



"Designing a model of administrative management for the Cooperative Transport Fleet" Anteña ", using modern tools to improve efficiency and effectiveness Indexes in the offering of public transportation services."

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Summary.

The following investigation was performed at the transportation cooperative Fleet "Anteña" in which a management model proposal has been developed that contains the basic criteria to be taken into account for the proper functioning of an organization and oriented towards a continuous improvement.

The following investigation begins with the theoretical basis used for the case being studied, followed by the general information about the Fleet "Anteña", the current operating conditions measured by conducting surveys to determine the degree of satisfaction of both internal and external customers, once satisfaction levels are measured, the management model is designed using key factor the leadership to lead the activities, motivation, shaft designs are several key aspects that a leader must have to know how to lead the organization down a path lead by certain values such as, strategic planning, controlling correctly each processes and activities with emphasis on those that add value to the service and better meet customer needs and focused to get better results every time. Considering that, in the case of cooperative, the activities that are performed in order to provide transport services causes a major negative impact on the environment and improvements will be focused on reducing this impact. All to be controlled through the application and interpretation of key performance indicators.

Keywords

Management, Strategy, Customer Satisfaction

Resumen.

La presente investigación fue realizada en la Cooperativa de Transportes Flota "Anteña" en la que se crea un modelo de gestión el cual cuenta con criterios

básicos a ser tomados en cuenta para el buen funcionamiento de una organización y siempre orientada hacia una mejora continua.

Tomando en cuenta las necesidades de la Cooperativa mediante el análisis de ambiente interno y externo y con la aplicación de encuestas para conocer el grado de satisfacción de los clientes tanto interno como externo, posterior a ello se diseña el modelo de gestión que partiendo desde el liderazgo como un eje fundamental para conllevar las actividades, conocer hacia dónde va una organización, planificando estratégicamente, controlando de mejor manera cada una de las actividades de sus procesos y haciendo énfasis en aquellas que agregan valor al servicio y satisfaciendo de mejor manera las necesidades del cliente, enfocados a obtener mejores resultado cada vez. Todo esto controlado mediante la aplicación de indicadores de gestión.

Palabras Claves

Gestión, Estrategia, Cliente, Satisfacción, .

1. Introducción

Cooperative Transport Fleet "Anteña" is located in Antonio Ante in Av. General Enriquez and Vertientes, province of Imbabura and offering of public transportation service, now you can show that you have a low level of competitiveness in relation to other transport cooperatives, lack of satisfaction that the client, ignorance of their processes, lack of initiative and planning strategy, are these various criteria neglected, mostly by transportation cooperatives, the reason why this happens is not maintaining a model of stable management or simply do not know how to carry out the activities of everyday.

That is why you see the need to create a management model which reflects the basic aspects an organization must maintain to achieve continuous improvement and increase their level of competitiveness. Considering that the model Malcolm Baldrige encourages companies or organizations have a long - term vision, to look towards a future always oriented and customer satisfaction, while maintaining a strategic direction based on results to direct, respond and manage performance by evaluating criteria in the model and which leadership as paramount for a company stands out, because without simply stagnate.

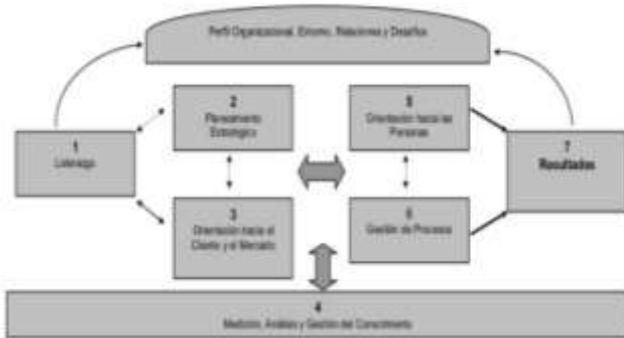


Figure 1. Baldrige model

Source: Malcolm Baldrige National Quality Program

As the model of the European Foundation for Quality Management

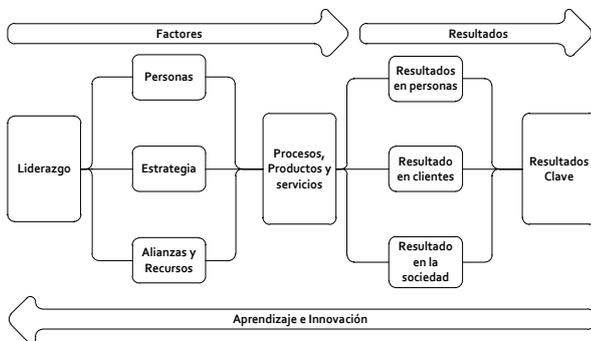


Figure 2. Modelo EFQM

Noting both models we can realize using similar criteria such as leadership For a company or a department produce results, the administrator must perform activating functions. Among these outstanding leadership and proper use of incentives for motivation. Both understanding of human needs and means to satisfy these needs or channel. In short, the administrator must know human motivation and drive people to know, ie lead. According to (Chiavenato, 2001, p. 314).On the other hand strategic planning is one of the most important criteria that an organization must maintain, Blas, 2014 says that strategic planning is an ongoing process of systematic evaluation of the organization in relation to its environment, (...) and is also necessary to maintain process management, and

always aimed at achieving results. And all this was born the idea of design administrative management model for cooperative transportation fleet "antenna" to improve rates of efficiency and effectiveness in the offering of public transportation services.

2. Materiales y Métodos

A management model that reflects the needs for improvement presented by the cooperative to it as first a baseline, the starting point to observe and determine what and how to improve, the information was obtained by applying surveys both internal and external. For the internal environment factors such as discussed: organizational structure, human talent, degree of fellowship, on the other hand to the external environment customer satisfaction regarding service analyzed, state units for this 380 surveys were applied Simple random among customers using the shuttle service this was determined by the size of the sample knowing the size of the population and the most important results is presented.

Question:

Why use the service of the Fleet "Anteña"

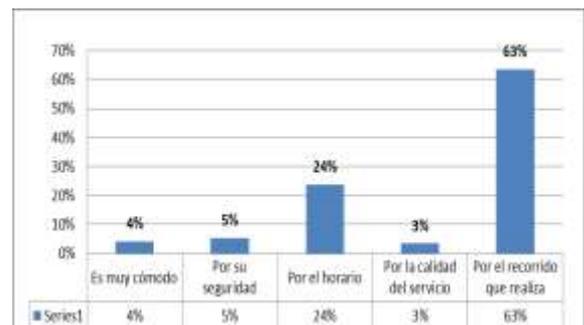


Figure 3: Resultados encuesta externa

63% of respondents say they use the service by performing route. While 24% of users makes the hours that the service is provided, and the other result is dispersed in the other options of the question at hand.

Continuing the importance was to be known as user in the cooperative units and therefore asked users to rate it from 1 to 10 state units.

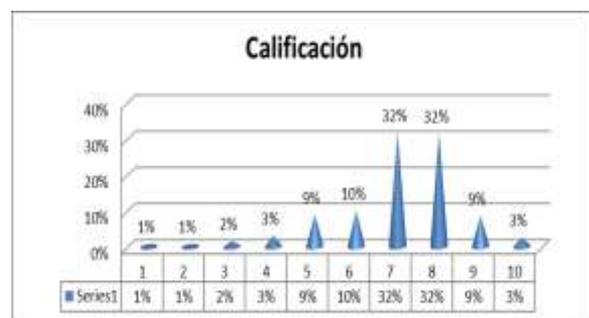


Figure 4: Resultados encuesta externa

Clearly you can see that 32% users give a rating of 7 and 8 on the scale used that represents a "very good" which is not bad but can be improved.

As we know is important to know the degree of satisfaction is the customer and asked for them to rate the service from 1 to 10 and it was found that:



Figure 5: Resultados encuesta externa

It is observed that 29% of respondents say that the service deserves a rating of 7 "very good" which is expected to improve with the implementation of the model.

Furthermore it is taken into account customer and asks how could improve the service provided by the Cooperative? and their responses were as follows:

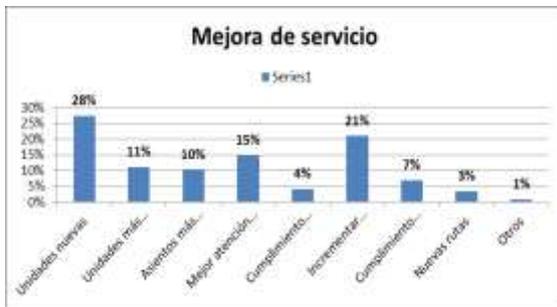


Figure 6: Resultados encuesta externa

Turning to the internal environment was necessary to apply a survey to all staff units operating in both drivers and helpers, and yielded the following results:

Operational staff asked about his level of education and it was found that:

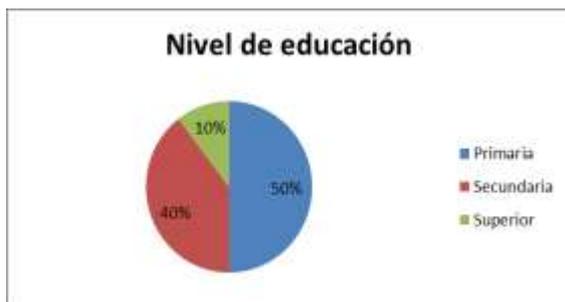


Figure 7: Resultados encuesta interna

50% of staff have only completed primary secondary 40% and 10% college.

On the other hand it is necessary to know if the staff is pleased with the work done so wondered How do you think the work you do? And yielded the following results

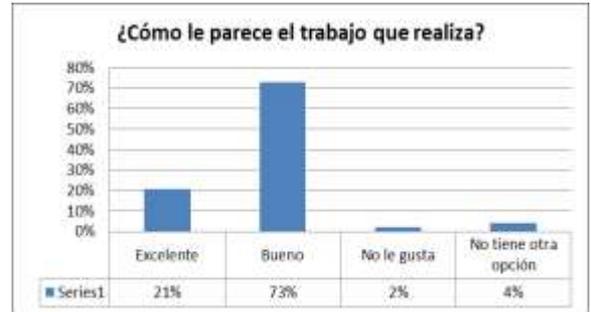


Figure 8: Resultados encuesta interna.

Arriving at an important question the extent of collaboration that staff have discussed and was asked the next question, how do you think you can improve the provision of transport services believe? And I gave the following results:



Figure 9: Resultados encuesta interna

As a 33% staff says you can improve if you work as a team and that is something that certainly lacks the cooperative is observed.

Following the internal analysis it was performed achieving a SWOT determine the following: Strengths, Weaknesses, Opportunities, Threats.

FODA

Fortaleza	Debilidades
Oportunidades	Amenazas

Figure 10: FODA

To then go and make the crossing to establish strategies.

Fortaleza	Estrategias Ofensivas (FO)		Oportunidades	Estrategias de Retroalimentación (DO)		Debilidades

Fortaleza	Estrategias Defensivas (FA)		Amenazas	Estrategias de Supervivencia (DA)		Debilidades

Table 1: Matriz FODA

From here a strategic planning According Blas, 2014 is an ongoing process of systematic evaluation of the organization in relation to its environment, defining general long - term objectives, identifying specific goals quantifiable and developing strategies to achieve those objectives and goals proposed and allocating resources to carry them out. Its aim is to achieve a balance between the resources of the organization and the positive effects (opportunities) or negative (threats) from their environment. (p.434)

As we know strategic planning is essential in a management model but not the only criterion to be taken into account. There is also the process management and according to Juan Bravo (2009) is a management discipline that helps the company to identify, represent, design, execute, monitor, improve and make more productive processes of the organization to achieve customer confidence. The strategy of the organization provides the necessary definitions in a context of broad participation of all its members (P. 21-22). Taking this into account it is necessary to maintain good management of human talent in constant training according to the needs as they arise. For it is also necessary to have the necessary resources, without forgetting that can be easier to work if a good strategic alliance is maintained, taking into account how he sees us the customer and what is the satisfaction of their needs, innovation we give products and services this best results oriented and controlled by indicators of efficiency and effectiveness.

That is why all the information obtained is necessary to design the management model according to the needs presented by the Cooperative at this time.

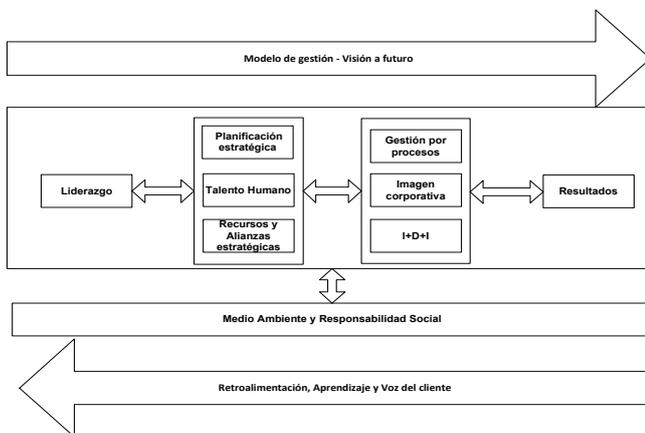


Figura 11: Modelo de gestión Jorge Campo

1.1 LEADERSHIP

A fundamental part of a company's leadership, and have one or more leaders helps to be achieved more easily achieve the mission, vision and values, and thereby carry out the necessary actions and allocate resources to them and always in the most appropriate way, the behavior of the leader stimulates the behavior of others, and therefore must show ethics, must be able to adapt to change, be proactive, a very important quality that a leader must have is to be humanistic innovative and creative, working with staff to integrate in all activities that generate value and are aimed at continuous improvement.

1.2 STRATEGIC PLANNING

According to where it is facing an organization should strategically plan, defining objectives long, medium or short term taking into account what your goals are, this requires providing the necessary resources to ensure that activities are fully implemented and making the Personal part of them, letting them know how important they are, so that each of them are carried out in the best way.

1.3 HUMAN TALENT

Human talent is the criterion that analyzes the level of staff training, skills and minimum skills they should have, and how a company is increasing the training of all its human talent, developing new skills through instruction training, etc. And to maintain a more versatile and more opportunity for personal growth.

1.4 RESOURCES AND STRATEGIC ALLIANCES

It is better with more resources but who knows how to use them better, knowing what and how much you have a resource is very important for achieving carry out the daily activities of a company, and to allocate them in the most appropriate in its planning and management of them.

How the company plans and manages its strategic alliances with other organizations to do the following questions should be, why this alliance is ?, What does it ?, What are the potential allies ?,

1.5 PROCESS MANAGEMENT

It is how a company manages its activities through well-identified processes, aimed at meeting the needs of customers to create value, applying appropriate to the same controls and making them increasingly efficient to maintain a continuous improvement in the processes.

1.6 CORPORATE IMAGE

How do customers see us and society in general is influenced by the corporate image a company presents to others, it is why if a company has an outdated or unattractive corporate image will make customers and society do not pay attention and anger gradually

disappearing. It is therefore advisable to renew the corporate image at least 1 time every 5 years.

1.7 I+D+I

The criterion Research & Development & Innovation emphasizes a model of continuous improvement, in the case of transport is necessary that the R & D go hand in hand with the environment as it only wants way to evolve and achieve better results both for the company and for society.

This criterion can be applied with the help of the University since only in this way can innovate through research.

1.8 ENVIRONMENT AND SOCIAL RESPONSIBILITY

This criterion analyzes the environmental, pollution levels, and other waste produced by a company, the negative impacts generated, how and what is done about it. It also analyzes a company helps and collaborates with the society in which it operates.

1.9 FEEDBACK, LEARNING AND VOICE OF THE CUSTOMER

Discusses why and how does a company to capture relevant information which is vital to keep improving the most important aspects within the company, learning from mistakes and competition, besides that know what customer needs are so augur efforts to achieve satisfy them.

In other words are all means that a company uses to maintain accurate and timely information to improve further take necessary actions. Media Type: survey, focus group, complaint and suggestion boxes, etc.

1.10 RESULTS

Everything that the company achieved with the application of each criterion and establishing the most appropriate indicators to help measure their impact.

All activities must be designed to achieve a positive result, customer-oriented and market without forgetting that contribute to the environment and society is possible to maintain a continuous improvement with the help of research, development and innovation generate a greater impact on society.

3. Resultados

As a result was obtained to carry out a management model is very necessary to satisfy essential criteria such as leadership because without a leader within an organization this cannot go on.

On the other hand a better mission, vision, values for the cooperative was obtained.

Mission

We are a cooperative of intraprovincial transportation, we offered the public transport of passengers, covering seven routes for users in the Antonio cantons Ante, Ibarra and part of Cotacachi, meeting the mobility needs of our customers by providing service using 25 units.

Vision

Fleet "Anteña" in 2018 will be a renewed cooperative transport, maintaining a fleet with new units, supported by a technological point system, continuously training our staff to provide better service.

Values

- **Commitment**

Always be prepared to give the best of each participating proactively in the activities of the Cooperative.

- **Honesty**

Maintain a professional attitude towards users, have discipline and proceed best in special cases.

- **Respect**

Respect all who make Cooperative Transport Fleet "antenna" and mutual respect with our customers.

- **Punctuality**

Comply with established work shifts in all areas.

- **Social responsibility**

Know that thanks to the society we work and be reciprocal contributing to development.

Strategy Formulation

FODA FLOTA "ANTEÑA"	
Fortaleza	Debilidades
Infraestructura propia	Falta de control operativo
Números de unidades	Presupuesto insuficiente
Mantiene un convenio con la Universidad Técnica del Norte.	Personal poco capacitado
Tiene 7 rutas instauradas	No se trabaja en equipo
Buena ubicación geográfica	Resistencia al cambio
	Falta de compromiso por parte de quienes conforman la cooperativa.
	Falta de inducción
	No cuenta con planes de mantenimiento de Infraestructura y unidades de transporte.
Oportunidades	Amenazas
Oportunidad de generar ingresos complementarios	Nueva ley de tránsito
Incremento de rutas	Alto nivel de competencia
Captar nuevos usuarios	Incremento de impuestos
Crecimiento poblacional	Carreteras de segundo orden en mal estado
Innovación Tecnológica	Usuarios poco capacitados para utilización de cierta tecnología
	Insatisfacción del usuario

Table 2: FODA

Once they were established strengths, weaknesses, opportunities and threats proceeded to raise the respective strategies shown below.

Fortalezas	Estrategias Ofensivas (FO)	Oportunidades	Estrategias de Reorientación (DO)	Debilidades
Infraestructura propia	APROVECHAR DE MEJOR MANERA LAS UNIDADES PARA COMPLEMENTAR Y MEJORAR EL SERVICIO	Capacidad de generar ingresos complementarios	MANTENER EL NIVEL DE CALIDAD CON UNIDADES EN EXCELLENTE ESTADO Y PERSONAL CAPACITADO	Falta de control operativo
Numero de unidades en funcionamiento		Incremento de rutas		Falta de presupuesto
Mantener un control con la Universidad Técnica del Norte		Capacitar nuevas unidades		Falta de personal capacitado
Tarea y roles asignados		Concienta profesional		No se cumple con el plan
Buena ubicación geográfica		Innovación tecnológica		Sustentabilidad de costos
				Falta de compromiso por parte de quienes conforman la cooperativa
				Falta de motivación
				No cuenta con planes de mantenimiento de infraestructura y unidades de transporte

Table 3: Matriz FO-DO

Fortalezas	Estrategias Ofensivas (FO)	Análisis	Estrategias de Reorientación (DO)	Debilidades
Infraestructura propia	APROVECHAR DE MEJOR MANERA LAS UNIDADES PARA COMPLEMENTAR Y MEJORAR EL SERVICIO	Mantener un control operativo	MANTENER EL NIVEL DE CALIDAD CON UNIDADES EN EXCELLENTE ESTADO Y PERSONAL CAPACITADO	Falta de control operativo
Numero de unidades en funcionamiento		Mantener presupuesto		Falta de presupuesto
Mantener un control con la Universidad Técnica del Norte		Capacitar nuevas unidades		Falta de personal capacitado
Tarea y roles asignados		Concienta profesional		No se cumple con el plan
Buena ubicación geográfica		Innovación tecnológica		Sustentabilidad de costos
				Falta de compromiso por parte de quienes conforman la cooperativa
				Falta de motivación
				No cuenta con planes de mantenimiento de infraestructura y unidades de transporte

Table 4: Matriz FA-DA

offensive strategies (FO)

Make better use of units to complement and improve service.

Promote the culture of innovation in products and services to be in line with market needs.

Defensive Strategies (FA)

Maintain communication with the client.

Keep in good repair units to provide good service.

Reorienting strategies (DO)

Implement the ideology of teamwork.

Maintain quality service with units in excellent condition and trained personnel.

Survival strategies (DA)

Improve staff knowledge of traffic rules and law.

Reaffirm the agreement with the UTN through grade jobs initiative.

Following this 6 strategic objectives they were established and were the basis for planning strategy and operational planning.

Strategic objectives

- Generate new revenue using internal and external transport units means.
- Design a management plan Talent.
- Implement a plan for internal and external communication.
- Enhance corporate image to attract more customers.
- Increase customer satisfaction by 5%.
- Design a proposal intern or bonding in partnership with the UTN.

Once established strategies proceed to create activities undertaken to fulfill the strategies and fulfill the strategic objectives aimed towards the vision and mission of cooperative.

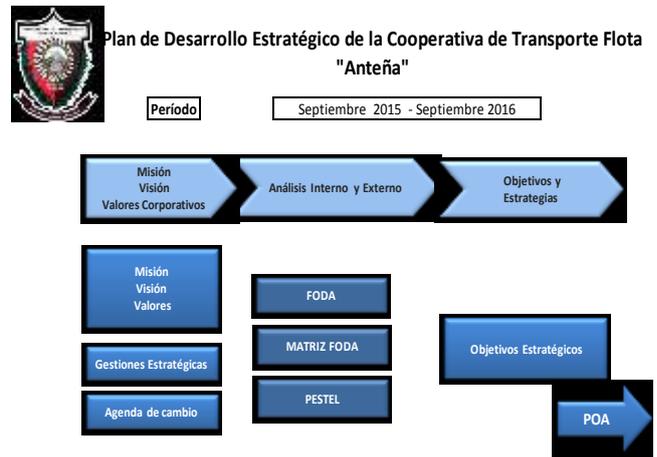


Figure 12: Cuadro de mando integral

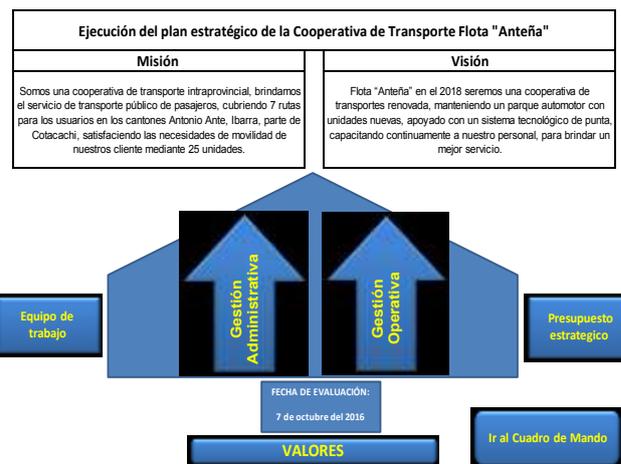


Figure 13: Cuadro de mando integral POA

What is presented in Figures 10 and 11 it was conducted in Excel and presents links between worksheets and workbooks for ease of use for the formulation of the strategic plan and operational plan.

Procedures manual

On the other hand a manual of procedures starting with the process map was created.

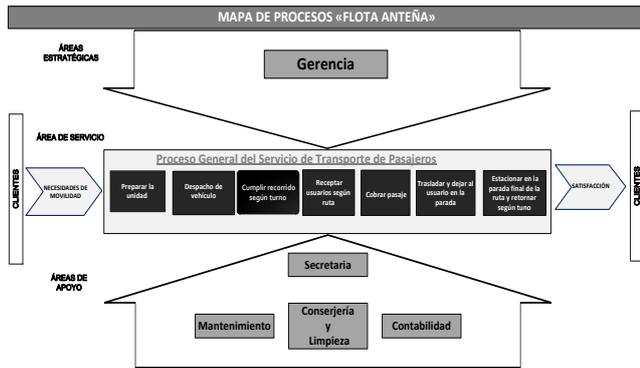


Figure 14: Mapa de procesos

From here the processes and procedures that have determined the following:

- News procedure data
- Object
- Scope
- Responsible
- Details of the procedure
- Frequency
- Training required
- Register
- Facts and modifications

Function's manual

In the case of manual functions determined each of the jobs of the Cooperative, the first being the organization follows was restructured

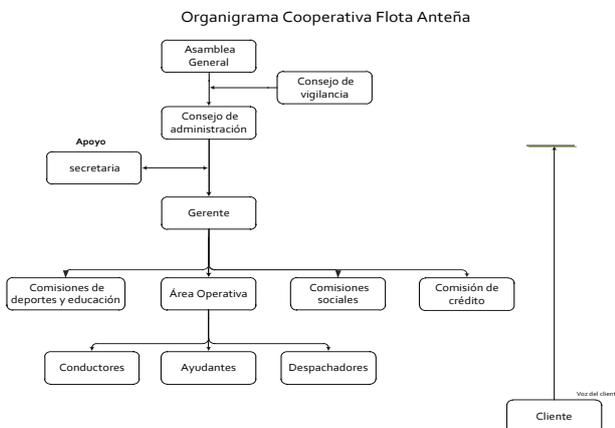


Figure 15: Organigrama

The manual function is composed as follows:

- Informative data charge
- General functions
- Skills
 - General
 - Techniques
- Functions description
 - Roles and Responsibilities
- Requirements and Skills
 - Education
 - training required
 - Experience

Training Plan

Taking into account all the skills and abilities that staff should have to carry out the activities plan training it was created according to the needs of the cooperative and were keeping their skilled personnel (basic) auto mechanics moreover when a service is necessary to meet service staff and customer.

Communication plan

The communication plan was born of the need to maintain good and effective communication at all levels both internally and externally, this plan has the following:

- Internal and external information needs
- Existing means and impact (internal and external)
- Objectives communication plan
- Recipients plan
- Definition and implementation of communication strategy
- Medium or communication channels
- Induction message (internal)
- Message to convey (external)
- Necessary materials
- Monitoring and control

Corporate image

The rebranding arises because the cooperative currently does not have a defined both for their units in office and image, and that is why a new image containing the following is proposed:

- Logo and its variations



- Slogan
- corporate colors



- Typography



- Letterhead



- Mailbox for complaints and suggestions Internal



- Mailbox for complaints and suggestions External



- New image for the units.



4. Conclusions

In conclusion it must be said that obtaining information is vital and therefore what information was determined is necessary and data obtained by a questionnaire, once the data was analyzed them and obtained a vision of how and what can be improved.

With a good formulation of the mission, vision and a good SWOT strategic planning and operational planning using tools to keep control of planned activities it is structured, and thus achieve goals and accomplish the mission is fulfilled and vision .



a management model well-structured from a strategic perspective with good planning, always taking into account customer needs, human talent, processes and resources, research + development + innovation, etc., without forgetting the environment was obtained and the surrounding society in order to obtain the best result, and coupled according to the needs that a company can achieve continuous improvement and others, controlling the right way by using management indicators and better results .

Thanks

To my teachers at the University who with their support and dedication put their bit and knowledge to train as a professional, I thank especially the Econ. Winston Oviedo, Juan Carlos Pineda Engineers, Ramiro Saraguro, Rodrigo Matute who showed me that with hard work and effort can achieve the goals.

I thank all those who have come with their friendship with me the way in and out of the University and which achieves learn many more things that are of great contribution to my life.

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