



## **RODAMIENTOS VIGO, S.A.**

ha obtenido el indicador ARDÁN

### **EMPRESA BIEN GESTIONADA 2022**

Las empresas Bien Gestionadas cumplen varios criterios simultáneamente: crecimiento de los ingresos, rentabilidad, productividad y liquidez; con valores por encima de la mediana del sector en el que operan y durante un período de tres años consecutivos.

Período de Referencia: 2018-2020

En Vigo, a 1 de octubre de 2022

A handwritten signature in blue ink, appearing to read 'David Regades Fernández', is written over a horizontal line.

David Regades Fernández

Delegado Especial del Estado en el Consorcio de la Zona Franca de Vigo





# 05. COMPANIES WITH WELL-MANAGED COMPANY ARDÁN INDICATOR

## 5.1. Meaning of well managed company (BG)

To measure the performance of a business organization and assess its competitiveness, we have to consider six aspects: market, innovation, productivity, generation of liquidity, generation of value and profitability. None by itself is sufficient to measure the performance of the company, a cohesion of these is necessary. Next, we will analyze each one of them in detail.

### Market

The future of the company is played in the market, consequently, what happens there is of undoubted relevance. The market analysis must be carried out with an adequate time vision (it must take into account the current position in the market and the future position) and a differential perspective (considering the position with respect to competitors and substitute products). Ultimately, the analysis should focus on:

- Position and future evolution in the target markets and segments.
- Differential capacity in creating value for customers.
- Differential characteristics of the products in attributes, quality, speed of response and adaptability.
- Favorable proposal in creating value for customers.

### Innovation

The level of innovation is another benchmark of business performance. It is worth asking: what is the innovative reputation of the firm in terms of its products and services? Does it develop successful innovations at a reasonable cost? Does it propose a renewal of the value creation base in such a way that it is adequately accepted by your target clientele?

Product cycles are getting shorter. Companies that compete in sectors of rapid technological innovation have to anticipate the future needs of their customers by creating new products and services. Even in companies in sectors with relatively long product life cycles, continuous improvement of their processes is vital for assured success in the medium and long term.

### Productivity

Productivity is ultimately the basis of the firm's competitiveness. It is an indicator of the result of the global impact of increasing the capabilities and value of human capital, as well as the innovation and improvement of internal processes and customer satisfaction. Of course, the productivity of the raw material is relevant, but in companies, day by day more linked to knowledge, the productivity of the human factor is increasingly important.

Another aspect to take into account in this type of company is that in the three years that make up this study, the number of employees must exceed five workers.

### Liquidity

Liquidity is another extremely important variable. This is so much the case that many firms can survive with low profitability, and even temporarily with losses, but very difficultly with a lack of liquidity.

### Generation of value

The creation of value is another aspect to take into account when assessing the competitiveness of a company. The main reason for any company is to create wealth for its stakeholders or interest groups, from satisfying the needs of its clientele, through the professional development of its human capital and the generation of value for its shareholders or property.

### Cost effectiveness

Economic profitability is probably the most widely used measure and the one that most closely approximates the concept of efficiency. It is a basic indicator for judging efficiency in business management, since it is precisely the behavior of assets, regardless of their financing, which generally determines whether or not a company is profitable in economic terms. Furthermore, not taking into account the way in which the assets were financed will make it possible to determine whether a company is not profitable due to problems in the development of its economic activity or due to a deficient financing policy.

The most relevant characteristics of these companies are their balance and solidity in the medium term, not necessarily being outstanding in one particular aspect, but notable in practically everything.

These companies have excellent managerial skills since it is not easy to achieve a scorecard that exceeds the core values of the sector year after year.

In short, well-managed companies (BG) respond to several of these criteria simultaneously, specifically those of growth, profitability, productivity and liquidity with values above the median of the sector in which they are located and during a period of three years in a row.

It can be said that the keys to success of BG companies are: Professionalization, where well-managed companies opt for a highly professionalized management, applying advanced management models, which rely on investment in human capital training to achieve highly qualified personnel and possessor of talent. Innovation, developing own research projects and a constant search for the improvement of products and services. This is a fundamental bet made by well-managed companies. And finally, Planning, where BG companies make an effort to develop long-term strategic plans.

In addition to the aforementioned factors, there are other aspects that define the achievement of the success of BG companies: outsourcing of activities, diversification of production, control of the market in which they operate, brand support and internationalization. Ultimately, these are some of the factors that lead these companies to achieve the award of well-managed company (BG).

## 5.2. Well-managed companies in Galicia

### ► Well-managed companies



Company	Sector	City
379 RODAMIENTOS VIGO, S.A.	Wholesalers of other non-specialized machinery and equipment	MOS