

Productivity improvement model; Case: chocolatier company in the state of Tabasco

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Abstract

Background: The cacao tree is a native of tropical and rainy regions of the Americas. In Mexico as a daily beverage consumption there at least since pre-Hispanic times. The aim of this research is to generate a representative of the chocolate industry sectors diagnosis, since the state of Tabasco is large-scale producer of cocoa, for which a study is conducted at a company of comprehensive development in the sector pointed to obtain a model of improving productivity, which will trigger in this industry. The method used is the approach to structural analysis because the experts was attended, for the factors that are affecting productivity in the previous work is essential to view them as they focus on the situation of the stage and given the priorities of the study, basic for productivity analysis. the results obtained by the research and the solution to this problem are verified. The problems have been detected in Foods Derived Cocoa is the low productivity of the crop in its current form and lack of modernization of tabasqueñas companies engaged in grain processing and conversion into products that can not reach directly to the scales larger. That is why the proposal presented fully activate this sector.

Productivity, structural analysis, cocoa, experts

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Introduction

At present, most studies point out that companies need to establish, develop and perfect their own systems of Planning, Organization, Direction and Control, in order to achieve high levels of satisfaction among the individuals who work in it, based on an effective system Of internal and external information that allows him to anticipate and deepen the changes that have been taking place in his environment. What do our users demand?, How are we and our competition responding to new needs? These are some of the many questions that the company should be able to answer. It would serve little or nothing to generate products or services at a low cost if these aspects are not taken into consideration.

Companies should focus on including productivity, total quality, competitive advantages, and value chain and innovation strategies in their administrative models, which are focused on the daily scope of competitiveness. These factors or strategies help to measure how competitive an organization or company can be compared to a national and international market. Companies have to be constantly changing to face the world of globalization and determine how competitive or could not be in the market.

Description the method.

Structural analysis is a tool of great importance and will be used as the basis of the methodology to be used in the research, so that during the course of this will collect a series of data that will be of great relevance and significant to identify which are The key points in the application of this. Au

Through the application of the methodology, a diagnosis was made, so it was necessary to organize a reflection meeting with experts, with the aim of detecting the problems that affect the company in its cocoa food.

Among the participants, the variables that affected (economic, cultural, technological, environmental, social and political) the research variable were analyzed, from which a number of factors emerged that are likely to affect the competitiveness of foods derived from cocoa.

In addition to this tool, the Quality Innovation model was used for the generation of the Productivity Improvement Model. It is a self-diagnosis tool since it serves as a guide for future decision making, even, it could motivate a change of the objectives pursued or the strategies used, which will lead the company to the quality of chocolate and therefore to be a Competitive organization.

Self-diagnosis is an exercise in which the members of the company identify and qualify the main elements of the organization and the progress they have in their development process. In addition, it is the essential basis for the integral planning of the organization.

The criteria used in the Institutional Self-Diagnosis Instrument are:

1. Customer satisfaction
2. Leadership
3. Staff Development and Management of Intellectual Capital
4. Information and technology management
5. Strategic Planning
6. Process management and improvement
7. Impact on society
8. Results.

Each of the criteria is determined by a different number of indicators. In which there is a scale of 10 to 100, where 100 represents the highest degree of progress in the reality of the company.

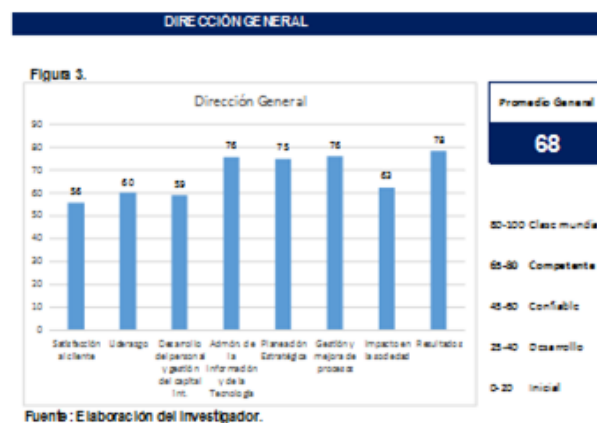
With the answers that are obtained, graphs are made, which facilitate the interpretation of the current situation of the company.

It is worth mentioning that it is possible to decide to perform a Diagnosis without the need for the organization to live a crisis, prevention is a powerful tool for maintaining the health of organizations. Symptoms are detected and possible causes are investigated. Surely this diagnosis will provide important information that was not taken into account at the time of decision making.

The self-diagnosis was applied to the directors of the chocolatier company of the departments of General Management, Production and Quality, Sales 1, Sales 2 and Administration and Finance.

Analysis

After applying the self-diagnosis in the company Chocolatera to the departments mentioned in the previous section, the following graphs were obtained:

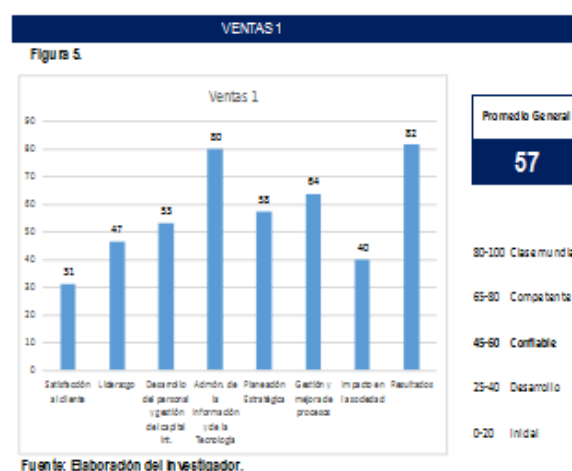


Graphic 1 General. Source: Chocolatera Company in Tabasco (2016)

The graph indicates that customer satisfaction is the lowest evaluated, so it is urgent that the

Corrective measures in this criterion

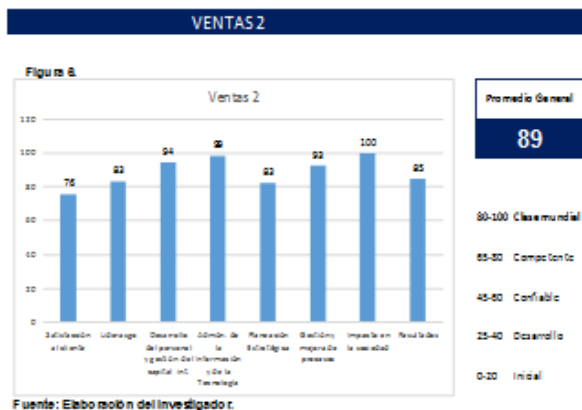
According to what is expressed in this graph2, it is identified that the problem element is Impact in society counts only with 10%, and the highest data is concentrated in Leadership with 53%.



Graphic 3 Sales 1. Source: Company Chocolatera in Tabasco (2016)

In general in this graph 3 it can be seen that the elements that most affect the Sales department 1 are: Customer satisfaction, with 31%, hence Impact on society with 40% and lastly Leadership with 47%. Therefore some indicators should be designed to improve the productivity of these criteria.

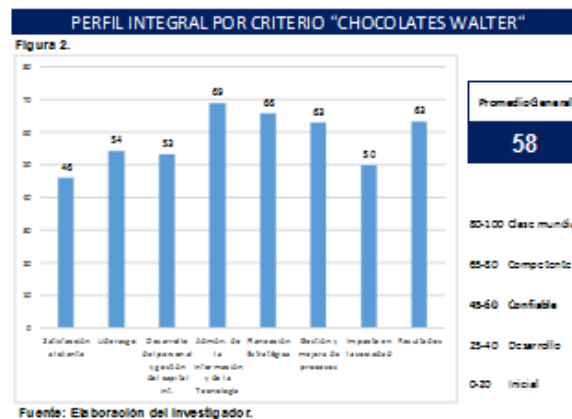
It is important to note that the leadership in the chocolate company is causing problems in the Administration and Finance, so it is convenient to design strategies to improve this criterion. And if there is no effective leadership in an organization, it is difficult to achieve the objectives of the organization and it can not be productive.



Graphic 4 Sales 2. Source: Company Chocolatera in Tabasco (2016)

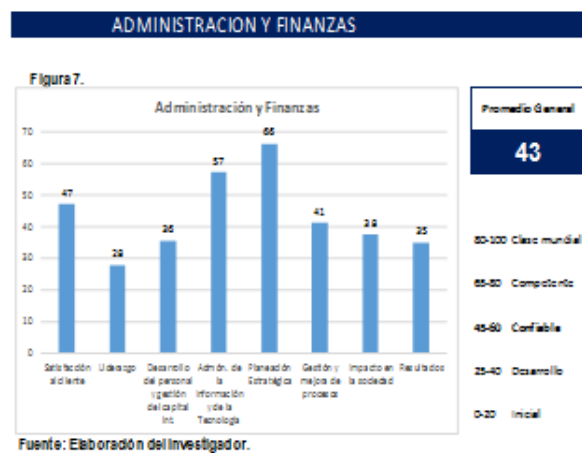
In this chart it can be observed that in sales 2, the chocolate company is stable in all the criteria. And it is in a position to be competitive.

Results

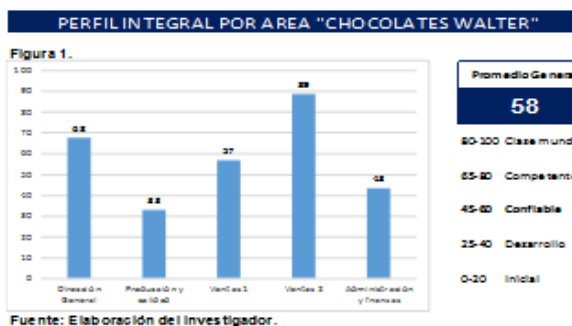


Graphic 6 Integral Profile by criteria. Source: Chocolatera Company in Tabasco (2016)

Although 46% and 50% of customer service and the impact on society are reliable, it is necessary for the company Chocolatera to strengthen these two criteria with indicators that will come to inceneter the productivity of the same.



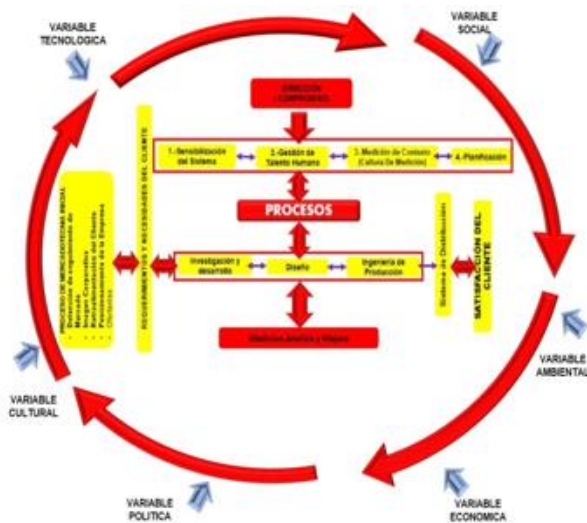
Graphic 5 Administration and Finance. Source: Chocolatera Company in Tabasco (2016)



Graphic 7 Integral Profile by areas or departments. Source: Chocolatera Company in Tabasco (2016)

In this graph 7 it can be seen that the area with the highest percentage of progress towards quality is the sales department 2, however, the area of production and quality is the area that needs to be given more attention. With 33%, and is an area currently under development.

Proposal



Graphic 8 Model Productivity Improvement. Source: Contribution of the researcher. (2016)

Given the results obtained, for the current diagnosis of the Chocolatera Company for its food products derived from the cacao, it can be observed that this model focuses on the Directorate, it is impossible to think of a business without a leader that directs its way, Constitutes the first element in this scheme. Management is a function that must be exercised, always defines the path and is the first to understand a problem, clarify it and decide the best alternative to solve it. In addition, it must act with a sense of responsibility in making decisions, facing consequences and risks in a possible failure.

The Management implies commitment, leads us to the Sensitization of Systems where all members of the Company must participate in the planning, implementation and execution of the processes of their respective areas, becoming aware of the importance of quality in the provision of services of the company and in the elaboration of its products.

In the model it is important to consider that the economic, cultural, technological, environmental, social and political independent variables affect all products derived from cacao and that through the structural analysis it was possible to detect that the most affected are the cultural variable and Technological development. Because the attitude of the staff, their lack of values, as well as obsolete processes and obsolete machinery, it is necessary for the chocolate company to update them.

Conclusions

With the Improvement of Productivity Model, it is intended to publicize the variety of products handled by the Chocolatera Company where it is expected to increase its market share and brand recognition among its potential customers.

As it was observed in the results, the criterion that is affecting more is the customer service and the area most affected is the Production and quality. Therefore, there is a great responsibility for the management of the company Chocolatera to improve the productivity of its Food products derived from cocoa. The proposed model comes to answer, so that the affected criteria as well as the areas are improved.

Increasing productivity is the way companies must follow to achieve sustainable growth that allows them to strengthen and expand into new markets.

This can be thanks to technological and technical improvements, the introduction of incorporated and disincorporated changes in production and the better use of resources, which allow to generate the highest real efficiency of the organization, and with a minimum of errors; In addition to having a lower or sufficiently competitive cost function compared to the other competing companies, in order to maximize profits.

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