

Scientific Journal of Applied Social and Clinical Science

Acceptance date: 19/05/2025

STRATEGIC PLANNING: CONCEPT, METHODOLOGY AND PRACTICES - CASE STUDY OF THE PORTO & CAMINHOS-DE-FERRO DE MOÇAMBIQUE E.P. COMPANY

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Abstract: Strategic Planning, which is an administrative tool, makes it possible to perceive reality, evaluate paths, build a future benchmark by structuring the appropriate procedure for re-evaluating the entire process for which the objective is intended, presupposing the need for a decision-making process that will take place before, during and after its preparation and implementation in a given organization. Planning provides insight into the behaviour and usefulness of organizations, through general principles and the philosophy of planning by identifying the parts, types of planning and in-depth knowledge of the vision of the company as a system. For this work, methodology was used according to its various definitions, such as the use of applied research from the point of view of its nature, which contributes to solving a concrete problem in companies in general and in the case study of Caminhos-de-Ferro de Moçambique. As for the scientific method, the inductive method was used, as it was based on studies of a concrete and particular organism in order to later infer general conclusions from that induction. Exploratory research was also used, using all the sources within reach, such as bibliographical and documentary sources, as well as information-gathering techniques to explore the relevant content of the case under study. The conclusion of the work was: determination of the strategic issues, strategies and strategic actions to make the company achieve its objectives and continue to be competitive in the market and that the growth of any organization enables many gains for society through the generation of direct and indirect jobs and the payment of taxes. In the CFM given as a case study, it was concluded that: there is difficulty in technological training of HR and frequent staff turnover. The CFM's PE is unable to satisfy the philosophy of adaptation, limiting itself more to the philosophies of satisfaction and optimization. It was also

noted that CFM does not yet have any competitors on the market, which makes it difficult for them to compete and improve the quality of their services. The following recommendations were made: the inclusion of budget execution comparisons and other financial analysis models, the clear involvement of all HR staff in drawing up and implementing the SP, the creation of a specific marketing area, technological innovation to keep up with modernity, reducing stock to boost profitability, minimizing staff turnover and maximizing HR training and retention.

Keywords: Strategic planning, concept, methodology and practice.

CHAPTER I: INTRODUCTION

By establishing what the company expects from strategic planning, the company expects: to know and make better use of its strengths, to know and take advantage of external opportunities, to know and avoid external threats, to have an effective working plan, the paths, including the alternatives to be followed by the company to achieve the expected results, how and where to allocate the company's current and future resources.

In the end, and as a result of this work, companies' strategic planning should include: directing efforts towards common results that are in the interest of all those involved in the process, consolidating the understanding by all employees of the company's vision, mission, purposes, macro-strategies, macro-policies, strategic posture, general objectives, functional objectives, challenges, goals, strategies, policies and projects, as well as indicating the preparation of the program of activities of the various organizational units that make up the organizational structure; and the establishment of a work agenda for a period of time that allows the company to work taking into account the established priorities and justified exceptions.

Strategic Planning is of great importance for the company to recognize the challenges of the market and the effects on its future success; always remembering to identify the most promising business opportunities for the company.

It is important to know the level of satisfaction of the organization's various stakeholders, so that you can better manage your business and develop strategies to attract and retain customers. As well as continuing to provide the same level of quality service as before.

This chapter consists of problematization, justification, objectives and methodology.

PROBLEMS

Legislative diploma no. 315, of 22 August 1931, approved the creation and organization of the Directorate of Ports and Railways Services of the Colony of Mozambique, which in a way established the directive and administrative unification of the railways. This directorate was guided by the principles of commercial economy. The Services of the Ports and Railways of the Colony of Mozambique were an industrial company of the colonial state, and were responsible for various functions. The administration of the Colonial Ports and Railways Services was under the authority of a governor-general and was carried out by the following bodies: the Board of Directors, the Supervisory Board, the Directorate of Ports and Railways Services for all the networks, the operating divisions or inspectorates for the respective networks, and the studies and construction division.

The Directorate for the Operation of Air Transport (DETA), created in 1936, was also a division of Caminhos-de-Ferro de Moçambique, and was the first airline to be set up in this territory to operate regular routes within the country and to neighboring countries. Facing numerous difficulties, since there were no aircraft, pilots or any experience in air

transport management, Caminhos-de-Ferro de Moçambique set up a solid company with a long tradition of good service. DETA was abolished in 1983 and the company Linhas Aéreas de Moçambique (LAM) was created in its place.

The above raises the following question: What are the main components of companies' current strategic planning? Case study: Caminhos-de-Ferro de Moçambique?

JUSTIFICATION

This work is justified by the following reasons or scope:

- a) Within the group - The need to apply the knowledge acquired in the Business Management course, in the subject of Strategic Financial Decisions.
- b) In the social sphere - Better structuring of business activities and greater focus on meeting its priority objectives.
- c) In the academic sphere - We believe that this study serves to increase the knowledge we have acquired as professionals during our academic and professional lives. We also believe it will contribute to future academic research with studies on the same subject.

OBJECTIVE GENERAL

To study the behavior and usefulness of strategic planning in companies. Case study: Mozambique Port and Railway Company.

Specific objectivess

- Present the general principles and philosophy of planning;
- Identify the parts and types of planning;
- Deepen the vision of companies as a system.

METHODOLOGY

The following methods were used to carry out this work:

- a) **According to the classification from the point of view of its nature** - this research falls under applied research, because this applied research aims to contribute to the resolution of a concrete problem in the company under study.
- b) **As for its scientific method** - this research falls under the inductive method, which was explained in a quantitative way, as it was based on studies of concrete and particular organisms in order to later infer general conclusions from this induction. Induction starts from the particular and places generalization as a later product of the work of collecting particular data. According to inductive reasoning, generalization should not be sought a priori, but verified from the observation of concrete cases that sufficiently confirm this reality, in this case CFMs.
- c) **From the point of view of how the problem is approached** - This work falls under the following approach: qualitative
- d) **Regarding the objectives** - Among the various forms of research according to their objectives, it is noted that this research falls under exploratory research, since it uses bibliography and has a pragmatic case under analysis. Gil (1991, p. 34) states that "case studies are most useful in exploratory research".
- e) **Classification of the research in terms of technical procedures** - This research used the following technical procedures: bibliography and case study, based on the data obtained in the annex

to this work. It should be noted that the heterogeneity of the procedures became pertinent due to the non-closed nature of the work in progress. For the types of research are not always closed and complete.

CHAPTER II: THEORETICAL FRAMEWORK

This chapter presents the concepts of the words that make up the theme, the general principles of planning, the philosophy of planning, the parts and types of planning, as well as the aspects of systems theory that make it easier to frame the company as a whole, in the face of its external (non-controllable) and internal (controllable) factors and that consolidate the strategic approach in companies, and also the case study in the third chapter.

DEFINITION OF THE WORDS THAT MAKE UP THE THEME

Planning is an administrative tool that makes it possible to perceive reality, evaluate paths, build a future benchmark by structuring the appropriate course of action and re-evaluate the entire process for which planning is intended. It is an abstract and explicit process of deliberation that chooses the organization, anticipating the expected results. This deliberation seeks to achieve some predefined objectives in the best possible way, Elias (2012).

Strategic planning is the establishment of a set of measures to be taken by the executive for the situation in which the future tends to be different from the past. Planning is also an ongoing process, a mental exercise that is carried out by the company regardless of the specific will of its executives; Oliveira (2007)

All this implies a permanent decision-making process, activated within an interdependent and changing environmental context. Without trying to establish all the basic

characteristics of the planning function as a continuous process, the following are some of the main aspects, Elias (2012).

GENERAL PRINCIPLES AND PHILOSOPHY OF PLANNING

There are four general principles to which the executive must pay attention, Oliveira (2007, p. 6):

- a) **The principle of contributing objectives** - In this respect, planning should always aim to achieve the company's maximum objectives. In the planning process, the established objectives must be prioritized and sought to achieve them in their entirety, with a view to the interconnection between them.
- b) **The principle of planning precedence** - Corresponding to an administrative function that comes before the others (organization, direction and control). In reality, 'what and how it's going to be done' comes at the end of the process.
- c) **The principle of greater influence and scope** - Planning can bring about a series of changes in the company's characteristics and activities. The changes made to people can correspond to training needs, replacements, transfers, functions, evaluations, etc. Below is a picture of the changes brought about by planning.
- d) **The principle of greater efficiency, efficacy and effectiveness.** Planning should seek to maximize results and minimize shortcomings. Through these aspects, planning seeks to provide the company with a situation of efficiency, efficacy and effectiveness that is defined as:
 - Efficiency is about doing things properly; solving problems; safeguarding the resources invested; fulfilling your duty and reducing costs.

- Effectiveness is doing the right things; producing creative alternatives; maximizing the use of resources; obtaining results and increasing profit. A company's effectiveness basically depends on two aspects: its ability to identify the opportunities and needs of the environment, where the factors not controllable by the company lie; and its flexibility and adaptability, aimed at taking advantage of these opportunities and meeting the needs identified in the environment.
- Effectiveness means staying in business and delivering positive overall results over time.

Below is a table with detailed information on efficiency, efficacy and effectiveness

Efficiency	Effectiveness
Emphasis on media	Emphasis on results
Doing things right	Doing the right things
Solving problems	Achieving objectives
Safeguarding resources	Optimize the use of resources
Fulfilling tasks and obligations	Getting results
Training subordinates	Providing efficiency to subordinates
Maintain the machines.	Make machines available.
Example: Playing with art.	Example: winning the game.

Chart 1: Efficiency and effectiveness in companies.

Source: Schultz (2016, p. 28).

Effectiveness represents the company's ability to constantly coordinate efforts and energies over time, with a view to achieving overall results and maintaining the company in the environment (Oliveira, 2007).

Specific planning principles

There are four planning principles that can be considered specific. Oliveira (2007, pp. 9-10):

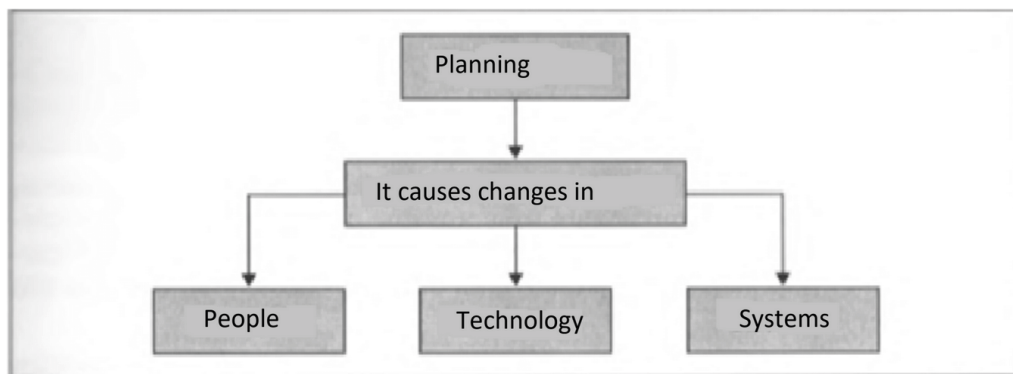


Figure 1.1 *Changes caused by planning.*

- a) **Participatory planning** - The main benefit of planning is not its end result, (the plan drawn up by the participation of everyone who will implement it);
- b) **Coordinated planning** - All the aspects involved must be designed so that they act interdependently (no part should be isolated);
- c) **Integrated planning** - The various levels of a medium-sized or large company must have integrated planning. In market-oriented companies, objectives are generally chosen from the “top down” and the means to achieve them from the “bottom up”;
- d) **Permanent planning** - This condition is required by the very turbulence of the business environment, as no plan retains its value and usefulness over time.

It is very important for the executive to be aware of the general and specific principles of planning, as these will provide him with a more solid basis for the decision-making process inherent in planning in the company.

PLANNING PHILOSOPHIES

There are three dominant types of planning philosophies. Most planning processes involve a mixture of the three types, although one may predominate. Thus, Oliveira (2007, p. 10) presents the main philosophies:

Philosophy of satisfaction

This philosophy refers to efforts to achieve a minimum level of satisfaction, but not necessarily to exceed it. For Oliveira (2007), satisfaction means doing ‘well enough’, but not necessarily ‘as well as possible’. The level that defines satisfaction is what the decision-maker is willing to set, it is the minimum necessary.

The planning process begins by determining the feasible objectives, which are the result of a systematic political consensus between the company’s various power centers. In this way, only the acceptable objectives will remain, in the sense that they are the ones that will encounter the least resistance to their implementation; and the accepted objectives may not even be the most suitable for the company.

The basic concern of this philosophy is the financial aspect, with great emphasis being placed on the budget and its projections. It is believed that with sufficient monetary resources, the rest can be obtained, ignoring the great importance of the other aspects of planning human resources, equipment, materials, services, etc. (Oliveira, 2007).

This philosophy is normally used in companies whose main concern is survival rather than growth or development. The great advantage of this philosophy is that the planning process can be carried out in a short time, costs little and requires less technical training.

Optimization philosophy

This philosophy means that planning is done not just to do something well enough, but to do it as well as possible. It is characterized by the use of mathematical and statistical techniques, simulation models and operational research (Oliveira, 2007). In this case, objectives are formulated in quantitative terms, as they are reduced to a common monetary scale and combined into a general, broad measure of performance.

The planner tries to conduct the entire planning process through mathematical models that will be optimized. The executive must be aware that even the best mathematical model can be sabotaged by active or passive resistance, by individuals in the company who have not been motivated by the plan.

Philosophy of adaptation

This philosophy, seen as innovative planning, is characterized by:

It is based on the assumption that the main value of planning lies not in the plans drawn up, but in the process of drawing up those plans;

It assumes that most of the current need for planning stems from a lack of administrative efficiency and controls, and that business professionals are responsible for most of the confusion that planning tries to eliminate or avoid;

Knowledge of the future can be classified into three types: certainty, uncertainty and ignorance, since each of these situations requires a different type of planning, commitment, contingency or adaptation; (Oliveira, 2007, p. 12).

The philosophy of adaptation, also known as homeostasis, seeks balance - internal and external to the company - after a change has occurred.

In this situation, the company can adopt different responses to external stimuli. The response can be passive, in which the system

changes its behavior in a delayed manner, adopting the normal solutions to the stimulus, such as saving more material, laying off staff, etc. The response can also be anticipatory or adaptive, when the company is concerned with anticipating changes in the environment and/or adapting to these new states. Finally, it can adopt a self-stimulated response, in which there is constant concern for the search for new opportunities for growth or expansion of the company (Oliveira, 2007).

The company must respond appropriately to external changes, as these are primarily responsible for its internal problems. Finally, the philosophy of optimization aims to maximize profit for the company, based on the price system of the productive factors and their production function.

PARTS AND TYPES OF PLANNING

Parts of Planning

According to Oliveira (2007, p. 14), there are five parts to planning:

- a) **Purpose planning:** specifying the desired future state, i.e. the vision, mission, aims, objectives, sectoral objectives, challenges and targets.
- b) **Means planning:** proposing ways for the company to reach the desired future state, for example, by expanding the production capacity of a unit and/or diversifying products. This involves choosing macro-strategies, macro-policies, strategies, policies, procedures and processes.
- c) **Organizational planning:** outlining the organizational requirements in order to be able to carry out the proposed means. This could include, for example, structuring the company into strategic business units.

- d) **Resource planning:** sizing up human and material resources, determining the origin and application of financial resources. This involves establishing the programs, projects and action plans needed to achieve the desired future.
- e) **Implementation and control planning:** corresponds to the activity of planning the management of the implementation of the project.

Types of Planning

It considers the major hierarchical levels, which can be distinguished into three types of planning: strategic planning; tactical planning and operational planning, as shown in the figure below, Oliveira (2007, p. 15).

The differences and explanatory relationships between these plans will be seen in the tables and figures presented below.

Tactical planning is carried out by the intermediate organizational levels and its main purpose is to make efficient use of the available resources in order to achieve predetermined objectives, according to a predetermined strategy.

The basic differences between strategic planning and tactical planning are shown in table 1.3. and between tactical and operational planning in table 1.4.

The table below shows some examples of the types of planning:

The table above shows that strategic planning considers the company as a whole. This is important for understanding the phases of strategic planning that are presented.

Figure 1.3 shows the basic cycle of the three types of planning.

Figure 1.3 shows the principle of integrated planning, in which the various levels of a company present their plans in an integrated way, because plans cannot be independent, as isolating them makes them insufficient.

- a) **Strategic planning** is the administrative process that provides methodological support to establish the improvement of the direction to be followed by the company, with a view to optimizing the degree of interaction with external factors and acting in an innovative and differentiated manner; (Oliveira (2007).

Strategic planning is the responsibility of the highest levels of the company and concerns both the formulation of objectives and the selection of courses of action to be followed to achieve them, taking into account the external and internal conditions of the company and their expected evolution. It also considers the basic premises that the company as a whole must respect so that the strategic process has coherence and decision-making support.

- b) **Tactical Planning:** aims to optimize a certain area of results and not the company as a whole. Therefore, it works with decompositions of the objectives, strategies and policies established in strategic planning, (Oliveira (2007).

Tactical planning is carried out by the intermediate organizational levels and its main purpose is to make efficient use of the available resources in order to achieve predetermined objectives, according to a predetermined strategy.

Figure 1.4 shows the feedback and evaluation of planning.

- c) **Operational Planning:** can be considered as the formalization, mainly through written documents, of the development and implementation methodologies established. Therefore, in this situation we basically have action plans or operational plans.

Operational planning is carried out by the lower organizational levels, with a basic focus on the company's day-to-day activities.



Source: Oliveira (2007, p. 15).

Chart 1.3 Differences between strategic and tactical planning.		
Discrimination	Strategic planning	Tactical planning
Deadline Amplitude Risks Activities Flexibility	Longer Broader More Ends and means Minor	Shorter More restricted Minors Means Larger

Chart 1.4 Differences between tactical and operational planning.		
Discrimination	Tactical planning	Operational planning
Deadline Range Risks Activities Flexibility	Longer Broader More Ends and means Minor	Shorter More restricted Minors Means Larger

Type					Level
Strategic planning					Strategic
Marketing planning	Financial Planning	Production Planning	Human resources planning	Organizational Planning	Tactical
Price and product plan	Spending plan	Production capacity plan	Recruitment and selection plan	Systems master plan	
Promotion plan	Investment plan	Quality control plan	Training plan	Organizational structure plan	
Sales plan	Purchase plan	Stock plan	Job and salary plan	Administrative routines plan	
Distribution plan	Cash flow plan	Manpower utilization plan	Promotions plan	Management information plan	
Market research plan	Budget plan	Product dispatch plan	Internal training plan	Communications plan	Operational

Source: Oliveira (2007, p. 16).

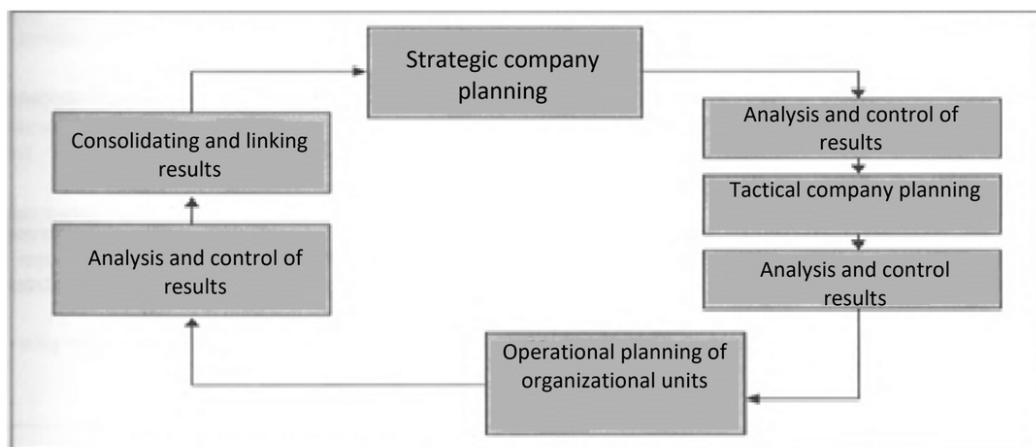


Figure 1.3 Basic cycle of the three types of planning.

Source: Oliveira (2007, p. 17).

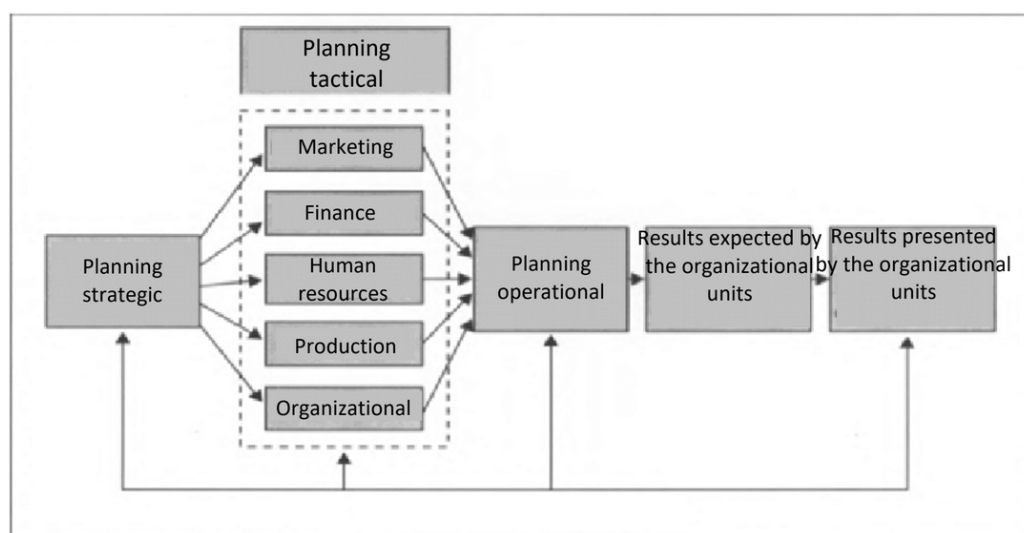


Figure 1.4 Development of tactical planning.

Source: (Oliveira, 2007, p. 19).

CORPORATE MODEL

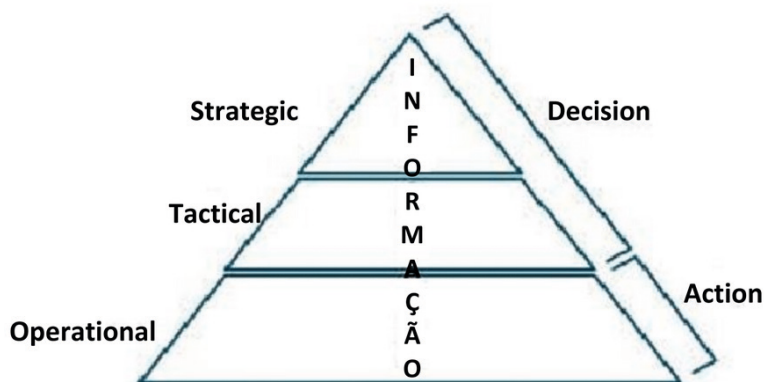


Figure presented by Carvalho (2009). Pag.4

There is no perfectly defined dividing line from which the executive can make a clear distinction between the three types of planning. The three types of planning coexist and must be worked on continuously, as shown in the figure below.

These aspects reinforce the importance of the three planning stages, which must allow for the permanent circulation of the information necessary for the company's continued vitality, with a view to better adapting it to its environment.

COMPANY AS A SYSTEM

Strategic planning is a system because it has a set of integral and interdependent parts (Oliveira, 2007). The component elements of a system are:

- The objectives, which refer to both the objectives of the system's users and the objectives of the system itself;
- The system's inputs, whose function characterizes the forces that provide the system with the material, information and energy for the operation or process, which will generate certain system outputs that must be in line with the established objectives;
- The system's transformation process, which is defined as the function that makes it possible to transform an input into a product, service or result (output);
- The system's outputs, which correspond to the results of the transformation process. The outputs must therefore be consistent with the system's objectives;
- System controls and evaluations, mainly to check that the outputs are consistent with the objectives set using a standard;

- The system's feedback, which can be considered as the reintroduction of an output in the form of information. If this input increases the performance of the output or process, the feedback is considered positive, and if not, it is negative; (Oliveira, 2007, p. 24).

Feedback is a communication process that reacts to each input of information, incorporating the result of the 'response action' triggered by new information, which will affect its subsequent behavior, and so on.

Graphically, the system components can be represented as shown in Figure 1.5 below.

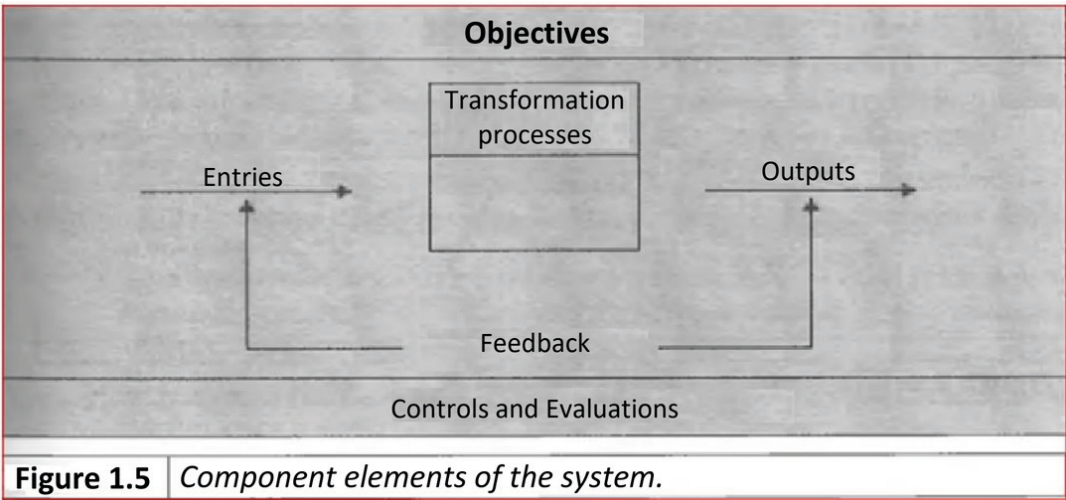
System environment

Another aspect to be addressed is the system's environment, especially when the system under consideration is the company itself treated as a whole. And, from this situation, there are the system's limits, within which it is analyzed how the environment influences or is influenced by the system considered.

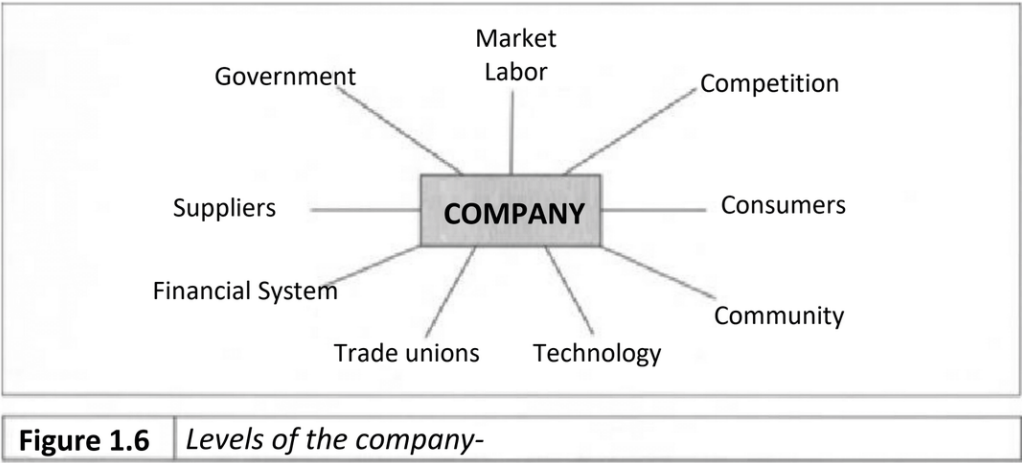
Environment is the set of all factors that, within a specific limit, can be conceived as having some influence on the operation of the system, which corresponds to the focus of the study.

Analysis of the Internal Environment: analysis the organizational structure, operational and management information systems, training planning system, attitudes and behaviour of the existing resources, quality control and consumer market dominance; Pedagogical Coordination (n.d. p. 24).

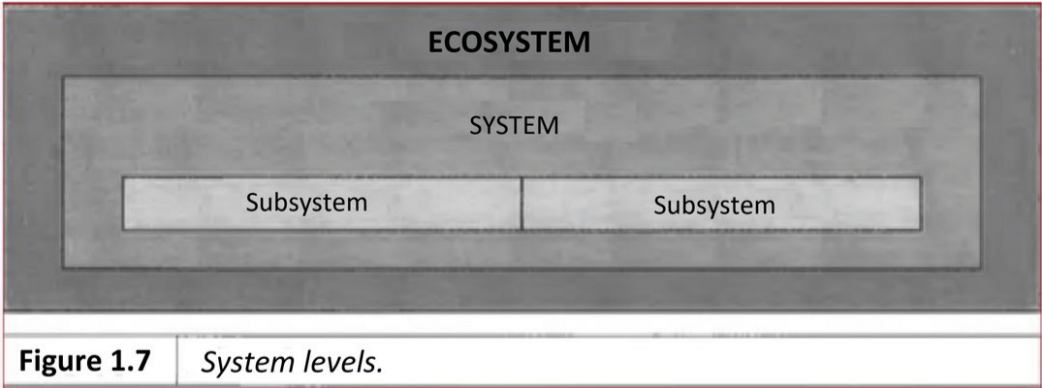
Analysis of the External Environment: Government; Financial Systems; Trade Unions; Community/Society; Technology; Consumers; Competitors; (Pedagogical Coordination (n.d. p. 21). The purpose of this analysis is to provide the company with adequate information on external requirements in order to adapt the company's capacity to environmental demands.



Source: (Oliveira, 2007, p. 25).



Source: (Oliveira, 2007, p. 26).



Source: (Oliveira, 2007, p. 26).

Oliveira (2007, p. 25) defines a system's environment as the set of factors or elements that do not belong to the system. The environment of a system, represented by a company, can be seen in Figure 1.6:

The environment is also called the surroundings, external environment, environment or surroundings. The three hierarchical levels of the system can be seen in Figure 1.7.

The system is always the company as a whole. At this point, some considerations about open systems are presented. These are companies that are in permanent exchange with their environment and are characterized by dynamic equilibrium.

The concept of adaptation is defined by Oliveira (2007) as the response to a change, a stimulus that actually or potentially reduces the efficiency of a system's behavior; a response that prevents this reduction from occurring.

Change can be internal (within the system) or external (in its environment). And this is important when considering strategic planning and how the company adapts to its environment.

Another important concept is that of information, which is related to reducing the uncertainty we have about the environment and which, in the case of strategic planning, will greatly help in selecting the company's stance towards the environment. Oliveira (2007, p. 28) sets out four alternatives depending on the control exercised:

- Environment *versus* environment adaptation: the company manages to avoid negative impacts from environmental changes without the need to change, but only by acting on the environment.
- Environment *versus* system adaptation: in this case, the company modifies itself to overcome a change in the environment, corresponding to passive adaptation.

- System *versus* environment adaptation: in this case, the company tries to pass on the change in some internal condition to the environment.
- System *versus* system adaptation: in this case, the environment does not interfere directly, because the company adjusts internally to its changes.

Each of the four adaptation alternatives is conditioned by the company's vision, which is correlated to various aspects, including: management model; company size; leadership style; importance of the goods and services produced; technological level and interaction with other companies in the environment (Oliveira, 2007, p. 33).

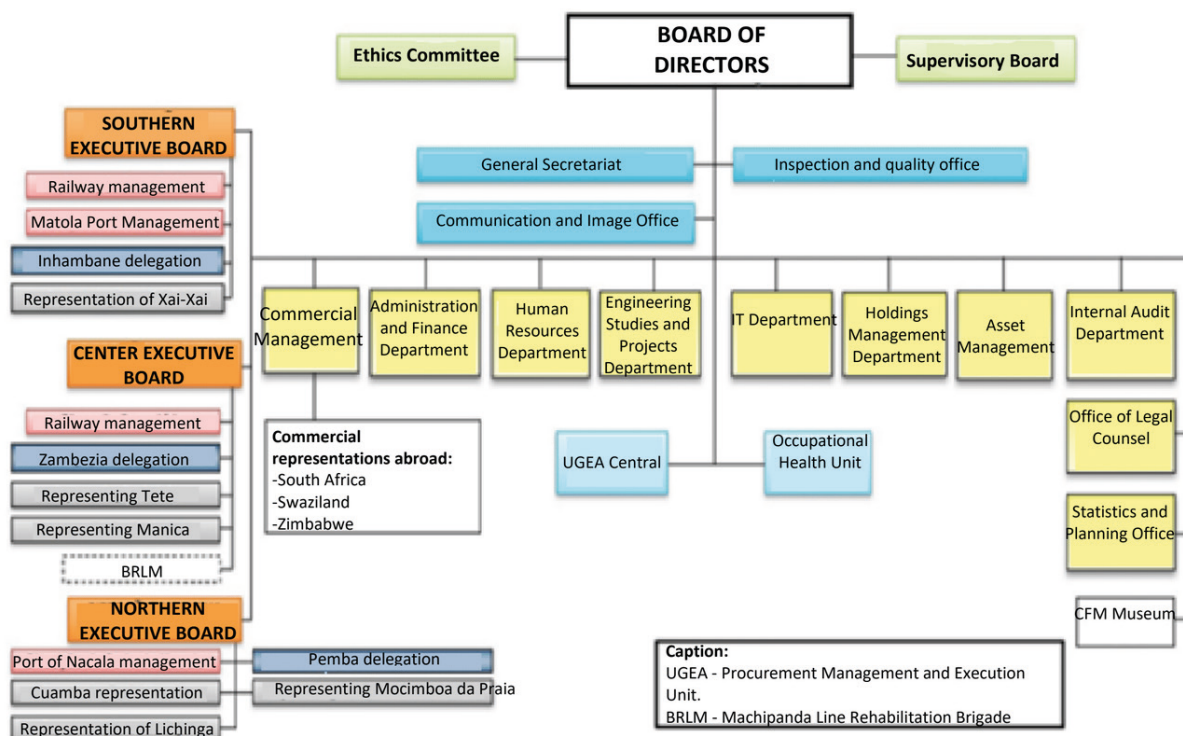
CHAPTER III: CASE STUDY: STRATEGIC PLANNING AT PORTOS E CAMINHOS-DE- FERRO DE MOÇAMBIQUE

The purpose of this chapter is to present the leadership structure, mission, vision, objectives, critical success factors, external analysis, internal analysis, strengths and weaknesses in the formation of Strategic Planning within the company Caminhos-de-Ferro de Moçambique (CFM).

Strategic Planning (SP) within the organization is divided into six stages: definition of leadership in the organization, strategic diagnosis, definition of the execution of the Strategic Planning process, formulation of the stages of the SP process, implementation and control of SP and theoretical assertions.

DEFINITION OF LEADERSHIP IN THE ORGANIZATION STUDIED

The company to be studied is CFM. Its leadership is mainly concentrated at three levels: the board of directors (the president and executive directors), the directors and heads of services, and the general staff. The company has a formal organizational chart in which



Source: www.cfm.co.mz

the board of directors is responsible for management and compliance with the company's strategic plan, and all activities are approved by the board before they are carried out.

MOZAMBIQUE PORTS AND RAILWAYS ORGANIZATION CHART

The intermediate level of leadership within the company is made up of executive directors and directors by function, heads of services and departments. The company has one Director for each Zone (Executive Management South, Center and North) and ten Directors by Function (Commercial Management, Administration and Finance, Human Resources, Studies and Projects Engineering, IT, Participation Management, Assets, Internal Audit, Legal Advice and Statistics and Planning) where their activities focus on managing decision-making at the company's middle and operational levels. CFM (2020).

CFM'S MISSION, VISION, OBJECTIVES, VALUES STATEMENT AND CRITICAL SUCCESS FACTORS

- **Mission** - The mission is to develop the rail-port system so that it is modern, efficient, competitive and market-oriented (CFM, 2020).
- **Vision** - CFM's vision is to aim to be a benchmark company and the best logistics option, thanks to the quality of its services and relationships". (CFM, 2020).
- **Objectives** :
 - Promote and develop rail-port infrastructures;
 - Operating the rail-port system, promoting the logistical activity of goods, merchandise and passenger transportation; and
 - Maximize the rational use of assets by increasing their profitability, (CFM, 2020).

- **Declaration of Values**

The values of the CFM organization are: Good Governance, Efficiency, Credibility, Socially Responsible.

- **Critical success factors**

It was found that the critical success factors of the CFM company are:

- Constantly updating the prices of its services,
- Investments;
- Marketing;
- Establishing partnerships with neighboring countries;
- Professional valorization and Professional commitment.

External analysis

To set up the external analysis, the researchers used Porter's (2004) analysis of the five competitive forces and Pereira's (2010, p.103) environmental variations of the external environment at the meeting, as a facilitator for thinking and developing the work. In the process it was conceived that:

- **Competitors in the sector and new entrants** - **There** is no competition in the national market, acting as a monopoly, with no barriers to entry for new entrants.
- **Suppliers** - In relation to the power of suppliers, the main types of supplier were highlighted: suppliers of maintenance of rolling stock (locomotives, carriages, wagons, boats, tugs) and suppliers of fuel and lubricants. As the purchases of large suppliers are generally made abroad, the major difficulty is exchange rate fluctuations, while the suppliers of fuel and lubricants depend on the government for fixed price variations.

- **Clients** - The company has a number of clients, both nationally and internationally, and is the only and exclusive one in the market. As can be seen from its activities, it determines price fluctuations through its tariffs duly approved by the board of directors, justifying the international situation and cooperation with other neighboring organizations. As Mozambique is a member of SADC, among various guidelines, in terms of transport, all members are guided by the SADC protocol in the areas of transport, communications and meteorology. In the railway sector, there is an association of railway companies called the Southern African Railway Association (SARA), whose main objective is to promote the commercial interests of railway companies in the region.

CFM is also a member of the MCLI (*Maputo Corridor Logistics Initiative*), an organization made up of infrastructure investors, service providers and other stakeholders from Mozambique, South Africa and Swaziland in the promotion and development of the Maputo development corridor.

- **Substitutes** - As a port and railway authority, the company cannot be replaced in the domestic market, but it does need to improve its services, enhance and modernize its means of transport, vacation lines and port traffic management so as not to lose its potential international clients and be replaced by neighboring port authorities such as South Africa.
- **Opportunities** - Following the group's analysis of Porter's five forces of competition, the main opportunities for the company were defined: the possibility of expansion and the development of new technologies.

- **Threats** - Once the opportunities had been identified, the threats that the organization could face were discussed: Tax increases, fiscal adjustments and external expenses, as well as political crises.

Internal analysis

The analysis was carried out using the questionnaire and the analysis factors presented by Pereira (2010).

Strengths :

- a) **Marketing Area** - Personalized customer service, orientation towards excellence in customer service and a strong company brand within its market.
- b) **Human Resources Area** - Investments in training, Strong organizational culture and leadership.
- c) **Financial area** - Good financial health:
- d) **Location** - the company has a great location, as it is located all over the country to serve the circulation of people and goods.

WEAKNESSES

Weaknesses are the deficiencies that the organization has. They are the main weaknesses identified:

- a) **Marketing area** - The company does not have a specific marketing sector: the company currently faces difficulties or losses because it does not have professionals specialized in marketing. Although it has commercial management, marketing specificity is non-existent; (CFM, 2020).
- b) **Human resources area** - High employee turnover: the company has employee turnover, which causes financial and knowledge losses for the company and a lack of technological innovation in employee training.

- c) **Area Operational** - High stock levels: the company has high stock levels, which causes financial capital to stand idle; (CFM, 2020).

CHAPTER IV: CONCLUSIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

This academic paper is based on an analysis of the strategic planning of companies. It developed a theoretical foundation with the aim of carrying out a literature review on the following contents: the concept of strategies, strategic planning, the types of strategic planning and the stages of strategic planning.

The methods used throughout the work sought to improve the conception of the stages of Strategic Planning. The data collection and analysis section presents a detailed definition of how each stage of Strategic Planning would take place in the case study.

This case study began with an analysis of the leadership within the company, noting the existence of four hierarchical levels, along with their specificity. Subsequently, the execution of the SP process was defined.

The first specific objective was achieved by identifying the organization's values statement, mission and vision, with the main results presented in their respective sections. In the second specific objective, the organization's external and internal environments were analyzed, and this was done through the external analysis and internal analysis sections.

The third strategic objective determined the strategic issues, strategies and strategic actions to help the company achieve its objectives and remain competitive in the market. It's important to note that throughout the work we sought to raise awareness of the organization. It should be pointed out that the growth of the organization makes many gains possible for society through the generation of direct and indirect jobs, tax payments and returns for civil society.

Furthermore, it was also concluded that the CFM's planning does not allow information to circulate from the bottom up, but more often from the top down, as well as the fact that a few specialists are responsible for drawing up the SP, thus hindering the active participation of all CFM HR, thus violating the participatory, integrative principle and the weak perception of the company as a system.

Given the difficulty of technological training for HR and the frequent staff turnover, CFM's PE is unable to satisfy the adaptation philosophy, limiting itself more to the satisfaction and optimization philosophies. It is also clear that CFM does not yet have any competitors on the market, which makes it difficult for them to compete and improve the quality of their services.

The company reveals that it has more strengths than weaknesses, as well as more opportunities than threats, which constitute advantages and greater gains for a more lasting performance in the market and can serve as an example for new entrants in this business area in the future.

It is recommended for future research:

- The incorporation of analyses of financial indicators, operating accounts;
- Inclusion of budget execution comparisons and other financial analysis models;
- Comprehensiveness/clear involvement of all human resources in drawing up and implementing the SP;
- The creation of a specific marketing department/area;
- Strive for technological innovation to keep up with modernity;
- Reducing stock to boost profitability;
- In the values of the CFM, it is recommended to strive for effectiveness and not just efficiency.
- Minimize staff turnover and maximize HR training and retention.

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