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Strategic Planning for SMEs: Key Factors and Applicable Complementary Models

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Abstract

Modeling in strategic planning is essential for aligning and efficiently implementing organizational strategies. Strategic planning involves establishing a clear vision, defining long-term objectives, and allocating the necessary resources to achieve them. In this context, three complementary types of modeling for SMEs are presented: structural, functional, and dynamic/simulative, each having a specific role in supporting the decision-making process and strategy implementation. Structural modeling focuses on analyzing the internal organization of a company, defining the organizational structure, the relationships between its components, and aligning resources with strategic objectives. Functional modeling details the operational processes and activity flows needed to achieve strategic goals, emphasizing efficiency and resource allocation. Dynamic/simulative modeling adds a level of flexibility by simulating scenarios and forecasting the impact of decisions in the face of external changes and uncertainties. Each type of modeling brings specific benefits, contributing to a deeper understanding of organizational behavior and optimizing strategic performance. These approaches are fundamental for the adaptability and long-term success of organizations in dynamic economic environments, facilitating proactive and informed strategic planning.

Keywords: structural modeling, functional modeling, dynamic/simulative modeling, strategic planning, strategic implementation

1. Introduction

Strategic planning is a systematic process through which an organization defines its medium and long-term objectives, analyzes its resources, and sets the strategies needed to achieve these objectives. It involves making fundamental decisions about development direction, resource allocation, and how the company will adapt to market changes.

Strategic planning is essential for Small and Medium Enterprises (SMEs), playing a decisive role in ensuring sustainable growth, competitiveness, and adaptability to economic and technological changes. It provides a structured framework for defining medium- and long-term objectives. Strategic planning helps SMEs establish a clear vision for business development, identify competitive advantages, capitalize on market opportunities, adapt to economic and technological changes, as well as optimize resource utilization, reduce costs, increase resilience, and ensure sustainable performance. Without a well-defined strategy,

businesses risk reacting passively to changes, missing opportunities for development and innovation.

Key elements of strategic planning include the following:

1. *Analysis of the external and internal environment:*

• Assessment of economic, political, social, and technological factors that may influence the business (e.g., PESTEL, competition analysis);
• Identification of the company's strengths and weaknesses, as well as market opportunities and threats (SWOT analysis).

2. *Establishing the vision and mission:*

• Vision – describes where the company aims to be in the long term;
• Mission – defines the primary purpose of the business and how it creates value for customers.

3. *Defining strategic objectives:*

• Clear, measurable, and achievable objectives that guide business development (SMART criteria);
• For example, increasing market share, international expansion, or digitalizing operations.

4. *Developing and implementing strategies:*

• Choosing methods and tools to achieve objectives;
• This may include innovation strategies, product diversification, geographic expansion, or operational optimization.

5. *Monitoring and adjusting the strategy:*

• Periodic evaluation of results using performance indicators (KPIs);

• Adjusting the strategic plan based on market changes and company performance.

Implementing strategic planning requires a systematic approach, based on clearly defined methodologies and methods that allow the integration of the organization's objectives with available resources and market dynamics (depending on how it is utilized and the context in which it is applied).

Models used in strategic planning:

• Balanced Scorecard (BSC) – used to track performance in four key areas: financial, customer, internal processes, and learning/growth.
• BCG Matrix – evaluates product or business portfolios to decide where to invest resources.
• SWOT Analysis – identifies strengths, weaknesses, opportunities, and threats of the organization.
• PESTEL – analyzes external factors that may influence the strategy.

2. Complementary Methods and Tools in Strategic Planning

Strategic planning modeling involves using complementary methods and tools that facilitate decision-making, monitoring, and adjusting strategies to ensure long-term success. The three complementary strategic modeling approaches for SMEs are as follows:

1. **Structural Modeling**. Clearly defines elements of the strategy such as vision, mission, objectives, resources, and organizational structure. It helps establish a solid framework for strategic planning and ensures decision coherence.

2. **Functional Modeling**. Focuses on the efficient implementation of strategy through processes, operational flows, and assigning responsibilities. It optimizes how the strategy is translated into concrete actions, using methods like Business Process Modeling (BPM).

3. **Dynamic/Simulative Modeling**. Allows testing and adjusting the strategy through simulations and scenarios. It analyzes the impact of different decisions on the business using forecasting techniques, discrete event simulation, or agent-based models to anticipate market evolution and optimize resources.

The difference between these three types of modeling lies in how the elements and processes that manage the implementation of a planning strategy are approached. Each method focuses on distinct aspects of the organization and its strategy (Table 1).

Table 1. Comparison of Complementary Strategic Models for SMEs

Aspect	Structural Modeling	Functional Modeling	Dynamic/Simulative Modeling
Focus	Internal organization of the system and its structure	Implementation of activities and operational processes	Adaptability and evolution of the strategy over time
Main Objective	Understanding the relationships and structure between the components of the system	Optimizing and implementing specific functions to achieve objectives	Analyzing and anticipating changes for proactive decision-making
Approach	Describing interactions between departments and resources	Implementing and managing activities and processes	Using simulations, scenarios, and continuous monitoring
Aspects Analyzed	Organizational structure, internal relationships, resources	Operational processes, activity flows, resource allocation	External factors, market trends, impact of strategic decisions

Source: Developed by the authors

Structural modeling is a branch of systems analysis and a type of modeling used as a research tool for studying systems and can serve in their development. It examines the structure of a system from the perspective of its components and subsystems, as well as the relationships between them (structure), and the properties of the system that allow it to achieve its intended purpose (functions). Structural modeling focuses on the internal organization and components of an organization or system. In strategic planning, it analyzes the organizational structure and the relationships between different components of the system, such as departments, resources, and key activities (Table 2). Structural modeling is an approach used in strategic planning to clearly define the essential elements of a strategy, establishing an organized and coherent framework. It helps in understanding and organizing strategic components so that they are clearly structured and aligned with the business objectives (Mintzberg, Ahlstrand & Lampel, 2005).

The main aspects of structural modeling are as follows:

- Organizational structure: how teams and departments are aligned to support strategy implementation.
- Components and subsystems: analyzing the different parts of the organization (departments, processes) and their relationships.
- Relationships and interactions: interconnections between various elements of the strategy.

Table 2. Components of Structural Modeling for SMEs

Components Subsystems	Description	Relationships with Other Components	Responsible	Impact on Strategy Implementation
Top Management	Leadership team that sets the vision and strategic directions of the organization	Coordinates all departments	CEO, Board of Directors	Defining strategic objectives
		Ensures connection with external parties		Final decision-making
Marketing Department	Responsible for developing and implementing marketing strategies	Collaborates with sales and production	Marketing Director	Increasing brand visibility
		Collaborates with R&D departments for innovation		
		Collaborates with R&D departments for innovation		Attracting and retaining customers
Finance Department	Manages the organization's financial resources, including budgets and cash flow	Collaborates with management for budget allocation	CFO	Allocating resources for strategy implementation
		Provides support for investment decisions		Monitoring financial performance
Human Resources (HR) Department	Handles recruitment, training, and development of personnel	Collaborates with top management for human resources strategy	HR Director	Developing teams to implement the strategy
				Creates an environment conducive to change
		Contributing to organizational culture		
Production Department	Responsible for producing goods or services, ensuring requirements are met according to the strategy	Collaborates with marketing and sales to adjust production to market demands	Production Director	Efficiency of production processes
				Reducing production costs
IT Department	Ensures the technological infrastructure necessary to support strategic processes	Supports all departments with software and hardware solutions	IT Director	IT support for all organizational processes
		Monitors data security		Implementing efficient technological solutions
R&D Department	Responsible for research and development of new products or services	Collaborates with marketing for innovations	R&D Director	Innovation and development of new products
		Contributes to product development and improvement		Support for increasing competitiveness
Customer Service	Provides post-sales support and manages customer relationships	Collaborates with marketing for customer feedback	Customer Service Manager	Customer satisfaction
		Supporting product improvements		Customer retention

Source: Developed by the authors

Key Elements of Structural Modeling:

• Vision and Mission – Defining the strategic direction and purpose of the organization (Kaplan & Norton, 2004).
• Strategic Objectives – Establishing specific, measurable, and realistic short-, medium-, and long-term targets (Drucker, 1999).
• Organizational Structure – Defining roles, responsibilities, and relationships between departments and teams (Chandler, 1962).
• Available Resources – Identifying and organizing the necessary resources (human, financial, technological) for strategy implementation (Barney, 1991).
• External and Internal Factors – Assessing external influences (competition, market, regulations) and internal factors (organizational culture, competencies) (Porter, 1985).
• Performance Indicators (KPIs) – Defining methods for measuring strategic success (Kaplan & Norton, 1996).

Benefits of Structural Modeling:

• Ensures clarity and coherence in strategy (Johnson, Scholes & Whittington, 2017).
• Enables efficient resource allocation (Grant, 2016).
• Supports informed, data-driven decision-making (Ansoff, 1988).
• Reduces uncertainty and risks associated with strategy implementation (Rumelt, 2011).

The proposed structural modeling framework for SME transformation was empirically illustrated through two Moldovan case studies. The objective was to assess how process modeling and structural reconfiguration enhance adaptability, coordination, and strategic coherence in small and medium-sized enterprises. The framework integrates principles of organizational design (Galbraith, 2014; Burton, Obel and DeSanctis, 2020) and systems thinking (Sterman, 2000), applied in three stages: diagnostic assessment, intervention, and evaluation. A qualitative multiple-case study design was adopted to explore organizational transformation within its real-life context, consistent with established methodological guidance (Yin, 2018). This approach enables in-depth examination of structural dynamics and allows for the triangulation of diverse qualitative evidence. Data collection combined semi-structured interviews, document analysis, and process observation to ensure a comprehensive understanding of each enterprise's structure and workflows. The research followed a three-step methodological sequence:

- Diagnostic mapping – Organizational processes were charted through flow diagrams and responsibility matrices to identify inefficiencies, redundancies, and communication bottlenecks.
- Intervention design – Collaborative modeling sessions with managers and key staff redefined departmental boundaries, decision rights, and coordination mechanisms to align with strategic objectives.
- Evaluation and reflection – Post-intervention assessments relied on qualitative feedback, internal performance indicators (such as cycle time and coordination efficiency), and comparative analysis across cases.

Methodological rigor was strengthened through triangulation across data sources and iterative feedback loops with company stakeholders, enhancing both internal validity and practical relevance. Cross-case synthesis identified common patterns, contextual adaptations, and transferable organizational learning.

Case 1 – Ecodynamic (Renewable Energy Sector), a company specializing in photovoltaic systems and technical consultancy, implemented the framework to improve coordination between its technical, logistics, and client-service departments. Qualitative data from internal

documentation and interviews indicated that clearer communication flows and redefined accountability lines reduced procedural redundancies and improved customer responsiveness. The process resulted in a more coherent internal organization and strengthened managerial awareness of interdepartmental interdependencies, consistent with prior findings on structural alignment and organizational performance (Mintzberg, 2009; Becker, Kugeler and Rosemann, 2016).

Case 2 – Structura SRL (Architecture and Design Sector), an architectural and design enterprise using 3D modeling software, applied the framework to optimize its project review and approval processes. Process audits and team interviews revealed that standardized review checkpoints and structured feedback loops reduced revision cycles and enhanced collaboration between architects and engineers. These improvements supported better synchronization between aesthetic, functional, and structural objectives, aligning with insights from design-science research (Hevner et al., 2004; Gregor and Hevner, 2013).

Both cases demonstrate the framework's applicability and value for SMEs in emerging contexts. A three-phase roadmap is proposed:

(1) Diagnose workflows and communication gaps;

(2) Apply modeling tools to clarify responsibilities and structural interrelations; and

(3) Evaluate progress through qualitative feedback and internal audits.

The findings suggest that structural modeling enhances internal coherence, learning capacity, and sustainable performance, providing a transferable foundation for future quantitative validation and comparative cross-sector studies.

Conclusion. Structural modeling is essential for creating a clear and coherent framework within an organization, defining roles, responsibilities, and relationships between different organizational components. It ensures a deep understanding of internal interactions, efficient resource allocation, and the definition of strategic objectives, thereby aligning organizational activities with the company's long-term vision and mission. Additionally, structural modeling helps reduce uncertainty and risks, providing a solid foundation for strategy implementation and improving organizational performance.

Functional Modeling is a type of modeling that describes processes in the form of interconnected and clearly structured functions. The primary element is the function (operation), and the business process is presented as a sequence of functions that transform process inputs into outputs using the necessary resources. Functional modeling focuses on the process of strategy implementation and how activities are carried out to achieve objectives. This approach details internal activities and functions, ensuring that resources are allocated efficiently and processes are optimized to support the organizational strategy (Hammer & Champy, 1993).

Functional modeling analyzes the organization's specific functions and how they contribute to strategic success (Table 3). The main elements of functional modeling include:

- Operational Processes – Defining the processes required to implement the strategy.
- Resource Allocation – Managing and distributing resources to achieve strategic objectives.
- Monitoring and Adjustment – Continuously evaluating performance and adapting strategies based on results.

Table 3. Components of Functional Modeling for SMEs

Function	Description	Key Activities	Responsible Parties	Performance Measures
Resource Planning	Allocation of financial, human, and material resources for strategy implementation	Identifying necessary resources	Financial Manager, HR	Completion of the resource plan
		Budget allocation		Expenses monitoring
		Distribution of responsibilities		
Product/Service Development	Creating and improving products or services that support the strategy	Market requirements analysis	Product Manager, R&D teams	Development time
		New product development		Innovation level
		Continuous innovation		
Marketing and Sales	Promoting and selling products or services to achieve strategic objectives	Creating marketing campaigns	Marketing Director, Sales Teams	Sales growth
		Defining pricing strategy		Market saturation
		Defining pricing strategy		
Performance Management	Monitoring strategy implementation progress and making necessary adjustments	Measuring financial and operational performance	Operations Manager, CEO	KPI (Key Performance Indicators)
		Performance indicator evaluation		Financial analysis
Innovation and Continuous Improvement	Implementing a system for continuous improvement and market adaptation	Customer feedback analysis	R&D Director, Quality Manager	Number of innovations implemented
		Investment in research and development		Cost reduction
Employee Support and Training	Ensuring that employees have the necessary skills to implement the strategy	Training programs	HR, Department Managers	Employee satisfaction
		Improvement of technical and managerial skills		Skills development progress

Source: Developed by the authors

Key Elements of Functional Modeling:

• Operational Processes – Detailed description of daily activities required to support the strategy (e.g., production, marketing, sales) (Porter, 1985).
• Activity Flows – Defining the necessary steps for completing a process, identifying sequences and dependencies between activities (BPMN, 2013).
• Resource Allocation – Planning the resources needed (human, financial, material) to implement processes in a way that maximizes efficiency (Keen, 1991).

• Performance Management – Establishing and monitoring key performance indicators (KPIs) to evaluate the efficiency of implemented processes and activities (Kaplan & Norton, 1996).
• Process Automation – Using technology and information systems to improve efficiency and reduce errors in activity execution (Hammer, 2001).

Benefits of Functional Modeling:

- Improves efficiency and effectiveness of operational processes.
- Optimizes resource allocation to support strategic objectives.
- Reduces costs and increases productivity.
- Enables continuous performance monitoring for quick adjustments.

The proposed functional modeling framework was empirically examined through two Moldovan case studies to evaluate how process mapping and workflow reengineering enhance operational efficiency and adaptability in small and medium-sized enterprises. The framework builds on principles of business process modeling (Davenport, 1993; Harmon, 2019) and lean process optimization (Womack and Jones, 2003), applied through three stages: process mapping, optimization design, and performance evaluation.

A qualitative case study approach was adopted (Yin, 2018), integrating document analysis, direct observation, and semi-structured interviews with process managers and technical staff. Each company followed a uniform procedure:

- Process mapping – documenting end-to-end workflows and identifying inefficiencies;
- Optimization – applying functional modeling tools (e.g., flowcharts, SIPOC diagrams) to redesign task interdependencies;
- Evaluation – assessing improvements through measurable indicators such as cycle time, waste reduction, and service responsiveness.

Triangulation across data sources and participatory feedback sessions ensured the credibility and replicability of findings.

Case 1 – Floarea-Soarelui SA (Food Processing Sector), one of Moldova's largest producers of vegetable oils, applied functional modeling to optimize production and distribution processes. The company mapped the entire workflow—from seed procurement to oil bottling and delivery—identifying critical bottlenecks and redundancies. Through iterative process redesign and performance monitoring, production cycle times were reduced, process waste decreased by 10%, and distribution routes were optimized, leading to faster delivery and lower operational costs. The initiative exemplifies how functional modeling supports lean process improvement and supply chain integration (Davenport, 1993; Womack and Jones, 2003).

Case 2 – Moldcell (Telecommunications Sector), a leading telecom provider in Moldova, implemented functional modeling to improve customer service operations. Process mapping revealed inefficiencies in call center routing and workload distribution. The company introduced an automated triage system for categorizing support requests and reallocated personnel based on peak-hour traffic analysis. These interventions shortened waiting times, improved first-call resolution rates, and raised customer satisfaction scores. The findings illustrate the value of functional modeling in dynamic service environments, consistent with process innovation studies (Harmon, 2019; vom Brocke and Rosemann, 2015).

Both case studies confirm that functional modeling provides a practical foundation for operational transformation in SMEs. It complements structural modeling by translating strategic configurations into efficient workflows and adaptive routines.

A three-phase roadmap is recommended:

(1) Map and diagnose functional interdependencies;

(2) Redesign workflows using modeling and simulation tools;

(3) Monitor performance via process KPIs (cycle time, cost, and quality).

Conclusion. Functional modeling thus ensures a coherent operational flow, supports agile decision-making, and facilitates sustainable competitiveness in evolving market contexts. Conclusion. Functional modeling is essential for ensuring an efficient operational flow for SMEs, helping organizations implement the strategies established in structural modeling and quickly adapt to environmental changes.

Dynamic/Simulation Modeling adds flexibility and adaptability to strategy by using simulations and scenarios to anticipate future changes and enable proactive decision-making. It focuses on external factors, market trends, and the impact of strategic decisions on the organization. This approach involves creating virtual models based on real data and assumptions, allowing the simulation of different scenarios and evaluating the possible consequences of strategic actions (Table 4).

Table 4. Components of Dynamic/Simulation Modeling in Strategic Planning

Function	Description	Key Activities	Responsible Parties	Performance Measures
Scenario Analysis	Evaluating future possibilities to anticipate changes	Developing alternative scenarios, testing hypotheses	Strategy team, data analysts	Number of scenarios tested, forecast accuracy
Decision Simulation	Creating models to understand the impact of strategic decisions	Building and running simulation models	Strategy managers, modeling experts	Accuracy of results compared to reality, impact of simulated decisions
Continuous Monitoring	Tracking strategy performance and making adjustments	Collecting and analyzing real-time data	Monitoring team, Business Intelligence (BI)	Response time to changes, level of strategic adjustment
Strategy Optimization	Identifying the most effective solutions based on simulations	Comparing results of different strategies	Strategy directors, economists	Increase in strategic efficiency, risk reduction
Market Forecasting	Estimating future trends for informed decision-making	Analyzing historical and predictive data	Market analysts, financial analysts	Forecast accuracy, alignment with real trends

Source: Developed by the authors

Dynamic/Simulation Modeling

Dynamic/simulation modeling is an essential process for managing complexity and uncertainty, used to analyze system behaviors and reactions under rapidly changing or unpredictable conditions (Sterman, 2000).

Key elements of dynamic/simulation modeling include:

• Scenario Simulation – Creating and testing scenarios to evaluate different possible outcomes and understand how systems will respond to various conditions (Forrester, 1961).

• Feedback and Adaptability – Continuously evaluating and adjusting strategy based on feedback obtained during simulations (Senge, 1990).
• System Behavior Analysis – Studying a system's long-term behavior to identify potential weaknesses and opportunities for improvement (Meadows, 2008).
• Modeling Complex Interactions – Understanding the interdependent relationships between different components of the organizational system and how they can influence long-term strategy (Sterman, 2000).
• Real-Time Monitoring – Using technological tools to track and adjust behaviors and strategic performance in a dynamic environment (Kaplan & Norton, 1996).

A description, purpose, and examples of these elements are presented in Table 5.

Table 5. Types of Dynamic/Simulation Modeling

Type of Dynamic/Simulation Modeling	Description	Purpose	Examples
Discrete Event Simulation (DES)	Focuses on modeling a system that evolves in discrete steps over time	Used to analyze production processes, delivery systems, and workflow dynamics	Manufacturing process analysis, supply chain management, capacity planning
Agent-Based Simulation	Models a system through interactions between autonomous agents following predefined rules	Studies complex emerging behaviors in economics, society, and business environments	Financial market behaviors, traffic simulation, consumer behavior modeling
Network-Based Simulation	Analyzes information and resource flows between nodes in an interaction network	Studies behaviors in social networks, communication systems, and transportation networks	Transportation models, telecommunication network simulations, social network analysis
Monte Carlo Simulation	Uses probability techniques to simulate various outcomes in a random process	Risk assessment and uncertainty estimation in financial decisions and project management	Financial scenario forecasting, project risk evaluation, market prediction
Continuous System Simulation	Simulates variables that change continuously over time (data or energy flows)	Used for analyzing physical or biological systems where variables change continuously	Economic growth models, thermal control process simulations, continuous traffic flow models
Real-Ti me Simulation	Focuses on conducting simulations within a real-time frame, often for critical systems	Analyzes systems that require rapid real-time responses, such as process control or traffic management	Air traffic control, production system management, remote monitoring of industrial equipment

Source: Developed by the authors

Benefits of Dynamic/Simulation Modeling:

• Enables anticipation of changes and risk assessment.
• Helps organizations prepare for different scenarios by simulating the impact of strategic decisions.
• Provides a better understanding of the complexity and interactions between various system components.
• Enhances the organization's adaptability and flexibility in response to external changes.

• Allows for the long-term optimization of processes and resources based on simulations and continuous feedback.

To demonstrate the application of dynamic and simulation modeling, a case study was conducted at Purcari Wineries, one of Moldova's leading wine producers. The objective was to assess how simulation-based decision tools can enhance production planning and resilience to climate variability.

The study employed a qualitative–quantitative case study approach (Yin, 2018), combining internal production data, meteorological records, and expert interviews. The modeling process followed three stages:

1. Conceptualization – defining variables such as rainfall, temperature, grape yield, and irrigation needs;
2. Simulation – integrating 10 years of climatic and production data into a dynamic model calibrated to local conditions;
3. Evaluation – assessing forecasted outcomes under different weather scenarios and adjusting operational plans accordingly.

Simulation results allowed Purcari to test multiple harvest scenarios, optimize irrigation and harvesting schedules, and reduce climate-related losses. The company achieved greater stability in yield quality and improved planning accuracy. This approach exemplifies the practical value of system dynamics modeling (Sterman, 2000) and simulation-based management (Pidd, 2009; Morecroft, 2015) in agricultural enterprises facing environmental uncertainty.

The Purcari case confirms that dynamic modeling enhances strategic foresight, data-driven planning, and sustainable performance in agribusiness. Integrating such models into decision-making processes supports adaptive management, reduces production risks, and strengthens long-term competitiveness.

Conclusion. Dynamic/simulation modeling plays a crucial role in proactive decision-making, enabling organizations to anticipate changes and respond quickly. This approach is particularly valuable in a constantly evolving business environment, as it helps identify and analyze various possible scenarios, facilitating the adjustment of organizational strategies and processes. By using dynamic modeling, companies can make informed decisions and implement flexible solutions, remaining competitive and adaptable to new market conditions and external developments.

3. Final Conclusions

Combining these approaches (structural, functional, and dynamic/simulation modeling) in strategic planning provides multiple benefits for SMEs, significantly impacting their long-term performance.

First, structural modeling ensures a clear internal alignment of processes and organizational components. It defines the organizational structure, roles, and relationships between key departments, facilitating efficient resource coordination and establishing a coherent framework for strategy implementation. This ensures that each team or department understands its responsibilities and contributes harmoniously to the organization's strategic objectives.

Functional modeling complements this approach by focusing in detail on activities and operational processes. It allows SMEs to analyze and optimize their internal processes so that resources (human, financial, technological) are used as efficiently as possible to achieve

established objectives. This not only ensures effective strategy implementation but also provides greater flexibility in adapting to internal and external changes.

Additionally, dynamic/simulation modeling adds a highly valuable level of adaptability, especially in constantly changing economic and market conditions. By simulating different scenarios and testing strategic hypotheses, SMEs can anticipate potential external changes, assess risks, and adjust strategies in real time. This simulation process helps organizations respond quickly to market developments, reducing uncertainties and improving decision-making.

Overall, by combining these three approaches, SMEs not only optimize their internal processes and organizational structure but also become more capable of adapting rapidly to changing external conditions. This flexibility allows them to remain competitive in the long term, enhance overall performance, and maximize their chances of success in the face of economic and market challenges. Implementing these models contributes to developing a more agile, efficient organization that is better prepared to meet market demands and tackle future challenges.

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