn, the research is empirical and field as it is a work that studies reality from the origin of the object of study [30]. Thus, although there are three study variables, the scope is only descriptive, so the application of the instruments and the analysis of the information is carried out in a single moment, without considering its evolution over time [31].

Regarding the development of the research, firstly, a literature review was carried out on the strategy, the corporate life cycle and the theory of reasoned action to clearly define its current state in the field of research and situation on the background with respect to other studies that worked in a similar line of research or that included any of the aforementioned variables. Subsequently, an interview was conducted to find out the main attributes that influence customers when visiting a restaurant through coding and thematic evaluation, generating word clouds with the ATLAS.ti software in its version 9; Subsequently, a questionnaire was applied in order to determine the preferences of Sakura Roll Revolution customers when they go to a restaurant through a descriptive statistical analysis, using Microsoft Excel as an analysis tool.

#### **Population and sample**

Due to the time and resources available for this research, the target population is the one called accessible, or sampled, since it is the one that has access, making up a finite portion of it [30]. In effect, the selection of a sample is used, which forms a representative as well as finite subset extracted from the accessible population, defined by the type of casual sampling [30]. That said, in qualitative studies the sample size is not important from a probabilistic perspective, since the interest of the researcher is not to generalize the results of his study to a broader population, but to deepen the understanding of a phenomenon. It is also emphasized that as the study progresses, other types of units can be added or replace the original units, since the qualitative process is more open and is subject to the development of the study [32]

## Conclusions

However, although the restaurant is well appreciated by its customers, they are capable of discerning the areas of opportunity that the establishment has since their profile corresponds to that of a more demanding person who seeks to live a unique experience, since they regularly attend a restaurant, that is, once or twice a week; In addition, you are almost always accompanied, either by your partner or by friends and family.

On the other hand, although this restaurant is in the top of mind of its customers, its representativeness compared to the competition is only 17% of the total, so its position in this area is still relegated to the offer of similar experiences in the metropolitan area of Pachuca (graph 25). Having said the above, it is understood that the company has not yet correctly focused its efforts on the consolidation of its customers, which, in the opinion of Connellan [34], can have a more positive impact on economic performance as opposed to an approach that simply seeks to attract new customers.

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