

**STRATEGIC PLANNING MODEL AND ITS IMPACT ON THE DEVELOPMENT OF
MICRO-ENTERPRISES IN THE SERVICES SECTOR IN MEXICO**

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 31 January 2023</p> <p>Accepted 28 April 2023</p> <p>Keywords:</p> <p>Micro-Enterprises; Services Sector; Strategic Planning Model; Proactive Approach.</p>	<p>Purpose: The aim of this study is to offer the design of a strategic planning model for micro-enterprises from services economic sector in the State of Hidalgo, Mexico and measure its impact on their growth and development.</p> <p>Theoretical framework: The research reviewed a variety of strategic planning models, which contributed in the design of this new model tailored to Hidalgo's micro-enterprises from services sector, the main objective is to contribute to their growth and development. Larios (2016), refers to the strategic process sequential model as the set of activities which are conducted in a specific sequence in order to project the future of the organization and achieve their vision, Larios (2016), establishes that this model is made of three stages: designing, implementing and evaluating which is completed by adding conclusions and recommendations. On the other hand, the strategic planning model proposed by Stanton, Etzel and Walter suggests a logical sequence that combines strategic and marketing planning, establishing the specific route that the marketing department needs to follow (Chávez, 2017). A detailed description of the models reviewed during the research work is presented in the literature review section.</p> <p>Design/methodology/approach: The study applies a quantitative methodology with a non-experimental and transactional – correlational. A questionnaire with Likert scale of five points from totally agree to totally disagree, was given to managerial staff from the sample companies. The sample subject of study consists of 174 micro-enterprises from the services sector located in the State of Hidalgo, Mexico. The quantitative analysis conducted is based on inferential statistics, specifically multiple correlation analysis where the dependent variable is strategic planning and the independent variables are corporate philosophy, key internal factors, key external factors, SWOT analysis, situational diagnosis, objectives and strategic control (Hill y Jones 2015).</p> <p>Findings: The research findings are that the dimensions that have a positive effect on strategic planning are; philosophy, internal factors, external factors, and strategic objectives. This was obtained after validating the multiple regression equation; $Y = 2.041 + 2.996(X1) + .712(X2) + .807(X3) + .628(X4) + .011(X5) + 2.5(X6) + .719(X7)$, through Student's t statistical tool for related samples, which compares the means value between the values of two variables from a single group (Ritchey, 2008). The statistical review displays a homogeneous pair result of 0.05 standard error, which allows to be certain about the theoretical-practical association between the variable strategic planning's dimensions amongst the study sample. About standardized coefficients significance, three out of seven predictor dimensions don't contribute to statistical model, they are; SWOT analysis, situational diagnostic and strategic control, nevertheless they are included in the final model, since they are very relevant in strategic planning.</p>



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Research, Practical and Social implications: This research has important implication on micro-enterprises from services sector development since it offers the design of a strategic planning model tailored to their specific features which will benefit organizational growth. The intrinsic social impact is that if Hidalgo's micro-enterprises from sector services are able to reach higher growth levels, they will be able to increase employment levels, which has a positive effect on economic growth and social development.

Originality/value: This research work provides an original strategic planning model for microenterprises of services economic sector in the State of Hidalgo, at the same time this model gives mentioned enterprises the opportunity to benefit from strategic planning throughout its application.

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MODELO DE PLANEJAMENTO ESTRATÉGICO E SEU IMPACTO NO DESENVOLVIMENTO DE MICROEMPRESAS DO SETOR DE SERVIÇOS NO MÉXICO

RESUMO

Objetivo: O objetivo deste estudo é oferecer o desenho de um modelo de planejamento estratégico para microempresas do setor econômico de serviços no Estado de Hidalgo, México e medir seu impacto em seu crescimento e desenvolvimento.

Referencial teórico: A pesquisa revisou uma variedade de modelos de planejamento estratégico, que contribuíram na concepção deste novo modelo sob medida para as microempresas de Hidalgo do setor de serviços, o principal objetivo é contribuir para o seu crescimento e desenvolvimento. Larios (2016), refere-se ao modelo sequencial de processos estratégicos como o conjunto de atividades que são conduzidas em uma sequência específica, a fim de projetar o futuro da organização e alcançar sua visão, Larios (2016), estabelece que esse modelo é feito de três etapas: concepção, implementação e avaliação que se completam com a adição de conclusões e recomendações. Por outro lado, o modelo de planejamento estratégico proposto por Stanton, Etzel e Walter sugere uma sequência lógica que combina planejamento estratégico e marketing, estabelecendo a rota específica que o departamento de marketing precisa seguir (Chávez, 2017). Uma descrição detalhada dos modelos revisados durante o trabalho de pesquisa é apresentada na seção de revisão de literatura.

Desenho/metodologia/abordagem: O estudo aplica uma metodologia quantitativa com caráter não experimental e transacional – correlacional. Um questionário com escala Likert de cinco pontos, de concordo totalmente a discordo totalmente, foi aplicado aos dirigentes das empresas da amostra. A amostra objeto de estudo consiste em 174 microempresas do setor de serviços localizadas no Estado de Hidalgo, México. A análise quantitativa realizada é baseada em estatística inferencial, especificamente análise de correlação múltipla onde a variável dependente é o planejamento estratégico e as variáveis independentes são filosofia corporativa, fatores internos chave, fatores externos chave, análise SWOT, diagnóstico situacional, objetivos e controle estratégico (Hill y Jones 2015).

Resultados: Os resultados da pesquisa são que as dimensões que têm um efeito positivo no planejamento estratégico são; filosofia, fatores internos, fatores externos e objetivos estratégicos. Isso foi obtido após a validação da equação de regressão múltipla; $Y=2,041+2,996(X1)+0,712(X2)+0,807(X3)+0,628(X4)+0,011(X5)+2,5(X6)+0,719(X7)$, por meio da ferramenta estatística t de Student para amostras relacionadas, que compara o valor médio entre os valores de duas variáveis de um único grupo (Ritchey, 2008). A revisão estatística apresenta um resultado de par homogêneo de erro padrão de 0,05, o que permite ter certeza sobre a associação teórico-prática entre as dimensões do variável planejamento estratégico entre a amostra do estudo. Sobre a significância dos coeficientes padronizados, três das sete dimensões preditoras não contribuem para o modelo estatístico, elas são; Análise SWOT, diagnóstico situacional e controle estratégico, porém são incluídos no modelo final, pois são muito relevantes no planejamento estratégico.

Pesquisa, implicações práticas e sociais: Esta pesquisa tem implicações importantes para o desenvolvimento das microempresas do setor de serviços, pois oferece o desenho de um modelo de planejamento estratégico adaptado às suas especificidades que beneficiará o crescimento organizacional. O impacto social intrínseco é que se as microempresas do setor de serviços de Hidalgo conseguirem atingir níveis de crescimento mais altos, elas poderão aumentar os níveis de emprego, o que tem um efeito positivo no crescimento econômico e no desenvolvimento social.

Originalidade/valor: Este trabalho de pesquisa fornece um modelo original de planejamento estratégico para microempresas do setor econômico de serviços no estado de Hidalgo, ao mesmo tempo em que esse modelo oferece às empresas mencionadas a oportunidade de se beneficiar do planejamento estratégico ao longo de sua aplicação.

Palavras-chave: Microempresas, Setor de Serviços, Modelo de Planejamento Estratégico, Abordagem Proativa.

MODELO DE PLANEACIÓN ESTRATÉGICA Y SU IMPACTO EN EL DESARROLLO DE LAS MICROEMPRESAS DEL SECTOR SERVICIOS EN MÉXICO

RESUMEN

Propósito: El objetivo de esta investigación fue diseñar un modelo de planeación estratégica para las microempresas mexicanas del sector servicios en el estado de Hidalgo, y determinar qué impacto tiene en el crecimiento de las mismas.

Metodología: El estudio aborda distintos modelos de planeación estratégica que permitieron con esta revisión poder diseñar uno nuevo adaptado a las microempresas mexicanas del sector servicios, para que se genere un crecimiento en las empresas. De acuerdo a Larios (2016) refiere al modelo secuencial del proceso estratégico, y comenta que se compone de un conjunto de actividades que se desenvuelven en un orden específico con el objetivo de proyectar el futuro de una organización y alcanzar la visión establecida, se establecen las tres etapas que conforman dicho modelo; formulación, implementación y evaluación, adicionalmente se agregan las conclusiones y recomendaciones. Así mismo el modelo estratégico planteado por los expertos Stanton, Etzel y Walter, señala una secuencia lógica que fusiona la planeación estratégica con el desarrollo de la planeación de marketing, especificando de forma clara y concisa la directriz a seguir al área de mercadotecnia (Chávez, 2017). En la revisión de la literatura se explica de forma detallada los diferentes modelos que se consideraron para el estudio.

Diseño/metodología/enfoque: Se aplicó una metodología cuantitativa, con un diseño no experimental, transaccional-correlacional, el instrumento aplicado fue un cuestionario con escala likert de 5 puntos que van desde totalmente de acuerdo, hasta totalmente en desacuerdo. La muestra fue compuesta por 174 microempresas del sector servicios del Estado de Hidalgo, México, y se aplicó a los directivos de las empresas. Se llevó a cabo la estadística inferencial con el análisis de correlación múltiple utilizando las dimensiones: filosofía empresarial, factores clave internos, factores clave externos, FODA, diagnóstico de la situación, objetivos y control estratégico, y teóricamente en conjunto explicar la variable planeación estratégica (Hill y Jones 2015).

Resultados: Los resultados muestran las dimensiones que tienen un efecto positivo y significativo que integran el modelo estratégico, esto se da en paralelismo a la validación del modelo pronosticado; el pilar de su fundamento, donde se compara la media del resultado obtenido en el pronóstico de la ecuación de regresión múltiple $Y = 2.041 + 2.996(X1) + .712(X2) + .807(X3) + .628(X4) + .011(X5) + 2.5(X6) + .719(X7)$, con el promedio de la sumatoria total de las respuestas obtenidas en la muestra aplicada en las microempresas de servicios en Hidalgo. El estadístico empleado para ello, fue la prueba T de Student para muestras relacionadas, que compara las medias entre los valores de dos variables de un único grupo (Ritchey, 2008). El análisis realizado, señala un resultado homogéneo entre pares con un error de .05 unidades en el promedio de respuesta, infiriendo con una certeza alta que los valores obtenidos poseen una asociación teórica-práctica en el conjunto de dimensiones que conforman la variable planeación estratégica en la población sujeta a estudio. En este sentido, en la significancia de los coeficientes estandarizados, se observa que tres de las siete dimensiones predictoras no realizan una contribución al modelo estadístico, al ser específicos, el análisis FODA, el diagnóstico de la situación y el control estratégico, no excluyéndose del modelo final, debido a su pertenencia teórica inherente dentro de la variable de estudio (Fred, 2017).

Investigación, implicaciones prácticas y sociales: Esta investigación aporta un nuevo modelo de planeación estratégica de características muy particulares para microempresas del sector servicios, lo que a su vez impactará en un desarrollo de las organizaciones y con esto un enfoque social relevante, debido a que si las empresas de servicios sujeto de estudios tienden a crecer generará nuevos empleos lo que impacta socialmente y económicamente.

Originalidad/valor: El estudio aporta un modelo original para un sector de microempresas del sector servicios que ofrecer la oportunidad de su aplicación con el afán que sean beneficiadas en sus categorías, con dimensiones de la planeación estratégica pero relacionados a un modelo para este estrato de empresas.

Palabras clave: Microempresas, Sector Servicios, Planificación Estratégica, Enfoque Proactivo, Modelo.

INTRODUCTION

During the last years the number of organizations has shown an exponential growth, where micro-enterprises have the bigger proportion, on 2015, 99% out of 5,156,455 formal

economic entities, over the period of 2015 -2022 the observed growth was 73 entities per year (National Statistical Directory of Economic Entities [DENUE], 2023). In Mexico the economic sector of services embraces the 43.3% of the total of economic entities, which probes the importance of this strata in the Mexican economy. Due to pandemic lockdown this percentage decreased compared with 2018's figures, affecting directly the percentage of employment, one out of three working persons lost their job (National Institute of Statistics and Geography [INEGI], 2018). In the month 17 and 27 of the pandemic 20.8% companies from sector services and 32.6% of companies closed respectively of the (INEGI, 2018). During this pandemic period 38% of companies in the State of Hidalgo had to shut down, above the national average 6% (INEGI, 2022). Hidalgo's sector services participation is 62.6% of the State Gross Domestic Product (State GPI), ratifying how important they are in economic growth, (INEGI, 2020).

This major importance has built company resilience, they adjust to long term changes, they can even shape scenarios according to their senior management approaches, which demonstrates a reactive planning position from services micro-entrepreneurs in Hidalgo. This can be explained by the fact that the market is very competitive, there are many micro size companies trying to get a small portion of the market and the poor management skills. These features and an incipient organizational culture make difficult for external changes to affect companies. Dominguez, et al., (2017) and Valencia et al., (2021) conclusions state that within organizations, aspects such as financial and human resources, management planning and technological adjustments, negatively affect in market adjustments and lead to the closure of organizations from the sector services.

This study focuses on strategic planning, since it is the theoretical and practical foundation to evaluate the dimensions/variables mentioned before. Strategic planning demonstrates that appropriate decision making in the short term has a positive impact on the company vision, which implies a methodical evaluation of an aggregate of internal and external elements. There are numbers of mental representations of the strategic process, that allows to analyze its conceptualization from many perspectives, each of them focused on elements related to mid-size or large companies which differ from the managerial methods used in micro sized companies, that's why its required to have a valuation of elements that makes possible to adapt the strategic planning to this specific sector context (Choque, 2015). In accordance with the above mentioned, this research aims to answer the follow question: Which variables inherent to the strategic planning model are able to positively impact growth and development of micro-enterprises in Hidalgo, so entrepreneurs can anticipate market variations? This study intends to

group and correlate variables pointed in relevant literature to prove that there is a strong link between those factors in order to sustain the generation of a strategic model, since this process starts and relies on the intrinsic bond between factors (Kaplan y Norton, 2016).

BACKGROUND

Strategic planning is a management model fairly young, it engages various concepts developed in the military book *The Art of War* by Sun Tzu (Lajara, 2022). However, its influence in Administrative Sciences has increase since the 60's when the scenarios where organizations compited changed as a result of economic natural growth, enterprises expansive processes and the oil economic crisis in 1974 (Sriyono et al., 2022).

Increased in competition and instability lead to a deep study of strategic management where durind the 60's decade the SWOT matrix was developed by Humphrey (2005), Then Weihrich (1982) includes the assessment of internal and external factors. In early 70's Ackoff (2012) includes the different planning approaches; reactive, inactive, proactive and predictive. Michael Porter (1980) gave the necessary tools to consulting firms to develop the BCG matrix when he published his competitive advantage book. Steiner (1979) incorporates a systemic planning method, which consists in dividing planninn in three specific moments; long term (strategical), mid-term (tactical) and shor term (operational), control system also called process review and plan assessment. Studies by Kaplan and Norton (1992) examine the control of the strategic planning process by utilizing the balance scorecard.

JUSTIFICATION

Strategic planning is the management centerpiece which gives the guideline for companies to meet their objectives, it considers contextual changes and demands, this management tool doesn't predict future tendencies (Flayyih, et al., 2022); nevertheless, gives micro sized enterprises the opportunity to develop by anticipating to tendencies, opinions or future market preferences.

The advantage of strategic planning is to provide certainty in decision making, which is also the essential nature of this research is to enable services micro-sized enterprises in Hidalgo to anticipate to future market changes in order to achieve growth. That's why this research work develops a strategic model which associates dimensions accordingly and relates variables in an organized and logic manner, accepted by the theories reviewed.

OBJECTIVE OF WORK

The objective of this research work is to design a strategic planning model that contributes in the development of micro-sized companies the State of Hidalgo, Mexico.

LITERATURE REVIEW

The Four Planning Approaches

The systems approach says that organizations are managed as an interdependent disaggregated whole with the ability to disrupt their characteristics and behaviors (Ackoff, 2012). A company is a system divided in functional areas such as general management, human resources, finance, production and marketing (Chiavenato, 2017). Each of these functional are interrelated, they are not independent to the system, that's how a decision made in the general management affects human resources department and vice versa, therefore companies' results don't reflect the sum of functional areas performance but the outcome of these areas interactions as a whole (Uribe, 2022). Under this assumption, planning inside organizations it's an explicit or implicit continuous variable that relies on the management philosophy, therefore, the process responds to the preferred vision that would be determined a priori in time past, present, future (Ackoff, 2012). These visions can be explained by the following four planning approaches: Reactive planning; based on the past, this approach is recommended under stable environments. It aims to prevent or delay changes as long as possible. Inactive planning; this approach is based on present time and implies high risk planning, since positive results will only occur under favorable circumstances. Proactive planning: Future focused recognizes change natural process while preparing necessary steps to minimize hazards and exploits new opportunities. Interactive approach: This approach lumps together present, past and future and seeks to develop a methodology sustained on the systems theory (Rodríguez, 2020).

Relation Between Strategic Planning and Proactive Approach

Business planning hierarchical order according to Gomez (1994) is: Philosophy, long-term, medium-term and short-term goals, policies, strategies, rules, procedures, programs and budgets. Hence, the manager is in charge of formalizing ideas in the top management board, by setting the cause – effect relation between what was planned and the actual results; these can be achieved by having sequential and logical management processes in the different hierarchical company levels; these processes transmit the ideas, links and tasks to be perform in every organizational level, with the objective of having a vertical descending management,

where follow-up reports, feedbacks, complaints and requests arise as a response to general board's instructions, orders and policies (Staton, et al., 2007).

According to Gallardo (2016), in order to achieve established management goals, it is necessary to prioritize plans and objectives, starting from general and moving towards more specific in every organization's department, area or function.

Strategic Planning Models

There are a variety of strategic models biased towards a proactive approach, many of them share elements, others don't, but all of them have in common the importance of adapting to empirical phenomena and the requirement of a preliminary evaluation (D'alessio, 2015). A review of different strategic planning models is conducted throughout this section, the authors considered are Fernando D'alessio, Steiner, Kaplan y Norton, David Fred, Hill y Jones, Stanton, Etzel y Walter.

Strategical Planning Sequential Model of Fernando D'alessio

According to Rivera (2016), the implicit axioma in a sequential strategic model gives the rational perspective that; by generating logical causality relations amongst the following variables; environment, current endogenous assets, present options and main objective, it's possible to address the principal goal. On the other hand, Zurita (2019) says that the design of a sequential strategic planning has to very precisely establish availability of assets, skills and competencies, actual potential and organizational restrains, in order to develop the best philosophy, objectives, structures and strategies for the organizational goal achievement.

Larios (2016) indicates that the sequential strategic process is a set of activities that operate in a specific order to project future and attain the vision of the organization, under Larios' perspective the model has three stages; design, implementation and evaluation, additionally conclusions and recommendation stages can be presented.

Steiner Systematic Corporative Planning Model

The corporative model developed by Steiner focuses on operative representation according to Bernal (2018), he considers this model delivers an effective and complete planning process. Every organization is different, but all of them follow standard patterns immersed on a conceptual model. The corporative model its divided in three sections; premises, planning design and implementation and revision (Sáenz, 2016). This model joints together the three

hierarchical levels of the organization by strategic planning, mid- term programs, short term budgets and operative schemes (Steiner, 1986).

David Fred's Strategic Planning Model

David Fred describes the strategic model as an objective and systematic approach, where it's necessary to collect, describe and analyze qualitative and quantitative data to make the best possible decisions under uncertainty. This can be achieved in three phases: The first phase also known as Data Input phase, identifies the actual ethos, objectives and strategies, in order to redefine them subsequently throughout profound internal and external assessments these assessments can objectively reveal organizational strengths, weaknesses, opportunities and threats (SWOT), knowing them sustains the plan and it can be started (Suarez, 2017). During the second phase called Strategy Implementation, the organization defines ad hoc policies to motivate their internal clients, which allows resources efficient distribution, simultaneously a new culture has to be introduced, in order to apply the strategies developed in the previous phase (Choque, 2015). The last phase is to evaluate the strategy, in order words, evaluate and quantify the results; in this phase its necessary to establish how the evaluation process can be conduct, this evaluation has to reveal; what is the progress, which resources are essential, necessary feedbacks, and the level of objectives accomplishment, without dismissing budget performance (Suárez, 2017).

Formal Strategic Model Plan

This model is proposed by Hill and Jones and orientates towards rival companies from the same industry, this strategy is the result of a formal process. It is senior management responsibility and needs to receive input from a set of variables obtained in a sequential manner (Alvarado, 2020). This strategic model constitutes of a sequential planning model, the first round starts with the declaration of corporative mission and goals, second round establishes strategic thinking; internal and external analysis and strategy selection, the last round delivers the organizational culture and a structural design (Hill and Jones, 2015). Periodically evaluating internal and external factors don't always result on having to establish a new strategy, in many occasions it means only feedback in others restructuring based on existing assets and financial resources in the organization for the period of time evaluated.

Strategic Planning Model from Stanton, Etzel and Walter

The strategic model raised by Stanton, Etzel and Walter states a logical sequence which merges strategic and marketing planning, specifying a guideline for the marketing department (Chávez, 2017). This model contains the following features, first it establishes the mission, then develops a situational diagnosis (internal and external), finally long, mid and short terms objectives are stated, it's necessary to formulate strategies that can support achieving the stated objectives (Juarez, 2020). Strategies need to be translated in action plans no matter the size of the company (Staton, et al., 2007).

Strategic Planning Model Utilizing Balanced Scorecard

Linares (2020), refers to balanced scorecard as a business management tool which continuously shows when a company and their employees are achieving the goals established by the strategic plan, this tool also allows to detect any deviations from it hence reinforce objectives and necessary initiatives to rectify. Balanced scorecard has four operative axes in the follow-up, according to Lopez et al., (2016), balanced scorecard transforms qualitative variables and strategy from the organizational philosophy into a set of measures to be pursue, it's main objective is to develop an information, communication and training system which relies in four axes; internal processes, learning and development, clients and finances, for this, balanced scorecard is considered a strategic managerial tool, used as the means to align the initiatives in every level of the organization, increases strategic training and feedback (Quintero y Fernandez, 2017).

In conclusion, a proper understanding of the environment its crucial to transfer the strategy to operative area by integrating and interrelating it with the company objectives (Ganga, et al., 2017).

Homogeneous Elements in Strategic Planning

Kaplan and Norton (2016), establish that a strategic process explains how to optimize resource management in an organization based on a detailed analysis. There are different models that can help with this process such as; corporative systematic planning model, formal strategic planning model, Stanton, Etzel and Walter strategic model and balanced scorecard (Uribe, 2022). However, all of them share homogeneous elements which main variables are: business philosophy, key internal and external factors, SWOT analysis, situational diagnosis

and strategic control (Hill and Jones, 2015). Where all of these elements have to strongly interrelate by adapting to organizational hierarchy, proactive planning approach (Fred, 2017).

MATERIALS AND METHODS

This study follows a quantitative methodology, with a non-experimental design, transactional, descriptive and correlational (Sampieri, 2018). This methodology aimed to determine the relation between the dimensions grouped under the dependent variable strategic planning and the dependent variable; micro sized organizations from services sector, located in the State of Hidalgo, in order to validate the benefits of a proactive strategic model.

Variables and Dimensions

For this research the dependent variable is strategic planning, the independent variables are the seven dimensions which according to literature have an impact on strategic planning, which are: business philosophy, key internal factors, key external factors, SWOT analysis, situational diagnostic, objectives and strategic control (D'alessio 2015; Hill y Jones 2015; Fred 2017; Steiner 1986; Staton, et al. 2007; Kaplan y Norton 2016). The statistical software used was SPSS version 22.

Sample and Research Instrument

This research obtained a simple random sample of 174 micro-sized businesses from the services sector located within Hidalgo State. A questionnaire of 63 items was given to company directors individuals, the instrument follows Likert Scale research technique, and the answers were answer under five scale attitude criteria; (5) totally agree, (4) agree, (3) not known, (2) disagree and (1) totally disagree.

Table 1. *Cronbach's alpha coefficient results.*

Confidence level statistical output	
Cronbach's alpha coefficient	# of elements
.912	63

Source: Prepared by the authors (2023)

RESULTS AND DISCUSSION

Inferential Statistics

In order to measure the level of theoretical-practical association between the set of dimensions which integrate the independent variable strategic planning, an analysis of multiple

correlation was performed. According to Hair et al., (1999) it's appropriate to use multiple correlation analysis when the study has metric dependent variable that can be related with a set of two or more independent variables, the objective of this type of analysis is to predict how the control variable responds to two or more changes in the predictor variables which allows to obtain the magnitude of the dependent variable reaction. This research applied this statistical technique since theoretical framework states an intrinsic relation between business philosophy, internal key factors, external key factors, SWOT analysis, situational diagnostic, objectives and strategic control dimensions (Hill and Jones, 2015).

The multiple regression model is:

$$Y = 2.041 + 2.996(X1) + .712(X2) + .807(X3) + .628(X4) + .011(X5) + 2.5(X6) + .719(X7)$$

Where; Y is the dependent variable, represented by strategic planning; X1 is business philosophy; X2, internal factors; X3, external factors; X4, SWOT analysis, X5, situational diagnosis, X6, strategic objectives and X7, strategic control.

Following Hair et al., (1999) to obtain a robust multiple regression model its necessary to have 15 – 20 observations for each independent variable, in this research meets this condition, exceeding the number of observations in 24%. Table 2, displays multicollinearity principle parameters, where correlations are significant since their resultant values are not greater 0.9, the obtained values show a weak or moderate association. The higher correlational values between independent variables swings between 43% and 47% (Rowntree, 1984).

Table 2. Correlation between dependent and independent variable.

	Organization	Philosophy	Internal factors	External factors	SWOT	Situational diagnostic	Objectives	Strategic control
	(Y)	(X1)	(X2)	(X3)	(X4)	(X5)	(X6)	(X7)
Pearson correlation	1.000	.481	.515	.617	.313	.442	.330	.281
Organization								
Philosophy	.481	1.000	.444	.465	.429	.399	.481	.381
Internal factor	.515	.444	1.000	.380	.437	.525	.510	.291
External factor								
External		.465	.380	1.000	.422	.537	.343	.372

	.617							
factors								
SWOT	.313	.429	.437	.422	1.000	.412	.434	.354
Situational	.442	.399	.525	.537	.412	1.000	.402	.369
diagnostics								
Objectives	.330	.481	.510	.343	.434	.402	1.000	.350
Strategic	.281	.381	.291	.372	.354	.369	.350	1.000
control								
Unilateral significance	.000							
(Y, X1, X2, X3, X4, X5, X6, X7).		.000	.000	.000	.000	.000	.000	.000
N (Y, X1, X2, X3, X4, X5, X6, X7). 174		174	174	174	174	174	174	174

Source: Prepared by the authors (2023)

As shown in Table 3. Multiple regression model overview, the output indicates that simple correlation measure (R) is equal to 0.815, determination coefficient (R²) displays how the regression line adjusts for this model and that it can explain the estimate model in 66.4% with a standard error of 33.6%. Adjusted R² coefficient has a value of 0.664, which indicates that the dependent variable, micro-sized enterprises from services sector in Hidalgo have a response of 66.4% to predictions of independent variables in this multiple regression model.

Table 3. Multiple regression model overview.

Model overview ^b									
Model	R	R ²	R ² adjusted	Standard error	Variation statistics				
					R ² variation	variation F	gl1	gl2	Sig. variation F
1	.815 ^a	.664	.650	35.33210	.664	47.214	7	167	.000

Source: Prepared by the authors (2023)

Table 4, indicates non-standardized coefficients which state the variation on the predictor variables “strategic planning” in response to variable “micro-sized service companies”. It’s possible to say that moving up in one point in the given Likert scale in response to “having a written business philosophy” amongst surveyed organizations, is associated to a 2.966 increase over micro-entrepreneurs’ perception about the application of strategic planning dimensions, when maintaining the rest constant.

Standardized coefficients in Table 4, show individual significance of every dimension that integrates the strategic model over the response variable. By cross checking, it's possible to determine that the predominant dimension is external factors with 41%, thus it's possible to say that a raise in standard deviation of a positive response in the items related to external factors analysis can increase in 0.414 the response on microentrepreneurs about strategic planning. Finally, collinearity statistics reveals the existence of dependency between predictor variables, when variance inflation factor (VIF) value is larger than 10 (Ritchey, 2008).

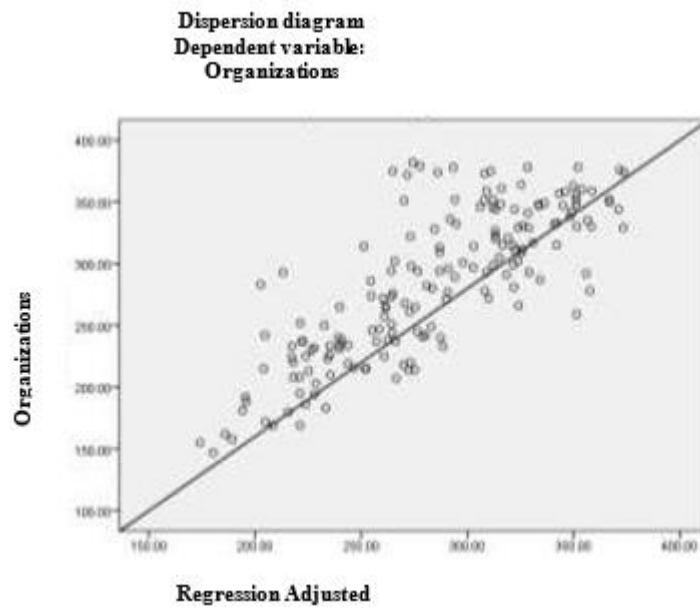
Table 4. Multiple regression model's standardized and non-standardized and statistical coefficients of collinearity overview.

Coefficients ^a										
Model 1		Non-Standardized		Standardized coefficients	t	Sig.	95.0% interval confidence for B		parameters	
		B	Error Standard	Beta			Inferior limit	Superior Limit	Tolerance	VIF
	(Constant)	2.041	18.730		.109	.913	-34.937	39.020		
	Philosophy	2.966	.545	.294	5.443	.000	1.890	4.042	.688	1.453
	Internal Factors.	.712	.118	.342	6.028	.000	.479	.946	.623	1.605
	External Factors.	.807	.111	.414	7.279	.000	.588	1.026	.622	1.608
	SWOT.	.628	.476	.073	1.321	.188	-.311	1.567	.665	1.503
	Diagnosis.	.011	.814	.001	.014	.989	-1.595	1.618	.583	1.715
	Objectives.	2.500	.504	.276	4.956	.000	1.504	3.496	.649	1.541
	Strategic Control.	.719	.643	.062	1.119	.265	-.550	1.988	.647	1.545

Source: Prepared by the authors (2023)

In this analysis, tolerance is far from the threshold value of 0.1 so it's possible to infer there is not multicollinearity. However, the dimension "situational diagnosis" has the higher predisposition to relate with the other dimensions with a significance parameter of 0.989. In Figure 3, The regression's forecasted value dispersion diagram proves the existence of a positive imperfect correlation since it doesn't adjust to the trendline. In this sense, when the positive response of micro entrepreneurs increases in relation to the application of any of the seven dimensions that integrate the independent variable "strategic model", the dependent variable shows a positive response.

Figure 3. The regression's forecasted value dispersion diagram



Source: Prepared by the authors (2023)

The regression equation is:

$$Y = 2.041 + 2.996(X1) + .712(X2) + .807(X3) + .628(X4) + .011(X5) + 2.5(X6) + .719(X7)$$

Finally, to establish the forecast model's accuracy, it was compared against the obtained data from micro-entrepreneurs studied in this research by using Student's t Test for related samples statistical tool which compares means between the values of two variables from a single group (Ritchey, 2008). Table 5 compares data's actual mean value against forecasted mean value, considering determination coefficient associated to the prediction model it's possible to observe a moderate correlation, where the forecasted value has standard error value of 0.05 in the answer average of micro-entrepreneurs.

TABLE 5. Student's t test for related samples.

Paired sample statistics					
		Mean	N	Standard deviation	Standard error mean
Pair 1	Micro-organizations (Y)	283.3657	175	59.74335	4.51617
	Prediction (Y)	283.8746	175	48.81496	3.69006

Source: Prepared by the authors (2023)

DISCUSSION

As an analogy to Ackoff (2012) and Chiavenato (2017) contribution about systems approach, strategic planning approach variable is a disaggregated and interdependent system,

constituted by seven dimensions: business philosophy, internal key factors, internal key factors, external key factors, SWOT analysis, situational diagnostic, objectives and strategic control. These dimensions have a profound relation, where an appropriate situational diagnostic directly affects organizational objectives achievement, inversely in a continuous process. Therefore, applied strategic planning is the result of one dimension's interactions with the others.

Following this assumption, planning is inherent to the organization in an implicit or explicit way, and it requires to hierarchize plans by using a deductive methodology in order to achieve objectives (Gallardo, 2016). According to Gomez (1994) the appropriate hierarchical order should be: philosophy, long, mid- and short-term objectives, policies, strategies, rules, procedures, programs and budgets, all of the mentioned is proposed by the proactive planning approach which focuses on the future for the purpose of helping the organization to adapt under unpredictable and complex scenarios, this can result in a strategic long term positioning (Ackoff, 2012).

This research shows a pair homogeneous result with a standard error of 0.05 in the average response, certainly it's possible to infer that parameters are theoretical- practical associated with the set of dimensions conforming the variable strategic planning for the sample under study. Standardized coefficients significance established that three out of the seven predictor dimensions do not have a contribution in the statistical model, they are SWOT analysis, situational diagnostic and strategic control, nevertheless considering their theoretical importance in the target variable of study they are not excluded from the final model (Fred, 2017).

Based on the answers obtained from the research instrument, it's possible to establish that services microenterprises in Hidalgo do not consider or analyze any of these three variables, in other words, the SWOT analysis emerges from a combination of brainstorming and partial analysis of internal and external factors conducted empirically rather than using a formal methodology, this was deduced by the existent correlation between SWOT and external (42.9%) and internal (43.7%) factors, just above 3% within a weak association threshold. Similarly, situational diagnostic doesn't come from the formal recognition of key factors due to a profound SWOT analysis and the strategic control inside organization data system is not relevant.

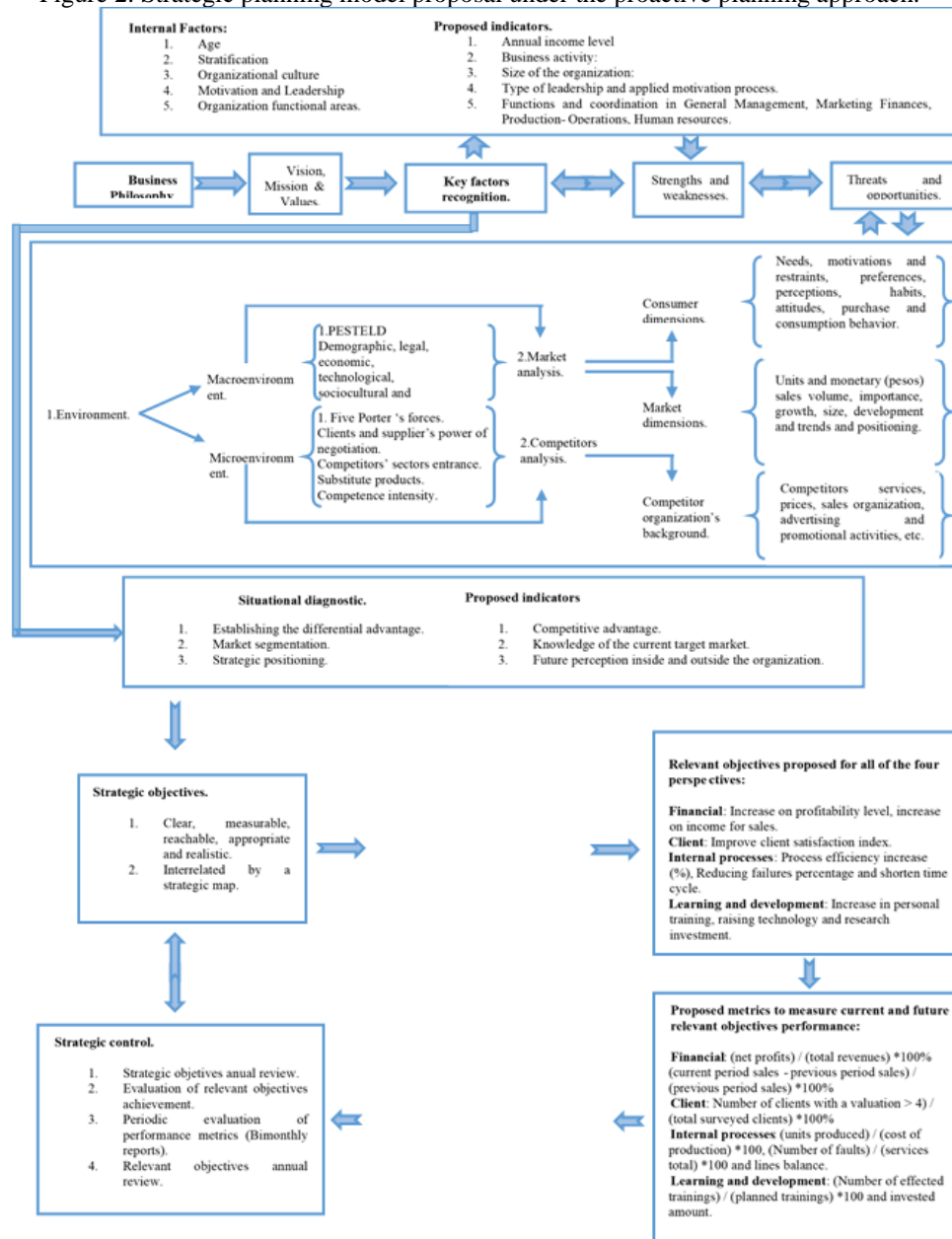
CONCLUSION

From the research objective, that is to design a strategic planning model that contributes to growth at the micro-sized enterprises from services sector in Hidalgo State, and based on the

variables association coefficients parameters obtained through a multiple correlation robust analysis (displayed in table 2) with a confidence interval which oscillates between weak and moderate correlation, the variables SWOT, situational diagnosis and strategic control had no statistical significance. It can be inferred that, when taking the strategy theoretical model to practice, a part of it isn't executed in a disaggregated and interdependent manner, just as dictated by the proactive planning approach. Under this context, the research question: Which factors from the strategic planning model that positively impact the development of micro-enterprises from sector services in Hidalgo, Mexico?

Gomez (1994), established the hierarchical order as: philosophy, short-, mid- and long-term objectives, policies, strategies, rules, procedures, programs and budgets. All above described, its related to planning proactive approach oriented to the future with the main purpose of adapting the enterprise under complex and unpredictable environment which leads to a long-term strategic positioning (Ackoff, 2012). After evaluating the statistical parameters, it's possible to propose a strategic planning model, showed in Figure 2 with the objective of correcting a weak or moderate correlation amongst strategic planning dimensions observed in sector services enterprises in Hidalgo when strongly interrelating a set of dimensions and factors in a well-defined, logic and structured order, just as recommended by the theoretical framework.

Figure 2. Strategic planning model proposal under the proactive planning approach.



Source: Prepared by the authors (2023)

The validation of this model occurred in parallel with the validation of the forecast model, sustained by the comparison of the average parameter obtained by the multiple regression equation and the total sum of the average of the responses obtained in the questionnaire given to the micro-size enterprise sample. The statistical tool used is Student's t to related samples which compares means among two variables in a same group (Ritchey, 2008).

More than 99% of micro enterprises are facing one of the major problems in the administrative sciences, which is exponential growth, therefore they should be performing under a proactive planning approach, which would help them to adequate and adapt to the complex coming changes.

This study contributes to solving the management problem by providing a proactive strategic planning model that contributes to services sector micro-enterprises' growth, this model gives them the necessary tools to developed under difficult circumstances. However, the study focused mainly in microbusinesses from sector services exclusively, reason why its proposed for future research papers to include the other economic sectors.

Finally, to point out this research limitations, there is not an information system that facilitates the collection, processing, storage and dissemination of data to internal clients equipped for decision making; this is an inherent process that has to be homologated in order to achieve an appropriate internal coordination among functions and external among suppliers and final clients, even though, this necessity and the required managerial tools to face it are mentioned, it was not taken in consideration in this work because it's a study topic that requires a separate research.

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