

Economic management for the commercialization of services of the Cuban Sports Research Center

Abstract

The Cuban Sports Research Center is a Cuban institution that has the social responsibility of developing the Science, Technology and Innovation processes that support Cuba's Olympic preparation program, hence it needs to implement an economic-financial management that allows generating income through the commercialization and export of services. From this contradiction arose the need to carry out an investigation whose objective was: to design a proposal of technological scientific services for its commercialization and export in Sports Research Centers. Scientific methods of a theoretical level were applied that allowed the identification of the fundamental theoretical nuclei in the field of strategic management that support the commercialization process, as well as the design of a set of management actions that facilitate the export of services in the form of processes. scientific-technological studies of the Cuban Sports Research Center. From the empirical level, the documentary analysis, the interview, the user criteria and the mathematical statistical level, the empirical distribution of frequencies were used. The main result is the proposal of technological scientific services for its commercialization in the Sports Research Center, considered viable and important by the users.

Keywords: management, economic-financial, marketing, sports services.

Introduction

In recent years, services trade has become the most dynamic segment of world trade, growing faster than merchandise trade. Developing countries and economies in transition have played an increasingly important role in this area, increasing their share of world services exports from a quarter to a third during this period. (Pagan, 2018)

In relation to international trade, the World Trade Organization (WTO) and the United Nations understand that exporting services is when a service of this category is provided by a company to a customer who has their permanent or main residence in a country other than the one in which the provider is found. That is, when service provider and customer have their respective places of permanent residence in different countries. (Pagan, 2018)

In an environment of global competition, technological development and innovation, companies are forced to reconfigure their processes. The industry is part of a transformation process in which manufacturing and information technologies have been integrated to create innovative manufacturing systems, management and ways of doing business that allow optimizing manufacturing processes, achieving greater flexibility, efficiency and generate a value proposition for its customers, as well as respond in a timely manner to the needs of each market. (Andean Community, 2021)

It coincides with Ricardo, L, Velázquez, R, Alpízar, MI, Pérez, MI (2019) that in recent years various theories have been developed in the field of management, whose purpose is to achieve the sustainability and development of organizations. Given the globalization of the market, the rise of technological innovation, information technology, among others. Therefore, they must be proactive and innovative to achieve their survival and development, this requires a strategic conception of management with systematic adaptation to the changing environment and a shared vision of the future.

The economic-financial management considers the processes of financing, planning, creation of norms, systematization, registration and control of expenses and control of financial resources. These respond to the premise of ensuring the supra objectives of the organization. The economic-financial management conditions the organization's strategy, since the availability of resources determines the fulfillment of the proposed objectives. (Alpizar, M, 2018)

Francisco, J., Mesa, L., Aguilera, B (2022) consider it necessary that in the Cuban sports system there is a correct relationship between the plans and expenses generated in sports preparation, the events with their outlined objectives and the analyzes that are carried out. make compliance with them. Apart from the fact that sport should not be evaluated only by financial indicators, the economic dimension has an important role in management control, in order to achieve the goals outlined in the strategies effectively.

These authors themselves point out that apart from the fact that sport should not be evaluated only by financial indicators, the economic dimension maintains its leading role in management control, with a view to achieving the goals outlined in the strategies of the organizations, effectively.

For a service to be attractive for export, it must incorporate a striking value proposition. This must take into account the time elapsed between the offer and the consumption, the virtual or personal channels to maintain contact, build trust between the provider and the client, and the modality under which the service is offered. (Andean Community, 2021)

In keeping with the international context, the Cuban economy is immersed in a transformation process to strengthen it, in the new economic context of the country and the transformations that are taking place, it is necessary that the management and administration of resources They are sources that generate income, allow self-financing and sustainability of companies. Cuban sport is not exempt from this and is called upon to promote marketing services with the purpose of reducing imports and intelligently developing new items that contribute to economic development.

The Cuban Sports Research Center (CIDC) develops several services and projects in lines of research and innovation that are marketable, which is why they serve as a financing channel to ensure the sustainability of processes in the field of physical activity and sports. in the country.

According to Pagano (2018) the export of services presents attractive opportunities, which is why most of the world is in competition, either for having the same interests, or for developing advantages regarding the active application of government policies to support the activity, conducive to labor, tax and investment treatment laws. It is therefore necessary to develop strategies aimed at promoting favorable conditions to delve into the export of services and develop strategies that transcend the transitory advantages related to low costs.

Exporting is a complex task that requires material conditions, as well as knowledge about the clients and the procedure to follow to properly place a certain product or service in a foreign market. The Economic and Social Policy Guidelines call for recovering the export of traditional items and increasing and diversifying that of other goods and services. (Barrera, S and Sánchez, L, 2021)

The authors Millán, R, Santana, J.L, and Escoriza, T (2016) point out that each athlete who wins a competition is a reflection of the work of many organizations that compete with each other for the same result, which causes quality to be an element decisive; higher quality of sport, better sports results and greater competitiveness. This situation requires organizations that offer high performance sports, that their services are of quality, to train athletes better prepared, competitive and of a high professional level.

Vento, O (2021) highlights that the actions of the sports organization take place in an adverse external scenario due to global trends in sport and physical activity, where models are established that stimulate: violence, individualism and discrimination and the use of harmful substances.

They stand out in this context:

- The increase in commercialization in sports, increasing the purchase, sale and nationalization of athletes competing for other countries.
- Intentional attention to high performance sport by governments and businessmen.
- Increased use of state-of-the-art technology in sports preparation.
- Increase in financing for the development of R+D+i research and the participation of large companies.
- Increase in doping, para-doping and technological doping and the number of competitions for classification in multidisciplinary games.

The main purpose of this research is to contribute to generating income aimed at the development of scientific research in physical activity and sport, but also to contribute to the country's economy, through economic, financial and legal analysis to study alternatives that enable the marketing these potential services.

To achieve this, at first, it is necessary to identify the conditioning theoretical assumptions that affect the scope of purposes and processes, which leads to achieving a favorable financial result through economic management and administration. The objective is to design a proposal for technological scientific services for their commercialization and export in Sports Research Centers.

Materials and methods

In the investigation, we work with a sample of 12 researchers from the center due to their experience and mastery of the activity that is carried out. To develop it, we worked in two stages: one related to the elaboration of the proposed actions and the second, the evaluation of the users of the proposal.

This research is based on the analytical-synthetic method for documentary analysis in order to obtain the necessary information for the management and administration of a sports research center.

For its part, the inductive-deductive method was used in structuring the information obtained from the most general aspects of economic management theory, to the particular budgets that contain experiences of practical application in other centers with a character similar to that of the investigation.

Documentary analysis is used to determine the guidelines that exist to carry out the commercialization and export of services by the Cuban Institute of Sports, Physical Education and Recreation.

The method of structural systemic approach, allowed the interrelation of the theoretical components, as well as the procedures and resolutions in its documentary legal framework.

The interview: it was applied to five workers from the economic department of the center with the purpose of giving their opinion on the actions for the commercialization and export of services in the organization.

User criteria: 12 of the researchers and five managers of the CIDC are considered users. It was used with the objective of assessing the importance and feasibility of the proposal from a survey.

Mathematical statistician: the empirical distribution of frequencies for the analysis of the results of the diagnosis and criteria of users.

Results and discussion

In the analysis of documents it was possible to verify that Inder has approved and implemented a management system, based on science, technology and innovation, which is governed by strategic elements.

Organizations should aim to support solutions to the demands of the sports system and the efficiency of its management, from the sustainable application of science, technology and innovation processes for the comprehensive training of professionals, athletes and contribute to the quality of life. of the citizen.

Solutions to the main problems of the Cuban physical culture and sports system must be prioritized, having as a regulatory framework the pillars of computerization, communication and innovation towards sustainable development. The scientific-technological and innovative demands are updated and evaluated every year, which guarantees the relevance of the solutions provided by the system based on the actions of its components, integrated into the sports collaboration network at a national and territorial level.

As the main concepts and background related to economic-financial administration and management, marketing and export, one of the precursors of administration should be highlighted, such as Henri Fayol, who developed the Classical Theory of administration, they identify five administration functions: plan, organize, command, coordinate and control. (Martin, 2019)

For his part, Taylor, known as the father of scientific management, defined the achievement of better levels of productivity as the fundamental objective of management,

according to Erra (2020). In modern administration, it is necessary to highlight the figure of James A. Stoner, when developing the evolution of administrative theory, where he highlights the contributions of the administrative, classical, behavioral and quantitative schools of thought, making reference to the newer approaches.

Based on the previous criteria exposed by the classics of business administration and considering the context of implementation of the theories addressed, the authors agree with those who define sports administration as: the application of the administrative process used by business administration in general (plan, organize, direct, execute and control), as well as the use and implementation of all those human, technical and conceptual skills that the administrator needs to carry out effective management in sports institutions. (Blanco Cardona & Rodríguez Gutiérrez, 2021)

One of the most extensive forms of commercialization is export, a commercial relationship between countries that can be of goods, services or capital. Exports benefit and provide income that contributes to the economic development of a country, as well as to acquire other goods and services that are not produced in it and that contribute to the economic and social development of the country.

Exports of services are defined and classified by the General Agreement on Trade in Services (GATS) of the World Trade Organization (WTO), as it appears in the literature consulted (Exporter's Guide, 2020) in the following four modalities:

- Mode 1: Cross-border movement. The supply of a service from the territory of one country to the territory of any other country. Only the service that is provided crosses the border.
- Mode 2: Consumption Abroad. The service is provided in the territory of one country to a non-resident consumer of any other country. The service provider does not cross the border of his country, but it is the consumer of the service or the property of the same who moves to the country of the provider.
- Mode 3: Commercial presence. The service is provided by a provider of one country through commercial presence in the territory of any other country.
- Mode 4: Movement of natural persons. The supply of the service is carried out by a service provider, through the presence of natural persons from one country in the territory of any other country.

For the commercialization of products or services, it will always be necessary for the entity to be approved and registered in the Commercial Registry, said registration will only allow the wholesale or retail commercialization within the country of the goods and

services products due to its status as a production, service or commercialization company. Which is covered by its corporate purpose. At present, the CIDC does not have this condition, so it has to resort to strategic alliances with the authorized Trading and Exporting Company.

To carry out the export, it must be taken into account which are the companies authorized to export according to the ministry to which that product or service belongs or represents, said condition will be issued by the Ministry of Foreign Trade and Foreign Investment. Related to the above, it is clear that entities that do not meet this condition must export their products or services through the exporting company of the branch to which it belongs.

At the Cuban Sports Research Center, so far there is no history of commercialization of services, since its corporate purpose was established as a non-profit, to support the development of Cuban sports with the support of science and advanced technology. However, due to the need to seek financing for the sustenance and development of its activities based on the potential services it provides and, under the protection of the country's transformations, its commercialization is promoted without affecting its mission. and corporate purpose that was approved.

In the interviews it was possible to verify that the mission of the Cuban Sports Research Center is to contribute to the sustainability of the achievements of the Cuban sports movement based on scientific research to satisfy the technological demands of national priority, and in particular of sports. of high performance, tending to increase the quality of the offers of the practice of physical activity and the training of athletes and professionals supported by:

The development of scientific research.

- The stimulation of innovation and creative activity in the search for solutions.
- The provision of scientific services and development of value-added technologies related to research-development.
- The development of specialized production lines in terms of new technologies.
- The development of training, improvement and postgraduate offers in conjunction with the University of Sciences of Physical Culture and Sports "Manuel Fajardo".

The current orientation of the scientific and technological services in the sports sphere is directed towards the effectiveness in the results of the sports teams and the integral preparation of the athletes that are studied, which pays tribute to their performance, results and the quality of the competitive show for satisfaction and enjoyment of viewers.

The interviewees point out that there are economic and financial limitations in the center because it is a budgeted unit, which makes it necessary to think about service alternatives that can be marketed to obtain income.

Based on these results, we work with the researchers, using group work techniques, to design a proposal of actions for the commercialization of technological scientific services at the Cuban Sports Research Center, these are:

Determination of the potential of the different areas to obtain income from their services and results.

- Methodological advice on economic-financial management in the different areas of the organization.
- Determination of indicators for the commercialization and export of technological scientific services.
- Promote training sciences as a comprehensive methodological service; through face-to-face or online courses, linked to any of the themes within sport, physical activity or recreation.
- Advice on training plans from a contemporary scientific-methodological conception.
- Cardiorespiratory stress tests; by ergometry and telemetric studies.
- The use of Biomechanics; through the kinematic analysis of the sports gesture, and the kinetic study of the power of the lower limbs, among others.
- Functional Anthropology; through studies of posturology and body composition through electrical bioimpedance.
- Neurosciences; through neuropsychological and psychological studies, evaluation of sleep and behavior.
- The technological observatory; through sports intelligence studies.
- Offer of integral or mixed technological packages, contemplating a comprehensive methodological analysis of the results of all areas.

For this, there are technicians, experts and researchers, specialized in each of the aforementioned areas. The center has a total of 31 researchers, four of whom are PhDs in Sciences and six have Masters in Physical Culture and Sports Sciences; of them, two with the category of tenured researcher, five associate researchers and 14 aspiring researchers. In training for next year, another professional with a scientific doctorate degree and three new master's degrees must be added.

In the investigation, five managers of the CIDC are considered users, with more than three years of experience in the position and 12 specialists, it is decided to use a number of 17 to whom a survey is applied.

With the purpose of assessing the solution proposal, the following assessment scale is offered, made up from the Likert scales, with positive statements.

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|--------------------------|----------------------------|
| (5) Very suitable (MA) | (2) Not very suitable (PA) |
| (4) Fairly adequate (BA) | (1) Not adequate (NA) |
| (3) Adequate (A) | |

The results were the following in the dimension "Importance of actions":

- 100% consider that they are clearly stated in order to implement the actions (MA).
- To the question of whether it easily reflects what is to be achieved and helps the work of managers in the process of marketing their organization's services, 15 representing 88, 23% responded (MA) and 2, representing the 11, 76% indicated that (BA).
- In the case of the question of whether the actions are related to the diagnosis, mission, vision and objectives of the organization, 76.47%, that is, 13, considered (BA) and 23.52%, it is say four considered them (MA).

In the "Feasibility of actions" dimension, the results were as follows:

- In the question of whether the actions involve all the workers in their different moments in their development, 100% considered it (MA).
- Related to whether the action proposal shows a level of concretion, 94.11%, that is, 16 users considered the proposal to be from (MA) and one, representing 5.88%, said from (BA).
- When asked if each specific action is an expression of the organization's strategy and contributes to its compliance, 13 users, that is, 76.47% answered that (BA) and 23.52% that there are four users, considered (A)

The results in the "Practical Implications" dimension were as follows:

- A total of 16 users, representing 94.11%, indicated (A) at the level of specific orientation for managers and workers of the organization and one, representing 5.88%, answered that (MA).
- Regarding the level of improvement of the financial economic management of the organization, 100% consider that (A).
- The level of precision for its application, 76.47%, that is, 13 users indicated that (BA) and 23.52% represented by four users considered (MA).

As can be seen from the results of the application of the user criteria, the proposal is considered to have a good structure, which easily reflects what is to be achieved and is related to the mission, vision and objectives of the organization, in this ICDC case.

Based on the evaluations issued by users in the "Importance of actions" dimension, the proposal is concrete and contributes to the fulfillment of the organization's strategy and consequently to the fulfillment of its objectives and its *raison d'être*.

Finally, from the evaluation carried out by the users, it is highlighted that it contains precise proposals for managers and helps to improve the economic and financial management of the organization.

Conclusions

The current financing limitations directly impact the activities of the entire society and companies, the optimal use and saving of resources makes it necessary to update the economic-financial management process, based on current transformations.

It is proposed, based on a diagnostic study and the real possibilities, the commercialization of services provided by the Cuban Sports Research Center, modify the management model and implement a strategy for the commercialization and export of services based on the potentialities of the ICDC.

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