

Plan estratégico de crecimiento y expansión de las pequeñas empresas pertenecientes del subsector arrocero del departamento Norte de Santander

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RESUMEN

Este trabajo de investigación se centra en el análisis de la competitividad del subsector arrocero en Norte de Santander, Colombia. Sus objetivos principales son: analizar la situación actual del subsector, identificar las necesidades intrínsecas y extrínsecas que afectan su desarrollo, determinar el impacto de estas necesidades en su desempeño y, finalmente, proponer una ruta estratégica para su crecimiento y expansión. La investigación busca ofrecer un panorama integral sobre las problemáticas y oportunidades del subsector, con el propósito de generar recomendaciones que contribuyan a su fortalecimiento y sostenibilidad en el tiempo. La situación actual del subsector arrocero en Norte de Santander revela importantes desafíos que limitan su competitividad. A pesar de contar con un entorno geográfico favorable para la producción de arroz, la región enfrenta diversas problemáticas que afectan el rendimiento y la rentabilidad de los agricultores. Uno de los principales problemas es la baja productividad, con rendimientos por hectárea inferiores a los estándares nacionales. Entre los factores que inciden en esta problemática se encuentran el acceso limitado a tecnología moderna, la falta de capacitación técnica entre los agricultores y la escasez de recursos financieros para la inversión en mejoras productivas. A esto se suman dificultades en la infraestructura de transporte

y almacenamiento, lo que incrementa los costos y reduce la eficiencia de la cadena de suministro.

Otro aspecto crítico es la competencia desleal generada por el contrabando de arroz y la presencia de importaciones a precios bajos, lo que afecta la rentabilidad de los productores locales. La falta de medidas regulatorias efectivas que protejan la producción nacional ha generado un ambiente de incertidumbre para los arroceros, quienes deben enfrentar fluctuaciones en los precios y dificultades para comercializar su producción en condiciones justas. La dependencia de insumos importados y los elevados costos de producción también han limitado la capacidad de los agricultores para competir en el mercado.

Para comprender mejor la situación del subsector, se diseñó y aplicó una encuesta tipo Likert dirigida a los productores de arroz en la región. Los resultados permitieron identificar con mayor precisión las necesidades intrínsecas y extrínsecas que afectan su desempeño. Dentro de las necesidades intrínsecas, se destacan la necesidad de mejorar la formación técnica y el acceso a insumos de calidad, ya que estos factores impactan directamente la productividad. La implementación de prácticas agrícolas más eficientes y sostenibles es fundamental para optimizar los rendimientos y reducir los costos operacionales.

En cuanto a las necesidades extrínsecas, se evidenció la importancia de fortalecer el marco regulatorio que proteja a los productores locales frente a las importaciones desleales. Se requieren políticas comerciales que fomenten la competitividad del sector, a través de incentivos económicos, acceso a financiamiento y desarrollo de infraestructura adecuada. Además, la articulación entre el sector público y privado es clave para la implementación de estrategias de innovación y modernización.

La incidencia de estas necesidades en el desempeño del subsector arrocerero es significativa. La falta de inversión en tecnología y capacitación ha llevado a un estancamiento en la producción, limitando las oportunidades de mercado para los arroceros. Además, la inestabilidad en los precios del arroz y los elevados costos

de producción han generado incertidumbre económica entre los agricultores, afectando su capacidad para planificar y expandir sus operaciones. Frente a este panorama, es necesario diseñar una estrategia integral que impulse la sostenibilidad del sector y garantice su crecimiento a largo plazo.

Palabras clave: Economía circular, internacionalización, Planeación estratégica, subsector arrocero

ABSTRACT

This research focuses on analyzing the competitiveness of the rice subsector in Norte de Santander, Colombia. Its main objectives are to analyze the current situation of the subsector, identify the intrinsic and extrinsic needs affecting its development, determine the impact of these needs on its performance, and finally, propose a strategic roadmap for its growth and expansion. The study aims to provide a comprehensive overview of the sector's challenges and opportunities to generate recommendations that contribute to its strengthening and long-term sustainability.

The current situation of the rice subsector in Norte de Santander reveals significant challenges that limit its competitiveness. Despite having a favorable geographic environment for rice production, the region faces various issues that affect farmers' yields and profitability. One of the main problems is low productivity, with yields per hectare below national standards. Factors contributing to this issue include limited access to modern technology, a lack of technical training among farmers, and a shortage of financial resources for investment in productive improvements. Additionally, difficulties in transportation and storage infrastructure increase costs and reduce supply chain efficiency.

Another critical issue is the unfair competition caused by rice smuggling and the presence of low-priced imports, which negatively impact the profitability of local producers. The lack of effective regulatory measures to protect domestic production

has created uncertainty for rice growers, who must deal with price fluctuations and difficulties in marketing their products under fair conditions. Dependence on imported inputs and high production costs have also limited farmers' ability to compete in the market.

To better understand the sector's situation, a Likert-scale survey was designed and applied to rice producers in the region. The results helped identify, with greater precision, the intrinsic and extrinsic needs affecting their performance. Among the intrinsic needs, improving technical training and access to quality inputs stand out, as these factors directly impact productivity. The implementation of more efficient and sustainable agricultural practices is essential to optimize yields and reduce operational costs.

Regarding extrinsic needs, the study highlighted the importance of strengthening the regulatory framework to protect local producers against unfair imports. Commercial policies that promote sector competitiveness are required, including economic incentives, access to financing, and the development of adequate infrastructure. Additionally, coordination between the public and private sectors is crucial for implementing innovation and modernization strategies.

The impact of these needs on the performance of the rice subsector is significant. The lack of investment in technology and training has led to stagnation in production, limiting market opportunities for rice growers. Moreover, price instability and high production costs have created economic uncertainty among farmers, affecting their ability to plan and expand their operations. Given this scenario, it is essential to design a comprehensive strategy that promotes the sector's sustainability and ensures its long-term growth.

Key Words: Circular economy, Internationalization, Strategic planning, Rice sub-sector

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