

QUALITY, INNOVATION, ECONOMY AND GOVERNANCE

CALIDAD, INNOVACIÓN, ECONOMÍA Y GOBERNANZA

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The fifth volume and third issue of 2021 of the Cuban Journal of Public and Business Administration includes original articles, good practices and case studies. Articles related to the topics are shown: quality of tourist service, electronic government, financial evaluation of cultural heritage, hospital admission management of COVID-19, public investigation service in strategic sectors, business insolvency with COVID-19, legal advice to the State and the Government, China's new pattern of development, design thinking and tax administration.

Competitiveness^{1,2,3} and quality^{4,5,6} are very necessary in environments with high standards to be met, such as the tourism sector. The first article deals with a proposal to improve the processes of the Iberostar Bella Costa Hotel, located in the tourist area of Varadero beach. Diagnostic tools such as the cause-effect diagram,⁷⁻⁸ Pareto⁹ and financial economic analysis¹⁰ are used to determine the costs of quality.^{11,12}

To build an effective digital government,¹³ it is necessary to develop a holistic program taking advantage of good practices and reference models, where technology, data and applications are aligned with strategies.¹⁴ On the other hand, it is essential to carry out organizational transformations that achieve levels of efficiency and effectiveness in government management, through the use of ICT.¹⁵ In this sense, one of the contributions of the number presents a set of recommendations on government and management of Information Technologies and Communications applied to the context of the development of electronic government programs, which prioritizes the need to establish a management and governance framework for electronic government¹⁶ in Cuba.

The financial evaluation of the efficiency and effectiveness of cultural heritage projects¹⁷ is a topic addressed in this issue. The need to regulate and measure intangible assets through indicators¹⁸ is highlighted as a factor of growing importance in the economy.

The management of hospital admission of COVID-19 patients is a problem that all countries are currently facing¹⁹ and is the objective of one of the articles, whose practical experience was developed in the province of Matanzas. Diagnostic techniques were applied,^{7,20} the knowledge of experts was used, and the calculation of the level of income self-management is of great interest. Cuba has developed an intense and systematic scientific work to confront COVID-19,²¹ not only with the five vaccine candidates and

diagnostic and therapeutic treatments, but also with government management, management methods and tools.^{22,23}

Another article shows a qualitative methodology, in the agrobiotechnology, biopharmaceutical and nanotechnology sectors in Argentina, which allowed the identification of four categories within the research service, with benefits in terms of learning and the research agenda. This methodology can be generalized to other contexts, which would be very useful for addressing public policies on science, technology and innovation,²⁴ in which fostering interconnections^{21,25} and open innovation is vital.^{26,27}

The influence of COVID-19 on business insolvency^{10,28} in Ecuadorian hotels and tourist accommodation is addressed in this issue, through financial statistical analysis. A significant impact of the pandemic is evident with a decrease in resistance to insolvency; The larger the size of the company, the greater the contraction in terms of economic benefits, and the higher the turnover of sales, the greater the economic benefits obtained with respect to assets and with respect to equity.

Legal advice to the State and the Government is a function carried out by the Ministry of Justice (MINJUS) in Cuba and for its improvement a rigorous diagnosis is developed with the use of various techniques such as the cause-effect diagram,^{8,9} the analysis of the barriers,^{7,9} surveys to experts and the indicators to measure the fulfillment of this important function are identified, all of which allows projecting a methodology that contributes to the structural, compositional and operational improvement of this activity.

Two good practices are included in this issue. The first deals with China's new economic development pattern of "dual circulation", domestic and international, which promote each other to achieve high-quality growth and development.²⁹

The other good practice is shown in the article "Changes in product design and development processes: design thinking, service design and user experience", which reflects on some of the current concepts that make up new paradigms or models in product innovation. and services,³⁰ such as design thinking and user experience thinking,^{31,32,33} and the importance of contact points to reach systemic, comprehensive and more precise design solutions is discovered. The mass customization of products and services, as a new business model of Digital Transformation, requires a greater involvement of organizations with the user experience.³⁴ On the other hand, this context of changes conditions innovation based on prototyping where agile methodologies such as design thinking^{35,36} or design thinking become vital.³⁷

The case study addresses a positive experience in the tax administration of the Russian Federation with its current legislation, and how to counteract illegal schemes resulting from the use of tax havens.

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