

ANALYSIS OF THE IMPLEMENTATION OF MANAGEMENT STRATEGIES IN THE AGRIBUSINESS SECTOR IN COLOMBIA

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Abstract: The current context of the agricultural sector worldwide requires a strategic management process that allows overcoming the great challenges related to global sustainability. In this way, the present study provides a new vision of the manager of the Colombian agribusinesses. The aim of the study is to describe the process of strategic implementation of the agribusiness sector in Colombia. The research was developed under the positivist paradigm, framed by the empirical-inductive conception, and guided by the quantitative methodology. The sample comprised 72 participants, including managers, assistant managers, and directors of Colombian agribusinesses. The technique used to collect information was through a questionnaire with 5 response options on a Likert scale. The organizations under examination prioritize human capital and existing resources in their management approach, emphasizing their role in strategy execution, control design, and applying logistic regression models. According to the participants, these companies have weaknesses in the implementation of strategies since their execution sometimes leads to the fact that they are sometimes oriented from the goals and policies, which hinders the achievement of strategic objectives.

Keywords: Strategic formulation, direction, effectiveness of the strategy

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Introduction

Companies interact with a dynamic and changing environment that requires them to adapt to these changes, for which their managers and/or administrators must carry out a series of actions aimed at guiding and generating processes that lead to

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strengthening their competitive position with respect to other competitors (Helfat and Raubitschek, 2018; Tiwari, 2022).

Adaptation implies establishing strategic direction actions related to the establishment of strategies, objectives, and goals, which should facilitate the relations of the organization with its environment, tending to achieve these objectives formulated through actions that allow them to face the demands of the environment that surrounds it, which leads to establishing that organizational performance depends not only on the context but also on the actions performed by the company (Mendoza-Ocasal et al., 2021). Hence, as a resource, the important strategy must try to expand the organizational objectives to gain advantage in the market, so administrators and/or managers appropriate these for the benefit of the company, its partners, and its customers (Fuertes et al., 2020). Because of this, a strategy as a process in the organization is vital for the improvement of all productive and human capital (Bogers et al., 2019).

In this way, corporate strategies are processes that the company uses to generate value by configuring and coordinating multi-market activities (Collis and Montgomery, 2007). This allows the identification and delimitation of the type of business currently and what the company wants in the future.

In this sense, when implementing the strategy, value is generated because better perspectives are offered, such as attracting customers and conquering positions in the market (Rietveld et al., 2019). Upon activating the defined strategy, it necessitates implementing actions delineated in programs, budgets, and strategic and operational plans. These initiatives aim to specify actions across various areas and organizational levels, progressively advancing towards the operational apex of the organizational structure to achieve growth as it ascends to this level (Tam, 2022).

In this sense, for Johnson, Scholes, and Whittington (2009) to adjust the resources necessary to adopt the strategy, coherence is required in the planning of the different activities of value in aid of the strategy, so mediation of interests must coexist in the different areas of the company, for arise of the planning process and all the actors of the organization get involved at the time of implementing the strategy.

This is how, it is present the relevance of the consideration that the performance of the company is dependent on the operations that this begins, as well as the context in which the actions are carried out; that is why the analysis and competitive strategies consist of a series of steps that allow the organization to relate to its external environment, which allows the identification of the limitations and capabilities of the organization, as well as the opportunities and threats of the market. So, the diagnosis is fundamental for the design of the different strategies; with this, it is proposed that mechanisms of action are required to adapt to the environment that allows it to succeed in the market and strengthen (Perdomo et al., 2023).

However, the actions and operational strategies that companies carry out create risks in managing resources to produce goods and services. In this way, the common models within the administrations do not allow the answers to the countless questions that organizations are currently asking. This is how very broad synergy

must be generated, where executives, managers, and employees are active, thinking, innovative, and have a sense of belonging. Therefore, it will lead to the organization being able to meet the environmental conditions to be sustainable in a global world (Chan et al., 2022).

Actions must be carried out by the organizations of the agribusiness sector to maintain appropriate strategic controls and organizational schemes, in addition to formulating strategies to implement them. In this way, it is of particular relevance that they establish and guarantee means to regulate and supply actions within them, as well as with their customers, allied partners and suppliers. The directors and managers of these organizations must remember that implementing the strategy implies strengthening to be competitive. After making an empirical observation in the organizations selected for the research, the presence of symptoms of loss of positioning for these organizations within their markets was evidenced by shortcomings elaborating a correct diagnosis that allows the more efficient identification of strengths, opportunities, weaknesses and threats within the same entity.

Continuing with the above, Clauss et al. (2019), Schneider and Scherer (2019) and Abduvakhidovna (2023) admit that other factors can alter the course of the strategy, such as excess or lack of resources, income or commercial activities that are not known, specular tricks, failure in the cohesion of the strategic platform and its elements, lack of control procedures, failures of competition, weaknesses and strengths are not known, little decentralization of decision-making and the annulled business formation, which have an impact on the final result.

That is why strategic planning must be established that contains the operational programs and budgets, in which the concrete actions are listed to initiate in the different areas, and in the same way, at the various levels of the organizational structure, thus increasing the level of agglomeration as it approaches the tactical level of the organizational structure (Linneberg et al., 2019). That is why the control process must be based on feedback from the system. It is, therefore, important that control involving decisions on preventive rather than corrective actions be applied in advance.

Finally, the little perspective at the time of making decisions influences in a shocking way for the achievement of competitive advantages, so it affects the positioning of organizations in the agribusiness sector, considering which company aims to remain in time.

Based on the above, it is pertinent that the managers of the companies can adapt to the changes of a dynamic and changing environment through the ability to provide a strategy-driven action to guide the company constructivist into the future. To attain efficient service delivery, generate profits and ensure sustainability in international markets, these organizations strive to establish themselves as robust sources of both national and international production, thereby gaining a substantial competitive advantage.

This becomes more relevant when considering the major challenges of the Agricultural sector worldwide, which, due to migration to large cities in many countries, faces a significant productive deficit (Burlacu et al., 2022). Likewise, the entry of new technologies, although it is an important competitive development opportunity (Dykha et al., 2021), requires effective management tools that support management processes towards responses to the demands of the current context. From this, this study was developed to describe the strategic implementation of the agribusiness sector in Colombia.

Theoretical Approach

It is not enough to formulate the strategies for implementing the strategy, but these must be implemented so companies can be competitive and reveal the managerial performance within the organization. In this regard, Harrison and John (2014) points out: "the implementation of the strategy implies a pattern of decisions and actions aimed at achieving a plan. Strategy implementation encompasses the creation of the functional strategies, systems, structures, and processes necessary for the organization to achieve its strategic goals". Therefore, it is recurrent to affirm that the organization has appropriate strategic measures, as well as organizational designs, with effective leadership strategy, so that it is dedicated to implementing a management system, structuring the company, and prospering with quality and ethical behavior.

Hence, Strategic Management includes the strategic position of the company since it configures an image of the attributions that are key to the present and near well-being of the entity, also on the strategic implementation, that is, to collect essentially the implementation of strategic planning. Thus, it conceives the result of the conjunction of the external environment and the resources of the company.

These reasons lead us to cite Johnson and Scholes (2009, p. 253), who comment that implementing the strategy includes planning the tasks related to making the strategic choice and the orientation of the exchanges required for this purpose. The implementation process involves careful resource planning. It is essential to adapt the systems used to manage the companies and thus achieve the key operational nuances.

In this way, this is the organizational support for the development of the strategy, which requires ensuring that the company establishes the phases of strategic direction, where the main aspects that are generated close to business growth are deployed. Therefore, growth as an objective has to be raised within the organization with the proper management of organizations. However, it can be properly created using resources generated from the comprehensive planning and strategic direction process.

Aguilera (2010, p. 98) argues that "a successfully implemented growth strategy will promote the leverage of the portfolio of resources and capabilities". Therefore, the strategic resources available to the company are considered since they lead to demarcating the purposes of the entity. Therefore, the typologies and the appropriate

use within the organization will establish the faces that are needed for the company to achieve the strategic objectives and activities with which the organization generates value by implementing the chosen strategy in the agribusiness sector.

To begin implementing a strategy, the first step is setting clear goals. In the agribusiness sector, developing strategies involves precisely establishing the goals to be achieved. This critical phase encompasses everything related to aligning with business growth. The choices made in this process stem from a wide range of factors and considerations that guide the company in defining its direction. However, it must be borne in mind that implementing the strategy corresponds to the conception of functions, such as systems and structures, concluding with the necessary phases for the company to achieve its strategic goals. In this sense, it is time to specify some indications in which the agribusiness sector can compare with the past phases that demonstrate the performance of its strategic objectives.

According to David (2010, p.76), the execution of managerial strategies involves three key steps. Firstly, there is a need to formulate managerial, marketing, and financial objectives. Next, policies should be established to achieve production goals, and finally, the implementation should align with human talent, financial resources, and technical capabilities in accordance with the defined objectives.

It can be established that setting the goals is to look forward and establish the strategic direction in the future, which is a series of permanent phases that help to achieve the goals formulated in the long term within the entity. For this purpose, it is important to entrust senior management with the establishment of situations that guide growth and, likewise, to adapt to the changes demanded by the external environment that is generated by the entrepreneurial capacity of the management and, therefore, by the human talent that are inescapable to establish these (Mendoza-Ocasal et al., 2022).

Aguilera (2010, p. 100) states that "companies can establish growth in such a way that it supports the goals and purposes established by the organization, in the sense of orienting it to growth". This evidence corroborates that every organization sets its goals, which influences its decisions. Nevertheless, these organizational traits offer insights for identifying an organization's goals as they impact the required products and criteria within the business sector. It is noteworthy that organizations often prioritize profitability when defining their goals. This commonly involves setting overarching objectives, such as the long-term enhancement of share prices. Furthermore, various strategies entail specifying the mission, objectives, and resources essential for accomplishing the business goals.

In this way, Rodríguez (2013, p. 47) exposes it from a marketing approach, where he argues that "The achievement of organizational goals depends on determining the needs and desires of the target markets and providing the desired satisfactions more effectively and efficiently than competitors". Therefore, strategic management is a series of permanent phases that aims to realize the long-term objectives formulated internally by the company.

Likewise, the agribusiness managers must consider that policies must be established to implement the strategy. It is understood that strategic planning supports concerning most of the decisions that relate to the strategy that are taken by managers in the company. At the same time, it generates the attitude of a proactive manager that compensates for dispositions directed towards deciding reactively and defensively. However, this proactive attitude can be seen as a significant aspect when formulating policies for the development of the company framed in motivation since it induces the manager to carry out new events with a proactive quality when taking risks.

In this way, Velásquez (2007, p. 21) offers his comments regarding the establishment of policies, which "allows us to consider better actions to achieve the objectives set. Identify potential initial benefits for greater success". For this reason, a managerial attitude is to guide and direct actions, which becomes uses and phases, which implies the generation of standards and a specific way to synthesize phases with their own, in correspondence to the impact of synergy derived from integrating and coordinating the various policies and mechanisms designed within the functional area.

Jaime (2003, p. 113) states that the establishment of business policies is considered an initiative of the identification and establishment of policies that aim to let executives and employees direct these initiatives to the promotion of teamwork in such a way that they complement and arrange the impulses in each of the departments of the entity in the same direction, framed in the same confidence that it is essential to achieve the organizational goals. The current organizational systems and the improvement of internal procedures are extremely relevant to increasing the entity's productive, efficient and effective work in its management.

Hence, instituting a policy within the organization becomes crucial, addressing the foundations of the formulated objectives and establishing systems to evaluate and monitor their impacts and accomplishments. These policies are designed to align with the company's organizational phases, catering to market demands. This necessity arises from the significant emphasis on meeting client needs, thereby ensuring business stability. Policies serve as consistent management pathways essential for goal attainment, providing guidelines for human talent and managers to make informed decisions in various situations.

Ongallo (2007, p. 115) states that "it is the set of mechanisms and decisions of the general management that lead to the determination of what is and should be the utility, organization and human and material talent of the company and where it wants to go, with a sense of the future in terms of its situation in front of the external environment". That is why organizations have to change according to the environment and the market demand with their dissimilar variables. To this end, they must design and specify strategies and policies that support the company in facing the challenges imposed by the variables of the environment in accordance with corporate social responsibility.

Finally, as a third process aiming for the successful implementation of the strategy, this must be taken into action or executed, which implies that organizations are obliged to acknowledge the changing conceptualization of the organization framed a series of elements and that have great importance within the company, so the strategy and organization serve much more to the human resource in charge and the executors of the organization. However, within the business policies, certain related criteria of mechanisms are chosen to guide the decision-making processes executing the strategies, projects, and programs at the level of the organization.

The managers of the organizations are the guarantors of the main activities and phases that are documented in the tactical and operational areas. These managers have the authority to implement the administrative process (organize, execute, control, and ensure the fulfillment of the goals). That is why, for a strategic execution, it is necessary to consider this as an adjustment of the actions of the company to its environment, which implies the achievement of organizational activities, likewise, constructing capacities aimed at conceiving opportunities and that they can capitalize on them.

In this sense, Silva (2010, p. 156) references strategy execution since “An organization's strategy depends not only on environmental forces and the availability of resources, but also on the values and expectations of those in power within and around the organization”. To these references, they are specific elements of behaviors and processes that the entity requires to submit to achieve competitive advantage. That is why managers must be integrated into working groups that guarantee the execution of the strategy according to how it was designed.

Guzmán (2006, p. 85) assures that it is essential for the effective execution of the strategy to provide the entity with valuable resources to succeed in a changing and dynamic environment. That is why they must be "able to react quickly, success ultimately lies in the ability of the leader to integrate resources and capabilities to the implementation of the strategy, thus creating a system of activities that is indecipherable to the competition”. Therefore, it is to rely on the essentials of the execution of the strategy for the proposed purposes of the entity, talents, and core skills to achieve the objectives in a competitive environment.

Hrebiniak (2005) denotes it as "solid plans faltering or failing due to lack of execution expertise, which means that strategies are often not carried out successfully, therefore, execution is crucial for success”. As stated, the result is achieved through effective execution; then, the strategy is estimated as the mechanism to obtain the objectives, and with it, its execution is to make everything carried out through the standards designed for the purposes.

For Guzmán (2006), the execution of a strategy leads to converting the strategy actions, which are measured from the results. Implementation in this framework leads to the formulation of short-term objectives, which can be measured by holding people accountable for achieving these objectives. Likewise, the author mentioned above asserts that effective implementation relies on three key elements: top-notch processes, a high-performance culture, and clear strategy. These are essential

qualities in company managers, encompassing personal performance, the strategic planning process, and the execution of strategies and operations.

Thompson, Strickland and Gamble (2007) present a distinct perspective on strategy execution, emphasizing the role of those overseeing the diligence and implementation of an evaluation of activities focused on taking proactive steps to carry out fundamental business actions. This approach aims to facilitate the strategy, representing the most challenging and time-intensive aspect of strategy management. By showing what is happening in agribusiness entities, it is denoted that these companies need to rethink the implementation of strategies that lead the entity to a privileged approach at the level of international markets, fulfilling its scope, in addition to making a projection aligned with the proposed strategic goals of the same entity.

For the study, the implementation of the strategy was considered based on the assumptions of (Hrebiniak, 2005) in the sense that for an effective execution of strategy, it is essential to adapt resources and talent in order to achieve success in a changing and dynamic market which implies that organizations must be "able to react effectively".

Finally, success for the entity is achieved according to the capabilities of the manager for the integration of resources and capabilities for strategic implementation, generating a system of activities unfathomable to competitors.

For the purposes of the study, the implementation of the strategy was considered based on the assumptions of Hrebiniak (2005) in the sense that for effective execution of strategy, it is essential to adapt resources and talent in order to achieve success in a changing and dynamic market which implies that organizations must be "able to react effectively". Finally, success for the entity is achieved according to the capabilities of the manager for the integration of resources and capabilities for strategic implementation, generating a system of activities unfathomable to competitors. Considering the contributions generated by the research, it is possible to present the following hypothesis of the study: the implementation of the strategy within Colombian agribusiness is developed from the configuration of goals, the establishment of policies and strategic execution.

Research Methodology

The research is framed in the positivist scientific paradigm. Regarding the quantitative paradigmatic approach, this has built a context in what it entails to perform and, at the same time, optimize the strengthening of statistical techniques. Therefore, it is essential to find in management the achievement of the data of the analyzed reality. The process of strategic implementation in the organizations under study was identified through numerical measurement; the methodology in which the study is circumscribed is quantitative. Likewise, the study is descriptive since it addresses the examination of the organizational strategic implementation, in which conceptual elements intervene and methods, such as observation and questionnaires, are used in the collection of data.

With regard to the participants, to collect information, the population was constituted of Colombian agribusinesses legally constituted located in the Caribbean coast Region; the sample was selected using the non-probabilistic method at convenience, taking into consideration 72 subjects, including directors, managers, and assistant managers of agribusiness related with the Asociación de Productores y Comercializadores Agropecuarios y Acuícolas del Caribe.

Among the methods used to collect information, the observation by the survey is the technique, while as an instrument, a questionnaire was taken with 5 response options on a Likert scale, with the following options: always, almost always, sometimes, hardly ever and never, deriving scores 5, 4, 3, 2 and 1. Descriptive statistics were considered based on this type of measurement, specifically through relative and absolute frequencies.

The reliability of the instrument's internal consistency was estimated with Cronbach's alpha coefficient and McDonald's omega. Cronbach's alpha is the measure of internal consistency mostly used with studies to validate Likert-type surveys. However, this coefficient may underestimate the internal consistency if the tau equivalence principle is not being met, so if the subparagraphs show very dissimilar coefficients in the matrix of a factorial solution, McDonald's omega presents a better measure of internal consistency for this situation. Using both coefficients, with which the values 0.83 were obtained for alpha and omega 0.85, is advisable. These values indicate good internal consistency and reinforce the idea that the questions in the survey are measuring the construct reliably.

Based on this, with the fulfillment of the fundamental assumptions, a logistic regression model is developed, which allows us to understand the incidence of each of the dimensions of the strategic implementation.

Multivariate analysis was developed to study the possible interrelationships of the variables analyzed. In this sense, Logistic Regression (RL) was used by the Wald method. The RL was selected because it delimits the dependent variable as binary and qualitative; the independent variables under consideration do not follow a normal distribution. RL seeks to calculate the probability of an event as a function of certain presumably important variables. In this way, an RL aims to estimate the parameterizations of the equation ($\beta_0, \beta_1, \beta_2, \dots, \beta_k$) of the function to be analyzed:

$$Z = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k$$

In this, Z is equal to the Neperian logarithm (NL) of the probabilities of belonging or not to a certain group; β_0 represents the ordinate at the origin of the regression function, $\beta_1, \beta_2, \dots, \beta_k$ are the coefficients of the slope of the line, while X_1, X_2, \dots, X_k are the independent variables or, in this case, risk factors. Logistic coefficients are used for measuring changes in probability indices, called Odds Ratio. A positive value increases the probability that is predicted, while a negative coefficient reduces the probability. For the calculation of these coefficients β , the following table format is available. The independent variables are setting goals, establishing policies, and

Executing the strategy. The statistics are β : Logistic coefficients, **S.E**: Standard error, **Wald**: Wald statistic and **Significance**: Level of significance.

The statistical significance of the model was determined by Hosmer Lemeshow measure of global adjustment, with which a contrasting statistic is obtained revealing the absence of a significant statistical differential between the classifications that were observed and those that were predicted because the Chi-square value is not significant (Chi-squared: 10.093, sig.: 0.259). An overall percentage of success of 71.3% is obtained as a measure of adjustment quality if the model with classification function is used.

Research Results

Descriptive Analysis

Regarding the strategic implementation process, Table 1 shows the results of the process in agribusiness: set goals, set policies, and execute the strategy. Well, it is appreciated in the referred to the setting of goals, a weighting of 55.6% of participants, who manifest "almost always" in the formulation of goals the information of the company and the environment is important because it knows the financial capacity of the company to adapt to the environment.

Similarly, a significant portion of managers, comprising 25.0%, leaned towards the "always" option. Additionally, 19.4% of participants indicated that the company "sometimes" formulates goals through strategy development across various organizational areas. Table 1 also reveals that 44.0% of respondents noted that these policies consistently lead to attaining business goals. When it comes to decision-making within the organization, company policies are considered, with management establishing these policies in alignment with organizational objectives.

Table 1. Strategy Implementation Process

Indicators	Goal Setting	Establish policies	Execute the strategy	Total
Alternatives	%	%	%	%
Always	25.0	44.0	50.0	37.5
Almost always	55.6	38.9	27.7	45.0
Sometimes	19.4	13.9	16.6	15.0
Hardly ever	0.0	2.8	5.5	2.5
Never	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.00	100.0

Source: Yepes et al. (2023)

Similarly, the "almost always" option was selected by 38.9% of participants and "sometimes" 13.9%. While "hardly never" was chosen by 2.8% of respondents. Likewise, the results show that regarding strategic execution, 41.2% of respondents expressed that "always" human talent is always considered, and controls are

established in strategic execution, so these in the entity are established based on resources. Consequently, the same number of participants (41.2%) opted for "almost always", 12.5% for "sometimes" and 4.1% expressed that "hardly never" in the organization control systems are outlined for strategic development, there is a human talent for the execution of the same, and of course, resources are essential in the execution of organizational strategies.

Multivariant Analysis

The application of the Logistic Regression technique to the obtained data yields the following information as given in Table 2.

Table 2. Logistic regression

Independent variables	β	S. E	Wald	Significance
Setting Goals	0.954	0.35	44.81	0.000
Establish Policies	0.142	0.14	35.32	0.000
Execute the Strategy	0.35	0.21	19.8	0.000
Constant	2.34	0.38	27.1	0.000

Source: Yepes et al. (2023)

Model Summary: -2 log likelihood: 461.052; Cox and Snell's R2: 0.172; R2 in the table above, it can be evidenced as resulting positive and significant values in the three variables: Setting goals ($\beta= 0.954$, significant to 0.00), Establish policies ($\beta= 0.142$, significant to 0.00) execute the strategies ($\beta =0.35$, significant to 0.00). In this way, the results obtained from the multivariate analysis confirm that the strategic implementation is influenced by these variables.

$$Z = 0.234 + \text{setting goals} * 0.954 + \text{establish policies} * 0.142 + \text{strategy execution} * 0.35$$

Discussion

The implementation of strategies requires special skills that business managers need to possess to achieve the desired goals in the strategic vision implicit in the organizational philosophy. At the same time, it is important to consider the design of the organizational structure, the establishment of control systems, and the resources for each good or service produced by the entity.

In agribusiness management, executives consistently emphasize the critical significance of human talent, control systems, and the strategic evolution of the company throughout the phases of strategic implementation. These elements are perceived as pivotal factors essential for the effective execution of strategies grounded in available resources.

Within the theoretical context, Biasca (2004) details that corporate strategy "is related to the general orientation of the company, among its main functions stands out the attempt to satisfy the wishes of shareholders and add value to the different

parts of the organization", establishing business management and administration of the portfolio of its products.

With respect to the institution of organizational policies, the management staff considers that these always lead to the achievement of business goals, in addition to being considered at the time of decision-making of the entity and that management draws these policies considering the goals in the entity.

In this way, Rodríguez and Mayo (2014) refer to establishing policies based on ethical standards aligned with thinking related to business efficiency and frames its focus on the organization, which leads to an entity that focuses on achieving objectives. This facilitates human talent to get involved in self-management and perseverance to agree and reward the results obtained by the organization in the agribusiness sector.

According to David (2010), he outlines the operational mechanisms of the strategic management model, asserting that three essential phases are required for their execution. These phases involve defining objectives across various company departments such as management, marketing, finance, and production; crafting policies designed to attain the specified targets within these departments; and executing the strategies relying on human talent, technical expertise, and financial resources. This execution aligns with anticipated advantages and predetermined goals.

In this way, the findings of this study can be contrasted with research such as that of Rapert et al., (2002), who mention that the implementation of the strategy in its various phases allows for generating success within the organization as long as it is supported. of an effective communication process, which is related to the Setting Goals and Establish Policies indicators.

In turn, the results of Mišanková and Kočíšová (2014) mention that "Strategic management, formulation of the strategy and its implementation are important tools of the company for its future development and for maintaining competitiveness" take on importance with the findings obtained by consider the relevance of the Setting Goals and execute the strategy dimensions. On the other hand, Manninen and Huiskenon (2022) show a strategic implementation model from the vision of the phases but understanding various internal or external factors that can affect the sustainability of the organizations.

In this sense, based on the findings obtained within the agricultural sector, it is possible to understand the need for a greater strategic vision of its actors; especially considering the challenges they currently face (Ragazou et al., 2022). The effective implementation of the strategy and its indicators certainly allows organizational success towards a global vision (Dalisova et al., 2020).

Likewise, in the present study, the productivity levels present in agribusiness can be considered a key factor in the success of the strategy, which in studies such as those by Semko and Altukhova (2020) are considered key elements of analysis. On the other hand, Zakirova et al. (2019) mention the financial processes that occur in this industry. Then, Kholmukhamedova et al., (2022) mention the great challenge of the

agricultural sector to adapt contemporary strategic management models as a tool for development and competitiveness.

Finally, it is important to contrast the findings with Gómez-Silva et al., (2021), who developed a study on the Key Performance Indicator within the pork industry in Colombia, recognizing the shortcomings present in the sector and highlighting the importance of knowledge management as a tool to overcome these shortcomings.

Conclusion

According to the description of the phases of strategic implementation in agribusiness in Colombia, it is evidenced that they present weakness in business management in the phases of strategic implementation, which hinders the formulation of objectives, a strategic vision, and the evaluation of performance. Hence, the purposes outlined will not raise the quality of service, generate a production consistent with the business vision, or position the company according to economic aspirations in local, national, and international trade.

The agribusinesses require analyzing the implementation of management strategies that lead to a space of privilege in the international environment and that guide the rush of its mission, in addition to projecting itself towards international markets and, from this, achieving the strategic goals of the same. On the other hand, it was evident that the management of agribusiness around the formulation and setting of goals always considers the capacities in each area of the company, the movements of the environment, and its financial capacity.

When studying the establishment of policies, the management staff considers that these always lead to the achievement of business goals, in addition to being considered at the time of decision-making of the entity and that management draws these policies considering the goals of the entity. Regarding the processes of execution of the strategy, the agribusiness managers explained that human talent is always essential to execute said strategy and that establishing control systems and resources is considered for such execution.

In agribusiness, strategic execution is sometimes guided by managers, where planning and organization are vital to achieving the goals set. In this sense, strategic execution does not reveal planning as a tool that contemplates a sequential and processual process of activities that operationally enables production possibilities and the establishment of competitive markets.

It should be noted that the implementation of the logistic regression model allows the demonstration of the incidence of the variables on the development of the strategic implementation, such as setting goals, establishing policies, and executing the strategy. Agribusinesses sometimes develop evaluation as a process that must be prioritized by the will of the managers since they must ensure that everything goes according to plan. Given this reality, not carrying out this process will not allow the establishment of corrective measures to improve what needs to be improved, making it impossible to continue with the aspirations set out in the strategic vision.

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ANALIZA WDRAŻANIA STRATEGII ZARZĄDZANIA W SEKTORZE AGROBIZNESU W KOLUMBII

Streszczenie: Obecna sytuacja sektora rolnego na całym świecie wymaga strategicznego procesu zarządzania, który pozwoli przezwyciężyć wielkie wyzwania związane z globalnym zrównoważonym rozwojem. W ten sposób niniejsze badanie przedstawia nową wizję menedżera kolumbijskich przedsiębiorstw rolnych. Celem badania jest opisanie procesu strategicznego wdrażania w sektorze agrobiznesu w Kolumbii. Badanie zostało opracowane w paradygmacie pozytywistycznym, w ramach koncepcji empiryczno-indukcyjnej, kierowane było metodologią ilościową. Próba badawcza składała się z 72 uczestników, w tym menedżerów, asystentów menedżerów i dyrektorów kolumbijskich przedsiębiorstw z sektora agrobiznesu. Technika zastosowaną do zbierania informacji był kwestionariusz z 5 opcjami odpowiedzi na skali Likerta. Badane organizacje priorytetowo traktują kapitał ludzki i istniejące zasoby w swoim podejściu do zarządzania, podkreślając ich rolę w realizacji strategii, projektowaniu kontroli i stosowaniu modeli regresji logistycznej. Według respondentów, badane firmy mają słabe punkty w procesie wdrażania strategii zarządzania, ponieważ jej implementacja czasami prowadzi do orientacji na cele i politykę, co utrudnia osiągnięcie celów strategicznych.

Słowa kluczowe: Formułowanie strategii, kierunek, skuteczność strategii