

Strategic profile of market orientation for micro, small, and medium-sized enterprises

Perfil estratégico de orientación al mercado para micro, pequeñas y medianas empresas

 Yinet Rodríguez-Sanzo

 Madelaine Vasallo-Conde

 Hilda Oquendo-Ferrer

 Lianet Sanzo-Martín

hilda.oquendo@reduc.edu.cu 

Universidad Le Cordon Bleu, Lima, Peru

Received: 06/20/2025

Reviewed: 07/02/2025

Accepted: 07/08/2025

Published: 07/10/2025

ABSTRACT

The approval of new forms of management in Cuba contributes to boosting the business sector through the emergence of Micro, Small and Medium Enterprises (MSMEs). Knowledge of the market is essential for the development of MSMEs to meet customer needs and demands, with the optimal use of available capabilities. Therefore, the objective of this research was to design a market-oriented strategic profile for MSMEs. A mixed-methods approach was used, along with a systematic review in Scopus, SciELO, Google Scholar, SCISPACE, Redalyc, and Dialnet to identify gaps in market orientation models for MSMEs. A market-oriented strategic profile for MSMEs was developed as a user-friendly tool that allows them to work on key aspects to position themselves in the market. It was applied in the MSME SolCaleb, legally constituted as a Sociedad Unipersonal de Responsabilidad Limitada (SURL, a limited liability entity similar to an LLC) where a medium position was identified, based on market participation, brand preference, and customer retention. The results showed that market orientation not only boosts competitiveness but also fosters innovation and adaptability in a constantly changing business environment. The market-oriented strategic profile for MSMEs allows for ongoing diagnostics to create strategies that improve their positioning and thereby boosting the business sector in Cuba.

Keywords: Market, MSMEs, market orientation, strategic profile.

RESUMEN

La aprobación de nuevas formas de gestión en Cuba contribuye a impulsar el sector empresarial con la aparición de Micro Pequeñas y Medianas Empresas (MIPYME). Resulta imprescindible para el desarrollo de las MIPYME, el conocimiento del mercado al satisfacer las necesidades y demandas de los clientes, con un máximo aprovechamiento



de las capacidades disponibles, por lo que el objetivo de la presente investigación es diseñar un perfil estratégico de orientación al mercado para las MIPYME. Se empleó un método mixto, así como una revisión sistemática en Scopus, SciELO, Google académico, SCISPACE, Redalyc y Dialnet para identificar brechas en modelos de orientación al mercado para empresas. Se desarrolló un perfil estratégico de orientación al mercado para MIPYME, herramienta de fácil aplicación que les permita trabajar aspectos claves para posicionarse en el mercado. Se aplicó en la MIPYME SURL SolCaleb, donde se identificó una posición media, por la participación en el mercado, la preferencia de la marca y la retención de los clientes. Con los resultados de la investigación se evidenció que una orientación al mercado no solo impulsa la competitividad, también fomenta la innovación y la adaptabilidad en un entorno empresarial en constante cambio. El perfil estratégico de orientación al mercado para MIPYME permite realizar diagnósticos constantes para crear estrategias que mejoren su posicionamiento y con ello el impulso al sector empresarial en Cuba.

Palabras clave: Mercado, MIPYME, orientación al mercado, perfil estratégico.

INTRODUCTION

The business economic environment exerts strong pressure on the continuity and development of companies due to economic globalization, market liberalization, continuous transformations and the uncertainty derived from them. The increase in competition, as well as the growing use of new information technologies, have become key elements for improving performance and, consequently, achieve survival.

Small and medium-sized enterprises (SMEs) are defined as a type of company with distinctive characteristics, having dimensions with occupational and financial limits pre-established by states or regions (Westreicher, 2020). They are also recognized under the term micro, small, and medium-sized enterprises (MSMEs), which extends the original term to include microenterprises.

At the global level, MSMEs are widely regarded as a highly productive sector in a country's economy and regards them as a priority for economic growth due to their impact in both developed and develop-

ping countries. Growing, developing, and sustaining themselves is a daily challenge in a dynamic environment that requires strategies to achieve business development.

MSMEs account for approximately 90% of firms, up to 70% of employment, and 50% of the Gross Domestic Product (GDP). In Latin America, they make up 98% of the business fabric and generate 61% of employment. Moreover, only at the MSME level is more than 67% of formal employment generated, making their existence and sustainability critical for socio-economic development (Souza & Abreu, 2024).

The establishment of these entities leads to a more flexible restructuring of the national economy, aligned with the productive and service activities of each region of the archipelago. With the creation of these small enterprises, the channeling of productive linkages is promoted and the strategic development design is reinforced.

In Cuba, by July 2024, 11,044 private MSMEs and only 222 state MSMEs

had been approved as part of the strategy to stimulate the Cuban economy. These economic actors were created under the protection of new legislation, which promotes the participation of all sectors for the country's development (Dávila, 2024).

Many entrepreneurs have invested in creating an MSME, but in this tireless pursuit, limited experience and knowledge of essential aspects for their development have resulted in economic and productive difficulties that hinder their market positioning in the market for products and services.

The establishment and growth of micro, small, and medium-sized enterprises (MSMEs) in emerging economies constitute a complex phenomenon shaped by a series of determinants, encompassing internal capabilities, external contexts, and available opportunities.

Studies conducted by García *et al.* (2023) and López and Nicolás (2025) indicate that in the Americas and in Cuba, the failure rate in the first two years of MSME creation is high. They all agree that most were established empirically without prior feasibility or market studies.

In this context, Rodríguez *et al.* (2015) and Amiru (2024a) state that market orientation has been identified as a key factor for high business performance. This strategy allows anticipating market changes and responding more effectively, strengthening competitive advantage. Furthermore, it is part of the organizational culture and closely linked to business strategy, as it requires deep knowledge of the market and competition.

MSMEs struggle daily for their survival and adaptation to changing and uncertain postmodern contexts, which impose

constant challenges due to the versatility of their economic markets and human resources. Their development and sustainability are hindered by the lack of a strategic plan that allows them to set objectives both corporately and for each of their areas; and by the limited financial projection of small businesses in the medium and long term due to a lack of knowledge of the tools necessary for this task.

Therefore, the present research aims to design a strategic market orientation profile for MSMEs.

MATERIALS AND METHODS

A mixed-method approach was employed in this research. A systematic review was conducted in Scopus, SciELO, Google Scholar, SCISPACE, Redalyc, and Dialnet to identify gaps in market orientation models for companies. Subsequently, a strategic market orientation profile was developed and applied specifically for MSMEs.

The notion of market orientation has developed from the broader framework of marketing, which prioritizes understanding and meeting consumer demands. It is considered a practical application of the concept of marketing and a basis for a sustainable competitive advantage, which could result in better organizational performance; moreover, it represents a strategic approach in business that prioritizes the customer as the focal point of all organizational operations. This approach is considered essential to achieve both efficiency and effectiveness across the various sectors of organizations (Osugwu, 2019).

Market orientation represents a strategic framework that involves the commitment of companies to respond to and understand customer needs, competitive behaviors, as well as internal competen-

cies to improve organizational effectiveness. This framework includes three main dimensions or key components: customer orientation, competency orientation, and interfunctional coordination. This guidance is especially crucial for micro, small, and medium-sized enterprises (MSMEs), given its substantial impact on their operational effectiveness and flexibility in competitive markets, according to studies conducted by Amiru (2024b), Ortega *et al.* (2025).

The culture of market orientation is essential for marketing strategists seeking to achieve exceptional market performance. This process involves adopting principles such as customer-centric focus, empathy, and collaborative efforts, which significantly enhance the organization's capacity for innovation and the preservation of competitive advantages. Market orientation constitutes a strategic framework that prioritizes the customer as the focal point of all business operations. It is considered vital to achieve both efficiency and effectiveness in the various sectors of organizations (Kanagal, 2017).

The adoption of the market orientation concept is assumed from a dual cognitive and operational or behavioral perspective, as both are necessary and not mutually exclusive. This leads to the consideration of market orientation as an intangible resource, a skill, a capability, which provides the commitment and information necessary for the development of a value proposition that fully satisfies the needs and preferences of the target audience, thus becoming a source of sustainable competitive advantages that result in better and superior outcomes.

Market orientation alone is insufficient to guarantee a competitive advantage in challenging environments; an adaptive strategic framework is necessary to align

its fundamental principles with empirical circumstances, thereby transforming theoretical concepts into practical mechanisms for survival.

In Cuba, market orientation develops under particular conditions, marked by a mixed economic environment (with centralized elements and partial openings), and limitations in access to global markets. Despite these challenges, Cuban companies, both state-owned and private (self-employed and MSMEs), have adopted as a model of market orientation what is stipulated in Decree-Law No. 281 [Consejo de Ministros, (2013)]. Therefore, the marketing system is established as a modern conception in business management, guiding the mission and vision of entities by taking as a starting point the needs, desires, perceptions, preferences, and demands of society and customers, to design programs aimed at satisfying these needs and desires.

The development of strategic profiles functions as an analytical tool for companies to evaluate their internal competencies together with the dynamics of the external market, enabling informed decision-making and strategic planning.

The strategic profile is defined by its clarity and simple implementation. This attribute makes it easily available to decision-makers who need a quick assessment of their organization's strategic position without conducting excessively complex analyses (Sudarwanto, 2023).

Another study presents the development of strategic profiles as a methodology to create a strategic profile that encapsulates the coherence and congruence of strategic decisions across various functions within MSMEs. This methodological framework is essential to understand the de-

gree to which the strategies of all business functions are harmoniously integrated, thus ensuring that all components of the organization collectively strive to achieve unified objectives (Untoro and Kusmantini, 2020).

In response to the identified limitations, a strategic profile is proposed that not only evaluates traditional market orientation but also integrates dynamic capabilities to manage risks of MSMEs in emerging economies.

The proposed profile comprises eleven key components, including a characterization of the MSMEs with a brief analysis of market trends; the determination of the business value proposition according to the Canvas model, a visual tool that allows analyzing and creating business models from nine fundamental blocks, including the value proposition (Puga, 2022); it analyzes the profitability and flexibility

of the product or service portfolio; supplier reliability; competition, production costs, actual and potential customers, market expansion perspective; weaknesses, threats, strengths, and opportunities through the SWOT matrix; and market positioning, in which the market positioning index is calculated to quantitatively diagnose the real situation of the MSMEs.

Strategic Profile of Market Orientation for MSMEs:

This profile constitutes an easy-to-use tool, as it is not necessary to be a specialist in the subject to complete the data needed to diagnose the state of the MSMEs in its market orientation, and it provides key aspects to develop an effective strategy that allows the positioning of the company. In Figure 1, the cause-effect diagram of the Strategic Profile of Market Orientation for MSMEs is presented.

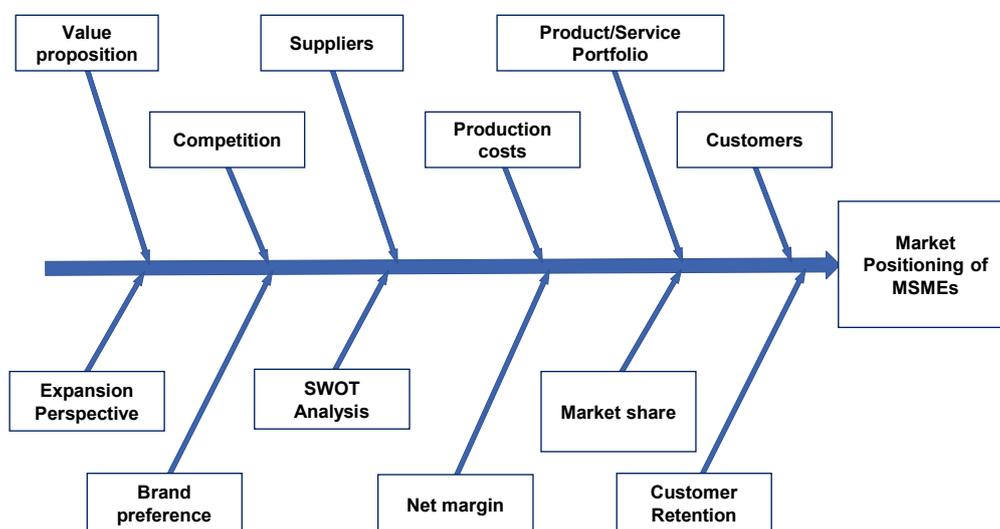


Figure 1. Cause-effect diagram of the strategic market orientation profile for MSMEs

1. General Information of the MSME (Structured approach with validation sources) (At this point, information about the MSME should be collected)

- Name, exact location, year of foundation.
- Economic activity according to the Nomenclature of Current Economic Activities (NAE), based on the United Nations' International Standard Industrial Classification (ISIC) Revision 3; (NIT and CNAE Code)
- Identified gap: Which unmet market need justifies the existence of the MSME? (e.g., lack of local suppliers, products with differentiating attributes).

2. Value Proposition (Canvas Model)

To apply the value proposition of the Canvas Model, it is necessary to determine the real needs of customers: identifying their tasks, frustrations, and joys, to propose a unique solution from the offered product or service that alleviates frustrations and creates joys.

3. Product/Service Portfolio (Focus on profitability and flexibility)

In this section, products will be classified according to contribution to sales and profits using the ABC method, also called Pareto Analysis or the 80/20 Rule (Castro & Salas, 2022), where products are grouped into three categories according to their importance:

- A (Critical): High impact (e.g., 20% of products generate 80% of sales).
- B (Intermediate): Moderate contribution.
- C (Minor): Low impact (e.g., 50% of products generate only 5% of sales).

For this analysis, data such as sales per product (units or money) and gross profit per product (sales – direct costs) is required.

Adaptation capacity: Using a scale of 1 to 5, determine how easy it is to migrate from traditional productions to new products (e.g., modular machinery, team skills).

Diversification opportunities: Based on trends (e.g., sustainability, customization, innovation).

4. Suppliers (Risk analysis and mitigation strategies)

- Identify critical inputs for the MSME's operation, evaluate the risks associated with each supplier, and define mitigation strategies to ensure business continuity.
- Suppliers will be evaluated using the criteria of Morgan and Strong (1998), Khan (2023), and Fernández (2024); Quality (Check standards and certifications), Cost (Compare options without compromising quality), Delivery times (Ensure timely fulfillment), as the most suitable for the study conducted.

To mitigate supplier risks, the following points should be reviewed:

- Identify at least 2 alternative suppliers in other areas.
- Review medium-term contracts to guarantee supply.
- Maintain safety stock.
- Negotiate penalty clauses for delays.
- Conduct quarterly supplier evaluations.

5. Competition

- Analyze producers offering the same or similar products in the geographical area of the actual and potential market where the products are offered; if it is a captive market, determine if you are the only one offering these products or if there are other producers offering the same or similar products.

- Variables for comparison: Price, quality, distribution, brand perception.

6. Production Costs

- At this point, it is essential to review the cost structure of each product or service offered: fixed and variable costs; compare them with competitors and determine the breakeven point.
- Fixed costs are expenses that do not vary with production level (CUP/month), such

as labor, rent, basic services (water, electricity), equipment maintenance, marketing and advertising, depreciation of machinery.

- Variable costs are expenses that depend on production volume (CUP), such as raw materials, packaging, energy or fuel for production.
- Multi-product breakeven point (multi-product BEP).

$$(1) \text{ Multi-product BEP} = (\text{Total Fixed Costs}) / (\text{Total Weighted Contribution Margin})$$

Where:

$$(2) \text{ Contribution Margin per product} = \text{Selling Price} - \text{Variable Cost}$$

$$(3) \text{ Total Sales} = \text{Sales A} + \text{Sales B} + \text{Sales C} + \text{Sales D}$$

$$(4) \text{ Participation Rate of A} = (\text{Sales of A}) / (\text{Total Sales})$$

$$(5) \text{ Weighted Contribution Margin of A} = (\text{CM of A}) \times (\text{Participation Rate of A})$$

$$(6) \text{ Total Weighted Contribution Margin} = (\text{WCM of A}) + (\text{WCM of B}) + (\text{WCM of C}) + (\text{WCM of D})$$

The break-even point is the capacity from which profits begin to be obtained; at this point, sales equal costs, therefore, under these conditions, they must sell above this value. The result is interpreted as how much you need to sell to cover costs.

7. Clients

Current clients must be determined:

- Companies: Volume, frequency, margin per client.
- Retailers: Demographic and behavioral profile.

Potential clients: Those entities to whom sales are not yet made, but where signs of

interest in acquiring the offered products have already been observed. Evaluate the population as retail clients, the total population of the municipality, and whether you are capable of covering the demand for your products in the total population or in the market segment where you have the real capacity to position yourself as a supplier.

8. Expansion Perspective (Focus on feasibility)

At this point, the possible expansion areas, the feasibility of each possibility, and the requirements necessary to access the declared areas must be stated. Table 1 shows an example for the analysis.

Table 1.
Analysis for the Expansion Perspective

Expansion Area	Feasibility	Requirements
Local	High	Improve distribution
Regional	Medium	Investment in logistics
International	Low	Certifications

9. SWOT Matrix

At this point, the SWOT matrix must be constructed using an expert method in order to evaluate the strengths, opportunities, weaknesses, and threats of the MSMEs and to determine the root causes of the weaknesses and threats, in order to propose actions that counteract them, that is, to outline a strategy.

10. Market positioning

The positioning that the MSME has in the market in which it operates must be determined, as well as the specific causes of such a situation. For this purpose, the Mar-

ket Positioning Index (MPI) is determined. The MPI is calculated using four important factors, each evaluated on a scale from 0 to 10. Then, these scores are averaged to obtain a final result. The four factors are:

Market Share: It measures how large the company is compared to the competition; it can be determined in two different ways depending on which is more relevant (physical volume or economic value) for the sector to which the company belongs. In addition, it is necessary to determine the market in which the company participates.

$$(1) \text{ Market share (\%)} = (\text{Company sales}) / (\text{Total market sales}) \times 100$$

$$(2) \text{ Market share (\%)} = (\text{Units of weight produced by the company}) / (\text{Total units of weight produced in the market}) \times 100$$

Example: If 15% of everything sold in the market is sold, this yields a score.

Score:

Less than 5% = 0 points

5–10% = 5 points

10–20% = 8 points

More than 20% = 10 points

Brand Preference (BP): It measures how many customers choose to buy the brand instead of others.

Example: If 4 out of 10 customers prefer the brand, this is converted into a score.

Score:

Less than 5% = 0 points

5–30% = 5 points

30–60% = 8 points

More than 60% = 10 points

Net Margin: It measures how much is earned after covering costs.

Example: If the product is sold for \$100 and costs are \$88, the net margin is 12%.

Score:

Less than 5% = 0 points

5–10% = 5 points

More than 10% = 10 points

$$BP = (\text{customers who prefer the brand}) / (\text{total customers}) = \% \text{ of preference}$$

Customer Retention (CR): It measures what percentage of customers return to make another purchase.

Example: If 65 out of every 100 customers return, this gives a score.

$$CR = (\text{returning customers}) / (\text{total customers}) = \text{retention percentage}$$

Final MPI Calculation:

The score obtained is multiplied by the weight of each factor and then summed.

If:

0–4: Weak positioning (changes are needed).

4–7: Medium positioning (there are opportunities for improvement).

7–10: Strong positioning (you are doing well, but there is always room for improvement).

11. Recommendations

They should be aimed at providing solutions to the specific situation of the MSME regarding its market positioning—what to do and how to do it—through creative and dynamic actions, with compliance deadlines that allow improvement of market positioning.

RESULTS AND DISCUSSION

Next, the strategic market orientation profile of the MSME SURL SolCaleb was developed.

General Information

- **Name:** MSME SURL SolCaleb
- **Location:** Maceo Street No. 48, Esmeralda Municipality, Camagüey Province, Cuba.
- **Year of establishment:** 2021 (registered on 11/24/2021).

- **Economic activity:** Processing and marketing of food products such as natural juices, preserves, jams, vinegar, dressings, among other products made from fruits and vegetables (NIT: 50009445815; CNAE: 1030 – Preservation of fruits, legumes, and vegetables).

- **Sector trends:**

Increase in tourism in the northern cays, driving the demand for local products for hotels.

- **Identified gap:**

Lack of local suppliers of food products with certified quality and affordable prices.

Value Proposition (Canvas Model)

- **Customer segments:** Young adults (25–40 years), middle-aged adults (41–60 years), and older adults (61–80 years); both Cuban men and women, although there may be a slight predominance of women in the domestic sphere; workers from the municipality of Esmeralda and the province of Camagüey mainly, with an average salary of 5,000.00 pesos; hotel chains; consumers committed to responsible and sustainable consumption; restaurants and cafeterias that value sustainability and local production; public institutions (health, education).
- **Needs:** Quality food, natural preserves, affordable prices and variety, safe food products, and stable production.

- Value proposition: Wide range of jams, juices, and preserves; quality certifications and compliance with sanitary standards; support for local farmers and responsible agricultural practices; products in various formats, affordable and high quality, promoting health and well-being; recyclable packaging with a focus on waste reduction; diversity of payment methods (credit card, bank transfer, cash).
- Customer frustrations: Instability in competitors' supply; limited diversity in product presentations; previous experiences with low-quality products or unsatisfactory taste; high prices for products that meet quality expectations.
- Creators of Joy: Adaptability to seasonal raw materials; ensuring that all products are 100% natural and clearly labeled as free of preservatives and additives; information on proper storage to maximize product freshness.

Product/Service Portfolio (Focus on Profitability and Flexibility)

The ABC analysis of the products manufactured in February 2025 is shown in Table 2:

- A (tomato purée): represents 79.20% of sales, generates 73.19% of profits, and has an adaptive capacity of 4 points.
- B (jam, coconut oil, and corn pellets): account for 20.8% of sales, 26.81% of profits, and an adaptive capacity of 3 points.
- SURL has an adaptive capacity of 4 points in its production line, as it quickly and accurately identifies new production lines to which the processing area adapts effectively, depending on the raw materials (fruits and vegetables) harvested by small business suppliers according to the season, and their commercialization with the company. There are diversification opportunities such as eco-friendly packaging and export-oriented production lines.

Table 2.
ABC analysis of the products of the MEM SolCaleb

Product	Sales (\$)	% Sales	Gross Profit (\$)	% Profit
Tomato purée	62 940.00	79.20	8 068.19	73.19
Jam	4 940.00	6.20	1 140.00	10.34
Coconut oil	5 800.00	7.30	859.85	7.80
Corn pellets	5 800.00	7.30	955.55	8.67
Total	79 480.00	100	11 023.59	100.00

Suppliers (Risk Analysis and Mitigation Strategies)

The fruits, vegetables, sugar, and packaging are recognized as critical inputs. The identified suppliers of these raw materials are the Cooperativa de Créditos y Servicios (CCS) (Credit and Services Cooperative) Lázaro Peña, the Unidad Basica

Produccion Corporativa (UBPC) (Basic Cooperative Production Unit) Ernesto Ché Guevara, the Empresa Mayorista Provincial de Alimentos (EMPA) (Provincial Wholesale Food Company) in Esmeralda, and the Grupo Empresarial de Logistica del

Ministerio de Agricultura (GELMA) (Business Logistics Group of the Ministry of Agriculture) in Esmeralda. The risks associated with these suppliers have been identified as high dependency, national-level resource scarcity, and logistical delays.

To mitigate the identified risks, the strategy to be adopted includes signing contracts with additional suppliers as alternatives, negotiating penalty clauses for breach of contract, and maintaining a stocked safety inventory.

Supplier evaluation:

- **Quality:** 6 (sanitary certifications).
- **Cost:** 7 (competitive but unstable prices).
- **Delivery times:** 5 (can be improved with medium-term contracts).

Competition

The MSME SolCaleb (LLC) has a real market classified as a captive market, since there are no companies offering products equal or similar to its own; however, in the potential market identified by the company itself (localities of the municipality of Esmeralda, the municipal capital of Camagüey, and hotels in the northern cays of the province of Camagüey), there are small enterprises that constitute competition for its products, such as the following: Las Delicias, La Esmeralda, EDEN, Os&mani, MERXBIT, and COPAL, as they have similar production lines; nevertheless, the LLC SolCaleb has certified products. To evaluate the results of this aspect, see Table 3.

Table 3.
Competitor Analysis

Variable	MIPYME SolCaleb	MIPYME Las Delicias	EDEN
Price	Medium	High	Low
Quality	High(certified)	Media	Low
Distribution	Local (Esmeralda)	Regional	Limited

Production Costs

The cost structure analyzed corresponds to tomato purée, a high-impact product identified through the application of the ABC method in section three.

Table 4 presents the analysis carried out to determine the multi-product break-even point for the small enterprise.

The small enterprise must sell 268 units/month of tomato purée, 17 units of jam, 19 units of coconut oil, and 19 units of corn pellets to cover total production costs and begin to generate profit.

It should be noted that, when preparing the cost sheet for each product, a margin of up to 25% is included, representing the profit to be obtained for each one, in accordance with Resolution 148/2023 of the Ministry of Finance and Prices for the activity of goods production.

Customers

The company SolCaleb (LLC) has clearly identified its different types of customers and has developed specific strategies for each one, with the aim of maxim-

Table 4.
Multi-product Break-even Point

Product	Tomato purée	Jam	Coconut oil	Corn pellets	General
Selling Price SP (\$/unit)	260.00	130.00	200.00	40.00	
Variable Cost VC (\$/unit)	205.00	100.00	170.35	33.41	
Monthly Demand Q (units)	330.00	40.00	30.00	145.00	
Contribution Margin (\$/unit)	55.00	30.00	29.65	6.59	
Total Sales (\$/month)	85 800.00	5 200.00	6 000.00	5 800.00	102 800.00
Participation Rate \$/\$	0.83	0.05	0.06	0.06	1.00
Weighted Unit Contribution Margin (\$)	45.90	1.52	1.73	0.37	49.52
Break-even Point (units/month)	267.11	16.19	18.68	18.06	320.04
Fixed Cost FC (\$/month)					15 850.00

Table 5.
Customer analysis

Type	Profile	Strategy
Wholesellers (70% sales)	Isla Azul Hotels, EMPA	Loyalty through punctual deliveries
Retailers (30%)	Local population	Promotions at UEB Hanoi/Palermo
Potential	Cayo norte(tourism)	Free samples for hotels

zing its sales and expanding its presence in the market.

Expansion Perspective

Table 6 presented refers to the company’s expansion perspective and details three specific zones, together with their feasibility and the requirements necessary to carry out such expansion.

SWOT Matrix

The SWOT analysis reveals that the company has significant strengths, such as an exclusive product and competitive costs,

which can be leveraged to capitalize on opportunities in a favorable environment such as tourism growth and the demand for organic foods. However, it also faces internal weaknesses, such as a lack of machinery and low levels of training, which must be addressed to improve its competitiveness. In addition, it must remain attentive to external threats, such as supply instability and increasing competition from new MSMEs, in order to develop strategies that mitigate these risks and ensure sustainable growth in the market.

Table 6.
Market Expansion Perspective

Zone	Feasibility	Requirements
Camagüey (<i>cabecera</i>)	High	Distribution logistics
Cayería norte (hotels)	Medium	Additional certifications
Exports (vinegars)	Low (mediano plazo)	Health permits

Market Positioning

Market Share: Market share reflects the relative size of the company compared to its competitors, Given that the MSME operates as a production company, the second formula based on physical volume was applied. The market of the province of Camagüey is analyzed, since the products are marketed in this area, and for this purpose data from the Camagüey Statistical Yearbook 2023 (p. 142) are used.

The Market Positioning Index (MPI) highlights several factors that contribute to the overall assessment of the company. First, market share has a weight

of 35%, for which it received a score of 5, resulting in a contribution of 6.37% to the total, equivalent to 1.75.

Second, brand preference, with a weight of 30%, obtained a score of 8, contributing 2.4 to the total. On the other hand, net margin, which represents 20% of the analysis, reached the maximum score of 10, corresponding to a contribution of 2.0 points.

Customer retention, which has a weight of 15%, received a score of 5.5, which is equivalent to a contribution of 0.825. By adding all these contributions,

Table 7.
SWOT matrix

INTERNAL FACTORS	EXTERNAL FACTORS
<p>STRENGTHS (S)</p> <ol style="list-style-type: none"> 1. Exclusive product: Coconut Bar with no direct competition. 2. Certifications: Health license. 3. Local supply chain: Partnerships with CCS and UBPC. 4. Adaptability: 22 products adjustable to seasonal variations. 	<p>OPPORTUNITIES (O)</p> <ol style="list-style-type: none"> 1. Growing tourism: Demand in the North Cay of Camagüey. 2. MSME openings: Opportunity to export (e.g., organic products). 3. Health trends: Premium consumers. 4. Digital commerce: Platforms such as Instagram or Cuban marketplaces.
<p>WEAKNESSES (W)</p> <ol style="list-style-type: none"> 1. Dependence on inputs: Scarcity of packaging and raw materials. 2. Training: Low proficiency in digital marketing. 	<p>THREATS (T)</p> <ol style="list-style-type: none"> 1. Government regulations: Import restrictions. 2. Competition: MSMEs such as Las Delicias or EDEN. 3. Economic instability: Inflation and fluctuations.

Table 8.
Market Positioning

Factor	Score (0-10)	Weight (%)	Contribution
Market share (6.37%)	5	35	1.75
Brand preference (40%)	8	30	2.4
Net margin (20%)	10	20	2.0
Customer retention (55%)	5.5	15	0.83
Total MPI	6.97 (Medium positioning)		

the total MPI is established at 6.975, which indicates a medium market positioning.

Recommendations

To scale from a medium positioning (6.97/10) to a high one (>8) within 12 months, the company must strengthen customer loyalty through brand differentiation and

loyalty programs; maintain high margins through cost control; diversify suppliers to reduce dependency; coordinate courses to train personnel; seek financing with Banco de Crédito to increase the productive capacity of the industry; and design a logistics system that allows expansion toward its potential market.

CONCLUSIONS

The strategic profile of market orientation is a key factor for the development and sustainability of MSMEs. It drives competitiveness, fosters innovation, adaptability in a constantly changing business environment, and allows for continuous diagnostics to create strategies that achieve

market positioning. The application of the profile confirmed that the MSME SURL SolCaleb is in a medium position, with clear opportunities for improvement, especially in expansion, logistics, and customer loyalty.

REFERENCES

- Amiru, B. (2024). Market orientation and firm performance of small and medium-sized enterprises in Zamfara state: a proposed research study. *Journal of Social Sciences and Management Studies*, 78–89. <https://doi.org/10.56556/jssms.v3i4.1086>
- Butkouskaya, V., Llonch-Andreu, J., & Alarcón del Amo, M. (2024). Market orientation, integrated marketing communications, and small and medium-sized enterprises (SMEs) performance: A comparison between developed and developing economies. *European Research on Management and Business Economics*, 30. <https://doi.org/10.1016/j.iedeen.2024.100260>
- Cajigas, M., Ramírez, E., & Ramírez, D. A. (2022). El punto de equilibrio avanzado (Pea): herramienta para asegurar la sostenibilidad empresarial. *Criterio Libre*, 20(37). El punto de equilibrio avanzado (Pea): herramienta para asegurar la sostenibilidad empresarial – Dialnet
- Castro, J., & Salas Fariño, C. (2022). gestión de las mercancías desde una perspectiva de los inventarios en prendas de vestir. *Revista Científica Ecociencia*, 9(2), 77–98. <https://doi.org/10.21855/ecociencia.92.650>
- Consejo de Ministros. (2013). Decreto-Ley No. 281, 341–345. <http://www.gacetaoficial.cu/>
- Dávila, A. L. (2024). Las pequeñas empresas estatales y el socialismo. *CubaDebate*. <http://www.cubadebate.cu/especiales/2024/08/23/las-pequenas-empresas-estatales-y-el-socialismo/>
- Erdiaw-Kwasie, M. O., Abunyewah, M., Yusif, S., & Arhin, P. (October 2023). Small and medium enterprises (SMEs) in a pandemic: A systematic review of pandemic risk impacts, coping strategies and resilience. *Heliyon*, 9. <https://doi.org/10.1016/j.heliyon.2023.e20352>
- Fernández, I. D., Echarri, M., Zaldívar, M., Díaz, I., Evelyn, T., Amorós, A., Borrás, F., Barreiro, L., Gómez, J., Betancourt, R., Serrano, A., & Echevarría, D. (2024). *Fomento de micro, pequeñas y medianas empresas privadas en cuba: apuntes para una política*. Ciencias Económicas. [https://observatorio.anec.cu/uploads/files/98e246b0-08df-11ef-8ffa-5dbd9379b7d2/FOMENTO_DE_MYPIMES_\(PDF\).pdf](https://observatorio.anec.cu/uploads/files/98e246b0-08df-11ef-8ffa-5dbd9379b7d2/FOMENTO_DE_MYPIMES_(PDF).pdf)

- Gross, L., De Varona, G., Rodríguez, M. d. R., & Domínguez, Y. (2023). Las micro, pequeñas y medianas empresas en Cuba. ¿Economía de subsistencia o empresas para el desarrollo? *Revista Cubana de Finanzas y Precios*, 7, 92–103. <https://observatorio.anec.cu/uploads/14d8b0fe-5ca3-477f-8de3-0b7c59d093b8.pdf>
- Hendry, A. P., Gotanda, K. M., & Svensson, E. I. (2017). Human influences on evolution, and the ecological and societal consequences. *Philosophical Transactions of the Royal Society B: Biological Sciences*, 372(1712). <https://doi.org/10.1098/rstb.2016.0028>
- Oficina Nacional de Estadística e Información (ONEI). (2023). *Anuario Estadístico Camagüey 2023*. <https://www.onei.gob.cu/sites/default/files/publicaciones/2024-12/anuario-estadistico-provincial-2023-camaguey.pdf>
- Kanagal, N. B. (2017). Development of Market Orientation for Marketing Strategy Formulation. *International Journal of Marketing Studies*, 9(4). <https://doi.org/10.5539/ijms.v9n4p54>
- Khan, M. R. K. N. R. (2023). Market Orientation: Concept and Progress. <https://doi.org/10.4018/978-1-6684-6782-4.ch010>
- León, L. F., Haces, G., & Hernández, A. A. (2024). La orientación al mercado como un factor. In E. A. Herrera & N. G. Hernández Hernández (Eds.), *Estudios aplicados de Marketing desde la experiencia del consumidor y la estrategia de la empresa* (pp. 123–149). Astra Editorial. <https://doi.org/10.61728/AE24002608>
- Malfa, G. L. L. L., & Mondat, M. N. (2025). Enfoques innovadores para optimizar la competitividad de las MIPYMES en Iberoamérica. El caso de Argentina. *Investigación Ciencia y Universidad*, 40–45. <https://doi.org/10.59872/icu.v8i12.545>
- Montero, E. L., Lozano, C. O. I., Faviel, C. G. A., & Ramírez, M. (2024). Transformación digital en las MiPyMEs mexicanas y su permanencia en el mercado. *Jóvenes en la Ciencia*. <https://doi.org/10.15174/jc.2024.4586>
- Morgan, R. E., & Strong, C. A. (1998). Market orientation and dimensions of strategic orientation. *European Journal of Marketing*, 32(11/12), 1051–1073. <https://doi.org/10.1108/03090569810243712>
- Osuagwu, C. (2019). Market Orientation Conceptualizations, Components and Performance-Impacts: A Literature Review and Conceptual Framework. *International Journal of Marketing Studies*, 11(2). <https://doi.org/10.5539/ijms.v11n2p102>
- Puga, Y. G. (2022). El lienzo de modelo de negocio o modelo canvas: herramienta para emprendedores. *FAECO SAPIENS*, 6, 347–363. https://revistas.up.ac.pa/index.php/faeco_sapiens/article/view/3530/3038
- Resolución 148/2023. (2023). “Metodología para la elaboración de la ficha de costos y gastos de productos y servicios para la evaluación de precios y tarifas”. <https://www.gacetaoficial.gob.cu/sites/default/files/goc-2023-o64.pdf>

- Oficina General de Evaluación de Impacto y Estudios Económicos (OGEIEE). (2024). *Las MIPYME en cifras 2023*. Ministry of Production of Peru. <https://ogeiee.produce.gob.pe/index.php/en/shortcode/oe-documentos-publicaciones/publicaciones-anales/item/1225-las-mipyme-en-cifras-2023>
- Sudarwanto, A. (2023). Mengetahui posisi perusahaan melalui analisis sap. *STIE Cendekia Karya Utama*, 2. <https://doi.org/10.70375/e-logis.v2i2.31>
- Untoro, W., & Kusmantini, T. (2020). Strategic profiling: empirical evidence of supply chain strategy practices in small and medium enterprises. *Journal of Indonesian Economy and Business*, 34, 229–248.
- Westreicher, G. (2020). Pyme – Pequeña y mediana empresa. In J. Francisco (Ed.), *Economipedia*. Guillermo Westreicher | Economipedia

Author Contribution Statement

- Yinet Rodríguez Sanzo: Investigation, methodology, formal analysis, visualization, writing, and editing.
- Madelaine Vasallo Conde: Conduct of the research, review, and analysis of the results.
- Lianet Sanzo Martín: Writing, review, and editing.
- Hilda Oquendo Ferrer: Conduct of the research, review, and analysis of the results.