

DESIGN OF A STRATEGIC DEVELOPMENT PLAN FOR THE URAGA HARDWARE STORE IN EMPALME, SONORA

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Abstract

The investigation that was carried out on the company Ferretería URAGA, located in the city of Empalme, Sonora, Mexico, this company does not usually plan its development. It is therefore necessary to make a proposal for a strategic plan that provides said company with a direction that benefits the organization at the administrative, commercial, environmental and other aspects that are related to the company, and allows its development and competitiveness. The objective of this work is to design a strategic plan, for which it is of great importance to carry out a diagnosis of the current situation of the organization, which allows having a vision for the future, taking into account the requirements and needs of the market. The research is descriptive, purposeful, non-experimental, since its scope is to list or describe the possible strategies for its growth. Primary and secondary sources were used. It culminated in the formulation of strategies designed for the company.

Key words:

administration, competitiveness, development, strategies, planning

JEL Classification M1, M10, M100

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INTRODUCTION

The importance of Small and Medium Industries (SMEs) in the economy of different countries has been recognized and evident for a long time, especially in Latin American countries. It is also evident that under current conditions, SMEs face the challenge of being able to develop strategies that allow them to integrate into a globalized and highly competitive market.

The company under study is called Ferretería URAGA, in the city of Empalme, Sonora. Registered with the federal taxpayer registry as an SME, dedicated to the sale of retail hardware products in general.

Committed to being a company focused on service and seeking customer satisfaction, hoping to remain in the community's preference, Ferretería URAGA oriented its direction to be the solution in the supply of fishing products to the splicing community . , in addition to offering a variety of product lines for the general customer.

One of the causes of the lack of strategic planning, which becomes an obstacle to its implementation, is the lack of knowledge about this tool (Saavedra, 2021).

Furthermore, because we want to improve, constant monitoring of key indicators must be carried out within the implementation and execution of the plan, since if there is a deviation, decisions must be made to lead the organization to meet its objectives Peñafiel - Loo et al., 2019)

The purpose of this work is to design an improvement plan in the weakest areas of the business; For which it is of great importance to have an efficient diagnosis that allows us to meet customer requirements. In addition, a strategic plan must be made to offer functional solutions adjusted to the specific needs of the hardware store that allow adequate management and control of inventories.

1.1 Problem statement

At the URAGA hardware store, situations have been occurring that have affected the company, such as: Low sales, insufficient space for product storage, little product diversity, long customer service times, company disorganization, among others; which results in poor customer service, what will be the actions (strategies) to follow to change the development, growth and competitiveness of the company?

1.2 Objective

Design a strategic development plan that allows meeting the needs of the business, through the analysis of the company and the application of statistical instruments, to improve its current situation and consequently increase profits.

1.3 Theoretical justification

URAGA Hardware is a family project that has never had any type of advice in the administrative and labor sphere, which is reflected in the absence of management skills for adequate administration; Therefore, it is important to highlight that it is possible to transform this family idea into a productive and safe company by having the bases to plan, verify and act on its transformation, for its development and to be more competitive in the market.

Corporate strategic planning is not only about establishing a joint plan for the actions and resources required to fulfill it: it also merits evaluating the process. The evaluation allows us to detect execution errors that can be corrected in time to prevent losses of time and money" (Mejia , 2021).

In order to propose an administrative solution to the URAGA Hardware Store and according to the information collected through different media, a strategic plan will be made to serve as support to solve the different problems that the family business presents, which if implemented and Follow-up, it is expected to consolidate URAGA as the first solution that customers have when choosing a hardware store among the competition, to provide solutions to their supply needs for quality hardware products, with first-class attention and service.

The main objective of the Diagnosis is to analyze the current state of maturity of the organization with the national or international standards that the company must manage, which allows it to reach the desired situation (its business vision), identifying quickly, accurately and concise the potentials. development areas.

Due to the great competition in the market and the reduction in sales, there is a need to implement strategies that allow minimizing weaknesses and eliminating threats in the company, as well as maximizing strengths and taking advantage of opportunities in the

environment to excel in the current environment.
. hardware store market.

The literature recognizes the importance of SMEs in any economy, however, it does not take much into account their particular characteristics in relation to strategic planning (Mora- Riapira , Vera-Colina, & Melgarejo-Molina, 2015), which makes each organization have its very particular strategic planning.

1.4 Methodological justification

The purpose of carrying out this project is to design a strategic plan for the URAGA Hardware store in the areas with the greatest problems, in order to know the current situation in which it is located and that can generate a significant impact on the success of its application, with which seeks to establish the strategies and mechanisms to be used to apply the action plans corresponding to each work area. This project will allow solutions in strategic direction, logistics, organizational structure in terms of mission, vision and defined corporate values, with truthful information that allows projections to be made that guarantee the sustainability of the company with logistics strategies for inventories, storage, customer service. customer. service to achieve satisfied customers due to variety of products, quality and good service.

The sources that will be used are: Primary; surveys, interviews, workplace observation. Institute; Textbooks, internet, information related to hardware stores.

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LITERATURE REVIEW

One of the most widespread applications of organizational analysis is that which refers to organizational development, in this case it is a process of planned change of the organization, for which it is necessary, first of all, to know the situation it is going through. the company to then evaluate the results of the proposed and

implemented changes. The analysis carried out to evaluate the situation of the company, its problems, potential and possible development paths is called organizational diagnosis.

It is important to have strategies that help compete with different companies in different markets, seeking the general development of a company, obtaining a competitive advantage that exceeds the performance of competitors, which is then where it is necessary to carry out an organizational analysis. Diagnosis that allows us to analyze the strengths and weaknesses of the organization and the competition to develop strategies that allow us to differentiate ourselves from it Mejía (2021).

To achieve the objective or purpose, an outline of the most relevant aspects that are managed there must be made, which will be developed through Strategic Administration; Theory that we have considered most appropriate to carry out this project.

2.1 Structure and organization of small businesses.

In most cases, small businesses appear closely linked to the human and economic figure of their promoter or group of promoters. He, or they, are the ones who give it its own character and set the course to follow according to their own desires. As the company acquires a certain importance, its activities multiply and the need to have qualified professionals begins to be felt to be able to successfully handle the complicated business management.

Decision making in every company is linked to the assumption of responsibilities, almost always accompanied by complex situations of risk and uncertainty.

The small businessman will coordinate the different productive factors available to him to try to obtain maximum performance by offering a series of goods or services to the community. The coverage of the needs provided by demand must be established based on a supply that attempts to maximize factor productivity.

2.2 Financial activity and financial structure of the SME

In companies we find two streams of money derived from their production cycle:

- a) Outflow of funds, as a consequence of the payment of salaries and the acquisition of goods and services.
- b) Inflow of funds, through own contributions and as a consequence of sales collection.

The company's financial activity focuses on the programming, and the corresponding control, of these two money flows.

In small businesses, the promoter-entrepreneur will be directly responsible for these activities. As the company increases in size, it will be advisable to have the services of a specialized financial director.

The financial function will be present in each and every one of the company's activities: purchases, production, sales, investments, storage and obtaining results. The development of these activities will have specific financial consequences that will determine the future of the organization.

Finances, a very important aspect to consider in small businesses.

Long-term loans are usually more expensive for small businesses than for large ones, mainly because of the less security and guarantees they offer. Official credit institutions and financial companies usually place fewer obstacles than banks when granting this type of credit to SMEs. (Maqueda Lafuente, 1992).

2.3 Strategic planning.

Strategic planning should be understood as a participatory process, which will not resolve uncertainties, but will allow us to draw a line of purposes to act accordingly. The conviction that the desired future is possible allows the construction of a community of interests among all those involved in the change process, which turns out to be a basic requirement to achieve the proposed goals. (Prescott-Allen, Aguilera, & Chirinos, 2002)

2.4 Strategic plan

The strategic plan is a program of action that consists of clarifying what we intend to achieve and how we intend to achieve it. This programming is reflected in a consensus document where we specify the main decisions that will guide our progress towards excellent management. (Quality Guide, 2016)

2.5 SWOT Analysis

SWOT analysis is a strategic planning tool that you can use to identify and evaluate an organization's strengths and weaknesses (internal factors), as well as opportunities and threats (external factors). It is a simple technique, which can be used as a tool for the free exchange of ideas to help present an overview of the current situation. The process of conducting a SWOT analysis helps to achieve a common understanding of "reality" among a group of people in a given organization. In this way, it is easier to understand and identify key capacity development objectives and needs, as well as possible solutions (Boutrif, 20017).

2.9 Strategic management

Strategic management is the art and science of formulating, implementing and evaluating cross-functional decisions that allow the organization to achieve its objectives. This involves integrating management, marketing, finance and accounting, production and operations, research and development, and computerized information systems for organizational success.

GOAL AND METHODOLOGY

3.1 Type of research

It is a descriptive analytical research, since we limit ourselves to pointing out the Strengths, Opportunities, Weaknesses and threats, and then describing strategic actions that are suggested for the development of the hardware store.

3.2 Information collection

Information is collected that allows us to explain or learn about events and processes carried out in the company.

On the one hand, primary sources were used, which were integrated by the largest source of information that is the object of study of this formulation, which is the organization, which are the people who are part of the company (8 employees and Mr. .owner), on the other hand, customers are an important source of information. The main source that has been used to collect information to carry out this work was the Interview and the Survey.

On the other hand, secondary sources were used such as books that contain information on the strategic plans of various authors that are mentioned in the research work, books on strategic planning, research methodology.

3.3 The interview

Here information is collected verbally through previously designed forms, in our case it was in person.

3.4 Survey

The survey is also carried out through previously designed forms, with questions about the information we want to know, about the knowledge, attitudes, motivations and opinions of the workers on the topic we want to know.

3.5 Techniques and instruments

This research used the following techniques and instruments in order to quantitatively analyze the real situation of the company through the following:

- In-depth interviews in the workplace.
- Questionnaires.
- Notes and observations.
- Document analysis.
- Step-by-step script when asking questions.
- Concept of strategic thinking analyzing Porter's five forces model.
- Data collection matrices such as EFE, EFI, MPC, IE, SWOT LUCEM method, SWOT matrix, strategic matrix, strategy table and quantitative strategic planning matrix.

FINDINGS

Vision

To be a leading company in the sale of fishing materials and hardware in general, exceeding the quality and service expectations of our customers, thanks to the unconditional support of a committed work team, allowing us to maintain a high degree of social and commercial commitment. responsibility that guarantees us financial solidity and sustainable growth.

Mission

To be a company that works to provide its clients with the greatest diversity in fishing materials and hardware in general, recognized for meeting the price, quality and service in accordance with market demands, committed to the constant training of our human resources, to that is highly qualified, productive and committed to maintaining the preference and satisfaction of our clients.

Vision values

Integrity - Transmit a kind, honest and trustworthy treatment.

Commitment - Committed to continuous improvement, always seeking better prices and services.

Responsibility - Oriented towards the satisfaction of our customers, with products at a fair price and quality.

SWOT Analysis

Lucem methodology was used . Below is a part of the instrument used to weigh the relevance of each factor.

Tab. 1: SWOT analysis factors

INTERNAL FACTORS variables	Assessment					Weighing				
	No correspc	Muy desfavor	Desfavor	Favorabl	Muy favor	Muy insignific	Insignific	Significant	Muy Signific	
Human Resources process activities										
1. Attention. - It is considered favorable if the service provided meets the customer's expectations.				3	12				1	14
2. Response time. - It is considered favorable if the time assigned to attend to a request is as expected by the client.			7	8				1	1	13
3. Training. - It is considered favorable if the staff has the necessary training to carry out their activities.				1	14				6	9
4. Advice. - It is considered favorable if advice is provided regarding the products offered by the company.					15				1	14
Process Activities Technology										
5. Use of technology. - It is considered as favorable if the use of technologies is used in the operations of the company.			1	9	5			4	9	2
6. Software. - It is considered favorable if specialized software is used to control the operations of the company.			1	10	4			6	8	1

Source: Own elaboration, 2020

This formulary; It refers to the evaluation and weighting of each variable. The form first presents the internal aspect, strengths and weaknesses, and then the external aspect, opportunities and threats. In turn, each of these factors is subdivided, creating the effects of a logical guide to follow. Regarding internal factors, the general guidelines of the Lucem diagram are followed, a way of structuring the company according to process, support and management activities. Under each variable in the model (for example Logistics). You will see a series of questions related to that variable that you must answer and reflect on. Two important concepts to keep in mind are responses and weightings. The first aspect is the specific answer to the question posed). The second aspect, weighting, is the relative importance that you consider the factor being requested to have for the organization. Both elements are important in the response and cannot be avoided.

The response aims to describe the situation, the weighting is an indicator of the strength that this situation represents in the company and how it affects it. This aspect should not be underestimated, in some way it is a way of expressing the entrepreneur's way of thinking. For example, knowledge of the competition may be unfavorable and the factor may be considered very significant, which clearly indicates that it is a weakness that the company is aware of and that it is very important for the company to try to solve it. There may be particular factors that do not apply to the company.

Below is the list of the factors of the SWOT analysis of URAGA Hardware Store. Table 2 lists, ordered and assigned, the SWOT factor corresponding to each Strength, Opportunity, Weakness and opportunity found, according to the methodology used for it.

Tab. 2: Factors found in the SWOT analysis

Strengths	T1	Personnel dedicated to the company's activities.
	T2	Trained and experienced personnel in the field.
	T3	The company uses effective sales and inventory management software.
	T4	Sole supplier of fishing implements in Empalme.
	T5	Location of the company (Near the fishing sector).
	T6	Prices that allow you to compete in the market.
Weaknesses	W1	There is no strategic plan.
	W2	Little variety of brands in items.
	W3	Few staff for attention.
	W4	Little assortment of products for sale.
	W5	There are no defined written procedures. (sales, purchases, inventories and warehouse management)
	W6	There is no defined procedure for supplier management.
	W7	There is no optimal company distribution.
	W8	There is no quality evaluation system.
	W9	Not all of the company's land is used.
	W10	There is no home delivery service.
	W11	Little counter space for customer service.
	W12	Advertising is not handled in media such as newspapers, radio and television.
	W13	There is no warehouse for the protection of construction materials for sale.
Opportunities	O1	Increase in sales due to job creation in construction companies
	O2	Increase in potential clients for companies about to set up shop (CFE, port,
	O3	Growth due to the closure of other hardware stores in the community

	O4	Opening of credits by the government for the growth of SMEs
	O5	Affiliation as a supplier to INFONAVIT accredited in the improve your home program
	O6	Move image by web page and social networks
Threats	T1	Prohibition of fishery products
	T2	Increase in prices of supplier products.
	T3	Buy in larger quantities from competitors, winning the market for better
	T4	Arrival of another supplier of fishing implements to Empalme.
	T5	Variation of the peso against the dollar.
	T6	Seasonal sales, not certain.
	T7	Substitution of fishing activity for other productive activities.
	T8	Low sales due to the fall in gross domestic product.

Source: Own elaboration, 2020.

Strategies

Table 3 specifies the relationships between strengths, weaknesses, opportunities and threats, which must necessarily be done to have a greater

impact with the strategy and above all not to duplicate efforts, and each one is given its number of strategies and their description.

Tab. 3: Strategy development

	Relationship	Strategy	Description
WAS (WEIGHT)	W1-T1T2-T3-T4-T5-T6	E1	Design a strategic plan to adapt the hardware store's products and activities according to customer needs.
	W6-T3-T4	ES2	Develop a procedure for supplier management that allows us better options to have competitive prices in the market.
	W6-W2-T5	ES3	Use suppliers that handle national products.
	W13-T1-T6	T4	Generate a seasonal sales product that contrasts with times of low sales.
WAS (WO)	W8-O1-O2	ER1	Know the status of the company before customers, carrying out an evaluation of the perception of the quality of the service.
	W1-W5-W6-W7-O1-O2-O3-O4-O5	ER2	Create an annual planning review process that allows the company to provide security to customers and increase possibilities for growth.
	W7-W13-O1-O2-O3-O4	ER3	Carry out a redistribution of the company in search of possible growth and use of spaces.
	W2-W4-O1-O2	ER4	Expand catalog of suppliers and products
WAS (STREET)	T4-T1	ED1	Diversify products to capture the largest market, and minimize the impact of the closure period, as well as the impact of the possible arrival of new competitors.
	T4-T4	ED2	Expand the variety of fishing implements.
	T4-T6	ED3	Offer construction products such as cement, mortar, block, brick, rod, armex , among others.
	T5-T4	ED4	Greater advertising of the sector's fishing products.
	T6-T2-T3-T4	ED5	Find new suppliers that offer better prices or credits, which allow the hardware store to lower the price of its products to the consumer.

	T4-T4	ED6	Create alliances with fishing suppliers to introduce new products at affordable prices.
	T1-T7-S4-S5-S6	ED7	Generate offers and promotions on fishing implements out of season to increase sales.
WAS (SO)	T1-S2-O6	EO1	Make a marketing plan and generate advertising through the web, such as Facebook, YouTube, etc.
	S4-O1-O2-O3	EO2	Greater offer of fishing implement products to companies and consumers in the fishing sector.
	T5-O1-O2-O3	EO3	Advertising products in the store and taking advantage of the location close to the fishing sector.
	T6-O4	EO4	Provide credits for the purchase of products to small and medium-sized businesses.
	T6-O5	EO5	Offer product sales service through the MEJORAVIT program.
	T4-O1-O2	EO6	Offer online service for the sale and delivery or receipt of products.

Source: Own elaboration 2020.

Table 4 lists the priority of the plans, with their respective objectives, goals and measurables, essential for feedback, defines the

strategy and formula of the indicator and the percentage of the goal, and above all the perspective to whom it is directed.

Tab. 4: Plans, objective, goals, measurables, type of measurables

#	Goals	Perspective	#	Strategy	#	Indicators	Boy	Formula	Goal
1	Search for alternatives and improve company processes company to ensure its permanence in the market	client and Market	1	Design a strategic plan to adapt the hardware store's products and activities according to customer needs.	1	% Satisfied Customer	Effectiveness	(Satisfied customer / Total customers served *100)	90%
		client and Market	2	Know the status of the company before customers, carrying out an evaluation of the perception of the quality of the service.					
		Internal processes	3	Create alliances with fishing					

2	Implement strategies to increase company sales	Financial and Social	4	suppliers to introduce new products at affordable prices. Develop procedure for management of suppliers that allows us better options to have competitive prices in the market.	2	% of sales	Effectiveness	(semi-annual sale / previous semester sale *100)	10%
		Financial and Social	5	Generate a seasonal sales product that contrasts with times of low sales.					
		client and Market	6	Greater advertising of the sector's fishing products. Generate offers and promotions on fishing implements out of season to increase sales.					
		Financial and Social	7	Expand the variety of fishing implements.					
		Learning and growth	8	Advertising products in the store and taking advantage of the location close to the fishing sector.					
3	Implement strategies to increase	Internal processes	10	Use suppliers that handle national products.	3	% Clients increasing	Effectiveness	(Current semester clients /	5%

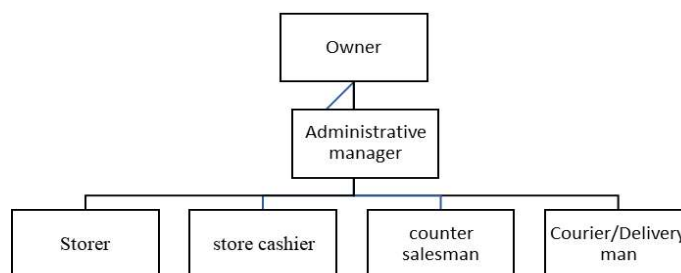
business clients	Learning and growth	eleven	Carry out a redistribution of the company in search of possible growth and use of spaces.		Clients previous semester *100)
	Internal processes	12	Expand catalog of suppliers and products		
	Internal processes	13	Diversify products to capture the largest market and minimize the impact of the closed period, in addition such as the impact of the possible arrival of new competitors.		
	Learning and growth	14	Offer construction products such as cement, mortar, block, brick, rod, armex , among others.		
	client and Market	fifteen	Make a marketing plan and generate advertising through the web, such as Facebook, YouTube, etc.		
client and Market	sixteen	Greater offer of fishing implement products to			

		client and Market	17	companies and consumers in the fishing sector. Provide credits for the purchase of products to small and medium-sized businesses.					
		client and Market	18	Offer product sales service through the MEJORAVIT program.					
		client and Market	19	Offer online service for sale and delivery or receipt of the products.					
4	Search for alternatives and improve company processes to generate profits and increase the company's profit.	Internal processes	twenty	Create an annual planning review process that allows the company to provide security to customers and increase possibilities for growth.	4	semiannual benefit	Efficiency	(Profit from the current semester / Profit from the previous semester *100)	10%
		Financial and Social	twenty-one	Search for new suppliers offer better prices or credits, which allow the hardware store to lower the price of its products					

				to the consumer.				
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Source: Own elaboration, 2020.

Fig. 1: Proposed organizational chart



Source: Own elaboration, 2020.

This Organization Chart is a graphic representation of the company's organizational structure and shows the dependency relationships between the different roles within the group. It is a small organizational chart since it is a small company.

Description of activities:

- Owner: responsible for monitoring the company's activities.
- Administrative: Responsible for monitoring and monitoring deposit activities, sales, purchases, supplier selection, payment of services, home deliveries, among others.
- Storekeeper: responsible for the protection, organization and cleaning of the products for sale.
- Seller: sales manager. at the counter, advice on equipment and products,
- cashier: cashier at the end of the shift.
- Courier/Delivery Person: responsible for the home delivery of products, as well as transportation of documents, visits to suppliers, among other activities where transportation is required.

ANALYSIS AND DISCUSSION

To implement the proposed strategic development plan, it is necessary to make changes to the infrastructure, internal processes, as well as human resources, which imply an

additional cost to what was budgeted by the hardware store; It is worth mentioning that resistance to change and uncertainty on the part of the hardware store representative about the viability of implementing the designed proposal is the main difficulty faced.

It is important to train the business representative and convince him of the importance of making improvements in the hardware store, improvements that will translate into the survival of the business in the hardware market.

CONCLUSIONS

The objective of designing a strategic development plan that allows a considerable improvement in the processes of the URAGA Hardware Store was satisfactorily met, which promises to increase the usefulness of the URAGA Hardware Store by making the proposed modifications to it.

Resistance to change is the main difficulty that the company will face in applying the proposal that was made, as well as the uncertainty and lack of knowledge necessary for the use of technologies and application of tools necessary for the proper functioning of the strategic development plan . .

After collecting the information and obtaining the resulting strategic development plan of the project, the effort made by the team, as well as by the hardware store staff with whom

we worked together to complete the project is

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