

Research Article

Diagnosis for the Implementation of the Management Strategy in the Basic Cooperative Production Unit "MICONS" in the Trinidad Municipality

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Abstract

The implementation stage of the management strategy of any organization is a complex process and is conditioned by a series of factors, both intrinsic and extrinsic to the context where the organization itself is developed. The agricultural sector of the Trinidad Municipality, Sancti Spiritus Province, Cuba faces a series of problems, both organizational, structural, leadership and economic, where the lack of existence and application of management tools that facilitate the efficiency of the processes themselves. The management problems are currently limitations that prevent the desired progress towards sovereignty and sustainability of the agricultural sector at a territorial level. The UBPC "MICONS" is a productive form that among its limitations are the management problems, achieving in a first stage the elaboration of a management strategy; however, it has not been possible to implement it, with the realization of this work it is intended to: Diagnose the conditions by area of key results that appeared in the Basic Unit of Cooperative Production MICONS in order to implement the management strategy allowing the achievement of the proposed objectives and reach higher levels in its development as an organization, for this it was necessary to apply scientific research tools that would allow to diagnose the real conditions existing in the four areas of key results declared in its management strategy, in order to establish a set of actions that would allow its implementation, showing the research that in all areas of key results there are serious limitations that prevent a correct implementation of the strategy.

Keywords

Implementation, Strategy, Management, Sector, Limitations

1. Introduction

The achievement of the objectives that companies propose in their business plan encounters difficulties, not so much in the design, but in the actions to achieve them, as shown by studies carried out by different authors [2].

The implementation or execution of the strategy is to make everything happen through a correct administrative exercise

[3], that is, implementing and executing the strategy implies procuring the actions, conducts and specific conditions necessary for an adequate operation that supports the strategy and continues until results are achieved; which is different from the design of a strategy, which is essentially an activity dictated by the market [1].

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The execution of the strategy is also known as the action stage of strategic management. This stage is often considered the most difficult stage within strategic management [4].

According to the Wharton-Gardner Survey [5], there are several obstacles that can prevent the proper execution of a management strategy, including:

- 1) Inability to effectively manage change or overcome internal resistance to change.
- 2) Attempt to execute a strategy that is in conflict with the existing power structure.
- 3) Poor or inadequate information exchange among individuals or business units responsible for strategy execution.
- 4) Unclear communication of responsibility and/or accountability for execution decisions or actions.
- 5) Poor or vague sense of strategy.
- 6) Lack of ownership of a strategy or execution plans among key employees.
- 7) Lack of guidelines or a model to guide strategy execution efforts.
- 8) Inability to generate acceptance or agreement on crucial execution steps or actions.
- 9) Lack of understanding of the role played by organizational structure and design in the execution process.
- 10) Lack or insufficient incentives to support execution objectives.
- 11) Insufficient financial resources to execute the strategy.
- 12) Lack of support from senior management for the execution of strategies.

The content of the strategic management process has not been perfectly defined from the beginning and in fact there is a great imbalance in the concern, both theoretical and practical, for the problems of strategy formulation (strategy-making) with respect to the specific treatment, much later but important, on the implementation of the strategy, and the basically theoretical study of the control phase [7].

A general definition of strategic control, which includes all its current characteristics, is the one proposed by [9], which states:

(Strategic control) establishes the criteria that define a strategic performance, motivates managers to achieve results in accordance with them, allows a rapid identification of strategies that deviate from the expected path and when necessary, triggers the process of formulating a new strategy or determining better means for its implementation [10, 13].

In Cuba, planning processes have maintained the idea of verticality in the economy, short-termism and the lack of articulation of national, sectoral and territorial interests, which has prevented long-term strategic thinking that guarantees sustained economic growth by improving the quality of life of all citizens. This logic of thinking changed as a result of the implementation of the guidelines of the economic and social policy of the party and the revolution and the subsequent process of conceptualization of the Cuban economic model of socialist development and the preparation of the national

economic development plan until 2030, although in practice it has not been possible to achieve an instrument of strategic plans that integrates those that exist today, namely the General Plan for Territorial Planning (PGOT), the Municipal Comprehensive Development Plan (PDIM) and the National Economic Plan (PEN), so that they integrate national, sectoral and territorial interests [11, 14].

According to the Local Development Strategy [12], the Municipality of Trinidad has its Local Development Strategy, in which six strategic lines appear very well defined, in its aspirations to achieve food sovereignty and territorial sustainability, where due to its significance for the aforementioned aspirations, the following appears as the first strategic line: Productive Transition with Science and innovation towards Food Sovereignty and Security, and appears as the General Objective: Support and promote the production of agricultural and non-agricultural foods with a nutritional focus and achieve efficient and rational use of endogenous resources and the agricultural fund of the municipality, contributing to its economic reactivation. The current situation in the agricultural sphere of the municipality is: Municipality that lacks food sovereignty, without a productive tradition and with a considerable increase in the floating population.

Therefore, any tool, process or instrument that allows the achievement of the general objective mentioned in the previous paragraph must be taken into account.

The UBPC MICONs is one of the productive forms that the agricultural sector in the Municipality of Trinidad has today, and that plays an important role in achieving the objective proposed in the first strategic line of the Local Development Strategy of this municipality; [12], made a diagnosis and proposed a management strategy for this institution, based on the fact that it did not exist. As previously stated, it is not only a matter of diagnosing and establishing a management strategy that allows the organization to achieve the proposed objectives; but also its implementation, which requires the creation of a series of conditions so that it can function efficiently, and not be shelved.

Based on the above, the following Scientific Problem is established:

Scientific Problem of the Research:

How to implement the management strategy in a MICONs Cooperative Basic Production Unit to achieve an efficient execution of the same?

Hypothesis

If the management strategy is implemented in the MICONs UBPC, the entity will be able to move to higher levels of efficiency in its work and to achieve its objectives.

General Objective:

Diagnose the conditions by area of key results that have appeared in the MICONs Cooperative Basic Production Unit in order to implement the management strategy allowing the achievement of the proposed objectives and reach higher levels in its development as an organization.

2. Materials and Methods

2.1. Characterization of the MICONS Basic Cooperative Production Unit

This unit is located approximately 30 km from the Municipality of Trinidad, specifically in the town of Palmarito, it has a total land area of 911.7 ha, of which the agricultural area is 780.67 ha, with 131.03 ha uncultivated, it has an incomplete workforce to guarantee its social purpose, with a total of 75, of which 64 are direct to production and 11 indirect, the predominant school level is 9th Grade, its staff does not have any specialization or degree in the agricultural profile, it is dedicated to sugarcane production and various crops, distributed as follows: 20 ha to rice cultivation, 3 ha to beans, 6 ha to corn, 6 ha to tomatoes, 1 ha to banana, 2 ha to bananas, 1 ha to corn... Of the 15 ha of Bonito, 15 ha are for the cultivation of Pumpkin and 2.0 ha are planted with Cassava. The rest of the agricultural surface is used for the production of Sugar Cane. Production losses are reported due to pest attacks, mainly in Beans. Bonito reports losses due to drought and in the case of Banana, losses are reported due to the incidence of strong winds associated with weather events. They do not have machinery to carry out the agricultural tasks that the crops need, they lack an irrigation system to cover the agricultural surface. Two systems of payment of salaries to the workers are used: Payment for results and Payment for performance,

the average salary of a worker being \$3,094.60. The costs incurred by the unit are in the order of 3 million 405 thousand pesos per month. Production plans are not met for various crops, although they are met for sugarcane. There is a low supply of inputs necessary to guarantee production, a low level of agricultural implements, they do not cover the needs of the work carried out on the planted crops, and those that are available are in poor technical condition.

2.2. Development and Application of Tools to Obtain Information

In order to successfully carry out this stage, two stages were outlined within the research: a first stage of analysis of the management strategy presented by the UBPC "MICONS", where the four key result areas proposed by the aforementioned strategy were reviewed and analyzed, specifically each action plan proposed by key result area was reviewed and analyzed, below are the different action plans existing by key result areas.

Action plans by key results area.

ARC No. 1: Human resources management.

Objective No. 1: Plan, organize and control all human resources and training functions in the cooperative through the design and implementation of a comprehensive management system.

Table 1. Human Resources Management Action Plan.

Actions	Place	Responsible	Participant	Compliance date
A short- and medium-term employment program is being developed, which includes improving care for workers and their families, in order to supplement and stabilize the workforce.	UBPC	Head of Human Resources	Involved	Biannual
The balance of the workforce for cultural care and crop work is carried out and updated frequently.	UBPC	Head of Human Resources	Involved	Biannual
Training is provided to professional technical staff and cooperative members on business strategy.	UBPC	Head of Human Resources	Agriculture Delegation Trinidad Municipal University Center	Quarterly
A training strategy is designed and implemented for members of the Board of Directors and workers on planting, cultural work and harvesting in various crops and sugarcane and economics.	UBPC	Head of Human Resources	Members of the Board of Directors, workers	Bimonthly
A plan is implemented to control and improve the working and living conditions of UBPC members and their families.	UBPC	Head of Human Resources	Board of Directors	monthly

ARC No. 2: Management of agricultural machinery and irrigation.

Objective No. 2: Acquire, organize and plan the efficient use of agricultural machinery and irrigation, to help prevent crop losses and increase yield per crop area.

Table 2. Action plan for the management of agricultural machinery and irrigation.

Actions	Place	Responsible	Participant	Compliance date
Prepare, present and obtain approval of a financing project with NGOs or National Programs that allow the acquisition of a minimum amount of irrigation machinery and equipment that will allow for greater yields per crop area.	UBPC	Board of Directors	Board of Directors, IBPC workers, Municipal Local Development Project Team and Trinidad Municipal University Center	First Semester Year 2023.
A system of exploitation of machinery is implemented for each cultivation area.	UBPC	Hehe Machinery	Involved	monthly
An irrigation system is implemented for each crop area.	UBPC	Hehe Machinery	Involved	monthly
Technical maintenance and repair of machinery and irrigation system is carried out.	UBPC	Hehe Machinery	Involved	monthly
Minimum tillage is used and the combination with the use of animal traction increases productivity and reduces costs.	UBPC	Hehe Machinery	Involved	Cada vez que se realiza una labor de preparación de tierras o en cada atención requerida por el cultivo.
Strict control is maintained over compliance with indicators on the use of fuel and lubricants in correspondence with the consumption rates established for each piece of equipment and task.	UBPC	Hehe Machinery	Involved	monthly
A plan is established for the conservation of facilities, equipment, implements and spare parts.	UBPC	Hehe Machinery	Involved	Quarterly

ARC No. 3: Management of agricultural production.

Objective No. 3: Increase the satisfaction of internal and external demand for food, thereby improving the living conditions of the people.

Table 3. Management of agricultural production.

Actions	Place	Responsible	Participant	Compliance date
The Production Plan is fulfilled.	UBPC	Head of Agricultural Production	Involved	monthly
A pig agreement is made for the introduction of dark-coated pigs.	UBPC	Head of Agricultural Production	Involved	biannual
A Genetic Improvement Plan is introduced for all animals, seeking to increase meat and milk production.	UBPC	Head of Agricultural Production	Involved	Quarterly
An organoponic is being built	UBPC	Head of Agricultural Production	Involved	First Semester of 2023
100% of the unit's agricultural surface is put into operation.	UBPC	Head of Agricultural Production	Involved	monthly

ARC No. 4. Economic management.

Objective No. 4 Guarantee all the control regulations of the implemented system, the economic and internal control procedures, which guarantee the economic policies of business improvement.

Table 4. Economic management.

Actions	Place	Responsible	Participant	Compliance date
Work begins on the digitalization of the unit's economic system.	UBPC	UBPC Board of Directors and UBPC Economic Chief.	Involved	Quarterly
Payment for the quality of productions is implemented as an indicator.	UBPC	Chief Economic Officer.	Involved	monthly
Technical advice is provided on economic management issues.	UBPC	Chief Economic Officer.	Economic Chief and Municipal University Center Trinidad.	monthly
A budget system is implemented by area of administrative responsibility and by block.	UBPC	Chief Economic Officer.	Involved	monthly
Planting plans and other investments are monitored according to project, execution and evaluation requirements.	UBPC	Board of Directors and Chief Financial Officer.	Others involved	monthly
The economic results are checked in correspondence with the resources delivered and allocated by each production or service area in the unit.	UBPC	Board of Directors and Chief Financial Officer.	Involved	monthly
The assigned resources are allocated and controlled, ensuring that they reach as quickly as possible those areas that can reverse the expenses most quickly.	UBPC	Board of Directors and Chief Financial Officer.	Involved	monthly
Compliance with the use of the budget and the performance of the unit's economic indicators are reported throughout the unit's meeting system.	UBPC	Chief Economic Officer.	Involved	According to the unit's Meeting Plan.
Compliance with employment and production contracts with other natural and legal entities is systematically reviewed.	UBPC	Board of Directors and Chief Financial Officer	Involved	monthly
Outstanding accounts receivable or payable are settled. monthly	UBPC	Board of Directors and Economic Chief	Involved	monthly

In a second stage, a work team was formed, made up of several specialists, both from the agricultural sector, as well as university professors, to undertake the task of preparing the survey to be applied. To do this, an analysis was carried out for each area of key results, of the actions contemplated individually, and on the other hand, the methodology for its application was designed, which was established in the manner that appears below: a sample of 15 people was chosen at random, including samples of the different components in human resources that make up the UBPC, with a representation of managers and workers. The survey was applied to all of them, recording the results per survey in a notebook, maintaining anonymity per survey applied.

2.3. Processing the Results of the Survey

For this stage, the qualitative results obtained in the survey

were converted into quantitative results and their subsequent interpretation [6, 8].

3. Results and Discussion

3.1. Qualitative Results of the Applied Interviews

As a result of teamwork, made up of specialists from the agricultural sector and professors from the municipal university center of the territory, an interview model was developed and applied, which was applied to the managers and workers of the UBPC MICONS, making a summary of the results by key results area, which appear below:

ARC 1. Human Resources Management.

1. A short and medium term employment program is de-

veloped, which includes the improvement of attention to the worker and his family, to complete and stabilize the labor force.

Is the short and medium term employment program prepared? Yes--X---No---

If it is not prepared, explain the reasons. There is a lack of knowledge about what an employment program is and how it is prepared.

There are actions to provide attention and stimulation to workers in isolation. Yes---X-----No-----

If the answer is positive, name the ones that exist and how they are carried out, and if they are applied to 100% of the workers. Among the actions, the sale of some products in some areas at affordable prices is indicated. These sales are made to 100% of the human resources existing in the unit, although it is alleged that they are in few areas, and in very low quantities and in an unsystematic way. Sales of products not obtained in the entity are also made.

If the answer is negative, explain the reasons that prevent attention and stimulation to each worker.

Are there isolated actions to provide attention to the families of workers? Yes---X---No-----.

If the answer is yes, how often is this care provided? What actions are carried out to care for the family?

Occasionally, trips to the beach and visits to historical sites are made, such as the Che Monument.

If the answer is no, explain the reasons that prevent care for the workers' families. It is suggested that the production levels achieved do not allow for the families of workers to be covered.

2. Is the labor force balance for cultural care and crop work performed and updated frequently?

Is the labor balance applied for cultural care and crop work? Yes-----X---No-----

If the answer is yes, state the frequency with which it is carried out and which cultural care and crops face difficulties with the use of labor. Explain whether there is specialization of the workforce in the cultural tasks they perform on crops. A monthly update of the workforce needs is carried out, however the unit's number of agricultural workers directly involved in production is not cover, this prevents the coverage of the labor needs per crop and per work required for each crop, the tasks of hoeing and hoeing are the most difficult.

If the answer is negative, explain the causes that prevent the realization of said balance.

3. Training is carried out with professional technical personnel and cooperative members in matters of business strategy.

Have training actions been carried out for professional technical personnel and cooperative members in matters of business strategy? Yes-----X---No-----.

If your answer is positive, name some of the training actions carried out, by whom they have been certified, what percentage of the labor force has received said actions. Yes, there are some managers who are enrolled in the Economics degree taught by the Municipal University Center of Trinidad, others have taken the administrative management course

taught by AZCUBA.

Is there a training plan in the unit? Yes---X-----No-----.

If the answer is negative, what are the reasons for the non-existence of said plan? There is a lack of knowledge of what a Training Plan is in the majority of the interviewees, these same people state that they do not know how it is structured, or who is responsible for its development.

4. A plan is implemented for the control and improvement of the working and living conditions of the members of the UBPC and their family.

Is a plan implemented for the control and improvement of the working and living conditions for the members of the UBPC and their family? Yes-----X-----No-----

If the answer is positive, explain actions carried out in this regard, if said actions cover 100% of the workforce. The needs of 100% of the workers cannot be covered, at this time two houses for workers are being built with the entity's own resources, the sick and the most vulnerable families are cared for.

If the answer is negative, what are the reasons that prevent the existence of said plan.

ARC No. 2: Management of agricultural machinery and irrigation.

1. Prepare, present and obtain approval of a financing project with NGOs or National Programs that allow the acquisition of a minimum amount of machinery and irrigation equipment that will allow for greater yield per crop area.

Is there a project that allows for the acquisition of machinery and irrigation equipment? Yes--- No-----X-----.

If your answer is negative, explain the reasons that have prevented the success of the project. There are no trained people who can prepare, present and defend a project.

If your answer is positive, explain the benefits that the project has reported in this area.

If your answer is positive, name the project and results obtained in the improvement of the machinery and irrigation of the unit.

2. A system of exploitation of the machinery for each crop area is implemented.

Is a system of exploitation of the machinery for each crop area implemented? Yes---X--- No-----.

If the answer is yes, how does it work, influence on yields? It must be said that of the seven tractors available to the entity, only three work, and not at full capacity, these teams have a decisive impact on the production volumes obtained. There is an exploitation plan limited by the low technical availability of the equipment, there is a lack of spare parts.

If the answer is no, what are the causes that have prevented the implementation of said system?

3. Is it possible to implement an irrigation system for each crop area?

Are 100% of the crop areas covered with an irrigation system? Yes-----No-----X---

If the answer is yes, what is the % of area covered?

If it is no, what is the reason why the area has not been covered with irrigation, what percentage has been managed to

be covered. No percentage of irrigation is covered in the areas under cultivation, there is a lack of irrigation systems and machines.

4. Technical maintenance and repair is carried out on machinery and irrigation systems.

Is a technical maintenance system being implemented for the machinery? Yes--X-----No-----.

If the answer is positive, state what the achievements and limitations of this system have been. Although the system has been designed, its implementation is achieved on a very small scale, there is a shortage of lubricants and spare parts, as an achievement it can be said that three of the seven tractors that the entity currently has have been kept running.

If the answer is negative, explain the reasons for not having this system.

Is there a maintenance system for irrigation equipment? Yes---X--No-----.

If the answer is negative, explain the reasons for its non-existence.

5. Is minimum tillage used and the combination with the use of animal traction to increase productivity and reduce costs.

Is the minimum tillage alternative used in crops? Yes---X--No-----.

If the answer is positive, establish the relationship obtained with the production costs. There are three yokes of oxen, which contribute to reducing the production costs in some crops.

If the answer is negative, explain the reasons for its non-application.

Is animal traction used for soil preparation and cultural care of crops? Yes---X---No-----.

If the answer is negative, explain the reasons.

Is animal traction linked to minimum tillage? Yes--X----NO-----.

If the answer is negative, explain the reasons.

6. Strict control is maintained over compliance with the indicators on the use of fuel and lubricants in accordance with the consumption indices established for each team and task.

Is there an action plan for saving fuel and lubricants? Yes-X----No-----.

If the answer is negative, explain the reasons for its non-existence.

If the answer is yes, please state the gains in this regard. The CDA model, CL8, CL10 and the liter test are used, which helps in the rational use of energy carriers.

7. A plan for the conservation of facilities, equipment, implements and spare parts is established.

Is there a plan to conserve facilities, equipment, implements and spare parts? Yes-----X----NO-----

If the answer is positive, how many pieces of equipment and implements benefit from it? Tractors that are not in use are kept in a state of preservation, that is, four, mowers and cutting and earth breaking equipment are also kept preserved.

What percentage of the facilities benefit from it? There is

10% of facilities under maintenance and recovery.

If the answer is negative, explain the reasons for their non-existence.

ARC No. 3: Management of agricultural production.

1. Is the Production Plan fulfilled.

Is there compliance with the production plan? Yes---X---NO-----.

If the answer is positive, what percentage is it fulfilled, in which crops is it fulfilled? The Milk Plan is fulfilled by 107% and the Meat Plan by 101%. The Plan for various crops and vegetables is not fulfilled.

How is the estimate made for this plan? The estimate is made based on figures established with the national balance in meat and milk.

If the answer is negative, explain the reasons for non-compliance.

2. A pig agreement is made for the introduction of dark-coated pigs.

Does the agreement exist? Yes-----X---No-----.

If the answer is positive, what are the results. It is being implemented with AZCUBA.

If the answer is negative, the reasons for not carrying out the agreement.

3. A Genetic Improvement Plan is introduced for all animals, seeking an increase in meat and milk production.

Does the Genetic Improvement Plan exist? Yes---X---No-----.

If the answer is positive, what are the animal breeds benefited, in what percentage, what percentage does this plan cover of the total animal mass available to the institution. It was not possible to obtain figures in this regard.

Does this plan achieve an improvement in the institution's results in meat and milk production? Yes-----X---No-----.

If the answer is positive, what is the increase in production in the two areas mentioned with respect to the implementation of the same? The Milk Plan is exceeded by 7% and the meat Plan by 1%.

If the answer is negative, why is production not increased in both areas?.

If the Genetic Improvement Plan does not exist, what are the reasons for its nonexistence?.

4. An organoponic farm is built

Is there an organoponic area? Yes---X----No-----.

If the answer is yes, what vegetables are planted, what is the yield achieved per square meter of planted area in the organoponic farm. Leafy vegetables are planted mainly, the yield levels are low, 20 kg per square meter of surface are not achieved.

If the answer is no, the causes of non-existence.

5. 8 yokes of oxen are tamed.

Have you managed to tame oxen? Yes---X---No----

If the answer is yes, how many teams have you tamed? Do the number of teams tamed cover the needs for soil preparation and cultural care required by the crops that the unit has? Only 5 teams are donated, they do not cover the needs re-

quired by animal traction in the planted crops.

If the answer is no, why is this not being put into practice?

6. Is 100% of the agricultural surface of the unit put into operation?

Is 100% of the agricultural surface of the unit exploited? Yes-----No----X--.

If the answer is no, why is this not being exploited? Only 70% of the 937ha of agricultural surface that the unit has today is exploited.

What is sufficient agricultural surface?

What percentage is currently in operation?

ARC No. 4. Economic management.

1. Work has begun on the digitalization of the unit's economic system.

Has the digitalization of the unit's economic system been achieved? Yes---X---No-----.

If the answer is positive, 100% of the unit's economic activity is digitalized; if it is not covered, what are the reasons? The highest percentage of economic activity is covered digitally, although there are software and hardware deficiencies in this regard.

If the unit's economic system is not digitalized, what are the reasons for not having achieved this.

2. Payment for the quality of production is implemented as an indicator.

Have you implemented the indicator of payment for quality in production? Yes-X---No-----.

If the answer is positive, what are the benefits achieved and the amount allocated to this payment, origin of this item. Higher remuneration per worker and increase in the quality of agricultural production. If the answer is negative, reasons for non-implementation.

3. Is technical advice provided on economic management issues?

Is there technical advice on economic management issues for the unit? Yes-X---No-----+.

If the answer is positive, who provides the advice and on what issues? The Municipal University Center for training professionals in the undergraduate level, mainly in the Economics career, and AZCUBA for postgraduate level in the management of process management.

If the answer is negative, reasons for the non-existence of advice.

4. A budget system is implemented by area of administrative responsibility and by block.

Is the unit's budget broken down by area of administrative responsibility and block? Yes-X---No-----.

If the answer is positive, all members are familiar with this breakdown, it is discussed and approved by consensus. Yes, it is discussed with the members in assemblies.

If the answer is negative, what are the reasons for not implementing this measure?

5. Are planting plans and other investments controlled according to the project, execution and evaluation requirements?

Is there control of planting plans and other investments according to the project, execution and evaluation requirements? Yes-X---No----

If the answer is positive, what is the systematic nature of the control and how is it carried out? It is carried out monthly.

If the answer is negative, what are the reasons for not implementing it?

6. Are the economic results checked in correspondence with the resources delivered and allocated by each production or service area in the unit?

Is there a check of the economic results in correspondence with the resources delivered and allocated by each production or service area in the unit? Yes --X---No-----.

If the answer is affirmative, what is the systematic nature of its implementation and how is it carried out? Monthly, first before the board of directors and secondly in the workers' assembly.

If the answer is negative

7. Are the assigned resources allocated and controlled, ensuring that they reach the areas that can most quickly reverse the expenses as quickly as possible.

Are the resources allocated to the areas that can most quickly reverse the expenses? Yes----X---No-----.

If the answer is positive, which are these areas and how is the implementation carried out in the areas of cultivation, milk and meat production?

If the answer is negative, what are the reasons for not importing the measure?

8. Are compliance with the use of the budget and the behavior of the economic indicators of the unit reported throughout the unit's meeting system?

Is there an information system that discloses the use of the budget and the behavior of the economic indicators for the unit? Yes---X--No-----.

If the answer is affirmative, what is the frequency with which they are carried out and how is it monthly and half-yearly.

If the answer is negative, what are the causes of non-implementation.

9. Compliance with employment and production contracts with other natural and legal entities is systematically reviewed.

Is there an efficient system for compliance with employment contracts with other natural and legal entities? Yes---X--_No----

If the answer is negative, what are the causes of noncompliance and the percentage of noncompliance?

10. Are outstanding accounts receivable or payable settled? Are there accounts receivable or payable? Yes----No-----X-----.

If the answer is affirmative, what are the number of accounts, what percentage do they represent in relation to the total and the causes?.

When analyzing the qualitative results obtained through the application of the interview, it can be observed that both by area of key results, and in general, there are a series of ele-

ments in a positive way that tip the balance in favor of the execution of the management strategies of the UBPC MICONS, highlighting within them that: there is a work system established at the level of the management group and between this and the group of workers, there are training plans, training is carried out, there is payment for performance, workers and their families are encouraged, workers and their families are cared for, there is a maintenance plan for machinery and facilities, a limited number of tractors and agricultural implements are kept in operation, energy carriers are saved, animal traction is used as an alternative for land labeling and cultural attention to crops, there are no accounts payable or receivable, among others, if this is divided into

three fundamental fronts: attention to man, use of technology and techniques to obtain yields and finally the economic factor, then it can be said that from The quantitative point of view is dominated by the conditions under which the UBPC MICONS management strategy can be executed.

3.2. Quantitative Results of the Applied Interview

As a result of the application of the interview applied to leaders and workers of UBPC MICONS, the following quantitative results were obtained, which are quantified by key results area, see Table 5:

Table 5. Quantitative results of the applied interviews.

Key Results Area	Total actions implemented by key results area	Number of actions applied by key results area that are fulfilled	Number of actions applied by key results area that are not fulfilled
Key Results Area #1	7	7	0
Key Results Area #2	10	7	3
Key Results Area #3	6	5	1
Key Results Area #4	10	9	1
Total (in %)	100%	84,8%	15,5%

As can be seen in the table above, of a total of 33 proposed actions in the four key results areas of the action plan established in the UBPC MICONS management strategy, which constitute 100% of them, 28 are fulfilled, this means 84.8% of the total proposed actions, and 5 actions are not fulfilled, which means 15.5% of the total proposed actions, this means that quantitatively the highest percentage of actions of the total established by key results area are fulfilled, so it is feasible and the conditions are created from the quantitative point

of view so that the management strategy designed previously for UBPC MICONS can be executed.

To strengthen the above criterion, an ANOVA test was performed to compare the means, which appears below:

Two-way ANOVA
 Statistical significance: true
 P = 0.0004 *
 Calculated F Value = 39.3529
 Critical F Value = 5.1433

Table 6. Post Hoc Table: (adjusted p values).

(* Means statistically significant difference)

	Total actions by Key Results Areas	Number of actions completed by key results area	Number of actions not completed by key results area
Total actions by Key Results Areas	-----	0.188	0.0002*
Number of actions completed by key results area	0.188	-----	0.0005*
Number of actions not completed by key results area	0.0002*	0.0005*	-----
		C.V=8.60 %	C.V=5.11%
		E.E=+/-0,816	E.E=+/-0.629

By analyzing the results that appear in the table above, it can be established that there are significant differences between the values of the means of the number of actions that are not fulfilled with respect to those that are fulfilled, there are also significant differences between those that are not fulfilled and the total number of actions proposed in the UBPC MICONS action plan, the value of the means of the actions that are not fulfilled being the lowest compared to the value of the means that are fulfilled and also lower compared to the value of the total of the means established in the aforementioned action plan. On the other hand, there are no significant differences between the value of the means of the actions that are fulfilled in the action plan and the total number of actions that appear in the action plan, showing the highest values. Therefore, in general terms, it can be established that from a quantitative point of view, the values of the averages of the actions that are fulfilled are the highest, and as they do not show significant differences with the total of actions proposed in the action plan of the UBPC MICONS, then it can be confirmed that from a quantitative point of view, they are the values that decide on the total of actions of the established action plan, therefore it can be affirmed that from a quantitative point of view, the conditions for the execution of the management strategy previously designed and established for the UBPC MICONS have been created.

3.3. Weaknesses and Threats Detected in the Action Plan

Weaknesses:

- 1) The workforce is not yet complete.
- 2) There are no national or international projects that help generate additional income for the economy of the UBPC.
- 3) Low technical availability of the existing machinery.
- 4) They have 30% of the cultivated surface in an idle state.
- 5) They do not have any irrigation coverage for the total agricultural surface in exploitation.
- 6) Adequate yield is not achieved in the planted or sown crops, there is a low diversification of crops.

Threats:

- 1) Galloping inflation of the national currency.
- 2) Double currency circulating in the national economy.
- 3) Distortions in the national economy.
- 4) Economic and financial blockade against Cuba.
- 5) Climate Change.
- 6) Wars in different geographic regions, which are important for the National Economy.

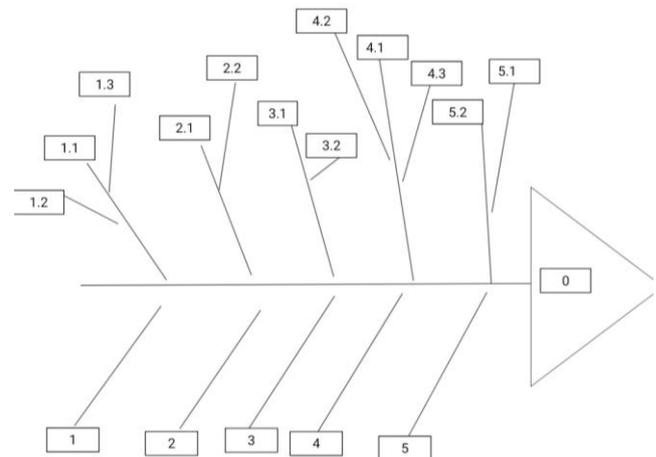


Figure 1. Ishikawa Diagram.

- Chart legend:
- 1: Workforce template not yet complete.
 - 2: They lack national or international projects that help generate.
 - 3: Low technical availability of existing machinery.
 - 4: They have 30% of the cultivated area in a fallow state.
 - 5: They do not have any irrigation coverage for the entire agricultural area in operation.
 - 1.1: Low agricultural yield.
 - 1.2: Low quality of agricultural work.
 - 1.3: The production plan is not met.
 - 2.1: There are no additional sources of income.
 - 2.2: There is one less option to improve the income and expense balance.
 - 3.1: Low agricultural performance.
 - 3.2: Technical exhaustion of existing machinery.
 - 4.1: Low agricultural performance.
 - 4.2: Additional expenses.
 - 4.3: Appearance of pests and diseases.
 - 5.1: Low agricultural performance.
 - 5.2: Loss of optimal soil conditions.
 - 0: Weaknesses.

As can be seen in the Ishikawa graph that appears above, the five weaknesses that are the result of the actions that are not carried out are established in the lower spines, which are the result of the diagnosis carried out. These weaknesses, although from a quantitative point of view, only represent 15.5% of the total actions contained in the action plan of the strategy designed in advance for the UBPC MICONS; However, from a qualitative point of view, when analyzing the consequences that they can cause, which appear highlighted in the upper spines of the Ishikawa graph, it can be clearly seen that several of the consequences caused by the weaknesses shown, and which at the same time constitute actions that have not yet been fulfilled, said consequences constitute limitations, in the short, medium and long term, which if not solved, can jeopardize the objective of being able to efficiently execute the development strategy designed for UBPC

MICONS. Therefore, it is extremely necessary to establish an action plan that allows an immediate solution to said weaknesses and can quickly and efficiently execute the management strategy proposed for the entity.

3.4. Proposed Action Plan to Eliminate or Reduce the Weaknesses Found in the Action Plan of the UBPC MICONS Management Strategy

Table 7. Action plan.

Weaknesses	Proposed actions to eliminate or reduce the weakness	responsible for	Compliance date
Workforce template not yet complete.	Payment of wages that correspond to the worker's performance, without limits in amount and that exceeds the minimum wage established for other sectors in the country	Head of Human Resources and Director of UBPC MICONS	Last quarter of the year 2024
	Seek to ensure that part of the payment to workers is in freely convertible currency.	Head of Human Resources and Director of UBPC MICONS	Last quarter of the year 2024
	Improve the conditions of workers within the entity, improving nutrition, rest and recreation conditions.	Head of Assurance and Logistics. Director UBPC	Last quarter of 2024 and all of 2025.
	Improve attention to men, cover clothing and footwear needs, delivery of food modules, with greater product diversification and in a more systematic way.	Head of Assurance and Logistics. Director UBPC	Last quarter of 2024 and all of 2025.
	Follow a policy of building and delivering housing for workers and their families, with the greatest possible comfort and as close as possible to the work areas	Head of Assurance and Logistics. Director UBPC	Last quarter of 2024 and all of 2025.
	Establish alliances with the Youth Labor Army to jointly implement alternatives that allow temporarily or permanently covering the lack of labor force that the UBPC shows.	Director of UBPC and Head of Human Resources.	First half of 2025
	Educational work with families, especially with those of UBPC workers, seeking generational change in the workforce with the workers' own families.	UBPC management group, UBPC workers themselves	Last quarter of 2024 and all of 2025.
2- They lack national or international projects that help generate additional income for the UBPC economy.	Create a UBPC working team that can develop projects and achieve its own project portfolio.	Director of UBPC.	Last quarter of 2024.
	Establish working and advisory relationships with the project group of the Municipal University Center of Trinidad.	UBPC management team.	Last quarter of 2024.
	Visit counterpart entities where there is experience in the development and execution of projects	UBPC Board of Directors.	Throughout 2025.
	Achieve the preparation and presentation of a project before the Board of Directors of the Assembly of People's Power of the Trinidad Municipality	Board of Directors and collective of UBPC workers.	Board of Directors and collective of UBPC workers.
3-Low technical availability of existing machinery.	Seek alternatives through projects that generate money or machinery for employment in the agricultural needs of the UBPC.	Board of Directors and collective of UBPC workers.	Throughout the year 2025

Weaknesses	Proposed actions to eliminate or reduce the weakness	responsible for	Compliance date
4_ They have 30% of the cultivated area in an idle state.	Strengthen the innovation and rationalisation movement at the UBPC level.	Board of Directors and collective of UBPC workers.	Throughout the year 2025
	Strict control of the use and maintenance cycle of agricultural machinery and implements.	Head of machinery and Director of UBPC.	Last quarter of 2024 and all of 2025
	Growth in the use of animal traction for breaking and tilling crops.	Head of Production and Director of UBPC.	Throughout the year 2025
	Immediately incorporate the existing idle agricultural land in the UBPC into food production or livestock production.	UBPC Board of Directors and the entity's group of workers.	Last quarter of 2024 and all of 2025.
	Develop a strategy to locate the right crop and the right amount of land.	UBPC Board of Directors and the entity's group of workers.	Last quarter of 2024 and all of 2025.
5- They do not have any irrigation coverage for the total agricultural area in operation.	Seek coverage through projects that allow the acquisition of some level of coverage with irrigation machines and systems.	Board of Directors and employees of UBPC.	Throughout 2025.
	To look for artisanal alternatives that allow irrigation of some of the agricultural land in the UBPC.	Board of Directors and employees of UBPC.	Throughout 2025.

The set of actions proposed in the previous action plan will allow to reduce or eliminate the weaknesses that currently exist and prevent the efficient execution of the management strategy established for UBPC MICONs.

4. Conclusions

Of a total of 33 actions proposed in the action plan for the management strategy of UBPC MICONs, 28 are fulfilled, for 84.8%, so that quantitatively the implementation of the management strategy at UBPC MICONs is feasible.

Most of the qualitative conditions have been created to be able to execute the management strategy designed in advance for UBPC MICONs.

There are a total of 5 actions that are not fulfilled for the implementation of the management strategy previously designed for UBPC MICONs.

The consequences that may arise for the efficient execution of the UBPC MICONs management strategy if the actions that are not fulfilled in the action plan of the UBPC MICONs management strategy are not immediately resolved were established using the Ishikawa Diagram.

An action plan was established that allows for a definitive solution or a reduction of the negative effects of the actions that are not fulfilled today in the action plan of the UBPC MICONs management strategy and that prevent the efficient implementation of said strategy.

5. Recommendations

It is recommended to put into practice the action plan established in this work, in order to contribute to reducing or eliminating the actions that are currently not fulfilled in the action plan of the UBPC MICONs management strategy.

Abbreviations

UBPC	Basic Cooperative Production Unit
ACEDE	An Integrated Control Model in the Strategic Management Process

Author Contributions

Delvis Vald és Zayas: Investigation

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Conflicts of Interest

The authors declare no conflicts of interest.

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