

IMPROVEMENT IN THE PERFORMANCE OF THE COMPANY ZEDAL S.A. THROUGH THE DEISDE INTEGRATION MODEL

MEJORA EN EL DESEMPEÑO DE LA EMPRESA ZEDAL S.A. A TRAVÉS DEL MODELO DE INTEGRACIÓN DEISDE

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Abstract

The Cuban mercantile company Zona Especial de Desarrollo y Actividades Logísticas Wajay, is a company belonging to the company Almacenes Universales S.A and has a broad corporate purpose, fundamentally oriented to provide logistics operator services, but in its 24 years of foundation it has Concentrating its businesses on the warehouse leasing activity and the related services offered are very specific, although since 2020 organizational changes have been generated in the company. The entity needs to redesign management, leave behind a management focused only on the operational and focus on a strategic vision that contributes to solving the insufficient performance of the management system, which hinders customer satisfaction and business growth. In this article techniques of the Strategic Management Model are applied for the integration of the management system in the company, defining five strategic objectives for the next five years.

Keywords: strategic direction, strategic objectives, balanced scorecard, organizational performance, integrated management system

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Resumen

La sociedad mercantil cubana Zona Especial de Desarrollo y Actividades Logísticas Wajay, es una empresa perteneciente a la compañía Almacenes Universales S.A y cuenta con un amplio objeto social, orientado en lo fundamental a brindar servicios de operador logístico, pero en sus 24 años de fundada ha concentrado sus negocios en la actividad de arrendamiento de almacén y los servicios conexos ofertados son muy puntuales, aunque desde el año 2020 se generaron cambios organizativos en la empresa. La entidad necesita el rediseño de la gestión, dejar atrás una dirección enfocada solo en lo operativo y enfocarse en una visión estratégica que contribuya a resolver el insuficiente desempeño del sistema de dirección, que obstaculiza la satisfacción de los clientes y el crecimiento del negocio. En este artículo se aplican técnicas del Modelo de Dirección Estratégica para la integración del sistema de dirección en la empresa, definiendo cinco objetivos estratégicos para el próximo quinquenio.

Palabras claves: dirección estratégica, objetivos estratégicos, cuadro de mando integral, desempeño organizacional, sistema de dirección integrado

Introduction

The state company, as the main actor in the Cuban economy, is called upon to guarantee the sources of wealth, well-being and prosperity of Cuban society. In the last five years, it has been the object of multiple changes, organizational, structural, economic and financial measures, seeking to make mechanisms and ways of doing things more flexible that have prevented it from occupying the role of mobilizer of the productive forces and chains, in production. of goods and services to the rest of the actors in the economy, as needed. For these purposes, Decree-Law No. 34 of 2021 was approved, which regulates the principles of organization and operation of state companies, subsidiary companies and higher business management organizations, which make up the Cuban state business system.¹

The Constitution of the Republic of Cuba in its Article 27 establishes that the “socialist state enterprise is the main subject of the national economy. It has autonomy in its administration and management; plays the main role in the production of goods and services and fulfills its social responsibilities”.² Consequently, the country's government, headed by its President and Prime Minister, carry out constant evaluations and checks linked to how these precepts are met in companies. Therefore, the general directorates face the challenge of finding out how to comply with their social objectives and mandates, guaranteeing efficiency and effectiveness in their management. Regarding the performance of the state business system, Deputy Prime Minister Alejandro Gil said that “in 2021 we had an average of more than 500 companies in losses per month, in January 2022 it dropped to 446, which is an astronomical figure, and only 50% of the value of the losses is concentrated in 16”.³ This situation has conditioned a group of measures aimed at increasing efficiency in the Cuban state business system⁴ backed by the legal framework.¹

Questions related to what to do to make the most of the numerous and profound transformations that the state-owned company has undergone? And how to guarantee economic growth based on greater efficiency and responsibility of these entities and those who run them? are repeated daily by those who govern at the highest level. Steps have certainly been taken to replace administrative mechanisms with economic-financial ones, however, it is understood that not all possibilities are taken advantage of. The

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reaction capacity in the implementation of the measures approved to perfect the management of the socialist state company has been insufficient. What are the factors that affect it? What remains to be done and what is the correct path to be taken by managers in the current circumstances? These are questions that abound in the Boards of Directors of state companies.

The authors of the article consider that managing under the premise “get champion”⁵ is no longer an option in the current conditions of the Cuban economy. Faced with the challenges imposed by updating the social economic model,⁶ concentrating on the course, mobilizing people and resources, making things happen, generating action within the organization and drawing up strategies for it, is the most viable to guarantee in today's market conditions the development of the company that is directed.

In this order, the strategic direction has gone from definitions and concepts formulated by experts to become an imperative need for the directors and cadres of the Cuban business system in their search to align all the efforts of the organization around the business objectives, guaranteeing that the strategies manage to anticipate and reinvent themselves in the face of external and internal conditions^{7,8} and improve their organizational performance.^{9,10} Thus, it is necessary to take into account the information related to the external and internal diagnosis of the organization, to reduce uncertainty, risks and take better advantage of the opportunities in the environment.^{5,7,11,12}

This article embraces the concept of strategic management given by Ronda Pupo (2007): "iterative and holistic process of formulation, implementation, execution and control of a set of maneuvers, which guarantee an interaction of the organization with its environment, to help the efficiency and effectiveness in the fulfillment of its corporate purpose".¹³ In this way, it is recognized that the strategic management process is carried out in several stages: formulation, execution, and strategic control.^{5,7,14,15} The authors of the article understand stages such as: strategic design, implementation, supervision and adjustment.

Strategic management helps to visualize the future of the organization and make decisions about the course to follow^{5,7,16,17} which also implies minimizing uncertainty,^{15,18} prioritizing the actions of the entire organization in the short, medium and long term. term, defining growth and productivity alternatives that work together and in harmony, quantify results and avoid losses by reducing costs.¹⁹ For Cuban business organizations, it is of strategic importance to improve their management because they need to be effective, efficient, competitive and innovative¹⁹⁻²¹ and contribute to the improvement of economic, productive and service indicators.⁷

In this context, the Cuban trading company Zona Especial de Desarrollo y Actividades Logísticas Wajay, in its abbreviated acronym ZEDAL S.A., a company belonging to the company Almacenes Universales S.A., is inserted. and which has a broad corporate purpose, fundamentally oriented to provide logistics operator services, but in its 23 years of founding it has concentrated its business on the warehouse leasing activity, the related services offered are very specific. Its mission is: we are a logistics operator, characterized by being safe, reliable and competitive, which efficiently meets the needs and expectations of our customers. To this end, the vision of being a comprehensive logistics operator, with recognition in the national market, and that provides services with quality, safety and trust, supported by a competent, motivated and committed to the company, is proposed as a vision. For the fulfillment of the mission with a strategic vision, the article addresses as a case study the application of the Integration Model of the Company Management System (DEISDE) in the company ZEDAL S.A.

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Management by processes in the company ZEDAL S.A

ZEDAL S.A. has a client portfolio made up of companies of diverse legal natures, attached to multiple organizations. Basically, the warehouse capacities are offered to:

- Commercial companies and state companies belonging to Grupo de Administración Empresarial S.A, to which the Superior Management Body (OSDE) Almacenes Universales S.A. is subordinated, which are called GAE Clients.
- Commercial companies and state companies of the rest of the Bodies of the Central State Administration, who are called THIRD PARTIES.
- Foreign Branches and
- Mixed Companies.

Figure 1 shows the composition of the types of clients in terms of contracted capacities, which, as can be seen, are held by foreign branches with 39%. The 1% not represented in the legend correspond to other customers.

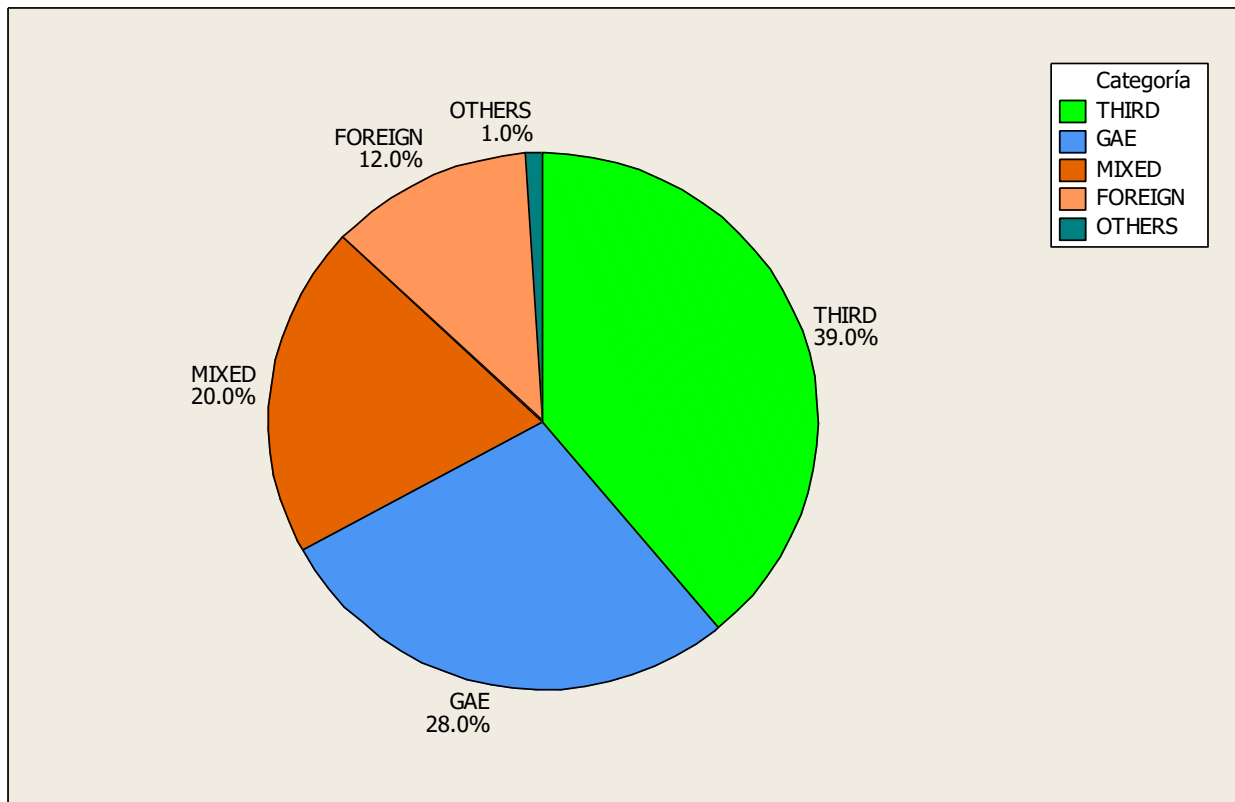


Figure 1. Client portfolio of the Company ZEDAL S.A.

Source: self-made

Among the most recent transformations in terms of processes and capabilities for the fulfillment of its mission, it is important to distinguish that ZEDAL S.A in August 2020 incorporated into its structure the Distribution Transportation Base Business Unit, located in the industrial park itself, where domicile their

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central offices, incorporating the added value of 94 commercial vehicles divided into different tonnages. Likewise, in August 2021 it expanded its storage capacities and technological equipment, merging with the West Logistics Base Business Unit, which also contributed a brigade of vector control and sanitation operators.

The incorporation of the aforementioned organizational structures, both independent until the moment of the merger and with a variety of logistics activities, which functioned independently until the moment of the change, has highlighted the need to redesign their management and move towards fulfilling the mission outlined. as a logistics operator, achieve competitiveness as a company and head towards the comprehensive logistics operator with recognition in the national market that it claims to be. In this sense, it became necessary to update the management system to improve organizational performance, increase customer satisfaction and business growth.

One of the approaches required to improve the management system is process management²²⁻²⁵ with a strategic vision.²⁶ The company ZEDAL is certified by the Integrated Management System of the company Almacenes Universales in accordance with NC ISO: 9001: 2015.²⁵ The defined process map provides information on its strategic, key and support processes (See **Figure 2**).



Figure 2. Process Map

Source: Integrated Management System of ZEDAL S.A.

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Integration Model of the Company Management System (DEISDE) in ZEDAL S.A.

The application of the DEISDE Model^{7,14} contributes to improve the performance of the management system in the company ZEDAL S.A. and part of carrying out an integrated analysis of the situations, focused on the external and internal relations of the processes to add value, especially when the entity has a management team that has considered evaluating economic-financial results and responding to the needs of the daily operation with a strategic perspective.

This article proposes the evaluation of the level of integration of the processes in the company, in relation to third parties (clients, borrowers and governing bodies) or what is the same, the External NISDE, through the design and analysis of a Matrix of external relations. Likewise, the level of integration of the management system is evaluated internally (Internal NISDE) through an internal relations Matrix to delve into the relationship between key processes and functional areas or processes, a tool taken from the Strategic Management Model for Integration. of the Company Management System (DEISDE).¹⁴

The Company Management System Integration Model (DEISDE) has emerged as a theoretical and practical response to the shortcomings in the field of strategic management with respect to the strategic course that organizations should follow towards the future, making the most of their capabilities. , based on a coherent and coordinated relationship between all key and functional processes, and external entities.^{7,14} Other management models strengthen it, based on organizational capacity management and risk management^{11,12,15,27} and business architecture^{8,28,29} necessary to achieve superior performance as a result of integration, becoming widespread.^{30,31}

The analysis is expressed by the equation:

$$\text{NISDE} = 1 - (\text{RC}/\text{RI})$$

Where:

RC: Number of Critical Relations

RI: Number of Important Relationships

In each relationship, the Level of Importance (range from 1-5, the closer it is to 5, the greater the importance of the relationship) and Performance (range from 1-5), the closer it is to 1, the lower the performance. of the organization in that relationship. Those relationships evaluated with a performance between 1 and 3 points will be understood as critical, as long as they are important for the organization (assessed with importance of 4 and 5 points).

For the conformation of the matrices, the criteria of the experts were used through workshops (understanding as such the members of the extended Board of Directors of the company ZEDAL, which includes representatives of the most experienced and recently incorporated workers, as well as trade union and political organizations The Board of Directors is made up of 15 members, 60% of whom are women and 93% are higher level graduates.

The External Relations Matrix: evidenced the level of importance and the performance of the relations that occur between the company's processes and the clients, borrowers and regulatory bodies with the

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greatest impact or the most representative for the entity. Resulting in RC values of 60 and RI of 84 and a NISDE value of 0.29, calculated as $1 - (60/84)$. The NISDE indicator expresses that 71% of the important relationships that occur between the company's processes, interested parties and their environment are evaluated critically, with a very low performance, basically, making a summary by coincidences, the same. They are expressed as follows:

Leasing processes: It refers to the processes of dry storage, cold rooms and refrigerated containers and real estate and clients. This relationship is evaluated as very important with a low performance based on the dissatisfactions that an important part of the clients have today, with more impact on the Los Portales and Adypel joint ventures, as well as clients of the GAE Business System, such as SASA and TRD. This interaction responds to the most representative key processes in the company's mission, which also generates the highest income.

Leasing processes: These processes include dry storage, cold rooms and refrigerated and real estate containers and UEB ITC-Log AUSA. This relationship arises from the fact that this Unit is in charge within the Higher Organization for Business Management (OSDE AUSA) of developing computer projects and providing infocommunications services. At present, the company has very poor connectivity, which makes it impossible to add as added value in the facilities that we rent, Internet browsing services, connections to centralized client servers and others. This relationship, despite the fact that it is evaluated as important in management, has a very low performance.

Transport maintenance and repair process and MONCAR: ZEDAL has 23 forklifts in operation, of which, on average, 10 have been out of service in recent months. The main causes are given by the lack of follow-up with MONCAR, of the defections carried out, the lack of alliances with this company, on which it depends to maintain an optimal technical availability coefficient, an essential issue to satisfy the demand for service to the more than 150 clients of the company.

Commercial management processes, merchandise distribution and competence of human capital and MITRANS: The Ministry of Transport (MITRANS) centrally sets the policies related to cargo transportation, has training centers and sets limits on the rates and penalties to be applied linked to transportation. The links with the MITRANS in the different specialties can benefit and add value to the services, as well as the correct interpretation of the indicators and a correct control of the fleet, would allow ZEDAL (especially its Distribution Transport UEB) a better management.

Measurement process and improvement analysis and customers, borrowers and governing bodies: Determining which process activities do not add value and which would be actions to improve the result obtained in customer satisfaction with the service provided is of particular interest. To increase management results. It is very important for the organization and makes it possible to rethink some methods, as well as to evaluate chains and alliances.

Strategic planning and its interaction with clients, borrowers and governing bodies: In fulfilling the company's mission, as well as in the objectives and strategies that lead to the fulfillment of the vision, it is essential to take into account the needs of the clients, the possibilities and development of the servicers or borrowers that have been chosen and the projections of the regulatory bodies, to take advantage of

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them in the strategic projection and promote the company and to anticipate the adverse scenarios that could occur. All of this implies deploying effective strategic planning.³²

Management of resources and external entities: The lack of integration and the lack of alliances with suppliers and borrowers, as well as the resource limitations that the country faces, for more than two years, have led to the fundamental activities (leasing, transportation, pest control and vectors) are seriously affected in the face of customers, as well as it has prevented maintaining and raising the technological level of facilities and equipment, delaying the time and quality of response to customer complaints, as well as the signals received in audits of the competent bodies.

The Internal Relations Matrix: for its part, it showed the relationships that occur between the key and support processes, evidencing the importance that they have for each other from the logistics activity itself, which constitutes the corporate purpose. Resulting in a RC of 38, an RI of 54, as well as a NISDE equal to 0.30, calculated as $1 - (38/54)$. The NISDE indicator expresses that 70% of the important relationships that occur between the different processes and areas of the company are evaluated as critical, with a very low performance, putting the efficiency and effectiveness of the organization at risk. Basically, these relationships are expressed as follows:

Workforce supply and leasing (warehouses, containers and real estate): The service offered today by the workforce supply company is closely linked to customers who currently maintain contractual relationships through warehouse leasing contracts, containers and premises or offices, and only to foreign Entities, with representations in the country. The work force is generally linked to positions of managers and store clerks, although other positions such as economics, secretaries and even manager are part of the requests and contracts that today have been signed with 15 of the 20 foreign branches located in the company, always by signing a different and proper contract for this activity.

Dry warehouse leasing and commercial management: The fundamental activity carried out by the company and which represents more than 25% of operating income at the end of 2021 is linked to the leasing of dry warehouses. Fundamentally, commercial management is linked to the billing and collection of services to customers and the commercialization of available capacities.

Leasing processes in general and merchandise distribution: These two processes are the most significant of the company and essential to achieve the comprehensive logistics service that the entity aspires to. To date, only one of the clients (SASA) received by leasing services for warehouses, offices and merchandise distribution by ZEDAL, but the contractual relationships are different, with independent contracts signed with the General Directorate of ZEDAL for leasing and related services and with the Directorate of UEB Transportation of Distribution for the transportation of the merchandise. In this way, the client still does not perceive an integral management of its logistics, nor does it add any value to the services that are provided.

Pest and vector leasing and control processes: The pest and vector control service offered by the company is closely linked to customers who already have leasing contracts with the company, although it is not part of the scope provided within the services of leases that are provided and therefore have a different rate. However, with the vast majority of clients a framework contract has been signed that does cover

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both activities. A small percentage of clients respond only to this line of business, which is also one of those that the company currently promotes.

Distribution transport and commercial management: The company ZEDAL recently absorbed the UEB Transporte de distribución, specialized in merchandise distribution services and today the clients it has for this line of business are independent from those of ZEDAL, mainly those designated by AUSA to operate with the organization and in order to insure the GAE store chains and other companies of the group itself with special attention such as TECNOTEX. Therefore, commercial management is very limited to invoicing and collecting the services provided.

Competence of human capital and key processes in general: The management of the company's managers and workers is very limited to providing basic services and which they have traditionally performed with usual practices. If the levels of training and/or specialization are reviewed, few workers and even managers have the skills required for the position they hold. Therefore, most of them lack the necessary tools to make a leap in their management. The managers, for their part, lack an academy, some do not even have a university level and others are graduates of specialties that are not related to the activity they carry out, in addition to having deficiencies in terms of techniques for teamwork, leadership, management and management of the resources available to you.

Management of resources and key processes in general: The support process Management of resources, essential to carry out the company's mission with quality, is highly affected, considering the situation that the country is going through in terms of low liquidity availability. for imports and this has considerably affected the supply by specialized companies of articles, inputs, raw materials and materials for maintenance and repair. There have been constant complaints from customers regarding the lack of maintenance in the warehouses, premises and leased offices, as well as the low availability of transport. However, due to the external causes identified, this process is affected by the lack of skills of the workers in the maintenance, purchasing and community areas, due to the few alliances achieved with borrowers and suppliers, including the Branches and Companies that belong to the company AUSA, without mentioning the scarce inventory management that is carried out.

Transport maintenance and management and Distribution transport: These processes have a high level of interrelationship from which, to satisfactorily fulfill the contracted services for the transport of light loads, as well as to expand the client portfolio towards the rest of the already attracted by the company with other logistics services, it is necessary to have a Technical Availability Coefficient of more than 85% as established by MITRANS as the governing body. Today the results achieved in this sense are very low, only 60% of the commercial fleet is able to remain available for service (at its best times of the year).

Study of the causes that affect the determination of the critical relationships defined during the analysis of the relationship matrices of the company and the internal and external NISDE

Using the brainstorming of the Board of Directors and the cause-effect diagram technique (Ishikawa Diagram)²⁰ it was possible to determine the fundamental causes and sub-causes that affect important relationships and those with poor performance in the company, which are outlined below:

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Commercial Management and Clients. This relationship, evaluated as critical due to its high importance and low performance, is fundamentally determined by the following sub-causes:

- Insufficient management of complaints and claims. Underlying the company are claims from customers with a large representation in income and with extensive contracted capacities, for several years, without having provided a solution to them, fundamentally linked to problems with the maintenance and repair of the properties they occupy, instability in the related services provided, among others. Likewise, the complaints that are addressed and resolved take a long time to achieve it.
- Poor connectivity of the leased facilities. Very few of the warehouses and leased premises have connectivity to access web services, email, internet, among others, that allow the client to maintain active communication with their headquarters, management and even with their own clients or companies with which they manage alliances in the commercialization of products and stored merchandise. All of this limits the commercialization of non-contracted spaces and constant customer dissatisfaction.
- Insufficient offer of Integrated Services. The company has very few handlings and lifting equipment, added to the low availability of cargo vehicles to provide transportation services, so the client has to go to third parties or, where appropriate, acquire these means to operate in the entity. This limits the integration of services that the entity aspires to and the opening of new businesses.
- Repeated errors in the billing of services. During the month, inaccuracies in the certificates issued by the areas in charge of providing services to customers occur, linked to non-compliance with the contract, especially related to garbage collection, forklift rental, referrals and access rights, telephone and electricity charges. that cause extra charges or misunderstandings by customers with the invoiced amount.
- Leases in general and Clients. These fundamental processes in the service that is provided today in the company and that it aspires to integrate with other processes are being affected in its interaction with customers from:
- Unsatisfied claims. Basically, linked to maintenance and repair of the facilities and poor quality of the service provided.
- Deterioration of the infrastructure. Many years of operation of the entity, without sustained maintenance on its roads, networks, perimeter fences (in some sections non-existent) and other elements or attributes that add value to the facility.
- Little communication. There is no institutional communication strategy, neither for the promotion and sale of our services, nor for internal clients or collaborators. The channels defined for customer service are not functional and the customer does not perceive the attention and interest of the company in their satisfaction.
- Lack of logistics advice. As part of the leasing services provided, the client should receive periodic visits from the company's specialists, receiving the correct advice on the methods of storage, stowage, signaling and operation of its warehouses, according to the regulations established in the country. and as an attribute of having leased spaces with a logistics operator. Subject that is not achieved.
- Deficient related services. Linked to warehouse leasing services, the company provides handling and hoisting services with a great lack of this equipment, customers having to purchase them on their own or subcontracting to third parties.

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- Absence of good practices. The company is not a reference for our clients in terms of good practices in the logistics services we provide, and it should be one of the attributes that characterize it. The competencies of workers and managers do not support this requirement.

Leasing processes in general and ITC-Log. Evaluated as critical this relationship with one of the most important service providers that the company has, which is also part of the company Almacenes Universales S.A., mainly due to:

- Poor connectivity of the facilities. Very few of the warehouses and leased premises have connectivity to access web services, email, internet, among others. It is not possible to mobilize this supplier based on obtaining better attributes to the services offered. The solution to the problems addressed with them is slow and in some cases unsatisfactory.
- Lack of strategy between both parties. There is a lack of a common strategy based on achieving comprehensive communication services that add value to business lines and/or key processes.
- Poor connectivity of mobile networks. Coverage throughout the company's area is very scarce, which makes it impossible for the client to communicate through their own means, say cell phones, among others.
- Maintenance and repair of transport and Service Providers and Borrowers: This support process defined in the entity is considered of vital importance for customer satisfaction through the services provided and its relationship with the main companies linked to the process is evaluated accordingly. deficient or low, from:
- Deficient completion of the template: the templates for the workshops and technical service areas in general in the company have had difficulties in their completion and in the selection of contracted workers, most of whom do not have the skills to work with the brands. and models of the vehicles owned by the entity, as well as to fully manage the areas in the case of specialists or area managers.
- Insufficient Management. The means and equipment remain paralyzed for long periods, with the justification of the absence of the necessary parts and pieces, but linked to this, no strategy is drawn up to acquire them, delaying defections, order requests, reconciliations, etc.
- Absences of inventories in place. Motivated by the reductions in imports in the country and the stoppage of some industries, the existence of materials, inputs, parts and pieces in the market is very limited and insufficient for a good management of maintenance and repairs.
- Lack of liquidity. With the entry into force of the regulations related to the exchange and monetary system in the country and the reorganization of the economy and finances, the companies with which contractual relations are maintained demand for the supply of parts and pieces, as well as to provide services, payment with liquidity support. Likewise, it has been very difficult for ZEDAL to reach agreements to acquire the necessary liquidity from clients, based on the rules that exclude payments made by foreign branches from liquidity retention and these are the potential clients for such effects.

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Human Capital competence and its relationship with clients and borrowers. This relationship is evaluated with a low performance based on customer dissatisfaction and poor management with borrowers, motivated by:

- Absence of alliances. There is no work by specialists and managers aimed at achieving chains and/or work agreements that allow ordering relationships and obtaining better service from suppliers and borrowers, as well as customer satisfaction.
- Little technical preparation. It leads to mistreatment, neglect of clients and inability to organize and direct the process in question.
- Insufficient resources. Motivated by the lack of management and poor inventory management.
- Lack of monitoring. That causes delay in decision-making and in resolving problems that arise in the relationship with customers and suppliers.
- Commercial Management and Real Estate Leasing. Real estate leasing is a line of business in the company that is fundamentally linked to the strong presence of some clients with several leased warehouses and that their logistics force them to maintain part of their commercial and economic structure, fundamentally. in the areas of operation, therefore, there are several causes that motivate their lack of management to other market niches, among them,
- Lack of commercial strategy. There is no defined strategy for the commercialization of the offices and premises, no work has been done on the survey of possible clients in the area, nor on the study of our competitors.
- Lack of marketing. More than 390 m² of offices remain unmarketed, including those that are part of the company's exterior modules.
- Excessive delay in contracting processes. The potential clients of these properties are usually the foreign branches that require extra approvals for the signing of contracts. Sometimes they take a long time.

Transportation Maintenance and Distribution Transportation. The services that are currently provided are very limited due to the poor performance of this relationship, motivated by:

- Little interrelationship between the areas of Technical Services and Operations. For the management of preventive maintenance, updating of operational documentation and improvement to manage the technique, constant communication is required both from drivers and from Heads of Operations Areas with the Workshop and Technical Services in general, an issue that the entity suffers from.
- Low coefficient of technical availability. More than 40% on average of the vehicles destined for the transportation of light loads remain technically low, leaving customer demand unsatisfied.
- Low effectiveness of the Workshop. Lacking all the preparation of the mechanics and the parts and pieces to work, the delay in solving technical problems in the workshop has been a constant.
- Lack of technological equipment. The means, tools and equipment of the Repair Shop are scarce and lack the necessary technological conditions to provide a better service.
- Limited inventory of parts and pieces. The low availability of parts and pieces in supplying companies, together with the lack of management and monitoring of the necessary inventories, have resulted in limited availability in warehouses.

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Management of Key Resources and Processes. Relationship evaluated with low performance in fundamentals linked to:

- Garbage service collection instability. causing multiple customer dissatisfactions.
- Deterioration in the infrastructure and equipment: very little maintenance is carried out on the facilities and the infrastructure linked to roads, rainwater and telephone networks, causing a lack of quality service to customers.
- Deficient inventory of inputs, materials and products: It affects not only the quality of the service, sometimes it disables it as well as the pest and vector control process.
- Insufficient lighting and water supply: For prolonged periods, customers maintain complaints related to insufficient interior lighting of the leased properties, likewise the exterior lighting is insufficient, further endangering the security and protection of the property.

Measurement, Analysis and Improvement and Key Processes: Determinant in the satisfactory evolution of the services provided by the company, towards the preference of our clients and to improve the competitiveness of the company, results in the measurement and analysis of the same in each process, as well as as well as the evaluation of the possible improvements to introduce. Very limited this link with a very low performance, mainly due to:

- Absence of analysis in the measurement of effectiveness: according to the periodicity established in each process, the managers perform the measurement of effectiveness, in models pre-established by AUSA as part of the unique system that it has for all its Companies and Branches. For the most part, it is one more document that is filled without observation and study, without mastery of what is proposed, nor of the reason for the qualification granted.
- Lack of knowledge of the weaknesses of the process: The managers of the process, since they do not understand the management by process in essence, do not know how to translate the insufficiencies in their management and the dissatisfaction of the clients in this regard into weaknesses of their process.
- Deficient projection of improvements: In none of the processes are improvement actions proposed by the boss.

Weighting of Impacts of the sub-causes identified (barriers)

If a matrix is made considering the impact of the barriers on the effect (Level of Integration of the Management System (NISDE)), after hearing the opinion of the experts (Management Council), with an evaluation between 0 and 10 points, where 10 is the greatest impact, the barriers that most limit or hinder the integration of the management system are clearly identified, as shown below in a box diagram, in **Figure 3**.

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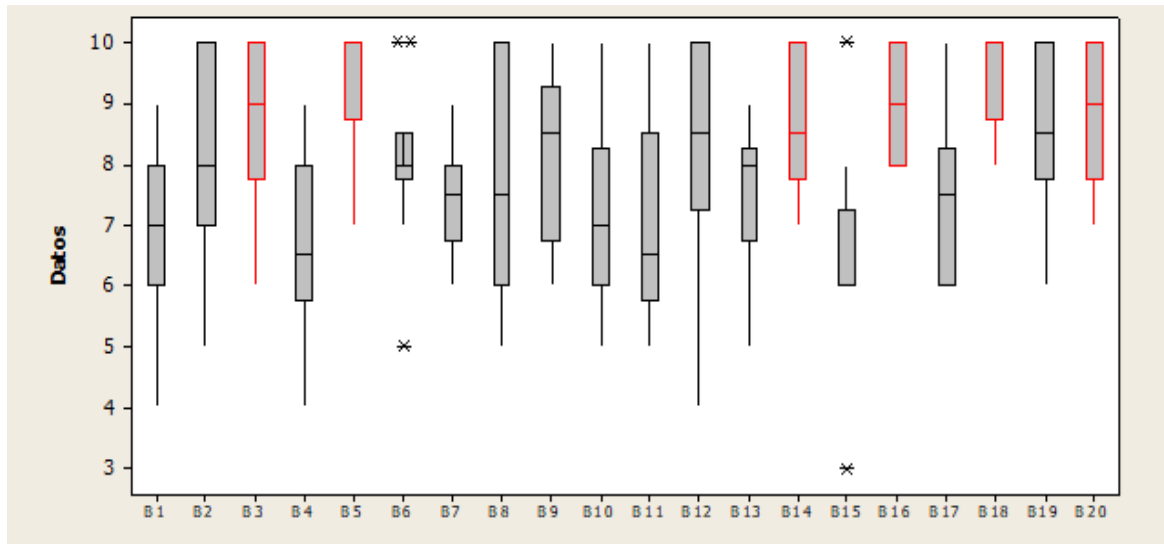


Figure 3. Boxplot Impact of Barriers
Source: self-made

With a median between 8, 5 and 10, the barriers or sub-causes that have the greatest impact are:

- B3. Insufficient offer of Integrated Services.
- B5. Deterioration of the infrastructure.
- B14. Little technical preparation.
- B16. Lack of commercial strategy.
- B18. Low coefficient of technical availability.
- B20. Poor projection of improvements.

Consequently, the efforts, goals and strategic objectives that are outlined in the organization should be aimed at improving the supply of services, increasing the skills of managers and workers and increasing the availability of the company's equipment and systems.

Definition of the strategic objectives in ZEDAL S.A.

Bearing in mind that the strategic plan is a tool that, when well implemented within organizations, makes it possible to achieve the established goals,³² the DEISDE Model^{7,14} is used to project the strategic objectives of the company ZEDAL S.A. In a training-action exercise with the entire Board of Directors of the company, the definition of five strategic objectives for the period (2022-2026) was achieved by consensus, promoting the creation of an organizational culture of strategic focus, which visualizes the jump into the entity and containing a set of actions to achieve its vision:

1. Increase the level of profits,
2. Increase the level of customer satisfaction,
3. Implement door-to-door comprehensive logistics services,
4. Optimize the technological capacity of the key processes that guarantee the services,
5. Create the skills required in human capital to ensure the effective functioning of the services.

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As it is known, the Balanced Scorecard is a tool that facilitates the identification of the indicators according to the perspectives of the strategic objectives³³⁻³⁵ and axes of the strategic maps.³⁶ Linking the objectives to the perspectives of the balanced scorecard and its interconnection with indicators, area and processes, the result of **Table 1** is obtained, which ends with the strategic initiatives to be developed.

Table 1. Definition of strategic objectives and their link with the balanced scorecard

Goals	Perspective	Indicators	Area/Process	Strategic initiatives
Increase the level of profits	Financial economic	utilities	All areas	Business growth
Increase the level of customer satisfaction	Customer	Service satisfaction level	Quality Commercial Operations General services Protection and security	Business growth
Increase door-to-door logistics services	Process	Number of door-to-door contracts signed Level of income from door-to-door contracts	Commercial Operations Legal	Business growth
Optimize the technological capacity of the key processes that guarantee the services	Process	Technical availability coefficient % recovery of technological equipment	Technical services	Business growth
Create the required competencies in human capital that ensure the effective functioning of the processes	Development	Number of satisfactorily evaluated competition charges	Human Resources	Creation of competences

Source: self-made

It is urgent in the organization to look to the future and a management focused on achieving customer satisfaction and the consequent growth of the business, as well as the follow-up and monitoring of the indicators defined in the BSC that evaluate the strategic objectives and guarantee decision-making timely.

Conclusions

Strategic management is an iterative and holistic process of formulation, implementation, execution and control of a set of actions, which guarantee an interaction of the organization with its environment, the

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identification of strategic objectives and minimization of risks, to contribute to the efficiency and effectiveness in the fulfillment of its corporate purpose, its effective implementation being very necessary in the Cuban business system.

With the application of the Integration Model of the Company Management System (DEISDE) in the company ZEDAL, an internal and external NISDE of 70% and 71% respectively of the important relationships that occur between the different processes and areas of the company were determined. company, as well as with the interested parties, evaluated critically, with a very low performance, putting the efficiency and effectiveness of the organization at risk.

The company ZEDAL S.A., immediately needs to reassess its management system in search of integration, with a strategic approach to achieve the leap in management that is proposed and for this, 5 strategic objectives were identified that will allow the management of the company to be focused towards the achievement of the mission and vision, considering the diagnosis of the current situation of the company.

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Conflict of interests

The author declares no conflict of interest

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- Leydis Alemán Acosta: Formal Analysis, Fundraising, Research, Project Management, Resources, Original Writing-Draft
- Annette Malleuve Martínez: Data curation- Formal analysis, Resources, Software, Writing: proofreading and editing.
- Daniel Alfonso Robaina: Conceptualización, Metodología, Software, Validación, Visualización.