

## Members' perception of the level of innovation in the drug dispensing service provided by EPS Compensar at the CAF Nova Center.



Percepción del nivel de innovación en el servicio de dispensación de medicamentos, prestado por la EPS Compensar en el Centro CAF Nova, por parte de los afiliados

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### ABSTRACT

Conceptually, innovation can be described as a series of activities carried out in order to change pre-existing elements, ideas or protocols to improve them or create new ones that have a positive effect on the market. The objective was to establish the users' perception of the drug distribution service provided by EPS Compensar at the CAF Nova Center, the methodology for the development of this study had a quantitative approach, with a non-experimental descriptive scope and longitudinal design. The universal population consisted of 3390 users of the center, from which a sample of 345 users was obtained with a confidence level of 95% and a margin of error of 5%. The results obtained were the characterization of the services provided in the Greco and Nova centers in the years 2021 and 2022, as well as the evaluation of the perception of innovation in the Nova dispensing service as a result of the changes, where it was possible to demonstrate the existence of a positive difference compared to

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the previous CAF and the CAF Nova, it is concluded that thanks to the changes made, the users had a positive perception of the services provided by the CAF Nova.

**Keywords:** : organization, modernization, organizational change, health service, perception, perception

## RESUMEN

Conceptualmente, la innovación puede describirse como una serie de actividades realizadas con el fin de cambiar elementos, ideas o protocolos preexistentes para mejorarlos o crear nuevos que tengan un efecto positivo en el mercado, el objetivo a alcanzar fue establecer que percepción tienen los usuarios sobre el servicio de distribución de medicamentos, prestado por la EPS Compensar en el Centro CAF Nova, la metodología para el desarrollo del presente estudio tuvo un enfoque cuantitativo, con alcance descriptivo de tipo no experimental y diseño longitudinal. La población universal fue de 3390 usuarios adscritos al centro, de la cual se obtiene una muestra de 345 usuarios con un nivel de confianza del 95% y un margen de error del 5%. Los resultados obtenidos fue la caracterización de los servicios prestados en el centros Greco y Nova en los años 2021 y 2022, como también se evaluó la percepción de la innovación en el servicio dispensación de Nova a raíz de los cambios, donde se logró evidenciar la existencia de una diferencia positiva frente al CAF anterior y el CAF Nova, se concluye que gracias a los cambios efectuados se logró que los usuarios tuvieran una percepción positiva

frente a los servicios prestados por el CAF Nova.

**Palabras clave:** : organización, modernización, cambio organizacional, servicio de salud, percepción

## Introduction

Environmental pollution has been tried to be controlled and reduced in different ways. From the social aspect, it has been intended that environmental management be carried out through concerted actions among all those involved, such as individuals, industry, local and national governments and international organizations (Valadez, 2003). This intention is approached from the political aspect through the creation of institutions and the enactment of laws and from the economic aspect through the implementation of market incentives. From the cultural aspect of the exposed problem, the solutions are focused on strengthening Environmental Awareness, which can be defined as "the system of experiences, knowledge and experiences that the individual actively uses in his relationship with the environment" (Gomera, 2012, p. 214). According to the conception provided by Chuliá (1995), environmental awareness is outlined around four dimensions: cognitive (information and knowledge), affective (beliefs, values, feelings of concern), conative (attitudes) and active (individual and collective behaviors). In response to this need, environmental education emerges as the main actor. The concept of environmental education changes with the idea of environment and with the socio-cultural, political and economic dimensions (Bedoy, 2000), however, it can be stated that it is "the formative orientation in harmonious attitudes towards the environment that achieves the prevention, treatment and solution of environmental problems and with respect to the sustainability of life" (Cuéllar & Méndez, 2006, p. 184). Consequently, Environmental Education is a fundamental pillar in the strengthening of Environmental Awareness through the development of pro-environmental competencies and attitudes.

The Ministries of National Education and of Environment, Housing and Territorial Development offer environmental strategies for environmental education through the definition and implementation of School Environmental Projects (PRAE) that "are pedagogical projects that promote the analysis and understanding of local, regional and national environmental problems and potentialities, and generate spaces for participation to implement solutions in accordance with natural and socio-cultural

dynamics" (Restrepo, 2018, p. 2). In other words, the PRAE is a transversal reference that seeks the curricular inclusion of the environmental dimension from all disciplines, including those that do not consider experimental processes as a teaching method (Cortés & González, 2017).

Environmental education can be approached from an interdisciplinary and integrated approach to develop environmental awareness. From this perspective, we start from an action - reflection research design, which takes up the epistemological and phenomenological paradigms, and which leads to a spiral reflective process that addresses the relationship between the intentions proposed by the subject plan, the basic standards of competence and the school environmental projects, and their impact on the dimensions developed by the students of tenth and eleventh grade, in their teaching - learning process, facing the environmental problems within the Ciudad de Ipiales Educational Institution.

Initially, in the first loop of the research spiral, this work addresses the construction of a profile that evidences the interpretation of environmental problems by students in tenth and eleventh grades. For this purpose, a strategy is structured that allows interacting with the environmental phenomenon of the institution, in which the participating students reflect on their educational progress regarding the dimensions of environmental awareness, and such consolidation of perceptions allows the research teachers to identify symbols and meanings that value different categories of the system of beliefs, attitudes and knowledge of the students regarding their environment. This makes it possible to fill with meaning the second level of the spiral that supports the design of the research route.

With the assessment of the categorization of environmental awareness, the research focused on analyzing the quality of the articulation of the environmental policies of the educational system as proposed by the curricular guidelines and basic standards of competence with the institutional environmental policies as proposed by the school environmental project and the subject plans. This reflection allowed assessing the practice inherent to the teaching and learning of the different areas regarding environmental education, evidencing the cohesion and vertical and horizontal coherence of the educational process oriented by the tenth and eleventh grade curriculum, and finally, identifying the categories that such curriculum has to enhance, improve or implement the integration of an interdisciplinary environmental education that characterizes the Ciudad de Ipiales Educational Institution in the management of development and social change within its community. These reflective actions guide the route towards the following research spiral.

With the identification of the potentialities, risks, challenges and limitations of the subject plans, a possible space was created for discussion and reflection on the meaning of environmental education that should be established from the subject plans with the perspective and expertise of the institution's teachers, This reflection is active and propitious to the extent that the conceptions that the teaching staff has about environmental education are studied, key concepts of the curricular structuring proposed are unified and oriented, and possible educational practices of environmental approach are opened, which from the interdisciplinary transform the comprehensions about the framework of knowledge applied to the environmental context of the Ciudad de Ipiales Educational Institution.

## **Materials and methods**

The IA model established in this research is based on Whitehead's research cycle as it allows improving the relationship between environmental education and the development of environmental awareness through a cyclical process of research that includes the reflection of the relationship between the environmental awareness of students and the subject plans of the different areas in order to integrate environmental education in an interdisciplinary way. According to Poveda, et al. (2018). Social appropriation is a mechanism of social interaction with the results.

Initially, the reflection is focused on understanding the nature of the environmental awareness of this population through its categorization. The instrument proposed by Gomera, designed under Chuliá's model of environmental awareness, was coupled and optimized within the context of the Ciudad de Ipiales Educational Institution. The optimization lies in the elimination of items that do not present a desirable internal or global correlation for the functioning of the questionnaire, since these can provide a non-assertive description of the phenomenon and inadequately focus the reflection on environmental awareness. To this end, the results are initially coded according to the indicators of the categories of each dimension of environmental awareness, the results are collected and the value of the "Cronbach's Alpha" statistic is calculated and the best items of the questionnaire are estimated to be used each year as an institutional tool to guide the investigative spiral of the school environmental project and to orient the environmental education strategies in the institution. Finally, descriptive statistics are used to analyze the dimensions of environmental awareness that represent a more considerable weight within the system of experiences, beliefs and attitudes that are being built in the Ciudad de Ipiales Educational Institution and are evident in the

profile of environmental awareness within the students, in order to reflect on where to focus the educational practice established within the subject plans.

Next, the reflection focuses on relating the subject plans of the areas of Spanish, mathematics, social sciences and natural sciences with the dimensions of environmental awareness. A SWOT analysis of subject plans is carried out, a SWOT strategy is developed and modifications to the plans are proposed to ensure the integration of environmental education.

Based on this reflection, subject plans can be designed with an environmental focus through a focus group with teachers. The proposals for modification identified for each of the subject plans are presented. A focus group of teachers is opened for the design of subject plans with an environmental approach for tenth and eleventh grades. At this point, the investigative spiral of the present work is closed and the necessary tools are left for the Ciudad de Ipiales Educational Institution to continue in a new investigative spiral to improve environmental education within the institution.

## Results

In order to achieve the objective of identifying the innovation that has created the drug dispensing service provided by EPS Compensar in the CAF Nova center with respect to the "El Greco" point of care, it was necessary to show the specifications of this center as shown in Table 2. In the year 2021, in the month of November, an evaluation of the services provided by Audifarma's CAF centers was carried out; this Firm is the one that manages the different medicine dispensing points of EPS Compensar in the city of Bogota. This study consisted in applying a structured survey, which was applied by telephone between November 09 to 19, 2021, in order to determine the level of satisfaction associated with the service provided by the CAF El Greco Center. The population under study were active members of the Complementary Plan, Health Benefits Plan and Subsidized Regime, women and men between 18 and 70 years of age. The universal population was 4355, the sample was taken from 115 affiliates, with a confidence level of 95%, standard error was 9%, the measurement scale was represented in quantification from 1 to 5.

Taking into account the results, it was decided to expand the network of CAF Centers, with the construction of the CAF Nova center located at Cra 57 No. 45-14 LC Norte, Barrio El Salitre in an area of 600 m<sup>2</sup>, where the CAF El Greco Center was moved in its entirety, the new center was designed thinking about inclusion, exclusivity and the needs of the users of the environment, in addition to complying with the regulations.



The physical characteristics of the structure were evaluated taking into account Resolution 10911 (Ministry of Health, 1992). (Ministry of Health, 1992) and Resolution 1403 of 2007 (Ministry of Social Protection, 2007) These include everything related to care and administration areas, ceilings, walls, lighting, ventilation systems, electrical infrastructure, as well as storage conditions and systems.

As for human resources, it was structured following the guidelines provided in Decree 780 of 2016. (Presidency of the Republic of Colombia, 2016). Resolution 1478 of 2006 (Ministry of Social Protection, 2006) and Resolution 1403 of 2007 (Ministry of Social Protection, 2007).. The center has 27 Front and 10 work stations, where 40 collaborators rotate for the attention of the Caf and other tasks required by a drugstore, from Monday to Friday from 7 am. to 7 pm. and Saturdays from 7 am. to 3 pm.

In terms of equipment, functional, adequate and inclusive equipment was installed, including special shelves for handling quantities and quality, properly calibrated thermohygrometers with their corresponding records, and of course refrigeration systems for items that require a cold chain, etc.

**Table 1.** Comparison of CAF El Greco Vs CAF Nova Centers

| <b>Comparison between Audifarma's CAF Greco and Nova Centers</b>  |   |
|---|---|
| <b>El Greco</b>   | <b>Nova</b>   |
| <b>Area</b>   |   |
| The CAF Greco center was built on an area of 260 m <sup>2</sup> , consisting of only one floor with 60 m <sup>2</sup> for the waiting room and 200 m <sup>2</sup> for medicine storage. | The CAF Nova center is built on an area of 600 m <sup>2</sup> , with two floors, 200 m <sup>2</sup> of which are used as a waiting room and 400 m <sup>2</sup> for medicine storage.                                      |
| <b>Human Talent</b>   |   |
| The staff consisted of an Administrative Coordinator (Pharmacy Regent) and 12 assistants.   | The staff is composed of an Administrative Coordinator (Pharmacy Regent), 1 Administrative Assistant (Pharmacy Regency Assistant), 22 assistants, 1 service counselor, 1 general services assistant and 1 security guard. |
| <b>Flow of attention</b>  |   |
| Entering the pharmacy and taking the ticket at the dispenser took 4 minutes, then waiting in the room and calling the shift 45 minutes and finally calling the                          | Entering the pharmacy and taking the ticket at the dispenser takes 1 min., then waiting in the room and calling the shift 12 min. and finally calling the cashier   |

|   |   |
|---|---|
| cashier and dispensing the medication 11 minutes, for a total of 60 minutes for the dispensing of the medication.                         | and dispensing the medication 7 min. for a total of 20 minutes for the dispensing of the medication.  |
| <b>Personnel characteristics</b>  |   |
| The personnel selected for employment had to meet criteria such as being pharmacy registry assistants and nursing assistants.             | The personnel selected to work had to meet criteria such as being pharmacy assistants and nursing assistants, as well as special characteristics such as efficiency, speed, personal presentation and customer service. |
| <b>Comfort in the facilities</b>  |   |
| General waiting room with an area of 60 m <sup>2</sup> .  | An area of 200m <sup>2</sup> with a general, preferential and VIP lounges.  |
| <b>Cleanliness and order in the facilities</b>  |   |
| There were no general services personnel; the same auxiliary personnel were responsible for cleaning the facilities.                      | There is a general services person who is responsible only for cleaning the facilities.   |
| The center did not have restrooms for the public.   | The center has a men's restroom, a women's restroom and a restroom for the disabled.  |
| It had an area of 200 m <sup>2</sup> with 11 double top shelves for storing dry cargo and 6 industrial shelves for storing food products. | It has an area of 400 m <sup>2</sup> with 24 double top shelves that allow the storage of dry cargo and 18 industrial shelves that allow the storage of food products.  |
| <b>Signage inside the pharmacy</b>  |   |
| The headquarters had basic signage demarcating the various sections   | The headquarters has special signage in Spanish and Braille for the blind, and each area is marked so that users can find their way around.   |

Note: Information provided by A. Infante (Personal communication, October 15, 2022).

The above table shows a comparison between the two centers. Table 3 shows the differences between each of the centers, the area in m<sup>2</sup> is increased by 2.3 times in the CAF Nova center compared to the CAF El Greco center, which allows users to enjoy



more space, equipment, comfort and better access routes for the provision of services. The aim was to speed up access to users and serve them as quickly as possible. The novelty of the Nova Center was its ample spaces, which allow users to manage their time and find what they need easily and quickly, something that cannot be seen in the CAF El Greco center due to its reduced space.

In terms of human resources, CAF El Greco had a formulation indicator of 400 units per day, while CAF Nova 1200 units per day, with a projection of 2500. These productivity results are due to the work distribution of the team. At El Greco, the workers had to perform different activities, from cleaning the facilities and their workstations to guiding the users, making their formulation productivity low, since the 12 assistants produced 400 formulas per day, which means that each one produced 33.3 formulas per day.

Meanwhile, at the CAF Nova, the formulation indicator is currently 1200 units per day, which means that each of the 22 assistants produce 54.5 formulas per day. The above result is due to the distribution of activities, since each auxiliary is dedicated to the formulation process, the center now has an administrative assistant who is in charge of managing the backlog and ensuring delivery of medicines within 48 hours, a security guard, who is attentive to any situation that affects the service, a person in charge of cleaning the facilities, as well as a service counselor who is responsible for guiding the user to the use of the service; innovate the distribution of activities in a work team, through a leadership that changes the characteristics of the activities, as a result will improve satisfaction, empathy among the team and therefore productivity and performance.

The flow of attention in El Greco was 60 minutes, while in the Nova Center it is now 20 minutes as can be seen in Table 2, these results were achieved thanks to the changes made in the work team. Thinking that the services provided by the CAF Nova must be of the highest quality, a work team had to be formed, therefore it was established that to belong to this team at the time of selection and recruitment of each of its members had to meet special criteria, such as a high service attitude, high knowledge and experience in the field, agility and efficiency, another criterion that was taken into account was personal presentation, the previous set was essential on the one hand in productivity and on the other hand the empathy with users.

Regarding the comfort of the facilities of the CAF El Greco Center, it had a 60 m<sup>2</sup> room where 6 X 4 tandems were located, in the CAF Nova it became a 200 m<sup>2</sup> space where the general room was installed with 12 X 4, a preferential room with 4 X 3 tandems and a VIP room with armchairs and armchairs. In this new design, comfort and

decoration were taken into account to create a more welcoming environment for users. In addition to these improvements, three sanitary units were installed, one for men, one for women and one for people with reduced mobility, with inclusiveness in mind.

The cleanliness of the pharmacy is vital, since the purpose is to project an image of neatness, asepsis, cleanliness, sanitation and professionalism. To this end, the CAF Nova center currently has a person who is responsible for ensuring that the facilities are clean and tidy, thus guaranteeing that the environment of the facilities is safe and healthy. On the other hand, the medicines and other items dispensed must meet strict cleanliness and maintenance requirements. It should be clarified that the CAF El Greco center did not have this position in its work team.

In terms of organization, the El Greco CAF had an area of 200 m<sup>2</sup> with 11 double shelves for storing dry cargo and 6 industrial shelves for storing food products; due to the small size of the facilities, it was prone to overcrowding. The Nova CAF has an area of 400 m<sup>2</sup> with 24 double shelves for storing dry cargo and 18 industrial shelves for storing food products. Medicines are organized alphabetically, this classification model happens to be one of the oldest and most used, medicines are sorted by name without taking into account any other specification of the medicines, it is the oldest and most used classification, it is sorted alphabetically from A to Z, without taking into account any classification of the medicine only its name. On the other hand, the medicines that require refrigeration at the CAF El Greco had only one refrigerator; at the CAF Nova there are 3 refrigerators and a freezer in order to guarantee the cold chain for medicines that require a cold chain.

The population of Compensar EPS has between 7% to 9% of people with disabilities, so the CAF Nova center was built with inclusiveness in mind and thus reduce inequality gaps. Users with this type of conditions will be able to be autonomous because the facilities allow it due to their signage. The CAF Greco did not have this type of signage, as the small size of the facilities prevented it. With these changes, the CAF Nova Center became one of the most exclusive and unique in the city of Bogota and even in Colombia.

When comparing the measurement results for the years 2021 and 2022, it was evident that in question 1 the CAF El Greco obtained an overall rating of 66.2%, while in the CAF Nova it was 81.9%, which shows progress in improvement, as shown in table 12. In item number 2, concerning friendliness, 80.6% was obtained in the first and in the second and 80.9%, where there was also improvement; in item 3 it can be evidenced that there was 76.9% while in the second the results were 81.2% where progress is presented; in question 4, in the year 2021 it was found that the results showed 86.1%

and in the year 2022 80.0%, which represents a decrease in the process. In question 5 it was found that in the year 2021 the result was 73.2% while in the year 2022 it was 81.7%, which means that there was a representative improvement. In item 6 for the year 2021 it was found that in the CAF El Greco Center it was 85.3% and in the year 2021 the CAF Nova was 80.9% where there was regression, as well as in question 7 in the year 2021 of 82.6% while in the year 2022 it was 80.9%. The comparative results show a predominant improvement in the two results, see Table 2.

**Table 2.** *Measuring CAF El Greco CAF Center 2021 and Nova 2022*

|  | Scale              | Value | El Greco 2021 |                  |                   | Nova 2022 |                  |                   |
|--|--------------------|-------|---------------|------------------|-------------------|-----------|------------------|-------------------|
|  |                    |       | Responses     | Rating by factor | Overall appraisal | Responses | Rating by factor | Overall appraisal |
| <b>1. Waiting time in the pharmacy from the time of admission to the delivery of medications.</b>          | Very dissatisfied  | 1     | 0             | 0                |                   | 0         | 0                |                   |
|  | Dissatisfied       | 2     | 2             | 80               |                   | 0         | 0                |                   |
|  | Not very satisfied | 3     | 77            | 60               |                   | 0         | 0                |                   |
|  | Satisfied          | 4     | 34            | 144              | 66,2%             | 312       | 1248             | 81,9%             |
|  | Very satisfied     | 5     | 2             | 100              |                   | 33        | 165              |                   |
| <b>2. Kindness in the attention</b>  | Very dissatisfied  | 1     | 0             | 0                |                   | 0         | 0                |                   |
|  | Dissatisfied       | 2     | 0             | 0                |                   | 0         | 0                |                   |
|  | Not very satisfied | 3     | 34            | 102              | 80,7%             | 15        | 45               | 80,9%             |
|  | Satisfied          | 4     | 43            | 172              |                   | 300       | 1200             |                   |
|  | Very satisfied     | 5     | 38            | 190              |                   | 30        | 150              |                   |
| <b>3. Empathy on the part of the pharmacy staff (understood as: greeting, looking you in the eye while</b> | Very dissatisfied  | 1     | 0             | 0                |                   | 0         | 0                |                   |
|  | Dissatisfied       | 2     | 0             | 0                |                   | 0         | 0                |                   |
|  | Not very satisfied | 3     | 40            | 120              |                   | 4         | 12               |                   |
|  | Satisfied          | 4     | 53            | 212              | 76,9%             | 317       | 1268             | 81,2%             |
|  | Very satisfied     | 5     | 22            | 110              |                   | 24        | 120              |                   |

|   |                    | El Greco 2021 |    |     |       | Nova 2022 |      |       |
|---|--------------------|---------------|----|-----|-------|-----------|------|-------|
| <b>talking to you, and giving a warm farewell).</b>   |                    |               |    |     |       |           |      |       |
| <b>4. Clarity in the information on the medicines delivered with respect to name, quantities according to formulation</b> | Very dissatisfied  | 1             | 0  | 0   | 0     | 0         | 0    |       |
|   | Dissatisfied       | 2             | 2  | 4   | 0     | 0         |      |       |
|   | Not very satisfied | 3             | 27 | 81  | 0     | 0         |      |       |
|   | Satisfied          | 4             | 20 | 80  | 86,1% | 345       | 1380 | 80,0% |
|   | Very satisfied     | 5             | 66 | 330 | 0     | 0         |      |       |
| <b>5. Comfort of the service area</b>   | Very dissatisfied  | 1             | 0  | 0   | 0     | 0         |      |       |
|   | Dissatisfied       | 2             | 34 | 68  | 0     | 0         |      |       |
|   | Not very satisfied | 3             | 15 | 45  | 73,2% | 0         | 0    | 81,7% |
|   | Satisfied          | 4             | 22 | 88  | 0     | 315       | 1260 |       |
|   | Very satisfied     | 5             | 44 | 220 | 30    | 150       |      |       |
| <b>6. Cleanliness and order of facilities</b>   | Very dissatisfied  | 1             | 0  | 0   | 0     | 0         |      |       |
|   | Dissatisfied       | 2             | 2  | 4   | 0     | 0         |      |       |
|   | Not very satisfied | 3             | 34 | 102 | 85,3% | 0         | 0    | 80,9% |
|   | Satisfied          | 4             | 11 | 44  | 0     | 330       | 1320 |       |
|   | Very satisfied     | 5             | 69 | 345 | 15    | 75        |      |       |
| <b>7. Signage inside the pharmacy</b>   | Very dissatisfied  | 1             | 0  | 0   | 0     | 0         |      |       |
|   | Dissatisfied       | 2             | 0  | 0   | 0     | 0         |      |       |
|   | Not very satisfied | 3             | 10 | 30  | 82,6% | 0         | 0    | 80,9% |
|   | Satisfied          | 4             | 80 | 320 | 0     | 330       | 1320 |       |
|   | Very satisfied     | 5             | 25 | 125 | 15    | 75        |      |       |

*Note: Authors' own creation*

Taking into account the previous comparison, the global values in percentage of each question were extracted from the results of El Greco year 2021 and Nova year 2022; subsequently the difference between the two was found, these results were added and then averaged and the result of this exercise was the global valuation of the service as shown in table 5.

**Table 5.** Comparison of El Greco Vs Nova measurements and overall service rating

| Applied questions   | 2021   | 2022   | Difference |
|---|--------|--------|------------|
| 1. Waiting time in the pharmacy from the time of admission to the delivery of medications. 2.   | 66,30% | 81,90% | 15,70%     |
| 2. Kindness in the attention  | 80,70% | 80,90% | 0,20%      |
| 3. Empathy on the part of the pharmacy staff (understood as: greeting, looking you in the eye while talking to you and giving a warm farewell). | 76,90% | 81,20% | 4,30%      |
| 4. Clarity in the information on the medicines delivered with respect to name, quantities according to formulation                              | 86,10% | 80,00% | -6,10%     |
| 5. Comfort of the service area  | 73,20% | 81,70% | 8,50%      |
| 6. Cleanliness and order of facilities  | 85,20% | 80,90% | -4,30%     |
| 7. Signage inside the pharmacy  | 82,60% | 80,90% | -1,70%     |
| Overall service rating  |        |        | 2,40%      |

*Note: Authors' own creation*

## Conclusions

With regard to the general objective, which was to establish the users' perception of the medicine distribution service provided by EPS Compensar at the CAF Nova Center, the measurements taken in 2021 and 2022 were taken into account, and the difference between one study and the other was subsequently found, In general terms, it was found that the average user satisfaction for El Greco and Nova was 2.40%, which means that there was progress in the process, but not significant, which should lead to evaluate the real impact of the changes made in the process. This calculation was determined through a simple average taking into account the results of each item evaluated by the users.

To answer the research question, it can be said that after having carried out the exercise, in general terms, it yields a result of improvement in perception (2.54%),

which is not really significant, understanding that not all the items evaluated showed an improvement in perception.

After the exercise it can be concluded that a company where innovation is promoted will achieve a positive perception of its customers. (Lopez Rodriguez et al., 2021) This is not only because they anticipate and adapt to changing market conditions, but also because they attract and retain their customers and consumers.

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