



ORGANIZATIONAL MANAGEMENT CAPACITIES OF CHEESE PRODUCERS IN THE DEPARTMENT OF BOYACÁ

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ABSTRACT

Cheese producers in Boyacá, Colombia, face challenges related to competitiveness and innovation, limited by infrastructure, financing, and a lack of entrepreneurial mindset. Despite the cheese's designation of origin, these obstacles affect its development in both national and international markets. Therefore, the study aims to evaluate the organizational management capabilities of cheese producers in Boyacá, focusing on strategic, technological, personal, and organizational capacities to identify weaknesses and opportunities for improvement. A qualitative analysis was conducted using Likert-type surveys, assessing company capabilities based on their value, rarity, and exclusivity. Capacities were analyzed across four key dimensions. Among the main findings is that producers show limited progress in strategic planning, human capital development, and innovation. However, most companies lack advanced technology and efficient organizational processes, restricting their growth potential. In conclusion, it is necessary to strengthen technological and organizational management capabilities to improve competitiveness and seize market opportunities.

KEY WORDS

Competitiveness, Capabilities, Organizational management, Innovation, Cheese producers, Designation of origin.

INTRODUCTION

Organizations are currently facing challenging environments based on innovation and competitiveness; according to the World Economic Forum, competitiveness management is based on institutions, policies, and factors that determine the level of productivity, seeking to improve physical and legal security, and macroeconomic stability at the global level (Baumann et al., 2021). In turn, the Global Competitiveness Index 4.0, developed by the WEF since 2018,

assesses economies through 12 pillars: institutions, infrastructure, ICT adoption, macroeconomic stability, health, skills, product market, labor market, financial system, market size, business dynamism, and innovation capacity (World Economic Forum, 2020)(Cann, 2016)

According to the level of competitiveness of the department of Boyacá, according to the Departmental Competitiveness Index (IDC) prepared by the Private Competitiveness Council and the Universidad del Rosario, for 2021 and 2022 it was ranked 10th among 33 territorial entities evaluated. This indicator analyzes a series of components corresponding to basic conditions, efficiency, and sophistication and innovation. In the analysis of results, Boyacá stood out in basic and secondary education, maintaining the first position with a score of 8.31 in 2022. In infrastructure, the department ranked 6th, while in innovation and business dynamics it ranked 7th (Private Competitiveness Council, 2022).

However, the Colombian dairy sector and its development in Boyacá have been driven by the Strategic Plan of the Colombian Dairy Sector (PESL) and the policy guidelines established by the UPRA in 2021. The PESL seeks to increase the competitiveness and sustainability of the sector through four main strategies: integration to reduce costs and raise productivity, generation of added value and innovation, strengthening markets, and institutional strengthening (Vélez, 2016). The policy guidelines for the bovine dairy chain define four structural axes: productivity and competitiveness, formalization and social development, environmental commitment, and institutionality (Rural Agricultural Planning Unit – UPRA, 2021).

For its part, the government of Boyacá, through the Secretariat of Productivity, ICT and Knowledge Management, with its 'Boyacá Territory of Flavors' Program, has developed initiatives through the Productive Transformation Program (PTP). Work has been done especially with the producers who are in charge of the cheese manufacturing and marketing chain in the region, implementing the Strategic Plan of the Colombian Dairy Sector, which aims to identify possibilities and opportunities in the markets, with special emphasis on the promotion of innovation, institutional and business strengthening through accompaniment on issues of safety and traceability of processes for marketing with high quality standards (Vélez, 2016).

An important asset of the department of Boyacá is Paipa cheese, which obtained designation of origin in 2011 through resolution 70802 of the Superintendence of Industry and Commerce, becoming the only semi-matured Colombian cheese with this protection. Cheese has more than 130 years of history and is produced exclusively in the municipalities of Paipa and Sotaquirá (Superintendence of Industry and Commerce, 2011; Benavides-Sánchez, 2021). The "Boyacá Territorio de Sabores" program has implemented strategies to support, train, and promote the different entrepreneurs in the cheese sector (Benavides-Sánchez, 2021).

Consequently, there has been a persistent problem in terms of the promotion and development of the dairy chain of cheese producers in the Department of Boyacá. The obstacles identified include the lack of business consolidation and scalability that do not allow for the development of continuous growth, technological backwardness in the productive and transformation links, sanitary conditions that prevent taking advantage of free trade

agreements and access to the domestic market, difficult access to financing funds for projects, absence of entrepreneurial mentality on the part of producers, lack of road infrastructure and lack of development of good agricultural and livestock practices (Vélez, 2016).

The implementation of traceability and safety technologies has become fundamental for the sector, especially with the development of systems that allow detailed monitoring from primary production to the final consumer. The Productive Planning Plan for the dairy chain, prepared in 2021, establishes a 20-year prospective vision that seeks to unite public and private efforts to improve the competitiveness, associativity, environmental commitment, and territorial development of the Colombian dairy chain (Toro, 2022).

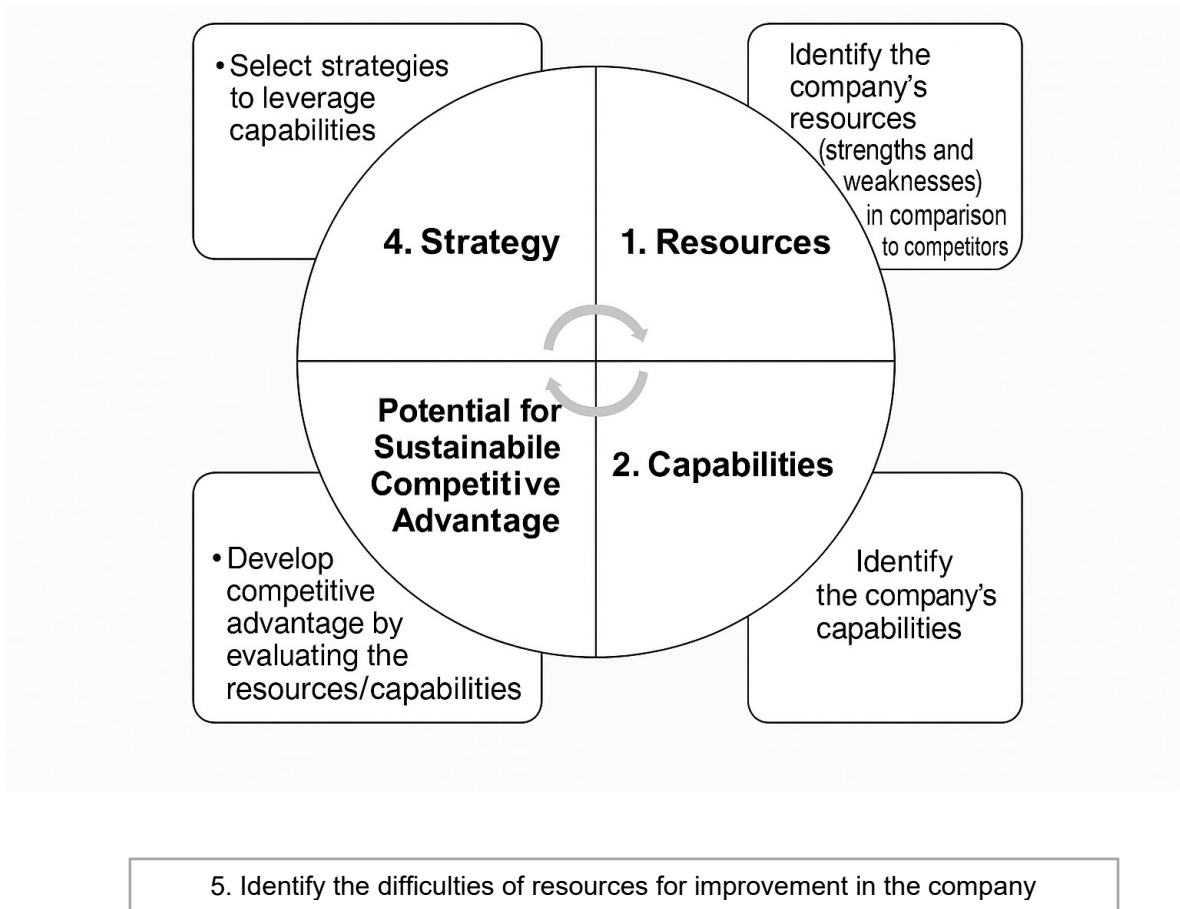
Taking into account this panorama, it is evident that the department of Boyacá has significant potential in the development and promotion of cheese with designation of origin for the generation of wealth and economic development of the department. To this end, it is important to create value generation strategies that counteract the difficulties and obstacles that have arisen in the cheese dairy sector, with the purpose of promoting productivity growth, competitiveness and the sophistication of the region's productive apparatus.

THEORETICAL SUPPORT

ORGANIZATIONAL CAPABILITIES

In the business environment, the behavior of resources must be analyzed to develop capabilities around value creation strategies; resources are controllable tangible and intangible internal factors and strategic assets of organizations as a source of competitive advantage (Oliver, 1997) Barney, J. (2001). Through the use of resources, organizations can develop different activities specific to their corporate purpose, turning them into valuable and dispensable aspects for the functioning of their own activities in organizational management (Aral & Weill, 2007). According to Grant (1996), for the generation and formulation of value generation strategies, the theory of resources and capabilities through sequential stages based on strategic analysis must be taken into account (Barney, Ketchen, & Wright, 2021). (Brunner, J., 2000) (Teece, D. y Pisano, G., 1994)

Figure 1. A resource and capability theory-based approach to strategic analysis. A practical framework



Source: Adapted from Grant (2004)

Organizational capabilities, also known as core competencies, are considered a set of representative, potential, and dynamic skills, knowledge, and competencies that allow positive and competitive performance results to be obtained. These capacities arise through the establishment of collective learning processes within the organization (Ulrich & Lake, 1990). This makes it possible to coordinate various production techniques to achieve goals and objectives aimed at the development of superior competitive advantages, difficult to imitate and with successful results, which contribute to increasing the added value perceived by customers and differentiating themselves from competitors (Fabrizio et al., 2021). On the other hand, to develop distinctive capabilities in value generation, the company must focus on doing what it knows best, complying with the conditions that influence the customer's perception of value, which allows differentiation through a capability based on exclusive ownership and extensible to several lines of goods and services (Kim & Bosselman, 2019). (Grant, 1996) (Prahalad, 1990)(Haemel y Prahalad, 1995)

According to Bueno and Morcillo (1997), distinctive core capabilities are divided into strategic, technological, personal, and organizational. Strategic capabilities are oriented to the interest group and the objectives of the organization, combining a series of activities that allow creating added value for customers in different markets, based on its strategic platform. Technological capacity is the ability of the organization to design, buy, manufacture, and sell,

and is established on the stock of technologies applied in innovation processes (AlTaweel & Al-Hawary, 2021).

On the other hand, personnel capacity is the set of capabilities of people referring to skills or knowledge (what they know how to do), skills (what they can do) and attitudes or behaviors (what they want to do) and finally organizational capacity is the coordination of value generators through a structure formed in a design of tasks, routines, methods, power structures, and management and information systems (Bueno, y Morcillo, 1997)

Table 1. Concept and components of capabilities

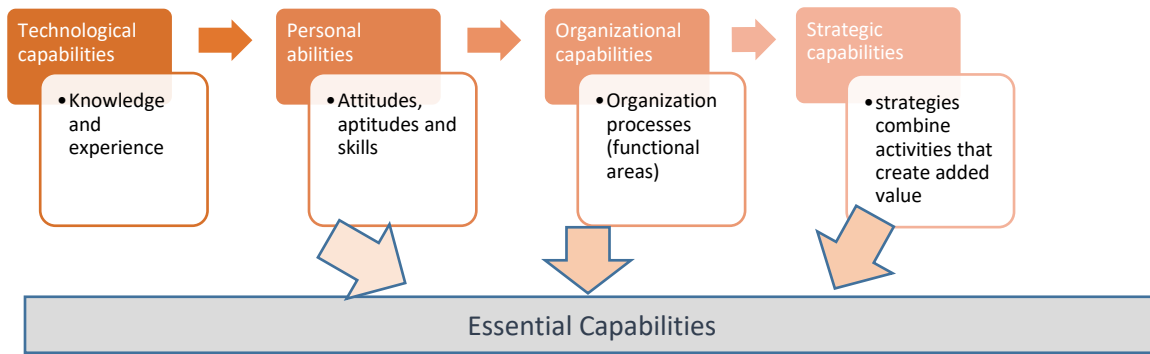
CAPACITY	CONCEPT	COMPONENTS
Strategic	The existence of a draft strategy corporate group that takes into account the groups of interest and combine activities to create Added value to customers in multiple markets	• Strategic interest in remaining in the sector • Image and prestige • Location and facilities • Volume of productions • Market share • Profitability • Financial Capacity • Vulnerability to changes in demand • Exit barriers from the company • Barriers to mobility within the group
Technological	The ability to design, purchase, manufacture and sell.	• Differentiated and exclusive products • Value-added processes • Technology mastery • Capacity for innovation • Strategic assets that are difficult to imitate • Production flexibility • Quality Systems
Personal	The Ability Set of People	• Training skills • Staff Skills • Personal attitudes and behavior • Human capital formation • Position on the Experience Curve
Organizational	The coordination of value generators through through the organizational structure of the enterprise.	• Strategic direction • Management capacity • Task and method design • Power structure • Information Systems

Source: Adapted from Sanz and Sabater (2002)

According to Uribe Gonzalez (2001), in order to maintain a competitive advantage, companies must develop capabilities in the following aspects:

- The capability must be valuable that allows exploiting and attacking existing threats in the environment through the design of value creation strategies that are a source of sustained competitive advantage.
- The ability must be rare based on the fact that competitors do not possess it and it is difficult to imitate.
- Unique ability to imitate and not exist in the market for your transaction negotiation.

Figure 2. Strategic management from a capabilities approach

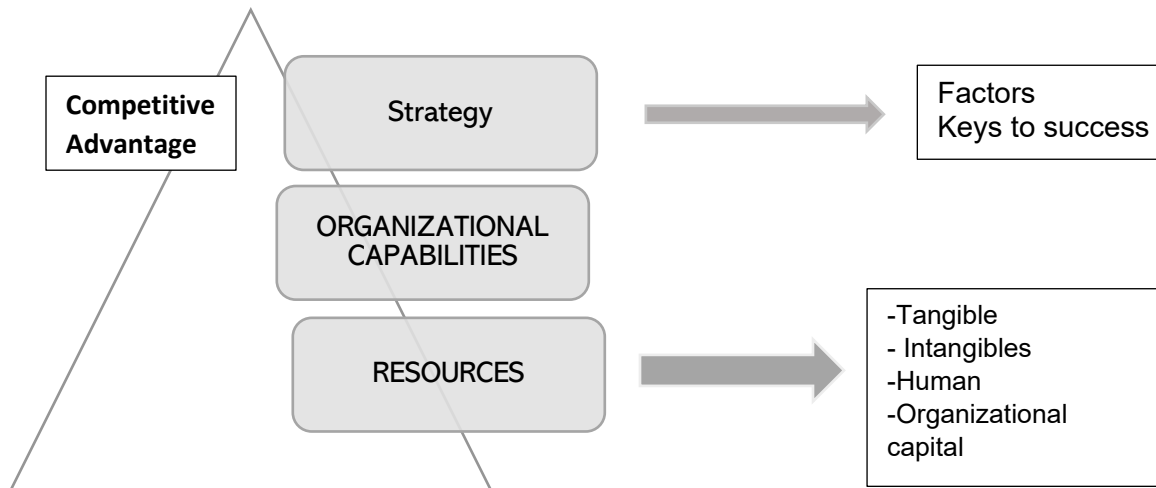


Source: Adapted from Bueno and Morcillo (1997)

Capabilities are the interrelationship between people and resources, which give rise to entrepreneurial capabilities, according to Nelson and Winter (1982), defined as "organizational routines" composed of activities, actions, and patterns that involve standardized and complementary learning processes (Foss, 2003). For Grant (1991), organizational routines are directly related to the resources and capabilities that lead to cooperation and collaboration among the team, to obtain as a result efficiency and flexibility in the processes through the use of individual skills based on experience and practice over time in achieving the sustainability of competitive advantage (Castañer & Oliveira, 2020).

In the business sector, the potential of resources and capabilities to generate profits in the company must be assessed; In the first instance, the scope of the competitive advantage must be analyzed by making a comparison with its rivals, to establish a series of conditions that allow this competitive advantage to be obtained in the development of factors and scarce capabilities that are difficult to copy, as they propose Prahalad y Hamel (1990), and relevant to creating value and surviving by capacity. In the organizational environment, in order to achieve competitive advantage, maintenance and sustainability in capabilities must be obtained; in the development of skills with aspects of durability, difficult transferability and imitation without being fragmented by technological change. . (Amit y Schoemaker, 1993) (Grant, 2004)

Figure 3. The relationship between resources, capabilities and competitive advantage



Source: Adapted from Grant (2004)

METHODOLOGY

This methodological design is based on a qualitative perspective that allows the identification and relationship of variables considered as essential (dependent) and distinctive (independent) capacities. In this context, constant assumptions or parameters are established that guide the research. To measure these abilities, items are constructed that reflect the distinctive basic characteristics, evaluated using a four-point Likert scale that classifies each ability according to its value, rarity, and exclusivity. Thus, the higher the numerical score attributed by firms, the greater the commitment to the efficient management of resources and the development of capabilities that facilitate the obtaining of competitive advantages (Bueno and Morcillo, 1997).

Table 2. Capacity Assessment

TEST/ CAPABILITIES	Valuable	Rare	Exclusive
Strategic			
Technological			
Personal			
Organizational			

Source: Adapted from Bueno and Morcillo (1997)

This quantitative approach is integrated with a deep recognition of the context and internal dynamics of each organization, key factors in qualitative research applied to organizational studies.

To address the analysis of the organizational management capacities of cheese producers in Boyacá, a mixed approach is proposed that combines quantitative and qualitative methods, with the aim of obtaining a comprehensive understanding of the phenomenon. The design is non-experimental, cross-sectional and descriptive-explanatory, which allows the study of capacities within their natural environment, without manipulation of variables, using an interpretative paradigm that facilitates the deepening of the dynamics and processes of the

cheese sector. The selected population includes artisanal and industrial producers, formal and informal, chosen through intentional sampling or convenience, to ensure an adequate representation of the sectoral diversity in Boyacá, characterized by the coexistence of family businesses and structured productive units, with different levels of access to technologies and resources (Barney, 1991; Teece et al., 1997).

Data collection is implemented through complementary techniques that enrich the analysis from different perspectives. Structured surveys with a Likert scale are applied to quantify the development of capacities in areas such as strategic management, innovation, marketing and finance, allowing the identification of patterns and differences among producers. In parallel, semi-structured interviews are conducted with managers, owners and key personnel to capture experiences, perceptions and organizational challenges. Direct observation at the site of production and documentary analysis of records and manuals complete the contextual information, reinforcing the global understanding of the phenomenon.

The analysis will combine descriptive statistics to characterize levels and trends; comparative analyses to identify significant differences according to variables such as size, formalization and geographical location; correlational analysis to explore relationships between capabilities and performance; and gap analysis, which will contrast the current state with an ideal standard, thus facilitating the formulation of specific strengthening recommendations and strategies. This methodological proposal is designed to adapt to the particularities of the Boyacá cheese sector, providing both academic and practical knowledge for the definition of organizational development policies and programs (Teece, 2007).

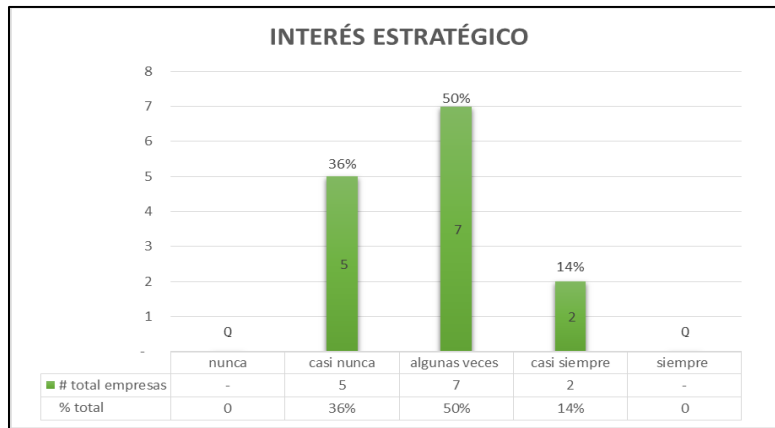
RESULTS

This section presents the analysis of the results obtained from the application of the instrument (survey) to cheese-producing entrepreneurs in the department of Boyacá, using a non-probabilistic qualitative model with Likert-type measurement scales to classify and identify the four organizational capacities related to personal attitudes or values. technological, organizational and relational.

STRATEGIC CAPABILITIES

It is characterized by the definition, formulation and implementation of the organizational strategic planning that cheese producers have designed; in search of the achievement of the vision, mission and business objectives set forth that fosters organizational direction and management.

Figure 4. Strategic interest cheese producers

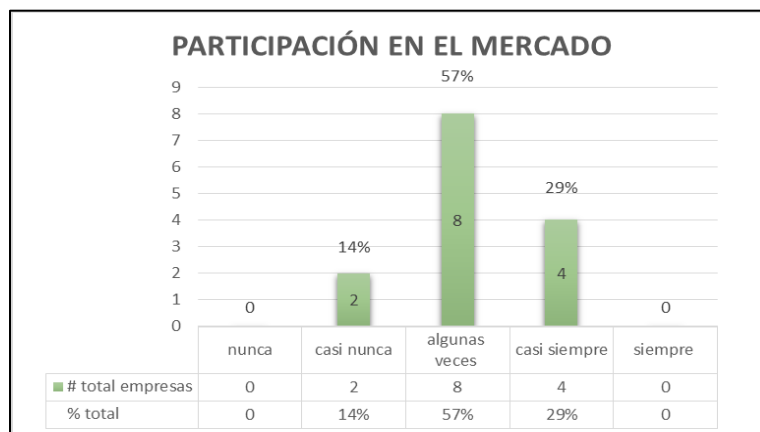


Source: Own construction based on a questionnaire of capacities for cheese producers. In original Spanish language

In the strategic capacities developed by cheese producers, it is evident that only 14% (2 out of 14 companies) almost always manage to overcome the strategic interest of remaining in the sector, thanks to a process of formulation and implementation of a defined strategic planning, which has allowed them to establish the percentage of participation in the sector that they wish to achieve in relation to their competitors.

50% (7 companies) sometimes show interest in defining the percentage of the market they seek to serve, determining the size and sales necessary to achieve business growth. Finally, 36% (5 companies) almost never develop planning, management and control processes for their activities in the current market.

Figure 5. Market Share



Source: Own construction based on a questionnaire of capacities for cheese producers. In original Spanish language

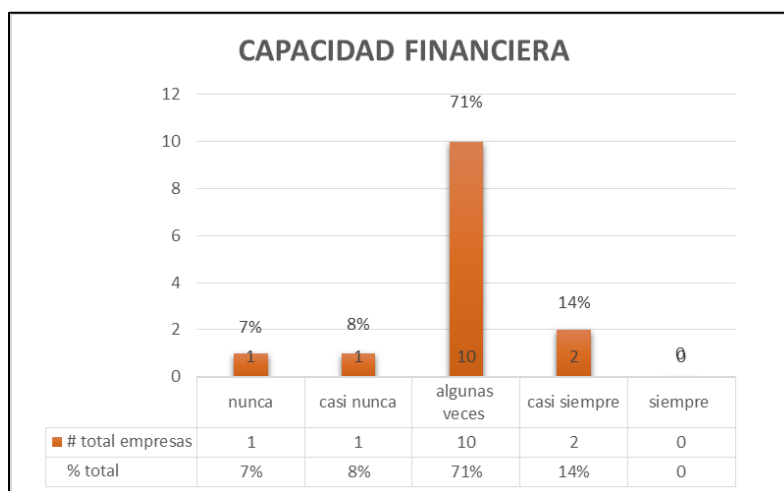
It is evident that 29% of cheese producing companies (4 companies) almost always achieve a competitive position thanks to sales management and profit generation, through the

implementation of marketing activities, advertising, pre- and post-sales strategies, and the development of unique and differentiated products, supported by the certification of designation of origin.

57% (8 companies) sometimes manage to gain significant market share through sales and commercial development and management, which contributes to profit and market recognition.

Finally, the remaining 14% (2 companies) almost never show interest in developing competitive advantages for consolidation, permanence and growth in the market.

Figure 6. Financial capacity cheese producers



Source: Own construction based on a questionnaire of capacities for cheese producers. In original Spanish language

In accordance with the strategic capacities for the development of the economic activities of cheese producers, 14% (2 companies) have the financial capacity to achieve their corporate purpose through commercial and sales management, which has allowed them to obtain profits for investment and payment of obligations, in compliance and execution of business objectives.

71% (10 companies) sometimes have financial resources to meet their needs and commitments, in accordance with the commercial strategy contemplated in the sales activities, thus seeking to achieve business liquidity.

Finally, 14% (2 companies), corresponding to almost never and never, are unable to obtain liquidity in the company's operations, which makes it difficult to meet the needs and development of their organizational activities.

Table 3. Strategic Capacity Assessment

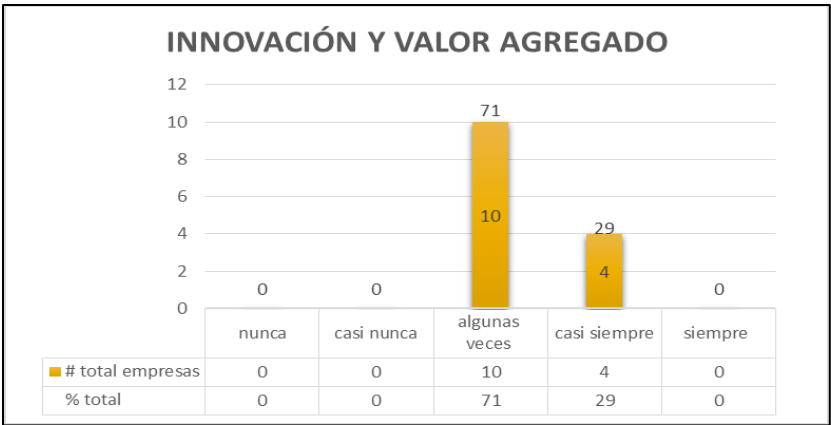
Test / Capacity	Valuable	Rare	Exclusive
Strategic Capability		X	

Source: Own construction based on a questionnaire of capacities for cheese producers

TECHNOLOGICAL CAPABILITIES

It corresponds to the incorporation of research, development and innovation implemented by cheese producers, who seek to develop differentiated and exclusive products through a combination of technology, added value and the support of the certification of the denomination of origin of the cheese.

Figure 7. Innovation and added value cheese producers

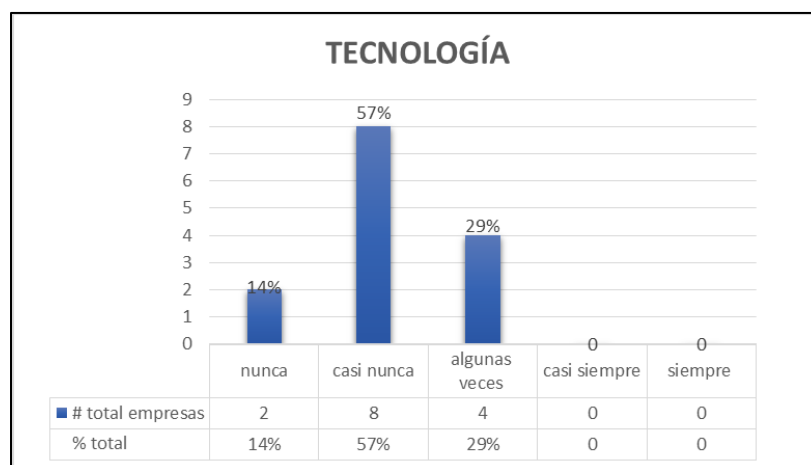


Source: Own construction based on a questionnaire of capacities for cheese producers. In original Spanish language

According to the social purpose of cheese producers, it is observed that only 29% (4 companies) develop innovation and value-added processes through the incorporation of practices and the validation of the product in the laboratory. They also strengthen their company through the support of government institutions such as the Government of Boyacá, SENA, the Mayor's Offices of Sotáquira and the OVOP ("One Village, One Product") program, a strategy that promotes and encourages the production and marketing processes of cheese. These entities provide technical-operational advice for the improvement, improvement and research of new uses, alternatives and benefits related to cheese.

On the other hand, 71% (10 companies) sometimes incorporate innovation and value-added processes, downplaying the importance of the development of activities that allow the consolidation of these processes for the benefit of the company.

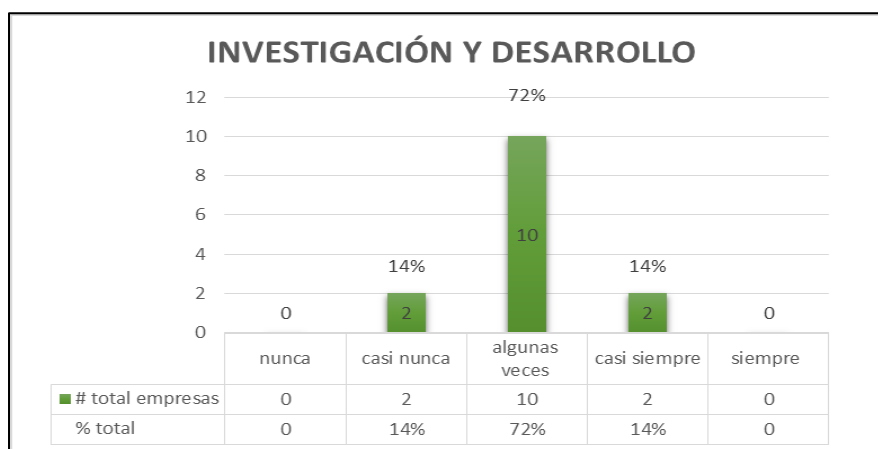
Figure 8. Cheese Producers Technology



Source: Own construction based on a questionnaire of capacities for cheese producers. In original Spanish language

Regarding the production processes of cheese producers, it is evident that 29% (4 companies) have installed capacity in machinery, equipment and optimal technology for the development of cheese production and manufacturing activities. On the other hand, a weakness is observed in the remaining 71% (10 companies), corresponding to those that almost never or never have sophisticated technology for their operations. Generally, its production processes are developed in an artisanal and traditional way, due to the lack of renovation and restructuring of the plant and the equipment required in the production area.

Figure 9. Research and development of cheese producers



Source: Own construction based on a questionnaire of capacities for cheese producers. In original Spanish language

In the production processes, 14% of cheese producers (2 companies) encourage and promote the creation of research and development spaces that allow the generation and creation of new products around cheese. They also establish strategic alliances with

government entities that provide follow-up and support for business strengthening, as well as for the improvement and improvement of the product with designation of origin certification.

72% (10 companies) sometimes incorporate innovation processes for the generation and creation of new products that expand their business portfolio.

Finally, the remaining 14% (2 companies) almost never concentrate on linking novel and creative processes in production, limiting themselves to making their traditional cheese product.

Table 4. Assessment of technological capacity

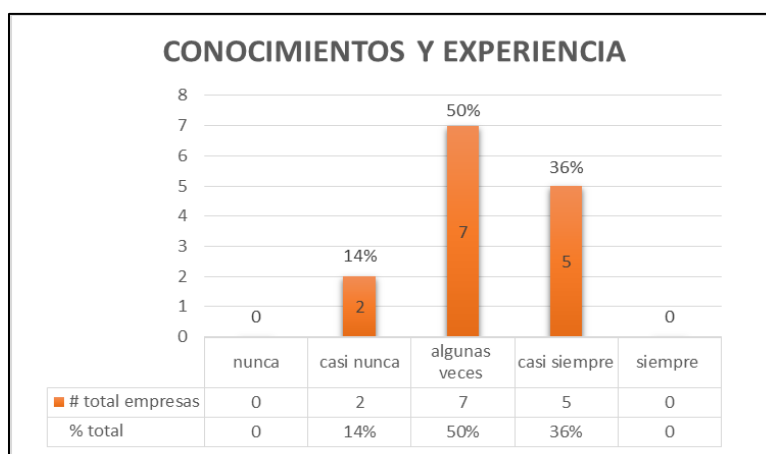
Test / Capacity	Valuable	Rare	Exclusive
Technological capacity	X		

Source: Own construction based on a questionnaire of capacities for cheese producers

PERSONAL CAPABILITIES

It corresponds to the analysis of the aptitudes, attitudes, knowledge, skills and behaviors of the staff, as well as to the formation of the human capital that cheese producers have.

Figure 10. Personal knowledge and experience cheese producers



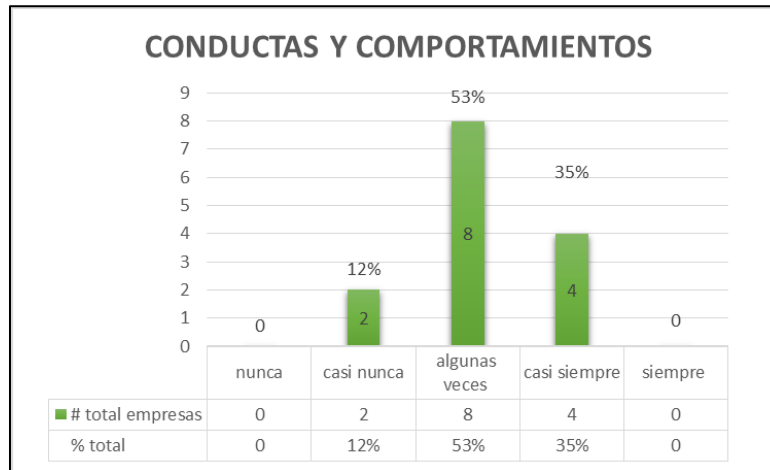
Source: Own construction based on a questionnaire of capacities for cheese producers. In original Spanish language

Regarding the development of knowledge and experience of the group of workers in cheese-producing companies, 36% (5 companies) almost always allow the staff to perform adequately in the assigned position, since the companies are committed to achieving economic benefits and organizational growth. This is achieved through the implementation of training programs that include induction, training and updating of theoretical and practical knowledge, which has strengthened the capacities of human talent according to the functions and activities to be developed.

50% (7 companies) sometimes have human talent that has knowledge and experience according to the role they play within the organization.

Finally, 14% (2 companies) almost never have a group of collaborators with studies and knowledge of the dairy sector, especially in the production and manufacture of cheese.

Figure 11. Behaviors and behaviors of cheese-producing personnel



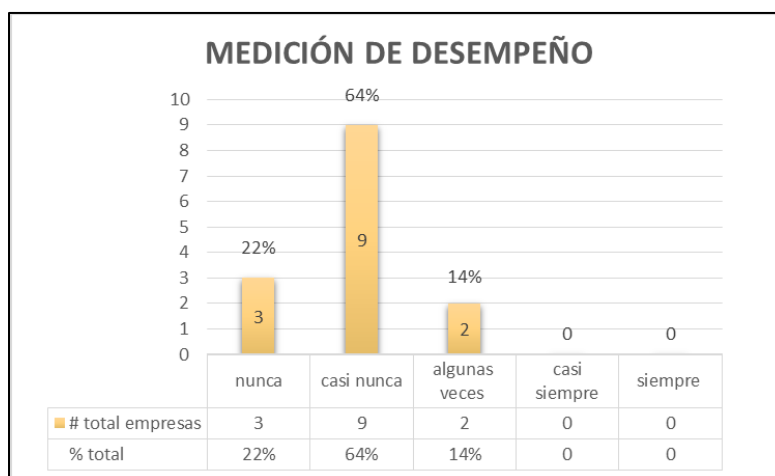
Source: Own construction based on a questionnaire of capacities for cheese producers. In original Spanish language

In the development of the daily activities of the personnel of the cheese producing companies, 35% (4 companies) present appropriate behaviors and behaviors that foster a pleasant organizational climate, promoting the fulfillment of the objectives and goals set in search of the growth and scalability of the organization.

53% (8 companies) sometimes manifest attitudes that encourage a committed work environment, performing the functions and activities corresponding to their role.

Finally, 12% (2 companies) almost never develop practices aimed at managing the values, principles and policies proposed by the organization through their conduct and behavior.

Figure 12. Measuring cheese producer performance



Source: Own construction based on a questionnaire of capacities for cheese producers. In original Spanish language

In the analysis of the behavior of the economic benefits obtained in their fiscal year, 14% of cheese producers (2 companies) sometimes incorporate processes of evaluation and measurement of the performance of employees, based on efficiency and productivity indicators, in order to determine the degree of commitment and compliance with the goals set according to their labor contract.

On the other hand, the remaining 86% (12 companies) almost never or never carry out evaluations of their workers to identify performance, performance and execution during the work year.

Table 5. Personal Capacity Assessment

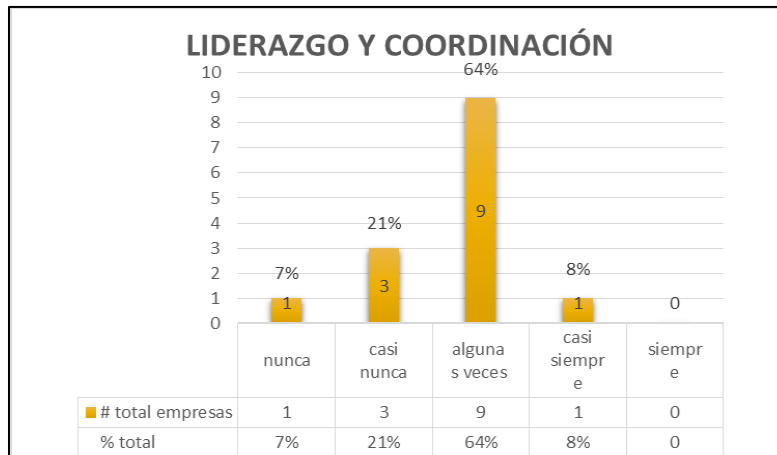
Test / Capacity	Valuable	Rare	Exclusive
Personal capacity		X	

Source: Own construction based on a questionnaire of capacities for cheese producers

ORGANIZATIONAL CAPABILITIES

It is focused on the coordination of capacities, tasks, routines and methods within the structure of direction, management, planning and control of the activities carried out by cheese producers.

Figure 13. Processes, leadership and coordination of cheese producers



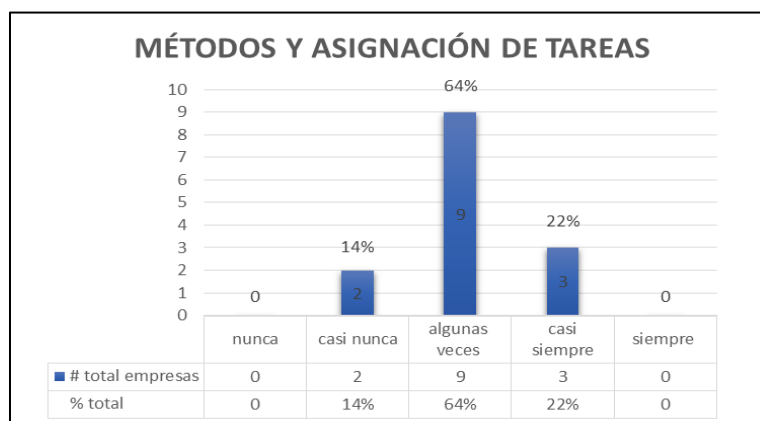
Source: Own construction based on a questionnaire of capacities for cheese producers. In original Spanish language

According to the organizational structure that cheese producers have, it is evident that 8% (1 company) almost always has managerial capacity based on leadership and coordination skills for the development of the activities of their corporate purpose.

64% (9 companies) sometimes develop skills to lead the team of employees, inspiring, motivating and delegating key functions for the fulfillment and achievement of business objectives.

Finally, the remaining 29% (4 companies), corresponding to the categories of almost never and never, do not develop processes of incorporation or inclusion of leadership skills for decision-making, organization, coordination of the work group and evaluation of results according to the performance of employees.

Figure 14. Methods assigning cheese-producing tasks



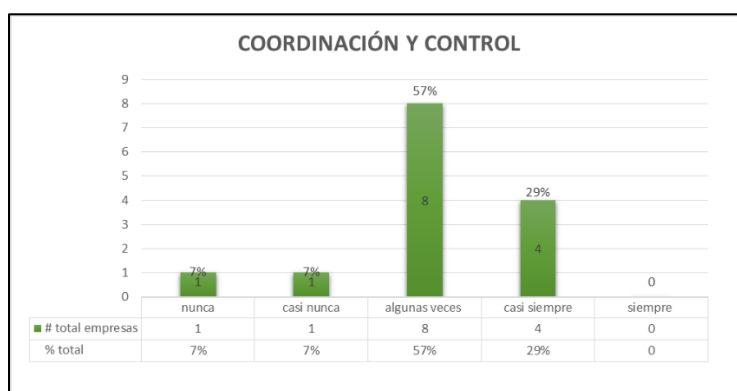
Source: Own construction based on a questionnaire of capacities for cheese producers. In original Spanish language

According to the methods and assignment of work tasks used by cheese producers, it is observed that 22% (3 companies) almost always present efficient and productive results, thanks to the establishment and adequate delegation of functions and activities to employees, which allows successful results to be obtained for the organization.

64% (9 companies) sometimes have processes and tools for job descriptions that incorporate the position and role to be performed, based on work skills, in search of the success of the producers.

Finally, the remaining 14% (2 companies) almost never establish talent management tools that define tasks, actions and functions to be performed in the proposed position.

Figure 15. Cheese producer coordination and control processes



Source: Own construction based on a questionnaire of capacities for cheese producers. In original Spanish language

When cheese producers have coordination and control systems for staff, 29% (4 companies) almost always obtain positive results, which allows them to take corrective and preventive actions in a planned manner in the monitoring and achievement of the proposed business objectives.

57% (8 companies) sometimes develop good human talent management within the administrative process, complying with the organization's strategic plans.

Finally, the remaining 14% (2 companies), corresponding to the categories almost never and never, do not have mechanisms for business management based on the elements of coordination and control in their group of collaborators.

Table 6. Assessment of organizational capacity

Test / Capacity	Valuable	Rare	Exclusive
Organizational capacity		X	

Source: Own construction based on a questionnaire of capacities for cheese producers

CONCLUSIONS

Cheese producers, over time, have opted to develop and promote the strategic capabilities of the organization, orienting it towards the formulation and implementation of strategic planning as a business direction for the achievement and achievement of the proposed objectives. Likewise, they seek to achieve a competitive, strong and favorable position in the market that allows permanence, consolidation and scalability in the sector, achieving recognition and positioning reflected in the good image and prestige before customers and consumers. This capacity is considered rare, as it shows that cheese producers have optimal resources for the development of their activities; however, it is necessary to modernize and manage its fixed assets for expansion and incursion into new markets.

Cheese producers seek to safeguard and protect their product as an identity and cultural wealth of the department of Boyacá, obtaining from the Superintendence of Industry and Commerce the declaration of Denomination of Origin, a brand that identifies the product originating in these geographical areas. On the other hand, producers have promoted the development, improvement and strengthening of production processes through the implementation of Good Manufacturing Practices, relying on techniques and methodologies of innovation and added value to the product. This capacity is considered valuable, since they are supported by the certification of designation of origin. However, they do not have sophisticated technology because their production processes are artisanal and traditional, which limits their production capacity and makes it difficult to supply demand.

Over time, cheese producers have incorporated learning spaces to acquire applied knowledge in functional areas, which has led to the improvement and improvement of internal processes through training, training and updates, strengthening the capacities, skills and abilities of the staff. In addition, pleasant environments of relationship and interaction have been generated that promote appropriate conduct, behaviors and performance in an organizational climate favorable to the development of daily tasks. This capacity is considered rare, since it shows the existence of a group of collaborators with capacities, skills and abilities in the productive and administrative processes that contribute to the growth of the organization. However, producers must incorporate human talent management programs for work motivation, aimed at obtaining productive and efficient results that benefit and contribute to business success.

The organizational management managed by cheese producers is aligned with the strategic planning of the organization for the achievement and achievement of the business vision. The group of collaborators and the board of directors work in an articulated manner in the economic activities of the corporate purpose, based on leadership and coordination capacities and skills to achieve efficient and productive results, with a positive impact on business scalability and growth. This capacity is considered rare, since it is evident that producers develop actions of impulse and dynamism for the consolidation and permanence in the market, contributing efficiently to the achievement of results, objectives and goals established according to the strategic direction. However, they have shortcomings and difficulties in their internal administrative processes, especially in the coordination, control and organization of daily activities.

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