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# Voices of Customers and the Relationship with Success

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**Abstract:** One of the characteristics of success in a company is to mature its requirements every time by observing in detail the particular needs of customers over time, revitalizing the application of business strategies, in order to comply with sales indicators, the increase in market share and the increase in customer satisfaction. In this way, the development of new products is favored, through the use of new materials, the participation of expert personnel immersed between suppliers and an integrative leadership. The case study used was descriptive, applying the focus group technique quantitative, the variables analysis were performed. This work offers a similar result in a project to establish a company in the automotive sector, which in the last five years has been able to improve its business practices, becoming a point of interest for multinational companies in terms of developing high quality products, which meet international standards and also manages to export assets to other countries in the region, successfully. It is a sector of wide growth not only in Colombia but in the region, where despite the fact that adequate process management has been working, it is necessary to increase policies focused on improving the management of suppliers under the guidance of the supply chain orientation management for the improvement of organizational performance satisfying stakeholders.

**Keywords:** Supply Chain, Supply Chain Management, Process Management, Business Process Outsourcing, Customer Voices, Supply Management

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## 1. Introduction

The Bus Manufacturing Company was created in December 2001 and has a 50% shareholding of a Brazilian multinational company and the remaining percentage corresponds to FANALCA, a Colombian company in the automotive sector, with extensive experience in passenger transport in countries like Chile, Panama, and the representation of the Honda vehicle brand in Colombia. Its success resides primarily in the application of the supply chain internationalization strategy, SCIM, which is a model framed in understanding the adoption of technology and internationalization in the supply chain [1] framed within the model Business Process Outsourcing - BPO, where due to the good reputation of the suppliers, there is confidence on the part of the stakeholders to develop a certain product [2]

The percentage of participation of the shareholders of the Bus Manufacturing Company compared to the links with other bus companies around the world is as follows:

- 1) Marcopolo (Headquarters).
- 2) Ciferal Brasil (owner of 100% of the shares)
- 3) Volare Brasil (owner of 100% of the shares)
- 4) Volgren Australia Pty (owner of 75% of the shares).
- 5) Metalsur Argentina (owner of 51% of the shares in partnership with Metalpar Argentina).
- 6) Tata Marcopolo India (owner of 50% of the shares).
- 7) Polomex México (owner of 50% of the shares)
- 8) Metalpar Argentina (owner of 50% of the shares).
- 9) Superpolo Colombia (owner of 50% of the shares).
- 10) Neobus Brasil (owner of 40% of the shares).

In 2008, the operation plant of the Bus Manufacturing Company of Bogotá, Colombia, was located in a small space of around 8000 m<sup>2</sup>. However, thanks to its vertiginous growth, it was possible to move to the Industrial Park of kilometer 1.6 via Siberia - Cota, with a built area of 27000 square meters and with projection of its plant up to 76,000 m<sup>2</sup>. In this way, the production cycle time was improved for each production line, linked to the sales needs. The human resource in the company is 1,200 people on average for low

season, but in high season (2 periods in the year) can reach up to 2000 people, depending on the projects that are currently in operation [2].

The requirement in every way, as a result of globalization and the internationalization of markets, has meant that buses must comply with requirements regarding active, passive safety, environmental impact, improvement in ergonomics and optimum Fleet maintenance. Today, the Bus Manufacturing Company is one of the companies that more buses are assembling for the Transmilenio mass transit system, mainly in Bogotá, with a 50% participation in these projects [3].

In Colombia, mass transport is operating in Bogotá, Bucaramanga, Barranquilla and a new ordinance is being planned by the government in cities such as Cartagena, Cali and Santa Marta. The competition of the company is the company Busscar S.A.S, within the segment of articulated vehicles; on Berlin-type road buses it is AGA buses; in the segment it is the company of bodies JGB, and for small bodybuilders that arrive at manufacturing 5 units a day is Non Plus Ultra S.A [4].

The Bus Manufacturing Company manufactures 220 buses per month and exports 3000 buses / year to several countries. The company also manufactures the bodies, except the chassis supplied by the customer, assembling recognized brands such as Mercedes Benz, Volvo, Scania, Chevrolet, Hino, Hyundai, Volkswagen and others.

The company has a great guideline towards process management and quality. In the second half of 2017, the position of the general management of the Bus Manufacturing Company was relieved by a person prepared for 15 years within the company, with direct knowledge from the role of supervisor to manager, where his guideline It has been towards the leadership and strategy of the company. Regarding the work environment criteria, the Bus Manufacturing Company has been developing preventive plans in order to raise awareness among people, under the maximum of an improvement to the indicators of daily productivity, cleanliness in manufacturing cells, final delivery to the client, control and management of the tool. Something to highlight is that the Bus Manufacturing Company, has incentives for all employees of the company, but more specifically to the areas of operations, for quality improvements [5, 6].

## 2. Methodology

The study was developed based on the Focus Group method and interviews with 10 management officers of this company. It highlights the recognition they make about the momentum achieved in the operation and execution of the planned project, leading the organization to today be one of the most recognized companies in the field of the manufacturing process of all kinds, such as small buses with a capacity of 19 passengers, inter-municipal road buses and buses for urban mass transport for operators such as the Transmilenio. Through a semi-structured questionnaire, we sought to know first-hand how business leaders share strengths and weaknesses, to make a Colombian company

potentialize in its different processes at a strategic, tactical, operational level and improve its service levels [6].

Specifically, the research methodology used for this case study consisted of the inductive analysis of qualitative information, channeled through the questioning in Focus Group mode, where the following stages were carried out: Information Collection (field work), structuring and organization of the data, codification of the data (comparison with the data of the literature), conceptualization and explanation of the problem, socialization and adjustment of results and finally, elaboration of the case [7]. The process of contrasting the concepts was done through the use of Atlas TI software.

The criteria taken into account for the development of the investigation were: the percentage of material costs for the year 2018, portfolio turnover, inventory turnover, compliance, discount, contribution margin, satisfaction, billing and culture.

Regarding the problem of the case, some of the dysfunctions consisted in the management of the management system of the indicators that requires more attention from the areas involved, in addition to strengthening some practices in the field of quality management in the manufacturing to prevent leaks in bus bodies.

The selection of the population sample for the case study was done through a theoretical sample. According to [8], "the objective of the theoretical sample is to choose cases that can probably replicate or extend the emerging theory, the number of cases must be added until the theory is saturated."

The object of study was the manufacturing plant; through an analysis process used was the inductive on site, which corresponds to the place where the data is collected, which for that matter the answers to questions were asked to the managers of the plant. We continued with the transcription of the data and the initial analysis of the interviews and the field notes, then we advanced with the focus of the constant comparative analysis of the issues that emerge and the coding of the information, to finally lead to the deep analysis of the substantive comparison information of the meetings with the concepts established in the literature, the presentation of the analysis to the group of researchers, the obtaining of consensus and security in the understanding of the analysis. [9]

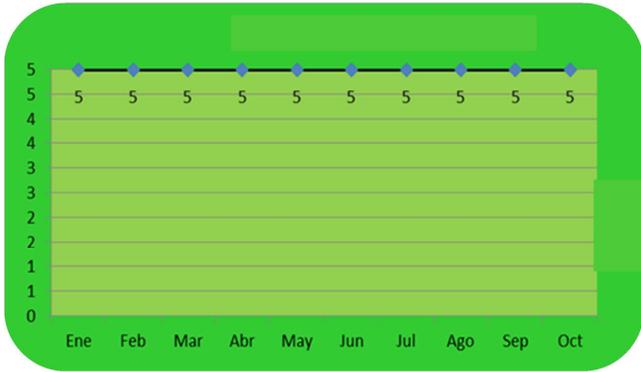
## 3. Results and Discussion

Currently the organization has implemented a tool to efficiently manage the different processes of the company through management indicators to meet the needs and expectations of our customers and thus add value in business relationships, through the use of controls, which previously was not possible to perform [10, 11]. A fundamental issue within the immersed management indicators is the criterion of competitiveness, in order to efficiently manage the processes and activities embodied in the dashboard - BSC:

1. Rate-Hour less than \$ 24,500.
2. Efficiency greater than 64%.

- 3. Obtaining a contribution margin of bodies greater than 23.5%
- 4. Materials cost less than 57% with respect to sales.
- 5. Rotation of raw material inventory - days less than 73 days
- 6. Waste level below 14.5%
- 7. Plant damage less than \$ 50'350,000

Within the competitive factor, a determining element is the percentage of material costs that have a value of 5 on a scale of 1 to 5, where 1 corresponds to its lowest value and 5 to the highest value within the first 9 months of the year 2018. That is well valued within this criterion, as shown below:



Source: Own elaboration

Figure 1. Material cost percentage 2018.

To calculate the cost of percentage of materials, the formula was applied:

$$\text{Cost of materials: } \frac{\text{Cost of Sale Materials}}{\text{Body Sales}}$$

The second criterion is that of Portfolio Rotation (Days), with the formula:

$$\text{Portfolio Rotation: } \frac{\text{Net balance of portfolio (Antic 27)}}{\text{Average billing last 3 months}} \times 30$$



Source: Own elaboration

Figure 2. Portfolio Rotation in days 2018.

Figure 2 shows the first 4 months of the year 2018 until April, where the rating was 5, but from the month of May the portfolio turnover falls to 3 until the month of November, indicating that it was reduced by Two points the pace of the rotation of the debtors of the company, confirming that there is more time and peace of mind regarding the debts of the creditors to the company. Then the flow of capital will be slower. The third indicator called, the turn of the stock, under

the following formula:

$$\text{Turn of the stock: } \frac{\text{Average monthly consumption of the previous quarter}}{\text{Total raw material inventory}}$$



Source: Own elaboration

Figure 3. Stock Turn 2018.

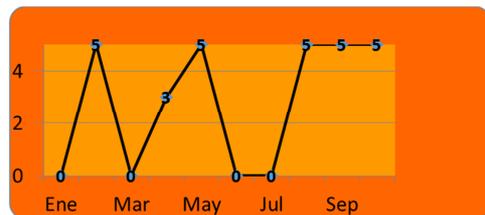
In figure3, it is observed that the inventory of the month of January to July, presents a rotation at a good pace that was valued with its highest value, but then between July and October of the same year, the value was reduced to 3, which indicates that the stock did not rotate as much as the first half of the year. It could incur inventory obsolescence and perhaps an over cost versus the cost of maintaining and / or asking for, administrative costs of inventory management.

Another fundamental criterion within the indicators is the COMPLIANCE that is characterized by the following activities:

- 1. Achieve customer satisfaction in terms of product delivery greater than 85%,
- 2. A billing compliance according to the sales budget for each month
- 3. achieve and maintain a market share above 38%
- 4. achieve customer satisfaction in terms of product, workshops and service over 89%.

A fourth indicator to take into account is the participation in the National market with the following formula:

$$\text{National market: } \frac{\text{Sales National Bus Manufacturing Company}}{\text{National Industry Sales}}$$



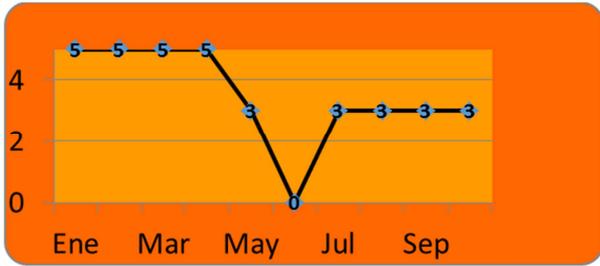
Source: Own elaboration

Figure 4. Market Participation 2018.

Figure 4 shows that in the peaks, in the months of February, May, August, September until November, the market share was representative with a maximum value in the table of 5 and then the share falls to 3 in the month of April. The maximum market share was 10%.

The following indicator is a percentage discount with the following formula:

$$\text{Percentage discount: } \frac{(\text{List Price} - \text{Sale Price})}{\text{Sale Price}}$$



Source: Own elaboration

Figure 5. Discount percentage 2018.

It is observed that during the first four months of the year the company applies its discount policy with a valuation of 5 and then in the following month (April) it reduces two points, leaving 3, then precipitates to 0 indicating that there is no type of discounts in the month of July and then the values are reactivated again at an average scale of 3 with discount between the months of July to November. A better discount policy performance prevails in the first half of the year. Below is the figure of the indicator, body contribution margin.



Source: Own elaboration

Figure 6. Contribution Margin 2018.

Figure 6 shows that the months of maximum value on the scale, in the months of March, July, August and September obtained a rating of 5 and for the months of January, April, June and September has a value of 3. Finally, the months of February and May have a value of 0. Also, another important criterion is the invoicing under the following formula:

$$\text{National Billing} = \text{Bodyworks} + \text{Parts}$$

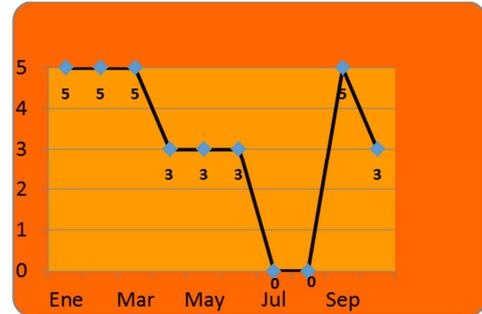


Source: Own elaboration

Figure 7. Monthly Billing 2018.

Figure 7 shows that in months 1 to 4 and 7 to 12 of the year of 2018, there was an optimal turnover with its highest valuation of 5, which reflects that the flow of assets is adequate according to the payment plan of the company. On the other hand, the indicator, called Degree of Customer Satisfaction (Product-Workshops-Service, under the formula:

Average customer satisfaction survey result (Product - Workshops - Service).



Source: Own elaboration

Figure 8. Customer Satisfaction.

Figure 8 shows that in the first (3) months of the year and (9) months the degree of satisfaction of the workshops, the products and the service was assessed on a larger scale with 5, which represents an optimal agreement service level but May, April and July reduces satisfaction by 2 points by placing on scale 3, on the other hand in the month of July and August, it is pertinent to evaluate why the degree of customer satisfaction with the service is reduced to 0 and to the product This concludes this indicator with a rating of 3 between the final two months of the year.

Regarding the third major issue within the indicators is the aspect of quality, understood as “Satisfying the needs and expectations of our customers with products of international quality, managing to reduce demerits for units produced in the month <= 700 and the percentage of cost of guarantees and campaigns less than 0.5% of sales”. At this point, the Percentage of Guarantees and Campaign Costs is analyzed. The last criterion evaluated within the indicators is CULTURE, through the following established strategic objectives:

1. Maintain our Six Sigma culture in a percentage greater than 90%
2. Promote our corporate values in such a way that the results of the surveys are over 90%
3. Comply with our Training and Training programs
4. Promote a culture of self-care that generates safe working conditions

A very good practice of the company is the involvement of the continuous improvement methodology Six sigma, which is a work methodology to achieve maximum efficiency of the processes by analyzing their variability and proposing data-based solutions. It is a systematic method that uses data, rigorously measured and analyzed, to identify sources of error (root causes of a problem) and

ways to eliminate them, generating greater customer satisfaction and substantial economic savings. It relies on statistical tools and analysis and proposes the development of dynamic working groups, working with data in their

search for the root cause of the problem studied and favoring numerically justified decision making [12]. A criterion within this great Six Sigma indicator of the total company is framed within the following formula:

$$\text{Total six sigma company: } \frac{\text{Average Actual value audit Six Sigma}}{\text{Expected value}}$$

Table 1 shows a general average of 82.4%, within 28 criteria evaluated within the Six Sigma methodology. To highlight there are 3 items, which are within 90%, which are technical assistance within the after-sales process; 92%

referring to CDI and a value of 100%, for the spare parts process, which speaks very well of the company regarding service support (spare parts).

Table 1. Six Sigma.

Company Area	Rating 6s September
Strategy Management	87%
Management systems - quality management	88
Management systems - environmental managemen	83
management systems - syso	89
commercial	86
Engineering administration	83
Development engineering	89
operations planning	85
production offices	75
sectors 1, 2 and 3 structures	65
Sector 4, assembly	71
sector 5, painting	89
sector 6, assembly B	77
sector 7, playground	79
sector 8, subassembly	80
sector 10, FDC	81
sector 11, fiber	76
CDI	92
supplies- purchasing	78
supplies- logistics	87
supplies- materials management	83
Human resources	84
Quality	64
after-sales- technical assistance	90
after-sales- spare parts	100
industrial maintenance	84
industrial computer maintenance	81
total	82.4%

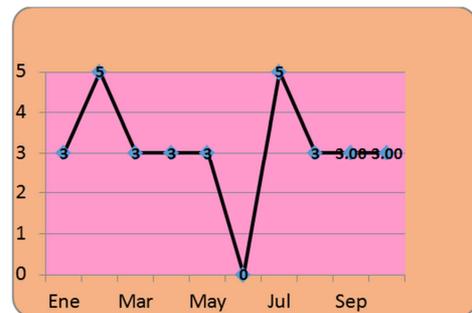
Source: Own elaboration.

Within the risk landscape, with the yellow color, with the figure less than 83% (Environmental Management) up to the value of 89% (development engineering), which generates an opportunity for collaborative work between the different work teams of the company as product engineers, suppliers, project managers, all combined with a single purpose to consolidate a product according to international standards for bus manufacturing and customer requirements [13].

In the third part of the table within the red color is the quality item within 64%, which requires a program of strengthening in the company in company with the suppliers of level 1 and 2. On the other hand it is required that Operational processes in manufacturing cells, production offices, structures, assembly, yards, should strengthen their practices against what the Six Sigma methodology requires.

Following an assessment under the Six Sigma methodology, the company's total during 2014, it is observed

that its maximum evaluation is in the months of February and July with a value of 5. The rating of 3 is in the months of January, March, April, May, August, September, October and ending with November.



Source: Own elaboration

Figure 9. Six Sigma Total Company.

The buses approximately have a useful life of 12 years and the ABC portfolio of the products assembled in the plant is directed largely to buses between municipalities named by the company as road buses, school buses and buses for transportation to Bogotá.

Through the EMIS financial tool database for the main bodybuilding companies, an analysis of the same sector of the analyzed company was also carried out. The two companies that were compared were car bodies El Sol and Busscar. The following shows the relationship of the three companies and the evaluation criterion was "Efficiency Ratios" of the year, which is one of the maximum points that point to the company's operational behavior, despite being a financial tool.

*Table 2. Efficiency Ratios.*

Ratios of efficiency/ inventory turnover				
Years	2015	2016	2017	2018
Company analyzed	5,18X	7,73X	6,14X	6,39X
Busscar	5,5X	1,83X	5,43X	5,12X
Carrocerías el Sol	8,01X	12,99X	2,26X	4,53X

To explain the inventory rotation formula: cost of merchandise sold / total inv. The unit of measure of this indicator corresponds to the number of times that the cost of the merchandise sold within the merchandise sold or cost of sale, represented by the letter X. Also, the operating profit margin was analyzed:

*Table 3. Operating profit margin.*

Operating profit margin				
Years	2015	2016	2017	2018
percentage	6,32%	9,09%	1,48%	5,41%

The table above shows that within the profitability ratio of the Bus Manufacturing Company, the operating profit margin indicator is directly proportional to the Company's margin between 2015 and 2018. The year to stand out in this period was 2016 with a value of 9.09%. Then it decreases to 1.48% in 2017, which generates a worrying message for the company's leaders because the margin of operational profits is reduced, but then it has a rebound in 2018 of 5.41%.

In Colombia, both businessmen and passengers have always wanted to have the opportunity to invest in these large devices, to be recognized for comfort, safety and ergonomics, to provide optimum service to passengers. As part of the promotion and dissemination of the new models, the company has been in Medellín, Colombia, accompanied by businessmen from the transport sector, such is the case of the Association of road transporters and other associations [14]. Much of the success of the Buses Manufacturing Company's business has been the participation in national tenders, where it's political management, both commercial management and compliance with customer requirements has led to a large part of the Tenders to assemble buses nationally and internationally.

Equally important, by analyzing the company's profitability, it has an expected minimum of 10%, which is finally what the shareholders expect. Until now, one of the

differentiators in the Bus Manufacturing Company is the product and the quality, in addition the group requires that international standards be met, for example passive and active safety to mitigate the risk to passengers, drivers and pedestrians, the norms of the manufacture of one of the series of products, which have low impact on the environment. Political management is a great decision criterion for the negotiation. It is also observed that the company faces productivity indicators such as commercial management (sales compliance, market share, customer satisfaction and the use of resources, training and training each area has its indicators).

Companies are faced to work collaboratively, for the development of new products from the initial phase to the final delivery to the customer, such is the case of the Early Supplier Involvement strategy, ESI [15] where the Company of Bus manufacturing cannot be the exception. The above ensures that from the early stages of the project, suppliers are involved in the design, development and implementation of new products to the company. The quality and logistics requirements become an entire organizational culture that what you are looking for is an optimal follow-up to the client's order. In the same way, the Bus Manufacturing Company has won awards where quality and the application of the standards are guaranteed. It has also been determined that one of the criteria of the company's quality is the timely delivery of buses to its customers.

Again, the company focusing on the product applies innovation criteria in each of its units (buses), where products with an image similar to a bullet train from developed countries are observed. On the other hand, the company's online production means that they are manufactured simultaneously from bio-articulated, road, suburban and other buses, where the human resource has a great experience with versatile roles, where in case there is a change in the production lines, the operators adapt quickly to the new work, generating greater flexibility in the manufacturing operation.

Although the Bus Manufacturing Company invested in a Balance Score Card program, it is important to strengthen the indicators of the operations aligned to the logistics and service management, because they are a key tab so that the management of the operations is increasingly harmonized between the quality management system and the fulfillment of service levels in the company's value promise. In the same way, the company has an important ethical strategy, so that no employee of the company receives benefits from suppliers [16, 17]. The organization must strengthen this criterion (management indicators), to continue the dynamics given by the direction that is the culture of continuous improvement. On the other hand, despite the fact that employees have adequate working conditions, a phenomenon is being observed with some employees in the area of operations who, due to a slight increase in salary, want to change their place of work, generating high turnover in human resources and thus the impact on the learning curve and perhaps on the delivery time of the vehicle. It is also observed that transport operators, such as SITP, offer similar conditions to operators

where workers sometimes make the decision to change employers.

In order to improve the quality indicator that affects the company, a particular problem was taken that happens with vehicles (buses) that is the filtration of moisture in the back and side of the bodies, it was also evaluated by means of management indicators evaluated using the Balance Score card tool. The manufacturing process of the vehicle (bus) begins with the specific requirement of the client with the specific and serial details, then the chassis with its due protections arrives at the production plant, then the protections brought by the chassis are removed the parent company, the start of the body manufacturing process, then assembles the polyurethane insoles to isolate the noise, heat, then fiberglass cover, then the laminate is made. This last main process because it has two parallels, one is the paint and on the other side is the assembly of the body components both internal and external and culminates with the final inspection of the bus [18].

Something to highlight is that the Bus Manufacturing Company has been working on the implementation and internalization of the six sigma culture, although one of the lowest criteria was quality, the company is working hard on the standardization of its practices business, applying process management. With the new policies that the company has been implementing, the solution to the problems of moisture in the bodywork of the vehicles is given an optimal accompaniment to the client, where adequate training is required for manufacturing operation personnel as well as training for service points nationwide. Another of the important criteria in solving the problem is the use of original parts such as the application of sealants according to the manufacturing manual and ends with moisture tests in the places where the problem arose. It is pertinent to follow up on these types of problems in the bodies, in order to have a comprehensive maintenance plan that goes from the preventive, through the detective and, culminating with the corrective. Many of the aforementioned companies are betting on technology issues focused on electromobility and Colombia is no exception for this issue. On the other hand, Gascom as representative of DONFENG buses of Chinese origin in collaboration with the Marcopolo company presented in this second semester of 2021, within their portfolio of services, electric vehicles for short routes within the country.

We cannot highlight the great bet that BYD (Build Your Dreams) has made in becoming a leader in electromobility in the world and in Latin America. BYD Europe has also been preparing an order for the 422Kwh buses, with autonomy of 400kms for the urban transport service in Haifa (Israel).

The most updated model of Marcopolo corresponds to the G8, reaching the product number 450,000 sold to the Peruvian transport company CIVA.

In addition, Solaris, a coach company in Colombia, has just won the production of 161 hybrid buses, a contract worth 76 million euros.

Uruguay will make millionaire investments in green

hydrogen for the transportation sector. According to some estimates, the potential demand for hydrogen to supply long-distance buses or trucks at 150,000 tons per year by 2025 [6]. Everything is type of company requires a suitable integration between the orientation to the management of the supply chain and the management of relations with the suppliers for and the management of the relationship with the clients [19-22].

## 4. Conclusions

The Bus Manufacturing Company in Colombia has very good business practices because it follows the worldwide demands for the manufacture of buses of all types, mass transportation, saloon, suburban, buses and others. It has an important participation in the transport sector and is one of the most important bus manufacturing companies in Colombia, under the Hub directive of the parent company in Brazil, delivering products oriented to the requirements of the international regulations of passenger transport by land, aiming at safety, ergonomics, the involvement of technologies for materials innovation, working collaboratively with suppliers, customers, plant support people, designers and engineer and others.

The assessment of the processes under the six sigma methodology, for the entire company is around 80%, so it is required to continue in the monitoring and inclusion of this type of continuous improvement strategies in the company. Although the indicators referring to the strategy plans, the integral management systems, application of environmental standards and others, are above 85%, which is a great opportunity to improve this indicator.

The indicator of the quality management system requires a more detailed treatment, because it is one of the values that attracts the most attention and that impacts the end users, such is the case of moisture filtration in the bodies. The after-sales service indicator shows a positive treatment by management in the management of spare parts, since it is above 90%.

The Bus Manufacturing Company has an adequate inventory turnover compared with two companies in the same sector within the efficiency relationship of the EMIS tool, supported by the data of the company superintendence.

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