

Letter from the Managing Editor

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We are in a complex and difficult period as a consequence of the pandemic caused by COVID-19. From Harvard Deusto Business Research we join the effort of the whole society to overcome this situation as soon as possible. In this sense, and with the existing limitations, we continue to work and develop our activity in order to add value to the scientific, business and university environment, ultimately contributing our grain of sand to society.

The articles in this issue of *Harvard Deusto Business Research* include studies and research on the co-creation of value in non-profit organizations, efficiency in Ecuadorian banking sector, the perception of educational brand equity, the effect of servant leadership on radical innovation, cultural tourism and the industrial processes for gas production, distribution and supply.

In the first article, professors Yolanda Díaz-Perdomo, Luis Ignacio Álvarez-González and María José Sanzo-Pérez focus their attention on the co-creation of value in non-profit organizations, a strategy that companies have already adopted in their relationships with stakeholders as a mechanism to improve the performance of their activities. In their article, they develop a scale for the co-creation of value, consisting of four basic dimensions: participation, reciprocity, learning and commitment.

Next, the article by Jorge Arturo Campoverde Campoverde, Gustavo Giovanni Flores Sánchez, Katherine Tatiana Coronel Pangol and Carlos Armando Romero Galarza considers the measurement of the efficiency of the Ecuadorian banking sector during the periods 1993-1999 and 2000-2018, applying the Data Envelopment Analysis method, employing the CCR and BCC approaches, using the fixed asset and operating cost accounts as input variables and accounts receivable, income, investments and total deposits as the output variables.

In the third article, professors Javier Casanoves-Boix, Pablo Pinazo-Dallenbach and José Ricardo Flores-Pérez attempt to develop and validate a scale to measure the perception of university brand equity by internal stakeholders. The results of their research show the significance of all the variables used, while laying the foundation for university managers to develop marketing strategies adapted to maximize the building of educational equity.

The study by professors Emilio Domínguez-Escrig, Francisco Fermín Mallén Broch, Rafael Lapedra Alcamí and Ricardo Chiva Gómez provides empirical evidence of the positive effect of servant leadership on radical innovation, using organizational learning capacity as a mediating variable. In their work, they observe that servant

leadership has a positive effect on organizational learning capacity and that the effect of the latter construct on radical innovation is also positive.

The purpose of the research by María Dolores Sánchez-Sánchez, Carmen De-Pablos-Heredero and José Luis Montes-Botella is to propose and validate a conceptual model that measures the level of satisfaction by cultural tourists. This model can help us better understand this market segment and identify factors that explain the level of customer satisfaction. Given the growing importance of cultural tourism around the world, it could become an interesting tool for the management of the touristic positioning of destinations with a cultural heritage, as it helps us understand the satisfaction and loyalty of the tourism flow.

In the article that finishes off this issue, professors Gustavo Andrés Araque González, Mauricio Gómez Vásquez, Juan Pablo Vélez Uribe and Albeiro Hernán Suárez Hernández analyze the transformation of the industrial processes in the production, distribution and supply of gas to clients as the result of the increase in demand and market competitiveness. They develop a proposal for a methodological-investigative-combined development in relation to the study of times and methods focused on a company supplying gas in an effort to standardize processes. The results of the investigation permitted the company to optimize the operating times for the processes of gas inspection, rack cylinder filling and mobile gas pumping.

I want to convey our sincere thanks to the authors for their effort, to the editorial committee and to the reviewers for their invaluable collaboration and professionalism, and to the readers for their warm welcome. Likewise, I do not want to end the presentation of this new issue of Harvard Deusto Business Research without conveying encouragement and my belief that together and collaborating we will overcome this complicated situation thanks to the collaboration and social responsibility of each and every one of us. Thank you very much to everyone. 