

Micro Management of the Supply Chain: Analysis of Micro and Small Companies in the Metal-Mechanic Sector in Pichincha – Ecuador

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Abstract: Micro and small companies are important actors in the productive development of Ecuador. They account for the majority of jobs and have the greater participation in the total number of companies. However, a large percentage of micro and small companies ceased to exist in recent years. The purpose of this study is contributing to the survival and growth of these companies through the identification of their difficulties, analyzing operations and supply chain management decisions in each of their parts (Supplier, Manufacture, Distribution, Client). In order to support the investigation, MITGenesys methodology is used to identify good practices of supply chain, lean practices and business practices, all associated with a SCOP categorization (Supplier Relationship Management & Procurement, Customer Relationship Management & Deliver, Operations Management, and Planning & Business Processes). The results obtained reflect the causes of inefficiencies due to the lack of managerial quality and poor supply chain management performance. In addition, significant differences are found between micro and small business against which potential solutions are developed that emphasize specific key points, in order to increase their productivity.

Keywords: micro company, supply chain integration, productivity, lean practices, SCOP model, MIT Genesys