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STRATEGIC MANAGEMENT MODEL FOR MANUFACTURING SMEs

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Abstract

Most of the enterprises in Ecuador according to the report of the Gem (Global Entrepreneurship Monitor 2019/2020) prepared by the Business School of the Politécnica del Litoral del Ecuador in relation to the TEA (Early Entrepreneurial Activity Rate) are born out of necessity rather than opportunity, which means that in the short term they end up closing because they did not overcome the valley of death, placing Ecuador as the second country in South America with 5.86% of which businesses did not continue, among the problems identified is the lack of knowledge, in business administration, personal problems, lack of profitability of financing among others. In the present investigation, the characterization of medium-sized companies is analyzed under competitiveness indicators and their results to propose a strategic management model for manufacturing SMEs, the approach was structured, exploratory, descriptive and quantitative, the sample was composed of 60 medium-sized SMEs from the zone three of Ecuador when performing the analysis it is evident that the critical point is less than 0.05, then the null hypothesis is rejected and the alternative hypothesis is accepted accordingly; It is affirmed that the management model affects the development of SMEs, among the most relevant results it is found that the organizational culture has limitations, especially in the lack of alignment of the personnel with the objectives set, but it must also be rescued from this study. that in the production processes and operations mostly comply with the standards of competitiveness

Keywords: *entrepreneurship, innovation, management model, SMEs, strategy*

Introduction

The present research aims to identify why² medium-sized companies known as SMEs have not been able to develop, hence the importance of identifying these factors, to establish alternative solutions and try to implement strategies that promote its growth and sustainability. Returning to the more competitive sector and with greater opportunities to expand the market.

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Small and medium-sized companies that represent 98% of economic units of each country worldwide, rely on scientific research to solve the great problems of society, one of the results of this intervention is innovation in products and services for an increasingly demanding market.

For a prolonged permanence of small and medium-sized companies in national and international markets, it is necessary to develop competitive advantages from the perspective of early entrepreneurship, accompanied by a high level of managerial skills that enable the growth of companies.

The Ecuadorian State, with the participation of the private sector, has been strengthening, developing, and promoting new entrepreneurship initiatives of medium-sized enterprises, making the productive system of zone three, have facilities and availability of resources to achieve sustained growth.

September 2001 in Montevideo, Uruguay, the ALADI (Latin American Association for Integration) established promotion mechanisms to boost exports by small and medium-sized enterprises. In this context, as researchers we place special emphasis on medium-sized companies knowing the situation and performance of Ecuadorian SMEs in the international market.

In order to make a comparative analysis of Ecuadorian medium-sized enterprises in relation to the countries that are part of the Andean Community, the following factors are taken that affect business development in qualitative and quantitative terms: Such as the profile of the entrepreneur, work experience, training, motivation, business, economic, social skills access to the capital market, Financing and human talent.

The competitive level of medium-sized Ecuadorian companies in relation to Colombian and Peruvian companies are lower and only higher than Bolivian ones. This is due to factors that must be taken into account such as: low technological level, difficult access to credit, market-oriented production, unskilled labor, poor quality of production, there are no policies and sectoral development programs, non-existent legal framework for medium-sized enterprises, all this results in a minimal presence of SMEs in international markets.

Arraut (2010) "states that organizational innovation has to do with the quality systems of companies which must be based on ISO 9000: 2000, because the application and maintenance of this standard strengthens the competitive advantages which must be framed in quality and innovation "

(Navas Olmedo, 2017) "It is important that quality must be maintained at each stage of the value chain, this helps to obtain improvements in: processes, products, and their functionality, thus consolidating greater competitiveness in SMEs."

According to compilers of the Economic Commission for Latin America and the Caribbean say in

this regard that one of the best ways to achieve innovation in SMEs is to guide policies aimed at strengthening cooperation relations with large companies, associating their successful experiences.

2. OBJECTIVE

Propose a standardized model of strategic management that consolidates best practices and contributes to the development of SMEs in Zone Three of Ecuador

3. METHODOLOGY

The focus of the research was explanatory because it was possible to establish what were the causes that cause the limitations in SMEs in terms of their business development, the formulation of the hypotheses leaves the possibility of opening new investigations and complementing them with those already initiated.

A second level descriptive research was used, which allowed the collection of data in order to establish a situational diagnosis, proceeding to survey 60 agro-industrial SMEs in the area of influence processing the information and performing a critical analysis deducing the theory proposed, the relationship between the variables and their behavior, and field due to the on-site visit to SMEs. Finally, correlational research was used since the two variables under study were established in the identification of problems, the setting of objectives and the formulation of hypotheses.

The approach corresponds to quantitative methods and techniques, sampling to statistical processing, as techniques were used a closed dichotomous survey, structured in a competitiveness matrix of criteria and a closed survey to four criteria aimed at defining potential exporters within SMEs, were used instruments in Peruvian SMEs in the IDB-ADEX with the objective of promoting exports to the United States of America and applied in this survey to SMEs zone three of Ecuador.

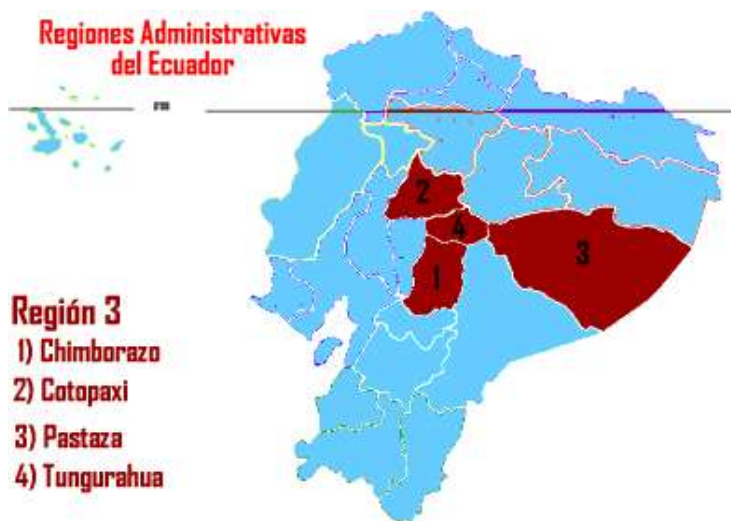
The present study was carried out in the population analysis unit of the provinces of zone three. Its population is composed of 101 SMEs that keep accounts and are registered in the INEC, according to the last census of 2012; the information was acquired from ARCSA, which regulates the health registrations of medium-sized food SMEs.

During the periods 2014 to 2016, 60 SMEs were located in the production of processed foods, among others, preserves, dairy products, alcoholic beverages, sausages, in this case the sample of 60 does not apply.

FIGURE 1 STUDY POPULATION

Fountain:

http://www.eruditos.net/mediawiki/index.php?title=Regi%C3%B3n_territorial_del_Ecuador_3



BOARD 1 STUDY POPULATION

Nº	Province	Number of Plural of pyme
1	Chimborazo	3132
2	Cotopaxi	2336
3	Pastaza	437
4	Tungurahua	5147

Note. The table shows the number of SMEs for each province. Taken from www.inec.gob.ec

The research that has been carried out is non-experimental, exploratory, information has been sought to have an objective reality, its approach goes hand in hand with contributing to the improvement of knowledge in the field of management, strategy and business development of SMEs. The research with the formulation of the objective to be achieved, a theory has been chosen that explains both independent and dependent variables.

4. RESULTS

The results are presented below, after the field survey of 60 SMEs and medium-sized agri-food companies belonging to zone three of Ecuador, for which the instrument of the checklist was used in order to verify the level of competitiveness of these.

As part of the product export strategy, SMEs must be structured with tools among the main ones: strategic planning, quality assurance, management of environmental systems and systems must

have: production and operations, marketing and finance, human talent. Similarly, the survey of managers and chiefs was based on trade, production and logistics of international markets, economy and finance, those used are owned by the formats used are owned by the Association of Exporters ADEX.

TABLE 2 PRODUCTION AND OPERATIONS

PRODUCTION AND OPERATIONS		Total		
PRODUCTION PLANNING				
1	Production planning is based on projected sales forecasts, taking into account the company's external and variable factors.	48	12	60
2	During planning, alternatives are continuously evaluated to generate periodic improvements that update the production process. (Renovation of machinery, materials, processes, among others.)	12	48	60
TOTAL:		60	60	120
PRODUCTION PROCESSES				
3	Production operations are properly designed for efficiency in the use of machinery, material and personnel	51	9	60
4	The production process is flexible enough to change the size, type and quality of the products to be produced according to the needs of customers.	10	50	60
5	The company has flow control measures to know the status and progress of production orders.	47	13	60
6	The plant and processes are designed to optimize flows and eliminate time between activities.	41	19	60
7	The company regularly evaluates the possibility of semi-finished materials, as well as to integrate the production of raw materials into its production.	40	20	60
8	The company's machines and technology allow it to manufacture products competitive in quality and price.	50	10	60
TOTAL:		239	12	360
			1	
PROCESS CAPABILITY				
9	The company knows the production capacity of its machines and equipment for production line and its human resource and the desired range of use.	49	11	60

1 0	Production capacity can be easily increased, with internal or external resources	48	12	60
1 1	The company's production capacity not only allows orders to be delivered in a timely, efficient manner and with the required quality, but also to maintain a high production rate.	52	8	60
TOTAL:		149	31	180
MAINTENANCE				
All maintenance must be duly recorded or documented.				
1 2		50	10	60
1 3	Preventive maintenance is effective because it avoids critical situations of stops that generate lost profits.	47	13	60
TOTAL:		97	23	120
RESEARCH AND DEVELOPMENT				
1 4	Innovation is incorporated into the different processes and is considered vital for the survival of the company.	13	47	60
1 5	There is a formal and efficient system for the design and new processes and development of new products.	38	22	60
1 6	The company encourages staff to submit ideas for improving processes, equipment, technology and products internally and externally.	46	14	60
TOTAL:		97	83	180
PURCHASES OF RAW MATERIALS				
1 7	The processes for planning the purchase of raw materials, (sales forecasts, availability, delivery time, etc.).	47	13	60
1 8	There is a flexible and efficient sourcing system that meets the needs of operations, throughout the process.	51	9	60
1 9	The company has a systematized replacement plan for the provision of raw materials and control of suppliers.	46	14	60
2 0	The company evaluates alternative methods of purchasing and financing raw materials.	42	18	60
TOTAL:		186	54	240
INVENTORY MANAGEMENT				

1	As a result of negotiations with suppliers, deliveries of raw materials			
2	have been scheduled to maintain average inventory levels.	46	14	60
1				
2	The storage and inventory management system (raw material, supplies,			
2	product in process, surpluses and finished product) guarantees the	50	10	60
2	levels of rotation, use, control and safety of these.			
2	The physical inventory of raw material, materials and finished product			
3	is programmed, audited with the inventory carried in the Kardex	48	12	60
3	(manual or systematized).			
	TOTAL:	144	36	180

LOCATION AND INFRASTRUCTURE

2	The location of the factory is ideal for the supply of working materials			
4	and for the distribution of the finished product.	52	8	60
2	The infrastructure and facilities of the factory are suitable for the			
5	production process, as it has utilities, communications, access, sufficient	51	9	60
5	spaces and good construction.			
	TOTAL	103	17	120
	TOTAL PRODUCTION AND OPERATIONS:	107	42	1500
		5	5	

Note. The table shows the result of the application of the matching instrument in the different companies.

FIGURE 2 PRODUCTION AND OPERATIONS



Note. The figure shows the summary of production and operations

When analyzing the production processes of SMEs, in general, they have 71.66% of good manufacturing practices, which makes these organizations suitable for the challenges of companies.

The most relevant in plant operations is the supply chain, distribution for optimization of resources, since only 28.33% have some deficiencies in the processes, this means that greater emphasis should be placed on the generation of alternatives to achieve greater efficiency.

The study was conducted around the central research question, from which the following hypotheses are derived:

Ho: The management model does not affect the development of SMEs

H1: The management model affects the development of SMEs

The results of this research show the importance of the contribution of SMEs to the gross domestic product of a country, and it is for this reason, that the need to carry out a series of actions is imperative, from management to increase their productivity to make them more competitive and innovative, one of the alternatives to follow is the proposed management model, Its knowledge and implementation is a priority activity.

5. DISCUSSION

Jiménez & Aragón (2009) in his scientific article the implementation of a quality management system in Mexican MSMEs, considers as a basis for building lasting competitiveness, the possibility of implementing a management system based on a systemic competitiveness model applicable to SMEs, which competitiveness as "the process of formation or accumulation of systemic capital, It is constituted with ten elements as fundamental pillars that sustain the efficient operation of the company and its industry-government-country environment, which drive a full and sustained

growth of GDP per capita in an economy open to international competition.

Andriani, Biasca & Rodríguez (2003) through his work a new management system to achieve world-class SMEs, identifies the most used meter when defining if a company is competitive or has problems is its financial situation, the duty of successful entrepreneurs is to look at the company as a system that interrelates with all parties, where leadership must be managed with systemic thinking, which impact on results. In summary, the entrepreneur aspires to have an efficient IRR (internal rate of return) measured in terms of profitability, whose most representative indicator is sales and these in turn need the quality of the product assured by the perception of customer satisfaction, stakeholders and society in general.

After having analyzed the various causes and difficulties of SMEs that are not sustainable over time, the fact that they constitute the economic reserve of the world for their innumerable contributions to development, have significant participation in the number of companies, are economic units that generate employment, energize the economy contribute with the contribution of taxes and allow the self-development of thousands of people, for this reason, efforts should be aimed at improving the quality of production processes in scenarios of globalization, free market in Latin American countries, when times are faced and that it is possible that service products that have competitive advantages can be exported. One of the alternatives proposed is the creation of a quality management system for SMEs, where all parts are interrelated, that affect each other and that all impact their result, always under the criteria of the EFQM model (European Foundation for Quality Management) European Foundation for Quality Management.

It has proceeded to adapt nine essential criteria for excellent management, the first five as: agent and / or causal criteria, such as strategic direction, teamwork (Team Building), strategic planning, the balanced scorecard and the export quality system and, as result and / or effect criteria, the remaining four: customer and stakeholder satisfaction, process improvement, market positioning, and innovation.

This management system is fed back with continuous progress, which when applied will allow, not only to survive and sustain itself in a competitive world, but to grow and develop in it, always innovating competitive advantages. This model is characterized under the profile of humanism, the training of leaders, researchers, inventors, innovators and entrepreneurs, who generate technological change and who, through this knowledge and this proposal, promote productivity, contribute to the economic growth of a country, plan research and advancement activities, Through strategic management management by leaders committed to organizational goals, permeating leadership, supported by the teamwork of human talents, the perspective is the growth and development of where structurally The organization operates in a focus of process, seeking the positioning of the differentiated product in the market through innovation.

Those who intend to understand and travel these new routes and trajectories, those who do not deny the current superior complexity, those who understand that entrepreneurship is the logic of the surfer of the waves of crisis, those who trust in innovation as the essential tool for value development, have in the proposed strategic management model, the rudder to bring SMEs to fruition in these turbulent times, chaotic hyper competitive, but full of opportunities. The agent processes are the cause and the result processes are the effect. All these criteria are interrelated and oriented to the achievement of excellence as described in the following model:

FIGURE 3 STRATEGIC MANAGEMENT MODEL



6. Conclusions

The SMEs analyzed do not have alternatives for periodic improvements that optimize and update production processes.

There are very standardized production processes, which is a limitation for customer satisfaction, since there are no clear policies regarding processes.

SMEs do not have an up-to-date database of their customers or competitors

Poor distribution channels, which hinders the delivery of products in a timely manner.

Weak financial assessment of SMEs

The training plan for SMEs is minimal

There is evidence of weakness in teamwork when formulating a strategic plan.

The strategic plan is imposed by the owners and the management level of the SMEs.

SMEs have a low level of knowledge and application of benchmarking.

Deficient degree of commitment in the achievement of business objectives.

The quality system does not identify customer needs.

SMEs do not have a reliable supply chain in terms of product distribution.

SMEs have a weak information channel with the customer.

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