



Impact Of Strategic Planning On The Administrative Management Of Freight Transportation Companies In Frontier Zone, Colombia

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Abstract

Organizations today face unchanging challenges, such as increased competition, changing buyer wants and needs, economic globalization, socio-cultural and economic changes, and new marketing processes. Such risks should lead organizations to develop strategic plans in order to cope with these changes and be able to act predictably in the face of internal and external factors that may affect business operations. The research addresses the incidence of strategic planning in the administrative management of freight transportation companies, based on knowing the current situation in terms of strategic planning, identifying the essential elements of administrative management, and relating strategic planning as an improvement tool. The study was developed from a quantitative, descriptive, non-experimental and correlational approach, the population consisted of forty-five (45) companies of the transportation sector that are authorized by the Ministry of Transportation of Colombia. The instrument applied was the matrix of the Model of Modernization for the Management of Organizations (MMGO). The results show the current context of administrative management, the strategic planning processes and their importance in decision making; being important the following stages: plan, do, verify and act (PHVA).

Keywords: Strategic planning, administrative management, decision making, MMGO model, freight transport

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Introduction

Companies today have witnessed economic, political, social, and environmental fluctuations that directly or indirectly affect their development and competitiveness. The globalization of markets has made economies highly convulsed and thus more vulnerable to crisis, generating a greater degree of uncertainty and business concern to be able to sustain themselves over time and overcome all the obstacles that may arise (Gil and Barcellos, 2011). However, many companies do not manage to sustain themselves and end up closing their establishments, since they basically fail due to the absence of effective planning of their activities, which prevents them from anticipating risk situations. A study conducted by Confecámaras in 2017, mentions that "...60% of the companies (...) go bankrupt before reaching five years of life, of which 98% are micro-enterprises. That is to say that only 4 out of 10 ventures survive the initial positioning stage in the national market" (Leal, 2018, para.1). In addition, they tend to close their doors "...between 20% and 30%" of the enterprises during their first year of operation (Leal, 2018, para. 2).

The research also shows that "...9 out of every 10 companies that fail in the country are microenterprises", so it can be proven that size influences the probability that a company fails or lasts (Leal, 2018, p. 4). And it is precisely that factors such as organization, lack of capital, short-term vision, access to financing, among others, prevent these companies from being competitive. The case study conducted by Confecámaras where 48,740 companies with higher growth were analyzed, four habits they have in common were identified, such as the use of "...strategic planning tools, the way innovation is developed, the development of new business models and the appropriation of technology, among others" (Leal, 2018, para. 12).

Thus, the absence of strategic planning can generate different problems in an organization, such as lack of growth and competitiveness, low profitability due to the absence of clear objectives that allow for sustained development; in addition, administrative and responsibility disorders can occur, which can have a negative impact on the distribution and perception of its customers (Pianda and Meneses, 2013).

Given this scenario, it is evident that every company must develop a strategic planning of its activities, in order to be strengthened and alert to the different external or internal situations that may arise. The transportation sector is no exception, as it is one of the many sectors that has been affected by the sanitary emergency caused by Covid 19. Due to this emergency, the transportation operation has fallen by 40% due to the closure of industries (Sifontes, 2020), a situation that has affected its performance and operability. The economic reactivation that has been gradually developing is not enough to stabilize these companies; it must be preceded by an efficient planning and management, in order to propose strategies and controls that direct them to the growth and competitiveness that has been diminished by the Covid 19 pandemic (Sifontes, 2020).

Under these premises, the importance of strategic planning for an organization needs to be discussed, in such a way that it directs companies towards the achievement of their goals and

objectives and thus, the maximization of their value, growth and competitiveness. The versatility of the economy, and the multiple competitors in the transportation sector, means that these companies must be prepared to act quickly and in a timely manner in the face of the challenges that arise. In addition, compliance with the regulatory framework, which must be subject to controls and monitoring so that the processes are executed effectively and thus be able to develop its corporate purpose in the best way.

Companies must optimize physical, material, financial and human resources to improve their performance, efficiency, and effectiveness. To do so, they must make use of the different administrative tools that allow them to direct their business activities. Consequently, strategic planning becomes a management tool, which directs operational processes, optimizes their results, adheres to the legal framework, and gives general guidance to a company, with the purpose of obtaining "...a sustainable competitive advantage in the long term", through the "...use of evaluation matrices and the planning of the company's products and markets" (Ogliastri, as cited in Patiño, 2019, p.10).

Administrative process

Process is defined as an indicative succession of transformation to reach concrete intentions; also, according to Rodriguez (2011), to the "...evolution of ideas in terms of objectives that form the management of companies to ensure compliance with the planned and, if necessary, proceed with the appropriate adjustments" (p. 86). In this sense, processes are considered a tool that directs a company to identify shortcomings in order to transform them and obtain better results. Therefore, it is essential to achieve efficiency and effectiveness, thus generating the identification of opportunities for growth and competitiveness, knowing internal and external factors that can serve or move its performance, contributing to organizational development, maximizing its value, and providing benefits to all stakeholders of the company (Ibáñez Felizzola & Guerrero Clavijo, 2021).

Accordingly, the administrative process encompasses the power of execution of each of the company's functionalities, which enables the good development of the company and its activities, carrying out a study, design and optimization methods for the growth and sustainability of the company.

Basic elements of the administrative process

The execution of administrative processes is considered the orderly sequence of ideas, carried out or executed by means of action plans, which are previously analyzed and directed to the needs of the organization, which are in the hands of execution phases. Fayol indicated that the basic elements of the administrative process are divided into "mitigation, organization, coordination and control, which, in current aspects, correspond to planning, organization, direction and control" (Chiavenato, 2001, p. 30), which are indispensable to achieve organizational effectiveness and efficiency.

Administrative management

Administrative management is the cost of a systematic process, integrated by actions strictly aimed at achieving objectives through the application of the management of the administrative process: planning, organization, direction, and control (Briones, 2017). Hence, the application of a new administrative management model proposes a preliminary and comprehensive diagnosis of the current situation, so as to identify each administrative process developed within the institution and the factors that interfere in it, both personnel, as well as the different resources involved in them. The importance of developing a new management model lies in optimizing the execution of processes, increasing the quality and efficiency of the management of the services provided (González, Viteri, Izquierdo and Verdezoto, 2020).

That is why today's companies need to redesign themselves to survive and be competitive in a highly globalized market. To do this, they must consider a management system that allows them to learn, transform and act faster than their competitors. It is necessary to base the administrative management, which is the basic element of an efficient management system, and integrated and systematic aspect, which corresponds to the support that companies need for economic, social and technological development.

Strategic planning

Strategic planning refers to "...the way in which an organization tries to apply a certain strategy to achieve the proposed objectives. It is generally a global and long-term planning" (Chiavenato, 1995, p. 42). Thus, managing under strategies requires constant analysis of all the variables that may affect the organization, and becomes a "...managerial management tool that provides the means for decision making, (...) about the current task and the path to be followed in the future to adapt to the changes and demands imposed by the environment and achieve greater efficiency" (Armijo, 2009, p. 5). However, Pulido (2010), gives an important contribution, mentioning that strategic planning involves 3 variables for its development: internal and external study, establishing a long-term vision, and proposing timely strategies. This approach should lead to a strategic thinking where leaders can "...create a vision for their organization, a clear and concise foundation to understand that vision" (Pulido, 2010, p. 4). Therefore, it is focused on bringing value to all its stakeholders, through "different sets of activities that are not easily imitable and therefore provides a basis for sustainable competitive advantage" (Kluyver & Hwang, as cited in Pulido, 2010, p. 4).

Thus, Strategic Planning, through an "exercise of formulation and establishment of priority objectives...", makes it possible to formulate the necessary actions to achieve organizational objectives and goals (Dumorné, 2013, p. 13), allowing an organization to develop all its activities efficiently and effectively, imprinting quality to each of its goods or services offered (Dumorné, 2013, p. 13). In other words, it generates greater opportunities to achieve competitiveness and business sustainability; this being the ability to identify and sustain competitive advantages over time, allowing a greater positioning in the environment where it develops, in addition to providing the reasonableness necessary for timely decision making.

Michael Porter assures that strategic planning is closely linked to competitiveness and, in parallel to productivity. He also mentions that the components that generate value in organizations must be detected, and that this value must be sold to the market, i.e., it must be shown as added value to products or services, and these must be sustainable in the medium and long term (Cantillo & Daza, 2011). Competitiveness and productivity are parallel results; therefore every manager must focus on constantly evaluating the components of the organization, in order to anticipate actions that may put the organization at risk, design action plans, tactics or strategies previously analyzed which must be sustainable in the medium and long term.

To be competitive, companies must develop special properties, differences that make them stand out from their competitors and thus be chosen. Those differentiating properties should be "...the aptitude, skills, qualities, for the ability to captivate, seduce, serve and amaze customers, through goods and services, which would translate into a generator of wealth" (Porter, as cited in Ramirez, 2006), in this sense all these variables are the unequivocal result of strategic planning (Ramirez, 2006). Hence, competitive advantages, according to Porter, is the evaluation of internal and external factors, at macro, micro and meta levels. In other words, it is necessary to evaluate each of the components of its environment to establish the tactics or strategy that will enable it to become more competitive (Porter, 1991). On the other hand, the issue of competitiveness affects all countries, organizations, companies, industries, or subsectors. In this sense, the companies located in the municipality of San Jose de Cúcuta have been affected by the closing of the border, the devaluation of the bolivar, and the lack of policies to strengthen the city's economy, among others, and should review their competitiveness strategies (Casadiego et al., 2020,p.191).

Likewise, the formulation of the competitive strategy is a mixture of goals and means necessary to reach it, called the "circle of the competitive strategy"; in which internal and external components participate, such as: "product line, target market, marketing, sales, distribution, manufacturing, labor, purchasing, research and development, finance and control", this circle encloses the variant factors that a company must keep under control, to detect competitive advantages (Romero, Salvador, Morales, Escobar & Avila, 2009, .52).

Therefore, competitiveness seeks within its internal and external factors and potentialities the different ways to optimize its operation. In view of this, strategic planning makes it possible to detect the differentiating factors of the market in a more efficient way. This allows the organization to stand out from its direct competitors in a more effective and efficient way, where competitive advantages are the result of planning (Romero, Salvador & others, 2009).

Strategic planning and its importance in decision making.

Strategic planning, as we have seen, is a management tool that contributes to the organization, direction and recognition of the entity, both internally and externally, so that, through it, strategies and a medium and long term action plan are proposed that allows a company to develop and control its activities, as well as to visualize its goals and objectives, as well as the

observance of those variables or factors that may affect it. Thus, under this last aspect, strategic planning can lead to decision making based on analysis and research, rather than decisions on the fly. However, decision making is a complex process that must be premeditated and subordinated to the study of information, the confrontation of alternatives, the evaluation of possibilities and, in the end, the making of the most appropriate choice (David, 2003). Thus, to speak of decision making is to be trained in the use of systematic procedures, that is, structured and coherent with the scope of application; to choose among the different possibilities, previously analyzed, the best way to proceed, taking into account the repercussions and their evaluation, in such a way as to establish the degree of commitment. In this way, it is through strategic planning, based on data, quality information, analysis and verification, that creates different possibilities consistent with the type of choice to be made.

Stages of the strategic planning.

The strategic planning process is composed of "...three stages: strategy formulation, strategy implementation and strategy evaluation" (Fred, as cited in Valenzuela, 2016, p. 17). Serna (2008) established the stages that make up strategic planning, but in this case, he expressed that they are composed of five phases: "strategic diagnosis, strategic direction, strategic formulation, strategic operationalization and strategic implementation" (p.45). Phase 1, acts as a starting point for the situational study of the organization, detecting weaknesses, opportunities, strengths, and threats of its external and internal environment; phase 2, organizations must be clear about where they are going and know what their goals are. In phase 3, strategic operations must be made into action plans. In phase 4, it should be clear how the tactics will operate in terms of timing and dates. And in the last phase, the tactic is implemented, which is simply the implementation of the action plan (Serna, 2008). Hence, Carreto, like Fred, the stages of strategic planning are: "formulation of strategies, implementation of strategies, and evaluation of strategies" (Valenzuela, 2016, p. 19). In this sense, for the authors (Casadiego et al., 2020), the strategic formulation consists of selecting which strategy is more adequate for the achievement of the objectives proposed by the organization, however, due to the changes in the markets that we see today (p.68).

Modernization Model for the Management of Organizations (MMGO Spanish acronym)

The matrix performs a situational analysis of the organizational components defined in the MMGO for any company and the definition of improvement paths for each one (Monitoring and Understanding the Environment, Strategic Management, Marketing Management, Logistics, Foreign Trade (imports and exports), Communication and Information, Innovation and Knowledge, Human Management, Organizational Structure and Culture, Associativity, Social Responsibility and Environmental Management, Production Management and Financial Management) (Perez et al., 2009, p.238). Therefore, with the MMGO model, diagnoses are made of each of the areas that make up the company to determine its level of development, so that the employer can know the age and level of maturity of his organization. For these purposes, the matrix identifies four stages, as shown in Table 1, which are different levels of growth of the company, each of which is rated according to a score, level of progress or growth

that the company has and in which the ideal state where every company should be positioned is stage 4:

Table 1. MMGO stages.

Classification of MMGO stages	
STAGE 1 SCORE (0-25)	Informal processes Authoritarian Management Implicit strategies Market presence Survival Low productivity Low specialization Product orientation, not market orientation Local market Few professionals in the management of the company
STAGE 2 SCORE (25-50)	Processes under construction Management that listens to some of its employees Lack of modern management tools Formalized accounting and budgeting principles Undocumented strategies Production oriented Strict legal compliance
STAGE 3 SCORE (51 - 75)	Critical positions in the company are professional Formalized Starting with ISO Sales oriented Regional and national market Formalization of processes Board of Directors in operation Organizational culture of well-being Methods to develop new products or services Improved products and services
STAGE 4 SCORE (76-100)	Development, Monitoring and Learning Management internships Innovative Learning to learn organization In ISO maintenance Value creation oriented Flexible Prospective analysis with indicators system Global insertion Organizational culture of harmony and generating quality of life Differentiated products and services

Source: EAN University

Methodology

The study approach was quantitative, and the type of research was descriptive. The quantitative approach is "based on the measurement of the characteristics of social phenomena, which implies (...) a series of postulates that express relationships between the variables studied in a deductive manner" (Bernal, 2010, p.60). In this case, based on the matrix Modernization Model for the Management of Organizations (MMGO), an analysis of the cargo transportation sector in the city of San José de Cúcuta was carried out, where variables and indicators that show the current situation in relation to the strategic direction of these organizations were identified.

On the other hand, the type of study was descriptive, as stated by Salking, (as cited in Bernal, 2010) "it describes the characteristics or features of the situation or phenomenon under study" (p.113), which in this case consisted of describing the conditions of the cargo transportation sector in the city of Cúcuta, through the MMGO matrix. It is also correlational, since its purpose is to examine the relationship between variables (Bernal, 2010), in order "...to know how a concept or variable can behave knowing the behavior of other linked variables (Hernández, Fernández and Batista, 2014, p.94). In addition, it established the different strategic direction factors of the MMGO Matrix, which correspond to planning principles, purpose system (mission, vision and objectives), corporate values and strategies.

It was also considered multivariate, because as defined by Kachigan it is "...an analysis that focuses on the simultaneous investigation of two or more characteristics (variables) measured in a set of objects (people, things or entities)" (Closas, Arriola, Kuc, Amarilla & Jovanovich, 2013, p.67). The multivariate research analyzes different variables that intervene in the activities of Transportation, which allowed obtaining the results and the motivation needed in these companies, to promote efficient management-, short-, medium- and long-term direction on those factors that may affect organizational performance.

Bernal (2016), the research design is expressed based on the research model to be established, in parallel with the assumption whose representation is examined during the period in which the work is carried out. The research is framed in a non-experimental design, because it is carried out without deliberately manipulating the variables, the facts are observed as they are presented in their real context and in a determined time or not, in order to then analyze them. (Stracuzzi, 2006,p.96)

The population consisted of forty-five (45) companies in the transportation sector that are authorized by the Ministry of Transportation, with which the strategic direction used was evaluated, obtaining results that favor the identification of negative and positive variables, which can be counteracted with strategic planning and demonstrate the importance of this management tool for strengthening decision making and thus, in achieving organizational goals. Taking into account the population, the simple random sampling method was applied, with the finite population formula, in order to obtain the most favorable sample data to validate the results of the instrument. The formula was applied to a population of forty-five (45) companies of the transportation sector in the city of San José de Cucuta:

$$N = \frac{Z^2 p^*q^*N}{Ne^2 + Z^2 p^*q}$$

n = Sample size =

p = Probability of occurrence of the event 50% = 0.5

q = Probability of non-occurrence 50% = 0.5

e = Maximum degree of error 8% = 0.08

Z = Confidence level 1.96

$$n = \frac{1,96^2 * 0,5 * 0,5 * 45}{495 (0,08)^2 + (1,96)^2 * 0,5 * 0,5}$$

$$n = \frac{3,84 * 0,25 * 45}{45 * 0,0064 + 3,84 * 0,25}$$

$$n = \frac{43,2}{0,288 + 0,96}$$

$$n = \frac{43,2}{1,248}$$

$$n = 34,6 = 35$$

The instrument was applied to thirty-five (35) of the forty-five (45) cargo transportation companies in the city of San José de Cucuta.

Results

Current situation of strategic planning in freight transportation companies in the city of San José de Cúcuta..

Once the different variables of strategic management according to the MMGO have been identified, the different advances in the life of a company go from stage 1 to stage 4, identifying the maturity, weaknesses and positioning that have been achieved. According to the following figure it can be observed:

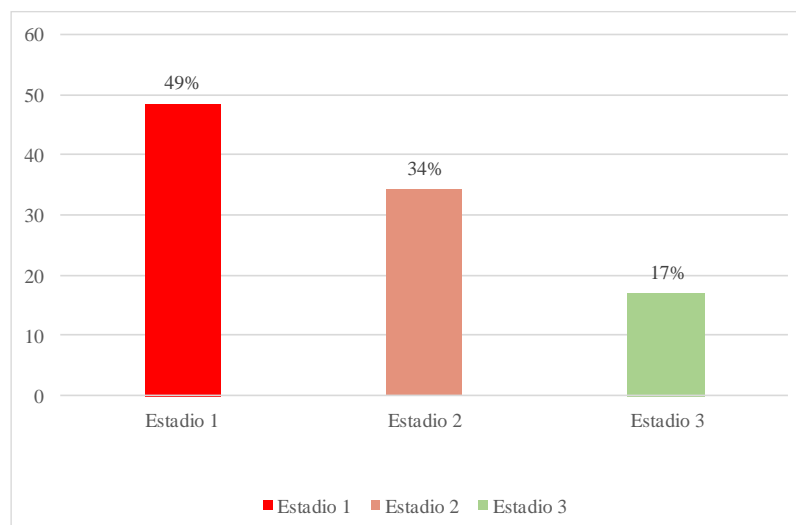


Figure 1. Number of companies by stage.

The number of companies located in each stage shows that 49% of the companies are in stage 1, which indicates that they do not have advanced strategic planning within their organizations; decisions are made on the fly, without any conscientious study of the internal and external environment. In this stage, it can be established that the companies lack effective planning; there is no organization, direction, coordination, and control, which are the basic elements for efficient management. In stage 2, 34% of the companies were identified as having an advanced planning process; however, there is no follow-up and evaluation to enable improvement actions. Planning is not based on a thorough study of the environment, so there is no efficiency in the development of their activities. Subsequently, it was found that only 17% of the companies are in stage 3, achieving greater progress in strategic direction, with a system of planning, evaluation, and follow-up of their activities, with a greater vision towards the future, with greater sustainability and competitiveness. In this evaluation, no company in the transportation sector is in stage 4, which is the ideal point, where all companies should be, at this stage, the companies have a greater business organization, with medium- and long-term goals and objectives, based on strategies, control actions, which allow to achieve their fulfillment. In view of this, it should be noted that a strategic management model that adds value to all the activities of an organization must be accompanied by an appropriate organizational structure and a set of value for all members of the organization. The strategy, in turn, must allow the strategy to be aligned with the system of objectives. For a company it is essential to have a formal planning program oriented to management, performance and control, accompanied by a system of indicators that allows the follow-up of the established goals and the creation of conditions for organizational learning and knowledge management.

Results of the MMGO matrix for companies in the freight transportation sector. - Strategic direction variables.

The matrix developed shows the stages in which the companies of the freight transportation sector are located, qualifying the variables planning principles, purpose system (mission, vision and objectives), corporate values and strategies. The companies to which the instrument was applied requested the privacy of the information, therefore, in the tabulation of the information they were described by number from 1 to 35 as shown in table 4 below.

Table 2. Results of MMGO matrix.

N° companies	Principles of Planning	Purpose System	Corporate Values	Strategies
1	18,75	13,89	16,67	22,92
2	70,83	72,22	68,75	58,33
3	22,92	27,78	33,33	25,00
4	47,92	38,89	39,58	35,42
5	47,92	44,44	45,83	43,75
6	54,17	50,00	45,83	33,33
7	18,75	25,00	16,67	18,75

8	41,67	36,11	35,42	25,00
9	14,58	16,67	10,42	8,33
10	20,83	19,44	18,75	16,67
11	75,00	66,67	66,67	68,75
12	47,92	27,78	27,08	27,08
13	60,42	58,33	62,50	58,33
14	68,75	66,67	64,58	66,67
15	12,50	13,89	14,58	12,50
16	16,67	19,44	10,42	16,67
17	18,75	19,44	18,75	18,75
18	33,33	33,33	33,33	33,33
19	43,75	41,67	35,42	35,42
20	16,67	16,67	20,83	12,50
21	16,67	16,67	20,83	12,50
22	16,67	25,00	29,17	27,08
23	52,08	44,44	54,17	58,33
24	50,00	50,00	41,67	41,67
25	35,42	33,33	33,33	41,67
26	58,33	58,33	56,25	58,33
27	43,75	38,89	37,50	43,75
28	16,67	16,67	20,83	12,50
29	12,50	11,11	10,42	10,42
30	12,50	13,89	14,58	18,75
31	22,92	22,22	22,92	18,75
32	27,08	22,22	25,00	25,00
33	33,33	33,33	35,42	41,67
34	14,58	13,89	16,67	18,75
35	12,50	13,89	16,67	18,75

Source: Own authorship, made with the results of the MMGO matrix.

According to the results obtained after applying the MMGO model, Table 4 shows the rating of the companies according to each of the strategic direction variables, this weighting is calculated by means of the quartiles located in each of the stages.

Planning principles.

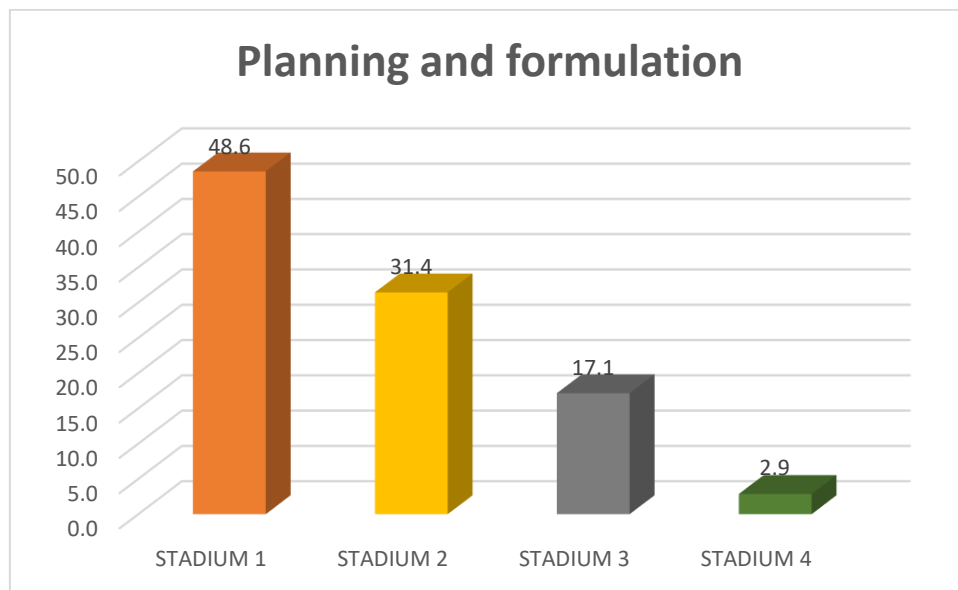


Figure 3. Planning principles variable - scenario planning and formulation descriptor. Source: Own authorship.

According to the results obtained after applying the MMGO model, Figure 2 shows the variable of planning principles with the descriptor of planning and formulation of scenarios, which stands out from the 35 companies evaluated, obtaining that 17 of them, that is, approximately 49% are in stage 1, because their score does not exceed 25 points, 11 cargo transportation companies are in stage 2 represented by 31%, 6 companies are in stage 3 represented by 17% and only 1 company is located in stage 4. In this sense, their processes are considered informal; they do not have management tools aimed at productivity and market expansion. Accounting and budgetary principles are formalized, strategies are not documented, and they are dedicated to complying with the strict legal elements of service design.

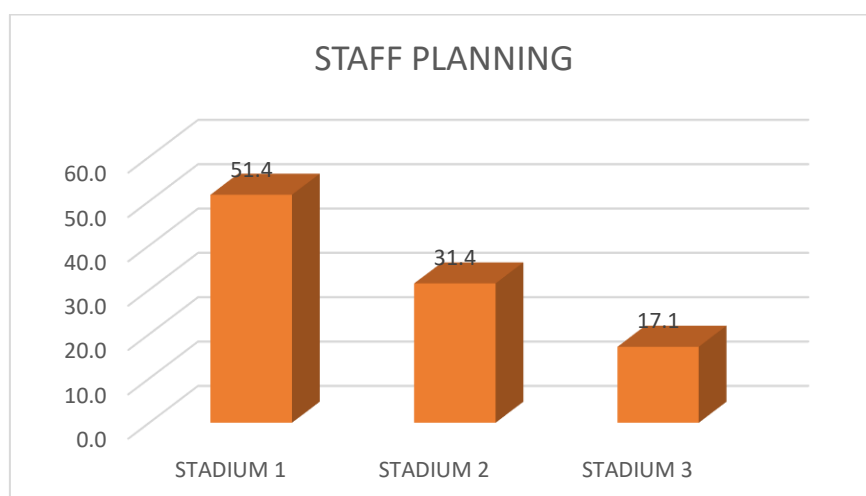


Figure 4. Planning principles variable - personal descriptor for planning. Source: Own authorship.

According to the results obtained after applying the MMGO model, Figure 3 shows the variable of planning principles with the personal descriptor for planning, which stands out from the 35 companies analyzed, 18 of them, that is, approximately 51% are in stage 1, because their score does not exceed 25 points, 11 cargo transportation companies are in stage 2 represented by 31% because their scores vary from 26 to 50 points, 6 companies are in stage 3 represented by approximately 17%. In this sense, the knowledge of the company and its operations is subject to management. They are based on the service created and do not consider the market and its needs.

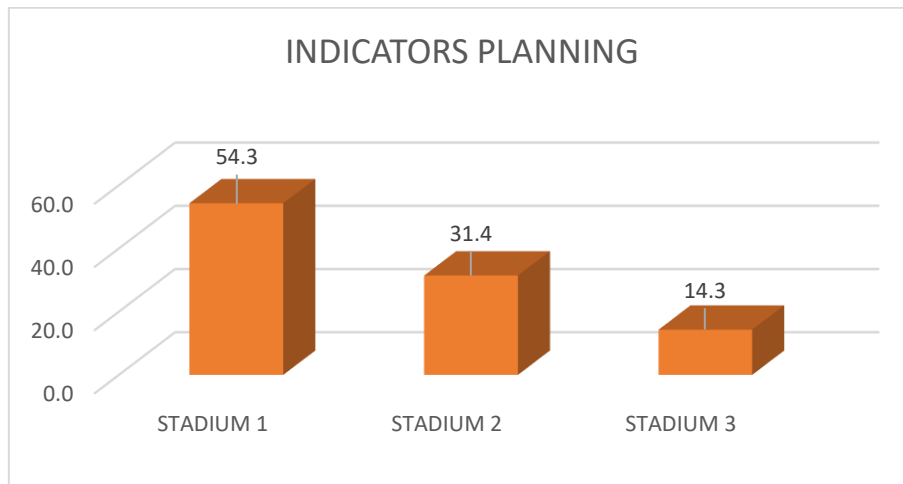


Figure 5. Planning principles variable - descriptor indicators to evaluate planning. Source: Own authorship.

According to the results obtained after applying the MMGO model, Figure 4 shows the variable of planning principles with the descriptor indicators to evaluate planning, which stands out from the 35 companies analyzed, 19 of them, that is, approximately 54% are in stage 1, because their score does not exceed 25 points, 11 cargo transportation companies are in stage 2 represented by 31% because their scores vary from 26 to 50 points, 5 companies are in stage 3 represented by approximately 14%. The companies do not follow an adequate line of planning and are dedicated only to satisfy their daily needs, and do not consider the perspective of future forecasts.

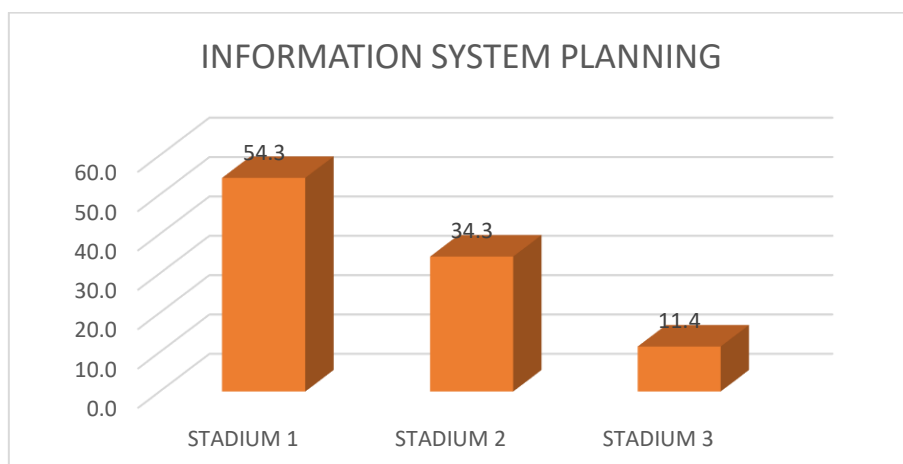


Figure 6. Planning principles variable - descriptor information system for planning management. Source: Own authorship.

According to the results obtained after applying the MMGO model, Figure 5 shows the variable of planning principles with the descriptor information system for planning management, which stands out from the 35 companies analyzed, 19 of them, that is, 54% approximately, are in stage 1, because their score does not exceed 25 points, 12 cargo transportation companies are in stage 2 represented in 34% because their scores vary from 26 to 50 points, 4 companies are in stage 4 represented in 11% approximately. Evidencing a process under construction, board of directors or partners not very functional; communication has a greater progress, the management listens to some of its collaborators, however, it is not the most appropriate.

System of purposes.

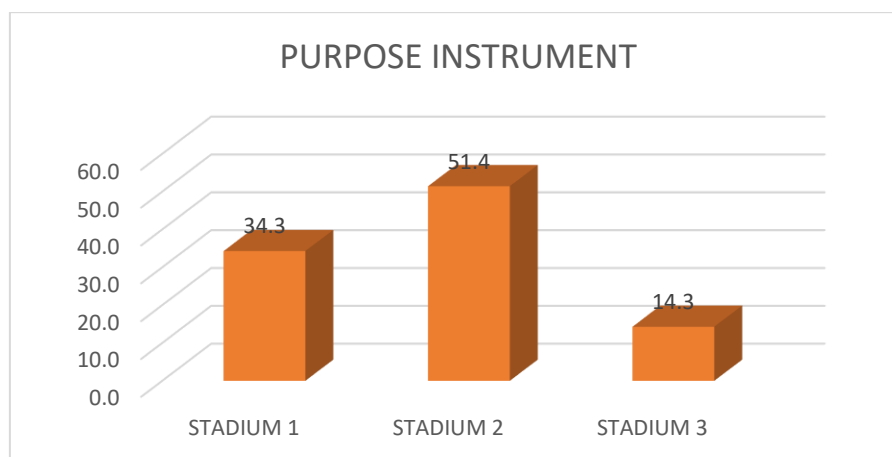


Figure 7. Variable finality system - descriptor finality as a work instrument. Source: Own authorship.

The purpose system refers to (Mission, Vision, Objectives), in this variable we analyzed aspects such as purposes as work tools, the relationship and knowledge management with the purpose system. The result shows that the vision of the future has not been structured, the personnel is not trained to assimilate and share the vision of the company. According to the results obtained after applying the MMGO model, figures 5 show the variable of the planning principles with the descriptor finalities as a work instrument, which stands out from the 35 companies analyzed, 12 of them, that is, approximately 34% are in stage 1, 18 cargo transportation companies are in stage 2 with 51%, and 5 companies are in stage 3 represented by approximately 14%. It is important to mention that the companies in stage 1 show weakness and little impact generated by the mission, vision, and goals in the institutional operation, which does not allow these companies to fully project themselves into the future, since the bases and guidelines are not clearly defined or disclosed inside and outside the company.

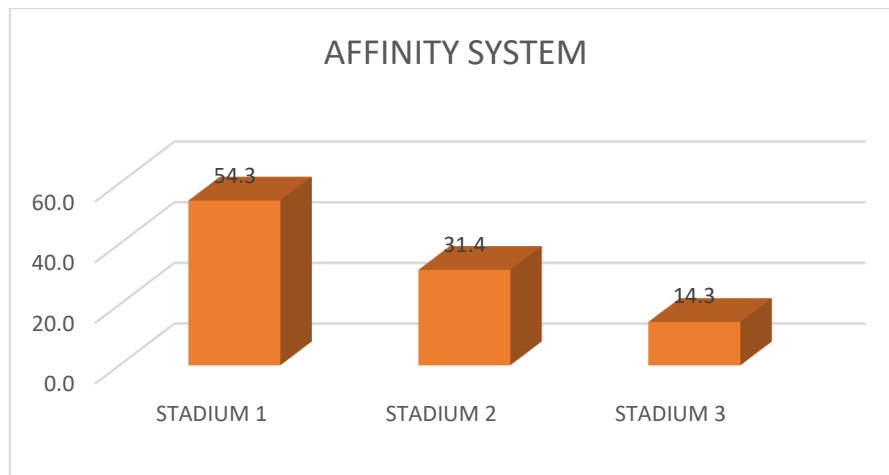


Figure 8. Purpose system variable - purpose system affinity descriptor. Source: Own authorship.

According to the results obtained after applying the MMGO model, Figure 7 shows the variable of the planning principles with the descriptor affinity of the system of purposes, which stands out from the 35 companies analyzed, 19 of them, i.e. approximately 54% are in stage 1, 11 cargo transportation companies are in stage 2 with 31%, and finally 5 companies are in stage 3 represented by approximately 14%. In this aspect, the companies under management have developed the Mission, Vision and long-term goals, but they are not the result of an in-depth study. Human resources are trained on the mission, vision and institutional objectives; however, this is not done periodically and its application is not evaluated. There is no direction where business objectives are channeled to personal objectives, which motivates the sense of belonging and empowerment of employees.

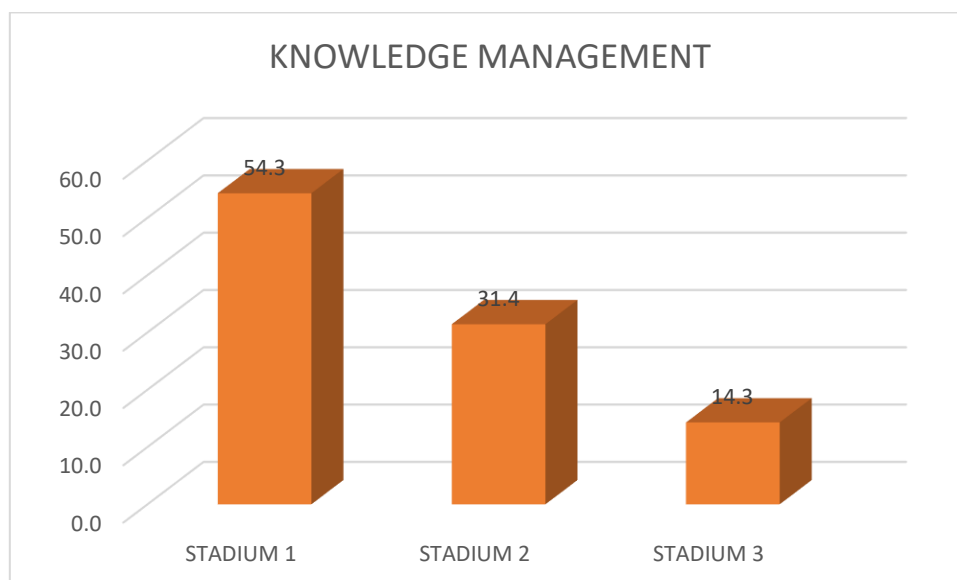


Figure 9. Purpose system variable - descriptor knowledge management related to purposes. Source: Own authorship.

According to the results obtained after applying the MMGO model, Figure 8 shows the variable of the planning principles with the descriptor knowledge management related to the purposes, which stands out from the 35 companies analyzed, 19 of them, i.e. 54% are in stage 1, 54% approximately are in stage 1, which means that the means and resources of communication are boards, bulletin boards, meetings and some memos, there is no effective communication and employees are not allowed to contribute in relation to their job, decisions are focused on orientation without any prior analysis or diagnosis. Decisions are made on the fly, without any planning., 11 freight transportation companies are in stage 2 with 31%, and finally 5 companies are in stage 3 represented by approximately 14%, At this stage, companies make more effort to promote strategy-based management, as their purpose is developed and shared with everyone, they are trained in tools to shape the mission, vision and objectives. Systematized information is available regarding the fulfillment of the mission, vision and goals, and the knowledge of employees about the system of organizational goals, objectives and targets is evaluated in order to guide them to achieve the goals and objectives of the organization. In this aspect, the companies located in this stage, denote greater maturity, stability, administrative and financial organization, which translates into competitiveness and business sustainability.

Corporate values.

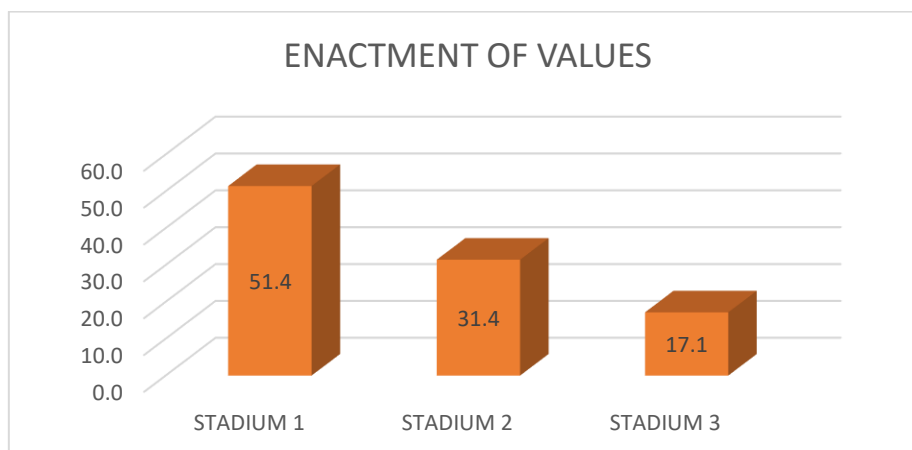


Figure 10. Corporate values variable - value enactment descriptor. Source: Own authorship.

Analyzing the Corporate Values variable with the descriptor promulgation of values, in this case 18 companies are in stage 1 with a score of 10 to 23 points, representing among them: Informal processes are found; superficial strategy, without previous study; business knowledge and decisions are made by the management, they present low productivity, functionality and low specialization. 11 companies are in stage 2, where there is an absence of modern management instruments and undocumented strategies, and finally 6 companies are in stage 3, where only these are formalized.

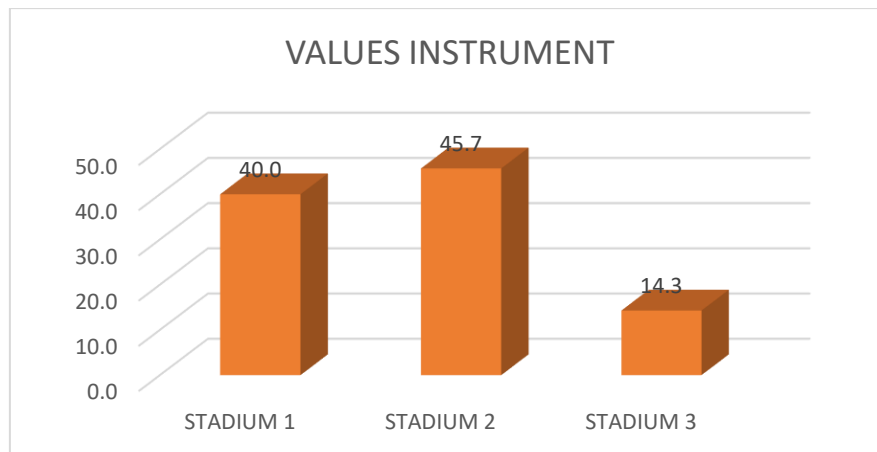


Figure 11. Corporate values variable - descriptor values as a management tool. Source: Own authorship.

Analyzing the Corporate Values variable with the descriptor values as a managerial instrument, in this case 14 companies are in stage 1, they are: the services have low added value; they struggle for survival, there are few professionals who manage the company, and accounting is oriented exclusively to the respect of the rules, and not as an important input for the company. 16 companies are in stage 2 in 45% where there is evidence of an orientation to production and strictly legal compliance, finally 5 companies are in stage 3 where there is an organizational culture of well-being and an improvement in products and services.

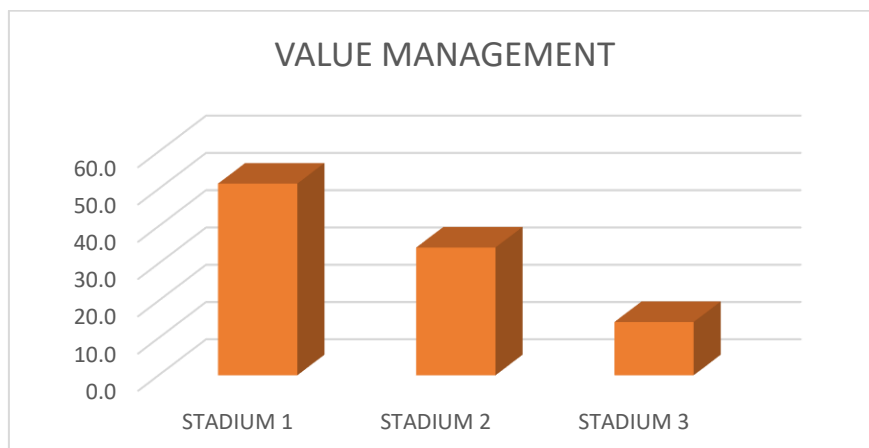


Figure 12. Corporate values variable - value-based management descriptor. Source: Own authorship.

Analyzing the Corporate Values variable with the descriptor management by values, in this case 18 companies are in stage 1 with a representative percentage of 51%, which means that the companies have little presence in the market, followed by 12 companies in stage 2, analyzing that values are considered when selecting personnel, these are communicated, but there is no documentation of such management. Management believes that values create a competitive advantage, this being a point in favor; in addition, there is a better level of communication as opposed to stage 1, however, there is no evaluation and follow-up system, which does not allow them to define improvement actions. Strategically, the company is based on monetary results, with

no traceability in its processes, and decisions are not based on strategy but on experience. However, there is a lack of planning, they act according to the situation, lack of incentives in corporate values, lack of transmission of purpose system, no traceability in results, finally, only 5 companies are in axis stage 3 showing that the companies generate an organizational culture of well-being to optimize the performance of employees.

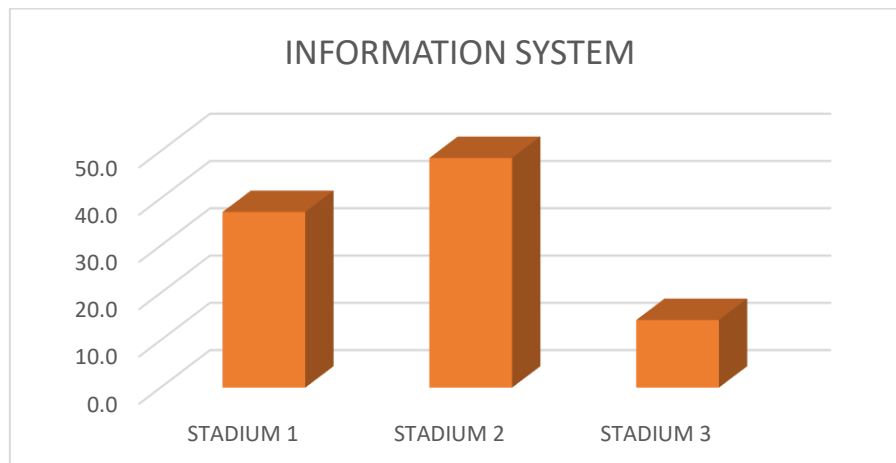


Figure 13. Corporate values variable - descriptor information system for values. Source: Own authorship.

Analyzing the Corporate Values variable with the descriptor information system for values, in this case 13 companies are in stage 1 with a representative percentage of 37%, cargo transportation companies present informal processes. In relation to stage 2 of this variable, 13 companies were identified (37%), with a score of 26 to 46 points, which represents a medium maturity level where institutional values exist, but are promoted informally, so they participate partially in the functions, activities and processes of the institution. Most of the companies at this stage have previously designed principles and values, but there is no formal communication, which prevents their development among employees, thus hindering in some way the development of the goals set. This aspect is of utmost importance for companies to create a sense of belonging among their employees and contribute to an excellent working environment. In stage 3, 5 companies (14%) scored between 51 and 69 points. In this sense, the companies have a larger organization, which is characterized by the promulgation and promotion of values that serve as a guide for the achievement of each company's objectives. In their strategic thinking. In other words, it is clear in this area that corporate values act as a management tool to achieve long and medium-term objectives.

Strategies.

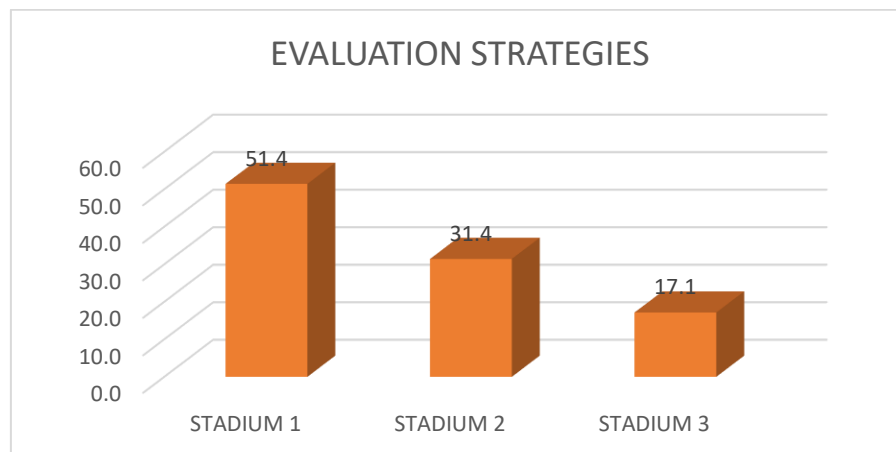


Figure 14. Strategies variable - descriptor strategy evaluation. Source: Own authorship.

Finally, in the variable Strategy with the descriptor evaluation of strategies, 18 companies (51%) are in stage 1, with scores ranging from 10 to 25 points, the strategies are focused on cash flow and increased sales, the strategies are of verbal communication and their implementation is unclear, control over the strategies cannot be exercised. The information systems used are used to record transactions and do not contribute to decision making. In stage 2, 11 companies (31%) were placed, with scores ranging from 25.1 to 43.75 points, which are characterized by considering corporate factors such as strategy evaluation, strategies are developed to recruit, retain, and partner with stakeholders. The indicator systems allow for a strategy measurement system, however, there is no follow-up of compliance and execution. Finally, 6 companies (17%) are at the beginning of stage 3, scoring between 58.33 and 68.75, indicating that these companies are developing their strategies as well as their quality management systems and serve as performance standards.

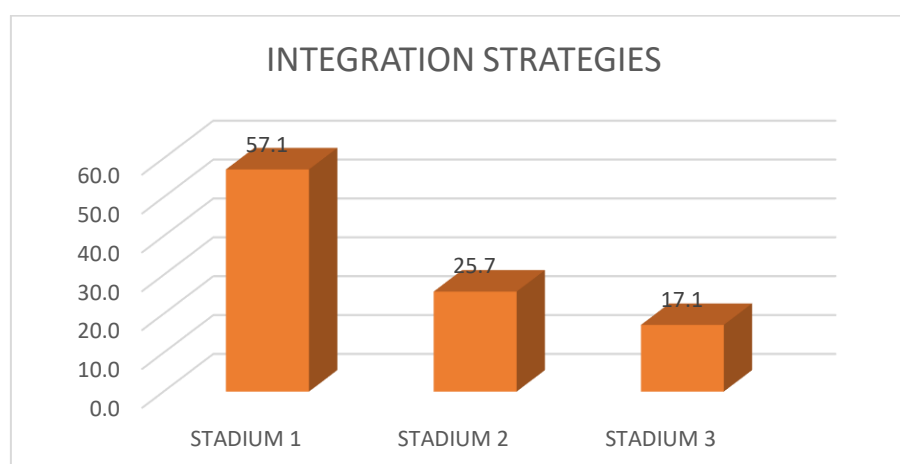


Figure 15. Variable strategies - descriptor integration strategies with stakeholders. Source: Own authorship.

In the variable Strategy with the descriptor integration strategies with stakeholders, 20 companies (57%) are in stage 1, with scores ranging from 10 to 25 points, the strategies are focused on cash flow and increased sales, the strategies are of verbal communication and their application is unclear, control over the strategies cannot be exercised. The information systems used are used to record transactions and do not contribute to decision making. In stage 2, there were 9 companies (25%), with scores ranging from 25.1 to 43.75 points, which are characterized by considering corporate factors such as strategy evaluation, strategies are developed to recruit, retain and partner with stakeholders. The indicator systems allow for a strategy measurement system, however, there is no follow-up of compliance and execution. Finally, 6 companies (17%) are at the beginning of stage 3, scoring between 58.33 and 68.75, indicating that these companies are developing their strategies as well as their quality management systems and also serve as performance standards.

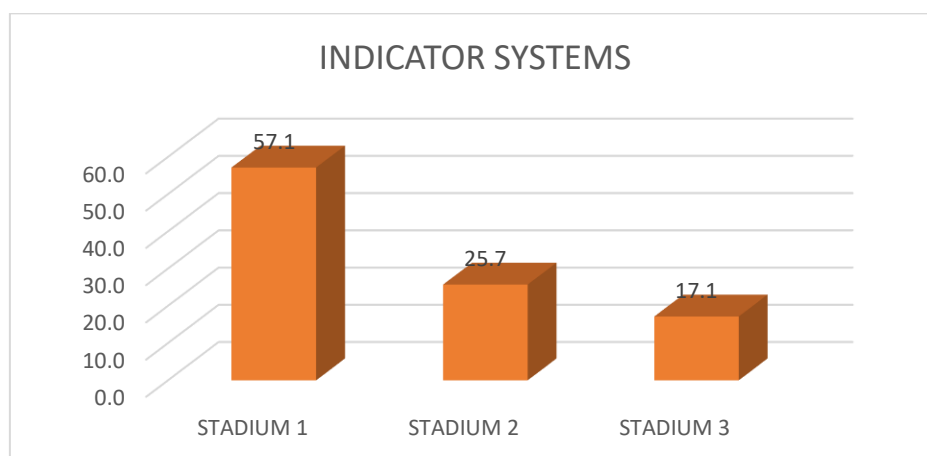


Figure 16. Variable strategies - descriptor indicator systems to measure strategies. Source: Own authorship.

In the variable Strategy with the descriptor systems of indicators to measure strategies, 20 companies (57%) are in stage 1, with scores ranging from 10 to 25 points, the strategies are focused on cash flow and sales increase, the strategies are of verbal communication and their application is unclear, it is not possible to exercise control over the strategies. The information systems used are used to record transactions and do not contribute to decision making. In stage 2, there were 9 companies (25%), with scores ranging from 25.1 to 43.75 points, which are characterized by considering corporate factors such as strategy evaluation, strategies are developed to recruit, retain and partner with stakeholders. The indicator systems allow for a strategy measurement system, however, there is no follow-up of compliance and execution. Finally, 6 companies (17%) are at the beginning of stage 3, scoring between 58.33 and 68.75, indicating that these companies are developing their strategies as well as their quality management systems and serve as performance standards.

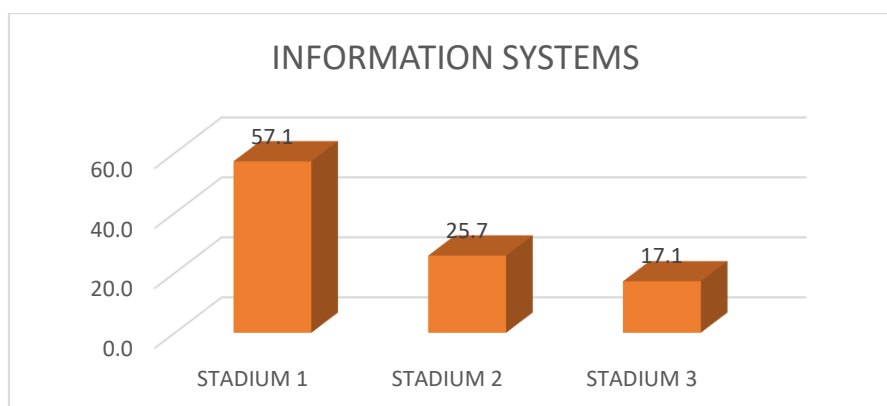


Figure 17. Variable strategies - descriptor management information systems. Source: Own authorship.

In the variable Strategy with the descriptor management information systems, 20 companies (57%) are in stage 1, with scores ranging from 10 to 25 points, the strategies are focused on cash flow and increased sales, the strategies are of verbal communication and their application is unclear, it is not possible to exercise control over the strategies. The information systems used are used to record transactions and do not contribute to decision making. In stage 2, there were 9 companies (25%), with scores ranging from 25.1 to 43.75 points, which are characterized by considering corporate factors such as strategy evaluation, strategies are developed to recruit, retain, and partner with stakeholders. The indicator systems allow for a strategy measurement system, however, there is no follow-up of compliance and execution. Finally, 6 companies (17%) are at the beginning of stage 3, scoring between 58.33 and 68.75, indicating that these companies are developing their strategies as well as their quality management systems and serve as performance standards.

Correlation of variables: strategic planning - administrative management.

Strategic planning is a tool that allows organizations to prepare themselves to face situations that may arise in the future, helping to guide their efforts towards the goals they have set, which is why it is necessary to know and apply the elements involved in administrative management. The correlation of variables makes it possible to determine the level of significance between them.

Table 3. Correlation of planning and formulation of scenarios - integration strategies with stakeholders.

		Symmetrical measurements			
		Value	Error típ. asint. ^a	T approximate	nex. approximate
Ordinal by ordinal	Tau-b de Kendall	,876	,051	8,896	,000
	Gamma	1,000	,000	8,896	,000
Measure of agreement	Kappa	,767	,093	6,397	,000
N of valid cases		35			

- a. Assuming the alternative hypothesis.
- b. Employing the asymptotic standard error based on the null hypothesis.

It reflects a result with $p\text{-value} < 0.05$, which translates into significant correlation greater than 95%, symbolizes that there is a strong association between the items observed, this can be understood that through strategic planning in freight transportation companies establish the enabling environment for the creation of strategies to achieve efficient management in organizations.

Table 4. Correlation of indicators to evaluate planning - indicator systems to measure strategy

Symmetrical measurements

		Value	Error típ. asint. ^a	T approximate	nex. approximate
Ordinal by ordinal Measure of agreement N of valid cases	Tau-b de Kendall	,858	,070	7,482	,000
	Gamma	,987	,016	7,482	,000
	Kappa	,804	,092	6,405	,000

- a. Assuming the alternative hypothesis.
- b. Employing the asymptotic standard error based on the null hypothesis.

A correlation is reflected with a $p\text{-value} < 0.05$, which translates into a significant correlation greater than 95%, representing then that there is a strong association between the items observed, the indicator systems access a system for measuring strategies, taking into account the indicators required to evaluate strategic planning in companies.

Table 5. Correlation of information systems for management planning - evaluation of strategies

Symmetrical measurements

		Value	Error típ. asint. ^a	T approximate	nex. approximate
Ordinal by ordinal Measure of agreement N of valid cases	Tau-b de Kendall	,843	,068	8,451	,000
	Gamma	,987	,016	8,451	,000
	Kappa	,759	,098	5,957	,000

- a. Assuming the alternative hypothesis.
- b. Employing the asymptotic standard error based on the null hypothesis.

A correlation is reflected with a $p\text{-value} < 0.05$, which translates into a significant correlation greater than 95%, representing then that there is a strong relationship between the items observed, the information systems for the management of planning are the result of collaborative interaction between people, technologies and procedures collectively called information systems aimed at solving business problems, therefore through this it is possible to evaluate the strategies designed.

Table 6. Correlation of knowledge management related to purposes - information system for securities**Symmetrical measurements**

		Value	Error típ. asint. ^a	T approximate	nex. approximate
Ordinal by ordinal Measure of agreement N of valid cases	Tau-b de Kendall	,803	,070	7,043	,000
	Gamma	1,000	,000	7,043	,000
	Kappa	,726	,101	5,963	,000

a. Assuming the alternative hypothesis.

b. Employing the asymptotic standard error based on the null hypothesis.

A correlation is reflected with a p-value < 0.05 , which translates into a significant correlation greater than 95%, representing then that there is a strong relationship between the observed items, through knowledge management, communication resources should be designed in order to define information systems for values.

Table 7. Correlation of planning and formulation of scenarios - purposes as a working tool**Symmetrical measurements**

		Value	Error típ. asint. ^a	T approximate	nex. approximate
Ordinal by ordinal Measure of agreement N of valid cases	Tau-b de Kendall	,716	,085	6,229	,000
	Gamma	,957	,046	6,229	,000
	Kappa	,559	,113	4,815	,000

a. Assuming the alternative hypothesis.

b. Employing the asymptotic standard error based on the null hypothesis.

A correlation is reflected with a p-value < 0.05 , which translates into a significant correlation greater than 95%, representing then that there is a strong relationship between the variables studied, this can be conceived that through planning and formulation, freight transportation companies analyze their environment and try to predict possible future scenarios in order not to be surprised by the changes to design work instruments.

Table 8. Correlation of information system for planning management - purposes as a work instrument

Symmetrical measurements

		Value	Error típ. asint. ^a	T approximate	nex. approximate
Ordinal by ordinal	Tau-b de Kendall	,755	,069	6,711	,000
	Gamma	1,000	,000	6,711	,000
Measure of agreement	Kappa	,632	,112	5,168	,000
N of valid cases					

c a. Assuming the alternative hypothesis.

b. Employing the asymptotic standard error based on the null hypothesis.

It reflects a correlation with a p-value < 0.05 , which translates into a significant correlation greater than 95%, representing then that there is a strong relationship between the variables analyzed, through the information systems important decisions are made to be able to plan, the internal and external studies of the organization are part of the purposes as work instruments.

Table 9. Correlation of value enactment - indicator systems to measure strategies

Symmetrical measurements

		Value	Error típ. asint. ^a	T approximate	nex. approximate
Ordinal by ordinal	Tau-b de Kendall	,926	,049	8,825	,000
	Gamma	1,000	,000	8,825	,000
Measure of agreement	Kappa	,904	,066	7,274	,000
N of valid cases					

a. Assuming the alternative hypothesis.

b. Employing the asymptotic standard error based on the null hypothesis.

A correlation is reflected with a p-value < 0.05 , which translates into a significant correlation greater than 95%, representing then that there is a strong relationship between the variables analyzed, the promulgation of values of the companies analyzed becomes an indicator that helps to measure and evaluate the effectiveness and scope of the strategies, in order to generate performance standards.

Table 10. Correlation of value-based management - strategy assessment

Symmetrical measurements

		Value	Error típ. asint. ^a	T approximate	nex. approximate
Ordinal by ordinal	Tau-b de Kendall	,821	,079	7,447	,000
	Gamma	,974	,026	7,447	,000
Measure of agreement	Kappa	,763	,099	6,037	,000
N of valid cases					

- a. Assuming the alternative hypothesis.
- b. Employing the asymptotic standard error based on the null hypothesis.

A correlation is reflected with a p-value < 0.05 , which translates into a significant correlation greater than 95%, representing a strong relationship between the variables analyzed, the selection of the company's values requires a broad mechanism of participation by employees, thus providing the organization, each employee and management element, with a systematic way to evaluate the strategies.

Table 11. Correlation of information system for values - integration strategies with stakeholders.

Symmetrical measurements

		Value	Error típ. asint. ^a	T approximate	nex. approximate
Ordinal by ordinal Measure of agreement N of valid cases	Tau-b de Kendall	,759	,071	6,579	,000
	Gamma	1,000	,000	6,579	,000
	Kappa	,642	,107	5,536	,000

- a. Assuming the alternative hypothesis.
- b. Employing the asymptotic standard error based on the null hypothesis.

It reflects a correlation with a p-value < 0.05 , which translates into significant correlation greater than 95%, then represents that there is a strong relationship between the variables analyzed, the information system for values should be relevant according to the integration strategies designed for the public of interest of the freight transportation companies in order to allow its full operation.

Discussion and conclusion

Once the work plan is completed, which reflects compliance with the proposed objectives, it can be determined that for a business that wants to sustain itself in an increasingly competitive and globalized world, it must develop strategic planning, where, through objectives and goals, it provides a range of strategies to achieve them according to the capabilities of the organization, where cargo transportation companies in the city of Cúcuta are no strangers.

According to the information collected through the application of the MMGO matrix, the companies of the cargo transportation sector in the city of Cúcuta, evidence that most of them lack strategic planning. The companies located in stage 1 lack effective planning; there is no organization, direction, coordination and control, which are the basic elements for efficient management. In stage 2, they have an advanced planning process; however, there is no follow-up and evaluation to enable improvement actions. Planning is not based on a thorough study of the environment, so there is no efficiency in the development of their activities. Subsequently, the companies located in stage 3 show greater progress in strategic direction, with a system of

planning, evaluation and follow-up of their activities, with a greater vision towards the future, with greater sustainability and competitiveness.

The results show that the companies that do not have an efficient administrative management and do not have strategic planning, have administrative disorders, liquidity problems, employee turnover, which prevents them from acquiring a sense of belonging; they also have constant complaints about the service and legal problems. In contrast, only a small portion of companies have an established management system, and have developed some of the steps that are desired to strategically direct them. They have a higher sales volume, better customer relations, positive leadership, an organizational climate that motivates their collaborators, and low labor turnover, which allows cementing processes and activities, under the experience and specialty of their human resources.

In this regard, it is pertinent to establish that strategic planning is the basis for forging sustainable and competitive companies, focused on the continuous improvement of their processes. Strategic planning is a complex process that requires three important steps: formulating, implementing and evaluating strategies, developed through a plan. In the first step, the general diagnosis of the organization and implementation of goals and objectives to be achieved is developed, that is to say, where the company wants to get to. One of the most commonly used tools in this regard is the analysis of weaknesses (D), opportunities (O), strengths (F) and threats (A) of the company, i.e. SWOT analysis. As for strategy implementation, it is basically the first step of the strategic plan. It includes the implementation of all activities to achieve the goal.

Strategy evaluation, on the other hand, refers to the planning process. The strategy must be continuously monitored, reviewed and adjusted based on internal and external results and events as a result of the initially proposed strategies. However, for companies the application of strategic planning is of utmost importance, as it offers a multitude of advantages such as defining realistic goals and objectives, focus of efforts and shared vision about the future of the organization based on the present. In the organizational environment, it is one of the tools that most contributes to the formation of alternatives and helps the company to survive in such a competitive world.

It also allows the identification of bottlenecks in the company's own processes, helping to establish priorities in decision making, apply best practices, evaluate and improve customer commitment. Interdisciplinary communication and coordination between the different actors involved in the process makes it easier for the organization to anticipate, adapt and face political, social, technological, economic and legal changes that may occur in the implementation of strategic plans.

Finally, it is important to consider strategic planning as a process that aims to unite all the teams of a company, translating the mission, vision and goals through strategies into tangible results, minimizing problems, contributing to participation and stimulating the interest and commitment of all participants, to optimize the use of resources to achieve the desired future.

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