

Strategic guide to success in organizations: Towards continuous improvement**Guía estratégica del éxito en las organizaciones: Hacia la mejora continua**

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Abstract

Enterprises currently need to have an appropriate organization that allows to offer a desirable quality at the lowest cost and not only in the finished products or any service but also in the daily activities of each department, so it is necessary to improve a quality strategic management system to achieve adjustment of administrative processes, optimizing times and resources, as well as the achievement of continuous improvement. The proper functioning of the enterprises derived from the correct decision making, the use of the technological tools, the practical experience and the implementation of an appropriate organizational model in conjunction with the established strategies in the continuous improvement, as they dictate the criteria necessary to maintain the success of the organizations. Therefore, in the present research article, it proposes a strategic system of quality management, focused on strengthening the productivity and achieving continuous improvement with clear goals in the administrative processes of the Organization, with less effort and satisfying the demands in time of the customers. Finally, the plan-do-check-act (quality circle of Deming) which is a logical sequence considered as a tool that is to achieve continuous improvement through the procedures to investigate, Design and develop strategic plans to achieve optimal results and sustainable that promotes the organizational change. This can be seen from the point of view Kaizen Japanese model strategy which allows the continuous improvement and high level of competitiveness.

Company, Organization, Success, Continuous Improvement, Quality**Resumen**

Las empresas en la actualidad necesitan tener una organización adecuada que le permita ofertar una calidad deseable al menor costo y no solo en los productos terminados o cualquier servicio sino también en las actividades diarias de cada departamento, por lo cual es necesario implementar un sistema de gestión estratégico de calidad para lograr estandarizar los procesos administrativos, optimizando tiempos y recursos, así como el logro de la mejora continua. El buen funcionamiento de las empresas deriva de la correcta toma de decisiones, del uso de las herramientas tecnológicas, de la experiencia práctica y la implementación de un apropiado modelo organizacional en conjunto con las estrategias establecidas en la mejora continua, ya que éstas dictaminan los criterios necesarios para mantener el éxito de las organizaciones. Por lo tanto, en el presente artículo de investigación se propone un sistema estratégico de gestión de la calidad enfocado en fortalecer la productividad y obtener una mejora continua con metas claras en los procesos administrativos de la organización, con un menor esfuerzo y satisfaciendo las demandas en tiempo de los clientes. Finalmente, el planear-hacer-revisar-actuar (Círculo de calidad de Deming) que es una secuencia lógica considerada como una herramienta que consiste en lograr la mejora continua mediante los procedimientos de Investigar, Diseñar y Desarrollar planes estratégicos para lograr los resultados óptimos y sustentables que promueva el cambio organizacional. Esto puede verse desde el punto de vista KAIZEN modelo estratégico Japonés que permite la mejora continua y alto nivel de competitividad.

Empresa, Organización, Éxito, Mejora Continua, Calidad

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Introduction

An organization is aimed at the production of goods and / or service to society, but combined with two factors; human and material resources in their functions must be managed properly to achieve maximum efficiency according to the objectives stated

Currently organizations to be competitive need to integrate a quality management system as a strategic factor in their productive activities seeking meet the challenges of this century, however, in a globalized world and with different competitiveness is important to have quality and not only in products but also in daily activities performed in each department. Therefore, the implementation of a quality management system stems from the need to increase the results of an organization. But in recent decades, companies have confused this need and have forgotten that quality is to align all departments of the company to work in perfect harmony, satisfying the needs of customers and their employees.

By having a method that generates a positive and productive change in every area of an organization, it is necessary to identify the aspects that trigger, in this case, the quality of each sector and the impact this change will generate are. Deming circle is considered as the practical methodology to achieve continuous improvement consisting of a logical sequence of steps such as four strategic plans, do, check and act. Its fundamental essence lies in the logic and do things in an orderly and correct.

Given the above, this paper is to show a methodology to develop a quality management system that can be applied to any company and it is easy to develop, based on a Japanese methodology, which is the model of KAIZEN.

This model generates continuous improvement, optimizes and uses resources in an intelligent manner, in which his philosophy is oriented in the ability to analyze, motivate, direct, control and evaluate. For this reason, Japanese companies applying Kaizen achieved very significant progress that allowed them to not only improve their quality and competitiveness within Japan, if not strategically managed to conquer international markets. So, the Kaizen model does not require a complicated technology,

For this research was taken as a reference to the company "and logistics SA", the management system for quality. Kaizen worked for a period of one year and on the basis of 50 employees of the same organization.

Methodology to develop

"Closely related to the overall quality is the kaizen that emerged in Japan and means improving running. It has been the foundation of Japanese companies to achieve total quality. Kaizen strategy is to define clearly the responsibilities: the worker is to maintain the standards and the role of management is to improve ". (Galindo., 2005)

On the other hand, in Figure 1 shows the "spiral of continuous improvement of Deming postulated that the low quality means high costs, since between 15% and 40% of manufacturing costs in North America are due to waste human effort, machining time and unproductive use of materials "(Galindo., 2005)

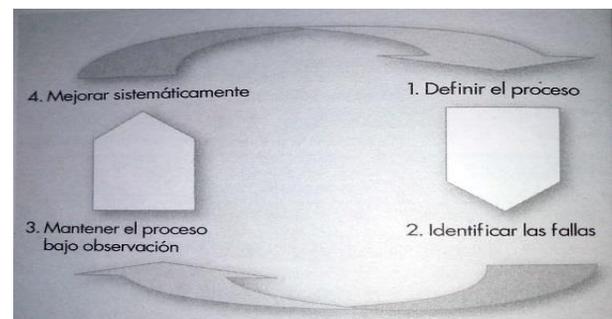


Figure 1 spiral of continuous improvement (Galindo., 2005)

Thus Figure 2 shows the cycle of PDCA, Plan (Plan), Do (Do), Check (Check) and Act (Action). This has procedures, activities and easy common requirements apply to any company implemented is why the quality management system is proposed that Kaizen is based on this methodology.

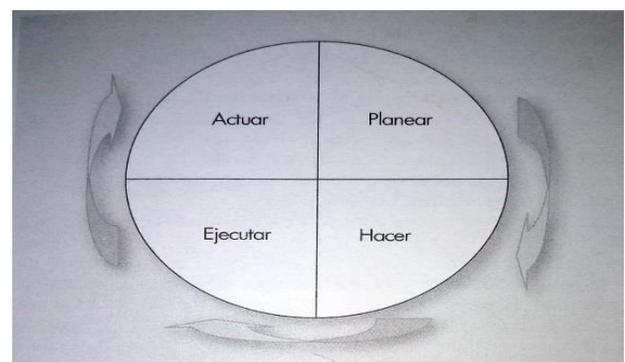


Figure 2 Example cycle PDCA (Galindo., 2005)

Developing

Organizations and their quality systems face the challenges of this century focusing largely on productive aspects forgetting other departments that make up a company. Based on the above it is necessary that the concept of quality in all areas of the organization are integrated so that the results are increased by synchronized processes.

To implement a quality management system should make it clear that it is a system that means. A system is a set of components that interact to achieve a goal. Based on the above it is said that an organization consists of human, financial, material and technological resources so to ensure quality in daily activities running each department, all resources must work in perfect harmony. Culture, policies, standards and good manufacturing practices are part of the same system.

Therefore, integrate all components of the organization in a system, allow the fulfillment of the mission and vision of the company, which should be focused on meeting the needs and exceeding the expectations of its employees and customers.

Organizations must demonstrate their commitment to all areas and not just with customers but also with its partners.

This forces to create a quality management system to administrative processes so that they can monitor and standardize daily activities of each department and that way time, resources are optimized, productivity benefits clear targets set in the processes of the organization. Achieve continuous improvement it means detect areas of opportunity and correct them, improving processes and constantly innovate the organization, so it is necessary to standardize every activity of all departments.

Management systems of administrative processes is proposed based on activities such as: Delineate activities, schedule activities, implement activities, control compliance activities and continuously improve the process.

Business description

To start implementing the quality management system is vital to verify that employees of the organization know their roles, responsibilities and objectives.

To identify if the staff was aware of the points before company level, area and position, were asked to answer the business description as shown in Figure 3.

DESCRIPCION DEL NEGOCIO		
Area:		Fecha:
Puesto:		
Nombre:		
Misión ①	Vision ②	Equipo ③
Proveedores ④	Productos ⑤	Clientes ⑥

Figure 3 Scheme business description

To identify suppliers, equipment, products and customers of a job position is only necessary to develop a scheme.

Supplier: Companies, areas or (external or internal) partners to provide the necessary resources for people to develop their activities (products).

Equipment materials or technological resources to carry out the daily operation.

Product: The activities carried out by each position of the company, which must match the job description. It is vital that in the scheme, the employee arrange your activities according to the level of importance and frequency with which it conducts activities.

Customers: Are Companies, areas or collaborators who receive (products).

Developing this allows us to verify if the organization is up to date and achieve the goal of it, which is to have a graphical representation of the company so that in this way we show the relationship they have all departments together. It is noteworthy that responders the chart above must be the staff of the company regardless of area or position, as each of them are performing their daily tasks and know their operations better than anyone.

In the analyzed company we yielded the following data:

In view of mission and as Figure 3 shows.

Mission (Position)	interviewees	%
Do not	fifteen	30%
Yes	35	70%
View (Rank)	interviewees	%
Do not	0	0%
YES	fifty	100%

Figure 4 Diagram of Results

100% of the workers of Mensajería y logística S.A is not aware of the vision of the area because it has been defined.

It was requested that the team and area developed them so that they knew where to go as an area because, as mentioned (Jack, 2000), "the road to which the company is directed in the long term and serves as a course and encouragement for guide the strategic decisions of growth together with those of competitiveness".

While only 70% know what the raison d'être of their area is within the organization.

Regarding the update of the job description, the result is shown in figure 5.

	Interviewed	%
They carry out their activities correctly	20	40%
Skip Activities	5	10%
Duplicate activities	25	50%

Figure 5 Outline of results of the job description update

60% of job descriptions are obsolete since the above shows that 25 people carry out more activities and 5 omit activities.

Resulting in only 40% of the staff being efficient when performing the functions that correspond to them.

Developing the business description also benefits us in order to implement personalized training programs for each vacancy to cover and avoid loss of functions, since when a collaborator leaves the organization, and someone enters the vacancy that was available some functions are lost and in the same way it mitigates acquiring functions alien to the post to be covered.

Service agreements between customers and suppliers

In the company were observed that the delivery times of the products were not met and to ensure that customers and suppliers complied with it sent their activities on time signed commitment letters were made with the two parties where agreed deliveries of activities in hours and dates established to avoid delays in the process, in the case of not fulfilling the deliverables to the three faults the collaborator agreed to be worthy of sanctions depending on the importance of the final product.

Figure 6 indicates the corrective action processes improve in time and stronger commitments were observed by employees.

ACUERDOS DE SERVICIO ENTRE CLIENTES Y PROVEEDORES.							
Proveedor	Cliente	Producto	Fecha de entrega del producto	Detalles del producto	Firma del proveedor	Firma del cliente	Fecha de validación ASCP

Figure 6 Format of service agreements between customers and suppliers

Process mapping and flow chart

The previous activity was developed to define the processes that exist between the daily operations of the organization, to then make schemes that show the operation flow of each area and position, to visualize all the steps and the decisions that must be taken.

Process mapping and flowcharts are empirical activities so all employees within the organization should outline the functions that belong to their job description (products).

It should be initiated by the most frequent activities since they are the ones that should be clearer, once the previous points are completed it is necessary to continue with the remaining activities. The purpose of this point is to identify strengths and weaknesses within the processes of the organization. Since time and resources are identified for each part of the system, besides being an excellent tool as it allows us to continuously improve and obtain sustainability as a result.

In the company the personnel is trained in groups of 10 people, with sessions of one hour during 2 days.

In that period, they were monitored so that they could map the processes and make their flow diagrams of some activity of their operation, so that later they would be in charge of carrying out all their activities.

During this process resistance was noted when performing this activity as shown in figure 7, it was detected that 24% of the workers did not want to map their processes or perform the flow diagrams, arguing that the workload they have was strong and that they did not see any benefit to said activity.

Mapping of processes and flow diagrams	Interviewed	%
They did not want to do it	12	24%
If they wanted to do it	38	76%

Figure 7 Outline of results Process mapping and flow chart

Later it was detected that 46% of the collaborators assured that the processes needed changes since they came to the conclusion that activities were repeated and needed to define new processes as shown in figure 8.

	Interviewed	%
It was detected that modifications are needed in the processes	23	46%
It was detected that no modifications are needed in the processes	27	54%

Figure 8 Outline of results Mapping of processes and flow chart

Processes and procedures manual

"An operating manual is a support tool for the operation of the business and a measuring instrument that ensures quality in the processes and techniques for its proper execution.

*If you want to open branches, create franchises of your business or simply implement a quality system, you need to make a manual of procedures. "(ENTREPRENEUR STAFF, 2017).

The proposed system is based on simplicity, which is why the process and procedure manual to be elaborated is accompanied by 80% images and 20% text which is more similar to an instruction manual in order that any person can understand its content and be able to replicate the activity described in the manual.

In the company analyzed, they were given a period of 3 weeks to carry out all process and procedure manuals, since they are quick to perform due to their simplicity.

Once completed, tests were carried out to verify if the content of the manuals was functional, so the manuals were exchanged among the collaborators and they were asked to carry out the activity described in the manual that they wrote, in order to verify if a person outside the activity could perform the operation described as shown in Figure 9.

	Interviewed	%
People who could perform the activities described in the manual	42	84%
People who could not perform the activity described in the manual	8	16%

Figure 9 Outline of results Manual of procedures

KPI

"Within the world of entrepreneurship, especially in the growth stage, it is important to have clear measurements that allow you to identify indicators on your investments, the effectiveness of your operations and the level of confidence you have with your client.

These indicators, also called KPI (Key Performance Indicator), are an important part of assertive decision-making since they allow you to have a broad visibility of everything that happens around your business and the plans you implement, as well as to measure the performance of the strategies. In an era where information is power, KPIs will be the key to taking your business to a new level. "(Juan, 2017)

Having said that, we say that implementing KPIs will help us visualize the performance of the organization and that of our collaborators, since they become the goals to be followed by the staff and through them we will be able to evaluate them.

In figure 10 shows how, the company "Mensajería y logística S.A" is implemented the KPIs, we observed that the fulfillment of objectives was the following.

	Objectives (kpi)
Performance (Time and resource management)	70%
Price (Money)	85%

Figure 10 Kpi Outline of Results

Among the main reasons why the objectives were not met the interviewees mentioned the following points.

They did not have the necessary resources to comply with the activity (Technological materials)

The suppliers do not pass the information to them to make their product.

Lack of follow-up to the objectives.

It should be mentioned that as the maturity of the quality management system progressed, these points were exceeded.

Results

After a year of implementing the quality management system, the following benefits were noted.

The capitation was developed in a better way, therefore better-defined processes were had. The monitoring of objectives improved up to 60% over the previous year. The level of performance in times increased by 30% compared to the previous year.

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Conclusions

In this article, the process of implementing the Quality Management System in the company "MENSAJERÍA Y LOGÍSTICA SA" was drafted, with the aforementioned results, which were the expected ones, it is concluded that by making the correct application of this methodology the quality in the administrative processes can be increased in established periods, thus reducing the areas of opportunity presented by the company.

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