



Analysis Of The North Santanderean Market For The Transformation And Sale Of Metals

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Abstract

The globalization of the market, changes in the economy and the constant search for new income, among other economic and social factors, make companies intensify the search for new alternatives that allow growth, that is why the business plan is developed, which through techniques and tools, aims to achieve objectives by analyzing its weaknesses, opportunities, strengths and threats, in order to direct its capabilities towards opportunities that help grow and position the company in front of the competition.

The business plan is used to document the owner's plans for the business. The document is used to communicate plans, strategies and tactics to its managers, partners and investors. This research exposes the uncertainty present in the company Comercializadora Normetales S.A.S., specifically in the management, which through strategies seeks to study the proposal of the business plan, to analyze the objectives set out in the study, which will allow a diagnosis of the organization, propose an investigation of its market, human, operational and financial management in order to find solutions.

Keywords: activity, standard, method, process, process, variable

1. Introduction

The globalization of the market, changes in the economy and the constant search for new income, among other economic and social factors, make companies intensify the search for new alternatives that allow growth, that is why the business plan is developed, which through techniques and tools, aims to achieve objectives by making an analysis of its weaknesses, opportunities, strengths and threats, in order to direct

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its capabilities towards opportunities that help the company grow and position itself before the competition.

According to (Balanko-Dickson, 2015). The business plan is used to document the owner's plans for the business. The document is used to communicate plans, strategies and tactics to its managers, partners and investors. The existing competition and variable market levels, have allowed evidencing the lack of some companies in terms of competition analysis, new markets, customers, sales channels, among others, this is the case of Normetales S.A.S., which is a company that despite its resources, has not had the opportunity to expand its market, this in part to the lack of standardized documents that allow you to perform an analysis that facilitates documenting and communicating their goals.

Normetales S.A.S., is a nortesantandereana trader dedicated to the acquisition, recovery and sale of ferrous and non-ferrous metals; which, acts committed focused on quality processes in the provision of its services. Currently, the management has decided to standardize its processes and manage through a business plan, the capacity of attention and satisfaction of buyers, so the trading company creates support tools, which integrate goals, research and strategies to plan its objectives, contributing to the development of its business reason.

The marketing company seeks to evaluate a document, through the specificity of an analysis, which provides relevant information directed to new methods that help to grow in the market, achieving its objectives. It is necessary for the organization to look for alternatives that help to correctly improve its operations, human and financial resources, achieving high competitiveness and adequately developing the management of its processes. according to the above, it is important to propose a business plan, which seeks assertive projections, establishing goals and objectives necessary for the success of the marketer, in addition to activities that help to confront ideas with the reality that is lived in the region, to get investors, suppliers, equipment and above all to be ready to changes for future business plans as the market evolves. The document exposes the uncertainty present in the company Comercializadora Normetales S.A.S., specifically in the management, which through strategies seeks to study the business plan proposal, to analyze the objectives set out in the study, which will allow a diagnosis of the organization, propose an investigation of its market, human, operational and financial management in order to find solutions.

2. Article structure

Research hypothesis

How can new projects be analyzed that will allow Comercializadora Normetales S.A.S. to expand its market?

2.1 What is a Business Plan?

(Villarán, 2010), in the book, "Plan de negocios, herramienta para evaluar la viabilidad de un negocio", establishes it as:

"The business plan is a document, written in a clear, precise and simple manner, which is the result of a planning process. This business plan serves to guide a business, because it shows from the objectives to be achieved to the daily activities that will be developed to achieve them. The aim of this document is to combine form and content. The form refers to the structure, wording and illustration, how much it

attracts attention, how "user-friendly" the content refers to the plan as an investment proposal, the quality of the idea, the financial information, the analysis and the market opportunity" (p.33).

2.1.1 Types of Business Plans. They are necessary to present business opportunities, provide information to investors and serve as a guide for the start-up of a company's activities. There are many types of business plans that respond to the needs of each type of enterprise.

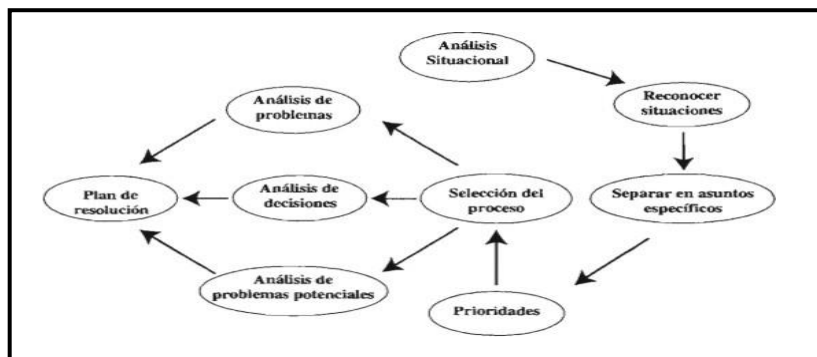
Business Plan for a going concern. This type of business plan must evaluate the new idea independently and, in turn, distribute the fixed costs of the entire company among all the business units, including the new one.

Business Plan for a new business. For new businesses, the idea, the objectives to be achieved, the strategies and plans to achieve the goals should be detailed. This plan will be an input to feedback the business, helping to institute the possible variations that will be made during the development of the new idea.

Situational Analysis (Valle & Gonzalez, 2004), in their book, "*Análisis Situacional*", defines it as:

A methodology for analyzing what happens when an organization is faced with different situations. This methodology helps to know the answers to the concerns of the organizations. To perform the analysis it is important to recognize all the situations that exist in order to anticipate the problems that may arise.

Sequence of the situational analysis method.



Source: (Villarán, 2010)

MEFI Matrix. "The procedure for the elaboration of a MEFI consists of five stages, and the difference will be taken only to perform the evaluation of the organization's strengths and weaknesses, the values of the ratings being different" (Talancon, 2007).

- a) Assign a weight between 0.0 (not important) and 1.0 (very important); the weight given to each factor expresses its relative importance, and the total of all weights should add up to 1.0.
- b) Assign a rating between 1 and 4, where 1 is irrelevant and 4 is evaluated as very important.
- c) Multiply the weight of each factor by its corresponding rating to determine a weighted rating for each factor, either strength or weakness.
- d) Sum the weighted ratings for each factor to determine the weighted total for the organization as a whole.

The most important thing is not to add up the weighted weight of strengths and weaknesses,

but to check the total weighted weight of strengths against the total weighted weight of weaknesses.

2.2 Market research

(Benassini, 2009) states that Companies that decide to operate in large markets recognize that they cannot normally serve all customers, because they are too numerous and dispersed, and because their requirements are very different. Therefore, rather than competing everywhere, often against superior competitors, they need to identify the most attractive market segments that they can serve effectively. In this sense, segmenting is differentiating the total market for a product or service into different groups of consumers, homogeneous among themselves and different from each other in terms of habits, needs and tastes, which might require different products or marketing combinations.

Market Segmentation (Jaramillo, Jirón, & Regalado, 2017), wrote that Market segmentation is defined as the process of dividing the total market for a particular product or category of products into relatively homogeneous segments or groups. To be effective, segmentation must create groups where its members have similar hobbies, tastes, needs, desires or preferences, but where the groups themselves are different from each other.

Originally the term market was used to designate the place where buyers and sellers met to exchange their goods. In such a way the author reflects that the market is an area in which products can be exchanged in conjunction with their sellers and buyers maintaining commercial relations, it is the place where supply, demand, purchase and sales of any benefit at a certain price is carried out.

Segmentation criteria. "There is no single way to segment the market. The marketer will have to choose from a wide number of variables, individually or in combination, to find the most useful way to segment his market and identify his market niche" (Benassini, 2009). The following are the market segmentation variables. Some of these variables do not apply to everything.

Supply and Demand (Sabino, 2010), in his book Dictionary of Economics and Finance, defines demand. It is the quantity of goods or services that the buyer or consumer is willing to acquire at a given price and in a given place, with the use of which he can partially or totally satisfy his particular needs or can have access to its intrinsic utility.

2.3 Michael Porter's Five Forces. The model allows to know the competitive position of the company in relation to price, quantity of production and the five forces that determine its long-term profitability.

The degree of rivalry. (Ghemwat & Rivkin, 1999), argue that the degree of rivalry has behavioral determinants. "If competitors are diverse, if they add high strategic value to their positions in an industry or face high exit barriers, they are more likely to compete more aggressively." Threat of new entry: through the creation of new companies, the desire to gain

market share is generated. According to (Porter, 2004), entry barriers exist when it is not possible to replicate or it is not economically feasible to reach a certain position.

Some of them are presented below:

Economies of scale: consists of increasing the volume of production and the use of resources to reduce costs.

Product differentiation: is to improve, change or adapt the product or service to generate greater value for the customer and the company, achieving brand identification and loyalty derived from past advertising, customer service, product differences or simply created by being the first in the industry.

Capital investment: is the concentration, accumulation or financing of economic resources to improve, optimize and expand the operation in order to obtain greater benefits.

Access to distribution channels: it is about improving the relationship with distributors and promoters by offering lower prices without sacrificing too much utility to introduce or sell the product or service.

Government policies: governmental norms and rules that prevent or regulate the marketing, production and execution of services and products.

Some other common barriers are: patent protection, development of a new product, service or process, brand identity and sales force among others. Threat of Substitutes: The threat of substitutes is related to the performance and price range of different types of products or services that customers can access to satisfy the same need. The graphical form that the threat takes is S-shaped as it starts slowly and at a low cost, then gains strength through acceptance and finally levels off when almost all economic possibilities of substitution have been exhausted.

"Supply-side substitutability influences the willingness of suppliers to

provide the required inputs, and demand-side substitutability influences buyers' willingness to pay for the products" (Porter, 2004).

The main contribution of this force is that it provides insight into the organization, as well as the resources they use to impose their price and order size conditions. Buyer power: Describes the organization of customers and product-related aspects such as the number of substitutes, differentiation and cost to the customer. It allows consumers to squeeze industry margins by forcing competitors to reduce prices, or increase the level of service offered, without reward in return. Probably the most important determinants of buyer power are the size and concentration of customers, so if there are few buyers, their bargaining power is high and vice versa.

This is one of the two vertical forces in the scheme that influence the value creation of an industry and predicts the price sensitivity of consumers. It also details the relationship of

demand to price reduction and utility. **Supplier power:** This analysis focuses on the concentration and size of suppliers relative to industry participants, as well as the degree of differentiation among the inputs supplied.

According to (Ghemwat & Rivkin, 1999), supplier power determines the degree of technology, the existence of actual or potential substitutes and compares prices with profit margins. Existing buyer-supplier relationships have important cooperative as well as competitive elements. The ability to charge consumers different prices in relation to the value created usually indicates that the market is characterized by high supplier power and low customer power. Supplier power is a reflection of buyer power. For (Vega & Callado, 2011), authors of the book *Marketing*, supply refers to "the quantities of a product that producers are willing to produce at possible market prices."

3. Method

According to (Martínez, 2014)), defines the concept as. Procedure used to describe the characteristics of the population to be studied. "Along with comparative and experimental research, it is one of the three research models employed in the area of science. This type of research does not involve the use of hypotheses or predictions, but rather the search for the characteristics of the phenomenon studied that interest the researcher."

The purpose is to analyze the organization of a business plan, according to new ideas to which the company is currently committed, in order to consolidate itself as a reference company in the commercialization not only of ferrous and non-ferrous materials, but also of waste such as archival paper, cardboard and PET plastic, and thus be able to advance in competitiveness, contributing to the strengthening of the company and the organization of new projects with useful information to dimension new requirements at the operational, administrative, technical, financial, strategic and legal levels.

They are the total number of elements of the phenomenon under study. According to (Martínez, 2014) "the population is defined as

the totality of the phenomenon to be studied where the population units have a common characteristic which is studied and gives rise to the research data". The population under study will be the main companies that transform cardboard, paper and PET plastic in Colombia, according to the ANDI and the recycling dictionary of the trade association Aco Plásticos, there are 15 companies that produce paper and cardboard, of which only 9 are registered in the ANDI, and 14 companies that use PET, in addition to this, there are 84 suppliers of the current Comercializadora Normetales, which in addition to scrap would also be suppliers of materials such as cardboard, paper and PET. Material collection and consumption figures will be taken into account in order to determine the importance given to these materials.

3.1 Phases of data collection

Primary information. As presented below. A MEFI matrix will be used, in order to know the current status of the company and identify the level of capacity against internal factors at management level, service provision, human capacity, financial capacity and technological capacity for a possible change in its corporate name, in order to identify aspects during the development of the project, analyzing

important information in terms of weaknesses, opportunities, strengths and threats that the company may consider.

To know all the vital information of the company related to the activities carried out in the different areas that make up a business plan, such as strategic, management, operational, financial, and legal. This in order to be able to develop engineering tools to make a general analysis of what could be more convenient for the company when carrying out its business plan. For the collection of primary information, direct observation and personal interviews with company officials will be used, which will provide the necessary information for the design of the new strategies.

4.Results

Through direct observation and information collected by the company, it was decided to establish an analysis to study the capacity of different factors at the organizational level of the current Comercializadora Normetales S.A.S., which has among its medium-term goals, to position itself in the market for the collection of reusable materials such as PET, cardboard and archival paper.

The company currently sells scrap metal, which is a counterproductive reason to the medium-term expectations, therefore, the inclusion of new elements requires a timely study on market trends in terms of supply and demand, as well as the identification of the main stakeholders.

4.1 Analysis of Internal factors.

Taking into account the above ideas, a study of internal factors is carried out, which allows to know the behavior and hierarchy of some variables of interest in the research. Before carrying out its business plan, the company must analyze its capabilities, so it designates key factors within the organization, which are evaluated in order to know the current situation in terms of adaptability and availability of market trends. Through the matrix of internal factors, it was possible to identify the following strengths and weaknesses that are present in the organization, assigning a weight between 0.0 (not important) to 1.0 (very important); the weight given to each factor was expressed according to the relative importance of the factors, this analysis matrix was carried out by interview, with personnel involved in the management of the current Comercializadora Normetales S.A.S, which evidenced the following results:

Table 1. Analysis of internal factors

Rating between 1 and 4						
Strengths			Weaknesses			
Minor Fortress (3)			Major Weakness (1)			
Major Fortress (4)			Minor Weakness (2)			
Factor	Fortress		Total 1	Weakness		Total
	Weight or	Rating		Weight	Rating	
Management capacity						
Strategic planning.				0.02		0
Ability to face the competence.	.04		.16			.04
Strategic alliances.	.04		.16			
Communication and management control				.02		0
Corporate image.	.03		.12			.04
Decision making.	.04		.16			
SERVICE DELIVERY CAPACITY						

Communication with customers/suppliers.	.04		.16				
Product portfolio.	.03		.12				
Customer/supplier service.	.04		.16				
Distribution channels					.03		.06 ⁰
Services offered.	.03		.12				
Payment facilities.	.04		.16				
Delivery times	.04		.16				
Quality of service.	.04		.16				
Product availability.	.04		.16				
Customer/supplier satisfaction.	.04		.16				
HUMAN CAPACITY							
Adaptation to change.	.04			0.16			
Training.					0.02		0.04
Qualified personnel.					0.02		0.04
Favorable work environment.	.02		.08				
Remuneration level.	.02		.16				
Personnel selection.	.03		.12				
Accident rate	.02		.08				
FINANCIAL CAPACITY							
Inventory management.	.04		.16				
Financial indicators.	.04		.16				
Profitability	.04		.16				
Availability of funds.	.04		.16				
TECHNOLOGICAL CAPACITY							
Innovation	.03		.12				
Level and use of technology.	.04		.16				
Systematization	.03		.12				

Source. Own elaboration

Analysis of the information. According to the above, it was possible to analyze that currently the company within its managerial capabilities, presents strengths in aspects related to the ability to face the competition obtaining a score of 0.16 points, as it is an organization well positioned in the region with tools that allow it to fully comply with the stakeholders in the market for marketing of its materials, additionally it was evidenced that it has reliable strategic alliances in the sector so it was decided to give a score of 0.16 points. 16 points, as for its corporate image, it was noted that although it is a regionally recognized company in the sector, it requires an update focused on the new projection which aims to achieve market growth so it was rated with 0.12 points; it should be noted that at the management level the company is efficient in new situations, which allows timely decision making in the best way so that factor was rated with 0.16 points. On the other hand, it is considered that according to its new business idea it is essential to work on strategic planning, so this aspect was rated with 0.04 points, since it is currently only focused on the "scrap" marketing model and does not establish the possible incorporation

of new materials in a certain period of time. Regarding communication and management control, it is important to establish documents and plans where ideas are evidenced in order to have control of activities at the administrative management level, for which a score of 0.04 points was obtained.

The ability to provide service, is rated with 0.16 points in the current company, as it was evidenced that communication and relationship with its customers and suppliers is adequate, then it was learned that the organization presents its stakeholders a detailed portfolio of materials for purchase and sale which was rated with a value of 0.12 points, it was possible to analyze that the business provides excellent customer service so it was given a score of 0.16 points, it is important to establish that the service offerings for customers and suppliers are acceptable so it was decided to give a rating of 0.12 points, the trading company additionally offers payment facilities for material to its stakeholders which was timely and was given a rating of 0.16 points, continuing with the evaluation, it was found that delivery times are always optimal according to the needs which was rated with 0.16 points, on the other hand, at the moment of qualifying the quality of the service it was determined that in effect it is a very indispensable factor in the company and it was determined to qualify with 0.16 points, finally it was known that Normetales S.A.S, counts on availability of the product, reason for which through the evaluation it was qualified with 0.16 points. It is important to

It is worth mentioning that the company seeks to provide satisfaction both to the suppliers that provide the material and to the customers interested in acquiring the product, which is a capability that is presented as an advantage and for which 0.16 points were obtained. It was stated that the company can adjust the distribution channels in order to be more efficient during the development of its commercial activity, for which a score of 0.06 points was obtained. Within the analysis, reference was made to the human capacity of the company, where it could be evidenced that the personnel has the capacity to face change since it has already been in situations of that nature and the changes have been taken in the best way, for which 0.16 points were obtained; it was noted that the work is in a favorable work environment and 0.08 points were assigned.

It should be noted that the activities within the organization are well remunerated, so the salary remuneration criterion was assigned 0.16 points, additionally, the organization maintains the necessary personnel in their jobs, so they were rated with 0.12 points; it is important to mention that in terms of accident rate the staff has not been mostly affected, which is also good for the organization and 0.08 points were assigned. It is stated that it is necessary to take measures in the training of workers because some shortcomings have been evidenced, therefore 0.04 points were assigned, also, it was noted that the organization can have a better qualified staff in the development of its operational and administrative activities so it should work on that and the staff was rated with 0.04 points.

Currently, the financial capacity of the trading company shows that it is an organization with excellent inventory management and therefore 0.16 points were assigned, it also has excellent financial indicators (0.16 points) that establish an optimal profitability (0.16 points) and stable availability of funds (0.16 points). This is a great strength when it comes to increasing its business model in the new materials commercialization market.

In terms of technological capacity, it is one of the best equipped marketers of this type of tools, it is in constant innovation so 0.12 points were assigned, it has the necessary machinery for the operation of classification of the material and 0.16 points were established for that, also the systematization of its processes is in line with technological advances for the development of its activities so 0.12 points were established in that criterion. According to the above, it was obtained through the matrix of internal

factors, that the company presented a series of considerable strengths obtaining a qualification of 3.6 points, on the other hand, the weaknesses in the company, although there are some, were evidenced in a lower value, since they only obtained a qualification of 0.22 points. This means that the company has a suitable business model and has tools that can strengthen it when seeking new alternatives to help it position itself and expand its market.

4.2 Analysis of External Factors.

Currently, the market related to environmental welfare has support from the political environment, because through the Ministry of Housing in Colombia, the alliance for inclusive recycling was created, which aims to promote the formalization and strengthening of trade recyclers nationwide as a strategy for social, technical and economic development of solid waste utilization, programs are designed that can be related to the productive activities of this economic sector; according to the economic sector, 2019 was a good period, with an upward trend. In terms of GDP, the sector was growing 4.1% above the advance of the industry and the economy, according to publication of *El Tiempo*.

The environment

One of the main resources in this sector are the recyclers, and Law 511 of 1998 seeks to improve the quality of life of the recyclers through components such as social security, health, housing and, of course, improving the industrial safety conditions of their activity, thus generating employment in the region and reducing unemployment rates. Regarding technological aspects, organizations must seek alternatives to avoid falling behind and falling behind the competition. The environmental aspect is fundamental in this type of business, since it contributes to environmental conservation and pollution reduction, which is very important, legally it is a sector that works hand in hand with policies that help regulate the proper use of this type of materials.

Through the matrix of internal factors, the following Opportunities and Threats that are present in the organization could be identified, assigning a weight between 0.0 (not important) to 1.0 (very important); the weight given to each factor was expressed according to the relative importance of the factors. Through interviews with the management of the commercialization company Normetales S.A.S., the review of internal documents and the behavior of each factor at present, through direct observation and research of factors such as political, economic, social, technological, environmental and legal, the following results were obtained.

Table 2. Analysis of external factors

RATING BETWEEN 1 AND 4									
OPPORTUNITIES					THREATS				
Minor Opportunity (3)					Major Threat (1)				
Major Opportunity (4)					Minor Threat (2)				
Factor	O	Opportunity		Total	A	Threat		total	
		Weighting	Rating			Weighting	Rating		
P	Taxes				X	0.05		0.10	
	Government stability.				X	0.04		0.08	
	Government relations with industries.	X	0.06	0.24					
	Policies.	X	0.03	0.09					

E	Level of development.	X	0.04		0.16				
	Inflation.					X	0.05		0.10
	Tax reform.	X	0.02		0.06				
	Access to resources.	X	0.04		0.16				
	Competition in the market.	X	0.04		0.12				
S	Insecurity					X	0.04	1	0.04
	Unemployment level					X	0.04	1	0.04
	Poverty index					X	0.04	1	0.04
	Level of education.					X	0.04	1	0.04
	Corporate Image.	X	0.04		0.12				
E	Development level.	X	0.04		0.16				
	Inflation.					X	0.05		0.10
	Tax reform.	X	0.02		0.06				
	Access to resources.	X	0.04		0.16				
	Competition in the market.	X	0.04		0.12				
S	Insecurity					X	0.04	1	0.04
	Unemployment level					X	0.04	1	0.04
	Poverty index					X	0.04	1	0.04
	Level of education.					X	0.04	1	0.04
	Corporate Image.	X	0.04		0.12				
A	Environmental protection policies.	X	0.06		0.24				
	Climate change.	X	0.06		0.24				
	Contamination	X	0.06		0.24				
L	Industry regulations	X	0.05		0.15				
	Environmental protection policies.	X	0.06		0.24				
	Climate change.	X	0.06		0.24				
	Contamination	X	0.06		0.24				
TOTAL		Subtotal Opportunities:		2.47		Subtotal Threats:		0.5	

Source. Own elaboration

According to the above it is important to mention that currently the company is exposed to the following factors that can become opportunities or threats, after an analysis with the manager of the company, it was evidenced that there are different opportunities for economic activity, is a well established company, which is able to keep up with their taxes, but can be affected by the abuse of the authority, in this type of costs so it was assigned 0.10 points, it can be affected by the government, unless there is a government system like Venezuela in that case 0.08 points were assigned, currently, the company benefits from the government as it is a company in a border zone criterion that was qualified with 0.24 points, an aspect

that adds relevance and that makes it more visible with the governmental entity, being able to adapt quickly and without complications to the required policies, in which 0.09 points were assigned.

Comercializadora Normetales S.A.S. is currently a company with a very strong economic structure, as it contributes to the development of the region by providing employment (0.16 points), has the necessary resources to face possible reforms (0.06 points), is characterized by having access to economic resources (0.16 points) and is currently the pioneer in the marketing sector in the market (0.12 points). Although factors such as inflation may affect the development of its economic activity, 0.10 points were assigned.

As for the social factor, like any company, it can be affected by the level of insecurity in the region (0.04 points), the unemployment rate in Cúcuta and its metropolitan area is high and therefore represents a threat (0.04 points), the poverty that is present in different areas of the region (0.08 points), as well as the educational level of its population (0.08 points), although at the corporate level, its image can represent a business opportunity (0.12 points).

Currently there are different spaces in which the company can position itself and redesign its operating plant in a possible growth of its market, so its physical infrastructure is analyzed and it is evident that it has the possibility of increasing its capacity and 0.20 points are assigned, it has technology for the operation of its operational and administrative part (0.20 points), the company requires that the management of its information is more effective so 0.06 points are assigned because it still requires more work. On the other hand, the company needs to be more integrated with e-commerce, for which 0.09 points were assigned.

The environmental factors show that they are an opportunity of great relevance for the organization, so 0.24 points are assigned to possible environmental protection policies related to the sector, aspects of climate change and pollution, since the objective of its *raison d'être* is adapted to contribute to the environment and therefore it is a factor of great importance. As for legal aspects, the company reports that they do not represent a threat because it is well prepared in terms of sector regulations, with its social responsibility and protocols that are currently required, points of 0.15 and 0.16 were obtained, respectively.

5. Conclusions

With the development of this project it was found that the inclusion of this new line of marketing of the company is a very good investment since the capital returns with great speed to the coffers of the organization, while the market has an increasing tendency to purchase this type of materials, the variables which the organization should pay attention to the inclusion of these new elements are the prices at national level of the product, the proximity to suppliers and customers and finally the presentations and quality of products with the standards established by the control entities.

The company has a very good capacity in its suppliers, which allows it to always have the largest amount of materials and elements to market, however it is evident the large number of small suppliers, in the future these do not provide an important help in meeting the demand since the market is very demanding and the quantities demanded are very high; with this it is proposed to the company to make strategic agreements with other suppliers with an even greater capacity.

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