

Relational Coordination Model for Improving the Organization of the Footwear Sector



Vasilica Maria Margalina
Professor and Researcher,
Universidad Técnica de Ambato, Ecuador

RESEARCH PROJECT: Model for the Improvement of the Organization of the Footwear Sector of Tungurahua, based on the Relational Coordination Theory

Team



Marcela Karina Benítez Gaibor
Principal research project
coordinator



Juan Pablo Martínez Mesías
Surrogate research project
coordinator



Vasilica-Maria Margalina
Researcher



Ernesto Alfredo Jara Vásquez
Researcher

METHODOLOGY

First Stage: A total of 304 surveys were administered at random among footwear manufacturing firms from a total of 1437 producers of Tungurahua, by using a questionnaire adapted from Gittell (2012).

Second Stage: Several footwear manufacturing firms were contacted to participate in the project with one firm giving its approval. At this moment, we are gathering information about the firm's processes through interviews. A map with firm's processes will be developed and interdependencies will be measured using the survey and methodology developed by Pearce et al. (1992).

Third Stage: Relational coordination will be measured for highly interdependent processes. A workshop will be organized in order to develop together with the firm the best organization model for the improvement of coordination of processes and the coordination of the firm with its clients and suppliers.

Fourth Stage: An evaluation will be made in order to measure the stage of the implementation and if levels of relational coordination have improved after the intervention.

OBJETIVE OF THE FIRST STAGE OF THE PROJECT: Measure relational coordination levels in the footwear sector of Tungurahua.

Results Relational Coordination with Clients

RC Communication	Results	RC Relationships	Results
Frequent communication	NOC: 4.07 OC: 4.04 SOC: 5.00	Shared goals	NOC: 3.70 OC: 3.66 SOC: 4.40
Accurate communication	NOC: 4.03 OC: 3.92 SOC: 4.20	Shared knowledge	NOC: 3.77 OC: 3.98 SOC: 4.20
Timely communication	NOC: 3.82 OC: 3.94 SOC: 4.80	Mutual respect	NOC: 4.63 OC: 4.64 SOC: 4.80
Problem solving communication	NOC: 3.53 OC: 3.46 SOC: 4.60		

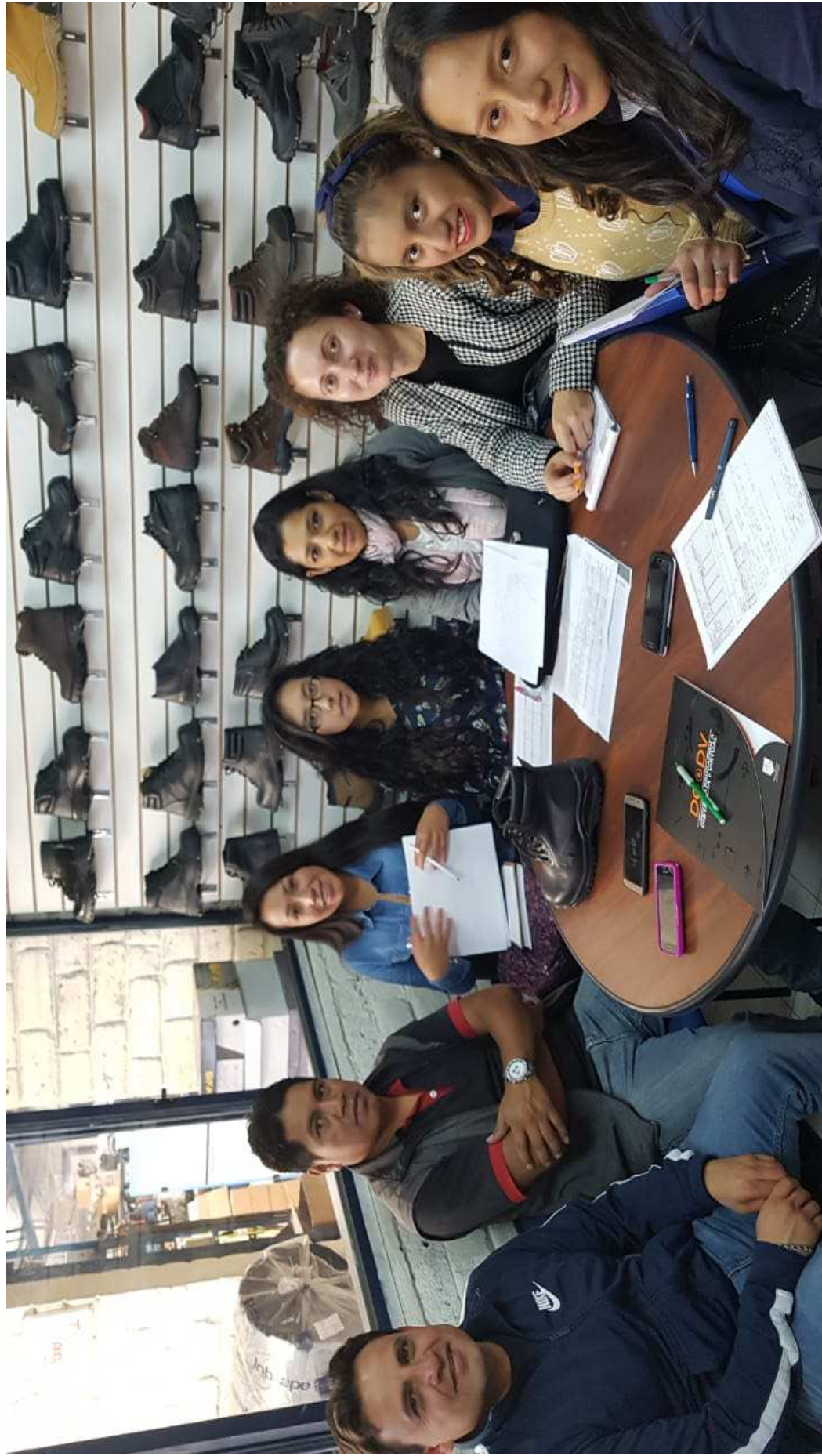
OBJETIVE OF THE FIRST STAGE OF THE PROJECT: Measure relational coordination levels in the footwear sector of Tungurahua.

Results Relational Coordination with Suppliers

RC Communication	Results	RC Relationships	Results
Frequent communication	NOC: 4.02 OC: 4.18 SOC: 4.80	Shared goals	NOC: 3.53 OC: 3.56 SOC: 2.60
Accurate communication	NOC: 3.86 OC: 4.06 SOC: 3.40	Shared knowledge	NOC: 3.60 OC: 3.82 SOC: 3.80
Timely communication	NOC: 3.68 OC: 3.88 SOC: 3.80	Mutual respect	NOC: 4.55 OC: 4.58 SOC: 4.80
Problem solving communication	NOC: 3.21 OC: 3.46 SOC: 4.20		

SECOND STAGE OF THE PROJECT: Mapping footwear manufacturing firm's processes and measure interdependencies levels between processes







References

Gittell, J.H. (2012). Relational coordination: guidelines for theory measurement and analysis.

Pearce, J.L, Sommer, S.V., Morris, A., & Frideger. M. (1992). *A configurational approach to interpersonal relations and task interdependence*. Graduate School of Management Working Paper, University of California, Irvine.