

Inventories in the Context of Financial Management and the Level of Customer Service

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Abstract

In all business areas, inventory management plays an important role. For this reason, the conceptual theoretical elements about the administration of working capital within the framework of financial administration are offered here, as a significant element to achieve greater efficiency in the business organization. Initially, a theoretical systematization about inventory management, inventory policies is presented; Varieties of criteria related to the inventory are revealed, in addition to the one assumed in this investigation. It also contains the study of different Models for the administration of inventories. Inventories are all those items or stocks used in production (raw material and work in progress), support activities (maintenance and repair supply) and customer service (finished products and spare parts). Inventory represents one of the most important investments of companies in relation to the rest of their assets, since they are essential for sales and essential for optimizing profits. In business practice, many managers make the mistake of not recognizing the importance of carrying out an efficient administration of the same. Therefore, the importance of using financial techniques for inventory management. In the present investigation, a documentary analysis methodology was used, whose purpose is to analyze inventory management techniques as a key element for the optimization of profits in companies. It is concluded that as it is possible to know and manage a greater number of techniques in inventory management, the probability of success, profit, operation, survival, growth and competitiveness in companies will increase; consequently, profits will be optimized.

Keywords: *Customer service, inventory management, financial tool, profit optimization.*

1. Introduction

Inventories have their origins in the Egyptians and other ancient peoples, where they used to store large quantities of food to be used in times of drought or calamity. This is how the problem of inventories arises, as a way of dealing with periods of scarcity. These ensure the survival of the business and the development of its operational activities. This form of

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storage of all the goods and food necessary to survive was what motivated the existence of inventories.

Inventory management is a central issue to avoid financial problems in organizations, it is a fundamental component in the productivity of a company, since it is the current asset with the least liquidity that they manage and that also contributes to generating profitability. It is the engine that moves the organization, as it is the basis for the commercialization of the company that allows it to obtain profits.

In this sense, inventory is the set of goods or items that the company has to trade, allowing the purchase and sale or manufacture for subsequent sale, in a given economic period. Its main purpose is to provide the company with the necessary materials for its continuous and regular development. It plays a key role in the functioning of the production process that allows it to meet demand.

Inventory must be managed efficiently, since according to Ehrhardt and Brigham (2007) it pursues two fundamental objectives: 1) to guarantee the operation of the company with the available inventory and 2) to maintain optimal levels that minimize total costs (order and maintenance). Low inventory increases ordering costs, while high inventories increase carrying costs.

An adequate level of inventory must be maintained, since, if inventories are kept too high, the cost of maintenance will be high, implying financial problems for the company. In other words, high levels of inventory imply immobilized financial resources that can be used in more productive activities for the company, in addition to becoming obsolete in a short time until they become damaged. Conversely, if a low level of inventory is maintained, more orders will have to be placed per year, increasing those costs. In addition, demand would not be satisfactorily met, causing in turn loss of customers, decreased sales and reduced profits. Therefore, it is necessary to use different inventory techniques, in order to determine its optimal level and thus reduce the total costs involved in the inventory and optimize profits. Maintaining an adequate level of inventory allows you to have a direct and continuous source of supply at any time, thus providing a constant and efficient service to the customer. Thus, it becomes a key element of any organization, because through its efficient management, the operability and optimization of profits is guaranteed by investing the surplus in other activities that are more profitable for the company.

The existence of inventories arises from the need to increase the level of customer service, so that it can be provided in one place. Inventory is one of the many elements that make up a Supply System. So, inventories are the goods or products that the company owns in order to market them at a certain price. The role of commercial enterprises is to acquire manufactured goods and then sell them as they are.

Within the process of the economic model in the business system, the need to optimize the use of available resources is required, referring to the correct management of inventories, given its strong impact on all areas of the business.

From the above, it can be said that the logistics issue becomes a generator of economies of scale and utilities of time and place, that is, arriving on time with customers is not an added value, it is today an established condition in international trade operations, in addition to the fact that it has become an indispensable requirement to increase the customer experience. maintain business relationships and increase business efficiency.

This research was carried out in the city of Guaranda, belonging to the province of Bolívar, in the San Martín pharmacy that is located in the center of the city, in a commercial and busy sector, which has been denoted that needs to have inventory control, for efficient commercial management. Since, the problem in most companies lies in the fact that safety inventories and their corresponding reorder points (or maximum

inventories) are determined exclusively based on the average demand, ignoring their variability and the variability of replenishment times.

The root causes that originate the need for inventory maintenance, in any company, according to Vidal (2017) They are the random fluctuations of demand and replenishment times, so that inventories also arise from the mismatch that exists between demand; however, these causes can be mitigated by one or more strategies. Because the causes that generate the need to maintain inventories cannot be totally eliminated, the best alternative is to apply optimal management and control systems to respond to these causes.

The San Martín pharmacy has a considerable asset of inventories, which constitutes the profit-generating axis of the financial profitability obtained in a certain period of time. The financial profitability according to Corona Romero et al., (2014) It refers to the profit of the partners and shareholders as owners of the business, although, to the extent that this benefit is a consequence, among other factors, is the cost of the debt incurred by the company and the leverage measured as the ratio between debts and equity. Financial profitability is the relationship between the profit of the year and the investment made by the owners, partners or shareholders, it is considered equivalent to equity.

Control, according to Tenesaca & Maji (2018) It is a mechanism of the administrative process aimed at verifying the performance of the different areas or departments. This means helps to check if business objectives are being met efficiently and effectively. The purpose of which is to point out faults and errors so that they can be repaired and their repetition avoided.

According to Flores and Rojas (2015) In order for control to be effective, it must be developed continuously in every organization, classifying it as follows: Preliminary control: This is the control that is carried out before carrying out the activities. Concurrent control: It is exercised simultaneously with the performance of the activities as a continuous process. The use of sporadic monitoring is not appropriate for the achievement of the organization's goals. And the Subsequent Control: It is applied after having carried out the activities proposed by the organization. Its objective is to provide information to compare the results obtained, in relation to what has been established.

According to Teruel, financial control allows the company to evaluate, in a permanent, objective and systematic way, the deviations that are generated in the previously established strategic and operational lines". (2014)

In the words of Morales and Morales, financial control is a fundamental part of any entity, as it is what allows it to carry out and develop all its operations and cycles, in addition, the management of financial resources always entails an adequate, clean and safe use, (2014). In addition, financial control has several objectives, among which the following stand out:

Diagnose. It is applied when there are problem areas and preventive rather than corrective measures are employed.

Communicate. It is done through the information of results, of the various activities of the company.

Motivate. Deriving from all the financial achievements that the company has, through control systems will have benefits to all employees, since it will generate greater productivity and technify these processes.

The application of an inventory control system is one of the most influential alternatives in the effort to reduce costs and improve economic efficiency, as it increases customer service levels, increases liquidity and allows the pharmacy to be prepared against fluctuations in demand; maintaining an optimal level of security and managing to

maintain the necessary inventories to meet customer requirements (Agüero Zardón et al., 2016).

According to Céspedes et al., inventories were seen, within business management, as a necessary evil to ensure the continuity of production; However, today's business management is in need of adequate inventory management, where the criterion of maintaining the minimum quantities necessary to guarantee continuity of all flow in the logistics chain and uncertainty associated with the operation must prevail, guaranteeing maximum customer satisfaction (2017).

The general classification of inventory models depends on the type of demand that the products have, the components of an inventory model can be listed as follows:

- **Costs:** The costs of an inventory system can be maintenance, to order, penalty, and variable.
- **Demand:** This is a certain item or the number of units that are projected to be sold in a future period.
- **Lead Time:** it is the time that elapses between the moment a production or purchase order is placed and the instant production begins or the purchase is received, according to Guerrero (2011).

There are several techniques to manage inventory and their purpose is to minimize total costs, thus optimizing profits. According to Ross et al. (2006), Van Horne (1993) and Gitman (1986), these techniques are: the ABC method, the Economic Order Quantity (CEP) model and the Reorder Point (PR). However, Ross et al. (2006) point out that, for the management of derived demand inventory, either Material Requirements Planning (PRM) or Just-in-Time Inventory Management (JAT) should be used.

It is important to highlight what Bustos and Chacón (2007) have said, when they point out that organizations can use various models to efficiently manage inventories according to the nature of the demand for the items that compose them, that is, whether they are independent or dependent demand. Independent demand is the demand whose requirements are subject to market conditions and not to the demands of other items inventoried or produced in the company, so the need for each must be determined independently of the demand of the others. Dependent demand arises when needs can be derived directly from the requirements of other items inventoried or produced in the firm. In this order of ideas, within the models of independent demand inventory management there is the CEP, known as the classic model. Conversely, when it comes to demand-dependent inventory, more complex models such as MRP and JAT are required.

The CEP model consists of determining the order amount that minimizes the total cost of inventory (maintenance and order cost) of the company. The PR, or order formulation, consists of determining the appropriate time to place an order in the quantity indicated in the PESCO model. The use of these techniques should be used in a complementary and non-exclusive way for the analysis of inventory management, since each one provides a different benefit in financial decision-making.

With respect to the management of derived demand inventory, the PRM method uses computerized systems to determine the inventory levels of finished products that are needed to meet the needs of finished products and then to calculate the amount of raw material that must be kept in stock. On the other hand, the JAT method is a modern method that consists of minimizing these inventories in order to maximize turnover.

However, with regard to classical techniques, the ABC method consists of dividing the inventory into three groups to determine the level and types of control procedures. The control of "A" products should be the most careful given the size of the investment involved, while "B" and "C" products would be subject to less stringent control procedures. Within the inventory control system, there is the ABC classification, which is a process of classifying products to set a certain level of stock control, reduce control

time, efforts and costs in inventory management; additionally, the time and costs that companies invest in the control of each and every one of the raw materials and finished products.

Inventory Management Techniques

TÉCNICAS	CRITERIOS	FÓRMULAS
Método ABC	<ul style="list-style-type: none"> En los productos "A" se ha concentrado la máxima inversión y mínimas cantidades (unidades). Representa 20% en números de artículos y 90% en inversión monetaria. El grupo "B" está formado por los artículos que siguen a los "A" en cuanto a la magnitud de la inversión. Sus precios y cantidades son medias. Representa 30% en números de artículos y 8% en inversión monetaria. Al grupo "C" lo componen en su mayoría, una gran cantidad de productos que solo requieren de una pequeña inversión y altas cantidades (unidades). Representa 50% en números de artículos y 2% en inversión monetaria. Este método viene dado en unidades. 	
Modelo de la cantidad económica de pedido "CEP"	<ul style="list-style-type: none"> Se emplea para controlar los productos del grupo "A". Se encuentra cuando se logra el costo mínimo total, que ocurre cuando se igualan el CTP y el CTM. Una mayor o menor inversión en inventario, produce un mayor costo total. Este método viene dado en unidades. 	$Q^* = \sqrt{\frac{2 \times D \times P}{C}}$ $CTP = \left(\frac{D}{Q^*} \times P \right)$ $CTM = \left(\frac{Q^*}{2} \times C \right)$ $CT = CTP + CTM$ $IP = \frac{Q^*}{2}$ $Días \text{ duración Inv.} = \frac{360}{N^{\circ} \text{ Pedidos}}$
Punto de Reorden	<ul style="list-style-type: none"> Considera como supuesto que los pedidos son recibidos cuando el nivel de inventario llega a cero. También puede emplearse utilizando un inventario de seguridad. Este método viene dado en unidades. 	$PR = \text{tiempo de anticipo en días} \times \text{uso diario}$ $PR = (\text{tiempo de anticipo días} \times \text{uso diario}) + \text{Inventario de seguridad en días}$
Método PRM	<ul style="list-style-type: none"> Es empleado cuando en el departamento de producción e inventario crean sistemas de inventarios o programas de producción de los tipos de inventarios de demanda derivada. 	
Método JAT	<ul style="list-style-type: none"> Permite solo tener el inventario necesario para satisfacer las necesidades inmediatas de producción. Los inventarios se reordenan y reabastecen con frecuencia. Para que este sistema funcione y se evite faltante, se necesita contar con la cooperación de los proveedores. 	
Nomenclatura: Q* = Cantidad económica de pedido P = Costo de hacer un pedido C = Costo de mantenimiento de una unidad de inventario D = Unidades que se requieren o se necesitan		CT = Costo total CTP = Costo total de pedido CTM = Costo total de mantenimiento IP = Inventario Promedio PRIS = Punto de reorden con inventario de seguridad

An important aspect when choosing the techniques to use is to determine the type of demand for inventories, since there are techniques depending on the demands. Now, regardless of whether the methods are classic or not, or whether the demand is dependent or independent, these tools in inventory management have great benefits for companies, as they provide a measure of control to determine the amount of inventory to be held, the precise time to place orders, divide products by economic value, etc. manage computerized systems for its administration, among other benefits.

With this, it will be possible to manage financial resources effectively and efficiently, due to the large investment involved in their acquisition (depending on the nature of the company) and because it is considered the least liquid asset. Even more so, because it allows the optimization of profits.

The pharmacy must estimate how many resources or budget it requires for its operations, according to Lopez (2014) Inventory management consists of keeping these goods available at the time of requiring their use or sale, based on policies that allow you to decide when and how much to replenish the inventory. Within inventory management there are certain concepts that tend to be confused because they refer to similar, although differentiated, ideas. It is true that many times we tend to simplify and call each of them

in any way, and despite this we make them understand, but it is important to be clear when we are referring to one thing or another and to know what differentiates them.

For Mendoza & Ortiz (2016) Controls related to inventory security are:

- Do physical counts periodically
- Matching Physical Inventories with Accounting Records
- Protect inventories in a roofed warehouse with doors to prevent theft
- Deliver goods only with authorized requisitions
- Protecting Inventories with an Insurance Policy
- Do random checks to compare with accounting books

Inventory security is of vital importance to the pharmacy, according to the Cross (2017) It indicates that depending on the types of products to be inventoried, there will be different classes. Each of them is detailed below: according to the moment they are classified into Beginning and Ending Inventory. According to the periodicity, they are intermittent and perpetual inventories. According to the form, they are: Inventory of raw materials, products in production or in progress, finished products, factory supplies and goods. Depending on the function, they are Transit, Cycle, Provision, and Decoupling Inventories. Other types are Physical, Minimum, Maximum Available, and Online Inventory.

Meana's inventory criteria (2017) They are: Temporary; Cyclic or rotary; By families; By shelving; Other: Advance inventories; Inventory in transit; Minimum inventory; e, Forecast Inventory.

The profitability of the company according to Rhodes, (2018) It measures the ratio of net operating profit (revenue minus operating expenses) to net assets, i.e. assets after depreciation and provisions have been deducted.

This goes beyond financial planning, which, according to Sánchez (2010), plays a fundamental role in the management process, as it allows anticipating the results of the decisions that are expected to be taken based on the estimation of certain future scenarios of evolution of the environment, helping to classify and facilitate the decision-making process. Thus, the more problematic and uncertain future economic activity is, the more necessary it is.

According to Quintero Pedraza JC (2009), some elements of business policy should be considered in financial planning: the investment required by the company in new assets, the degree of leverage, the amount of cash to be paid to shareholders, the amount of working capital and liquidity that are required on an ongoing basis.

Financial management is one of the traditional functional areas of management, found in any organization, being responsible for the analyses, decisions and actions related to the means necessary for the activity of that organization. Thus, the finance function integrates all tasks related to the achievement, utilization and control of resources.

According to Ortiz (2010), the analysis requires a broad and detailed understanding of the nature and limitations of the financial statements, since the analyst has to determine whether the various items have a reasonable relationship with each other, which allows administrative policies to be classified as good, fair or bad.

A financial analysis is important to bring the results obtained to their desired optimum point, that is, if the expected results are low, the job of the management will be to concentrate its efforts on improving the results. Thus, once effective inventory control is applied, product shortages will be minimized, there will be greater control over products with expiration dates, customer service will be improved, customer loyalty will be gained by having all the stock of products in the same purchase, greater profitability for owners, among others.

Finally, it is protected by articles 33, 52 and 54 of the Constitution of the Republic of Ecuador (2008) because it is related to the variables investigated and that people have the right to have goods and services of the highest quality and to choose them freely, as well as to accurate and non-misleading information about their content and characteristics. In this regard, the law establishes quality control mechanisms and procedures for the protection of consumers; and penalties for violation of these rights, reparation and compensation for deficiencies, damages or poor quality of goods and services, and for the interruption of public services that was not caused by unforeseeable circumstances or force majeure (Constitution of the Republic of Ecuador, 2008).

2. Methodology

For the application of this study, descriptive, documentary research was addressed, where the problem is defined, so the inquiry is carried out to understand it better, since it prioritizes the points of view of the researchers. The approach is quantitative and qualitative; The quantitative was applied to obtain percentage data of the study population and the qualitative was applied by using the hermeneutic method in the data collected and investigated in the different secondary sources of information by other authors.

The field research was carried out in the collection of information, followed by the analysis, the foundation of the knowledge and the application of the methods used, to obtain conclusions, take place directly in the environment where the event under study takes place.

In addition, in order to identify the inventory controls that affect the profitability of the San Martín pharmacy, exploratory research was considered to Escobar & Bilbao (2020) "It is used when there are studies that are very little researched or there is no previous research on the object of study". Through a formal visit to the pharmacy, this research allowed us to inquire about the inventory control systems it uses, as well as compliance with the established internal rules.

The qualitative research approach was used, which is characterized by having exploratory features because it provides relevant information about the research problem, that is, at the time of applying the interview to the manager of the place. Quantitative research was also included because it contributes to the determination of the population and sample, by collecting data through numerical measurement and statistical analysis once the survey has been conducted.

For primary data collection, a survey was applied, through a questionnaire with previously designed questions; whereas, the interview for Laureiro (2015) It is where all the topics that are to be addressed or are of vital importance for the research are captured, so that, prior to the session, the topics to be discussed must be prepared, in order to control the times, distinguish the topics by importance and avoid misdirection and dispersion on the part of the interviewee. The interview guide was applied to the manager of the place, through a semi-structured questionnaire.

The universe is comprised of approximately 5000 current customers who are managed in the pharmacy's database. Simple random probability sampling was applied to the calculation of the sample, because all individuals in the population have the same possibility of being chosen, and it is also important to emphasize that the population is finite. For the aforementioned population, a sample of 368 clients was taken, which was used for the application of the survey. According to Espinoza (2016) "The sample itself is a subset of the population, a small and representative portion in which the general characteristics of the population can be evidenced".

For the processing of results, Microsoft Excel was used for tabulation and graphic visualization and the word processor Word was used to perform the respective analysis and interpretation of the information, since the research was purely descriptive.

3. Results

Through the data obtained from the survey, it was verified that 55% of current customers are female, who go to the pharmacy to purchase products and are in an age range of 40 to 50 years, with the characteristic towards personal care and personal and family health.

It was evidenced that in the process of buying and selling, 82% of people were quite satisfied when making their purchases, rating the service as good because its facilities maintain order, cleanliness and adequate lighting, and the items are within easy reach, 64% of customers purchased some type of product at least once in the last month, Being a considerable number that benefits the pharmacy, the prices that are handled are accessible to the public and they receive their bills immediately, the staff provides adequate advice at the time of acquiring the products.

Regarding the results of the interview, inventory control was carried out through the physical inspection of the good and as the merchandise enters, its condition is verified and everything that enters in the software used is recorded.

The inventory is rotated depending on the level of sales, because in case a lot of merchandise is sold, it is bought two to three times a week and if that does not happen only once a month in case it is missing, this acquisition is made through visual verification or at the time it is sold the sellers realize the non-existence of the goods.

In addition, the manager of the place said that in recent years storage practices have improved due to the government requirements demanded by the local Sanitary Regulation and Control Agency.

4. Discussion

The information collected is essential for the research that was developed, this section is dedicated to the treatment, processing and interpretation of the data obtained from the application of the questionnaire and the interview.

From the survey it was obtained that inventory control is of utmost importance for any company, because it constitutes the main income generating base and its proper management influences its profitability. To obtain information, a questionnaire was applied in which relevant data could be collected, which will be detailed below.

It should be noted that most of the respondents have purchased a product from the pharmacy in the last month. It was determined that the most frequent consumers are adults, since they require the products offered, either to prevent or improve health personally and also from their environment or the people they are in charge of.

These results are beneficial because they generate more sales and therefore revenue, these effects occur for several reasons such as: adequate infrastructure, quality and speed in the delivery of products. The pharmacy has a higher sales volume in a period of less than a year, this means that it has an efficient and effective management of inventories and the financial management process contributes to the achievement of the business objectives, but with the characteristic that it is done visually, that is, without the help of any inventory system or software.

It was also diagnosed that most customers were satisfied at the time of making their purchase, thus helping people to be motivated and return to buy products again, in addition, they made propaganda to their friends and neighbors, about the quality of the

products offered by the pharmacy, which was reflected in the increase in sales in recent years.

It was determined that the prices of the products are accessible, therefore, the pharmacy is in an acceptable and viable range for its buyers, who preferred to make their purchases in that place. The facilities are adequately distributed in terms of cleanliness, order, lighting, and items within easy reach; This is a primary factor that benefits the business.

It is important that the pharmacy handles a variety of quality products and that they are available to the customer when they need them, in this way they will obtain a higher level of sales, taking into account that it is one of the most important assets and that the income of the business comes from it.

The pharmacy has a trained staff to provide the necessary advice to its customers, at the time of making their purchases, additionally, the sellers are responsible for delivering the invoices and sometimes delivery after the purchase due to the home orders they make, it should be noted that in this way it allows to check the expenses before the authorities and have greater control of the finances and the products.

The aspects that must be improved with respect to customer service are: faster attention, courtesy and kindness from the staff, it should be noted that they also indicated that the pharmacy should implement a variety of products to meet the needs of the population. The lack of personnel for sales is one of the aspects that customers emphasized, because they have to wait for them to be served, implementing this option will obtain efficiency and effectiveness in customer service and this will generate more resources due to inventory rotation.

It is important that the pharmacy is open on Sundays, since there are people who work in the public and private sector, therefore, they cannot go shopping during the week. According to the research carried out, customers agree that the new procedures should be implemented, so it is feasible to create a guide of procedures for inventory control.

Through the interview, direct information was obtained from the owner manager, through which the shortcomings in inventory control were noted. It is important for the pharmacy to have established policies for the control of inventories, as it is a fundamental axis for the care and maintenance of them.

The pharmacy classifies and organizes its inventories according to the products and according to the needs of the customer, as this is made easier thanks to the correct facilities that the company has, the merchandise that enters is stored in the warehouses and then distributed correctly on the hangers or showcases to be offered to the public. The financial statements have been prepared on an annual basis, as they are required to keep accounts.

5. Recommendations

In addition to taking into account for inventory management everything related to financial techniques or tools, as well as the factors that affect their effectiveness, it is also necessary to consider other recommendations that various researchers (www.articulosinformativos.com and www.mexico.smetoolkit.org) have presented in order to obtain greater effectiveness and optimization of financial resources. Below is a very concise summary of the different recommendations or suggestions for companies in inventory management:

- Make a count of everything the company has in the warehouse.
- Keep track of all items in stock.

- Employ, if possible, computerized systems to improve the effectiveness of inventory control.
- Add the new inventories that enter the company in the last registration made.
- Check the quality of the inventories that are held to detect damaged products, defective products, among others.
- Hire qualified personnel to control inventory or, failing that, apply outsourcing. • Perform occasional inventory inspections and audits to prevent fraud and theft.
- Check if the actual counts of units, boxes, among others, match the shipment documents before releasing the merchandise to a dispatcher.
- Do not allow merchandise to leave the plant without an invoice or proper clearance documentation.
- When working with high-value inventories, they should be stored in a secure place where only authorized and responsible personnel have access.
- Ensure that all purchase orders, invoices, and shipping documents are numbered consecutively, to review them regularly and detect missing documents. It is recommended that such documentation be kept on file.

6. Conclusions

This research described the importance of the inventory for the functioning of organizations. Also, as these are large investments that the company must make, decisions about their optimal level are of great relevance. Therefore, an excellent inventory management policy must be managed that allows the company greater liquidity, lower costs and, consequently, increased profitability. Therefore, inventory management must be studied from the moment the purchase is planned, through the manufacturing process and to the distribution of the final product.

Two extreme positions in inventory policy can be witnessed on several occasions. At one extreme, those who affirm that: large amounts of inventories must be managed, financial resources must be invested in merchandise, raw materials or inputs, because that means wealth, because the presence of the inflation and/or devaluation factor makes the value of money lose over time, achieving a greater profitability in inventories. At the other end of the spectrum, there are those who claim that: inventories should be reduced to zero and managed a just-in-time policy. The problems that arise in inventory management are attributable to managerial inefficiency. However, those who are at either extreme will find themselves in a bad position, since they may have excess inventory, but not have a way to pay payroll, or they may have to delay their production process because they do not have enough inventory at the right time.

This leads to the requirement to use a series of tools or techniques to manage inventory and thus optimize resources, remembering that depending on whether they are inventories with independent or dependent demand will be the method to choose (ABC, CEP, PR, PRM, JAT). As a greater number of inventory management techniques are known and handled, the probability of success, profits, operability, survival, growth and competitiveness in companies will increase.

In addition to this, it is important not to forget to take into account the factors to manage inventory, such as: economic parameters, demand, ordering cycle, delivery delays, warehouse restocking, time horizon, multiple supply and number of items, since it directly or indirectly harms the efficiency in inventory management. For this reason, a range of research has emerged in this regard, such as: those of: Ortega, Aguilar, Parada,

Alonso, Ponsot, Bustos, Chacón, Corzo, among others, where they highlight how essential inventories are and their good management for the optimization of profits.

The management and control of inventories has been carried out manually, due to experience and according to the rotation of the products, that is, to date an inventory system has not been implemented to minimize the intuition or subjective decision of the person in charge of the orders.

Proper inventory control planning makes it easier for the manager to make decisions, in order to improve the use of economic resources and minimize the time and costs incurred in this area of the pharmacy. In addition, due to the involuntary error in orders, the stocks of some products may be enlarged and that causes the expiration dates to approach until the end of the overorders.

The lack of defined policies for the reception, storage and conservation of inventories caused the pharmacy to have losses and lags in its merchandise, which generates economic losses and prevents the fulfillment of financial objectives.

It was identified that there are no previously established policies for the reception, storage and conservation of inventories, except for the policies determined by the Sanitary Regulation and Control Agency.

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