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Original article

Strategy for the management of organizational processes in a Cuban sports entity: model structure

Estrategia para la gestión de los procesos organizacionales en una entidad deportiva cubana: estructura modélica

Estratégia de gestão de processos organizacionais em uma entidade esportiva cubana: estrutura do modelo

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ABSTRACT

The research focused on the management of organizational processes at the Cuban National Volleyball School as a sports entity whose social mission is to positively impact the indoor and beach volleyball athletes (both sexes) who make up its enrollment. The fact-perceptible investigation revealed a contradiction between the limitations and inadequacies in the management of the entity's organizational processes and the need to fulfill its social mission in order to achieve the expected results. Consequently, the objective of the research was to determine the model structure of the strategy for managing organizational processes at the Cuban National Volleyball School. Faced with this problem, a solution was proposed through the application of the scientific method in two stages: in the first, a strategic diagnosis was conducted; in the second, the model structure of the strategy was determined. To achieve this, techniques and methods such as documentary analysis, analytical-synthetic modeling, systemic structural-functional and inductive-deductive modeling, expert judgment, an assessment questionnaire based on indicators, and statistical-mathematical analysis were used. The objective was met, resulting in a configuration of the strategy components with a logical, operational, and functional ordering of the needs of the field of action under transformation. A model structure was demonstrated that made it possible to guide the design of the preconceived strategy. The specialists' assessments in terms of feasibility, applicability, and relevance were highly satisfactory.

Keywords: sports entity, strategy, model structure, management, organizational processes

RESUMEN

La investigación se encauzó hacia la gestión de los procesos organizacionales en la Escuela Nacional de Voleibol de Cuba como entidad deportiva, cuyo encargo social consiste en incidir de manera positiva en los atletas de voleibol de sala y playa (ambos sexos), que conforman la matrícula. En la indagación factoperceptible, se observó la contradicción entre las limitaciones e insuficiencias en la gestión de los procesos organizacionales de la entidad y la necesidad de cumplir con su encargo social, para alcanzar los resultados esperados; en consecuencia, el objetivo de la investigación fue determinar la estructura modélica de la



estrategia para la gestión de los procesos organizacionales en la Escuela Nacional de Voleibol de Cuba. Ante esta problemática, se proyectó la solución con la aplicación del método científico en dos etapas: en la primera, se realizó un diagnóstico estratégico; en la segunda, se determinó la estructura modélica de la estrategia. Para ello se utilizaron técnicas y métodos como análisis documental, analítico-sintético, modelación, sistémico estructural funcional e inductivo-deductivo, criterio de especialista, cuestionario de valoración por indicadores y estadístico-matemático. Se cumplió el objetivo trazado, y como resultado se obtuvo una configuración de los componentes de la estrategia con un ordenamiento lógico, operativo y funcional de las necesidades del campo de acción en transformación y se mostró una estructura modélica que posibilitó orientar el diseño de la estrategia preconcebida. La valoración de los especialistas en las dimensiones viabilidad, aplicabilidad y relevancia fue de muy adecuada.

Palabras Clave: entidad deportiva, estrategia, estructura modélica, gestión, procesos organizacionales

RESUMO

A pesquisa se concentrou na gestão dos processos organizacionais da Escola Nacional de Voleibol de Cuba, como entidade esportiva cuja missão social é impactar positivamente os atletas de vôlei de quadra e de praia (ambos os sexos) que compõem seu quadro de alunos. A investigação factual revelou uma contradição entre as limitações e inadequações na gestão dos processos organizacionais da entidade e a necessidade de cumprir sua missão social para alcançar os resultados esperados. Consequentemente, o objetivo da pesquisa foi determinar a estrutura do modelo da estratégia de gestão dos processos organizacionais da Escola Nacional de Voleibol de Cuba. Diante desse problema, propôs-se uma solução aplicando o método científico em duas etapas: na primeira, realizou-se um diagnóstico estratégico; na segunda, determinou-se a estrutura do modelo da estratégia. Para tanto, foram utilizadas técnicas e métodos como análise documental, modelagem analítico-sintética, modelagem sistêmica estrutural-funcional e indutivo-dedutiva, julgamento de especialistas, questionário de avaliação baseado em indicadores e análise estatístico-



matemática. O objetivo foi alcançado, resultando em uma configuração dos componentes da estratégia com uma ordenação lógica, operacional e funcional das necessidades do campo de atuação em transformação. Foi demonstrada uma estrutura de modelo que permitiu orientar o desenho da estratégia pré-concebida. As avaliações dos especialistas nas dimensões de viabilidade, aplicabilidade e relevância foram altamente adequadas.

Palavras-chave: entidade esportiva, estratégia, estrutura de modelo, gestão, processos organizacionais

INTRODUCTION

Today, the management process in organizations has become more complex due to increasingly dynamic and uncertain environments, which is why the sports organization of the future must know how to manage diversity.

The management of organizational processes is a problem studied by various researchers, including Espinal et al. (2020); López and del Castillo (2020); Reinoso (2021); Rozo et al. (2022); Sierra et al. (2021) are committed to finding methods and tools that allow for more effective management work in achieving work objectives.

León et al. (2023); Navas et al. (2023); Niebles et al. (2023); Pérez et al. (2023); Sanabria et al. (2023) address the problem with the aim of transforming the entities into highly competitive, efficient, effective, and sustainable sports organization structures, adapted to the demands of each moment and context.

The etymology of the term "management" comes from the Latin "gestio," translated as "concluded," and the participle of the verb "gerere," meaning to carry out or do. This word (management) is also applied to the set of actions taken by an entity or organization to prevent errors and is called quality management. Risk management, on the other hand, is a perspective for managing an existing threat.



According to Martínez (2022), management can be considered a set of actions carried out to achieve a specific goal. In the literature studied, several uses of the term management were found, such as direction, administration, command, or coordination.

The sports entity studied

The Cuban National Volleyball School is a sports organization affiliated with the High-Performance Athlete Training Schools system. It was founded in 2002 as a result of the "Battle of Ideas" project led by Commander-in-Chief Fidel Castro Ruz. Its structural design includes three directors, 23 teaching technicians, 12 non-teaching technicians, 15 service personnel, and 12 workers.

The entity's social purpose is to raise the quality of the comprehensive training of student-athletes and the development of workers, with efficiency in the substantive processes of the Cuban sports system, emphasizing political-ideological training and the development of values.

This element is described as the general objective of process number three (continuous training) of the strategic system of management by objectives, of the National Institute of Sport, Physical Education and Recreation, in line with the guidelines and directives of the VIII Congress of the Communist Party of Cuba (2021) and the government management, based on science and innovation, set forth by Díaz- Canel (2022) as the country's strategic guideline .

The school operates as a semi-boardings school and is distinguished by its volleyball areas where volleyball training takes place daily, both indoor and beach. The school has a total enrollment of 91 athletes (44 female and 47 male), ranging in age from 14 to 25, organized by age group and gender. All athletes attend secondary, upper secondary, and higher education levels, depending on their age.

The results of the factoperceptual study (initial exploration), carried out at the school on the management of its organizational processes, accredited existing deficiencies in the conception of the structure and management of the executed organizational processes,



synthesized in the contradiction between the existing real state and the desired one, from the limitations and deficiencies between the management of the organizational processes of the entity and the need to fulfill its social mission, in a way that allows achieving the expected results, to contribute to the management of the organizational processes in this Cuban sports entity, and that volleyball returns to the competitive levels in which it has always been inserted.

In this regard, it was imperative to review and reconsider the design, structure, and management of all substantive processes developed and managed within the aforementioned sports organization in order to achieve the desired results. The research was designed from this perspective, considering that actions to solve the problem must be based on scientific foundations as an agent of change. A strategic diagnosis was conducted, the results of which led to the development of a strategy for managing organizational processes at the Cuban National Volleyball School.

Based on these assumptions, a theoretical design was conceived, one of whose tasks was to establish a model structure for the strategy. This task was guided by the specific objective of determining the model structure for the strategy for managing organizational processes at the Cuban National Volleyball School, which is the result presented in this scientific article.

MATERIALS AND METHODS

The research design followed the assumptions for an exploratory-descriptive development study, as a basis for studying problems inherent to organizational process management, using a qualitative approach based on the analytical-interpretative paradigm. For the development of the research, related literature was reviewed, with the intention of identifying the most complete and advanced information on model structures and components of a strategy, the main objective of the study. The use of techniques and methods made it possible to fulfill the specific research objective:

Analysis of documentary sources:



- From a methodological point of view, Bernal (2010) was taken as a reference and the objective of the documentary study was determined to interpret the information contained in the different documents analyzed and use it for the research.

Analytical-synthetic:

- In the systematization of the arguments obtained, through the study and deepening of the bibliographic sources used and for the writing of the research report.

Modeling:

- For the determination of the conception and structure of the strategy and its modeling.

Systemic structural functional:

- As a methodological tool to establish systemic logic in the conception of the model structure of the strategy, particularly in the relationship between the components.

Methodological triangulation:

- Triangulation was carried out to cross-check the different results obtained using the methods and techniques applied to arrive at general conclusions. Procedures that guaranteed maximum validity or success in triangulation were taken into account, such as performing a careful analysis of each method, specifying which and how many methods were used, their interconnectedness, and the measurement of the same problem.

Assessment questionnaire, through indicators:

- In order to obtain a preliminary assessment of the feasibility, applicability, and relevance of the strategy's model structure, the questionnaire was administered to 16 specialists who met the predetermined criteria to provide their opinions.



Viability dimension indicators:

1. Real possibilities of its use in the design of a strategy for managing the organizational processes of the Cuban National Volleyball School.
2. The proposal was prepared in accordance with the policies established by the State for the management process of sports organizations in Cuba.
3. Existence of correspondence with the needs of a strategy for the management of the organizational processes of the National Volleyball School of Cuba.

Indicators of the applicability dimension:

1. The proposal facilitated the design of a strategy for managing the organizational processes of the Cuban National Volleyball School.
2. The proposal recognized the potential for applying science and technology to enhance the management of the organizational processes of the Cuban National Volleyball School.
3. The components set forth in the proposal were applicable to a strategy for managing the organizational processes of the Cuban National Volleyball School.

Indicators of the relevance dimension:

1. The proposal's contribution was original, authentic, and favored the design of a strategy for managing the organizational processes of the Cuban National Volleyball School.

Scale:

1. Very adequate
2. Quite adequate
3. Adequate
4. Not adequate
5. Inadequate



Statistical-mathematician.

- Empirical frequency distribution was used to process the data obtained from the application of the assessment questionnaire through indicators.

On the model structure of the strategy for managing organizational processes at the National Volleyball School of Cuba

The research took into account the assumptions of García et al (2017) who allude that one of the main purposes of strategic planning is that organizations have support to assume change processes efficiently, as well as a willingness to manage transformations.

The strategy was defined as a long-term plan for the organization or entity, through prescriptive and normative characteristics, with a high degree of formalization, aimed at solving problems identified within the organization. To achieve this objective, the strategy's model structure was determined using the following procedure:

1. Knowledge of the results of the strategic diagnosis.
2. Literature study for the theoretical-methodological support of the model structure.
3. Determination of the components of the model structure.
4. Determination of the model structure and its logical and functional order.
5. Modeling the structure.
6. Description of the components.

RESULTS AND DISCUSSION

To achieve a more detailed understanding of this part of the article, it was decided to present the results achieved, based on the procedure used in the development of the research.

Results obtained through the applied procedure

The result of the diagnosis of the current state of the management of organizational processes at the National Volleyball School of Cuba, Based on the applied scientific techniques and methods (SWOT analysis, CAME analysis, Ishikawa diagram and the MIC-



MAC matrix), to determine the type of strategy to be built, it was provided that the tactics for developing the strategy should be directed towards an offensive strategy (Maxi-Maxi), so that this entity would be able to consolidate its strengths, in order to take advantage of the opportunities for solving the strategic problem addressed.

This contribution reinforced the need for the strategy outlined above; in this sense, this knowledge, as the first step in the process, was used as a guiding source for deciding the model structure to adopt, as a preliminary action to the strategy development process.

The conception and determination of the model structure was based on a thorough study of the criteria, assessments and structures developed by different researchers such as Chiavenato and Sapiro (2017); Elizalde et al. (2020); León et al. (2023); Pérez and Rojas (2022); Sánchez (2003), in addition to the arguments of Casseti and Paredes (2020); Garza (2019); Melgar (2022) on the theory of change that made it possible to determine the ideal components to assume for the design of the strategy. From this analysis, together with a consequent exercise to answer certain inductive inferential questions, the selection of the components was facilitated:

1. Where are we? Mission.
2. Where do we want to go? Vision.
3. What is the current status? External and internal strategic assessment.
4. Where do we want to go? Desired state.
5. What is the goal? Defining objectives.
6. How to proceed? Formulating the strategy.
7. How will we achieve this? With what resources? Strategic plan (actions).
8. How will we get there? Implementing the strategy.
9. How will we measure compliance? Strategy evaluation.

These responses made it possible to establish the components of the strategy for managing organizational processes at the Cuban National Volleyball School, based on the logic of operational requirements. The components, their relationships, and feedback were visualized in Figure 1.



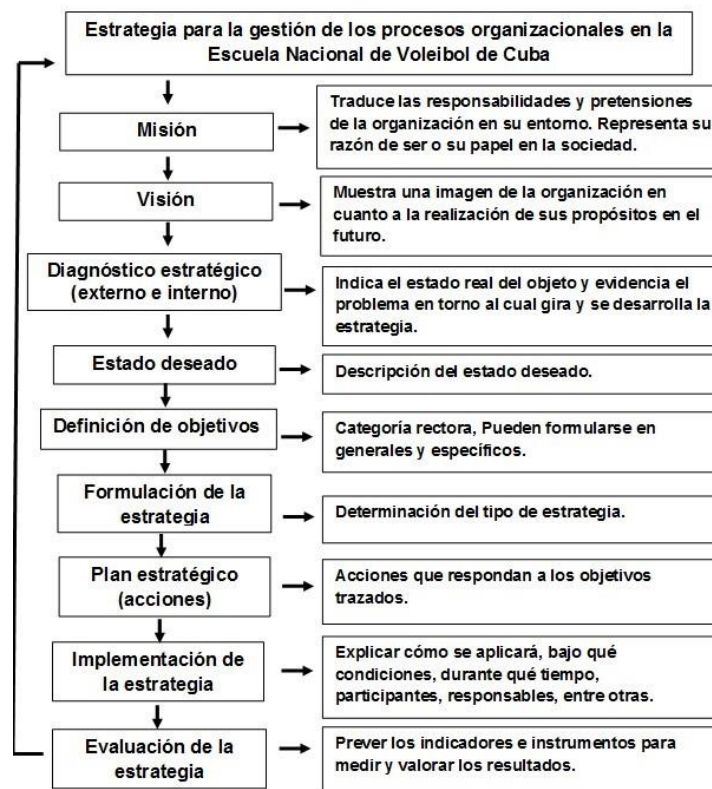


Figure 1. Model structure of the strategy for managing organizational processes at the National Volleyball School of Cuba.

Specifics of the components of the model structure of the strategy for managing organizational processes at the Cuban National Volleyball School

For the development of this content, various sources of information were studied and the one offered by Navarrete et al (2023) was considered the most appropriate because it provided clear and precise arguments based on the theory of strategic planning, and its notes and ideas were adjusted to the needs of this research.

The development of the mission and vision implied the beginning of strategic planning. Proper formulation considered the outcomes reported by the key stakeholders in the process, as well as the organization's desired future. With this reasoning, the specifics of these two components began to be defined.



1. Mission: Where are we?

In Melgar (2022; as cited by Navarrete et al. 2023), reference is made to the history of the word mission as a realizable historical assignment, with a toward and a doing, where its content implicitly implies a direction and an action. From another perspective, the considerations of Mondéjar (2023); Pérez et al. (2022); Reyes (2022) were interpreted: the mission is nothing more than a delimitation of possible actions for the company or entity, with a permanent or semi-permanent intention. Its definition, reminder or redefinition allowed to reflect on: in which company, organization or entity have we been? and in which should we be?

According to Navarrete et al (2023) , once the mission formulation process has begun, it becomes important:

- Review the current mission of the entity or organization to determine the clarity of its definition.
- Redefine the mission in cases where the entity or organization is undergoing significant changes, requiring a new mission statement.
- Define the participants in the mission formulation.
- Identify the important aspects to consider when formulating the mission.

On this basis, the mission of the strategy studied was drafted as follows: The Cuban National Volleyball School, which trains all-round athletes, contributes decisively to improving sports performance, demonstrates the excellence of the revolutionary sports model, and relies on a highly qualified political, ideological, scientific, and technical human potential.

2. Vision: Where do we want to go?

A company's vision represents an idealized image of what it plans to be in the future, says Reyes (2022); and Navarrete et al. (2023) defines it as a projection of the future that allows the company to chart the path it must follow to achieve its long-term goals. They add that to formulate the vision, the strategic team must answer certain questions, such as: what and



how do we want to be? Why do we do it? Where are we going? What values do we have? For the vision formulation process, this researcher recommends taking into account:

- Focus on how the entity or organization wants to be seen in the future.
- The company's values should not be missing from its writing.
- Based on these assumptions, the vision for the proposal was formulated as follows:
- To continue the legacy of being the National Volleyball School that has contributed most to Cuba's national and international competitive results.
- Achieving comprehensive quality throughout the entire athlete training process.
- Ratify the purity and advantages of the revolutionary sports model.
- To be a cutting-edge center in the application of the science and technological innovation system.

3. Strategic diagnosis: What is the current status?

It is important to note that an effective strategic diagnosis determines existing problems and provides clarity in the selection of the strategy to be developed and the actions for its solution, as it creates the foundations for a successful strategic plan (Navarrete, et al., 2023).

For this reason, the diagnosis allowed to gradually delimit the state of the sports entity or organization through the application of different techniques and scientific methods such as analysis of documentary sources, interviews, surveys, brainstorming, SWOT matrix, CAME analysis, Ishikawa diagram (cause-effect), Mic -Mac cross-impact matrix, methodological triangulation, participatory planning meeting. This judgment also included key success factors and a consequent deepening of their current state, as well as their causal agents until the elaboration of possible scenarios.

4. Desired state: Where do we want to go?

This component guided the future of the entity or organization, where it was projected from a prospective point of view, its mission, vision and the results of the strategic diagnosis (external and internal).



The desired state established for the proposed strategy was to transform the Cuban National Volleyball School into a creative and innovative sports organization, based on the usefulness of exploiting and developing the capabilities of human talent, in order to achieve the successful fulfillment of the corporate purpose, in line with the expected sporting results.

To this end, appropriate organizational diagnoses were conducted, providing a clear and objective view of the internal and external environment, understanding the organization's creative and innovative potential and organizational climate, fostering creativity and innovation at all levels and functional areas, and establishing strategic alliances and reconciliations as a sports organization.

By visualizing the organization's future, the project focused on the development and identification of creative and innovative leaders with a vision for the future, who generate and manage uncertainties and challenges; collaborators with the autonomy to think, create, decide, plan, evaluate, and improve through creativity and the contribution of ideas and suggestions.

Finally, the organization raised the following:

- A culture oriented toward the environment of the sports organization. Understood as the set of meaningful collective practices based on work processes aimed at satisfying a wide range of human needs, institutionalized in structures of signs and symbols, transmitted through a series of communication vehicles, and internalized in habits, customs, ways of being, thinking, and feeling.
- A technological infrastructure tailored to the sports organization's environment. Built according to the system in which it was developed, with digital tools used by sports system users to facilitate access to information and knowledge of the environment.
- The direct relationship between the organizational climate and the development strategies adopted by the organization, community, or individuals aligned with the values on which the sports entity was based in its work.



- The harmonization of language (communication) was fundamental, especially when different cultures, professions, environments and experiences coexisted within the same space.
- The system's advantages, as perceived by system members, were visualized in terms of the benefits obtained by incorporating favorable, creative, and innovative environments, key to activities and resources; it was also important to remember that what was managed were people, culture, and technology.

5. Definition of the strategic objective: What is the end?

As Navarrete et al. (2023) clarified, objectives are the declaration made by an entity or organization to state what it intends to achieve within a given period of time. They should express the relevant or critical factors of expected performance and are the basis for defining final result or impact indicators, which allow measuring the progress of the entities' or organizations' actions toward the results.

Authors such as Acosta (2019); Elizalde et al. (2020); León et al. (2023); Mondéjar (2023); Navarrete et al. (2023) are of the opinion that based on a specific strategy and the expected results with it, the short, medium or long-term quantitative or qualitative objectives of a company, entity or organization are set.

The strategic objective, as a component of the model structure presented, was to transform the Cuban National Volleyball School into a creative and innovative sports organization through interaction with the network of collective stakeholders, for the deployment of strategic actions aimed at successfully fulfilling the corporate purpose, in line with the expected results.

6. Formulating the strategy : How to proceed?

This refers, according to Navarrete et al. (2023), to the different strategic options or alternatives available to respond to the numerous limitations, inadequacies, difficulties, shortcomings, pressures and influences identified in the strategic diagnosis.



Based on the results of the external and internal analysis obtained in the diagnosis of the current state of the management of the organizational processes of the entity under study, the strategy that was pre-established was classified as offensive (Maxi-Maxi), so that the National Volleyball School of Cuba reinforced its strengths, in order to take advantage of the opportunities for the solution of the strategic problem, given the inadequacies in the management of the organizational processes.

7. Strategic plan (actions): How will we get there? With what resources?

Strategic planning, or strategic plan, became a practical operational plan for execution, as the actions were defined and visualized over time. A particularly important issue in developing the strategic plan was directing actions toward mitigating the difficulties, shortcomings, and flaws identified in the strategic assessment, and projecting them toward achieving the strategic objective determined by the entity's future progress. The action plan included: objective, action number, timeframe (short, medium, or long term), responsible party, executor, and participants.

The person directly responsible for implementing the strategic plan considered developing a work schedule, which, in an organized and planned manner, allowed for implementation with the modifications and clarifications derived from the prior, customized study, ensuring its successful fulfillment and, consequently, the objective. This process was preceded by several working sessions to ensure a logical understanding of the strategy, based on the effectiveness of its implementation.

8. Implementation or implementation of the strategy: How will we get there?

Strategic implementation is simply the execution or implementation of the formulated strategy. While strategy formulation is an intellectual process (of reflection and analysis), implementation is an operational process (of execution). Therefore, although formulation and implementation are two distinct phases or stages within strategic planning, they maintain a constant connection, necessary for the company, entity, or organization to achieve success.



For the implementation of the strategy, the results of Acosta's research (2019) were considered; Mondéjar (2023); Navarrete et al. (2023) estimated that the effective implementation of strategies depends largely on the coordination, control, and proper management of the available action domains, in other words, on the action plans outlined in the strategy. They also noted that the implementation of strategies is often referred to as the action stage of strategic management.

Implementation is completed with the remaining stages. The system of programs, projects, or action plans is developed to operationally address the strategy, and those responsible for its execution are assigned. This is where a system or actions tailored to the structure of each strategy are created. According to Mondéjar (2023), the implementation phase puts the formulated strategy into action for the success of objectives, which involves allocating resources, defining responsibilities, and establishing a detailed action plan.

The implementation of the designed strategy involved establishing programs to create a series of new organizational activities, budgets to allocate funds to the new activities, and procedures to manage the daily details. The purpose of the program was considered an action-oriented strategy. Implementation was intended to guide the strategy's practical application. It served only as a guide, with the possibility of adjustments and flexibility, in line with the existing reality at the time of its implementation.

To achieve this, it was necessary to involve all stakeholders within the organization, as members of the organization, in their respective responsibilities and roles. They participated consciously and actively to achieve mastery of the purpose, conception, functionality, and preparation for its implementation, with the required rigor and rigor. The objective of the implementation was to establish the critical path for the application of the strategy, which was established in stages and actions indicated for practical implementation.

9. Strategy Evaluation: How will we measure compliance?

One of the key aspects of strategy implementation is evaluation, supported by a control system. This is achieved through systematic performance measurement and correction, with



the goal of achieving the proposed objectives and implementing them in the planned stages. It was suggested that the controls be carried out with the participation of the entity's stakeholders.

In control, feedback is of utmost importance, enabling the reformulation or adjustment of objectives, tasks, and actions, and the development of contingency support plans to achieve process efficiency. It was essential to consider indicators or variables to determine the achievement of objectives, ways to quantify them (if necessary), the analysis, evaluation of results, and the measures to be taken.

An initial control was conducted to anticipate problems and make decisions prior to execution, monitor it, and adopt appropriate measures for its effectiveness and final control. The overall activity was then evaluated once practical implementation was completed. To this end, the plan suggested specific actions aimed at creating a working team to evaluate the strategy and determining evaluation indicators by the assigned evaluation team.

It is necessary to delimit the description of the components of the strategy for the management of organizational processes at the Cuban National Volleyball School, due to its functionality, conceived with a systemic and cemented character, through the execution procedure of the Deming cycle or PHVA, in attention to the reasoning of Castillo (2019); Molina et al. (2021); Sánchez et al. (2022). In this case, it was decided that for the functionality of the preconceived strategy:

1. Knowing the problem: as an initial way of identifying what can be improved, with a preliminary, fact-perceptible, empirical study.
2. Planning: the first stage of the Deming cycle. In this case, each of the strategy components described above was considered, and their functions were specified and explained, demonstrating the clarity of their design, which facilitated the process in practice.
3. Do: as the second stage of the Deming cycle, the diagnosis was carried out in practice, followed by establishing objectives and implementing the strategic plan and actions in accordance with the objectives. This plan was as reasonable as possible, supporting



decision-making regarding the planned actions, as well as the selection of the key stakeholders involved in their execution. Planning was established at three levels: strategic, tactical, and operational.

4. Review: this was the third stage of the Deming cycle, where control and monitoring prevailed as part of the strategy evaluation. Its main function was to identify flaws, non-compliance, difficulties, and improvements, among other aspects, in the development of the strategy.
5. Act: the final stage of the Deming cycle. This stage provided feedback on the process, making any necessary adjustments to the plan, and subsequently testing it again. Therefore, it was necessary to include two additional steps in the described procedure. A practical application was required.
6. New action: another practical application of the plan was carried out, with the planned adjustments. Efficient control was required to measure the results. Then, depending on the results achieved, the strategy was used for its intended purpose.
7. Final Action: the strategy has already been corrected and adjusted with the previous step. Failure to do so would risk negative results, because failing in a preliminary application and in a controlled environment is not the same as failing in a real process where there are tangible consequences for the organization.

The model structure was designed to facilitate the design of a strategy with the following characteristics:

- Contextualized: with actions that responded to the transformation needs identified in the diagnosis of the current context, making it unrepeatable.
- Objective: with outlined actions, based on the results of the diagnosis of the current state of organizational process management at the Cuban National Volleyball School.
- Systemic: conceived from a diagnosed present to a desirable future, as a continuous and participatory process in an ascending spiral.
- Creative and innovative: management relied on the creative and innovative thinking of the participating actors to address problems and find solutions, as well as their



novel ability to combine old ideas, since the creative idea had to be not only new but also interesting.

- Flexible: with the possibility of being modified, adjusted to different situations, and systematically enriched, based on new needs.
- Participatory: it fostered the conscious and active participation of all factors and actors involved, not only in its execution, but throughout the entire process.
- Prospective-sensitizing: the planning of actions and the entire process itself, up to control and evaluation, were analyzed at all levels of the institution's management, as well as by the active factors and members, who were motivated, committed, and held accountable for its execution in order to meet the proposed objectives.

Results of the preliminary assessment through indicators

With the express intention of investigating the viability, applicability and relevance of the model structure, a questionnaire was administered to 16 specialists, with the following characteristics:

Educational level: higher 16/100% (all graduates in Physical Culture) M. Sc. 9/56.25 %.

Occupation: Sports entity managers: 10/62.5% and sports entity officials 6/37.5%.

Years of experience: more than 15 years of experience: 16/100%.

Mastery of the problem being investigated: Yes: 16/100% No: 0.

Willing to participate in the research: 16/100%.

For the preliminary assessment, the questionnaire provided by Martínez (2017) and adapted by Pérez and Morales (2023) to the investigated context was adopted. Three dimensions (viability, applicability and relevance), seven indicators with five rating scales were considered. The results of the assessment are presented in Table 1.



Table 1. Summary of the assessment of the model structure of the strategy through indicators

No.	DIMENSIONES E INDICADORES	ESCALAS									
		Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr
		MA	%	BA	%	A	%	PA	%	I	%
I.	VIABILIDAD (3 INDICADORES)	33	68,8	9	18,8	6	12,5	-	-	-	-
II.	APLICABILIDAD (3 INDICADORES)	35	73	10	20,9	3	6,3	-	-	-	-
III.	RELEVANCIA (1 INDICADOR)	15	93,8	1	6,7	-	-	-	-	-	-
LEYENDA: MA: Muy adecuado BA: Bastante adecuado A: Adecuado PA: Poco adecuado I: Inadecuado Fa: Frecuencia absoluta del nivel evaluativo correspondiente Fr: Frecuencia relativa del nivel evaluativo											

As can be seen in Table 1, the results of the assessment carried out by the 16 specialists tended to be very adequate, and the values obtained confirmed this in the three dimensions analyzed. This estimate served as an influential factor in the decision-making process for the acceptance of the proposed model structure as a guide or pattern in the design of the strategy for the management of organizational processes at the National Volleyball School of Cuba .

The experts added assessments that, in terms of positive, negative, and interesting, were essential for consideration. The positive criteria highlighted the relevance of the proposal to the identified needs and clearly demonstrated its use as a guide in the design or development of the strategy.

In negative terms, subjective reference was made to the barriers presented in decision-making to adopt the model structure, due to the entrenched traditional methods employed until then, since the proposal induced changes, from strategic thinking with the understanding of new ways of thinking, to the establishment of original ways of doing things.

They also added that what was interesting was the procedure used to determine the model structure of the strategy, based on and sustained by a logic derived from the interpretation of scientific and specialized literature related to strategic management and planning.



CONCLUSIONS

The specific objective outlined in the research task was met, as it was possible to determine the model structure of the strategy, supported by methodological scientific foundations that strengthened and documented the conception and functionality of the logical ordering of its components and distinguished itself as an agent of change or transformation.

The results of the preliminary assessment conducted by the specialists in the three dimensions analyzed in the questionnaire (viability, applicability, and relevance) were highly satisfactory, as evidenced by the results obtained through the evaluated indicators. In addition, the assessment of the positive, negative, and interesting aspects estimated in the proposal constituted an important criterion to consider in decision-making related to the design of the strategy for managing organizational processes at the Cuban National Volleyball School.

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The author is responsible for writing the work and analyzing the documents.



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