



Creadas para durar

Los buenos hábitos de las compañías visionarias

por James Collins y Jerry Porras



RESUMEN EJECUTIVO

Las compañías "visionarias" son aquellas que están a la cabeza de su área de negocios. Este tipo de empresas ha logrado no sólo desafiar el paso del tiempo, sino que ha dejado atrás gran variedad de productos y líderes.

Pero no son los productos ni los líderes los que las hacen exitosas. De hecho, el éxito de las compañías visionarias yace sobre una "cultura fundamental" inamovible, pero que da cabida a la innovación y al cambio.

Lo importante es impulsar un progreso constante (nuevos productos y servicios) mientras este encaja dentro de los valores fundamentales de la empresa.

En este texto, los autores nos brindan un panorama general de las características propias de las compañías visionarias y presentan algunos ejemplos ya históricos.

Compañías visionarias

La creación de una empresa viable y exitosa, que crezca y prospere, es el logro más impresionante en el mundo de los negocios. Las mejores compañías de la historia son las compañías visionarias.

Las compañías visionarias son las que están a la cabeza en cualquier área de negocios. Además, cuentan con una excelente reputación en todo el mundo. Este tipo de compañías se mantienen prósperas durante largos periodos de tiempo, con múltiples productos y muchas generaciones de líderes activos.

La creación de una compañía visionaria no requiere de un gran producto o un líder carismático. De hecho, la mayoría de las compañías que en sus comienzos se apoyan en un gran producto o líder se ven en la necesidad de luchar para obtener el triunfo. Por el contrario, las compañías exitosas comienzan en realidad con nociones vagas acerca del negocio en el que están.

Los creadores de compañías visionarias más exitosos son muy persistentes. Están siempre dispuestos a revisar o mejorar cualquier idea que no haya funcionado; pero nunca se rinden.

Si el éxito de una compañía depende del éxito de un único producto, habrá problemas. Si dicho producto falla, todo el mundo dejará de lado la compañía. Por el contrario, si el producto triunfa, la compañía se verá tentada a valerse del mismo más tiempo del que es conveniente. De las compañías visio-

narias fluye un gran número de productos y servicios gracias a la organización de las mismas.

Asimismo, las compañías visionarias tienen la capacidad de trascender a su fundador o a sus líderes, y mantenerse comprometidas con el triunfo durante generaciones. Sus fundadores son personas muy impetuosas, pero muy recatadas.

Algunos ejemplos de compañías visionarias son:

1. **3M:** fue fundada en 1902 para operar una mina; pero fracasó tras vender sólo una tonelada de minerales. En 1905, comenzó a vender papel de lija y otros productos. Hoy en día es una de las compañías más dinámicas e innovadoras.
2. **American Express:** fundada en 1850 como una compañía de transporte, entró en el negocio de los cheques de viajero cuando su presidente tuvo problemas para cobrar un cheque en el extranjero.
3. **Boeing:** fundada en 1915 para producir aviones de madera (William Boeing había sido un comerciante de madera). Su primer avión fracasó y, desesperada, al principio se dedicó a la producción de mobiliario.
4. **General Electric:** fundada en 1892 por Thomas Edison. GE se especializó en sistemas de corriente directa mientras que la competencia desarrolló sistemas de corriente alterna que, eventualmente, prevaleció. GE tuvo que luchar hasta que decidió adoptar el sistema de corriente alterna.
5. **Hewlett Packard:** comenzó en 1937 en el campo de la electrónica, pero tuvo constantes problemas con sus ingenieros. En 1939, la compañía había vendido sólo algunos osciloscopios y tenía 17 empleados.
6. **Marriott:** comenzó en 1927 fabricando cerveza y luego entró en el negocio de la comida mexicana. En sólo tres años, Marriott contaba con tres almacenes que funcionaban las 24 horas del día y decidieron expandirse aún más.
7. **Motocola:** comenzó en 1928 produciendo dispositivos para eliminar baterías. En 1930 comenzó a producir radios para automóviles y tras mucho esfuerzo logró cierta rentabilidad y comenzó a producir otros productos.
8. **Procter & Gamble:** Procter, un fabricante de velas, y Gamble, un fabricante de jabón, decidieron unirse en 1837 para vender velas y jabón (alrededor de 18 compañías hacían lo mismo para la época). La compañía se volvió rentable hacia 1847, y aumentó su gama de productos con el tiempo.
9. **Sony:** comenzó operando en Japón hacia 1945 en el área

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