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THE AMSD MATRIX AS A DIAGNOSTIC TOOL FOR PLANNING SALES STRATEGIES: CASE STUDY

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Abstract: The main objective of the present investigation was to make a diagnosis of the company under study, which presents sales problems, using the Analytical Matrix for the Definition of Strategies (AMSD) as a tool, and in this way establish the proposal of improvement strategies to develop. Firstly, an investigation was carried out on the factors that affect sales, thus allowing the theoretical foundation for the establishment of variables of the present study. Subsequently, three research instruments were created; the first to measure the level of managerial knowledge of the company administrator, the second to measure the level of job satisfaction of the collaborators and the third to measure customer satisfaction, which, being based on other instruments already applied, have the validity property, however, this property was reinforced by means of the pilot test application and the split halves coefficient reliability test. Finally, based on the meta-analysis method, cross-sectional quantitative research was carried out, where results were obtained that demonstrate opportunities for improvement, where from the development of the AMSD, it was possible to propose the strategies that need to be developed to deal with the problem of low sales of the company under study.

Keywords: *Sales, Sales Factors, AMSD Matrix, Diagnosis.*

INTRODUCTION

As is known, MSMEs in Mexico play an important role in the country's economic sector, since they represent 99% of Mexican companies, generating 70% of jobs. This type of company suffers from constant problems, in relation to training and technological development issues (among others), so these companies cannot generate enough profits to develop and grow, and in the worst case, they are not capable to continue operating Chaves, G. (2021).

One of the main effects of this type of problem lies in the insufficiency to close sales, this being an important aspect for any type of company, since, in the absence of economic flow, it is not possible to maintain operations. The fact that a company does not generate sales depends on a series of factors that are directly and indirectly related, each one of them affects to a greater or lesser degree according to the nature of the business itself. For this reason, it is of the utmost importance that researchers focus on responding to the problems present in this type of company, since a referential framework can be generated that works as a guide and they have an opportunity to counteract the effects of these.

The present investigation is developed from a case study, corresponding to a microenterprise that offers training services in the State of Tlaxcala, where through an initial interview with the legal representative of the company, the presence of the problem is determined. of low sales within your organization, without the cause having been detected so far.

Based on the above, an area of opportunity was visualized, a study was carried out, starting with a diagnosis to know the sales factors that have the greatest impact on sales, in order to detect elements with an opportunity for improvement that may solve this problem.

THEORETICAL FRAMEWORK

The factors that directly affect the sales of companies can be categorized in different ways, but before delving into this topic, it is important to know what is conceptually known as sale, thus stating that sale is all that activity that installs in the so-called customers an impulse to purchase a product or service (Kotler, P., & Armstrong, G. ,2013).

In this way, the sales activity has become a process that involves different actors in

it, where the protagonist is the seller, who functions as a sender in the sense of providing information about a product or service to a recipient (customer). There are various sales processes, however, there are essential activities that must be present; the first corresponds to the closing of the sale, the second is to create links with the prospects so that in the end the third activity is carried out, collecting and organizing all possible information from the clients (Jiménez, S., 2014).

On the other hand, being the sales process one of the main activities in any business, there is a need to manage this activity, being the direct responsibility of the so-called sales force. The sales force corresponds to the team of sellers, with skills and abilities that allow them to capture the attention of a prospect, to provide them with information about a product or service and thus convert them into customers (Rodríguez, A., 2014).

There are several factors that affect sales processes; however, these are usually classified with respect to the control that the company has over them, regardless of whether they have a greater or lesser impact on the process itself. One of the main classifications of factors corresponds to the external environment of the organization, which represents all those elements that have a great influence on the decisions of managers, as well as on the formulation of their strategies, however, there is no type of control or manipulation over them, such is the case of economic, legal, political, technical, sociocultural and environmental factors (Johnston, M. W., & Marshall, G. W., 2009).

Another important classification is made up through the factors of the internal environment, such as the company itself, suppliers, intermediaries, customer markets, competitors and public. These factors are characterized by having a direct relationship with the organization and unlike the external environment, the company has some influence on them, as well as from them to the organization (Kotler, P., & Armstrong, G. ,2013).

There are authors, such as Taipe and Pazmiño (2015), who make a third classification of sales factors, removing the company factor from the internal environment and placing it aside, with the name of internal organizational environment, describing as factors of this classification to the administrative area of the company, the capacity of human capital, the financial area, the marketing area and the SWOT analysis.

Likewise, there are other factors that directly affect sales, within the internal organizational environment, such as goals, objectives and culture, human resources, financial resources, production capacity and supply chain, service capacity, and Investigation and development (Johnston, M. W., & Marshall, G. W., 2009).

DIAGNOSTIC

From the theoretical support on the classification of the factors that affect sales, it was possible to determine the variables, functioning as Independent Variable 1: Internal organizational environment; Independent variable 2: Clients; and, Dependent Variable: Job performance.

From these variables, three research instruments were adapted; It is necessary to clarify that, to give the validity property to the instruments, the items are based on instruments already tested and applied, these were adapted according to the needs of the present study. For the first variable, a structured interview addressed to the legal representative of the company under study was adapted, as well as a job satisfaction questionnaire that was applied to the trainers of the company under study; For variable 2, a customer satisfaction questionnaire was adapted to the customers of the company

under study. The application of the first instrument will allow knowing the level of managerial knowledge of the administrator of the company, the second instrument will allow measuring the job satisfaction of the trainers; the third instrument will show the level of satisfaction with respect to the services offered by the company under study.

METHODOLOGY

As mentioned, the instruments are an adaptation of others already applied and validated, in the sense of construct, content and variance of the measures, however, to reinforce the validity of these, pilot tests were carried out for each one, in the same way, to grant them the property of reliability, the method of split halves was used according to the results obtained after the application of pilot tests.

The first instrument was carried out in the form of a pilot test for the administrator of the company under study, where there was no problem in carrying it out. This instrument corresponds to the first dimension of independent variable 1, determining the level of managerial knowledge of the company administrator and made up of 60 items distributed as follows according to ten indicators: 1) Company values (made up of 10 items); 2) Human talent (made up of 13 items); 3) Sales process (made up of 4 items); 4) Suppliers (consisting of 9 items); 5) Market (made up of 8 items); 6) Competitors (made up of 3 items); 7) Legal political framework (consisting of 3 items); 8) Economic framework (made up of 3 items); 9) Sociocultural framework (consisting of 3 items); 10) Environmental framework (made up of 4 items). The data obtained from this instrument will be used to develop the SWOT matrix.

In the sense of pilot tests, the second instrument was applied to 5 trainers who have worked with the company under study, but who did not sign up to develop an employment relationship in 2021. The characteristics of these collaborators are: 1) They have worked as trainers in the company under study, but in 2021 they are not part of the workforce; 2) They developed the role of trainers during the years 2019 and 2020 in the company under study; This instrument made it possible to measure the level of job satisfaction of the trainers (dimension 2 of independent variable 1), considering sales factors immersed in their corresponding indicators. The questionnaire corresponds to 33 items in total, distributed in the following indicators: 1) Work environment (made up of 10 items); 2) Internal communication process (made up of 5 items); 3) Adaptation to change (consisting of 4 items); 4) Profile of the trainer (consisting of 4 items) and; 5) Skills of the trainer (consisting of 10 items). As mentioned, the items were taken and adapted according to Mendoza (2016).

The third instrument made it possible to measure the level of customer satisfaction, it was applied as a pilot test to 5 customers who have received a training service from the company under study in years other than 2021. The characteristics of these customers are: 1) They have received some training service from the company under study, but not in 2021; 2) The training services were received between 2019 and 2020. This questionnaire is made up of 16 items distributed in the following indicators: 1) Service response time (made up of 3 items); 2) Content of the training service (made up of 5 items); 3) Price (made up of 3 items); 4) Distribution channel (made up of 5 items). The items of this instrument were obtained and adapted according to Medina and Orozco (2010).

The response options of both instruments were structured under a Likert-type scale, which allowed knowing the degree

of satisfaction of the collaborators and clients of the company under study. The measurement scale for both corresponds to: Very unsatisfactory = 1; Unsatisfactory = 2; Indifferent = 3; Satisfactory = 4, and; Very satisfactory= 5.

In order to grant the reliability attribute to the job satisfaction questionnaire, the coefficient value of halves was obtained with respect to the results of the application of pilotage, the Spearman Brown coefficient of .890, both in equal and unequal length, as well as a Guttman's two-half coefficient of .874, indicating that the instrument is suitable for its application with an adequate level of reliability.

For the third instrument corresponding to the customer satisfaction questionnaire, after applying the reliability test using the two-half method, the Spearman Brown coefficient was .851, and the Guttman two-half coefficient was .828, so the instrument is suitable for your application.

RESEARCH RESULTS

After applying the first research instrument, it was possible to develop an initial SWOT Matrix, as shown in table 1.

It is necessary to highlight that this matrix served as a base, to later be fed with the results of the missing instruments (satisfaction of collaborators and customers).

STRENGTHS	WEAKNESSES
There is a structured mission and vision from 2019 to date. The mission and vision were created with respect to the line of business and experience in the company's sector. High level of knowledge and certifications by trainers. High level of sales skills by trainers. Good working environment within the company. The company fairly compensates its trainers based on their performance. Good relationship between trainers and management. Sufficient material and equipment for the trainers to carry out their activities. The trainers know the philosophy of the company. The trainers have a high level of response on the decision making of some unforeseen event. Quality training services in terms of content, human resources and response time. The stock of stationery and supplies are precise according to each service. Delimitation of the market through a market study. It has an advantage over direct competitors with respect to the quality of training services. There is a high level of knowledge regarding the legal framework of consulting in Mexico.	There are no officially established values and objectives. There is no official vendor trainer profile. There is no extra recognition program for the performance of trainers. There is no official procedure for the reorganization of activities when a change occurs. There is an official sales process, but it is not documented. The maturity of the business within the market has not been reached. Most clients come from recommendation. There is no other method of attracting customers. Social networks are used empirically to attract more customers. There is no in-depth knowledge of the economic and sociocultural framework of the company.
OPPORTUNITIES	THREATS
Regulations by Secretary of labor and social security, environment and civil protection, state and federal. Training is required by law for companies. Changing the traditional methods to offer training services. Digital platforms as means of disseminating information and attracting customers.	There are lags of standards with respect to current needs. Changes in the economy of Tlaxcalan companies due to the pandemic. Companies that close their jobs due to not generating enough income. Face-to-face work days have changed due to the pandemic. There should not be a large number of workers in a small space in companies, due to the pandemic.

Table 1. Initial SWOT matrix.

Note: Own elaboration based on the results obtained from the first instrument (2021).

The other two research instruments were applied to 10 trainers and 10 clients. For the second instrument, a census was applied to the trainers who work within the company within the work plan for the year 2021. The third instrument was applied to clients who have received a training service in 2021, and who agreed to collaborate. with the questionnaire.

After applying the research instruments, the information expressed in numerical values was obtained with respect to the responses of trainers and clients, respectively, where, through the descriptive technique, the information was processed in the Excel program of Office 2019, by means of tables and graphs, to later describe the results obtained according to the observation of these.

Likewise, the scores of each item represent a quantitative qualification, which when added together represent the score obtained by each of the indicators based on the aforementioned Likert scale. The highest possible score results from multiplying the number of items for each indicator by the highest score (5 points). Therefore, the level of job and customer satisfaction was calculated taking into consideration this maximum possible score, leaving as a final result the degree of satisfaction expressed as a percentage, both individually for each item and for each indicator. As shown in tables 2 and 3.

[2]. Similarly, for the interpretation of the results expressed as a percentage, the structure suggested by the customer satisfaction survey (CSAT) was used, which has as its main objective to measure the satisfaction of a customer after receiving care. or a service. Also, this method suggests a measurement scale divided proportionally to your response options (Zendesk, 2021).

Tables 2 and 3 below show the results obtained after applying these last two research instruments.

Item Number	Total Point Value	Maximum points per question	Percentage in relation to the maximum	Indicators	Total score per indicator	Maximum score per indicator	Percentage by indicator in relation to the maximum
Item 1	42	50	84.00%	Working environment	384	500	76.80%
Item 2	41	50	82.00%				
Item 3	39	50	78.00%				
Item 4	42	50	84.00%				
Item 5	40	50	80.00%				
Item 6	38	50	76.00%				
Item 7	37	50	74.00%				
Item 8	36	50	72.00%				
Item 9	32	50	64.00%				
Item 10	37	50	74.00%				
Item 11	42	50	84.00%	Internal communication process	176	250	70.40%
Item 12	37	50	74.00%				
Item 13	33	50	66.00%				
Item 14	33	50	66.00%				
Item 15	31	50	62.00%				

Item 16	40	50	80.00%	Adaptation to change	154	200	77.00%
Item 17	40	50	80.00%				
Item 18	38	50	76.00%				
Item 19	36	50	72.00%				
Item 20	39	50	78.00%	Trainer Profile	153	200	76.50%
Item 21	39	50	78.00%				
Item 22	41	50	82.00%				
Item 23	34	50	68.00%				
Item 24	42	50	84.00%	Trainer skills	289	350	82.57%
Item 25	36	50	72.00%				
Item 26	42	50	84.00%				
Item 27	0	0	0.00%				
Item 28	43	50	86.00%				
Item 29	41	50	82.00%				
Item 30	43	50	86.00%				
Item 31	0	0	0.00%				
Item 32	0	0	0.00%				
Item 33	42	50	84.00%				

Table 2. Results of the second research instrument (Job satisfaction)

Note: Own elaboration based on the results obtained from the second instrument (2021).

Item Number	Total Point Value	Maximum points per question	Percentage in relation to the maximum	Indicators	Total score per indicator	Maximum score per indicator	Percentage by indicator in relation to the maximum
Item 1	39	50	78.00%	Service response time	113	150	75.33%
Item 2	34	50	68.00%				
Item 3	40	50	80.00%				
Item 4	44	50	88.00%	Training service content	208	250	83.20%
Item 5	36	50	72.00%				
Item 6	41	50	82.00%				
Item 7	42	50	84.00%				
Item 8	45	50	90.00%				
Item 9	49	50	98.00%	Price	137	150	91.33%
Item 10	46	50	92.00%				
Item 11	42	50	84.00%				
Item 12	33	50	66.00%	Distribution channel	174	250	69.60%
Item 13	35	50	70.00%				
Item 14	37	50	74.00%				
Item 15	34	50	68.00%				
Item 16	35	50	70.00%				

Table 3. Results of the third research instrument (Customer satisfaction).

Source: Own elaboration based on the results obtained from the third instrument (2021).

After the application of the three research instruments, the results obtained were interpreted, showing in the employee satisfaction questionnaire that, despite the fact that no aspect has 100% satisfaction, most of the indicators obtained an acceptable positive result, according to the previously determined Likert scale.

For the customer satisfaction questionnaire, similar results were obtained, where in the case of both questionnaires they are consistent with the results of the interview with the company administrator.

However, in the second instrument, data were obtained that show an adequate work environment, but at the same time, reflect opportunities for improvement in the aspect of internal communication between the trainers and the legal representative of the company under study in relation to the processes of the organization, as well as the establishment of objectives, and the philosophy of the company.

Within the results of the third instrument, a deficit is observed in what corresponds to the issue of response time, indicating that the training services present an opportunity for improvement according to the time in which this activity is executed. Likewise, it is shown that the opinion of clients suggests a feasibility for training services to be presented through another distribution channel, in this case, to online platforms digitally.

Finally, at the general conclusion of these last two instruments, it is necessary to mention that the results will be reflected in complement with the product of the application of the initial interview (initial SWOT matrix), thus generating a general SWOT matrix, as shown in table 4.

Now that we have the general SWOT Matrix, it is necessary to analyze its internal factors, in this case, through an Internal Factors Evaluation Matrix (IFEM), with the intention of verifying that the strengths are favorable for the strategies development.

For this procedure, the development of five steps was necessary: 1) The list of strengths and weaknesses of the general SWOT Matrix was taken, synthesizing its content and assigning the values of 0.0 (no relevance), 1.0 (high degree of relevance). It is necessary to clarify that the sum of the weights assigned to each element must result in 1.0, being values expressed in the relative sense; 2) A score between the values of 1 and 4 was assigned, where 1 implies a value of no importance and 4 a high degree of importance; 3) The weighted rating of each factor was obtained by multiplying the weight with the rating of each factor, the above for both strengths and weaknesses; 4) The sum of the weighted ratings of each of the factors was made to obtain the weighted total of the organization; 5) A comparison was made between the weighted weight of the strengths with that of the weaknesses.

Therefore, when applying the previous steps, it was determined that the internal forces of the organization are favorable, since a 1.70 of the strengths was obtained against a 1.28 of the weaknesses, as can be seen in table 5.

STRENGTHS	WEAKNESSES
There is a structured mission and vision from 2019 to date. The mission and vision were created with respect to the line of business and experience in the company's sector. High level of knowledge and certifications by trainers. High level of sales skills by trainers. Good working environment within the company. The company fairly compensates its trainers based on their performance. Good relationship between trainers and management. Sufficient material and equipment for the trainers to carry out their activities. The trainers know the philosophy of the company. The trainers have a high level of response on the decision making of some unforeseen event. Quality training services in terms of content, human resources and response time. The stock of stationery and supplies are precise according to each service. Delimitation of the market through a market study. It has an advantage over direct competitors with respect to the quality of training services. There is a high level of knowledge regarding the legal framework of consulting in Mexico. Added value in the training service. Fair price for training services.	There are no officially established values and objectives. There is no official vendor trainer profile. There is no extra recognition program for the performance of trainers. There is no official procedure for the reorganization of activities when a change occurs. There is an official sales process, but it is not documented. The maturity of the business within the market has not been reached. There is no adequate internal communication on the processes, philosophy and objectives of the organization. Most clients come from recommendation. There is no other method of attracting customers. Social networks are used empirically to attract more customers. There is no in-depth knowledge of the economic and sociocultural framework of the company.

OPPORTUNITIES	THREATS
Regulations by the Ministry of Labor and Social Welfare, environment and civil protection, state and federal. Training is required by law for companies. Changing the traditional methods to offer training services. Digital platforms as means of disseminating information and attracting customers. Customer demand for a service through digital platforms Need of the clients for the optimization of the duration of the training services	There are lags of standards with respect to current needs. Changes in the economy of Tlaxcalan companies due to the pandemic. Companies that close their doors due to not generating enough income. Face-to-face work days have changed due to the pandemic. There should not be a large number of workers in a small space in companies, due to the pandemic.

Table 4. General SWOT matrix.

Note: Own elaboration based on the results obtained from the three research instruments (2021)

ANALYSIS FACTOR	WEIGHT	QUALIFICATION	WEIGHTED WEIGHT
STRENGTHS			
1. Solid and documented mission and vision of the company	.07	2	0.14
2. Adequate work environment	.09	3	0.27
3. High level of performance of trainers	.10	4	0.4
4. Sufficient material and resources for the company's activities	.09	3	0.27
5. Competitive advantage in terms of quality-price of training services	.10	4	0.4
6. Added value to training services	.09	2	0.18
7. There is a high level of knowledge regarding the legal framework of consulting in Mexico.	.04	1	0.04
TOTALS	**0.58**		**1.7**
WEAKNESSES			

1. There are no documented values, objectives and sales process	.07	4	0.28
2. There are no extra incentive programs for employees for their performance.	.04	2	0.08
3. The maturity of the business in the market has not been reached.	.07	2	0.14
4. The main source of customer acquisition is by recommendation	.08	4	0.32
5. Empirical use of digital platforms and social networks	.06	3	0.18
6. There is no adequate internal communication about the processes, philosophy and objectives of the organization.	.06	4	0.24
7. There is no in-depth knowledge of the economic and socio-cultural framework of the company.	.04	1	0.04
TOTALS	**0.42**		**1.28**
TOTAL	**1.0**		**2.98**

Table 5. Internal Factors Evaluation Matrix (IFEM).

Note: Own elaboration based on the results obtained from the general SWOT matrix (2021).

ANALYSIS FACTOR	WEIGHT	QUALIFICATION	WEIGHTED WEIGHT
OPPORTUNITIES			
1. Regulations by STPS, environment and civil protection, state and federal.	.08	4	0.44
2. Training is an obligation by law for companies.	.08	4	0.44
3. Changing the traditional methods to offer training services.	.07	2	0.2
4. Digital platforms as means of disseminating information and attracting customers.	.08	3	0.3
5. Customer demand for a service through digital platforms	.08	4	0.44
6. Need of the clients for the optimization of the duration of the training services	.06	3	0.24
TOTALS	**0.61**		**2.06**
THREATS			
1. There are lags in standards with respect to current needs.	.04	3	0.18
2. Changes in the economy of Tlaxcalan companies due to the pandemic.	.06	2	0.08
3. Companies that close their doors due to not generating enough income.	.05	2	0.14
4. Face-to-face work hours have changed due to the pandemic.	.05	2	0.32
5. There should not be a large number of workers in a small space in companies, due to the pandemic.	.04	2	0.18
TOTALS	**0.39**		**0.9**
TOTAL	**1.0**		**2.96**

Table 6. External Factors Evaluation Matrix (EFEM).

Note: Own elaboration based on the results obtained from the general SWOT matrix (2021).

AMSD MATRIZ	Strengths	Weaknesses
	1. Solid and documented mission and vision of the company 2. Adequate work environment 3. High level of performance of trainers 4. Sufficient material and resources for the company's activities 5. Competitive advantage in terms of quality-price of training services 6. Added value to training services 7. There is a high level of knowledge regarding the legal framework of consulting in Mexico.	1. There are no documented values, objectives and sales process 2. There are no extra incentive programs for employees for their performance. 3. The maturity of the business in the market has not been reached. 4. The main source of customer acquisition is by recommendation 5. Empirical use of digital platforms and social networks 6. There is no adequate internal communication about the processes, philosophy and objectives of the organization. 7. There is no in-depth knowledge of the economic and sociocultural framework of the company.
Opportunities 1. Regulations by STPS, environment and civil protection, state and federal. 2. Training is an obligation by law for companies. 3. Changing the traditional methods to offer training services. 4. Digital platforms as means of disseminating information and attracting customers. 5. Customer demand for a service through digital platforms 6. Need of the clients for the optimization of the duration of the training services	**SO Strategies** 1. Advertising program through digital platforms (S3, S4, S5, F6, O3, O4, O5) 2. Development of training through digital platforms (S3, S4, S5, S6, O3, O4, O5, O6)	**WO Strategies** 1. Development and documentation of the organization's philosophy based on existing opportunities (W1, W2, W6, O1, O2) SO1 (W4, W5, O3, O4, O5, O6) SO2 (W4, W5, O3, O4, O5, O6)
Threats 1. There are lags in standards with respect to current needs. 2. Changes in the economy of Tlaxcalan companies due to the pandemic. 3. Companies that close their doors due to not generating enough income. 4. Face-to-face work hours have changed due to the pandemic. 5. There should not be a large number of workers in a small space in companies, due to the pandemic.	**ST Strategies** 1. Restructuring of training services (price, dynamics) according to customer needs (S3, S4, S5, S6, S7, T2, T3, T4, T5) SO1 (S3, S4, S5, S6, T2, T3, T4, T5) SO2 (S3, S4, S5, S6, T2, T3, T4, T5)	**WT Strategies** SO1 (W4, W5, T2, T3, T4, T5) SO2 (W4, W5, T2, T3, T4, T5)

Table 7. Analytical Strategy Definition Matrix (AMSD).

Source: Own elaboration based on the results obtained from the IFE and EFE matrices (2021).

After obtaining the previous results, it was necessary to analyze the external factors of the organization, in this case, based on the External Factors Evaluation Matrix (EFEM), which, for its development, involved exactly the same procedure as the EFE matrix, only this time external factors are considered.

Therefore, after developing the procedure, a total weight of 2.06 was obtained with respect to opportunities and 0.9 for threats, indicating an external environment that favors the development of strategies for the company under study, as shown in table 6.

Finally, to complete the objective of this study, it was necessary to implement the Analytical Matrix for Strategy Definition (AMSD) as shown in table 7.

It is necessary to emphasize that, as mentioned in the objective of the research, this work concludes with the approach of the strategies, but not their development, since this depends on the decisions of the administrator of the company under study, thinking of a future project.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion 1: The factors that directly affect sales are represented by the elements that correspond to the combination of the internal organizational, internal and external environments.

Conclusion 2: For the approach of strategies that allow dealing with the problem of low sales of the organization, it is necessary to consider each of the factors of the three environments.

Conclusion 3: The diagnosis of the company under study determines that strategies related to the internal organizational environment must be developed, with issues related to the development of the business philosophy, as well as the official documentation of them and their various processes. It is also shown that the way they attract clients is in a traditional way, so there are strategies for using digital platforms, both to publicize their services and to offer their services through digital platforms.

Conclusion 4: The strategies proposed for its development in the future correspond to 1) Strategy SO1: Develop an advertising program through digital platforms; 2) SO2 Strategy: Development of training through digital platforms; 3) WO1 Strategy: Development and documentation of the organization's philosophy based on existing opportunities, and, 4) ST1 Strategy: Restructuring of training services (dynamic) according to customer needs.

Conclusion 5: The development of the proposed strategies will improve the internal processes of the organization, as well as the use of external opportunities, so the development and implementation of these strategies diagnoses a growth in the organization's sales volumes.

Recommendation 1: It is recommended to carry out an update of the diagnosis of the company under study before developing the strategies.

Recommendation 2: Develop strategies based on this last diagnosis and making use of administrative tools and technical skills that allow considering important elements of strategic planning, in order to reduce implementation costs, economically and with respect to time, as well as to reduce the margin of error existing after your development and application.

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