

INNOVAR journal has been consolidating as a space of dissemination and debate for the Latin American academic community within the field of Organizations Management. We work in this process under the principles of knowledge openness, its wide dissemination and circulation. Therefore, we have adopted a policy of open access according to the cutting-edge international trends in this regard.

Likewise, considering the thematic scope and the organizations-related field of knowledge, our vocation and concerns enroll into the Social Sciences. Hence, the subheading that accompanies the name of the journal since its inception "Journal of Management and Social Sciences". We understand the organizational and economic acting immersed in the field of Social Sciences into this specialized segment that we have named Economic, Management, Financial and Accounting Sciences.

In such context, in this issue we signed, in a decision rendered by the Editorial Board and the Direction of the journal, the manifest that several Latin American publishers have proposed and already signed, calling for a greater recognition and presence of the criteria and specificities of the Social Sciences in the policies and instruments for measurement and classification of science and technology systems in Latin America.

The one-dimensional vision of academic and scientific measurement, based essentially on criteria for Basic, Natural or Engineering Sciences, could negatively impact and discourage the generation of knowledge that takes place within the Social Sciences. Clear evidence of this situation is the allocation of increasingly meager public resources for research, based on the results of measurement and classification processes which end excluding the studies in Social Sciences.

We also believe that issuing outside the commercial publishers and the large academic "brands", as promoted by the Open Access platform, does not imply a difference in quality or relevance of scientific research. INNOVAR supports the public and free movement of knowledge and demands the recognition of the specificities of the Social Sciences for publishing, structuring incentives and measuring the impact of research in our fields of knowledge.

For this current issue of INNOVAR we have collected eleven (11) research papers into four (4) of our traditional sections:

Strategy and Organizations, Marketing, Human Resource Management and Tourism.

The first section, Strategy and Organizations, introduces three (3) papers written by Spanish, Mexican and Colombian researchers.

Professors Víctor Raúl López and Domingo Nevado Peña, from the Castile-La Mancha University in Spain, contribute to this issue with the paper *Strategic Control Model from the Perspective of the Value of Intangibles. Method and Application*. This work is aimed at presenting a control tool for Knowledge Management (intellectual capital), from the hidden factors of an organization, therefore its main concern is management control of intangibles. Indicators that divide the intellectual capital have been designed for this research in order to monitor and develop a strategic management of these assets, thus increasing the real value of the organization. In addition, general results of the application of this model into a company of architecture and urbanism services are presented.

From the National Polytechnic Institute of Mexico, Professors Gibrán Rivera and Igor Rivera share the research entitled *Design, Measurement and Analysis of a Knowledge Management Model in the Context of a Mexican University*. This research seeks to design and implement a model for Knowledge Management in a university institution. By means of a survey applied to 36 participants, the model that articulates the dimensions, variables or enablers for leadership, culture, structure, human resources, information technologies and measurement, was evaluated. The authors of this paper believe that the model can be applied in many other institutions of higher education, but draw special attention onto the limitations of the observed results after its application.

Colombian researchers Juan Carlos Osorio, Erika Vanessa Cruz and María Clara Romero, from Universidad del Valle, present the study *Impact of ISO 9001 Certification in the Clinics of Cali City, Colombia*. As the title suggests, this study focused on identifying the impact of quality certification processes (ISO 9001) in health services organizations in the city of Cali. Thus, within a population of 645 entities, the work targeted 12 certified institutions. In order to outline competitiveness features, the observed criteria to characterize the impact of such certification were:

the quality of structure, quality on the process and outcomes, as well as the capability, financial efficiency and modernization and innovation in teams. Through a survey and the construction of scales and a cluster analysis, it was possible to identify a positive impact as a result of the certification process in all the studied organizations.

The second section includes three (3) contributions in Marketing, by Professors and researchers from the Iberian Peninsula.

Professors Maritza Galarza and Teresa Fayos-Gardó from the University of Valencia, and Professors Francisco Arteaga-Moreno and David Servera-Francés from the Valencia Catholic University, both institutions in Spain, signed the article *Volunteering for Special Events: Comparison between Expected and Perceived Values*. This research studied the perception that a group of seven-hundred-eleven (711) volunteers had about their experience, considering a structure of five dimensions of value; therefore, the authors suggest that volunteering can be studied as a consumer behavior. Focusing on a sample of volunteers participating in the V Meeting of Families, headed in 2006 by Pope Benedict XVI in Valencia, Spain, the researchers conclude that the assessment of the concept of value, in terms of marketing, must necessarily gather insight pre-use and post-use, reinforcing previous findings in the literature and other sectors and activities. Finally, implications for the management of voluntary organizations are proposed.

The research *Typology of Online Shoppers over 55*, is a contribution by Professors Ángel Villarejo-Ramos, Francisco Rondán-Cataluña and María-Ángeles Revilla-Camacho, from the Seville University, Spain. With this collaboration, the authors seek to analyze the characteristics that could determine online shopping behavior of people over 55 years, and at the same time intend to contrast the variables that are representative of use and acceptance of e-commerce by this age group. The work follows a methodology of latent class segmentation, widely approached in market segmentation studies. With a sample of 595 people over 55, it is concluded that people on this age cannot be considered as a homogeneous group, identifying three profiles of elderly Internet users, so that market segmentation and Internet use becomes a challenge for businesses and public administrations.

In an interinstitutional partnership by the University of Barcelona, the Superior Technical School of Telecommunications Engineering and the Universitat Internacional de Catalunya, all in Spain, Professors Huertas-García, Consolación Segura, Mas-Machuca and Forgas-Coll introduce the research entitled *The Effect of Joint Design on Cognitive Ability and Performance. A Model Proposal Based on Balanced Incomplete Blocks*. The objective of this research was to study how changes in experimental design can influence the answers of respondents, and how different degrees of complexity affect the estimation results. Researchers are concerned about the complexity that arises in experiments or surveys when working with scenarios built by using attribute descriptions by paragraphs, which provide a significant amount of information. The proposed design and the experiment provide interesting results to improve studies on consumer behavior.

The third section of this issue is devoted to Human Resource Management, and entails three (3) research works.

Researchers Javier Capapé, Lourdes Susaeta, José Pin, Ignacio Danvila del Valle and Esperanza Suárez, affiliated to different Spanish institutions, put forth the paper *Is the Return on Investment on Human Resource Management Policies Measured? An Analysis in Spain*. This paper sought to identify the effect and the instruments used by companies in order to measure the impact of their investment on human resources policies. Through a questionnaire, a sample of one-hundred-ninety (190) companies from various sectors and different national origins, all operating in Spain, was studied. The research reveals the paradox between the importance manifested by managers for measuring the results of these policies, and the very low presence or use of tools for valuing the return on investment in human resources policies.

The paper *Participation of Women in the Board of Directors and its Relationship with the Financial Performance of an Organization*, is a work by Peruvian researchers Álvaro Tresierra Tanaka, Carolina Flores Parodi and Ximena Samamé Monje, from the University of Piura. This research aims at identifying whether there is any influence of gender diversity in the board of directors (presence of women) on the financial performance of companies, particularly in Peru. Following a balanced panel data methodology,

information from the past 10 years for a sample of one hundred-thirty-seven (137) non-financial companies listed in the Lima Stock Exchange was analyzed. Results did not show a significant influence of the presence of one or more women in the board of the companies (directors), in regards to their financial performance.

To close this section with, from The University of Concepción in Chile, researchers Ángela Zenteno-Hidalgo and Cristian Durán Silva introduce the paper under the title of *High Performance Factors and Practices Affecting Work Climate: A Case Analysis*. The paper discusses the concepts and tools for measuring a work climate that are suitable for high-performance practices. It also makes an empirical research that associates the work climate with the performance of a mining company in Chile. Based on the work climate survey of the company, a correlation analysis was performed, and by a logistic regression it was possible to establish the work climate factors that have an impact on performance. The most important and influential factors identified are: compensation and justice, self-managed teams, teamwork and leadership, and quality and effectiveness.

Our fourth and last section for the current issue is made up by two (2) papers devoted to Tourism.

From the University Of Vigo, in Spain, Professors Pablo de Carlos Villamarín, Trinidad Domínguez Vila and Elisa Alén González, share their work entitled *Performance Analysis of Spanish Coastal Destinations through the Evolution of Supply and Demand Accommodation*. This research analyzed, by using multivariate statistical techniques, the development on the performance of the main coastal tourist destinations in Spain for the period 2000-2010, taking the data generated by the Hotel Occupancy Survey, specifically

on supply and demand accommodation in hotels located in these areas. Results show an opposite trend of demand and supply variables during the decade under study.

Also from Spain, this time at the University of Jaén, Professors Juan Ignacio Pulido-Fernández and Yaiza López-Sánchez participate by authoring the paper *Destination Value Chain as an Innovative Tool for the Analysis of the Sustainability of Tourism Policies. The Spanish Case*. This study aims at demonstrating that the value chain is a useful and innovative tool to identify the factors that condition and drive the value of a destination, which could help address future strategic decisions in this sector. Based on a Delphi analysis conducted with thirty (30) national experts, the factors that drive or influence the generation of value from the point of view of sustainability are identified.

Finally, we present a critical review of the book *The Economy Cannot Buy Happiness, but it Helps Finding It* (La economía no da la felicidad, pero ayuda a conseguirla). This review is a collaborative work between the Mexican Professors Maximiliano Gracia Hernández and Elideth González Barranco.

As usual, we hope that our readers deem interesting and convenient these papers published in the current issue of INNOVAR journal. We are at your disposal to evaluate and disseminate your collaborations and research papers.

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