

IMPACT OF THE IMPLEMENTATION OF MANAGEMENT MODELS IN MSME.

THE MOSIG-TPS APPLIED TO SME IN VALLE DEL ABURRÁ

Track 9. Dirección General y Estrategia

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RESUMEN

El texto presenta los resultados de la implementación de las dos primeras etapas del Modelo sistémico Integrado de Gestión para la Transformación Productiva y sostenible de las Empresas (MOSIG-TPS); se trata de un modelo original, desarrollado a partir de las investigaciones sobre MiPymes, orientado a aportar a los empresarios en el fortalecimiento de sus empresas.

Las primeras etapas del modelo desarrollan una metodología que recoge información a profundidad de la organización evaluada y generan un diagnóstico denominado Escáner de Gestión. El artículo compara los resultados del impacto que ha tenido este Escáner en cinco empresas del área metropolitana de Medellín (Colombia).

PALABRAS CLAVE: MiPymes, MOSIG-TPS, Escáner de Gestión, Impacto, Transformación.

ABSTRACT

This paper presents the results of the implementation of the two first stages of a Systemic Model for Integrated Management and Sustainable Productive Transformation of Enterprises (MOSIG - TPS). This is an original model, developed from research on MSME, aimed at supporting the entrepreneurs with the strengthening of their companies.

The early stages of this model developed a methodology that collects in-depth information of the tested organization and generates a diagnosis called Scanner of Management. The article compares the results of the impact the Scanner had in five companies in the Medellín metropolitan area (Colombia).

Key words MSME, MOSIG-TPS, Scanner of Management, Impact, Transformation.

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Introduction

In Latin America, there are many experiences about the implementation of management models in order to strengthen the productivity of companies and sectors. In that regard, it is particularly remarkable to mention some of the foreign models that have been adopted by MSME (Rodriguez and Betancourt, 2010).

Some of the foreign models highly recognized among the entrepreneurs and scholars in Latin America are: The Canadian Imperial Bank (Saint-Onge, 1996), the Skandia Navigator (Leif and Malone, 1997), the Nonaka and Takeuchi (1995), the Knowledge Management Assessment Tool (Andersen and APQC, referred by Soret, 2008), EFQM model of excellence (Deming, 1989), Malcolm Baldrige model (Juran, 2011), and ISO quality model (ICONTEC, 2005).

There have been numerous experiences with the impact of these models. However, the employers' frustration against foreign models has motivated the research centres to direct their studies to the applied research in order to meet the needs and interests of Latin American entrepreneurs (Betancourt and Vargas, 2012).

The Social Entity Theory by Milan Marinovic and his proposal of a Systemic Model for Integrated Management (MOSIG) led to the development of an empiric methodology. This includes some stages for the transformation of the organizations, aimed to make them competitive in a sustainable way.

The MOSIG-TPS (Systemic Model for Integrated Management and Sustainable Productive Transformation) is an eight-stage methodology. The Scanner of Management and the Measurement of Indicators are the two stages that become diagnosis tools of the organizations' initial state. This paper describes the impact of these first stages.

The first part of the paper synthesizes the theory that supports the MOSIG-TPS design, by emphasizing the Scanner of Management as well as the conceptual and semantic aspects that make possible the understanding of the Model in general.

In the second section, the paper describes the methodology applied for the data collection in each organization, where the Scanner was implemented. This section also explains the proposal for the indicators and descriptors classification, arisen from the information of every variable.

The third section of the paper shows the results of the Scanner, by using a classification matrix of the information, which allows graphing the organizations' state.

Finally, the impact of the Scanner implementation is reported, by describing some of the strategies the executives adopted in order to start the transformation process in their organizations.

The results obtained will be considered at a descriptive level and the conclusions will register the first impacts of a diagnosis methodology applied in different moments in the firms involved in the Scanner implementation.

1. Objectives

The research is oriented to assess the impact of the first stages of the MOSIG-TPS (Systemic Model for Integrated Management and Sustainable Productive Transformation of businesses) applied in different companies. In addition, it is also possible to establish a comparison between the results of the Scanner of Management, as a diagnosis stage of the MOSIG-TPS, and the impact of this exercise in the five organizations, where the implementation of the methodology has been carried out.

2. Theoretical Background

2.1 The MOSIG: Systemic Model for Integrated Management

Marinovic (2008) proposes a view of the enterprise as “a social entity existing simultaneously in two domains: that of the people and objects [...] and that of the social space”. He also says that the business organization as a system must meet simultaneously “two conditions of viability: the internal and the environmental coherence”.

This model “allows representing the static reality of a self-organized social phenomenon in the flow, thanks to its spatial variables of configuration, temporary variables of invigoration and relational variables of visualization” (Marinovic, 2008).

This dynamic view understands the organization “as a relational whole”, where the specific and the interdependent features become meaningful as elements of a hologram.

Thus, the model proposes a self-organization matrix, where the variables of the relations axes meet their respective coherences, namely: spatial, temporal, relational, stability, and adaptability.

2.1.1 The Scanner of Management

This is considered as an instrument that “allows analysing and identifying the processes of transition of a strategic trajectory”. The analysis of the trajectory suggests a diachronic and synchronic view at the same time, where the people’s motivation, the organization’s policies, the objectives of the management, and the benchmarks of the context have their own dynamic that moves asynchronously, thereby generating conflicts (Limone, and Marinovic, 2008).

This Scanner pretends to be a mechanism of self-diagnosis that searches the traditional indicators of management covered by other models, and integrates them to a thorough assessment in connection with the four domains that make up the organization (people, management, structure and environment).

The information obtained, both quantitative and qualitative, becomes a guide for taking actions: “not only it allows us to penetrate and understand the complexity (of an organization), but as a consequence of that understanding, it becomes knowledge oriented towards the remedial and innovative actions to be taken” (Limone and Marinovic, 2008).

2.2 Systemic Model for Integrated Management and Sustainable Productive Transformation

To complement the Marinovic’s theory, a methodology has been developed, geared to achieving the organizations’ transformation, by strengthening their productivity and competitiveness in a sustainable way.

2.2.1 Transformation

In the Systemic Model for Integrated Management, the term transformation is understood as a momentum towards the equilibrium between the sub-systems and the Homeostasis with the environment. This complex process starts in one of the sub-systems of the organization and affects all its areas and components.

To achieve the transformation is necessary to agree on three essential questions: the reasons for the change, the scope and scale of the transformations, and the direction to follow in this process (Champy, 2006).

2.2.2 Productivity

The production of goods and services is understood as “a set of operations aimed to the transformation of a group of supplies into a good or service...during the production a value is added as a result of this transformation” (Uribe, 1997). The quality and the productivity are two sides of the same coin (Joiner, 1999).

This process incorporates a good flow of communications as a strategy of productivity. Besides, a quick learning is condition for an improvement in the production, which is possible when improving all the system (Joiner, 1999). The productivity is strengthened with interactions between the organizational system and the surroundings, in order to incorporate elements provided by all the stakeholders.

The interaction between transformation and productivity is explicit in the strategy that integrates the Transformation plan of the organization with the indicators of Productivity.

2.2.3 Sustainability

This integrates the concepts of “tenable” (Borrayo, 2002), stakeholder or interest groups (Betancur, 2010) and the companies’ profitability (Betancur and Naranjo, 2010) in order to guarantee the organizations’ continuity and growth, by contributing to the achievement of the social objectives of welfare.

2.3 Description of the Model: The stages

The organization is an integrated system in which all components are articulated in an interacting way (Spendolini, 1994). Therefore, any transformation in one of them will affect the whole system.

The model has the following stages:

- **First stage: Scanner of management.** A description about the organizational processes and the current state of the organization is done, by focusing on the perceptions given by the organization’s personnel.

- **Second stage: Measurement of indicators.** This is a complement for the information obtained from the Scanner. Since this demonstrates the quantitative and qualitative aspects of every variable and indicator. The variables expressed in their indicators are shown in the following table.

Table 1. Dimensions, attributes and variables for the Scanner of Management and the Measurement of indicators.

DIMENSION	ATTRIBUTE	VARIABLE
Organization or Structure	Financial	Internal funds generation
		The company's liquidity
		Business cycle
		The business' profitability vs. non-quality costs
		Accomplishment of the organizational strategic objectives
	Technological	Clean technology
		Technological innovation
		Computer equipment
		Manufacturing technology or servo production
		Software
	Infrastructure	Strategic location vs. suppliers and customers
		Physical structure in harmony with the nature
		Spaces (areas): Use of public spaces
		Security
	Management	Processes
Missionary processes		
Support processes		

DIMENSION	ATTRIBUTE	VARIABLE	
	Functions	Strategic functions	
		Tactical functions	
		Operational functions	
	Corporate philosophy	Vision	
		Mission	
		Principles	
		Values	
		Policies	
	People	Culture	Intrapersonal bonds
Interpersonal bonds			
Inter-organizational bonds			
Atmosphere		Coexistence	
		Incentive	
Human talent		Competences	
		Compensation	
		Training	
Communication		Means	
		Participation	
		Impact	
Environment		Market	Customers
			Suppliers
		Government	Governmental policies
			Incentives
	Support agencies		
	Society	Interest Groups	
	Culture	Practices	
		Customs	

Table made by the authors.

- **Third stage: Conformation of working teams.** In this stage the external advisors and the employees of the organization take part, by implementing training processes in such a way that all the personnel is involved in the desired integral strategy.
- **Fourth stage: Integrated plan of strategies:** The teams will have the responsibility of designing, implementing and monitoring the defined strategies to improve the organization.
- **Fifth stage: Systemic implementation of strategies.** The leaders' team coordinates which actions to take to meet the objectives proposed.
- **Sixth stage: Evaluation and monitoring of variables,** which will be a permanent and systemic review process in each area of the organization.
- **Seventh stage: Verifying results.** It is necessary to implement a subsequent Scanner. In this way, the results obtained at the beginning are compared with the ones obtained at this stage.
- **Eighth stage: Organizational autonomy.** The MOSIG-TPS seeks a continuity in an autonomous way, led by the team of the organization, thanks to the learning gained after the application of the Model.

3. Methodology

This research has been a process to implement the MOSIG-TPS from its methodological structuring. This has been done in organizations from the metropolitan area of Medellín, where the first two stages of the MOSIG-TPS, the Scanner of Management and the Measurement of indicators, were implemented during the 2012 and 2014. The organizations participants in this research are:

- The firm A is a family business, medium-sized, belonging to the service sector and to the sub-sector of transport. It was founded 15 years ago and formalized 6 years ago as a Simplified Joint Stock Company (known as Sociedad por Acción Simplificada or S.A.S in Spanish).
- The firm B is a partnership, micro-sized, it belongs to the service sector; sub-sector of tourism (travel agency). It was founded and registered 5 years ago as a Simplified Joint Stock Company (S.A.S).
- The firm C is a partnership, small-sized; it belongs to the industrial and service sectors, sub-sector of advertising. It was founded and registered 8 years ago as a Simplified Joint Stock Company (S.A.S). It is engaged in the manufacturing and maintaining of hoardings, advertisement and everything else regarding the production of printed advertising.
- The firm D is a medium-sized business; it was founded as a family business 18 years ago, and registered 10 years ago as Public Limited Company (known as Sociedad Anónima, S.A in

Spanish). It belongs to the industrial and commercial sectors; it is engaged in the commercialization of the automotive spare parts and maintaining of motorbikes.

- The firm E is a large-sized business; it was founded 32 years ago and registered as Public Limited Company (S.A.). It belongs to the industrial sector, sub-sector of paper and cardboard manufacturing. It is a subsidiary of a multinational group. The Scanner of Management was implemented in the Quality Control Department in one of their manufacturing plants.

3.1 Scanner of Management

For the data collection, all the organizations' staff and a sample of the suppliers and customers were consulted; the instruments designed were applied to everyone. These integrate the variables with the corresponding dimensions, including the information about the descriptors that every person could provide during the application of the Scanner.

Even though this implementation in every organization occurs in different moments, the methodological schema described below was followed:

- Application of surveys to the firm's staff belonging to all levels of the organization, as shown in the table 2.

Table 2. Surveys conducted in each firm

FIRM	A	B	C	D	E
YEAR	2012	2013	2014	2014	2014
N° OF RESPONDANTS	57	8	45	28	26

Table made by the authors.

- In-depth interviews with some executives, employees, customers and suppliers of the organizations, as shown in the table 3.

Table 3. Interviews conducted in each firm

FIRM	A	B	C	D	E
YEAR	2012	2013	2014	2014	2014

N° OF RESPONDANTS	25	4	2	4	7
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Table made by the authors.

3.2 Measurement of Indicators

The indicators related to each dimension of the MOSIG TPS were designed from the matrixes containing the most relevant indicators in each organization. These were linked to the questions of the survey, so that the quantitative information could be compared with the qualitative information, thus strengthening every item developed in the result of the Scanner of Management.

The data collection related to the indicators was done through consulting the firms' documents. In order to complement the information of the indicators that was not found in the organizations, some interviews to executives and managers were conducted. This process was carried out simultaneously to the application of the surveys and interviews.

3.2 Consolidation of results

After collecting the qualitative and quantitative information, it was possible to make the Scanner for every organization by following the criteria to classify the dimensions and attributes explained in the table 4.

Table 4. Scale to classify dimensions and attributes

LEVEL	BENCHMARK
ADVANCED	<p>Organizations reflecting a dynamic and participative internal structure; they focus on the human talent. They also invest in projects, demonstrate advances in multiple processes, innovation, and open to changes.</p> <p>These indicators and descriptors reflect the staff's participation in different processes, the development of strategic plans, the financial and technological</p>

	stability and the customer-supplier integration. The indicators reveal above 80% of goal achievements.
VIABLE	These indicators and descriptors show how the organizations try to integrate different areas and keep some channels of communication. These organizations have advanced in a planned strategy, in which the groups participate in projects. They keep dynamics of transformation. The indicators reflect advances between 60% and 80%.
ALERT	Organizations with some market share, with limited channels to socialize new ideas, the workers have some knowledge about the organization's projects; with low investment in short-term projects, and few integration with the customers and suppliers. The indicators reveal advances between 40% and 59%.
RISK	Organizations with a lineal management, with low market share. The managing and updating practices are scarce. Consequently, the human talent training, the promotion of spaces to share knowledge, the technological renovation, and the customer-supplier integration are also scarce. They have a financial structure in constant risk levels. In the indicators, the projection of the figures are between 0% and 39%.

Table made by the authors.

The table showing the results of the Scanner for each organization has been done by assigning values calculated from the total number of items in each Scanner. In this way, the percentage is obtained after calculating the number of items in each level on the basis of the total items expressed. In any event, the MOSIG-TPS does not assign much weight to the values of the dimensions, which has led to give a general value to all the dimensions, the attributes, the variables, the descriptors and the indicators. This has allowed the calculation as reflected in the results.

4. Results

Evidences from different business sizes and areas of Valle de Aburrá were shown (Betancur and Rodríguez, 2014), where the results of their transformations become established. Every enterprise involved has made a progress in implementing the model in different phases. All of them have gone through the first two phases, which has allowed a comparison of the partial results.

4.1 The Scanner of Management

The following data are a summary of the Scanners implemented in each organization, where the two first stages of the MOSIG TPS has been applied. The percentages show the quotient between the number of items classified in every level and the total items formulated in every organization (not always the number of total items was the same in all the firms). Considering that in all of them the four dimensions, their variables, and attributes were assessed, but the amount of indicators and descriptors is determined based on the organizations' specific way of being.

Table 5. Scanner of Management of the five organizations.

LEVELS	FIRM	A	B	C	D	E
ADVANCED		17,3913	27,4193	30,6748	27,9569	26,7345
VIABLE		15,2173	16,1290	21,4723	20,4301	22,6532
ALERT		41,3043	27,4193	30,6748	34,4086	26,3245
RISK		26,0869	29,0322	17,1779	17,2043	24,2877
TOTAL		100 %	100 %	100 %	100 %	100 %

Table made by the authors.

As shown in the table 5, all the firms reflect processes in the four levels of the classification of the results, which is normal in the context of the Colombian and Latin American MSMEs. These firms operate with high levels of Alert and Risk, as it was manifested in the amount of indicators and descriptors classified in these levels.

In addition, strengths elements are perceived with the descriptors and indicators in the Advanced and Viable levels, which demonstrates the entrepreneurs' interest for doing things well, keeping in mind that when these organizations were analysed, they were already formalized.

As can be seen in the table 5, four of the total firms analysed show 50% of factors between Alert and Risk (except for the firm A, which shows 67% in these levels). This does not have any relation with the size, nor the sector they belong to, nor their time after being founded or formalized. This also strengthens the typical characteristics of the SMEs in the Colombian and Latin American contexts, making visible the informal way to manage many of the business processes (Betancur and Rodríguez, 2013).

The case of the firm A shows the necessity of implementing urgent actions, especially regarding the 26% of aspects classified as Risky, and the 41% of Alert signs. Actually, in this firm there has been a real progress in the design and implementation of projects, by applying the three stages of the MOSIG TPS that follow the Scanner and the Measurement of indicators.

Attention is also drawn in the case of the firm E, considering that the Scanner was implemented in only one area of the manufacturing plant: the Quality Control Department. As this firm belongs to a multinational, it was expected the results of a Scanner with most of their indicators and descriptors in an Advanced and Viable levels, but the table indicates just over the 50% in Alert and Risk.

As it can be seen, there are many visible similarities among the results of the Scanner applied in five firms of different sizes, sectors and ages. In all of them, there are risks and alerts that should be taken as challenges of transformation in the four dimensions suggested by the MOSIG TPS (People, Management, Structure and Environment). These are also taken as components of a single system; this means that when one of the processes is affected, the whole organization is affected too.

4.2 Impact of the Scanner of Management

The organizations' executives knew the results of the Scanner, which are considered as useful supplies for them to make changes in the organizational processes.

Set out below are some changes made in the firms under investigation. Some were visible from the collection of information, either because the people reacted to the questionnaires they answered or they considered important the appropriation of the processes mentioned in the questionnaires or in the indicators.

Other changes arise after knowing the Scanner. Once the organizations identified the processes in the different levels of classification, and the representation of the situation with descriptors and indicators in Alert and Risk up to 50% caused immediate reactions in all the organizations. Therefore, they tried to transform their situation.

The changes in the five organizations set out below are called the impact of the Scanner of Management, and they turned into an immediate reaction or what is known as “short-term change”, which demands large-scale projects to be structured in the following stages of the MOSIG-TPS.

Afterwards, there was an interview with every organization’s executive aimed to enquire into the changes noticed or the transformations started after the application of the Scanner. The interview was done about two or three months after the delivery of the results of the Scanner.

Table 6. Impact of the Scanner of Management in the five firms

FIRM	IMPACT OF THE SCANNER OF MANAGEMENT
A	<ul style="list-style-type: none"> ✓ Management of the financial aspects of the organization. ✓ Control in expenses. ✓ Structuring the databases of suppliers and customers. ✓ Re-structuring and understanding the institutional philosophy. ✓ Changes in the administrative staff. ✓ Management of suppliers. ✓ Re-evaluation of the technological media. ✓ Documentation of some processes ✓ Re-induction to the staff. ✓ Structuring the positions. ✓ Review of the organizational structure. ✓ Adoption of the following stages of the MOSIG-TPS
B	<ul style="list-style-type: none"> ✓ Changes in the operating staff. ✓ Implementation of controls for the cash flow. ✓ Improvement of the cash flow. ✓ Structuring the positions. ✓ Design of manuals of functions and procedures.

	<ul style="list-style-type: none"> ✓ Improvement of the employees' personal appearance. ✓ Awareness about the organization's potential. ✓ Adoption of a stimulus plan for all the staff. ✓ Buy-out one of the shareholders. ✓ Increase in sales ✓ Start of the structuring of a customer database. ✓ Formalization of contracts and social security. ✓ Design work plans for medium and long term. ✓ Interest to continue with the other stages of the MOSIG-TPS.
C	<ul style="list-style-type: none"> ✓ Changes in the senior personnel. ✓ New leaders designated. ✓ Re-definition of positions. ✓ Strengthening of the commercial area. ✓ Re-organization of the staff. ✓ Improvements in the work environment. ✓ More time efficiency (less overtime required). ✓ Reduction of the absenteeism. ✓ Reduction of inventories. ✓ Search of new suppliers. ✓ Refinancing the debt ratio. ✓ An austerity plan. ✓ Streamlining of materials. ✓ Differentiation of prices based on the type of customers. ✓ Decrease the past due accounts receivable.

	<ul style="list-style-type: none"> ✓ Reduction of the machine downtime.
D	<ul style="list-style-type: none"> ✓ Strengthening of staff's identification with the organization. ✓ Resuming regular meetings with the staff. ✓ Locative reorganization. ✓ Improvement in cleaning. ✓ Strengthening the adoption of industrial security standards. ✓ Search of external support for the strengthening of the job security. ✓ Examination of the Government's support schemes.
E	<ul style="list-style-type: none"> ✓ Executives' awareness about the mission and vision. ✓ Awareness about the need to strengthen the organizational culture. ✓ Re-induction about the institutional philosophy. ✓ Staff's identification with the design of every project and the firm's evolution. ✓ The effective communication is identified as the main challenge. ✓ Growing interest for the complaints. ✓ Study focused on the alternatives allowing a better traceability. ✓ Vision to develop solution strategies. ✓ Develop a software in house (currently being tested) for the following up on complaints. ✓ Strengthening of the teamwork in different areas. ✓ Design a traceability model for the Quality Control Department.

The table 6 shows the reactions arisen inside the organizations when they became aware of the reasons that affect their stability. This is a normal mechanism, as the living beings make their own adjustments once they realize there are alerts or they are in a risky situation, as stated by the Theory of Systems and Marinovic's assumptions (2008).

Regarding the approach of the MOSIG-TPS, which conceives the organizations as systems with four dimensions, it is possible to extrapolate some transformations made in each dimension as follows:

- 4.2.1 **In the dimension “People”:** transformation items were identified. The firms A and D have two items, the firms B and D show three items, and the firm C reflects a transformation with five items. The relevance of these changes lies in the assumption of the Social Entity Theory about People as the crosscutting issue in the organizations.
- 4.2.2 **In the dimension “Management”:** These changes are evident as the firms A, C and E have five items related to this dimension; in the firm B, seven; in the firm D, one. Then, it is visible the choice of transforming actions centralized in the company’s management team, who manage the information gotten from the Scanner.
- 4.2.3 **In the dimension “Structure”:** the actions emphasized the financial attribute, which is generally the biggest concern of the organizations. These included some indicators in the technological and infrastructural attributes. The distribution of items was: the firms A and C have three items; the firms B and E, two; and the firm D, only one.
- 4.2.4 **In the dimension “Environment”:** some items directly related to the attributes customers, suppliers, and government appeared by showing an awareness on the impact of the processes in the organizations. The data obtained were the firms A, B and D have two items; the firm C, three; and the firm E, only one.

The dimensions with the greatest impact per organization are: In the firm A, most of the changes are in connection with the dimension “Environment” (seven items); just as the firms C and E, five items each. In the case of the firm C, there is a better balance as it also has five items in the dimension “People”.

The firm D is a particular one, since there are only seven items identified as part of the total impact. However, in the interview its manager expresses the necessity and the willingness to make changes. Thereby, he is considering two options, one offered by the local government, and the MOSIG-TPS.

The firm C is interesting because the management team applied immediate changes in all the dimensions, by demonstrating an impact of the Scanner in 16 items. Additionally, they are considering following with the next MOSIG-TPS stages.

The firms A and B have advanced in the next stages of the MOSIG-TPS. The results are not presented in this paper, because they do not lead to comparisons with the other organizations assessed. They also reflected meaningful impacts of the Scanner, with twelve and fourteen items respectively.

The firm E has several aspects to be considered: On the one hand, it has a meaningful impact of the Scanner of Management, as they develop transformation actions reflected in eleven items. It is remarkable that the Scanner was implemented in only one area of the production plan, the results lead to transformations beyond this area, and this touched the whole plant, to the extent that they are currently considering the adoption of new actions to impact the whole organization, since their improvement is an urgent necessity.

Summing up, the MOSIG-TPS theory, supported on the systemic view of organizations and the reality, understands that the changes made in any dimension, attribute or variable will affect the overall Social Entity. Nevertheless, the short-term transformations are not enough, which requires more than an immediate reaction to achieve a sustainable productivity with a higher impact in the environment, as well as make this impact favourable for the organizations to achieve the homeostasis demanded.

Conclusions

The MOSIG-TPS (Systemic Model for Integrated Management and Sustainable Productive Transformation of enterprises), has been developed as a methodology for strengthening the production of the MSME (Betancur y Rodríguez, 2014). The implementation of the Scanner of Management and the Measurement of Indicators in five organizations in a determined region accounts for the viability of this methodology to generate in-depth diagnosis and get immediate-reaction changes.

The results of the Scanner of Management in these five organizations show similar patterns of the MSMEs' business environment, particularly in the region where they are located. These are also similar to the Colombian and Latin American scenes.

The development of a Management Model from the studies of the entrepreneurs' realities in Latin America, as the MOSIG-TPS, is a challenge for the universities; it is also a way to bring us closer to the entrepreneurs and scholars. The business world expects proposals focused on the strengthening of their competences and the achievement of their goals. Moreover, the academic world has in the entrepreneurs an entire research scenario, a scope, and a call to generate theories and methodologies that foster the expected transformation.

The MOSIG-TPS is an ongoing evaluated proposal, which needs to be tested in other scenarios to show their benefits. The Scanner of Management and the other stages will be improved as far as their implementation be possible in a larger number of organizations of different sizes, sectors and regions. To this end, there are some agreements with organizations that gather entrepreneurs, thus this tool could be applied in different scenarios. Similarly, it was made available to academic networks, so that the universities count on this tool as a means of projection in their immediate surroundings.

The dissemination of the model as well as the achieved results from some companies take place at the academic scenery, where they will be under an ongoing evaluation. It is aimed to share the methodology so that it can be compared with other experiences and be applied in other regions in Iberoamerica.

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