

# CORPORATE APPROACH IN STATE ENTITIES, MAPPING AND TRIANGULATION

Galindo Contreras, Ingrid Yuly<sup>1</sup>; Gutiérrez Otiniano, Juan Ernesto<sup>2</sup>; Vildoso Cabrera, Erick Daniel<sup>3</sup>; Cabrera Cueto, Yda Rosa<sup>4</sup>; Yunkor Romero, Yurela Kosett<sup>5</sup>; Aybar Yzaguirre, Gerardo Manuel<sup>6</sup>; Vildoso Cabrera, Johan David<sup>7</sup>

<sup>2,4,5,6,7</sup>Universidad Autónoma del Perú, Perú, [jgutierrez@autonoma.edu.pe](mailto:jgutierrez@autonoma.edu.pe), [ycabrerac@autonoma.edu.pe](mailto:ycabrerac@autonoma.edu.pe), [yurelak@autonoma.edu.pe](mailto:yurelak@autonoma.edu.pe), [johandvildosocabrera@hotmail.com](mailto:johandvildosocabrera@hotmail.com), [gaybary@autonoma.edu.pe](mailto:gaybary@autonoma.edu.pe)

<sup>1,3</sup>Universidad César Vallejo, [igalindo@ucv.edu.pe](mailto:igalindo@ucv.edu.pe), [evildosoc@ucv.virtual.edu.pe](mailto:evildosoc@ucv.virtual.edu.pe)

**Abstract**– *The corporate approach is usually associated with private companies and this is the most logical because it is based on the law of commercial companies, even more so with the development of concepts such as corporate governance, arbitration where public entities and national states participate. in it. Likewise, when developing the systems theory where each of the components of an organism are interconnected, and the systemic approach, where this organism is interconnected with other organisms in its environment, it is necessary to rethink how state entities and companies can have a corporate approach. To do this, it is necessary to carry out a qualitative study, making it necessary to carry out mapping and triangulation that allow interpreting and explaining why these entities require this approach. The inductive method, observation, documentary and interview techniques will be used. Heuristics will be applied to propose an algorithm that defines the corporate approach, both in the private and state fields.*

**Keywords**– *Corporate approach to the State, mapping, triangulation*

## I. INTRODUCTION

The developed research has legal relevance because scientific inquiry follows an appropriate course and allows it to be considered a significant contribution to the academic and scientific community of a society. For this reason, the concepts that we have developed within the exploratory field provide us with a better understanding of the topic [1]. Since scientific research requires being grounded on epistemological bases, this implies the application of a systematic structure that allows it to be visualized and analyzed through a particular worldview [2].

The factors that may be involved, especially in the exploratory field, may include the conceptual aspect of the construct, the dimensional or categorical aspect, the identification of the components of a particular category, the interpretative aspect, and the heuristic aspect [3].

Each of these factors is important and essential in a qualitative study, especially when the topic has been scarcely studied and analyzed only superficially. For this reason, it becomes an extremely significant topic due to the lack of studies related to the corporate approach of state-owned enterprises, which must incorporate systems theory into this study, since it allows understanding the complexities of corporations and their interactions among themselves [4].

The essential point is to provide the necessary contribution so that the line of research may be developed, in this case, that of the corporate approach in state-owned enterprises, and thus allow the growth and development of a scarcely explored topic. According to Acosta (2018): “Corporate governance provides the mechanisms that allow a balance between management and the control of such management through systems of checks and balances so that the decisions adopted are made according to the best interests of the organization and shareholders” (p. 48). Furthermore, just as species interact within an ecosystem, companies operating within a complex network are of interest to suppliers, customers, competitors, and regulators [6].

For this reason, there is great interest in giving a corporate approach to state entities, since good corporate governance is a requirement created by the market itself in its eagerness to attract investments [7]. However, this way of viewing companies has always existed in the private sector. Why does it not work in the public sector? The first point refers to the fact that private companies generate profits and are intended for profit-making, whereas state-owned enterprises provide services [8]. The second aspect that must be considered is that private entities invest their capital, whereas in state entities there is no talk of investment but rather expenditure. A third aspect concerns personnel: in private companies, personnel are evaluated based on efficiency and effectiveness in their work activities, whereas in the public sector there is considerable political influence and favoritism, and bureaucracy is very extensive [9].

All these factors make it necessary to investigate whether the corporate approach can be applied in public entities, also referred to as state entities. According to the specialist Cervantes (2006): “The structure of good corporate governance must ensure the timely disclosure of all relevant information, including the financial situation, performance, ownership, and governance of the company” (p. 3).

Fourthly, leadership is neither business-oriented nor based on managerial competencies, but rather on personal and political reasons. In other words, in state-owned enterprises personal aspects are privileged without considering professional training or entrepreneurial skills and abilities, in order to achieve transformational leadership [11]. Thus, Polo et al. (2023) stated that:

The purpose of the study is focused on identifying the degree to which Corporate Governance mechanisms limit accounting information manipulation practices. For this purpose, a sample composed of 310 Codes of Best Corporate Practices and 310 annual reports corresponding to 31 companies listed on the Mexican Stock Exchange (BMV) during the 2010–2019 period was analyzed. The results of the linear regression model show a significant negative relationship between Corporate Governance mechanisms (Audit Function and Board of Directors) and earnings manipulation. (p. 427)

In this context, the topic becomes important and fundamental to develop because, despite the fact that much is said and written about the corporate approach, state-owned enterprises do not have a conceptual basis as such. Good corporate governance practices are only framed within companies that generate profits, and any situation arising in state-owned enterprises lacks technical and/or legal support, mainly from the Code of Good Corporate Governance [13]. Therefore, corporate transactions depend largely on contract law, which provides the legal framework for agreements among corporations, shareholders, employees, and other stakeholders [14].

For this reason, following Copernicus' heliocentric model, we can highlight the importance of innovation and disruption in the business world [15]. It is therefore indispensable to carry out a thorough analysis on the matter in order to establish a solid foundation regarding the corporate approach in state-owned enterprises and thus enable them to provide efficient and effective services, since currently these enterprises are deficient, unproductive, inefficient, and ineffective despite the fact that they could be productive due to the country's natural wealth, which is not adequately exploited.

#### PROPOSAL FOR A COMPREHENSIVE CORPORATE MODEL APPLIED TO THE STATE

1. Objective: To design a corporate management model that integrates the State, private enterprise, and civil society under a framework of legal norms, Corporate Law, and continuous feedback systems.
2. Justification: The current fragmentation generates corruption, inefficiency, and distrust. This model seeks transparency, accountability, and shared value.
3. The Axis of the proposed Comprehensive Corporate Model is presented below in Figure 1.

| Eje Sector Público   | Eje Sector Privado            | Eje Sociedad Civil                       |
|----------------------|-------------------------------|------------------------------------------|
| Gobierno Corporativo | Directorios con participación | Métricas de Gestión<br>Pública Ciudadana |

Fig. 1 Axis of the proposed Comprehensive Corporate Model

To modernize the management of state entities in Peru, the following is required:

1. General Objective:  
To implement corporate governance practices from the private sector in state entities, adapted to the public legal framework, in order to achieve efficiency, transparency, and the creation of public value.
2. Legal Framework
  - Law No. 27806: Transparency and Access to Public Information Law
  - Law No. 30057: Civil Service Law – SERVIR
  - Legislative Decree 1440: National Public Budget System
  - OECD Corporate Governance Guidelines for State-Owned Enterprises.
3. Components of the Model
4. Model Architecture
  - Strategic Board: 5 – 7 members. 3 appointed by the sector, 2 independent members proposed by SERVIR, and 2 appointed by civil society and professional associations. Four-year term not coinciding with the government administration.
  - Corporate General Management: Public CEO selected through a competitive process, with a management contract and measurable goals. It is not a position of trust.
  - Key Committees:
    - Audit Committee: Supervises risks and internal control.
    - Appointments Committee: Approves senior officials through merit-based criteria.
    - Ethics Committee: Manages complaints and conflicts of interest.
5. 360° Feedback System:
  - Inward: Workplace climate surveys, evaluation of managers by their teams.
  - Outward: Citizen NPS, quarterly digital town halls, app for reporting service failures.
  - Technology: All data is uploaded to a public dashboard. If a KPI remains in red for two quarters, a mandatory improvement plan is activated.
6. Implementation Roadmap
  - Phase: Timeline – Action – Deliverable
  - Pilot: 0 – 6 months – Select 1 Ministry and 1 Regional Government – Installed board + defined KPIs.
  - Regulatory Framework: 6 – 9 months – Public Corporate Governance Bill – Approved Law or Legislative Decree.
  - Scaling: 9 – 18 months – 10 key entities under the model
    - Best Practices Certification.

- Consolidation: 18 – 36 months – Entire Executive Branch – Annual ranking of entities.
- 7. Key Indicators – KPIs
  - Efficiency: % Budget execution vs. achieved physical targets.
  - Transparency: Average days to publish contracts > 8 UIT. Goal: 1 day.
  - Citizenship: User satisfaction level. Goal: >80%.
  - Integrity: Number of corruption complaints addressed within <30 days. Goal: 100%.
  - Talent: % of officials selected through competitive processes. Goal: >70%.
- 8. Risks and Mitigation
  - Political risk: Shield the board through legislation and staggered terms.
  - Internal resistance: Change management plan + performance-based incentives.

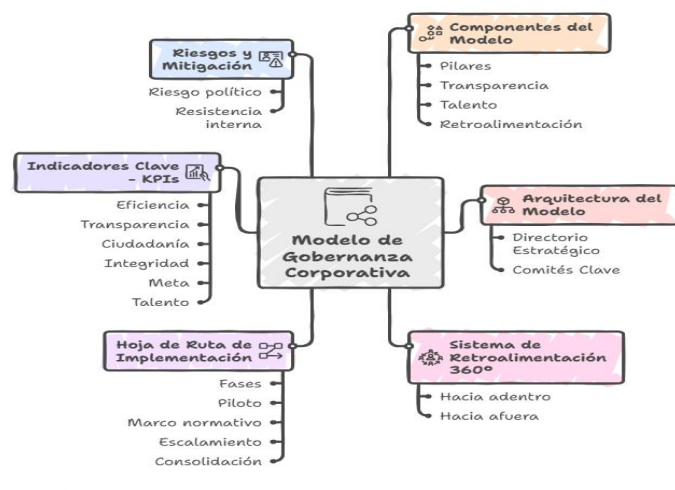


Fig. 2 Corporate Governance Model

## II. METHODOLOGY

**Research Type and Design.** The study is basic in nature because it seeks to deepen knowledge regarding the corporate approach in state-owned enterprises. It is qualitative because it will work with categories and subcategories that will allow the development of a clearer concept regarding these, and it has a heuristic design because it will propose an algorithm that summarizes the corporate approach in enterprises. Both the type and design of the study will allow the research to be approached from a different perspective because systems theory will be applied to corporate governance in state-owned enterprises, which could optimize their functioning within Peruvian society [12].

**Study Scenario.** The study scenario involves three Peruvian state-owned enterprises that will allow a clear elucidation of how the corporate approach is conceptualized, how it is linked to current legal standards, and what should be done for these entities to function productively.

**Participants.** The participants are those who will be interviewed by experts on the subject. In this case, they will be the managers of ten state entities, who will be interviewed by the researchers with the purpose of obtaining similarities and differences regarding this approach.

**Data Collection Techniques and Instruments.** The techniques to be employed are observation, description, documentary analysis, and interviews. The instruments will include observation guides, research sheets, documentary matrices, and interview guides [16]. Regarding document analysis, a mapping of the regulations related to the subject under study will be conducted, including commercial companies law, principles of good corporate governance, and the Political Constitution of Peru; subsequently, the results obtained will be used to carry out the corresponding triangulation.

**Procedures.** The categories will be selected and broken down into subcategories and indicators; likewise, they will be identified through coding that allows their decomposition until the results of such deconstruction are obtained. In addition, mapping will be applied, allowing a concrete positioning within the study scenario, as well as triangulation through methodological, theoretical, and expert triangulation, which will make it possible to contrast the data obtained during data collection. Text analysis will also be conducted to understand, interpret, and analyze the selected documents. Hermeneutics will serve to deepen the categories under investigation through a dialectical process in which researchers will navigate between the whole and the parts of the document being analyzed, as well as through the explanation of the theories that will be employed [17].

**Data Analysis.** The data will be analyzed using hermeneutics and heuristics, which, as a transversal concept, will allow the formulation of the algorithm intended to demonstrate that state entities can adopt an effective and efficient corporate approach. It may also facilitate the discovery, invention, or resolution of difficulties related to a specific topic.

**Ethical Aspects.** The study will be framed within the ethical principles established by international and national organizations, such as the Declaration of Helsinki, which concerns research involving human beings and includes both physical and emotional aspects. Likewise, the study will adhere to the ethical standards established by Universidad Autónoma del Perú.

### III. RESULTS

TABLE I.

CAN THE INTERACTION AND RELATIONSHIP BETWEEN THE STATE, THE PRIVATE SECTOR AND CIVIL SOCIETY CREATE A DYNAMIC BALANCE THAT CAN HAVE AN IMPACT ON THE EFFICIENCY AND EFFECTIVENESS OF THE STATE?

| Interviewee                                  | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Wilfredo<br>Herbert<br>Gordillo<br>Briceño   | Yes, because the Political Constitution of 1993 in the Chapter of the Economic Regime from Art.58 specifies that the State guides the development of the country, and acts mainly in the areas of employment promotion, health, education, security, public services and infrastructure to achieve efficiency and effectiveness.                                                                                                                            |
| Martín<br>Vicente Tovar<br>Cerquén           | Efficiency and effectiveness are the characteristics and <i>raison d'être</i> of the State. In this sense, the interaction between the public sector and the private sector generates effective relationships to achieve the dynamic balance that citizens expect in society, as long as it benefits the great majority and primarily promotes the active participation of citizens in general.                                                             |
| Víctor Manuel<br>Urbizagástegui<br>Silvestre | The State has as its primary function to be efficient and effective in the defense and protection of the fundamental rights of the people, for this objective the interaction between the public sector and the private sector will generate relationships that achieve the balance that citizens expect in society for the benefit of the great majorities and the active participation of citizens in the social and economic development of the country. |
| Moises<br>Huamán<br>Pillhuaman               | I agree because efficiency and effectiveness are the characteristics of the State. The interaction between the public sector and the private sector generates the necessary impulse to achieve that dynamic balance that all citizens expect in society for the benefit of the great majority.                                                                                                                                                              |
| Carlos Enrique<br>Rivera<br>Arellano         | When we refer to the efficiency and effectiveness of the State, they should be extended to the private sector to achieve a more dynamic balance, so that citizens obtain greater benefits and opportunities for                                                                                                                                                                                                                                             |

development through the interaction of the public sector with the private sector.

**Interpretation:** Three of the interviewees consider efficiency and effectiveness to be fundamental for the purposes of the State; however, two of them differ in the sense that the role of the State is to guide the social, political, and economic development of the country. Likewise, interaction with the private sector is necessary to achieve accomplishments for the common good.

TABLE II

WOULD COORDINATION AND COOPERATION BETWEEN PUBLIC ENTITIES IMPROVE DECISION-MAKING AND INCREASE TRANSPARENCY AND ACCOUNTABILITY?

| Interviewee                                  | Response                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Wilfredo<br>Herbert<br>Gordillo<br>Briceño   | I think so, because the State stimulates the creation of wealth through the different public entities and guarantees freedom of work and freedom of enterprise, commerce and industry with full transparency, which is expressed in the accountability of public spending.                                                                                                 |
| Martín<br>Vicente Tovar<br>Cerquén           | The State, through its public entities, provides opportunities for improvement to the sectors that suffer any inequality; in this sense, it promotes small businesses in all its forms, as well as greater citizen participation that is reflected in the acts of transparency, accountability and simplification of administrative procedures with the use of technology. |
| Víctor Manuel<br>Urbizagástegui<br>Silvestre | Agreed, because the State through its public entities at different levels of government, should promote, for example, the formalization of small and medium enterprises, as well as greater citizen participation, transparency in public management and simplification of administrative procedures with the use of technology.                                           |
| Moises<br>Huamán<br>Pillhuaman               | It is essential that the State, through its public entities, promote opportunities for improvement in all those sectors in poverty and extreme poverty, as well as greater citizen participation in acts of transparency in public services and works and in accountability.                                                                                               |

Carlos Enrique Rivera Arellano

I think so, because the State represented by its various sectors would allow reaching the most vulnerable populations providing them with opportunities for improvement, as well as more citizen participation and access to services and public works.

**Interpretation:** The interviewees agree on the idea that the State has a fundamental role in the economic and social development of the country. All agree that the State should stimulate the creation of wealth, provide opportunities for self-improvement, especially for the most vulnerable sectors, and encourage citizen participation. Although each emphasizes different aspects, the general vision is that the state should be an engine of progress, promoting the economy, social inclusion and citizen participation.

TABLE III  
WOULD INCREASED CITIZEN PARTICIPATION AND ACCOUNTABILITY PROMOTE COHESION AND SOCIAL JUSTICE TO ACHIEVE A CORPORATE APPROACH TO THE PERUVIAN STATE?

| Interviewee                            | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Wilfredo Herbert Gordillo Briceño      | I agree, because citizen participation and social justice are fundamental elements to build the corporative approach of the State because it allows inclusion in decision making, access to public information, defines mechanisms for citizen consultation, represents vulnerable groups, promotes equity and equal opportunities, guarantees the protection of human rights, poverty reduction and most importantly, efficient and transparent public management.                        |
| Martín Vicente Tovar Cerquén           | The corporate approach to the State is directly related to citizen participation and accountability, and should be applied through the analysis of the political and administrative system, the design of effective public policies, evaluation of the efficiency and effectiveness of public management, the management of resources and public services to deepen the relationship between the State and civil society that promotes greater cohesion and social justice among citizens. |
| Víctor Manuel Urbizagástegui Silvestre | I believe so. The corporative approach of the State is related to citizen participation and accountability, to deepen cohesion and social justice among citizens.                                                                                                                                                                                                                                                                                                                          |

Moises Huaman Pillhuaman

The corporate approach of the State should be projected towards greater citizen participation and transparency of public acts, applying effective public policies consistent with the social and economic reality of the country to strengthen the relationship between the State and Civil Society that promotes greater cohesion among citizens.

Carlos Enrique Rivera Arellano

The corporate approach of the Peruvian State must have as its goal cohesion and social justice with full citizen participation and the application of public policies that are in accordance with the social reality of the country.

**Interpretation:** The interviewees agree that citizen participation and social justice are fundamental elements for the corporate approach of the State. All emphasize the importance of citizen participation in decision- making, transparency, accountability and the implementation of public policies that promote social cohesion and justice.

TABLE IV  
WOULD THE EXPANSION OF NORMATIVE REGULATIONS ON THE STATE'S CORPORATE APPROACH AND THE INCREASE IN CORPORATE SOCIAL RESPONSIBILITY FAVOR BETTER INTERACTION BETWEEN THE STATE, THE COMPANY AND THE CITIZENS?

| Interviewee                       | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Wilfredo Herbert Gordillo Briceño | It is indeed crucial to ensure transparency. Accountability and protection of citizens' rights. It is necessary to expand the laws of transparency and access to public information with the use of artificial intelligence; greater precision in the legal norms of corporate governance; greater precision in the regulations of social responsibility of state enterprises; expansion of laws for the protection of the environment in the face of climate change in the world. |
| Martín Vicente Tovar Cerquén      | In fact, they are fundamental to guarantee transparency, accountability and the protection of citizens' fundamental rights. The world has become globalized and the Law must regulate the new social phenomena, especially the State, by updating the Law of Transparency and Access to Public Information, the Law of Protection of Personal Data, Law of Prevention of Corruption, Law of Public                                                                                 |

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                         |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| V́ctor Manuel Urbizagástegui Silvestre | Contracting and the Law of Patrimonial Responsibility of the State.                                                                                                                                                                                                                                                                                                                                                     |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                        | The Law has to permanently regulate the new social phenomena that occur not only in the regions, localities but also globally by updating the legal regulations especially of transparency and access to public information and other legislation such as the protection of Personal Data, eradication of Corruption in the public and private sector and everything that concerns the corporate approach of the State. | Wilfredo Herbert Gordillo Briceño      | It is true because access to resources and financing by the state really improves the quality of life of citizens in aspects of health and education, increased security and justice, environmental protection and the promotion of economic development. It also strengthens democratic institutions, implements effective public policies, encourages citizen participation, promotes international cooperation and guarantees transparency and accountability to achieve sustainable and equitable development. |
|                                        | Yes, because the world has become globalized and the Law has to regulate the new social phenomena on issues such as the Law of Transparency and Access to Public Information, the Law of Protection of Personal Data, the Law of Prevention of Corruption, the Law of Public Contracting and the Law of Patrimonial Responsibility of the State and all those regulations that point towards a corporatized State.      | Marín Vicente Tovar Cerquén            | It is important to keep in mind the following key aspects to improve the quality of life of citizens: Education: health, infrastructure, security and access to natural resources that result in the quality of life reflected in well-being, access to economic opportunities and employment, citizen participation and community commitment.                                                                                                                                                                     |
| Moises Huamán Pillhuaman               |                                                                                                                                                                                                                                                                                                                                                                                                                         |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Carlos Enrique Rivera Arellano         | I believe it is necessary. Every time new social events occur in the world, the Law must be expectant, especially in the field of corporate approach so that we can have a modern State.                                                                                                                                                                                                                                | V́ctor Manuel Urbizagástegui Silvestre | Exactly, the State must have a greater vision with a corporate approach to improve the quality of life of citizens, for example in the quality of education, health services, infrastructure improvement, citizen security and everything that has an impact on the quality of life, citizen participation and commitment to citizenship in general.                                                                                                                                                               |

**Interpretation:** The interviewees show a strong consensus on the need for legal frameworks that promote transparency, accountability and the protection of citizens' rights in a globalized world. They stress the importance of adapting legal systems to address emerging challenges, particularly those related to state corporatism and the growing use of artificial intelligence. While respondents offer slightly different perspectives on specific areas of legal reform, their core message remains consistent: a modern and responsive legal system is essential to ensure a just and equitable society.

|                                |                                                                                                                                                                                                                                                                               |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Moises Huamán Pillhuaman       | In agreement, it is necessary to keep in mind some key aspects to improve the quality of life of citizens such as education, health and citizen security that benefit the quality of life reflected in welfare, access to employment opportunities and citizen participation. |
| Carlos Enrique Rivera Arellano | I think so. The State has the duty to finance all those public and private projects that contribute to the social development of the country to improve the quality of life of citizens.                                                                                      |

TABLE V  
WOULD ACCESS TO RESOURCES AND PUBLIC FUNDING FROM THE STATE CONTRIBUTE TO IMPROVING THE QUALITY OF LIFE FOR SOCIETY AS A WHOLE?

| Interviewee | Response |
|-------------|----------|
|-------------|----------|

**Interpretation:** The interviewees reveal a strong consensus on the responsibility of the state to improve the quality of life of its citizens. While offering slightly different perspectives on how to achieve this, they all agree on the importance of investing in education, health care, infrastructure, security and economic opportunity. Respondents also recognize the need for transparency, accountability and citizen participation in defining the role of the state in improving the quality of life for all.

TABLE VI  
DO YOU CONSIDER RELEVANT THE APPLICATION OF SYSTEMS AND SUBSYSTEMS THEORIES TO EVALUATE THE EFFICIENCY AND EFFECTIVENESS OF THE STATE'S CORPORATE APPROACH?

| Interviewee                            | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Wilfredo Herbert Gordillo Briceño      | These tools are valuable because they relate systems theories, complexity theories and self-organization theories with political, economic, social and administrative subsystems. In terms of efficiency and effectiveness, it contributes to the analysis of the structure and function of the system, with the evaluation of the relationship between subsystems, helps with the analysis of information and resource flows, with the evaluation of capacity, adaptation and response and in the efficiency of resource allocation, allowing the analysis of the complexity of the system to identify areas for improvement to achieve equitable sustainable development. |
| Martín Vicente Tovar Cerquén           | In fact, it is crucial because it makes it possible to improve public management and achieve sustainable development.<br>Management systems contribute to the strategic planning system, the project management system, the human resources management system and the quality management system.                                                                                                                                                                                                                                                                                                                                                                            |
| Víctor Manuel Urbizagástegui Silvestre | Yes, it is very necessary, because it would allow for more efficient public management and sustainable development that should prevail in any society with strategic planning, adequate human resources management and the application of quality management systems.                                                                                                                                                                                                                                                                                                                                                                                                       |
| Moises Huamán Pillhuaman               | Yes, it is relevant because it allows improving public management and achieving sustainable development for the benefit of society.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Carlos Enrique Rivera Arellano         | Yes, it is true, because it allows improving public management and contributes efficiently and effectively to sustainable development for the benefit of the whole society.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

**Interpretation:** The interviewees show a strong convergence of opinions on the importance of integrating systems theory, complexity theory and self-organization theory in public administration. All respondents agree that these tools are valuable

for improving public management, promoting sustainable development and achieving equitable outcomes. Their perspectives highlight the need for a holistic and interconnected approach to public administration that recognizes the complexity of social systems and the importance of achieving efficiency, effectiveness and equity in the pursuit of sustainable development.

TABLE VII  
DO YOU BELIEVE THAT THE USE OF SYSTEMS AND SYSTEMIC THEORIES IN THE CORPORATE APPROACH USED IN STATE ENTITIES WILL FACILITATE STRATEGIC PLANNING AND MANAGEMENT USING PROBLEM-SOLVING TOOLS AND TECHNIQUES?

| Interviewee                       | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Wilfredo Herbert Gordillo Briceño | Of course, the use of systems and systematic theories and the corporate approach of the State is fundamental to understanding and improving public management. In terms of systems theories we have complex theory, theory of dynamic systems and the theory of self-organization. In terms of systematics, systems analysis, systems design, systems evaluation and systems management are applicable to achieve the following benefits: a) Improvement in the efficiency and effectiveness of public management, b) Promotion of collaboration and coordination among actors, c) Adaptation to change and complexity, d) Decision making and problem solving, and e) Strengthening of transparency. |
| Martín Vicente Tovar Cerquén      | It is true, there are key tools that facilitate strategic planning and management such as management systems related to the information system, communication systems, evaluation and control systems for the improvement of the quality of public services, efficiency and effectiveness, increased transparency, increased productivity, selecting the appropriate systems and tools for the needs of a State with a corporate approach.                                                                                                                                                                                                                                                            |

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Víctor Manuel Urbizagástegui Silvestre | Undoubtedly, we see that there are already experiences of the great powers that invest the resources of the State to use different systems and systematic theories according to their socio-economic reality that facilitate the planning and strategic management related to information, communication, evaluation and control systems for the improvement of the quality of public services with a corporate approach. |
| Moises Huamán Pillhuaman               | Yes, because it facilitates planning and strategic management to improve the quality of public services, efficiency and effectiveness of public services, increase production and productivity, with the appropriate systems and systemics to achieve a State with a corporate approach.                                                                                                                                  |
| Carlos Enrique Rivera Arellano         | It is undoubtedly because it facilitates planning and strategic management to improve the quality of life of citizens in a State with a corporate approach.                                                                                                                                                                                                                                                               |

**Interpretation.** Specialists demonstrate a strong consensus on the value of systems theory and systematic approaches to improve public administration in a corporate-centered State. They highlight the benefits of this approach in terms of efficiency, effectiveness, collaboration, adaptability, decision making and transparency. While each response highlights slightly different aspects of this approach, together they present a compelling argument for its importance in modern public administration.

#### IV. DISCUSSION

The responses from the interviews consistently point to the complexities of applying corporate models directly from the private sector to state-owned enterprises. The fundamental differences in objectives (service provision versus profit maximization), resource management (public funds versus private capital), personnel structures (political influence versus meritocracy), and leadership styles (political appointments versus competency-based selection) require a more nuanced approach than the simple transplantation of best practices from the private sector. However, the interviewees' emphasis on efficiency and effectiveness highlights the shared objective of improving performance and establishing a more adaptable and innovative corporate culture, although the paths to achieving this differ significantly [18]. This highlights the crucial need for a systemic approach, as advocated by several interviewees, which recognizes the interconnection of various internal and external factors that influence the performance of state-owned enterprises, which are not merely social actors; on the contrary,

their relevance lies in the influence of the values and norms that they must comply with [19].

However, there is no convergence regarding perspectives on the optimal path to achieve the objectives described. While some interviewees emphasize the constitutional role of the State in relation to national development (Alegria Trujillo), others focus, with differing views, on the synergistic potential of collaboration between the public and private sectors (Vildoso Cabrera, Aybar Yzaguirre, Huamán Pillhuamán). In this way, the need for a comprehensive mapping exercise becomes evident in order to identify and categorize the various models and approaches currently employed in the management of state-owned enterprises. A map according to the model we are proposing will serve as a fundamental basis for the research, providing a comprehensive overview of the current panorama of the State's needs and, likewise, providing information for subsequent analyses.

Likewise, it is necessary to specify that the interviews conducted according to our qualitative approach show a strong consensus regarding the importance of transparency, accountability, and citizen participation to improve public governance, which underscores the need to incorporate these elements into any corporate approach proposed for state-owned enterprises, as specified in our Corporate Governance Model, in order to achieve a more comprehensive approach to business management that takes into account the impact of decisions on the entire organization and its stakeholders [20]. However, the responses from the interviewees also implicitly recognize the challenges involved in implementing such an approach within the existing institutional framework of the State. Such challenges include bureaucratic inertia, political influence, and the inherent differences between profit-oriented private entities and service-oriented public entities, which constitute potential obstacles. This requires a detailed analysis of the legal and regulatory frameworks governing state-owned enterprises, identifying existing gaps, opportunities for improvement, and the interconnection between legal norms, ethical values, and practical realities [21].

Therefore, the mapping of these institutional frameworks will be crucial to understanding the context in which a corporate approach must operate, one that should adopt more transparent and ethical governance practices [22].

On the other hand, the emphasis on the need to improve coordination and cooperation among public entities further reinforces the systemic approach of the present research. The interviewees recognize that effective governance requires a holistic perspective that considers the interconnection of the different subsystems within the public sector. This interconnection is further emphasized through the constant mention of the need for effective policies, efficient resource management, and citizen participation in order to achieve a more just and equitable society. Therefore, the call to improve

regulation and increase corporate social responsibility reinforces the need for a comprehensive analysis of the legal and ethical dimensions involved in applying a corporate approach to state-owned enterprises [23]. The responses highlight the need to adapt existing legal frameworks to the unique challenges of the public sector, ensuring transparency, accountability, and the protection of citizens' rights, in order to strengthen the institutional culture of risk management, as well as empowerment and the assumption of a proactive role [24].

This requires a careful examination of the interaction between legal frameworks, organizational structures, and stakeholder expectations. In addition, consideration must be given to the report on compliance with standards and codes related to corporate governance in Peru [25].

Finally, the almost unanimous agreement regarding the importance of access to public resources to improve citizens' quality of life underscores the ultimate objective of this research: improving the delivery of public services and increasing the welfare of the population. The research will examine how a corporate approach can contribute to this objective, as well as the need to balance efficiency with equity and social justice [26]. The integration of systems theory provides a valuable framework for analyzing the complexities of this challenge, allowing the identification of areas for improvement and the development of more effective strategies to achieve sustainable and equitable development.

Therefore, corporate governance theories have evolved toward more complex models that involve all stakeholders, attributing greater importance to the productive and cognitive aspects of value creation [27].

#### IV. CONCLUSIONS

FIRST: The research demonstrates the complexity of applying corporate models from the private sector to state entities without considering the fundamental differences in their objectives, structures, and contexts. The interviews reveal a crucial need for a systemic approach that recognizes the interdependence between the State, the private sector, civil society, and the internal subsystems of state entities. A holistic approach is essential to understand complex dynamics and achieve effective improvement in efficiency, transparency, and accountability. Simply copying private models is not sufficient; a new conceptual framework is required that considers the particularities of the public sector and its public service objectives.

SECOND: The consensus among the interviewees regarding the importance of citizen participation, transparency, and accountability highlights the need to integrate these elements into any implementation strategy of a corporate approach within state entities. These principles are not only

desirable, but are also fundamental for the legitimacy, effectiveness, and sustainability of any reform in public administration. A successful corporate approach in the public sector must prioritize accountability to citizens and the inclusion of civil society in decision-making processes. The absence of these elements could generate resistance and undermine the effectiveness of the reform.

THIRD: It is recommended to develop a specific conceptual framework for corporate governance in the public sector that considers the fundamental differences between public and private entities. This framework must integrate the principles of efficiency, transparency, and accountability, as well as mechanisms for citizen participation and intersectoral collaboration. The research should further develop the creation of specific performance indicators for the public sector that reflect public service objectives beyond traditional financial indicators.

Likewise, the implementation of a mapping and triangulation process is recommended in order to evaluate the application of the corporate approach in state entities. This process should include the collection of qualitative data (interviews, case studies) and quantitative data (performance indicators, financial data), as well as the integration of different theoretical frameworks to achieve a comprehensive understanding. This approach will allow a more complete and accurate evaluation of the impact of applying the corporate approach, identifying both successes and challenges, and providing valuable information for political decision-making and the continuous improvement of public management.

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