

## **Organizational Diagnosis of The Internal and External Environment for Strategic Business Management.**

**By**

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### **Abstract**

The organizational diagnosis is a specialized study that every organization requires and is basically in charge of evaluating the current strategic situation of the company with a vision of the future, for this reason this research focused on the analysis of the current situation of the packing house "DUFER" Cía. Ltda. located in the North zone of the province of Manabí - Ecuador. Which has a high experience in the process, marketing and export of shrimp, emphasizing that since 1992 they have worked constantly to continue growing, emphasizing that the Covid-19 played an important role in its export in which there were ups and downs. Therefore, the objective is to develop an organizational diagnosis of the packing plant through a field study in order to contribute to decision-making to improve its strategic management. For this reason, a quantitative and qualitative research was carried out, where investigative tools such as interview, observation, Pestari analysis and other evaluation of the environment (internal and external) are used, which help to describe the data that determine its affectation in the current export. Giving as a result that DUFER is a strong and competitive company, but that it needs to implement new strategies that help them to continue growing, improve their web pages that allow them to reach more internal and external clients, therefore, the following study helped to identify and analyze the current situation of the packing plant, helping to improve its processes both internally and externally, maintaining teamwork, values and objectives.

**Keywords:** Organizational diagnosis, export, shrimp, design, planning.

## Resumen

El diagnóstico organizacional es un estudio especializado que requiere toda organización y se encarga básicamente de evaluar la situación estratégica actual de la empresa con visión al futuro, por tal motivo esta investigación se centró en el análisis de la situación actual entidad del sector acuícola en la zona Norte de la provincia de Manabí – Ecuador. La cual posee una alta experiencia en el proceso, comercialización y exportación de camarón recalcando que desde el año 1992 han trabajado constantemente para seguir creciendo, enfatizando que la Covid-19 jugo un papel importante en su exportación en la cual se vieron altos y bajos. Por ende, se plantea el objetivo de desarrollar un diagnóstico organizacional mediante un estudio de campo con la finalidad de que aporte a la toma de decisiones para mejorar su administración estratégica. Por ello, se realizó una investigación cuantitativa y cualitativa, donde se emplean herramientas investigativas como la entrevista, observación, análisis Pestari y otras de evaluación del entorno (interno y externo) que ayuda a poder describir los datos que determinan su afectación en la exportación actual. Dando como resultado que a nivel local es un sector fuerte y competitivo, pero que necesita implementar nuevas estrategias que les ayude a seguir creciendo, mejorar sus páginas web que les permita llegar a más clientes internos y externos, por ende, el siguiente estudio ayudó a identificar y analizar la situación actual de la empacadora, ayudando a la mejora de sus procesos tanto interno como externo manteniendo el trabajo en equipo, valores y objetivos.

**Palabras clave:** Diagnóstico organizacional, exportación, camarón, diseño, planificación.

## Introduction

The present work focused on the analysis of the current situation of the packing plant both in the internal and external environment where "DUFER" is located at Km. 8 via Bahia - Chone Located in the northern part of the province of Manabi - Ecuador, specifically in the Spondylus route belonging to the canton Sucre, which occupies an area of 2.000mt<sup>2</sup> and has an experience in the process and export of shrimp since 1992, maintaining an experience of 15 years and 8 months exporting bio-aquatic products to the markets of the European community and the United States of America. (Parraga, 2016). The research has been developed in the context of the Covid-19 pandemic in the first semester of 2022.

"DUFER" Cía. Ltda. is a family company that was born from the need of the sector, which maintains an excellent organizational culture that projects a very personalized service to each of its customers, has a very high commitment and social responsibility, highlighting that the success of the company depends on a large part of the welfare of its employees. (Aviles & Briones, 2016)

Gustavo Dueñas, General Manager of the Foreign Trade area, in which he expressed different important points where it was possible to identify some problems, among them, the lack of knowledge of the strategic guidelines of the organization and effect on the work commitment and information to the public, so it follows from this research that the strategic guidelines are essential for the development of organizational culture, highlighting the leadership style manifested by senior managers. Likewise, institutional communication is positively related to the quality of learning for everyone at the corporate level. (Cachay, 2017).

It is important to mention that the pandemic played an important role at the business level in which for DUFER was a key element because the opportunity to export shrimp, but,

on the other hand, the affectation in the transport process as congestion at ports, and the deficit of containers (container crisis); in view of this, it is necessary to ask *what is the organizational situation (its capabilities, weaknesses, opportunities and threats in the current scenario? and what happened with its advertising or digital media?* They did not make an adequate use of digital tools, wasting the benefits provided by them, giving as effect that their workers can not obtain relevant information through reliable means, remaining in a considerable percentage disconnected from important situations, without forgetting that the nature is changing from how products and services are conceived, through the design and generation of digital prototypes, through how they are manufactured, operated and services are provided, to how platforms are built and secured, so usually technological, which allow to provide the operation and maintenance in a satisfactory manner. (Rodríguez & Cabrera., 2019).

The purpose of this paper is to make an organizational diagnosis of the internal and external environment for strategic business management, analyzing each of the most important points from its strategic planning, which is a participatory, systematic, critical and self-critical, comprehensive, reflective process; therefore, the organizational diagnosis is defined as the analysis that is made to assess the situation of the company, its problems, potential and possible ways of development. Likewise, it has become increasingly important as the area has become more professionalized and has spread as a professional discipline attended by specialists from different backgrounds and training. The diagnosis is a very important part of the consulting process, therefore, it is imperative to keep it in mind, however, that it is only one stage in a larger process. (Valenzuela, Ramírez, Gónzales, & Celaya, 2010)..

Thus, it is necessary to study, analyze and identify the current situation in which the company finds itself, from its operational levels to the highest levels, and thus carry out an analysis from different perspectives to find out how the sanitary crisis has affected the company's exports at the corporate level. In addition to this, the rapid spread of COVID-19 and the measures adopted by governments have had strong consequences in the main world economies. A large part of the productive activities have been interrupted in Asia, Europe, North America and the rest of the world [main shrimp destination markets], causing widespread border closures, resulting in a marked increase in unemployment, with the consequent reduction in the demand for goods and services. (ECLAC, 2020) In the case of the pandemic, several opinions have emerged regarding how they dealt with the repercussions of the pandemic on their processes. This led to the application of a stronger and harder work with the help of the implementation of new strategies that allow them to move forward.

In this order of ideas, this problem is investigated in order to identify the current situation of the packing plant and the problems that have arisen, in order to make an organizational diagnosis and suggest the creation of a website through which they can increase direct communication with their target audience and can access more easily to important information about the packing plant, learn about their production, history, values, vision, mission and products they offer, improving the connection with their public and workers, which will serve to meet the needs of consumers. Because the management of internal communication in organizations has undergone extensive development in recent years through the use of various tools, many of them associated with technological advances. However, in many organizations it continues to be linked to the human resources departments as it is understood to be linked to the relationship with employees. (Castro & Morilla, 2020).

### ***Strategic planning***

The word strategy has been used in many ways and in different contexts over the years. Its most frequent use has been in the military, where the concept has been used for centuries, however, in the case of modern business people with a competitive bent, the roots of the concept of strategies present themselves with an obvious appeal (Villalaz, 1999).

It is important to distinguish and not to confuse between the vision, mission, and values given that when each phase is elaborated it has its respective process, which leads to designing the appropriate strategy for the organization, which performs an accurate diagnosis that allows according to it to make decisions in line with the objectives and policies formulated. However, it is considered that strategy planning allows an organization to be more proactive, given that it is reactive in defining its own future, since the organization has the possibility of initiating and influencing activities instead of just responding, exercising control over its own destiny. (Perez Peñafiel, 2018).. Thus, small organization owners, CEOs, presidents and managers of many for-profit and nonprofit organizations have recognized the benefit of it.

What we want to know with the article is the current internal situation facing the company given the changes that were adjusted as a result of the pandemic, its capabilities and limitations, and at the same time the market opportunities that were opened despite the restrictions, mainly in the ports of several countries, more were taken advantage of or not to diversify into new markets, without leaving aside the threats that the pandemic represented for this business sector and specifically for this one, without forgetting that in Ecuador, the majority of exports had a great blow due to the sanitary emergency that occurred in February, which caused producers and exporters in general to be affected in the totality of their products, registering in a certain way losses. (Ortiz & Solorzano, 2020).

On the other hand, it is of utmost importance to perform an organizational diagnosis in companies since its theoretical elements allow us to assume that the research is necessary and timely to know the importance that has necessary information through research that serves as a basis for timely decision making and face the crises and perform if necessary an Organizational Change, therefore, although the organizational change is provoked in most of the occasions by the changes produced in the external variables, we must not forget that they can also be driven by internal forces to the own organization of the objectives of the company, of the administrative policies, of the attitudes of the employees, etc. (Espinosa & Gimenez, 2018)..

Thus, the following study allows to identify, analyze, and interpret in a deeper way the current situation of DUFER with the help of different field tools such as interviews, Pestari analysis, among others, how the packing plant was able to face the situations that arose after the covid-19.

## **Materials And Methods**

It is a field research and documentary analysis which helped the research to collect relevant information to obtain a deeper analysis.

Therefore, the type of study was descriptive and can also be referred to as cross-sectional, cross-sectional or prevalence studies. Regardless of the denomination used, they are

all observational studies, in which the study factor is not intervened or manipulated, i.e. what happens with the phenomenon under study in natural conditions, in reality, is observed. They can be classified into cross-sectional and longitudinal studies. (Garcia, 2019).

Therefore, (Abreu, 2015) mentions that the Methods were deductive "proper of logic is based on logical premises and applies them following a reasoning from the general to the most specific".

While the analytical is that research method that consists of the dismemberment of a whole by decomposing it into its parts or elements to observe the causes, nature and effects. (Hernandez, 2017).

Then the main objective of the synthetic method is to achieve a synthesis of the investigated, therefore, it has a progressive character, it tries to formulate a theory to unify the various elements of the studied phenomenon and the logical one is based on the historical study highlighting the internal logic of development, of its theory and finds the deepest knowledge of this its essence. (Marriot, 2018)

### ***Research techniques***

The *interview* is the technique with which the researcher intends to obtain information in an oral and personalized way. The information will deal with lived events and subjective aspects of the person such as beliefs, attitudes, opinions or values in relation to the situation under study. (García, Martínez, Martín, & Sanchez).

In addition, the *PESTARI analysis* or external impact matrix will help to identify the main variables that predominate and therefore its opportunities and threats, as well as the Internal Impact Matrix (MII) is a tool that allows an internal audit and thus understand the strengths and weaknesses of a company or any of its functional areas, in addition to other techniques that were used were the *Strategic Mapping* and *SWOT Strategic Analysis*.

## **Results**

This research was conducted through a field investigation that took place through an interview with Mr. Gustavo Dueñas "General Manager of the foreign trade area", also other diagnostic tools were used based on visits to the establishment which were the Pestari matrix, internal impact matrix (MII), strategic mapping, and SWOT strategic analysis, below we will present the results:

### ***Interview Results***

The DUFER packing company comes from a family heritage Dueñas Fernández, which maintains an excellent organizational culture nationally and internationally reaching its product to several countries such as the United States, China, and Europe which has had a great reception, in the same way maintains a very high social and environmental responsibility, Therefore DUFER is an industrial company which is classified as follows according to its size can be defined within large companies for its production line has expanded both nationally and internationally, with an approximate of more than 200 workers, therefore, the activity carried



out is within the primary sector is dedicated to obtaining their products from nature as is the fishing and mining sector, so DUFER is dedicated to conservation, packaging and packing of bio-aquatic species by freezing, offering within its services quality and efficiency plus its first level product giving the best to its clients innovating more and more, emphasizing that it is a private company, therefore, the need that covers this packaging service allows the distribution and exportation of the product to different countries achieving that the same reaches the client covering the adequate quality standards to satisfy the food consumption of each of its clients offering them to the market the new, freshness and quality, in addition to a first class service, being so that currently they offer their products through accessible packaging, frozen, peeled or shelled shrimp, with shell, or in trays, giving their customers something additional, perhaps what other companies could not offer them.

The DUFER packing plant has the mission to satisfy the needs of its customers through quality service and excellence, with trained human talent and equipment that guarantee the products they process daily.

### *Pestari Analysis Results*

**Table 1. Pestari Analysis**

<b>EXTERNAL IMPACT MATRIX (or known as PESTARI Matrix)</b>				
<b>MACRO-ENVIRONMENT ANALYSIS (O/A)</b>				
<b>FRONT</b>	<b>VARIABLES</b>	<b>EFFECTS</b>	<b>O</b>	<b>A</b>
ECONOMY	INTEREST RATES	The high tariffs charged by shipping companies for exporters and importers of raw materials.		x
	CONFIDENCE INDEX	The shortage of containers for cargo transportation.		x
SOCIAL	TRENDS AND CHANGES IN HABITS	Changes in the buyer's needs and tastes, which move them away from the industry's product.		x
	CONSUMPTION HABITS	Expansion into new geographic markets.	x	
TECHNOLOGY	TECHNOLOGICAL ACCESSIBILITY	Expansion of the company's product line to meet a wider variety of customer needs.	x	
	THREAT OF TECHNOLOGICAL SUBSTITUTION TECHNOLOGICAL ADOPTION AND ADAPTATION	Eye-catching product presentation for the consumer. Openness to exploit new technologies.	x	

ENVIRONMENTAL	ORIENTATION TO ENVIRONMENTAL PROTECTION	The constant fight against marine pollution in shrimp fishing, whereby the company transforms the remains of shrimp into organic material to be used as fertilizer for plants.	x
REGULATORY	SPECIFIC REGULATIONS OR LAWS AFFECTING THE INDUSTRY	Trawling is one of the factors by which many packers are affected, since they are not intentional and they have to pay a considerable fine.	x
INTERNATIONAL	INTERNATIONAL ENVIRONMENT	Congestion at international seaports, which has a slight impact on exports. Restrictive measures at ports due to the pandemic. The pandemic was one of the most current factors that played a key role within the packinghouse.	x

**Table 2 Efe Matrix**

<b>EFE MATRIX: External Factors Assessment</b>				
	<b>External Factors</b>	<b>Value</b>	<b>Rating</b>	<b>Weighted</b>
<b>OPPORTUNITIES</b>				
1	Expansion into new geographic markets.	0.20		0.8
	Expansion of the company's product line to meet a wider variety of customer needs.	0.05		0.15
	Eye-catching product presentation for the consumer.	0.1		0.3
	Openness to exploit new technologies.			
	The pandemic was one of the most current factors that played a key role within the packinghouse.	0.15		0.6
5	The constant fight against marine pollution in shrimp fishing, whereby the company transforms the remains of shrimp into organic material to be used as fertilizer for plants.	0.1		0.3
		<b>0.6</b>		<b>2.15</b>
<b>THREATS</b>				
1	Changes in the buyer's needs and tastes, which move them away from the industry's product.	0.1		0.4

	The high tariffs charged by shipping companies for exporters and importers of raw materials.	0.1	0.3
	The shortage of containers for cargo transportation.	0.15	0.6
	Trawling is one of the factors by which many packers are affected, since they are not intentional and they have to pay a considerable fine.	0.05	0.1
5	Restrictive measures at ports due to the pandemic.	0.05	0.3
		0.4	1.4
	<b>TOTAL</b>	<b>1.0</b>	<b>3.55</b>

### Analysis

Within the external factors of the packing company DUFER Cía. It could be identified that it is above average, that is to say that it has more opportunities than threats, which is advantageous and beneficial for the packing company, since it can be deduced that it takes advantage of every opportunity that is presented in the best way, such as the expansion to new markets, offering its clients products with an added and innovative value, an important point to mention is that the covid-19, although it was perhaps a threat or disadvantage for many companies, for DUFER it was an opportunity since they could transport food to other places due to the situation, However, they were presented with certain situations which did not favor them as the deficit of containers and co-management in the ports, therefore, the threats are less than the opportunities, it should be emphasized that if the threats are not identified and therefore addressed in time in the future could directly affect it, however it is important to perform an external analysis from time to time and thus can be identified in time and can become opportunities if the company knows how to manage them strategically.

### Results Internal Impact Matrix (IIM)

**Table 3 Mii Matrix**

INTERNAL IMPACT MATRIX (MII)				
FUNCTIONAL ANALYSIS OF THE INTERNAL FRONT				
FUNCTIONS	VARIABLES	EFFECTS	F	D
Management	Style	It entails a democratic and participative leadership within the company without forgetting the respect and the position that belongs to each one, fulfilling their role and, if necessary, working as a team.	x	
	Values	It consists of several values such as teamwork, teamwork, fairness, responsibility, honesty, among others, in order to maintain a harmonious work environment and is an impetus for each one to work better every day.	x	
	Decision Making	They make quick and effective decisions in the event of a problem.	x	
Finance	Investments	Solid financial condition; in case of being able to observe new opportunities to grow as a	x	



		company both nationally and internationally, it has ample financial resources to grow.		
	Profitability	Affordable and variable prices according to the season.	x	
	Price level	Good negotiating position with suppliers and buyers.	x	
Marketing	Frequency of purchase	loss of market share due to lack of digital media advertising		x
	Sales level	Deficit in advertising and promotion capacity.		x
Operations	Infrastructure	demonstrated capabilities to improve production processes.	x	
R&D&I	Product development (good or service)	The company has always stood out for its concern, commitment and capacity to manufacture its products taking care of every detail in order to offer a quality product.	x	
	Recruitment, selection and hiring	They have an efficient, analytical and careful process when recruiting and selecting their personnel.	x	
HR	Training and motivation	They provide constant training and apply the respective performance evaluations to their workers in order to maintain an optimal and qualified staff, always improving.	x	

**Table 4. Mefi Matrix**

<b>MEFI MATRIX: Internal Factors Evaluation Matrix</b>				
	<b>Internal Factors</b>	<b>Value</b>	<b>Rating</b>	<b>Weighted Value</b>
<b>STRENGTHS</b>				
1	It entails a democratic and participative leadership within the company without forgetting the respect and the position that belongs to each one, fulfilling their role and, if necessary, working as a team.	0.15		0.6
	It consists of several values such as teamwork, teamwork, fairness, responsibility, honesty, among others, in order to maintain a harmonious work environment and is an impetus for each one to work better every day.	0.1		0.3
	They make quick and effective decisions in the event of a problem.	0.1		0.4





	Solid financial condition; in case of being able to observe new opportunities to grow as a company both nationally and internationally, it has ample financial resources to grow.	0.1	0.3
5	Good negotiating position with suppliers and buyers.	0.05	0.2
	The company has always stood out for its concern, commitment and capacity to manufacture its products taking care of every detail in order to offer a quality product.	0.05	0.15
	They have an efficient, analytical and careful process when recruiting and selecting their personnel.	0.1	0.3
	They provide constant training and apply the respective performance evaluations to their workers in order to maintain an optimal and qualified staff, always improving.	0.05	0.2
		<b>0.7</b>	<b>2.45</b>
<b>WEAKNESSES</b>			
1	Their prices are often affordable compared to the market, however, they are variable according to the season, which causes consumers to change the product for a substitute or go for the competition.	0.15	0.6
	The lack of advertising and promotion capacity means that the majority of the public cannot access relevant information about the company, affecting both internally and externally.	0.15	0.6
		<b>0.3</b>	<b>1.2</b>
	<b>TOTAL</b>	<b>1.3</b>	<b>3.65</b>

### *Analysis*

Within the internal factors of the DUFER packing house it was identified that its strengths are greater than its weaknesses, which is beneficial for the packing house, such as the good management within the packing house, the teamwork, the efficiency and effectiveness that each one has to perform their role or position in the best way, the leadership that involves motivation, effort, guidance and responsibility to activate and move the work with encouragement in order to become one of the best, that is to say that currently the packing house is doing well, However, it should be noted that the weaknesses are an important factor for it because they are key points to improve as the deficit of advertising and promotion by the packing house, not having an official media that serves as a means of communication and information to the public, "noting that what today may be a weakness tomorrow may be an opportunity.

*Results Strategic mapping*

**Table 5** *Relevant market*

COMPETITORS	SERVICE/PRODUCT OFFERED	SEGMENT	DISTINCTIVE CHARACTERISTICS OF THE RESOURCES.	COST (Value of services, credit rates, etc...)	SALES LEVEL and/or Number of Customers	GEOGRAPHIC COVERAGE (local, regional, national, global)
 <b>CAMAREXPO</b>	Export of frozen shrimp, shelled and unshelled, headed, in blocks or mock-ups.	Medium - high	-	(\$5 per pound of peeled, shelled, and headed shrimp) (\$9 per shrimp in trays or frozen)	Approximately 5,000 customers.	They export their product to China and the U.S.A.
 <b>LUMABIC DISTRIBUTOR</b>	deveined shrimp, shrimp tail, headless shrimp, peeled shrimp, and fish.	Low - Medium	They also offer and sell fish	(\$5 per pound of shrimp) (\$3 for fish)	Approximately 500 customers.	Local and national
 <b>BILBOSA</b>	Whole shrimp, deveined, with tails, peeled, and plegacidos	High - Medium	They offer Plegacids which are fish reduced in fat.	-	Over \$1,000 in sales	Global
 <b>EDPACIF. S.A</b>	Preparation and preservation of shrimp and prawns by freezing, deep freezing, drying, smoking, salting, brining and canning, etc.	Medium - High	-	-	Over \$1,000 in sales	International Asia, Europe, United States.



Process, pack, market and export white shrimp: Whole Shrimp, Headless Tail Shrimp, Peeled Shrimp and Deveined Block Shrimp.

Medium - High

They are only dedicated to the production of white shrimp.

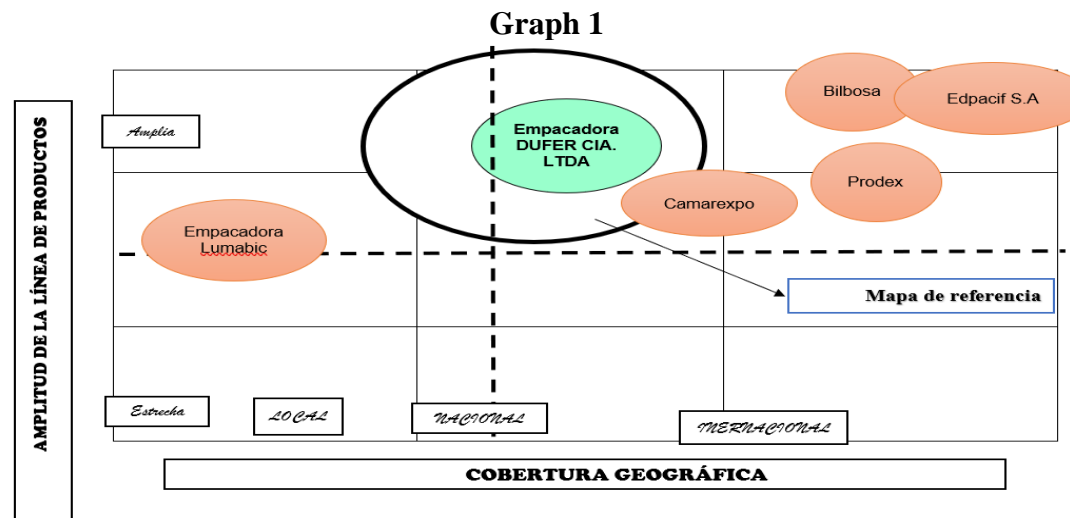
(\$2 per pound of shrimp AND \$5 per pound of headless, tailed, deveined or block shrimp).

-

Global

**Strategic Mapping**

The direct competitors of Empacadora DUFER CIA. LTDA are Camarexpo packers, Lumabic packer, Bilbosa, Edpacif S.A., Prodex



*Map of strategic groups*

**Analysis:**

it has been possible to verify at what level of breadth of the product line and geographic coverage are in the packing house DUFER CIA. LTDA, so we can see which is the main competitor for the packer, such as Camarexpo packers, Lumabic packer, Bilbosa, Edpacif S.A, and Prodex who are in a high amplitude due to their level of export, product line, and quality competing closely with DUFER.

## Results of Strategic SWOT Analysis

**Table 6** SWOT Matrix

		STRATEGIC SWOT ANALYSIS							
		OPPORTUNITIES				THREATS			
		Expansion into new geographic markets	Expansion of its new product line.	After the pandemic, they had a better chance to export their product	Little direct competition (within the city)	Congestion at seaports	Changes in consumer tastes and needs	Container shortage	High tariffs charged by shipping companies for exports
		O1	O2	O3	O4	A1	A2	A3	A4
STRENGTHS		Offensive Strategies (FO)				Sustainable Strategies (SF)			
Quick decision making	F1	<b>a)</b> Design a strategic mapping identifying and analyzing the countries in which they could be welcomed and proposing negotiation methods beneficial to the company. <b>b)</b> Conduct a survey of its customers on the quality of its products, improvement and innovation in order to carry out a more in-depth analysis of new products that could be launched on the market. <b>c)</b> To promote a strategic means to help improve communication and negotiation with its suppliers. <b>d)</b> Design an official means of customer service in which they can listen, analyze, identify what are the main requests of them and at the same time allow and help them to improve their production. <b>e)</b> Promote through promotions, statements from their customers about the quality of the product through digital media in order to attract and reach more people, and markets.				<b>a)</b> Anticipate shipment dates, setting aside positions, reaching agreements, separating the respective containers in order to be able to transport your product on time. <b>b)</b> Incentivize consumers through different methods or strategies such as the 4P's that motivate the majority of consumers to maintain their loyalty to the brand. <b>c)</b> Intensify the line of negotiations always promoting the work of excellence and product quality. <b>d)</b> Develop guidelines that allow the company to make decisions in advance to obtain benefits for the company, such as balanced scorecard, market research, strengthening business relationships with customers, among others. <b>e)</b> Attract new customers and keep current ones through advertising campaigns, promotions, new negotiations that go hand in hand with an incentive that motivates them to stay.			
Variable and affordable prices according to the season	F2								
Good negotiating position with buyers.	F3								
Demonstrated capabilities to improve production processes	F4								
Product quality	F5								
WEAKNESSES		Defensive Strategies (DO)				Evasive Strategies (DA)			

Loss of market share due to advertising deficit in digital media.	D1	<p><b>a)</b> Improve the pages on social networks, such as Facebook, Instagram, WeChat, showing the different products that the company has, where they can buy them, who they can contact, among others.</p>	<p><b>a)</b> Maintain direct communication with the people in charge of the respective permits for exports, in addition to an adequate planning where it specifies in advance the respective processes to be carried out, reaching agreements.</p>
Deficit in advertising and promotion capacity	D2	<p><b>b)</b> Improve the company's website to show its vision, mission, values, organizational design of the company, the products offered, history, add contacts, a map of the address of the company, in order to reach more people and learn about the company, especially internal and external customers.</p>	<p><b>b)</b> Implement promotions for festive seasons, in order to maintain communication and direct attention to current customers and attract potential ones.</p> <p><b>c)</b> Study the possibility of entering other potential international markets as an alternative to restrictive measures in some countries.</p>

## Discussion

The DUFER packing house has a wide experience at a business level, for its quality, team work, responsibility, etc. However, after the covid-19, they had several problems in their exports, not having enough containers affects them in a certain way in the shipment of their product, likewise the congestion in the ports does not allow them to transport their product on time, emphasizing that it is one of the key points for the packing plant, It should be emphasized that one of the sectors affected by this sanitary emergency is international trade, which has shown a low productivity in its imports and exports due to the different measures implemented for the safety of its processes that have reflected a variation in its costs and time, main factors that must be planned and executed effectively within the international logistics. (Olivero, 2020).

The importance of constantly performing a diagnosis in companies is key to their progress, with the help of different tools such as the SWOT strategic analysis it was identified that there are more opportunities than threats which is beneficial for the packing house, in the same way there are more strengths than weaknesses which can become strengths if they know how to manage them, Therefore, the SWOT analysis consists of an evaluation of the strong and weak factors that, as a whole, diagnose the internal situation of an organization, as well as its external evaluation, i.e., the opportunities and threats. It is also a tool that can be considered simple and that provides an overview of the strategic situation of a given organization. Thompson and Strikland (1998) state that SWOT



analysis estimates the effect that a strategy has in achieving a balance or fit between the organization's internal capacity and its external situation, i.e., opportunities and threats. (Sarli, Gonzales, & Ayres, 2015)..

## Conclusions

Once the research was completed, it was possible to conclude that:

DUFER is a company recognized both nationally and internationally, which has a long experience in the market for its efficiency and effectiveness in its product, however, through the interview it was possible to identify the long process they have as a company, what kind of product line they handle, and how the pandemic affected them in a certain way in their exports.

Through the PESTARI analysis or also known as external impact matrix, helped to identify the main variables that mainly influence and are remarkable for the packing plant, which allowed to distinguish that there were more opportunities than threats, which is favorable for it, but that can be improved to obtain benefits in the long term, however, the pandemic influenced in a certain way becoming threats.

The result of the internal impact matrix showed that the strengths are greater than the weaknesses, which is beneficial because the weaknesses can be managed internally with the help of implementing new strategies.

The result of the strategic mapping reveals the different packing houses or companies that are close to DUFER, which handle the same product line such as shrimp exports, analyzing the different points to which they deliver their product, handle certain characteristics, prices, and different locations.

The SWOT strategic analysis concluded that DUFER is a strong company in the market, therefore some strategies were proposed based on the results of the PESTARI matrix and the MII matrix that could help them to continue growing as a company.

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