

Design of The Competitive Advantage & Strategic Plan for the Microenterprise Chepas Franciscanas in Bolivar-Colombia

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Abstract - This article presents a proposal for the competitive advantage and strategic plan to boost the growth of the micro-enterprise Chepas Franciscanas S.A.S, located in Carmen de Bolívar, this was carried out on the basis of descriptive research, through a qualitative approach combining induction and analysis methods. Instruments such as non-participating direct observation, internal, external factor workshops, values and principles, virtual interviews, tools such as SWOT, POAM and PCI analysis, Porter's 5 forces, strategic map and Balanced Scorecard tool were used to obtain the required information.

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I. INTRODUCTION

In search of an address and strategic plan that fits the needs of the microenterprise under study, an analysis of three models (Kaplan and Norton Model, Model Serna, H and Model by David Fred R was carried out. [1],[2] and [3], allowing the definition of the model to be implemented in Chepas Franciscanas S.A.S. Concluding that the most suitable for boosting growth is the model proposed by Serna, it should be noted that this model was taken as a reference but was not implemented in its entirety. strategies are immersed in a company's strategic management and plan as it indicates the horizon it must follow, and achieving it depends on how efficient and effective these are. The address and strategic plan of a company are of paramount importance when looking to grow and position itself in the market, these being the main objectives sought by Chepas Franciscanas S.A.S, a microenterprise whose social object or economic activity is the production and marketing of bakery products, managing two production lines, the biscuits known by the name "Chepacorinas" and empanadas of flours with coconut sweet filled colloquially called "Panochas" such products are traditional of the region.

During the 73 years that it has been in force in the market has been working empirically successfully to make its products become very recognized in the regional and national market, however, the social reason of it does not have such recognition, this is due to the little use of advertising means and

strategies, implying that customers come to consume their products, but are not aware of the existence of Chepas Franciscanas S.A.S; in the same way, this leads to a slow growth, expansion and postponement of the microenterprise, which leads us to ask ourselves the following problem: What is the most appropriate strategic plan and address that allows Chepas Franciscanas S.A.S to boost its growth in the next 5 years?

II. REVISION OF LITERATURE

Strategic direction is defined as a process that allows senior management of an organization to define a clear route and incentivize all employees to work in the same direction through activities that promote collective work, so it implies that strategic direction has greater scope than simple and traditional planning, because it provides more elements and resources to managers to be prepared and have the capacity to timely address changes in the environment and complex situations with both common and assignable causes [4].

Strategic direction, in addition to defining a clear route, also allows companies to grow, generate profits and remain in the market[2]. The success of this depends to a large extent on the strategies that the organization proposes, for this purpose it is important to identify weaknesses, strengths, opportunities and threats, so strategic diagnosis is required [5].

Strategic diagnosis is an appropriate tool to take advantage of the growth and development potentials of a company, analyzing in this way the strong and weak aspects, in addition to its opportunities and threats, this analysis must be carried out through the integration of all the company's staff. The development of a good diagnosis will tell the company the main functions with which it can improve its effectiveness, as well as improving its efficiency and efficiency [6]. Diagnosing the means of analysis with which companies discover the most appropriate ways to create the best strategies, face markets, and develop new business opportunities based on their environment and the willingness of senior management [7].

This type of diagnosis is useful for designing the direction of companies is also part of a preventive and strategic management process, through which companies visualize their current state, collecting the appropriate information so that senior management makes the relevant decisions to make

timely changes with positive results, on the other hand, this functions as a means of evaluation for companies, identifying their status and position in the face of the environment in which they are immersed. (Valdez Rivera, 1998) [8].

This process is also responsible for establishing an optimal combination and integration of the different means that a company has to achieve its goals; which means that, if a company has as its general objective to focus on growth, strategic leadership must be a framework or action plan that will drive it to achieve this goal [9]. It is important that the strategic direction logic is clearly oriented, with the aim of enabling companies to set growth goals, so the goals and purposes formulated must be oriented towards organizational growth. (Kim and Mauborgne, 1999) [10].

Clearly, strategic addressing is a constant monitoring procedure that encompasses the organization as long as it is working, so it is seen as an ongoing process which should support the long-term objectives proposed within organizations. However, this continuous process is what you want to achieve, but not how it will be achieved, so it involves another phase that allows its effective and efficient execution when implemented in the company, observing the company holistically and integrating its relations with the environment, this phase is called strategic planning [11].

Strategic planning is a fundamental and important process in any organization regardless of its size or the service it provides because this process aims to chart the objectives to achieve and carry out an action plan capable of achieving those objectives, also this allows the organization to have a competitive advantage and sustainability in the long term. Strategic planning allows the organization to identify potential resources, build and align capabilities, recognize company-specific factors such as strengths and weaknesses, and establish relevant measures to achieve desired results. As well as in strategic addressing, it is also necessary for all collaborators to accept, understand and apply the procedures defined in this process, in order for it to achieve maximum results in terms of meeting the goals and objectives of the organization [12].

Reflecting the importance of opting for a systemic approach, taking the organization as a whole achieving that it points to both the effectiveness and well-being of employees. The actual situation of the company affects the monitoring of the strategy, so it is essential that all active members of the organization work collectively in the fulfillment of the objectives and means proposed [13].

In strategic planning, the extraction of information is of vital importance, so an analysis of external factors is required by which the company can be aware of its opportunities and threats, managing with it to identify the factors that interact directly with the company to achieve greater adaptability in the market. However, companies are in a changing and dynamic environment, so senior managers must seize opportunities and identify threats to the environment, because every company is exposed to social, economic and political impacts, must be

prepared and flexible to make changes to its structure in order to adapt and survive in the relevant market.

The main reason for vulnerable micro and small businesses is because they do not have clear and measurable objectives, lack of strategies or an action plan, unskilled personnel, high staff turnover, little or no use of technology and lack of access to financing, this at the same time implies having a growth barrier and the threat of their market stay [14].

An organization that is not given the task of charting a course and objectives, in time is exposed to failure, is for this reason that strategic planning plays an important role in the future growth and support of companies, since it allows to coordinate the activities and actions that must be carried out daily to achieve the objectives [15], ensuring its long-term survival and improving its effectiveness, efficiency, productivity and competitiveness [16].

In this order of ideas, planning is an appropriate way to anticipate and respond efficiently to changes in the environment, with the use of general and specific plans that indicate both possible actions and their possible results, thus allowing senior managers to choose optimal strategies based on available resources and the achievement of the objectives set [17].

Strategic maps try to solve problems, however, there are companies that have not generated the culture of strategic planning and continue to prefer to act instantly, setting aside long-term results and objectives, and usually this happens in medium, small and micro-enterprises. Likewise, the opportunity to transfer knowledge to the members of the organization is lost, including the direction and sophistication that some consultants give to the subject, since they highlight more the costs involved in the market in the contracting of this type of services than the great benefits that can be achieved with this type of strategies, which limits their application [18].

Every organization seeks tools and strategies to boost its growth and market positioning, in the literature is one of the strategies commonly used by large companies that is the effective implementation of a strategic address and plan, achieving a significant impact and excellent results on the growth of the organization, because it offers the possibility of having an assertive response to changes in the environment, whether these positives or negatives [10], being "fundamental to achieving superior performance than competitors and that is the starting point for successful leadership and direction" [19].

After the exhaustive research, the collection of information necessary to solve the problem present in the microempresa chepas Franciscanas S.A.S was achieved, understanding that a good address and strategic plan allows the microenterprise under study to be competitive in the market and achieve significant growth and expansion, also emphasized the supreme importance of these two components of an organization and what could happen if these are not present.

Objectives

- Design a proposal for the address and strategic plan of the micro-enterprise Chepas Franciscanas S.A.S in order to provide you with tools that allow you to project and visualize yourself in the future to adapt to the changes that may be presented in the environment.
- Conduct an internal and external analysis that allows us to know the current situation of the micro-enterprise identified the opportunities, threats, strengths and weaknesses.
- Perform an SWOT analysis to create objectives that help to realize the vision of Chepas Franciscanas S.A.S.
- Define the mission, vision, principles, policies, and values taking into account the interests of Chapas Franciscanas S.A.S.

III. METHODS

A descriptive investigative methodology will be used for the development of the work, using a qualitative approach combining the method of deduction. Taking into account the type of study to obtain the required information, specific tools such as non-participating direct observation, different workshops, interviews, among others were used.

A. Descriptive Research Method

Monk (2011) [20] states that descriptive research consists of the collection of information in order to systematically describe the characteristics of people, objects, situations or phenomena, this type of research is basically not interested in checking hypotheses.

Stages:

- Clearly define the characteristics to be described.
- Expose how observations will be made.
- Define which techniques to use (questionnaires, interviews, etc.).
- Collect data or information.
- Report the results according to the object of study and for the purposes of the project.

B. Deductive research method

Torres (2006) states that it is a method that is based on the reasoning and analysis of the general principles of a specific topic: once it has been verified and verified that a certain principle is valid, it is applied to particular contexts [21].

C. Procedure

The development of this work begins with the investigation of the problem in question, determining the need for an appropriate strategic plan and address that allows Chepas Franciscanas S.A.S to boost its growth in the next 5 years, then

an analysis of three models (Model of Kaplan and Norton (2015), Model Serna, H. (2014) and Model of David Fred R was carried out. (2003)) [1],[2] and [3], allowing the definition of the model to be implemented in Chepas Franciscanas S.A.S. Concluding that the most suitable for boosting growth is the model proposed by Serna, it should be noted that this model was taken as a reference no longer implemented in its entirety, as shown below in Figure 1:

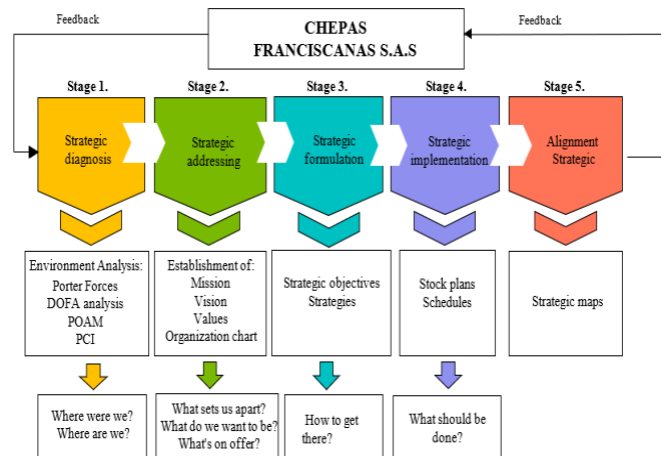


Figure 1. Management model and strategic plan to implement. Source: Own elaboration based in Serna, 2014. *Financial Management: theory, methodology, strategic maps, management indices, alignment, strategic execution.* Pan American Editorial.

IV. DATA COLLECTION

A. Information collection tools

Taking into account the nature of the work, information collection is required to provide us with a panoramic view of the current situation of the microenterprise and to provide the necessary bases for the design of the address and strategic plan of the microenterprise efficiently and appropriate to the reality of Chepas Franciscanas S.A.S. The following tools were used to obtain the required information:

1) *Non-participating direct observation*: This is a method in which the person making the observation does not actively participate in the group being observed.

2) *Workshops*: The workshops will be held in the company of a select group of micro-enterprises, will be composed of an owner representing the board of directors, the manager, the production manager and an operator on behalf of the other workers. Its application will be carried out by remote meetings by digital means as a zoom due to the preventive estivation by the Covid-19.

3) *Survey*: the survey will be designed using Google forms and applied to the target market of the microenterprise.

4) *Secondary sources*: will use material from books, newspapers, libraries, manual guides, and related works, among others.

5) *Porter's forces analysis*: Porter's 5 forces model is an effective and indispensable analysis tool when it comes to understanding the level of competitiveness of a given sector, thus allowing to identify the structure of competition in a comprehensive and highly susceptible way when it comes to reducing its ability to generate profits [22], thus providing a framework to anticipate and influence competition in the long run.

6) *POAM analysis*. *The Opportunities and Threats Profile (POAM)* is a tool that consists of identifying and valuing potential threats and opportunities in a company's macroentorne. Depending on its impact and importance, senior management determines whether an external factor constitutes a threat or an opportunity [2].

7) *PCI Analysis*: The Internal Capacity Profile (PCI) is a tool that is to "assess the strengths and weaknesses of the organization in relation to the opportunities and threats presented to it by the external environment.

8) *SWOT tool*: SWOT analysis or matrix is a viable tool for efficient analysis in an organization independent of its economic activity and size, in relation to the factors that determine success in meeting the goals (Ponce, 2007). This tool allows the formulation of strategies to take advantage of strengths, prevent the effect of *weaknesses*, use *opportunities* in time and anticipate the effect of *threats* present in the environment [2].

9) *Balanced Scorecard*. According to Scaramussa (2010) [23], the *Balanced Scorecard* or the *comprehensive dashboard* is a complete management system that allows the integration of aspects of strategic addressing. The *Balanced Scorecard* is an appropriate tool to apply it to *Chepas Franciscanas S.A.S* since with this we can provide the future direction to turn the vision into action, by following by means of indicators as shown below. It should be noted that general and specific objectives will be taken into account.

10) *Axiological matrix*. It is a tool that functions as a guide that helps to relate the and /or corporate with the stakeholders it affects, in order to identify those of greater relevance in the corporate culture.

V. RESULTS

The results are shown below for each stage of the procedure defined above:

A. Results and slap 1: Strategic diagnostic

At this stage an internal and external analysis was developed based on information provided by senior management, in order to know exactly the current situation, the FO, DO, FA, DA strategies, and to be aware of the factors influencing the microenterprise as we can see below in Table 1 and 2:

TABLE I
SWOT ANALYSIS - CHEPAS FRANCISCANAS S.A.S

External factors	Opportunities	Threats
	Strategic alliances Calls fund undertake Bolivar Program Yes advances Technological development	
Strengths	FO Strategies	FA Strategies
	Conduct a market study to identify new niches and potential segments.	Create an official page of the microenterprise with the aim of improving communication with the external customer and the quality of customer service.
Customer loyalty.		
Quality of customer service.	Perform a cost-benefit analysis to invest in new technologies to ensure product quality.	Conduct training that increases employee performance.
Product quality.		
Employee performance.	Make strategic alliances with suppliers to ensure product quality.	Design loyalty programs so that customers choose the micro-enterprise under study over current and new competitors.
Niches from the market		
	Create an employee training plan with the support of government programs to ensure product quality versus competition.	Implement satisfaction surveys to improve the quality of customer service.

Source: Own elaboration

TABLE II
SWOT ANALYSIS - CHEPAS FRANCISCANAS S.A.S

External factors	Opportunities	Threats
	Strategic alliances Calls fund undertake Bolivar Program Yes advances Technological development	
Internal factors	Weaknesses	DA Strategies
	Use of strategic plan Advertising Information on the packaging. Product innovation Resistance to technological change	Design and implement a strategic plan that drives the micro-enterprise to establish strategic strategies and alliances Design and implement a strategic plan that drives the micro-enterprise to establish strategic strategies and alliances. Develop information campaigns to employees about the benefits that technological changes provide.

Source: Own elaboration

B. Stage 2 results: Strategic addressing

It consists in the definition of the organizational structure, the reason for being, the course, the going lore sand corporate principles, by developing an adequate commission and vision of Franciscan chepas, as well as the valor's and corporate principles. In declaring the reason for being of equal importance to take into account the results of the analysis of internal and external factors, in this order of idea, the mission and vision of franciscan chepas is as follows:

1) *Mission:* Transmit experiences and tradition to Colombians, through the artisanal flavor of the original recipe of Chepacorina cookies and other typical products of the region of excellent quality, guaranteeing the use of quality raw materials, efficient technology and a qualified workforce.

2) *Vision:* To be the most recognized Chepacorinas factory in the region, meeting the expectations of our customers and driving positioning at the national level, through the commercialization of a variety of presentations of our products with high quality standards.

3) *Corporate Principles and Values:* An axiological matrix is applied to the values and principle identified in the microenterprise in order to highlight those with the greatest relevance, as shown in Table 3, concluding that the values and principles with the greatest relevance are responsibility, commitment, respect and humility, quality, nutrition and tradition, Leadership and personal responsibility and finally teamwork.

TABLE III

AXIOLOGICAL MATRIX OF THE CORPORATE PRINCIPLES AND VALUES OF CHEPAS FRANCISCANAS S.A.S

Values / Principles	Reference group				
	Customers	Suppliers	Collaborators	Owners	Manager
Honesty and credibility	x	x		x	x
Membership			x	x	x
Responsibility	x	x	x	x	x
Commitment	x	x	x	x	x
Passion	x		x	x	x
Respect	x	x	x	x	x
Humility	x	x	x	x	x
Quality, nutrition and tradition	x	x	x	x	x
Leadership and personal responsibility		x	x	x	x
Continuous Improvement			x	x	x
Teamwork		x	x	x	x
Training			x	x	x

Source: Own elaboration

C. *Results stage 3: Strategic formulation:* At this stage we define the strategies that will allow the fulfillment of the strategic objectives and what is described in the mission and corporate vision, as we can see in Table 4

TABLE IV

STRATEGIC FORMULATION OF CHEPAS FRANCISCANAS S.A.S

Strategic perspective	Overall strategic objective	Strategy
Financial	Increase sales by at least 4% by 2026.	Create an official website of the microenterprise with the aim of reaching new market niches and thus increasing sales.
Customers - Market	Increase the client portfolio by 4% by 2026.	Design a portfolio management plan that includes four stages: selection, conquest, linkage and loyalty.
	Increase the positioning of the company.	Conduct maintenance advertising campaigns that share the market and the mind of the consumer
	Raise market share by 5% by 2026.	Design an advertising campaign highlighting the benefits of the products in order to reposition the brand and face the price rivalry.
Internal processes	Improve the level of customer satisfaction.	Implement satisfaction surveys based on the customer satisfaction score (CSAT) indicator or consumer satisfaction scale
	Increase the efficiency of the manufacturing process by 2026.	Perform a cost-benefit analysis to invest in new technologies to ensure the efficiency of the manufacturing process and the quality of the products.
Learning and growth	Increase staff skills and competencies by 2022.	Create an employee training plan with the support of government programs to ensure product quality versus competition.

Source: Own elaboration

D. *Stage 4 Results: Strategic Implementation*

At this stage the corresponding action plans must be carried out in the company of the board of directors and gerent. It should be noted that the SWOT analysis should be considered and the objectives are general treated. It is important to emphasize that the correct one is to carry out an action plan for each strategic objective raised.

E. *Results stage 5: Strategic alignment:* At this stage, the alignment of the objectives within the microenterprise and the relationship between them is carried out, as shown in Figure 2.

TABLE IV
STRATEGIC FORMULATION OF CHEPAS FRANCISCANAS S.A.S

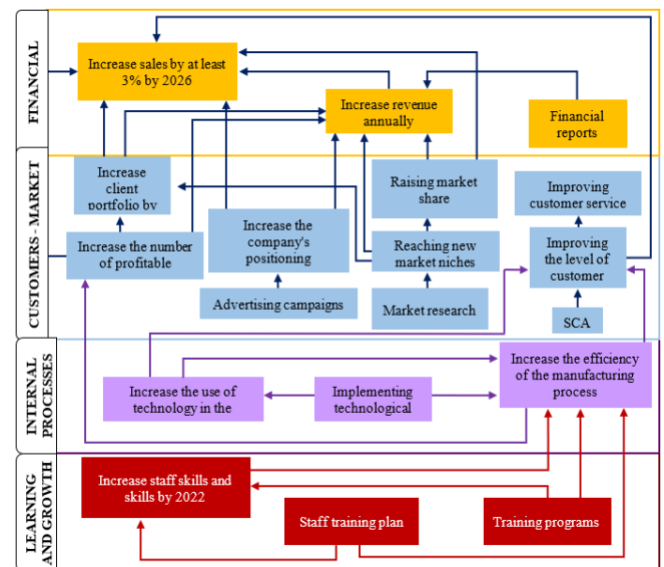


Figure 2. Strategic Map – Chepas Franciscanas S.A.S.
Source: Own elaboration

F. Proposed improvements

- The micro-enterprise must define the direction to be taken by formulating the strategic direction.
- Conduct an internal and external analysis of the microenterprise whenever it is necessary to involve new strategies in the process.
- Plan each strategy to implement, by using an action plan.
- It is necessary for the micro-enterprise to develop strategic objectives focused on the fulfilment and achievement of the mission.

G. Proposed improvements

The formulation and implementation of a strategic address, allows the senior management of an organization to define a clear route and incentivize all employees work in the same direction through activities that promote collective work, therefore it implies that strategic direction has greater scope than simple and traditional planning, because it provides more elements and resources to managers to be prepared and have the capacity to face in a timely manner the changes that may arise in the environment and complex situations with causes both common and assignable [4].

Diagnosing the means of analysis with which companies discover the most appropriate ways to create the best strategies, face markets, and develop new business opportunities based on their environment and the willingness of senior management [7].

In this order of ideas, planning is an appropriate way to anticipate and respond efficiently to changes in the environment, with the use of general and specific plans, which indicate both possible actions and their possible results, thus allowing senior managers to choose optimal strategies based on available resources and the achievement of the objectives set [17].

The strategic objectives are, by definition, medium and long-term objectives, focused on the fulfilment and achievement of an organization's corporate mission, these describe the most relevant and impact able results that are expected to be achieved and must always be quantifiable, achievable in quantity and quality, understandable, stimulating and consistent [24].

VI. CONCLUSIONS

With the design of the proposal of the addressing and strategic plan, through the analyses carried out using different tools it was possible to know the current situation of the microenterprise under study, identifying the main internal and external factors that have an impact on the growth and functioning of Chepas Franciscanas S.A.S, based on these strategies was designed to solve the problem question.

The following conclusions were reached with the development of this work:

- It is of great importance that companies have a strategic direction and plan, because it allows to define a clear route in the medium and long term, taking advantage of the potential of these companies, in order to establish strategies and remain in the market.
- The strategic address and plan allows companies to become proactive companies, driving their growth and market positioning.
- Chepas Franciscanas S.A.S has been present in the market for 73 years manufacturing and marketing quality and highly recognized products, however, it is a reactive micro-enterprise, making it necessary to implement strategic planning.
- A distinctive factor that Chepas Franciscanas S.A.S possesses is that the cookies it produces are known as the original "chepacorinas" cookies, this is because the original recipe inherited first by Josefa Corina is followed to whom its name is due and then by Mr. Francisco Díaz promoters and pioneers of the business idea.
- The micro-enterprise led by the Díaz family currently has several fallacies to the implementation of technologies in the processes that are carried out and to advertising and marketing which has resulted in many customers and lovers of "chepacorinas" not having the knowledge of the microenterprise.
- The organizational climate is one of internal factors so they stand out the most, you can observe the companionship and loyalty between each of the workers including senior management, and they call themselves family.
- Responding to the needs identified in the strategic diagnosis is designed a proposal of addressing and strategic plan that allows to boost the positioning and growth in the market.

- The proposal raised in this work responds to the current situation of the micro-enterprise, its environment and the wishes or goals of senior management and workers.
- Objectives and strategies were established with their corresponding action plans, in order to make it easier for the micro-enterprise to implement the proposed addressing and strategic plan.
- The results of the address and strategic plan designed for the microenterprise Chepas Franciscanas S.A.S are projected for 2026.

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