

DIAGNOSIS OF THE PERFORMANCE OF THE KEY PROCESSES OF ACINOX COMERCIAL: TOOL FOR BUSINESS MANAGEMENT

DIAGNÓSTICO DEL DESEMPEÑO DE LOS PROCESOS CLAVES DE ACINOX COMERCIAL: HERRAMIENTA PARA LA DIRECCIÓN EMPRESARIAL

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Abstract

The objective of the research is to carry out an organizational diagnosis in the key processes of the commercial ACINOX company to contribute to increasing the levels of activity for the import service to metallurgical companies and other producers of steel derivatives. In the investigation, methods and techniques are used to determine the gaps in the performance of international negotiators in the productive areas of key processes. The techniques used are interviews, documentary analysis of records from the last five years and surveys that complement the empirical method of observing the behavior of the selected sample to be investigated, these being the specialists who carry out international negotiations. The quantitative SWOT matrix (Weaknesses, Strengths, Opportunities and Threats) is developed to determine the strategies to be followed in the decision-making process by the general management.

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Keywords: organizational diagnosis, export and import, international negotiations, performance, SWOT matrix

Resumen

La investigación tiene como objetivo realizar un diagnóstico organizacional en los procesos clave de la empresa ACINOX comercial para contribuir al incremento de los niveles de actividad por el servicio de importaciones a empresas metalúrgicas y otras productoras de derivados del acero. En la investigación se emplean métodos y técnicas para la determinación de las brechas en el desempeño de los negociadores internacionales de las áreas productivas de los procesos clave. Las técnicas utilizadas son las entrevistas, el análisis documental de registros de los últimos cinco años y encuestas que complementan el método empírico de observación de la conducta de la muestra seleccionada a investigar, siendo estos los especialistas que realizan las negociaciones internacionales. Se desarrolla la matriz DAFO cuantitativa (Debilidades, Fortalezas, Oportunidades y Amenazas) para la determinación de las estrategias a seguir en el proceso de toma de decisiones por la dirección general.

Palabras clave: diagnóstico organizacional, exportación e importación, negociaciones internacionales, desempeño, matriz DAFO

Introduction

For a developing economy like the Cuban one, the commercialization of steel and its derivatives for the industries is of relevant importance. Steel is an indispensable material that is found in almost all the elements that are handled and displayed every day: from cars to food cans, including large buildings or warehouses. In the industrial storage systems sector, steel is the key raw material from which the proper functioning of the facility arose to a large extent.

The National Economic and Social Development Plan 2030 of Cuba is based on six strategic axes, designed under a systemic approach, which articulate the proposal for economic and social development of Cuba by 2030 (PNDES 2030). The development of the industry constitutes objective 9 to be developed in Macro-program ¹: Institutions and Macroeconomics, referring to the contributions that each sector can make to meet the sustainable development objectives, for which everyone must bet and contribute; in which the infeasibility of continuing with the same patterns of production, energy and current consumption is raised.¹

These macro-programs also express how much these relations of production and services can change by updating the links of the business sector with the country's universities, through innovation, making use of diagnostic tools in practice, generalizing the use of science and the technological innovations of the business sector.² In this sense, the training process in companies must be in function of making this link an effective tool for business change. This would be contributing to the transformation of the dominant development paradigm into an inclusive, sustainable model with a long-term vision.

On the other hand, the company constitutes the economic entity where the necessary factors are dynamically related to carry out a productive or service process and for the achievement of its objectives, human capital is vital.³ In labor relations it is vital to understand the role played by the performance and

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behavior of human capital in achieving the proposed goals and the results that can be achieved.⁴ From the above consideration it can be inferred that the management of human talent requires strategies, future planning and follow up on its development.

The ACINOX Commercial Company has the mission of promoting in the foreign market the exports of products and services of companies in the industrial sector, prioritizing those of the Ministry of Industries as a basic source of foreign exchange income to the country, the maritime transportation of products and other needs related to these services. This export and import company requires a high performance team, highly trained people in multifunctional areas, focused on achieving business objectives with increasingly higher standards, committed to development and a shared vision. In this sense, providing human capital with new skills ensures the adaptability of the negotiating specialist of the ACINOX Commercial Company to the new changing scenarios in negotiation, from ideal scenarios to changes in negotiation roles, for which they must be consciously prepared.

The need to develop in the ACINOX Commercial Company, after the national and international certifications, the integration of all its processes through a quality management system that guarantees its current business performance, requires progress in the achievement of higher goals of levels of activity, efficiency and effectiveness. Exploiting these accumulated potentials places the organization in a position to move towards new styles of business management.

The objective of the article is to diagnose the determination of the gaps between the current situation and the ideal for a good negotiating process, the conditions of the specialists in the key areas of the commercial ACINOX company, such as imports and exports, and the fundamental role that play within the strategy drawn up with a view to raising income in freely convertible currencies, for the concept of exports of different items of steel. For this, strategic diagnostic tools are used.

Materials and methods

In the research, the use of empirical methods predominates, based fundamentally on the information accumulated in the records of the company's processes, which allow to take advantage of the experience of the practical knowledge perceived in previous years, where they are not only analyzed as numerical or quantitative information, but also the sensory perception of the recorder of the data or information is taken into account. In order for the analysis to provide realistic information, it is complemented with scientific methods for obtaining knowledge of the phenomenon or process under study. Thus evidencing standardized data for the generalization of knowledge.

The organizational diagnosis is divided into two main perspectives, one functional and the other cultural. Each with its own objectives, methods and techniques. The functional diagnosis mainly examines the formal and informal structures of communication, the communication practices that have to do with production, staff satisfaction, organization maintenance and innovation.⁵

In the diagnoses the most used methods are the interview, the questionnaire, the group interview, the survey and the analysis of critical experiences of negotiations. In this research are used:

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- Interview. This technique is complemented by the questionnaire and makes it possible to collect information that can be investigated down to the smallest details in a personal conversation with the members of an organization.
- Poll. The information collected through this technique can be used for a quantitative analysis in order to identify and know the magnitude of the problems that are assumed or partially or imprecisely known.
- Questionnaire. It allows collecting more information from more people and in a faster and more economical way than other methods; and facilitates statistical analysis.

The organizational diagnosis applied in the key areas of the company is essential to make better decisions by the general management of the company, within the framework of the outlined strategy and its planning, contributing to the economic development of the country. Thus, the management system of an organization is the instrument used by senior management to direct.⁶

For this research, the diagnostic tool with wide use and dissemination was selected, known as the SWOT Matrix (Weaknesses, Threats, Strengths and Opportunities) applied to the main incidents in the key processes of the company, which could be influenced by a strategy. inadequate use of human capital. The SWOT tool allows the systematic and continuous diagnosis of the process information that requires it, so its usefulness consists in continuous improvement based on the selected solutions and based on the management strategies of the company, by establishing a relationship between the internal and external environments of the company, the internal with the strengths and weaknesses and the external with the opportunities and threats.

In human capital management, the talent development strategy refers to the planning of current and future activities, the creation of skills development capabilities of team members, in order to maximize performance, providing training and evaluation of work objectively and systematically. It is then reaffirmed that the management of human talent constitutes a strategic factor^{3,4} for business development, closely related to training processes and innovation.² In turn, said management constitutes an excellent strategy that can be developed for the benefit of the company. business organization; For this reason, it is important that these not only benefit the company or the economic sector, but also open perspectives to improve the economic and labor situation of society.

Training is taxed to business development by the indicators that improve their behavior when carried out effectively and among these, labor competencies are improved, which can be defined as the real and demonstrated ability to successfully carry out a specific work activity. Systematic evaluations of the areas that comprise the company's key processes contribute to diagnosing problems or problematic situations that hinder the development towards higher stages of organizational behavior. And due to expected results, there would be a change at the company level, implying new ways of doing and perceiving the performance of functions and tasks within the framework of the integrated work system.

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results, there would be a change at the company level, implying new ways of doing and perceiving the performance of functions and tasks within the framework of the integrated work system.

Phases of functional organizational diagnosis research

Diagnosis is not an end in itself, but is the first essential step to improve the operation, with it the organization's systems are examined and improved, to discover problems and areas of opportunity, with the aim of correcting the first and take advantage of the latter.

Phase 1. Determination of diagnostic objectives.

Phase 2. Determination of the internal factors of the company.

Phase 3. Determination of the external factors of the company.

Phase 4. Analysis and interpretation of the interrelationships of external and internal factors in the SWOT matrix

Phase 5. Planning of corrective actions.

When analysis tools are applied, it is possible to know in which the organization is better or worse than the competition and how far it is from the ideal state, to later draw up strategies that allow obtaining competitive advantages. The response capabilities depend on the minimum capabilities that the company has to face adverse situations, asserting the knowledge acquired in relation to its strengths and weaknesses.

Results and Discussion

ACINOX Commercial is the leading company in Cuba in world exports of products offered by the country's metal industries. Knowing the strengths to take advantage of the opportunities and the weaknesses that limit, allows establishing early warnings against the dangers that threaten from the external environment of the company. Management requires strategic projections that correct weaknesses and maximize business strengths.

The areas considered key to the company need effective decision-making and strategic projections, being an inherent part of the management that management requires to achieve the proposed goals and fulfill the plans with a focus on continuous improvement in each process. Thus, the diagnoses facilitate the entrepreneur's perspective, oriented to establish the priority in his performance. The internal and external conditioning factors that need to be studied and taken into account when carrying out a complete financial analysis of a company's situation are classified and divided into: macroeconomic, microeconomic, operational and management factors.⁷

The Integrated Strategic Management raises the need for coordination of the entire system of internal and external relations of the organization to produce synergistic results of high economic and social impact. These models are mainly based on the management of the value chain of organizations where the main thing is to satisfy the needs of customers that are always growing.⁸

The evaluation of the organization's external systems and processes related to state entities and new forms of management with which there is interdependence and their relationship, modifies the results of the

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processes that create value in the entity, through the strategic diagnostic instrument (weighted) of the environment that allows to establish the starting point for the analysis and the strategic projection to follow oriented to the continuous improvement.

The proposed objectives for carrying out the diagnosis were:

- Evaluate the internal structure of key processes
- Evaluate communication systems and processes at the interpersonal, group, departmental, and interdepartmental levels.
- Evaluate the external communication systems and processes of the organization, public and private entities with which there is interdependence.

The diagnosis starts from the identification of the strategic analysis with the SWOT Matrix (**Table 1**).

Table 1. Strategic analysis of ACINOX Commercial with SWOT Matrix

| WEAKNESSES | | THREATS | |
|------------|--|---------------|---|
| 1 | Difficulties with financial resources, limited access to international bank credit | 1 | Limited access to bank credit. |
| 2 | High levels of indebtedness with suppliers | 2 | Increase in companies licensed to import and export. |
| 3 | Deterioration of the commercial confidence of the suppliers of raw materials due to the non-payment of the negotiated debts. | 3 | Little diversification of products in the client portfolio for export. |
| 4 | Rapid depletion of inventories of imported merchandise | 4 | Limited number of clients with exportable and competitive quality products. |
| 5 | Deficient collection management of exported products. | 5 | Unstable fuel and steel prices in the world market. |
| 6 | Obsolete technologies in the production plant. | 6 | Frequent changes in the organizational, commercial and economic environment of the country. |
| 7 | Failures in the optimal quality of the product to be imported. | | |
| 8 | Insufficient computerization of production processes in production plants and trading UEBs. | | |
| 9 | There is no strategic projection of the EXPORTS area to access new markets | | |
| STRENGTHS | | OPPORTUNITIES | |
| 1 | Specialists with a high level of qualification and experience of more than 20 years in the international market. | 1 | Prestige of the image of ACINOX Commercial inn the national and international market |
| 2 | International marketing processes with import and export processes throughout the country. | 2 | National market guaranteed to be considered in the country as a balancer of metals. |
| 3 | Own logistics network at the service of the company's total marketing. | 3 | High demand for merchandise by MINDUS metallurgical plants. |
| 4 | Strategic and successful management in international finances. | 4 | Increase in infrastructure and housing projects in the country, increasing the demand for steel products and their derivatives. |
| 5 | High demand for the star product of marketing, import and export. | 5 | Strategic alliances with foreign suppliers. |

Source: self-made

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Table 1 only describes the most relevant strengths and weaknesses. Thus, for example, in the case of strengths, those identified in the diagnosis were:

1. ACINOX has a commercial account with the logistic support system of a commercial network with years of experience in the activity.
2. The negotiations carried out meet the expectations of the final customers both in terms of delivery and in solutions to commercial differences.
3. The company has a quality management system certified by Lloyds Register Quality Assurance and NC-ISO 9001:2015 with Registration No.020-2021.
4. Extensive and updated Portfolio of Suppliers that facilitates negotiations with greater efficiency and economy, as well as experience in commercial activity from import to final customer service.
5. The specialists who carry out foreign trade activities have extensive experience in international marketing, with command of the market and its laws.
6. Highly solvent company, reliability before the banking system for the granting of credits.
7. Have implemented the Management and Business Management System
8. Carry out a systematic and effective work of the Commercial Intelligence Group that facilitates the work of the Import and Export operations.
9. It has a flexible organizational structure that allows rapid adaptation to changes in the environment.
10. Wide access to the Internet that enables the training of technicians and specialists with greater access to updated information.

Listing the main weaknesses and strengths of the company's key processes (**Table 2**) provides accurate and updated knowledge of them, intended to correct the weaknesses, the greater the negative implication on the company's results.

Table 2. Matrix of the profile of internal diagnostic capabilities of the key processes in ACINOX

| CAPACITIES | | Weighing | WEAKNESSES (1-4) | | STRENGTHS (3-4) | | Capacities Report |
|----------------------|---|----------|------------------|-----------------|-----------------|-----------------|-------------------|
| | | | Report | Weighing points | Report | Weighing points | |
| DIRECTIVE CAPACITY | MISSION | 0.04 | | 0 | 3 | 0.12 | 0.36 |
| | STRATEGIES | 0.06 | 2 | 0.12 | | 0 | |
| | MOTIVATION OF THE NEGOCIATORS | 0.03 | | 0 | 4 | 0.12 | |
| FINANCIAL CAPABILITY | PROFITABILITY OF COMEX OPERATIONS | 0.06 | | 0 | 4 | 0.24 | 0.80 |
| | IMPROVED COMMERCIAL RELIABILITY OF THE COMPANY DUE TO HIGH INDEBTEDNESS | 0.06 | 2 | 0.12 | | 0 | |
| | DEFICIENT MANAGEMENT OF COLLECTION OF DEBTS ABROAD. | 0.25 | 2 | 0.5 | | 0 | |

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| | | | | | | | |
|---------------------------|--|----------------|---|------|---|------|------|
| HUMAN TALENT CAPACITY | TECHNICAL EXPERIENCE IN THE ACTIVITY | 0.02 | | 0 | 4 | 0.08 | 0.23 |
| | ROTATION IN ACTIVITIES | 0.03 | 1 | 0.03 | | 0 | |
| | REMUNERATION LEVEL | 0.04 | | 0 | 3 | 0.12 | |
| TECHNOLOGICAL CAPACITY | LOGISTIC SUPPORT IN MORE THAN 75% OF THE WHOLE COUNTRY | 0.11 | | 0 | 4 | 0.44 | 0.55 |
| | INSUFFICIENT DEVELOPMENT OF TECHNOLOGIES | 0.01 | 2 | 0.02 | | 0 | |
| | LEVEL OF COORDINATION AND INTEGRATION WITH OTHER AREAS | 0.03 | | 0 | 3 | 0.09 | |
| COMPETITIVE CAPACITY | EXPORTABLE PRODUCT QUALITY | 0.21 | 2 | 0.42 | | 0 | 0.58 |
| | LOYALTY OF INTERNAL CUSTOMERS | 0.03 | | 0 | 4 | 0.12 | |
| | INSUFFICIENT DEVELOPMENT OF MARKET STUDIES | 0.02 | 2 | 0.04 | | 0 | |
| | Total | 1.000000 00 | | 1.25 | | 1.33 | 2.58 |

Source: self-made

The internal evaluation with a result of 2.58 confirms that the current situation of the company has a favorable trend of strengths with respect to weaknesses. However, the result so close to the average of the qualifications (2.5) expresses the need to review the weaknesses of greater weight such as those that influence financial capacity, with a value of 0.86 points, being the one that most affects the result. Competitive capabilities (0.58 points) and technological capabilities (0.55 points) are also of interest to achieve the proposed objectives.

One solution in sight is to develop the financial area of the company, with different actions, such as recruiting personnel with the best performance from companies of the same profile and updating knowledge management of the weakest areas in performance. In high-tech companies, leaders must be evaluated by criteria such as: delegation of rights and obligations, strategic thinking, ability to provide feedback in the face of complexity, responsibility for management, high level of professional skills, development of the organization's human capital. and ability to work in accordance with declared values.^{9,10}

Likewise, the technological capacity of the company is shown as a brake factor, affecting the tendency of weaknesses to an average score, defining the company with an average performance in achieving the objectives. In this sense, technological capacity is linked to innovation management,² an issue that must also be prioritized. Studies carried out in other trading companies confirm that the knowledge and interpretation of the company's financial statements have a positive influence on the company's decision-

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making,¹¹ since they make it easier for management to make the right decisions in the context of the real situation in which it occurs. find.¹² This is another aspect to take into account for the improvement of the business situation in ACINOX.

Competency-based performance management for international negotiators outlines criteria for performance at all levels of management so that workers can understand what competencies are required for their advancement, thus aligning organizational strategic goals with individual ones. with the required dynamism.^{6,13} The technological capacities and financial capacity are closely related to ACINOX, together with the skills of the negotiators with the complexity that the international market entails and the knowledge and technologies that must be mastered.

External diagnosis of the company's key processes

Table 3 shows the determination of the profile of external capacities of the key areas in the ACINOX Commercial company from the diagnosis. The highest result is 1.27 related to opportunities linked to favorable foreign trade policies, strategic alliances with companies in the sector, together with demands for products from the ACINOX Commercial Company that must be taken advantage of. Next in importance rating is the value of 0.56 corresponding to threats due to the influence of competition from other foreign trade companies and instability in international exchange rates.

Table 3. Matrix of the profile of external capacities of the diagnosis of the key processes in ACINOX

| No. | OPPORTUNITIES | SPECIFIC GRAVITY | THREATS (1-4) | | OPPORTUNITIES (3-4) | | CAPACITY REPORT |
|----------------|---|------------------|---------------|-----------------|---------------------|-----------------|-----------------|
| | | | Reports | Adjusted points | Reports | Adjusted points | |
| 1 | POLICY FAVORABLE TO EXPORTS OF PRODUCTS OF THE SECTOR | 0.21 | | 0 | 3 | 0.63 | 1.27 |
| 2 | NATIONAL AND INTERNATIONAL RECOGNITION OF THE ACINOX BRAND | 0.08 | 2 | 0.16 | | 0 | |
| 3 | STRATEGIC ALLIANCES WITH COMPANIES IN THE INDUSTRIAL AND STEEL SECTOR | 0.12 | | 0 | 4 | 0.48 | |
| 4 | POLICY FAVORABLE TO THE INCREASE IN THE DEMAND OF THE PRODUCT RORRUGATED BAR | 0.09 | | 0 | 4 | 0.36 | 0.48 |
| 5 | DEVELOPMENT OF COUNTRY POLICIES FOR THE SOCIALIZATION OF DIGITAL TECHNIQUES FOR TRAINING | 0.04 | | 0 | | | |
| 6 | STIMULUS FROM THE FOREIGN CAPITAL INVESTMENT DEVELOPMENT STRATEGY IN THE INFRASTRUCTURE ASSOCIATED WITH TOURISM | 0.06 | 2 | 0.12 | | 0 | |
| THREATS | | | | | | | |
| 7 | INSTABILITY IN INTERNATIONAL MARKET EXCHANGE RATES | 0.09 | | 0 | 4 | 0.36 | 0.56 |
| 8 | INCREASE IN DEBT LEVELS WITH SUPPLIERS | 0.08 | 1 | 0.08 | | 0 | |

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| | | | | | | | |
|----|--|-------------------|---|-------------|---|-------------|-------------|
| 9 | INCREASE IN CORPORATE COMPETITION TO MORE THAN 52 COMEX COMPANIES IN THE COUNTRY | 0.04 | | 0 | 3 | 0.12 | |
| 10 | APPROVAL OF 503 PROJECTS TO NON-STATE MANAGEMENT FORMS IN THE COMEX ACTIVITY | 0.05 | | 0 | 4 | 0.2 | 0.31 |
| 11 | INEFFICIENCIES IN FINANCIAL MANAGERMENTS OF FOREIGN TRADE BANKS | 0.01 | 2 | 0.02 | | 0 | |
| 12 | | 0.03 | | 0 | 3 | 0.09 | |
| 13 | | 0.05 | 2 | 0.1 | | 0 | 0.26 |
| 14 | | 0.03 | | 0 | 4 | 0.12 | |
| 15 | | 0.02 | 2 | 0.04 | | 0 | |
| | TOTAL | 1.00000000 | | 0.52 | | 2.36 | 2.88 |

Source: self-made

The 2.88 score of the matrix analysis (**Table 3**) shows a better disposition of the company to take advantage of the opportunities and overcome the threats with the strengths. The weighted score of the internal analysis (**Table 2**) also shows that there are gaps in the fundamental processes of value creation, with opportunities for improvement for the company, based on the demonstrated strengths.

The management advisory bodies, created for this purpose to optimize the quality system, are based on the results and recommendations of the SWOT diagnosis for the selection of the strategies to be followed in the different organizations and the relevant decision-making in the current situation of the company. The strategies that can be projected after analyzing the weighted diagnosis of the SWOT Matrix are presented in **Table 4**.

Table 4. Strategies of the ACINOX Commercial Company according to the SWOT diagnosis

| SURVIVAL (WEAKNESSES AND THREATS) | REORIENTATION OR REINFORCEMENT (WEAKNESSES AND OPPORTUNITIES) |
|---|---|
| 1. Identify lines of credit from international banks that still allow access to operations with Cuba | 1. Train specialists in international finance issues |
| 2. Manage the commercial operation within the time limits approved in the contract in the shortest possible time without affecting the quality of the operation | 2. Create liquidity funds (CL) to assume the payment to suppliers according to the financial management capacity of the company |
| 3. Reduce non-payment of debts abroad with the income obtained from new businesses at the border and the Mariel Special Development | 3. Intensify the business portfolio with new suppliers that agree to collaborate with imports and exports at risk |
| 4. Development of small investments in the activity of product quality together with the production plants | 4. Develop innovations that bring new products closer to the export activity in unexplored territories of the country, with the new forms of management |
| DEFENSIVE (STRENGTHS AND THREATS) | OFFENSIVES (STRENGTHS AND OPPORTUNITIES) |
| 1. Take advantage of the installed capacity in each province to expand the marketing lines | 1- Develop market studies in countries with emerging development and expand the portfolio of suppliers and customers in the area |
| 2. Attract new clients by the efficiency in the management of the transportation process | 2. Draw up work strategies with established markets and expand the market share and create an adequate marketing campaign for the company |
| 3. Diversify the service offerings in COMEX management due to experience and knowledge of international trade | 3. Loyalty of historical clients with commercial strategies and attract new players in the national market with a new pricing strategy in foreign trade activity |
| 4. Achieve commercial contracting with the best financial price taking into account the experience and knowledge of specialists in the new INCOTERM 2020 | 4. Activate new businesses taking advantage of the international prestige of the commercial brand and the new regulations of the country in the activity of Exterior Commerce |

Source: self-made

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As part of the foundation of the adopted strategies, there are several recommendations that can be followed, which are endorsed in the referential theoretical framework of business management. In relation to soft skills, including those of Industry 5.0, those that will display the opportunity for social responsibilities, with rapid adaptation and cooperation, which may well lead to successful results, are increasingly playing a key role.¹⁴ In the organizations in transformation, the human being associated with others, constituted in work teams with adequate resources, is capable of turning shared goals into reality,¹⁵ constituting a strategic resource.^{16,17}

Personnel administration requires a set of norms and practical rules, the definition of new responsibilities, a favorable work or organizational climate, the selection and evaluation of personnel, the design of plans, the modernization of remuneration systems, internal communication, the motivation, improvement of working conditions and job security, quality of life, training and development of skills.^{3,4,15-18}

Economic and social development is closely related to the existence of human resources that have the skills that include values, knowledge, and skills for insertion into the labor market,¹⁰ with performance evaluation aligned to strategic objectives, also favored by comprehensive public policies that promote regional, sectoral and national development.¹⁹ Furthermore, one of the vital competencies of human resources is innovation.^{18,20}

The indicators can also be classified as effectiveness or efficiency.^{2;21} The effectiveness indicator measures the achievement of the proposed results and indicates the effectiveness of the work when related to the quality and fulfillment of the objectives. Efficiency tests measure the level of execution of the process and focus on how things were done. In this sense, for the projected strategies it will be necessary to determine the indicators of efficiency and effectiveness with the goals.

Competitive intelligence allows a company with integrated business management to focus on creative and innovative capabilities to improve quality, productivity, and profitability. In the field of trading companies, it is necessary to deploy logistics intelligence²² that optimizes their processes, guaranteeing just-in-time cycles and flows, both of raw materials and knowledge. The intra-organizational capacity enhances human growth, assuming this capital as the essence of the business system. The inter-organizational with a developed relational capital, enhances the interconnectivity with external audiences and other interest groups. At present, the use of Information and Communication Technologies favors the use of relational database management and traditional visualization software with data mining that allow processing large amounts of complex and unstructured data, executed in systems massively parallel. Hence, these aspects are issues to be taken into account in the business system to increase competitiveness in the environment of the digital information economy.²³

The research demonstrated the correspondence of the internal structure of the processes with the sequences of activities and tasks that show the import and export processes of the company, when achieving the fulfillment of the strategic objectives of the organization. However, the gaps that open up with lower performances that do not match the ideal profiles of specialists in these areas, condition the strategy for optimizing processes and managing human resources aligned with competencies. It is opportune to affirm that the investigation of strategic processes should not only help the organization to maintain a favorable position of resources and competitiveness, but should also allow it to adapt to changes in its environment and actively renew itself.²⁴

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It is essential that the proposed objectives are viable and allow the company to put into practice each of the proposed strategies, in order to make possible its permanence and sustainability in the market.²⁵ Through analysis for continuous improvement, with the use of simple and effective methods,²⁶ an aspect of vital importance to achieve success in negotiation processes is, without a doubt, the role played by the human factor in it, since it is precisely the individuals who are in charge of developing the negotiations. That is why it is necessary to study the characteristics that negotiators must have to achieve a successful performance that guarantees the fulfillment of the objectives proposed in each commercial negotiation process.

The elaboration of a business opportunities plan allows to investigate the feasibility, the opportunities and the risks of the business. Particularly when financial support is needed, a detailed business plan must be available, which informs potential investors about the task, the viability and the risk of the investment, in addition to being used to present the project to potential business partners,¹³. Not all options can be considered as such business opportunities, so only those pertinent and feasible ideas that are determined by senior management as viable should be valued, in order to obtain benefits when they are implemented.

In the act of negotiating, in addition to the negotiator's degree of knowledge and the level of information he possesses, his personality and his way of interacting with the environment are of great importance.²⁶ It is precisely this set of attributes that characterizes his profile, so hence the importance of their study to raise their performance. Negotiation is a skill that is honed with practice. In foreign trade companies, risk assessment actions and the generation and updating of knowledge on negotiation techniques, generalized in the common environment, must be systematized in order to carry out continuous improvement.

On the other hand, in the current information economy, models are proposed to evaluate the components of the competitiveness of an industrial company and compare them with the indicators of its environment. The peculiarity of the information economy is the emergence of the latest methods for support the adoption of managerial decisions that ensure the availability of the necessary information and speed up its processing, which makes it possible to develop more well-founded managerial decisions.²³ Fluctuations in exchange rates in international currencies and the loss of exportable niches are also identified as elements with preponderance over the other threat indicators in the affectation to the financial stability of the company and in turn the efficiency and effectiveness of the management of key processes is determined.

The situation in the university environment in relation to strategies is far from the business environment. Thus, universities and research centers must promote strategies towards the creation of an image of social recognition, which facilitates continuity in the development of research, an increase in scientific potential, expansion of the response capacity to greater needs. social relevance, as well as the development of new research projects and publications,²⁷ although the method of strategic diagnosis using the SWOT can be applied in both contexts.²⁸

Conclusions

The research carried out through the strategic diagnosis in the ACINOX Commercial Company allowed to know the current situation of the most relevant processes in the creation of value in the company and

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to socialize it with the fundamental actors in the achievement of the change to the immediately superior stage.

The relevance of the use of the SWOT matrix was evidenced as a unifying element on the perceptions of managers and experts towards the internal and external aspects of the company with a general expression of thorough and updated knowledge to achieve the objectives and eliminate difficulties in the performance of tasks. the negotiators in the ACINOX Commercial Company.

The weighting of internal factors and external factors in a SWOT matrix reaffirms the usefulness of the tool to determine the fundamental strategic projections, in the areas selected for study with the aim of overcoming deficiencies and improving the possibilities of increasing the presence of the ACINOX Company. Commercial in the international market. For this, it is necessary to develop a strategy to study unexplored markets in search of new financing providers, alternatives to the management of banks, for which updated knowledge is required, the use of search engines as market research tools, among others, to position our purchases and exportable products according to the best trends.

The results of this research demonstrate how a change in the management of training and the development of competencies could benefit the economic success of the company, by reducing the gaps within the current situation until reaching the ideal performance expressed in the business vision. It is even more necessary to address this strategy for the ACINOX Commercial Company, which when exporting its products to globalized and highly competitive markets, the strategies to be deployed must be innovative and make resources viable to avoid that, in the future, adverse events give the mess with the proposed objectives and expectations.

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Conflict of interests

The authors declare that they have no conflicts of interest

Contribution of the authors

- María Caridad Samá Rodríguez: Data curation, Formal analysis, Research, Validation, Writing-Original Draft.
- Ana Teresa Molina Álvarez: Methodology, Supervision, Writing: review and edition.