

Empowerment in Strategic Business Units for Outsourcing as A Basis for Corporate Management

Víctor Cornejo-Aparicio ^{1*} , Sidanelia Flores-Silva ² , Rafael Romero-Carazas ³ 

¹ Universidad Nacional de San Agustín de Arequipa, <https://orcid.org/0000-0001-6471-1731>

² Universidad Nacional de San Agustín de Arequipa, Email: sfloressi@unsa.edu.pe, <https://orcid.org/0000-0003-1204-7407>

³ Universidad Nacional de San Agustín de Arequipa, Email: rromero@unsa.edu.pe, <https://orcid.org/0000-0001-8909-7782>

*Corresponding Author: vcornejo@unsa.edu.pe

Citation: Cornejo-Aparicio, V., Flores-Silva, S. and Romero-Carazas, R. (2025). Empowerment in Strategic Business Units for Outsourcing as A Basis for Corporate Management, *Journal of Cultural Analysis and Social Change*, 10(2), 335-349. <https://doi.org/10.64753/jcasc.v10i2.1605>

Published: November 11, 2025

ABSTRACT

The article aims to analyse the need for continuous growth in companies, highlighting the importance of adapting Strategic Business Units (SBUs) to a changing environment. A qualitative theoretical methodology was used, based on the analysis of recent academic sources and the development of theories. An analytical and inductive approach was used to evaluate the ideas of empowerment, outsourcing, strategic business units, and strategic management. The analysis proposes a process that includes an initial diagnosis, the definition of strategies, staff training, structuring of the new company, negotiation with employees, implementation of outsourcing, monitoring and adjustment, and corporate management. The stages of this approach seek to optimise resources, empower workers, and establish a clear structure to facilitate the independence of strategic business units (SBUs). It concludes that this approach promotes collaboration and communication between the parent company and the newly formed companies, ensuring sustainable growth and agile adaptation to market challenges. The ultimate goal is to create a cohesive business block that drives innovation and long-term sustainability, based on processes that guarantee internal coherence and the sustainability of the organisation.

Keywords: Business Strategy, Business Growth, Outsourcing, Staff Empowerment

INTRODUCTION

With the rise of globalisation and the complexity of modern organisations, the strategic value of empowering workers has increased substantially (Djunaedi et al., 2023). In this context, one of the most important ways to boost commitment, decision-making and corporate culture is through the practice of delegating authority, responsibility and autonomy to employees at operational levels (Kahl et al., 2023; Okochi & Ateke, 2020). Furthermore, its application to strategic business units (SBUs) is considered an essential step towards effective corporate governance that supports overall strategic objectives, even when SBUs are managed through outsourcing (Namadi, 2023).

According to Hieu (2020), the term "empowerment" refers to a method of increasing workers' confidence in their job capabilities by creating an environment with conditions that encourage active participation. Particularly applicable in dispersed business models such as outsourcing, this method has evolved from a strictly motivational

stance to an organisational strategy that allows for the distribution of authority without compromising management consistency (Mutambo et al., 2022).

Currently, every company needs to grow continuously. Any innovative idea ceases to be innovative as time passes, and any novel factor becomes common knowledge and usage over time (Collins, 2021). Thus, growth is mainly related to the ability to respond to everyday problems and the flexibility to adapt to changing conditions, all of which depends on decision-making capacity and autonomy, which is covered by a development strategy. This strategy is found in areas, sections, or departments dedicated to a specific activity within the organisational structure, such as strategic business units (SEBU) (Chiquito et al., 2025).

In this vein, SBUs have a purpose; they can and should specialise so that they can progressively acquire resources to enhance their service capacity (Palacios, 2020). However, this can lead to an oversizing of their service capacity, resulting in idle resources for varying periods of time; among other things, this leads to high financial costs (Hackl et al., 2020).

Consequently, these unused capacities within the company can be used to provide services to other companies or products to end consumers; this would imply that the administrative volume within the organisation would grow and exceed the capacities of the administrative staff; which is why a reasonable decision is to outsource that UEN; that is, to carry out an outsourcing process. This raises an obvious question: what to do with the infrastructure, machinery, equipment, and personnel, among other things, that the company has? In addition, there is the emotional conflict of what to do with the personnel involved. Hence the proposal to negotiate with the workers of this UEN so that they participate in the creation of a company with minority shares, which would allow the original company to have, if necessary, the capacity to make fundamental decisions and, to hand over management to the workers in an appropriately sized hierarchical structure (Castillo y Solarte, 2025).

As part of their development strategy, with the company that created them as their main client, the UENs that are candidates for independence as outsourced companies will ensure that the original organisation carries out corporate management of all the companies that make up this business block in formation. The purpose of this article is to provide the foundations and mechanics for implementing this idea of empowering the UENs to train them in autonomous management, then individualising them and generating independent outsourced companies with the original company (Rodenas et al., 2022).

REFERENCE FRAMEWORK

Corporate Management

The concept of corporate management does not differ significantly from the concept of management in general. Its definition encompasses the process of planning, organising, directing and controlling a company's resources with the aim of achieving strategic goals and objectives (Fuertes et al., 2020; Angustian et al., 2023). It involves making decisions that affect all areas of the organisation and its overall performance (Fred & Forest, 2017). In terms of the corporate aspect, it is understood as an independent legal entity, created by a group of individuals to carry out commercial activities, which is characterised by the ability to own assets, incur debts and enter into contracts. A notable aspect is that they delimit the personal liability of their shareholders, which means that investors are not personally liable for the company's debts beyond their investment (Rocco, 2020). The vision and mission, as well as the organisational design (Cornejo-Aparicio & Flores-Silva, 2020), are fundamentally what make the difference. While in the classical approach these characteristics conceive of the company as a single, compact whole, in the corporate approach, a set of actions is identified in a group of companies, which will be conceived as a capital participation. Therefore, a strategic directional intention must be identified that allows the management of these companies to be aligned, forming a block of combined potentialities for the common benefit (Fred, 2013).

Thus, from its traditional focus on shareholder interests, corporate management has come a long way, and more inclusive models now take into account the well-being of a wide range of stakeholders (Wiersema & Koo, 2022). As a pre-eminent theoretical framework, agency theory posits a potentially antagonistic interaction between shareholders (owners) and executives (managers) (Mitnick, 2019). According to this theory, effective control mechanisms must be in place to prevent executives from acting in their own interests. These mechanisms could include independent boards of directors, external audits, or performance-based remuneration plans (Löhde et al., 2021).

However, recently published works have questioned this contractual perspective (Morelos et al., 2025). According to stewardship theory, managers can safeguard the common good by acting in accordance with their dedication, sense of professional identity and ambition for the development of the organisation (Tianyu et al., 2021). From this point of view, management based on trust rather than surveillance is advocated (Schillemans & Bjurström, 2019). For its part, stakeholder theory has gained importance in light of recent social demands and

concerns about sustainability, as it broadens the conventional view to include all parties affected by a company, including employees, communities, customers, and the environment (Freudenreich et al., 2020).

Along these lines, studies such as that by Aguilera et al. (2021) have brought new perspectives to the field of corporate management, which seeks to balance economic, social and environmental concerns. Similarly, Aguilera and Ruiz (2025) have proposed the idea of "stakeholder governance," which rethinks the role of the board of directors as an intermediary between various interests rather than merely a guardian of capital, and which promotes a fairer distribution of the value generated by the company.

In short, there has been a turning point in modern corporate governance (Karim et al., 2020). Agency theory remains useful for establishing control systems, but more recent methods offer a more nuanced perspective on trust, purpose, inclusion and control (Al-Faryan, 2024). The key appears to lie in incorporating accountability and organisational discipline into the design of governance structures, so that social, ethical and economic concerns are balanced (Pinto, 2019; Roszkowska & Melé, 2021). This requires embracing innovative ideas while transforming business methods, beliefs and culture to meet the challenges of an ever-changing global landscape (Welch et al., 2022).

Strategic Business Units (SBUs)

Strategic business units are divisions within the organisational structure of a company that operate as autonomous entities, focusing on specific tasks or processes. Their primary purpose stems from the empowerment of these divisions, which allows them to have their own strategy, objectives and, above all, their own resources (Kader & Hossain, 2020).

Similarly, Athos (2020) points out that these represent the divisions within the company that, in the context of the overall business plan, formulate their own competitive strategies. Because each BU has its own set of skills and is responsible for its own market performance, the company is better able to respond to the ever-changing needs of its own sector (Macías et al., 2025). In short, BUs enable diversified companies to be more flexible, competitive and adaptable to their environment (Espinoza et al., 2025).

Empowerment

The concept of empowerment refers to the practice of delegating authority and responsibility to employees within an organisation, seeking to increase workers' autonomy, encourage their participation in decision-making, thereby improving their commitment to the company's objectives, achieving greater motivation, job satisfaction and productivity (Spreitzer, 1995). Although this concept is not very recent, it has evolved in the field of organisational design, because increasing the management capacity of individuals who head divisions within the company's organisational structure breaks down the administrative distance to senior management, leading to greater agility and responsiveness to operational or functional issues (Sambrano et al., 2024).

When applied correctly, empowerment has a largely positive effect on companies (Gómez, 2025). One of the advantages is an increase in performance and productivity, as employees who feel valued and respected are more likely to work harder (Montero & Espinoza, 2024). Empowered employees are more likely to offer innovative solutions and ideas because they have a greater sense of autonomy and control over their work (Piguave-Bello & Vegas-Meléndez, 2021). Furthermore, it aids in leadership development by teaching employees' important skills such as decision-making and project leadership (Fonseca & Martínez, 2022).

Outsourcing

Since its inception as a means of reducing costs, outsourcing has undergone a dramatic transformation in corporate management, becoming an essential tactic for driving innovation, efficiency, and competitiveness (Leiva, 2022). According to Noussan (2024), outsourcing is a strategic business agreement, national or international, in which a company transfers its internal functions or core competencies to external providers who have proven expertise in these areas. The purpose of this method is to improve production efficiency and effectiveness while simultaneously reducing production costs (Namoc et al., 2023).

On the other hand, Ravi et al. (2022) point out that outsourcing, subcontracting, or third-party outsourcing consists of contracting third-party services to perform functions that were traditionally carried out by divisions, units, or personnel within the company's organisational structure. This approach allows the company to reduce costs, access specialisation, and improve operational efficiency, so that business management remains focused on what is really important for the business, i.e., its core business (Mora et al., 2025).

RELATED WORKS

Nurmalia et al. (2021) address community empowerment through the diversification of processed products and marketing strategies in the district of Pemalang. Their study focuses on the Wanita Gemari Poklahsar group, seeking to improve their knowledge, skills, and attitudes through training activities in fishery product diversification, packaging design, and online marketing. The results show that the training had a positive and significant impact on the participants' knowledge, skills and attitudes, with an increase in the adoption of innovations in fish processing and packaging design observed throughout the weeks of the study. Furthermore, the importance of continuous support and guidance from local extension workers in promoting the development of the group's business activities is highlighted. It concludes that empowerment through these strategies is essential to improving the capacity and economic well-being of local fishing stakeholders.

Taha (2020) examines the rise of domestic outsourcing in the high-tech industry in Galilee, Israel, focusing on its impact on Palestinian citizens of Israel. He points out that outsourcing is presented as a form of development that seeks to integrate Palestinians into the Israeli economy, promoting the empowerment of women and peaceful coexistence. However, the study reveals that this practice perpetuates segregation and labour exploitation, maintaining Palestinian workers as a cheaper labour force for outsourcing companies. Although they promote development, they operate under principles of wage and spatial separation, reinforcing colonial dynamics and economic inequalities. Finally, it highlights how the discourse of empowerment is used to cover up job insecurity and the continued marginalisation of Palestinians in the Israeli economy.

Marín and Verdier (2010) explore how market competition influences the internal reorganisation of companies, especially with regard to the "empowerment" of workers. They argue that, at intermediate levels of competition, companies tend to delegate more power to employees, leading to flatter organisational structures. This phenomenon arises as a strategic equilibrium, when competition is neither too weak nor too intense. In these scenarios, empowerment is presented as a response to the need to adapt to a changing competitive environment. By giving workers more autonomy, companies seek to encourage initiative and efficiency. However, this process is not without its challenges, as it involves management relinquishing a certain amount of control. It also suggests that globalisation and market integration can trigger waves of empowerment, as companies seek to optimise their internal organisation in order to compete internationally.

METHODOLOGY

This study used a qualitative and theoretical methodology (Finol & Arrieta, 2021) to examine the concept of empowerment in relation to Strategic Business Units (SBUs) in outsourcing environments as a basis for improving corporate management. As this is a theoretical investigation, it is not based on the collection of empirical data, but rather on the analysis and development of theories, suggestions for strategic processes and organisational models (Méndez, 2020).

The approach used is analytical and inductive (Finol & Vera, 2020), beginning with a comprehensive examination of the ideas of empowerment, outsourcing, and decentralised strategic management, which contributes to the development of an integrative proposal to understand the articulation of these factors in a contemporary business environment. An extensive literature review was conducted to construct the theoretical framework and the proposed model. The sources consulted include specialised books, as well as databases such as Scopus, WoS, Google Scholar and Scielo. The sources examined also address the strategic ramifications of outsourcing, organisational empowerment and decentralisation through UENs. Thus, with the aim of strengthening corporate management, this conceptual study proposes a structured approach to enhancing UENs within an outsourcing framework.

THE BUSINESS STRATEGY

The business strategy consists of eight essential stages: (1) diagnosis or initial assessment of current skills and structures, (2) formulation of strategies to introduce empowerment delegation and outsourcing, (3) training or educating staff to assume responsibilities, (4) creation of the new entity or company, (5) negotiations with stakeholders and employees, (6) implementation of outsourcing, (7) monitoring and adjustment of performance, and (8) unified approach to corporate management that prioritises results and decentralisation of decision-making. Figure 1 shows the outline of the proposed business strategy.

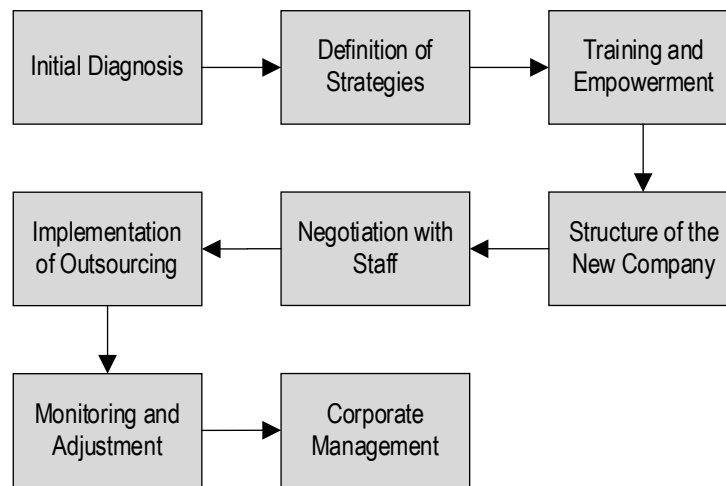


Figure 1 Business strategy

Process Stages

Initial Diagnosis

The first step towards a more efficient and prosperous future is to conduct a comprehensive diagnosis of the current situation of the company and its UENs. This involves carrying out an in-depth analysis of available resources, infrastructure, and operational capabilities. One useful tool is SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) and internal audits. It is important to identify critical areas for improvement, including idle resources and high costs that could be hindering growth, as well as untapped potential in some SBUs. With a clear understanding of the current situation, the company will be able to establish a solid foundation on which to build an effective strategic plan. In summary, the following elements should be identified at this stage:

- Assess the current situation of the company and the SBUs.
- Identify idle resources and high operating costs.
- Identify the untapped potential of the UENs.

Definition of Strategies

Based on the findings of the diagnosis, specific development strategies for the UENs will be defined, aligned with the institutional objectives of the original company. At this stage, it is essential to involve various actors from the organisation to ensure that the strategies are developed taking into account the internal and external context of the original company; Above all, tools such as market analysis, benchmarking, and the formulation of action plans will allow for the establishment of clear goals for specialisation and growth that not only drive the UENs but also complement the overall vision of the company. With a clear strategy, commitment and motivation among team members will be fostered, establishing a sure path to the success of the goals set. At this stage, the following actions should be taken:

- Establish a clear development strategy for each UEN.
- Define specialisation and growth objectives for each UEN, aligned with the original company strategy.

Training and Empowerment

The training and empowerment of UEN staff is an indispensable component for their future autonomy. It is important that staff are aware of what is being done; therefore, investing in training programmes that develop management, leadership and decision-making skills is essential to prepare workers to take on more critical roles in the new structure. In addition, implementing a mentoring and coaching programme can provide the necessary guidance during this transition. Empowering employees fosters a sense of belonging and responsibility, which will not only increase their motivation but also make them a valuable resource in the management of their new company. At this stage, the following actions should be taken:

- Train UEN workers in management and decision-making.
- Foster a sense of ownership and responsibility in the UEN.

Structuring the New Company

The structuring of the new company should be based on a search for efficiency, agility, and alignment with the strategic objectives set for the original company. At this stage, the organisational structure of the UEN will be designed in a way that promotes effective communication and facilitates decision-making. The use of tools such as organigrams and job descriptions, job profiles and job profile sheets will help to define clear roles and specific responsibilities. The formation of multidisciplinary teams will also encourage innovation and collaborative work, ensuring that the new company is well positioned to meet its commitments to the original company and the challenges of the market. At this stage, the following actions should be taken:

- Design the organisational structure of the new company that would emerge from the UEN.
- Define roles, responsibilities, and an appropriate hierarchy.
- Assess the resources to be used, such as infrastructure, machinery, equipment and, above all, personnel.

It is important to be clear that the entire departmentalisation of the organisational structure should be defined at the organisational design stage and that, as the organisational structure supports the business strategy, it should, above all, have a clearly defined vision, mission and clearly defined long-term objectives, empowerment, independence of the UENs, and corporate management should be planned from the outset in conjunction with the organisational design. The process of outsourcing the companies generated from the UENs should be a natural part of the long-term action plan of the original company's strategic plan. However, an approach such as the one developed in this article is not clear to most entrepreneurs, who often have a short-term vision and immediate goals once they are established and have regular activities with growth prospects. These types of approaches may be understandable and of interest to them, given that growth is a maxim in the business environment.

Negotiation with Staff

When the idea of outsourcing a UEN is put forward, the staff involved often react inappropriately, which is detrimental to the purpose of implementing this approach. The idea of outsourcing is often associated with staff cuts, which implies instability in each job, which is not necessarily something that will happen. Furthermore, enhancing the service capabilities of the company to be formed would imply the expansion of its operations, which directly leads to increased activity. Therefore, rather than reducing staff, it usually increases their number, which would mean that existing staff would have the opportunity to be promoted or take on greater responsibilities. Given these considerations, it is necessary to negotiate with UEN staff. This is a fundamental step that facilitates a smooth transition to the new company. Organising round tables and discussion workshops will allow employees to express their concerns and expectations. With a solid proposal for minority share ownership, the aim will be to actively involve workers in the creation of their own company. Transparency and open communication will generate trust and commitment, which is essential to ensure that staff see this change as a positive opportunity and not as a threat. At this stage, the following actions should be taken:

- Discuss with employees their participation in the new company.
- Establish a minority shareholding model for workers.

Implementation of Outsourcing

Implementing outsourcing requires meticulous operational planning and precise execution to ensure that the UEN can operate independently and profitably. Clear contracts must be drawn up that define the commercial relationships, terms of collaboration, and expectations between the original company and the new company. In addition, creating a set of key performance indicators (KPIs) will allow the success of the operation to be monitored. This stage not only strengthens the operational capacity of both entities, but also creates an environment conducive to innovation and sustained growth. The following activities are carried out at this stage:

- Formalise the separation of the UEN from the original company.
- Establish a contract, service agreements, and terms of collaboration.
- Establish protocols and procedures for services.

Monitoring and Adjustment

Constant monitoring and the ability to adjust are essential for the success of the new company. It is recommended to establish a system of continuous feedback, using surveys and periodic evaluation meetings, in addition to other forms of verification, to gather opinions on performance and management. It is desirable to implement business management software, with which staff should be familiar. This should be done during the training and empowerment stage, which will allow for real-time analysis and adjustment of strategies and/or actions based on

the results obtained. By fostering a culture of continuous improvement and adaptability, the organisation will be strengthened to face future challenges, maximise its potential and expand its operations. At this stage, the following should be done:

- Monitor the performance of the new company.
- Make adjustments as necessary to ensure its success and alignment with the original company.

Corporate Management

Finally, the corporate management of the new business structure must be approached with a vision of collective growth. Creating an integrated business block will allow the parent company and the new entities to collaborate effectively, sharing resources and synergies. Implementing a collaboration platform, such as strategic alignment meetings and communication networks, will facilitate the exchange of best practices and knowledge between the different companies. Likewise, establishing corporate management to oversee and coordinate operations will ensure that all efforts are aligned with the organisation's overall objectives. This non- tive management will not only promote cohesion between entities, but will also enhance innovation and market adaptation, creating a dynamic environment where each company can flourish individually while contributing to the vision and mission of the organisation as a whole. In this way, a balance will be achieved that drives the long-term success and sustainability of all parties involved. This stage should allow for the following:

- Integrate the new company into a collaborative business block.
- Manage the relationships between the original company and the new company or companies to optimise individual and collective performance.

VALIDATION

Based on the information presented in this article, the proposal has been evaluated by experts. In which seventeen (17) different individuals working in management positions in various private sector companies were consulted on the following key areas: a) Theoretical Basis, b) Methodology, c) Proposed Model, d) Originality and Contribution, e) Clarity and Coherence, f) Practical Applicability. The results of the consultation are detailed below. A set of questions was developed and rated on a scale of zero to five (0 to 5), where zero (0-Not applicable) means that the interviewee refrains from giving an opinion due to lack of knowledge regarding the implication of the question, and the range from one to five (1 to 5) is identified according to the question asked.

A. Theoretical and conceptual basis

Question	0	1	2	3	4	5
1. How well does the article integrate the concepts of empowerment, outsourcing, UEN, and corporate management?	Not specified	Nothing integrated	Poorly integrated	Moderately integrated	Integrated	Well integrated
2. Is the literature review comprehensive and up to date, accurately representing the current state of research in these areas?	Not accurate	Not at all comprehensive and up to date	Somewhat comprehensive and up to date	Not very comprehensive and up to date	Somewhat comprehensive and up to date	If it is comprehensive and up to date
3. To what extent does the theoretical framework support the development	Not necessary	Not at all	A little	To some extent	If it supports	Supports quite a lot

of the proposed business strategy model?

Question	Answer					
	0	1	2	3	4	5
1	0	0	0	12	6	82
2	0	0	0	0	6	94%
3	0	0	0	6	0	94

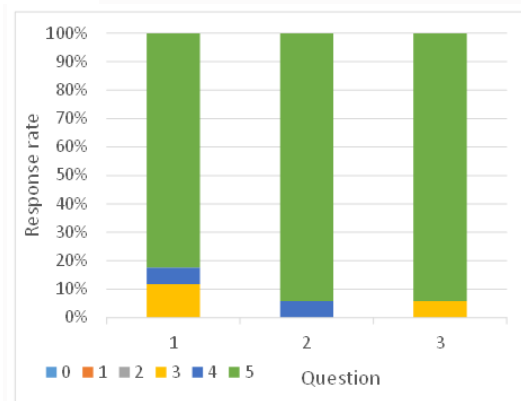


Figure 2 Assessment of theoretical and conceptual basis

It is clear that the conceptualisations used are well defined and applied in this article; furthermore, their basis is understandable to the experts consulted.

B. Methodology

Question	0	1	2	3	4	5
1. Is a qualitative, literature-based approach appropriate for addressing the research objective?	Not necessary	Not appropriate	Somewhat appropriate	Partially appropriate	Moderately appropriate	Very suitable
2. Are the criteria for selecting and analysing academic sources clearly defined and justified?	Not specified	Not clear	Somewhat unclear	Moderately clear	Clear	Very clear
3. Can the proposal be clearly understood?	Not precise	Not understandable	Somewhat understandable	Most of it is understood	Understandable	Understood clearly

Question	Answer					
	0	1	2	3	4	5
1	0	0	0	12	12	76
2	47	0	0	18	12%	24%
3	0	0	0	6	6	88

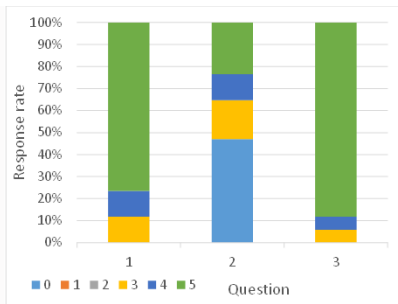


Figure 3 Assessment of methodology

The methodology is well founded, as confirmed by the experts' responses; however, some of those consulted are not very up to date on academic issues and source selection methods, and therefore refrained from commenting on question 2.

C. Proposed model:

Question	0	1	2	3	4	5
1. How logical and coherent is the proposed eight-stage business strategy model?	Not precise	Not coherent	It is logical, but its consistency is weak	Moderately logical and coherent	It is logical and its consistency depends on the context	Good logic and solid consistency
2. How practical and feasible is the model to implement in real business environments?	Not specified	Cannot be applied	Its application is impractical	Its applicability requires managerial skills	It is applicable with an investment in material and financial resources	Its application is possible with adequate planning
3. Does the model offer a clear and practical framework for companies to follow?	Not specified	Its application is not clearly understood	Its framework is unclear	The applicability framework is moderately understandable	The practical application framework is conceptually correct	The proposed framework is clearly understandable and feasible

Question	Answer					
	0	1	2	3	4	5
1	0	0	0	6	6	88
2	29	0	0	12	6	53
3	6	0	0	12	6	76

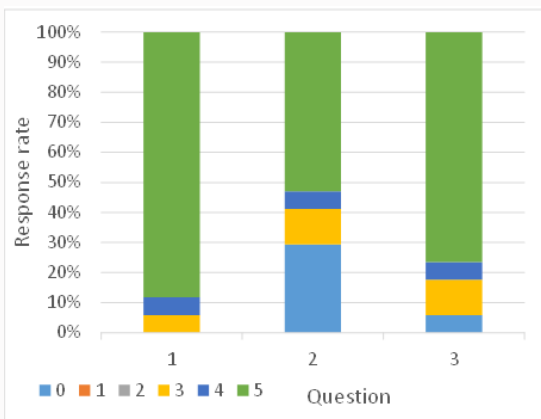


Figure 4 Assessment of the proposal

With regard to the logic of the proposal and its frame of reference, its comprehensibility is clearly established; however, its practicality is viewed with some moderation, which is why a significant group of experts abstained from giving an opinion.

D. Originality and contribution:

Question	0	1	2	3	4	5
1. How original is the approach presented in the article? Does it offer a new perspective on the relationship between empowerment, outsourcing and the management of UENs?	Not specific	It is not original because the concepts are already known	Its originality is questionable because the concepts are not recent	It is original due to the combination of the three main concepts	Its originality is due to the sequencing of its applicability	It is original because it is unusual to find these concepts in a sequential proposal
2. What is the article's potential contribution to existing knowledge?	Not specific	No contribution	Contribution is unclear	Its contribution cannot be determined	Has an acceptable contribution due to the low recurrence of the combination of the basic concepts	The combination of the three conceptual proposals has a strong contribution
3. Does the article offer recommendations or practical guidelines that could be useful for companies to implement?	Not specific	Its recommendations and guidelines are unclear	Its recommendations and guidelines are unclear	Its recommendations and guidelines are moderately clear	Its recommendations are unclear even when it has clear guidelines	If it has clear recommendations and guidelines

Question	Answer					
	0	1	2	3	4	5
1	41	6	6	18	12	18
2	76%	0	0	0	6	18
3	6	0	0	6	6	82

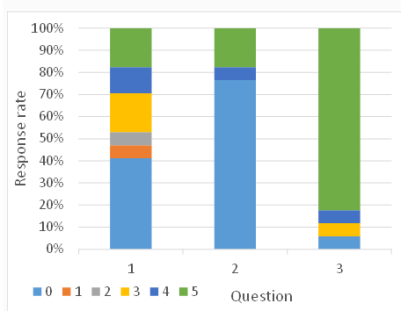


Figure 5 Assessment of originality and contribution

Because the experts consulted are not very attached to academic issues, there were a large number of abstentions on the subject of originality and contribution, although they maintained that they consider it good for the environment.

E. Clarity and Coherence

Question	0	1	2	3	4	5
1. Is the article well written and easy to understand, with arguments presented in a clear and logical manner?	Not necessary	Not understandable	Not clear	It lacks clarity and is difficult to understand	It is understandable thanks to its conceptual summaries	It is clearly and logically understandable
2. Is there a consistent flow of ideas throughout the article? Are the different sections well integrated?	Not clear	The ideas are not understandable	They are difficult to understand	To understand it, it is necessary to study the three basic concepts beforehand	Understanding is moderate and requires knowledge of the three basic concepts	It is clearly understandable throughout the article
3. Are the conclusions supported by the evidence and arguments presented in the article?	Not necessary	They are not supported	Their support is complex to understand	The conclusions have moderate support	The conclusions require prior review of specific content	Their conclusions are clear and supported by structured content

Question	Answer					
	0	1	2	3	4	5
1	0	0	0	0	12	88
2	0	0	0%	0%	6	94%
3	0	0	0	0	6	94

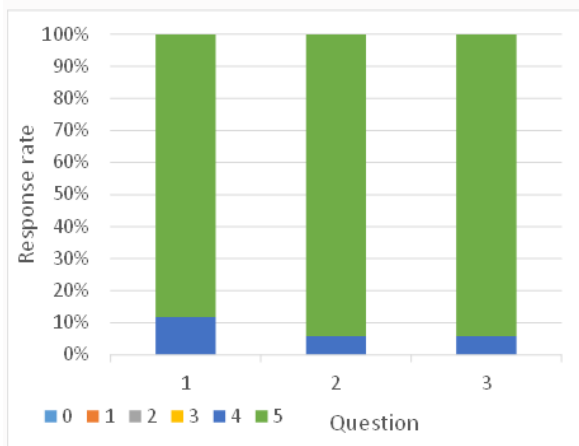


Figure 6 Assessment of clarity and consistency

It is noteworthy that the clarity and coherence of the proposal has been fully understood by the experts, and the structure of the content has facilitated this.

F. Practical applicability:

Question	0	1	2	3	4	5
1. How feasible and useful is the proposed approach for companies seeking to implement empowerment and	Not necessary	Not applicable	It can be applied, but it is not simple or particularly useful	Its application would require a great deal of effort	Its implementation is lengthy due to the structural changes it entails	It is applicable in the business environment

outsourcing strategies?						
2. Would businesses or industries benefit most from this approach?	Not specified	Would not benefit	It is of little benefit	They would have a moderate benefit, depending on management capabilities	They would only benefit if they have a clear vision	Would benefit
3. Are there any potential risks and limitations associated with implementing the proposed model?	Not specified	It is very risky	There is a possible risk at some stages	Low risk	The risk is moderate	Its implementation is not risky

Question	Answer					
	0	1	2	3	4	5
1	35	0	0	12	12	41
2	6	0	0	6	6	82
3	18	0	0	18	12	53

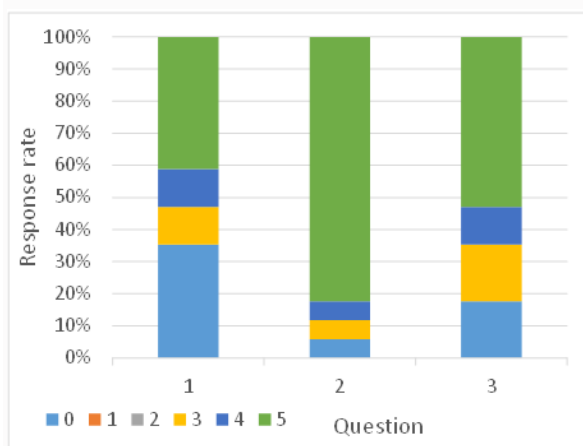


Figure 7 Assessment of practical applicability

It is understandable that there is considerable reluctance in this area, due to the structural changes it would entail, as well as the level of maturity required on the part of the company where it would be implemented. On the other hand, there is the time it would take to put this into practice. All of this has been addressed by McKinsey, who defines structural changes as one of the three difficult or significant changes that would have a major impact on the organisation.

CONCLUSION

Having a strategic vision of how companies can grow and adapt without losing control over their resources and personnel, while proposing a collaborative model geared towards the independence of the UENs.

As a sustainable growth strategy, this proposal allows companies to identify and maximise their growth capacity by focusing on the specialisation of their UENs, which helps to optimise resources and reduce unnecessary operating costs.

Likewise, staff empowerment involves training and empowering employees, which is essential to facilitate their transition to autonomous management. This not only improves their motivation and commitment, but also develops critical decision-making skills.

In other words, structured transition means a clear and well-defined organisational structure in the new company. This is essential to ensure smooth operation, which facilitates communication and collaboration, enabling a more efficient working environment.

Furthermore, collaboration and communication must be active with staff. The implementation of sound corporate management fosters a culture of collaboration and transparency, which contributes to cohesion between the parent company and the new entities.

Furthermore, adaptation and flexibility during the monitoring and adjustment stage ensure that new companies can adapt to market changes and respond quickly to challenges, thus promoting continuous improvement and greater organisational resilience.

In terms of the long-term vision, it implements a management framework that not only focuses on the independence of the SBUs but also seeks to consolidate a business block that promotes long-term growth and innovation.

In this sense, one of the key components of the structural redesign of Strategic Business Units (SBUs) in outsourcing contexts is empowerment, which is defined as the act of genuinely delegating authority, responsibility and autonomy to employees at all levels of the company. From a modern business perspective, empowerment is no longer considered a separate personnel management strategy, but rather a guiding principle for decision-making, operational flexibility and harmony between employee autonomy and hierarchical supervision.

It is concluded that well-organised strategic planning, based on clearly defined phases, is necessary to articulate the relationship between empowerment and outsourcing. In this context, the proposed approach—which includes preliminary assessment, strategy formulation, training, unit restructuring, employee negotiations, outsourcing implementation, monitoring and adjustment, and corporate management—takes into account the need to build a model based on processes that ensure internal consistency and organisational sustainability.

REFERENCES

- Aguilera, R. V., & Ruiz Castillo, M. (2025). Toward an updated corporate governance framework: Fundamentals, disruptions, and future research. *BRQ Business Research Quarterly*, 28(2), 336-348. <https://doi.org/10.1177/23409444251320399>
- Aguilera, R. V., Aragón-Correa, J. A., Marano, V., & Tashman, P. A. (2021). The Corporate Governance of Environmental Sustainability: A Review and Proposal for More Integrated Research. *Journal of Management*, 47(6), 1468-1497. <https://doi.org/10.1177/0149206321991212>
- Agustian, K., Pohan, A., Zen, A., Wiwin, W., & Malik, A. J. (2023). Human Resource Management Strategies in Achieving Competitive Advantage in Business Administration. *Journal of Contemporary Administration and Management (ADMAN)*, 1(2), 108–117. <https://doi.org/10.61100/adman.v1i2.53>
- Al-Faryan, M. (2024). Agency theory, corporate governance and corruption: an integrative literature review approach. *Cogent Social Sciences*, 10(1). <https://doi.org/10.1080/23311886.2024.2337893>
- Athos, C. (2020). Strategic business units: an exploratory investigation. *Research, Society and Development*, 9(2). <https://doi.org/10.33448/rsd-v9i2.2226>
- Castillo Bolaños, H. ., & Solarte Solarte, CM. (2025). Análisis de la orientación al mercado de las empresas de marroquinería del municipio de Belén, departamento de Nariño. *Edu-Tech Enterprise* , 3 , 131. <https://doi.org/10.71459/edutech2025131>
- Chiquito, G., Rivera, B., Anchundia, E., & Farfán, S. (2025). Change as a constant: strategic planning in times of disruption. *Science and Development Journal*, 28(1), 587-595. <http://dx.doi.org/10.21503/cyd.v28i1.2851>
- Collins, J. (2021). Good to great. Why do some companies make the leap to excellence and others don't? Editorial Reverté, S.A.
- Cornejo-Aparicio, V., & Flores-Silva, S. (2020). Model for organisational design based on qualities. *RISTI - Revista Ibérica de Sistemas y Tecnologías de Información*, (27), 733-750. <https://www.proquest.com/openview/8a2868ccf43245be0094007e01479d5a/1.pdf?pq-origsite=gscholar&cbl>
- Djunaedi, A., Nimran, U., Al Musadieg, M., & Afrianty, T. (2023). Empowerment effect on competence and organisational commitments: organisational learning culture as moderating. *Multidisciplinary Reviews*, 7(2). <https://doi.org/10.31893/multirev.2024038>
- Espinoza, Y., Andrade, R., Arteaga, Y., Quimis, P., & Salazar, G., (2025). Transformation of business models through innovative strategic planning. *Revista Científica Ciencia y Desarrollo*, 28(1), 367-375. <https://dialnet.unirioja.es/servlet/articulo?codigo=10091184>
- Finol, M., & Vera, J. (2020). Paradigms, approaches, and research methods: theoretical analysis. *Recursive World Journal*, 3(1), 1-24. <https://atlantic.edu.ec/ojs/index.php/mundor/article/view/38>
- Finol de Franco, M., & Arrieta de Uzcátegui, X. (2021). Qualitative research methods. A documentary analysis. *Encuentro Educacional*, 28(1), 9-28. <https://doi.org/10.5281/zenodo.8169472>

- Fonseca, F., & Martínez, J. (2022). Empowerment as a generator of symbiosis between human resources and organisational objectives. *University, Science and Technology*, 26(114), 170-181. <https://doi.org/10.47460/uct.v26i114.602>
- Fred, D. (2013). *Concepts of strategic management*. Pearson.
- Fred, D., & Forest, D. (2017). *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*. Pearson.
- Freudenreich, B., Lüdeke-Freund, F., & Schaltegger, S. (2020). A Stakeholder Theory Perspective on Business Models: Value Creation for Sustainability. *J Bus Ethics*, 166, 3–18. <https://doi.org/10.1007/s10551-019-04112-z>
- Fuertes, G., Alfaro, M., Vargas, M., Gutiérrez, S., Ternero, R., & Sabattin, J. (2020). Conceptual framework for Strategic management: A Literature Review—Descriptive. *Journal of Engineering*, 1(1). <https://doi.org/10.1155/2020/6253013>
- Gómez Rodríguez, C. P. (2025). Empowerment in the performance of maintenance personnel in exploration and production in oil units. *PENTACIENCIAS Multidisciplinary Peer-Reviewed Scientific Journal*, 7(1), 375–392. <https://doi.org/10.59169/pentaciencias.v17i2.1449>
- Hackl, J., Krause, D., Otto, K., Windheim, M., Moon, S. K., Bursac, N., and Lachmayer, R. (2020). Impact of Modularity Decisions on a Firm's Economic Objectives. *ASME. Journal of Mechanical Design*, 142(4), 041403. <https://doi.org/10.1115/1.4044914>
- Hieu, V. (2020) Employee empowerment and empowering leadership: a literature review. *Technium*, 2(7), 20-28. https://www.researchgate.net/publication/344424946_Employee_empowerment_and_empowering_leadership_A_literature_review
- Kader, M. A., & Hossain, H. (2020). AN ANALYSIS ON BCG GROWTH SHARING MATRIX. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 4(01). <https://doi.org/10.29040/ijebar.v4i01.971>
- Kahl, J., Klerk, S., & Whiteoak, J. (2023). Managing empowerment: adjusting organisational units' autonomy to achieve corporate agility. *Journal of Organisational Effectiveness: People and Performance*, 10(4), 527–545. <https://doi.org/10.1108/JOEPP-05-2022-0126>
- Karim, S., Manab, N., & Ismail, R. (2020). Assessing the Governance Mechanisms, Corporate Social Responsibility and Performance: The Moderating Effect of Board Independence. *Global Business Review*, 24 (3), 550-562. <https://doi.org/10.1177/0972150920917773>
- Leiva, J. (2022). The implementation of the outsourcing business model and its relationship with the organisational development of companies in Panama City. *Revista Contacto*, 2(1), 75-95. <https://revistas.up.ac.pa/index.php/contacto/article/view/2905>
- Löhde, A., & Campopiano, G., & Calabró, A. (2021). Beyond agency and stewardship theory: shareholder–manager relationships and governance structures in family firms. *Management Decision*, 59(2): 390–405. <https://doi.org/10.1108/MD-03-2018-0316>
- Macías, L., Ronquillo, H., Jalca, T., Figueroa, J., Moreira, M., & Vera, M. (2025). Dynamic business models based on market intelligence. *Revista Científica Ciencias y Desarrollo*, 28(1), 605-612. <http://dx.doi.org/10.21503/cyd.v28i1.2853>
- Marín, D., & Verdier, T. (2010). Power inside the firm and the market: A general equilibrium approach. *Journal of the European Economic Association*, 6(49), 752-788. <https://doi.org/10.1162/JEEA.2008.6.4.752>
- Méndez, C. (2020). *Research methodologies. Design and development of the research process in business sciences*. (5th ed.). Alpha Editorial.
- Mitnick, B. (30 May 2019). Origin of the theory of agency: an account by one of the theory's originators. <http://dx.doi.org/10.2139/ssrn.1020378>
- Montero, H., & Espinoza, R. (2024). Labour empowerment and competitiveness. An analysis through literature review. *Latam: Latin American Journal of Social Sciences and Humanities*, 5(4), 1-12. <https://dialnet.unirioja.es/servlet/articulo?codigo=9718950>
- Morelos Gómez, J., Steve Lora, H., & García Cediél, G. G. (2025). Corporate governance and risk management: a review of theories and their impact on business sustainability. *Gerencia Libre*, 11, 26-36. <https://doi.org/10.18041/Gerencia-Libre.2025Vol11.12684>
- Mora Urbina, YA, Torrado Pacavita, ZP, y Torrado Castro, CJ (2025). Contribuciones de la IA a la cadena de suministro: una perspectiva desde la industria de la construcción. *Edu-Tech Enterprise*, 3, 40. <https://doi.org/10.71459/edutech202540>

- Mutambo, N., Mwangi, A., Manda, R., Chiseyeng'i, J., Mashiri, G., & Bwalya, J. (2022). Principles and Practices of Strategy for Effective and Efficient Performance of Business Organisations. *European Journal of Business and Management*, 14(14), 52–68. https://www.researchgate.net/publication/362919633_Principles_and_Practices_of_Strategy_for_Effective_and_Efficient_Performance_of_Business_Organisations
- Namadi, S. (2023). Strategic Management of Outsourcing Balancing Profitability and Cost Control in Corporate Operations. *Journal of Business and Economic Options*, 6(4), 28-35. <https://resdojournals.com/index.php/jbeo/article/view/247>
- Namoc Tejada, E., Cabel Javes, J., Soto Abanto, S., & Calvanapón Alva, F. (2023). Outsourcing and costs in an industrial paper company (2018-2020). *Cofin Habana*, 17(2). http://scielo.sld.cu/scielo.php?script=sci_arttext&pid=S2073-60612023000200010&lng=es&tlng=es.
- Noussan Lettry, R. (2024). Network structure: outsourcing and its evolution. *ADENAG Magazine*, 1(14). <https://revista.adenag.org.ar/index.php/ediciones/article/view/181>
- Nurmalia, N., Yuniarti, T., & Zidhane, M. (2020). Community Empowerment through Processed Diversification and Marketing Strategy of the Wanita Gemari Polkahsar in Pemalang District. *E3S Web of Conference*, 322, 1-13. <https://doi.org/10.1051/e3sconf/202132205010>
- Okochi, K., & Ateke, B. (2020). Employee empowerment: A strategy for optimising employee performance. *Nigerian Business and Social Review*, 11(2), 125-137. https://www.researchgate.net/publication/368449588_Employee_Empowerment_A_Strategy_for_Optimizing_Employee_Performance
- Palacios Rodríguez, M. (2020). Strategic planning, a functional tool within organisations. *Revista Nacional de Administración*, 11(2), 2756. <https://dx.doi.org/10.22458/rna.v11i2.2756>
- Piguave-Bello, M. M., & Vegas-Meléndez, H. J. (2021). Empowerment as an effective strategic management tool in work performance in work teams. *YACHASUN Peer-Reviewed Multidisciplinary Scientific Journal*, 5(8), 21–38. <https://editorialibkn.com/index.php/Yachasun/article/view/99>
- Pinto, J. (2019). Key to Effective Organisational Performance Management Lies at the Intersection of Paradox Theory and Stakeholder Theory. *International Journal of Management Reviews*, 21(2), 185-208. <https://doi.org/10.1111/ijmr.12199>
- Ravi, B., Alok, G., Gautam, R., & Shweta, S. (2022) Single-Sourcing vs. Multisourcing: An Empirical Analysis of Large Information Technology Outsourcing Arrangements. *Information Systems Research*, 34(3), 1109-1130. <https://doi.org/10.1287/isre.2022.1170>
- Rodenas Carhuaz, E. T. ., Unchupaico Campos, C. L. ., & Apaza Romero, I. . (2023). Accounting management and its impact on the liquidity of a automotive conglomerate, Lima. *Edu - Tech Enterprise*, 1, 4. <https://doi.org/10.71459/edutech20234>
- Rocco, A. (2020). Principles of Commercial Law. Ediciones Olejnik.
- Roszkowska, P., & Melé, D. (2021). Organisational Factors in Individual Ethical Behaviour. The notion of the "Organisational Moral Structure". *Humanist Manag*, 6, 187–209. <https://doi.org/10.1007/s41463-020-00080-z>
- Sambrano Fidel, WW., Malpartida Cuicapusa, EE., y Vega Espilco, PO. (2024). Contabilidad Gerencial y su Impacto en la Toma de Decisiones en una pequeña empresa del sector alimentario en Lima Oeste. *Edu-Tech Enterprise*, 2, 8. <https://doi.org/10.71459/edutech20248>
- Schillemans, T., & Bjurstrøm, K. H. (2019). Trust and verification: balancing agency and stewardship theory in the governance of agencies. *International Public Management Journal*, 23(5), 650–676. <https://doi.org/10.1080/10967494.2018.1553807>
- Spreitzer, G. M. (1995). Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation. *Academy of Management Journal*, 38(5), 1442–1465. <https://doi.org/10.2307/256865>
- Taha, H. (2020). Making Cheaper Labour: Domestic Outsourcing and Development in the Galilee. *Anthropology of Work Review*, 41(1), 24-35. <https://doi.org/10.1111/awr.12188>
- Tianyu, M., Zhuofu, W., Mirosław, J., Jiyong, D., Ge, W., & Qinghua, H. (2021). Investigating stewardship behaviour in megaprojects: An exploratory analysis. *Engineering, Construction and Architectural Management*, 28(9), 2570–2591. <https://doi.org/10.1108/ECAM-07-2020-0479>
- Welch, C., Paavilainen-Mäntymäki, E., Piekkari, R., & Plakoyiannaki, E. (2022). Reconciling theory and context: How the case study can set a new agenda for international business research. *J Int Bus Stud*, 53, 4–26. <https://doi.org/10.1057/s41267-021-00484-5>
- Wiersema, M., & Koo, H. (2022). Corporate governance in today's world: Looking back and an agenda for the future. *Strategic Organisation*, 20(4), 786–796. <https://doi.org/10.1177/14761270221115406>