

Management models, analysis for increasing productivity, customer service and profitability**Modelos de gestión, análisis para el aumento de la productividad, el servicio al cliente y la rentabilidad**

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DOI: 10.35429/JAF.2023.27.10.1.5

Received July 10, 2023; Accepted December 30, 2023

Abstract

The recurring changes, lived and experienced by the new times, have allowed the discovery of new tools. Its purpose is to face the new challenges that have become part of daily life. Advantages of the management model, besides growth, efficiency, excellence, productivity processes optimization increase. A management model is a strategy that generates greater efficiency, stimulates training and development, and allows identifying the organization's weaknesses and needs. The objective of this article is to analyze management models as strategies that have facilitated decisions and the achievement of business objectives.

Resumen

Los cambios recurrentes, vividos y experimentados por los nuevos tiempos, han permitido descubrir nuevas herramientas. Su finalidad es afrontar los nuevos retos que se han convertido en parte de la vida diaria. Como ventajas del modelo de gestión, además del crecimiento, se incrementan la eficiencia, la excelencia, la productividad y se optimizan los procesos. Un modelo de gestión es una estrategia que genera mayor eficiencia, estimula la formación y el desarrollo, además de que permite identificar las debilidades y necesidades de la organización. El presente artículo tiene como objetivo analizar los modelos de gestión como estrategias que han facilitado las decisiones y el logro de objetivos de las empresas.

Globalization, Productivity, Profitability, Customer Satisfaction

Globalización, Productividad, Rentabilidad, Satisfacción al cliente

Citation: CERINO-MADRIGAL, Francisco Javier, NEME-CALACIH, Salvador, BARROSO-TANOIRA Francisco Gerardo and BERTTOLINI-DÍAZ, Gilda María. Management models, analysis for increasing productivity, customer service and profitability. *Journal of Administration and Finance*. 2023. 10-27:1-5.

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Introduction

New times, new competitiveness requirements. Since the 1990s, special emphasis has been placed on competitiveness in organizations, which has given rise to management models that have made it possible to face these new scenarios and challenges. This has not been easy for organizations, since each one has its own personality and to face these changing situations they need new tools that allow them to model their management (Huertas-López et al., 2020). In this context, management models require flexibility on the part of organizations, since they need to adapt to the ever-changing environment, so that they become successful, competitive, profitable, productive companies with satisfied and loyal customers (De la Llave et al., 2022).

In the new times, organizations are characterized by a highly competitive environment, in which competitiveness, technology and innovation generate pressure for the positioning of organizations, forming better processes in their management in the supply centers, strengthening competitiveness.

The passage of time has brought about many changes in management. As a result of all this growth, organizations are making various proposals to answer the question of how to manage. There are various processes in management that are crucial in its development, but above all the flexibility of organizations to face these new challenges through a management model. Castillo et al., (2015) mention in their literature the distribution and marketing networks, they also comment that consumers have become more demanding in their purchases, and everything is related to quality in service, price and innovation. For Arellano-Díaz (2017), when a service is performed efficiently and with excellence it creates loyalty and builds customer loyalty. Globalization intervenes in service quality, since it is essential to compete for both industrial and commercial companies.

Justification

Managing is a process that allows the organization, planning and control of organizations, but it is also true that with the passage of time the whole environment has become more demanding (Bran-Piedrahita et al., 2021).

The interest in analyzing a management model is to identify the control methods that allow the change in productivity, customer satisfaction and profitability and to strengthen the operation. This could be very useful for any central supply center in terms of competitiveness, since this type of organization is fundamental in the distribution and marketing of products, so its participation in the commercial sector must be kept active. Mexico has sixty-six central supply centers, which function as wholesale and retail distribution spaces.

The development of this research is carried out as follows:

- The need for a management model
- The truth of organizations
- Productivity in companies
- Flexibility of the management model

Objective

To analyze the management models based on the strategies that have facilitated the decisions and the achievement of company objectives.

Method

The type of study is descriptive-exploratory, based on documentary research, with conceptualized and analytical intervention of the concepts (Ochoa and Yunkor, 2021). The literature review is focused on the context of management models and the theoretical analysis of their main models described in the development. As a result of this analysis, a conceptual framework of the main management models supported by various authors is provided.

The need for a management model

For Pacheco-Ruíz et al., 2020, globalization has allowed companies to develop, break paradigms, know themselves and identify what they can achieve. It has allowed them to know the great potential they have and with which they can adapt to change.

The truth about organizations

The reality is that every organization is different, both in qualities and in the way it operates. There are important factors in the work process, one of which is the staff, source of life for many companies, they are part of the key elements in productivity. Personnel are a driver of success for organizations, but they can also be a driver of failure (Martínez-Ramírez, 2020). There are several ways to seek efficiency, know how to delegate, communicate effectively, be empathetic, define objectives, etc. Having employees trained and aware of the events taking place in and around the organization will allow them to work more efficiently and effectively (Obando, 2020).

Productivity in companies

If a productive company is achieved, a profitable company is obtained, because being profitable consists of the correct management of the administration, for which it is necessary to control expenses and to use technology, as well as to offer variety and good service. Having a productive and profitable company generates satisfied and loyal customers. Therefore, in recent years, customer service has become one of the most important strategies for companies to be more competitive and ensure the return of their customers (Morales-Reyna et al., 2019).

The flexibility of the management model

It is of interest to analyze management models, since they have been fundamental in the development and growth of any organization. In addition to the fact that management models are flexible, they allow companies to adapt to change at all times. It is worth mentioning that globalization brings with it scenarios that make all types of organizations need to adapt in order to be competitive, and management models are presented as a tool to help them generate those changes that allow them to remain in competitive markets.

Hernández (2013) conducted a research based on a proposal regarding business management models from the context of intangible management and total quality. In his proposal he presents a classification of management and measurement models based on the Knowledge Society Research Center [CISC] (2023).

In the first section he focuses on business management systems whose purpose is not necessarily personnel. However, it is intrinsically related. The second section refers to basic models that have recently been studied.

Results

Of the models analyzed, the Intellectus model was taken as a reference, in the intangibles aspect, and the EFQM model (European Foundation for Quality Management), in the quality facet, due to the various elements it contains (see Table 1).

Model	Concept	Indicator
Balanced Scorecard (Kaplan y Norton, 1992)	Allows for an overview and relates to the company's objectives.	Intangible indicators Financial indicators
Dow Chemical Model (Dow Chemical, 1998)	Measures and manages invisible assets and their performance in economic activity.	Intangible indicators with an impact on organizational results
Organizational learning model KPGM (1996)	It is related to cultural aspects, leadership, apprenticeships, staff attitudes and the ability to work in teams.	Learning factors Factors that condition learning outcomes
Roos Model (Roos, Drangonetti y Edvinsson, 1997)	Measures financial capital resources	IQ indicators that integrate the different indicators into a single measure
Stewart Model (1998)	Measures the organization's human capital.	Internal indicators Customer indicators
Meritum Guidelines (Cañibano et al., 2002)	Measures the tangible resources within the organization.	Critical intangible indicators
Competency-based strategic management model (Bueno, 1998)	Enables analysis for sustaining competitive advantage	Indicators of distinctive core competencies
Management Model Arthur Andersen (1999)	Enables the achievement of customer satisfaction, based on human resources.	Flow of valuable information

Model for the creation, measurement and management of intangible assets "Knowledge Diamond". (Bueno, 2001)	Allows the management and measurement of intangible resources	Information, learning and innovation indicators and core competencies
Sistema de evaluación comparativa del capital intelectual ICBS (Viedma, 2001)	Enables measurement and management of human capital.	Benchmarking competency indicators
Skandia Navigator (Edvinsson, 1993)	Allows measurement of human capital competencies.	Absolute mean indicators C.I. efficiency indices.
Model of the University Werster n Ontario (Bontis, 1996)	Allows measuring the achievement of business results.	Organizational performance indicators
Modelo del Canadian Imperial Bank of Commerce (Saint Onge, 1996)	Help in the relationship between Intellectual Capital and its measurement and organizational learning.	Learning indicators
Intangible Assets Monitor (Sveiby, 1997)	Allows to identify the knowledge pathway for change adaptation.	Indicators of growth and renewal Indicators of efficiency Indicators of stability Indicators of stability
Nova Model (Camisón, Palacios and Devece, 1998)	Help in obtaining results and making the work process more efficient.	Dynamic process indicators
Intellect Model (Euroforum, 1998)	Enables the management of intangible assets.	Present and future indicators
Intellectus Model (CIC, 2003, 2011)	Allows knowledge generation and improvement in the organization.	Intangible assets and intellectual capital development indicators

Table 1 Management Models (GM) according to the CIC classification

Source: Adapted from Hernández (2013) and Navarro (2014)

Based on the above information, there is the research of Padilla-Ornelas and Martínez-Serna (2018), which shows the relevance of information, especially in individuals who are within the organization and how they use it in their work area, exercising good practices to improve organizational performance in organizations and thus improve their productivity, customer satisfaction and profitability, being its main objective to increase the results of the organization.

Conclusions

Organizations that have processes for productivity, profitability and customer satisfaction, even if mistakes and failures are made, will serve as examples of learning, providing an environment in which all workers give their opinion, work as a team and contribute with solutions. Those that do so will be the ones that will learn and improve the fastest. For the management model to be sustainable, each of the people working in the CAV must maintain a level of training, personal attitude and flexibility in order to achieve the objectives set by the organization.

The management model is a tool that allows the increase of the mentioned processes, in such a way that efficiency is achieved in the results sought within the organization, whenever improvements or significant results are required. The personnel must be willing to collaborate since the result is in favor of the learning generated by the experiences lived. Many organizations have a very important role in the validity of this research, since it was through them that this documented information was obtained.

Each organization is different, and for this reason the management models are so varied. They must be adapted according to their needs. Each company adjusts tools and controls to achieve its objectives, since management models are flexible tools that allow to face adaptations and changes.

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CERINO-MADRIGAL, Francisco Javier, NEME-CALACIH, Salvador, BARROSO-TANOIRA Francisco Gerardo and BERTTOLINI-DÍAZ, Gilda María. Management models, analysis for increasing productivity, customer service and profitability. *Journal of Administration and Finance*. 2023

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