

Development of a Strategic Planning Model for Soluciones Ymb S.A.S

MBA Ever Ángel Fuentes Rojas¹, Luisa Fernanda Rodriguez Camacho², Maria Alejandra Plazas Reyes³

¹(Industrial Engineering Program, Engineering Faculty, Libre's University, Colombia)

²(Industrial Engineering Program, Engineering Faculty, Libre's University, Colombia)

³(Industrial Engineering Program, Engineering Faculty, Libre's University, Colombia)

ABSTRACT: Organizations were created with the purpose of providing a good or service that improves the quality of life of people. To achieve this, it is important to instruct a systematic process of progress and implement strategies to meet the goals and purposes set, with the aim of identifying patterns that provide benefits and opportunities to your operation. Throughout this work, an investigation based on strategic planning will be presented, developing a control and management system on the administrative processes of the company Soluciones YMB, in order to promote its growth and lead in the market. Interviews were conducted with managers, administrators and workers to identify the financial and collective situation, as well as the working conditions as a prominent factor in the degree of dedication and commitment. Planning the activities to be carried out according to the objectives set in a corporate, departmental and per worker designated by senior management. A model was designed to survey the processes and to maintain the concentration of each area; applying measurement methods for compliance and control. Concluding that strategic planning provides a useful course for the company to face changes effectively and can respond to consumer needs; allows to proactively adapt to change, the formation of efficient work teams, the improvement of time and resources, and an internal communication framework

KEYWORDS - Planning, strategy, competitiveness, control, management, evaluation.

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I. INTRODUCTION

Planning in all aspects of life becomes essential, which is why within companies over time they have adopted it as a guide to meet objectives and goals, formulating strategies which define the best way to obtain them. [1]

According to studies carried out by ANDI on the 2021 balance and 2022 perspectives, "actions are required to create formal jobs and train personnel for new productive needs, generating new investments. As well as employing economic policies structured by indicators for decision-making, strengthening the reactivation and economic-social development" [2]

Armstrong (1982), states that the strategic planning process helps the collection and interpretation of data that will make it possible to maintain the balance between the organization and the environment, generating favorable results for the organization. [3] Likewise, various businessmen argue that strategic planning is essential to achieve superior performance over competitors and that it is the starting point for successful leadership and management. According to Carneiro Caneda, the strategy is the orientation to act in a critical occasion in the future, the profitability and the projection in an estimated term to guide the business direction. [4] In general, it is defined that the strategy is the development of actions to achieve a business purpose and through long-term objectives exceed current purposes.

This work is based on the strategic planning of the company "Soluciones YMB S.A.S" analyzing the growth opportunities and lack of tactics to achieve it; it began with the evaluation of productive activities by periods; subsequently, the guidelines and action plans were established on their strategies, correcting possible risks that affect the stability of the company.

As a general objective of this research, it is proposed to develop a strategic planning model for Soluciones YMB S.A.S that contributes to internal order and improves its participation in the market. Hoping that, with the implementation of the tool, the company will organize the current processes and focus its staff on national growth; hoping in the medium term to increase its participation in the Colombian market, promote the evolution of the organization and lead in the hygiene and cleaning market.

The proposed guidelines to achieve the fulfillment of this purpose is to diagnose the internal and external conditions of the company for the identification of critical variables in the system, to carry out an analysis of the strategic planning tools that adjust to the needs of the company and structure a model under these guidelines aligned to corporate processes for continuous improvement, formulate business scopes in the short, medium and long term to strengthen its competitiveness, establish control and measurement indicators on the business plan for the evaluation of the actions implemented, and analyze the impact of the project at a social and financial level with the optimization of the processes and activities of Soluciones YMB S.A.S.

II. MATERIALS AND METHODS

The method applied in this research is of an applied type and mixed character, due to the fact that the measurement of the data collected will be carried out in a quantitative way and, in a qualitative way, the variables of causes and effects will be analyzed in the current processes of the company SOLUCIONES YMB. Additionally, it has a correlational scope, since the variables that can most influence the solution of the problem will be determined, relating each of the reasons that produce shortcomings, in order to be able to choose the best strategy for the development of the project.

It began with the analysis of the current situation, in order to identify the shortcomings that it presents in the development of commercial, productive and logistical activities in the company, studying the working conditions of employees, to take actions to motivate staff and organize their functions; analyze the current strategies of advertising, communication and purposes, helping to object and prioritize the reason for being of the organization.

An estimate was made for the identification of hazards and risk assessment in the company based on the evaluation methodology of ARL SURA under the application of Resolution 0312 of 2019, qualifying the working conditions according to the list of criteria used by the companies. Occupational Risk Administrators for the verification of the SG-SST towards the affiliated companies. This checklist is issued under the set of rules, requirements and procedures of the SG-SST Minimum Standards; assigning a standard rating item for each aspect, establishing a numerical compensation according to compliance or non-compliance; whose sum of values must be between 0% and 100% [5]. An example can be shown in table 1.

Table 1. SG-SST Minimum Standard Values and Rating Table

SG-SST MINIMUM STANDARDS										
TABLE OF VALUES AND RATING										
C O L U M N	S T A N D A R D	S T A N D A R D I T E M	W O R T H	P E R C E N T A G E W E I G H T	P O S S I B L E S C O R E				Q U A L I F I C A T I O N O F T H E C O M P A N Y O R C O N T R A C T O R	
					F U L L Y C O M P L I A N T	F A I L S	D O E S N O T A P P L Y			
							J U S T I F I E S	N O T J U S T I F I E S		
I. PLAN	1. MEANS (10%)	1.1. Financial, technical, human and other resources required to coordinate and develop the Occupational Health and Safety Management System (SG-SST) (4%)	1.1.1. Responsible for the Occupational Health and Safety Management System SG-SST	0,5	4	0,5	0	0	0	3,5
									
	1.2. Training in the Occupational Health and Safety Management System (6%)	1.2.1 PYP Prevention and Promotion Training Program	2	6	2	0	0	0	4,0	
									
2. COMPREHENSIVE MANAGEMENT OF THE WORKPLACE HEALTH AND SAFETY MANAGEMENT SYSTEM (15%)	2.1. Occupational Health and Safety Policy (1%)	2.1.1 Occupational Health and Safety Management System Policy SG-SST signed, dated and communicated to COPASST/Vigfa	1	15	0	1	0	0	9,0	
									
II. MAKE	3. HEALTH (20%)	3.1. Health conditions at work (9%)	3.1.1 Occupational Medical Assessment	1	9	1	0	0	0	6,5
									
	3.2. Registration, reporting and investigation of occupational diseases, incidents and work accidents (5%)	3.2.1 Report of occupational accidents and occupational diseases to the ARL, EPS and Territorial Directorate of the Ministry of Labor	2	5	2	0	0	0	5,0	
	3.3. Surveillance mechanisms for workers' health conditions (6%)	3.3.1 Measurement of the severity of Occupational Accidents and Occupational Diseases	1		6	0	1	0		0
...										

4. HAZARD AND RISK MANAGEMENT (30%)	4.1. Hazard identification, risk assessment and assessment (15%)	4.1.1 Methodology for the identification, evaluation and assessment of hazards	4	15	1	3	0	0	7,0
	4.2. Prevention and control measures to intervene hazards/risks (15%)	4.2.1 Hazard prevention and control measures are implemented	2,5	15	1,5	1	0	0	8,0
5. THREAT MANAGEMENT (10%)	5.1. Emergency prevention, preparedness and response plan (10%)	5.1.1 There is an Emergency Prevention and Preparedness Plan	5	10	2	3	0	0	2,0
		...							
III. CHECK	6. VERIFICATION OF THE SG-SST (5%)	6.1. Management and results of the SG-SST (5%)	1,25	5	0	1,25	0	0	0,0
IV. ACT	7. IMPROVEMENT (10%)	7.1. Preventive and corrective actions based on the results of the SG-SST (10%)	2,5	10	2,5	0	0	0	7,5
		...							
TOTALES				100.00	57.00	43.00	0,00	0.00	55.00

Source: Authors 2021, based on ARL SURA methodology for hazard identification, risk assessment and assessment

An analysis of the current conditions of the company is implemented, through interviews with directors and administrators analyzing the current situation of the company and identifying, through the information provided on annual income and sales, the financial and economic situation of the business. Graph 1 shows the results referring to the areas of the company, qualifying their operation and support for the corporate objective to gradually reach growth in the market.

Graph 1. Rating by organizational area



Source: Authors 2021

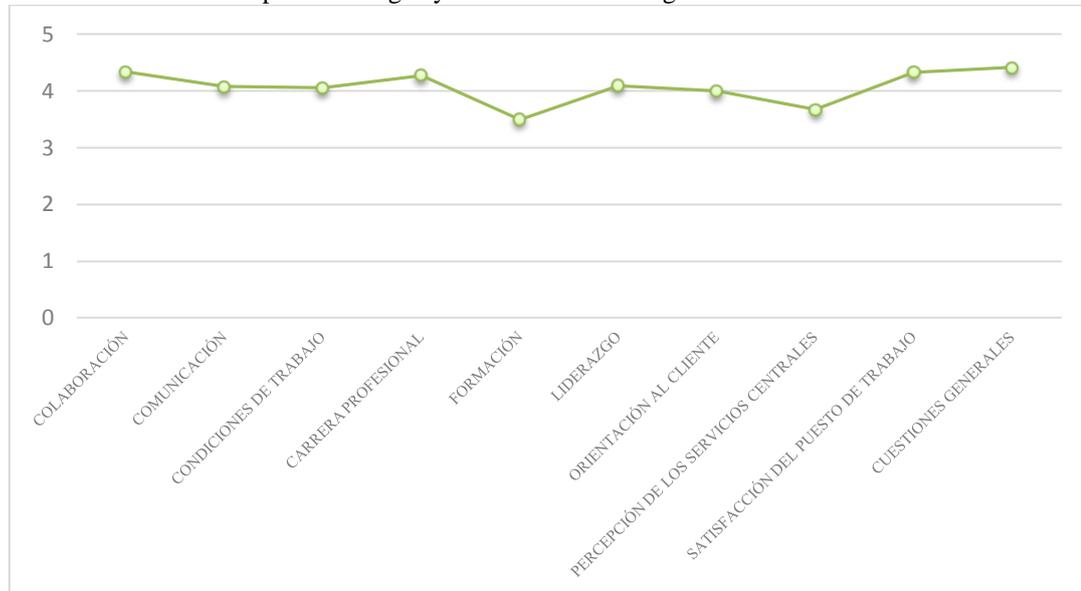
On the other hand, the processes and functions of each of the company's current workers are studied, as well as working conditions as an influential factor in the degree of dedication and commitment of the employee to the organization. It has as a measurement instrument a survey on the organizational climate, compiling the satisfaction of the workers with the organization and thus find the main causes that are affecting and the aspects to improve, ten dimensions were taken into account to carry out this analysis, dividing into:

1. Collaboration
2. Communication
3. Working conditions
4. Professional career
5. Training
6. Leadership
7. Customer orientation

- 8. Perception of central services
- 9. Job satisfaction
- 10. General issues

Fifty-one items were made for this survey, using an ordinal scale from 1 to 5, the scores imply high or low satisfaction, according to how the workers perceive the organizational climate. Graph 2 shows the results for each dimension with the average rating, according to the perception of the respondents.

Graph 2. Average by dimension of the organizational climate



Source: Authors, 2021

The phenomena of strategic planning have been extensively addressed by Henry Mintzberg, for whom SME entrepreneurs develop businesses from entrepreneurial models, where commercial strategic planning has a high informal component, is managed smoothly by the entrepreneur, with flexibility and adaptability to changes. [6] That said, a weighting was made as shown in table 2, with the main tools to develop the strategic planning of any organization, giving each factor a weight, which was assigned according to the importance it has for the company to acquire the benefits of each one of the models, a value of 4 was given to the factors that were considered most important and 2 to those that, although they are also highly relevant, can be replaced by other models.

Table 2. Weighting of factors in relation to strategic planning tools

MODEL/ FACTORS	Corporate identity	Analysis of external factors	Analysis of internal factors	Definition of objectives	Definition of strategies	Creation of indicators	Control of strategies or objectives	Total Weight
The Tripod: Mission, Vision and Values	X							4
Porter's 5 forces		X	X		X			8
SWOT Analysis		X	X	X	X			10
VRIO Analysis		X	X					4
PESTEL Model		X	X					4
CANVAS Model		X	X		X			8
Blue Ocean Strategy					X	X	X	12
Balanced Scorecard					X	X	X	12
OKRs				X			X	8

Assigned Weight

4
2

Source: Authors 2021

III. RESULTS AND DISCUSSION

Once the diagnosis is completed, to capture the objectives of the YMB Solutions company, the strategic map is used under the methodology developed by Robert Kaplan and David P. Norton in relation to the cause and effect between the objectives set and the strategies proposed, with the purpose of providing a vision of the organizational tactics in different stages. [7]

Tactics were drawn from the financial perspective being its assets and the economic factor to prevail stocks and growth; clients as final consumers with greater importance in their services because they are the main investors in the business; organizational development being integrated by human resources and stakeholders united to achieve the same goal, and as the basis of this map is learning and knowledge, being the essential skills to achieve the growth of the company and the source of improvement. As shown in table 3.

Table 3. List of strategic objectives

STRATEGIC OBJECTIVES OF THE FINANCIAL PERSPECTIVE
Increase the company's income through marketing activities and integration in events that allow the attraction of new consumers and the positioning of the brand
Keep costs low by seeking and building relationships with suppliers and advertising, maximizing the financial level
Keep income levels constant, avoiding shortages and losses in financial impact
Reduce the debt ratio, to reduce tax pressure and social spending
Strengthen business relationships with national and international suppliers, which allow the generation of opportunities for improvement in processes
Reduce staff turnover, avoiding waste of time and economic effects due to the training of new collaborators
Make the payment of debts on time, preventing negative reports by financial entities and a bad image of the company
STRATEGIC OBJECTIVES FROM THE CUSTOMER PERSPECTIVE
Offer an optimal and effective service, seeking customer loyalty and recommendation in the market
Increase the level of sales, increasing profitability and income
Promote a communication system, avoiding customer distrust and facilitating channels for requesting their needs
Assure users, enhancing recognition in the market
STRATEGIC OBJECTIVES OF THE PROCESS PERSPECTIVE
Ensuring the quality of the products that contributes to increasing the competitiveness and flexibility of the company
Manage the prevention and control of claims, avoiding the loss of potential customers
Improve the production processes that allow the coverage of the needs of the company and the expansion of the production capacity
Improve inventories avoiding losses and/or shortages in stock
Expand plant capacity to increase demand and generate employment
Generate wellness plans and motivational programs, creating a sense of belonging and dedication
Improve the communication systems used in the operation, encouraging control and coordination in activities
Monitor operational activities, avoiding the loss of resources and taking advantage of the skills of the collaborator
STRATEGIC OBJECTIVES OF THE LEARNING PERSPECTIVE
Increase staff productivity to optimize product and/or service delivery times
Improve the strategic plan that guarantees the permanence of the company, so that it reaches the goals set in periods of time
Improve the internal information flow of the company to support decision-making
Improve the skills and competencies of the staff to achieve projects and objectives
Strengthen the staff selection, training and evaluation plan, avoiding delays in operations
Include a wellness plan, creating integration and a positive work environment

Source: Authors, 2021

A planning structure was generated, taking into account the main strategies that help a company in making decisions and acting in the face of dangers in a methodological manner; the distribution of this guide is focused on initially identifying and shaping the organizational goals, implementing strategies to carry out

measurement, control and compliance to obtain the desired goal. Figure 1 shows the conceptual model for corporate planning.

Figure 1. Conceptual model for corporate strategic planning



Source: Authors, 2022

Table 4 below shows an example of the development of the conceptual model of strategic planning for the company Soluciones YMB S.A.S, planning the needs and goals communicated by the manager and legal representative of the company.

Table 4. Application of the conceptual model for corporate strategic planning to the company Soluciones YMB

STRATEGIC PLANNING MODEL			Code: MOD PL01			
			Version 01			
			Edition: 21/02/2022			
			Page: 1 de 10			
COMPANY NAME	Soluciones YMB S.A.S	CREATION DATE	23/10/2016			
RESPONSIBLE	Manager and Legal Representative	SECTOR	Industrial toilet			
This model is designed to analyze the situation of the company, detailing the weaknesses and threats in the commercial sector and how to support and overcome them through its opportunities and strengths; allowing them to differentiate themselves from the rivalry and position themselves through segmented research, development and innovation.						
TERMS						
CORE ORGANIZATIONAL SOCIENOMIC GOALS						
STRATEGIC OBJECTIVES	DESCRIPTION	INDICATORS	PF	PC	PP	PA
	Increase company revenue through marketing activities and event integration	Monthly rate of variation of sales and demand	X			
		Net profit margin	X			
...						
ASSESSMENT OF OPPORTUNITIES, EXTERNAL AND INTERNAL PROBLEMS						
STRENGTHS	DESCRIPTION	STRATEGIES	FO	DO	FA	DA
	Personalized customer service	Offer a more efficient service compared to the competition	X			

	...							
WEAKNESSES	Little recognition in the market	Develop more publicity in channels of massive recognition		X				
	...							
OPPORTUNITIES	Increase in industrial companies looking for cleaning services.	Offer high quality services, with great agility and high responsibility, thus standing out above the companies present in the current market.			X			
	...							
THREATS	Increase in companies responsible for the maintenance, sales and rental of equipment for industrial cleaning	Insert services that incorporate all segments of industrial cleaning, starting with the improvement of its physical plant for the proper performance of each of the operations						X
	...							
PLANNING								
FEASIBILITY AND SUPPLY PLANNING								
CUSTOMER STRATEGIES	DESCRIPTION	BARGAINING POWER	IMPACT					
			HIGH	LOW				
	Competitors with greater services for the user	Rivalry between competitor	X					
	Low economy of scale	New competitors	X					
	Number of suppliers for the sector	Providers	X					
	...							
PROGRAMMING OF POLICIES AND NEGOTIATION STRUCTURES								
MEDIUM SCOPE PROGRAMS	DESCRIPTION	MEANS	ALLIANCE	CHANNEL	OP	LE	LI	MV
	Provide technology and industrial cleaning systems with a high quality index and that guarantee the safety of the user, as well as its operation to achieve the cleaning of external and internal spaces.	Capital resources in industrial cleaning equipment	Association with other industrial cleaning companies for alliance and joint growth in the market	Support teams	X			
	...							
APPLICATION								
ELEMENTS OF VALUE AND STRATEGIES OF CONTRIBUTION TO THE MARKET								
ORGANIZATION OF PLANS	DESCRIPTION	IMPACTO EN EL SECTOR			A	E	R	C
	Avoid the management of international suppliers, to enhance Colombian development	Value creation: Promoting the appreciation of Colombian raw materials and supplies				X		
	...							

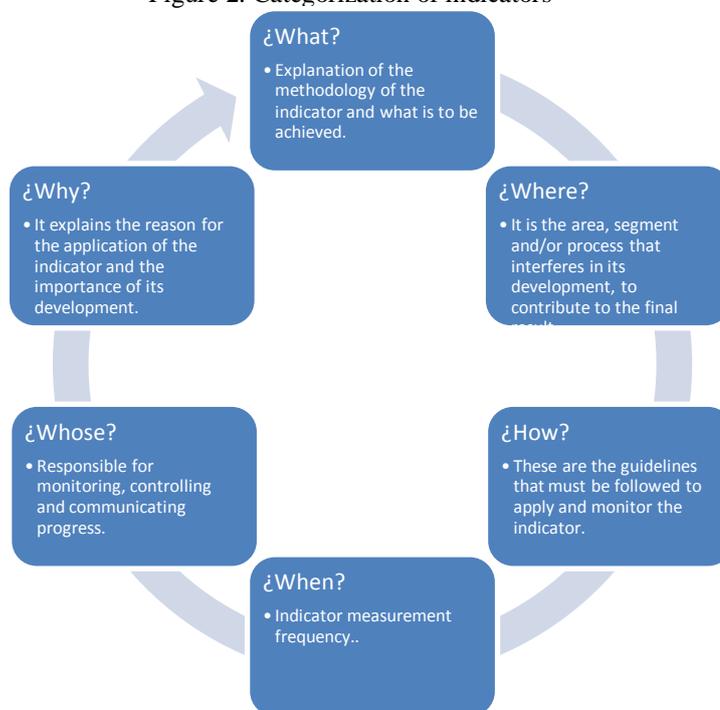
Source: Authors, 2022 (PF: Financial Perspective, PC: Customer Perspective, PP: Process Perspective, PA: Learning Perspective, FO: Strengths vs. Opportunities, DO: Weaknesses vs. Opportunities, FA: Strengths vs. Threats, DA: weaknesses against threats, OP: operations, LE: external logistics, LI: internal logistics, MV: marketing and sales, A: increase, E: eliminate, R: reduce, C: create)

The integration of indicators promotes monitoring and avoiding fleeting decisions without having support instruments and having the structuring of a vision in the market. For the construction of indicators in this research, the following steps were taken:

1. Identify the objectives that the company wants to measure
2. Classify the objective in financial, clients, processes or learning
3. Write the name of the indicator
4. Identify and define the appropriate characteristics of the indicators, being measurable, economically optimal and appropriate to each process
5. Build the technical sheet of the indicator [8]

To carry out the delimitation of indicators for the company Soluciones YMB in accordance with the structured objectives from the beginning of the investigation, six parameters were drawn as shown in figure 2, which must respond to the methodology and purpose of its approach.

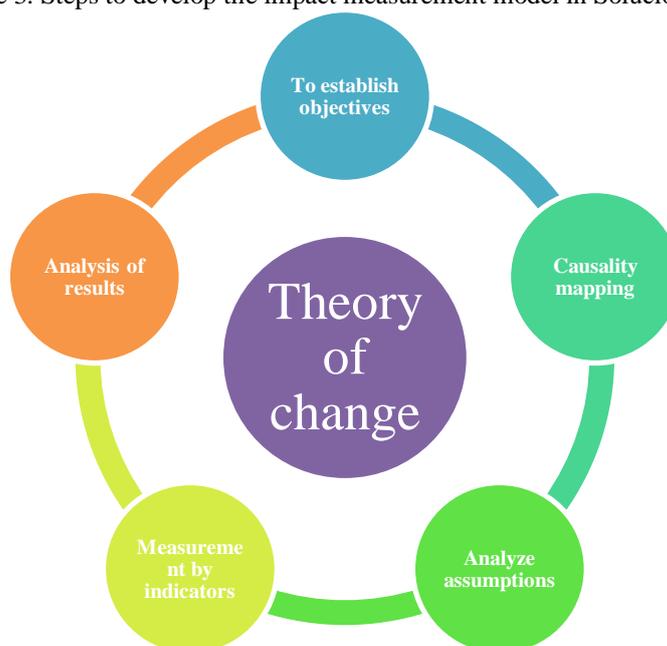
Figure 2. Categorization of indicators



Source: Authors, 2022

To carry out the impact evaluation of the project, it is important to develop a methodology that allows us to see both the social and financial scenarios of the implementation of the strategic planning model designed for YMB Solutions. The theory of change model was taken as a reference, in order to assertively provide a measurement system; Figure 3 shows the guidelines taken into account to carry out the assessment. [9]

Figure 3. Steps to develop the impact measurement model in Soluciones YMB S.A.S



Source: Authors based on the Theory of Change model, 2022

Table 4 shows examples of scenarios in the social and financial impact and the result that the strategic planning designed for the company Soluciones YMB should respond to.

Table 4. Impact analysis

IMPUT		STRATEGIC PLANNING MODEL YMB SOLUTIONS	
Social impact	Financial impact	Impact Target	Impact analysis
	X	Increase the level of production and plant capacity within the company	Company growth and greater competitiveness in the industrial cleaning market
	X	Increase the profits of the organization with respect to the investment made after the implementation of the strategic planning model	Increase of the capital and patrimony of the organization.
X		Implement a large supplier database to obtain variety in prices	Increased recognition in the market and increased competitiveness
X	X	Maintain through the implemented method the control of the activities to generate continuous improvement and sustainability in the economic, social and environmental areas.	Positive behavior of the industrial cleaning sector at the national level
...			

Source: Authors, 2022

An article called Software tool for teaching and training in the construction of the DOFA matrix was found, it was observed that the authors highlight a systematic analysis, described there as the strategic planning process (Torres, 1998), who establishes a series of eight stages, which consist of forming a work team, reviewing the philosophy and determining the strategic position of the company, formulating strategies, defining projects, planning and budgeting the projects, reviewing, adjusting and approving the plan, executing and finally controlling, from there it is returned to the first, which is understood as a kind of reengineering. [10]

According to the scientific dissemination program of the Universidad del Rosario, some research on the size of Colombian companies has found that 81.2% of these are micro (less than 10 workers and assets less than 501 current monthly legal minimum wages, smlmv), and that only 1.1% are large (more than 200 employees and assets of more than 15,000 smlmv) [11], and following Zoilo Pallares —expert in business associativity— the main problems they face are: low level of productivity, limited competitiveness, isolation and scarce individual offer to conquer the national market and, consequently, the international one. [12]

The current administration paradigms consider the realization of planning processes, which have been pointed out by commercial and administrative academic traditions, as an essential requirement for good business performance [13]

Finally, according to the previous evidences described during the exercise, the investigations carried out consider strategic planning as a basic factor and the orientation to an approach so that from the mission and vision that is proposed in the company, the objectives can be fulfilled in an efficient way systemic and avoid mistakes and abandonment of goals set. It is noted that planning provides guidance for the implementation of strategies based on the construction of opportunities and threats, channels, customer and supplier segmentation, as well as their capital; which not only allows the elaboration of objectives and strategies but also allows them to be controlled, and also provides a focus on continuous improvement of the organization based on the review and creation of new tactics.

IV. CONCLUSIONS

Strategic planning is the management tool that allows establishing the vision of a company and the goals set to achieve them, according to the demand and mission projected by the organization. Likewise, it allows the company to direct its processes to the missionary approach it has projected, organizing the different departments of the production, administrative and logistics process through strategies; likewise, clarify the direction that the personnel must follow to reach the goal that must be achieved.

It is important for organizations to have structured strategies to achieve the growth and success of the company, taking advantage of opportunities in the market and overcoming challenges by analyzing the needs of

the environment and prioritizing activities, avoiding routine actions.

Evaluating the results of the investigation, Soluciones YMB S.A.S must carry out an improvement plan regarding working conditions, due to the fact that it is in a critical condition, having as an alarming factor the management and results of the SG-SST, since by not carrying a applied legal matrix and request the review of the ARL, it has been impossible to detect and identify the most critical indicators, thus avoiding making contingency and management plans. On the other hand, although the company since its functionality has not had a pronouncement of incidents or labor accidents, it is necessary to take action on risks and safety at work; as well as periodically self-evaluate, whose time is not greater than six months.

The company is constantly making decisions in its different areas, transforming its processes and implementing techniques to improve its operation and provide better service to both its employees and customers. The department with the greatest focus has been the commercial one, which began its activities with the development of the website to attract more users and knowledge in the community, as well as provide security and guarantee to existing customers and offer better attention to their requirements.

The processes of the company must be directed to the missionary approach that it has projected, organizing through strategies the different departments of the productive, administrative and logistical process; likewise, clarify the direction that the personnel must follow to reach the goal that must be achieved; have structured methods to achieve growth and success, taking advantage of opportunities in the market and overcoming challenges by analyzing the needs of the environment and prioritizing activities, avoiding routine actions.

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