



THE MULTINEUROSENSORY PROFILE AS A TOOL FOR ORGANIZATIONAL MANAGEMENT IN SMES IN THE TEXTILE SECTOR

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Summary

The multineurosensory profile has become an emerging tool for organizational management, especially relevant in the context of small and medium-sized enterprises (SMEs). This approach allows managers to integrate perception through different senses—visual, auditory, tactile, olfactory, and gustatory—into their decision-making processes, contributing to a more holistic understanding of market and organizational dynamics. In the textile sector, where product quality, innovation in design and rapid adaptation to consumer trends are decisive, a multineurosensory profile can make a significant difference in the effectiveness of business management. This article discusses how the application of multineurosensory perception, supported by the principles of neuromanagement, can boost the efficiency of SME managers, helping them make more accurate and adaptive decisions. The research is based on a study applied to managers of SMEs in the textile sector in Bogotá, using a quantitative approach to evaluate the influence of the multineurosensory profile on strategic decision-making. The results show that managers with a developed multineurosensory profile have a greater ability to identify and respond to customer needs, adjust production strategies, and optimize the shopping experience. In addition, the integration of the senses in the evaluation of products and in communication with work teams facilitates better internal coordination, boosting creativity and operational efficiency. This approach also allows managers to more effectively manage the

uncertainty and risks associated with a volatile market, improving their ability to make decisions in real time.

Keywords: Multineurosensory Profile, Neuromanagement, Organizational Management, Business Competitiveness, Textile Sector.

1. Introduction

In a business environment characterized by constantly evolving market trends and high competition, Small and Medium Enterprises (SMEs) face the challenge of adapting quickly to changes to ensure their sustainability and growth. This is especially relevant in the textile sector, where consumer preferences, innovation in designs and product quality are determining factors for competitiveness. Organizational management in this context requires tools that allow business leaders not only to process large amounts of information, but also to adapt intuitively to market dynamics. In this sense, the multineurosensory profile emerges as an innovative solution, facilitating a richer and more detailed perception of the environment and improving decision-making.(Telenchana & Elizabeth, 2023)(Torres Cuenca & Sagbay Zambrano, 2024)

The concept of multineurosensory profiling refers to the ability to integrate perception through the different senses—visual, auditory, tactile, olfactory, and gustatory—into the processes of analysis and decision-making. This ability allows managers to pick up on a greater variety of stimuli from the environment, process them efficiently, and apply this information to design more adaptive strategies. For SMEs in the textile sector, visual perception is essential for identifying fashion trends and evaluating product presentation, while tactile perception is essential for evaluating the quality of materials and the customer experience. A multineurosensory approach to management therefore makes it possible to improve the customer experience and optimise the product offer, key aspects to maintain a competitive position in the market.(Rivera García, 2016)

Neuromanagement, which incorporates principles of neuroscience applied to business management, becomes an ideal framework to develop a multineurosensory profile in SME leaders. Through understanding the neurocognitive processes involved in perception and decision-making, managers can improve their ability to interpret sensory information and use it strategically. The integration of neuromanagement into organizational management allows for a more human and adaptive approach, in which the importance of emotions and senses in the decision-making process is recognized. This is particularly relevant in situations of high pressure and uncertainty, where the ability to remain calm and analyze the situation with a broad perspective can make the difference between success and failure.(Castellano & Rincón, 2023)

Recent studies suggest that managers who develop a multineurosensory profile have a greater ability to respond flexibly to market demands, adjusting their production and marketing strategies more effectively. In the textile sector, this adaptability is essential, as it allows SMEs to anticipate changes in consumer preferences and adjust their products quickly. In addition, an approach that considers multisensory perception can improve coordination between work teams, facilitating communication and collaboration in the development of new designs and products. The application of a multineurosensory profile in organizational management not

only improves operational efficiency, but also drives creativity and innovation within the company.

At a theoretical level, the implementation of a multineurosensory profile in the management of SMEs is aligned with current trends in the study of neuromanagement, which promote a comprehensive approach to business leadership. This perspective recognizes that the human brain processes information in complex ways and that decision-making is influenced by a combination of rational, emotional, and sensory factors. By harnessing the brain's ability to integrate stimuli from different senses, managers can make more informed and adaptive decisions, which is crucial in sectors where quality and innovation are key differentiators. This approach promotes a more balanced management, which combines logic with intuition, providing SMEs with a competitive advantage in an ever-changing environment.

This article aims to analyze how the development of a multineurosensory profile can become a strategic tool for organizational management in SMEs in the textile sector. Through an approach based on neuromanagement, it seeks to explore how the integration of sensory perceptions in decision-making can improve the efficiency of managers and the adaptability of companies to market dynamics. In addition, practical applications are presented and the benefits of adopting a multisensory approach in product and service management, as well as in improving the customer experience, are discussed. With this, it is intended to contribute to the knowledge about the role of sensory perception in business management, proposing a model that can be implemented in other industries to promote innovation and sustained growth of SMEs.

2. General objective

To analyze how the development of a multineurosensory profile in managers of SMEs in the textile sector can optimize organizational management, improving strategic decision-making and the adaptability of the company to changing market dynamics, through the integration of sensory perceptions in leadership and business planning processes.

3. Methodology

3.1 Research Approach

The research adopts a quantitative approach, aimed at measuring and analyzing the relationship between the development of the multineurosensory profile of managers and the efficiency in the organizational management of SMEs. This approach makes it possible to collect numerical data that provide an objective view of the phenomenon studied, focused on the description of how the different senses influence decision-making.

3.2 Type of study

Non-Experimental and Cross-sectional: The study is non-experimental, since variables are not manipulated, but the characteristics of the population are observed and analyzed in their natural context. It is also cross-sectional because the data is collected at a single moment in time, allowing an analysis of the current situation of managers in relation to their multineurosensory profile.

3.3 Population and sample

The research focuses on the managers of SMEs in the textile sector located in Bogotá, specifically in the town of Chapinero. This population was selected due to the importance of the textile industry in the local economy and the need to improve business management to face competition. Census sampling was applied due to the limited size of the population, which allowed data to be collected from all the managers relevant to the study. This ensures that the results are representative of the population of interest and that the conclusions can be applied more accurately to the specific context of the textile sector in Bogotá.

3.4 Data collection instrument

The main data collection instrument was a structured questionnaire with a Likert-type scale, which contains 60 items. These items assess managers' perceptions of the use of their senses (visual, auditory, tactile, olfactory, and gustatory) in their decision-making process and in the management of their companies. The questionnaire was validated by a panel of experts to ensure its content validity.

4. Results

4.1 Multisensory profile

The basic principles of sensation through the multineurosensory profile, refers to how to acquire information from the outside and inner world, where the different sensory organs of the body how each one converts physical energy, such as light or sound waves into nerve impulses, but sensation is only half the story, The eyes only register light, darkness and color, on perception that include smells, images, sounds, tastes, balance, touch and pain, they are the pure data of experience.

Among the experts who can mention the multineurosensory profile is Braidot (2016), where he discusses the construction of multineurosensory profiles to create successful business units, reposition current ones, select people, optimize customer service and improve organizational management by creating more and better moments of understanding. For this to be possible, it is necessary to delve into the functioning of each of the senses, in turn, to know the main techniques that have been developed to obtain objective information, as well as subjective information that allows the construction of the multineurosensory profiles that are of interest to the organization.

In the same vein, Morris and Maisto (2013) mention the sequence of events that produces a sensation that seems quite simple, where some form of energy such as light waves, sound vibrations, chemical molecules transported in the air or blood stimulate a receptor cell in one of the sensory organs, such as the eye or ear. If this stimulus is strong enough, the receptor sends a signal along the sensory nerves to the appropriate area of the cerebral cortex, where the brain is housed in the skull, isolated from external events, but is bombarded by electrical signals carried by millions of nerve fibers.

Continuing with the revision process, Hernández (2012) points out the various modalities of perception, that is, from the sensory level, where each of these modalities, despite being governed by the brain, goes through stages of differentiated forms, which does not eliminate their similarities and interaction. Almost all perceptual experiences require interaction between different sensory systems.

Taking into consideration the authors consulted, they disagree regarding the theoretical vision of the multineurosensory profile, for Braidot (2016), the functioning of each of the senses is in favor of managers to create successful business units, Morris and Maisto (2013), mentions the chain of events that produces a sensation by stimulating a receptor cell in one of the sensory organs, such as the eye or ear, sending a signal to the cerebral cortex. Hernández (2012) states

that although each sensation is approached in isolation, it cannot be considered that in the perception process there is not a constant interaction between all of them, these require the interaction between the different sensory systems.

In other words, the multineurosensory profile is part of the strategy to generate greater cohesion of attention, consequently better understanding between manager, team, customer, product, negotiators and people of the same organization, showing the existence of a multineurosensory impact, therefore it is imperative to know how the brain encodes and transforms the information coming from the environment to create what is known as perceptual judgment. from there, generate strategies for a better disposition of the resource.

In this purpose, this research establishes a position with the theoretical underpinnings of Braidot (2016), where the objective of the company is to achieve a multineurosensory impact in accordance with the positioning strategy (corporate image, products and services), for which it is necessary to start by analyzing the neurosensory profile of customers in retail stores. then, define an odtype (aroma) and a sonotype (music and sound).

In this sense, the managers of SMEs in the textile industry must work to efficiently identify what the specific needs of customers are (both internal and external), subsequently, transform them into benefits that are reflected in a value proposition, as for the members of the organization, neurosensory stimulation helps people not only to select and effectively memorize relevant information, but also to develop social skills that facilitate harmony and good communication in work teams.

In turn, the managers of SMEs in the textile industry, in relation to their customers, when building the multineurosensory profile hand in hand with the specific objectives, positioning and target, in a product market, the information needs must focus on investigating what the sensory preferences of consumers are and how these can be translated into aspects, textures, aromas and flavors.

4.1.1 Visual perception

Visual perception is extraordinary in the quantity and quality of information it provides us with about the lived world. In fact, with a simple glance it is described where an object is located, what is its shape or texture, what the green of a landscape is like, through this we observe reality, to later interpret it through the brain, regularly the appreciation through sight is the impression that marks the individual with respect to the observed reality.

Braidot (2016) points out that visual perception is one of the most complex processes of brain activity, anatomically the differences in the visual organs affect very little the result of perception, even when the size, separation and other characteristics of the eyes allow differentiated captures of the different aspects of reality, this means that the sense of sight is practically identical in all healthy people. Perceptual differences lie in the interpretation of the information received, in which the influence of culture, education, personality, information stored in memory, intelligence and emotional state gravitates.

On the other hand, Morris and Maisto (2013), unlike most animals, human beings rely more strongly on their sense of vision to perceive the world, in the process that leads to vision, light enters the eye through the cornea, then passes through the pupil (in the center of the iris) and the lens. Focusing on the retina, the lens changes its shape to allow light to focus sharply on the retina. A spot on the retina, called a blind spot, lacks receptor cells, directly behind the lens and on the retina is a depressed spot called the fovea, which is located in the center of the visual field.

Specifically, Hernández (2012), in order to understand vision in a simple way, the eye works in a very similar way to a camera. Like the camera, the visual system has to perceive a stimulus that is focused by the retina, supported by the cornea and lens, so that it is "revealed" or

interpreted as a nervous energy. But for this stimulus to be well interpreted, there needs to be a quality approach, this is a very important part of the vision process.

Within the framework of the above observations, the authors consulted Braidot (2016), Morris and Maisto (2013) and Hernández (2012), agree that visual perception is a process where the entry of a stimulus to the sensory organ is involved, in this case, the eye through the retina, subsequently transporting the signals through the nerves and stored in the cerebral cortex.

In other words, the multineurosensory impact is the way in which individuals are able to receive information from the environment, it is generated through the senses, what is perceived by them, therefore, when mentioning visual perception, which is the reality constructed by what is perceived by this sense, allowing an object, place or person to be labeled only with what is observed of them.

In this sense, this research establishes a position with the postulates of Braidot (2016), by exposing the progress of neurosciences, in particular cognitive neuroscience, allows the integration of knowledge related to the functioning of the brain with those that provide help to understand the perception of colors, shapes, spaces, movements, through visual perception, constructing certain meanings.

In response to this context, managers of SMEs in the textile industry must know that the visual perception of the individual is not only limited to collecting the light information that reaches the retina, but also turns it into a coherent and stable interpretation of the world that surrounds him, where the most basic function of the visual brain is the acquisition of knowledge about the constant and essential characteristics of the world.

4.1.2 Auditory perception

The human being is very used to listening, but he is not aware of all the sounds that exist around him, the individual by remaining silent paying attention to all the sounds, through small auditory stimuli that are present, these are mixed where each one can be differentiated, perceiving sound vibrations captured in the air and encoded as sounds that vary in frequency, tonality, volume, where they come from, even multiple sounds.

Based on the above, taking into account that hearing is, without a doubt, a prerequisite for establishing good communication between people. Taking Braidot (2016) as a reference, he defines it as a biopsychosocial phenomenon that allows information about what happens through sounds to be projected into the lived environment. As with images, textures, aromas and flavors, sounds impose the task of recognizing, cataloguing, integrating and constructing meanings about them.

Morris and Maisto (2013) explain, the sounds heard are psychological experiences created by the brain in response to stimulation, the physical stimuli for the sense of hearing are sound waves, which produce vibrations in the eardrum, where, at frequency is the number of cycles per second in a wave, it is the main determinant of tonal pitch. that is, how high or low the pitch appears to be. Hearing begins when sound waves hit the eardrum and make it vibrate, in turn, it causes the three bones of the middle ear (the malleus, the anvil and the stapes) to vibrate in sequence, these are magnified as they penetrate through the middle ear into the ear.

In turn, Hernández (2012), defines it as a process through which that sound vibration passes in the air to be translated as a certain sound, involving the different parts that make up the auditory system, the sounds are distinguished by previous experiences that are recorded in the memory, this phenomenon occurs when obtaining information through is processed by the brain.

Based on the above considerations, the authors consulted disagree regarding the theorization of auditory perception, for Braidot (2016) and Morris and Maisto (2013), it is a biopsychosocial phenomenon, based on psychological experiences that projects information about what

happens through sounds into the coexisting environment, however, Hernández (2012), he interprets it as a set of steps involving sound vibrations with the man's auditory system.

It is important to emphasize that the perception of a noise in the auditory system transforms sound waves into different patterns of neural activity that are then integrated with information from other sensory systems to guide behavior, particularly of individuals in organizations, regardless of whether they are members of the organization or customers.

For the purposes of this research, it was decided to take the theories proposed by Braidot (2016), stating that it originates from the processing of auditory signals, which are compared with those already stored in the brain, allowing the activation of auditory memory, which generates a sequence to determine what is heard for the human being.

It means, then, the managers of SMEs in the textile industry interested in the productivity and profitability of the companies under study, hire experts in climate, marketing, human behavior, however, it rarely occurs to them to measure the level of noise pollution within the offices or customer service areas, a strategy to take into account so that people work more comfortably and customers feel pleased.

4.1.3 Sense of Touch

Of all the senses, touch can be the most comforting, by touching and being touched by others, isolation is overcome, at least momentarily, by giving and receiving tenderness and attention, in most societies, greetings and farewells are accompanied by touch, such as shaking hands, rubbing lips against cheeks, or hugging, It is a sense that companies are investigating in greater and greater depth.

In this regard, it is necessary to refer in particular to the works of Braidot (2016), where he mentions that the sense of touch acts as a kind of bridge to action when a customer is motivated to make a purchase, the same happens during negotiation processes where a highly comfortable and rewarding environment for the senses always predisposes propitiously, In the food industry, the texture together with the taste, aroma and visual appearance significantly influences the perceived quality of the product.

Continuing with the review process Morris and Maisto (2013), touch plays a crucial role in human development, the skin is a sensory organ with numerous nerve receptors distributed in various concentrations along its surface, the nerve fibers of all these receptors travel to the brain through two routes. Part of the information passes through the medulla and thalamus, from there to the sensory cortex in the parietal lobe of the brain, which is where our experiences of touch are presumed to arise, likewise, other information passes through the thalamus and then to the reticular formation, which is responsible for activating the nervous system or calming it.

To reinforce this criterion, Hernández (2012), expresses that touch includes the sensation produced by the deformation of the skin, this results from touching or being touched by an object, this by forming the pressure exerted on the skin is important for tactile perception, despite being the largest sensory system of the human being, sometimes the value of this organ is not taken into account.

In this line, the skin is the main protector of our body; It protects from extreme heat, from extreme cold, it also warns, through pain, of possible damage, but it also makes us feel a caress, an embrace, that is, it also creates bonds between people. Of course, the skin has a number of receptors and although the specific functions of each one have not been completely determined, they fulfill a very important task.

According to the reasoning that has been carried out, the authors studied, present discrepancies in broad strokes regarding the definition of the sense of touch, infers Braidot (2016), relates it to the business perspective between a customer and the product to be selected, deduces Morris and Maisto (2013), it plays a crucial role in human development, finally, Hernández (2012),

creates bonds between people. Although the point of convergence is that it is based on the sensations felt by the body.

It should be said, it is through this sense that they experience sensations when relating to objects or individuals, it works in the following way, when making contact with some element the information is transmitted through the nervous system to the spinal cord and from there to the brain where it is processed and interpreted either as a pleasant sensation or otherwise unpleasant.

Taking the previous approaches accordingly, it was decided to take the theories presented by Braidot (2016), by stating that touch reports aspects such as the sensations experienced by individuals, which allow human talent or clients to recognize which are pleasant or not, through the receptors of the skin generating sensory experiences, using complex information that allows them to discern said impression.

With reference to the above, the managers of SMEs in the textile industry must work so that customers can enjoy, experience, feel the products, also do so so that customers find more than one reason to enjoy the sales site or facilities, with the consequent increase in visits, being able to influence the profitability of the same.

4.1.4 Sense of smell

Continuing with the process of reviewing multineurosensory profiles, in terms of the sense of smell, it involves entering into specificities of the olfactory system, where studies such as those of Braidot (2016), Morris and Maisto (2013) and Hernández (2012), mention the interrelationship between smell, perceptual abilities, emotion and memory in human beings, playing a crucial role in determining tastes for decision-making.

Braidot (2016) argues that the olfactory system perceives the molecules found in the air to provide information to the body about one's own smells and the different elements that make up the environment, including, of course, those of other individuals, these records determine not only the behavior when selecting food, but also the behavior of the body. but also what people they choose to relate to, as well as sexual behavior.

Additionally, the author mentioned above refers to the physiological level, if an aroma is perceived as unpleasant, the insula, which is the area of the brain that interprets the emotion of disgust, sends information to the cerebral cortex, where specific memories are evoked. This causes a person to leave a place or not want to stay in it for a long time because of "something" that he does not register in the conscious plane. Since olfactory stimuli also pass through the registers of the limbic system, an efficient stimulation, such as that triggered by a pleasant aroma, can evoke emotions that are positively associated with an organization.

Morris and Maisto (2013) point out that the sense of smell is activated by substances present in molecules transported by air to the nasal cavities, where the substances activate highly specialized smell receptors that directly to the olfactory bulb in the brain, from where they are sent to the temporal lobe, resulting in our awareness of smells.

In the same vein, pheromones are detected by receptors in the vomeronasal organ (VNO), which sends messages to a specialized olfactory bulb. Pheromones, chemical substances used by animals for communication purposes, stimulate receptors in the VNO, these cause changes in the endocrine system of the animals that receive them, the release triggers specific behaviors. Continuing with the author Morris and Maisto (2013), when perceiving an odor, a relationship is built with the thresholds, that is, how much of a given substance is needed per liter of air, refers to the detection of aromas in the environment, but not with the identification of these aromas. Thresholds have been studied in different ways and interesting details have been discovered: it varies from person to person, but also from substance to substance, machines

have been created to detect smells such as the smoke detector), each person has a different olfactory sensitivity, women can detect smells much more easily than men.

Likewise, Hernández (2012), studies on the perception of smell are very few, partly because of its complexity, but also because it is one of the perceptions that are presented more from the experience of the subject than from the stimulus that is presented. Of course, in all perceptual forms subjectivity inevitably occurs, smell is more closely related to emotions.

In the framework of the previous observations, the authors consulted present different positions regarding the sense of smell Braidot (2016) and Morris and Maisto (2013), link it at the physiological level, allowing the selection of pleasant places, people, through a process made up of a whole that involves the environment, smell receptors and the brain. However, Hernández (2012) translates it as perceptions from the person's experience as a result of the stimulus, oriented to subjectivity, smell is related to emotions.

The above takes as a reference the theories exposed by Braidot (2016), where olfactory perception is a fairly complex process, where the reception of odors by the individual is usually impregnated with affective elements, a function that begins as physiological, over time, is adapted to different areas, such as business.

In the order of the above ideas, the managers of SMEs in the textile industry when working on the design or improvement of business units and corporate image, the smell study summons specialists in organizational climate and human capital, with the aim of determining which aromas increase the productivity of people in their jobs or influence a customer's purchase decision. and which have the opposite effect.

4.1.5 Sense of taste

Some of the most important works developed on the sense of taste can be found in the literature of Braidot (2016), Morris and Maisto (2013) and Hernández (2012), this neurosensory profile has been studied much less than other perceptual processes, knowing interesting questions about the perceptual system of taste, as well as many unknowns that have not been concluded. The sense of taste is defined by Braidot (2016) as the perception of taste resulting from the combined work of several sensory organs (mouth, nose, eyes and skin), which encode information based on the temperature, intensity and quality of the stimuli received, when we ingest a food or drink, such as a sip of tonic water, The chemical components interact in the mouth with these receptors, which interpret the stimuli and transmit information to the brain about the substance and its concentration.

In turn, the previous author points out that somatosensory receptors are responsible for transmitting to the brain, simultaneously, information about the temperature and texture of what we are tasting. These transmitters are what make us say, for example, that a wine has "good body" or that some noodles "are ready". However, given the explanation exposed, the subject seems simple, taste is the human sense about which less is known, especially in relation to the way in which the receivers relate to the tasters.

Supporting the above ideas, Morris and Maisto (2013), mention that taste buds are protrusions that can be observed if you look at your tongue in the mirror, they contain a group of receptors or taste cells, which die and are replaced approximately every seven days. Chemicals in the food we eat dissolve in saliva and fall into the cracks between the papillae of the tongue, where they come into contact with taste receptors. The chemical interaction between the substances in the food and the taste cells causes adjacent neurons to discharge, sending a nerve impulse to the parietal lobe of the brain, as well as to the limbic system

Continuing with the exploration of Morris and Maisto (2013), to understand taste, we must first distinguish it from taste, the receptor cells for the sense of taste are located in the taste buds, most of which are located at the tip, sides and back of the tongue, an adult has about 10,000

taste buds, These decline with age, a fact that partly explains why the elderly often lose interest in food.

In the same way, for Hernández (2012), taste is the process by which a chemical substance is transported through the various receptors found in the system, almost all remaining in the mouth, tongue and palate so that they are responsible for sending signals to the brain, then the flavor is finally interpreted.

Starting from this situation, continuing with the line of the aforementioned author, there are tendencies of four main tastes: sweet, bitter, salty and sour, which have a differentiated functioning, the receptors that capture taste stimuli are called taste corpuscles that are found in the taste buds, these are responsible for our perception of taste.

After the above, the authors consulted above present congruences in terms of the conceptualization of the sense of taste, from what was proposed by Braidot (2016), Morris and Maisto (2013) and Hernández (2012), it can be deduced that flavors and taste are permanently interconnected, accompanied by a chemical and neural process, which allows the individual to interpret the sensations linked to taste.

It should be said, the taste system perceives the molecules we ingest, informing about the taste and quality of the food, as well as the beverages we consume, this, like smell, is linked to the most primitive emotional and behavioral functions of the brain, which is why it constitutes a fundamental adaptive advantage during the evolutionary process.

For the purposes of this research, it was decided to take the theories proposed by Braidot (2016), by stating that food and beverage manufacturers are attentive, more than ever, to the advancement of neurosciences, the expectation is to create products that at the same time meet nutritional needs without causing any damage to health, having qualities to be perceived as tasty.

In this sense, SMEs in the textile industry, despite not belonging to the food sector related to manufacturing or processing food aimed at a target market, the managers of the same must have knowledge, regarding the sense of taste, where there is a strong relationship between food and the notion of personal identity. therefore, individuals are the ones who make up the organization, in turn, sensory experiences, memories and perception influence the valuation of the business environment.

4.2 Multisensory profile as a tool for organizational management

The multineurosensory profile turns out to be a very effective tool for the organizational management of SMEs in the textile sector, as it improves the quality of decisions, adaptability, customer experience, internal communication, resilience and innovation. These capabilities not only strengthen SMEs' position in a competitive market, but also enable them to build a solid foundation for sustainable growth.

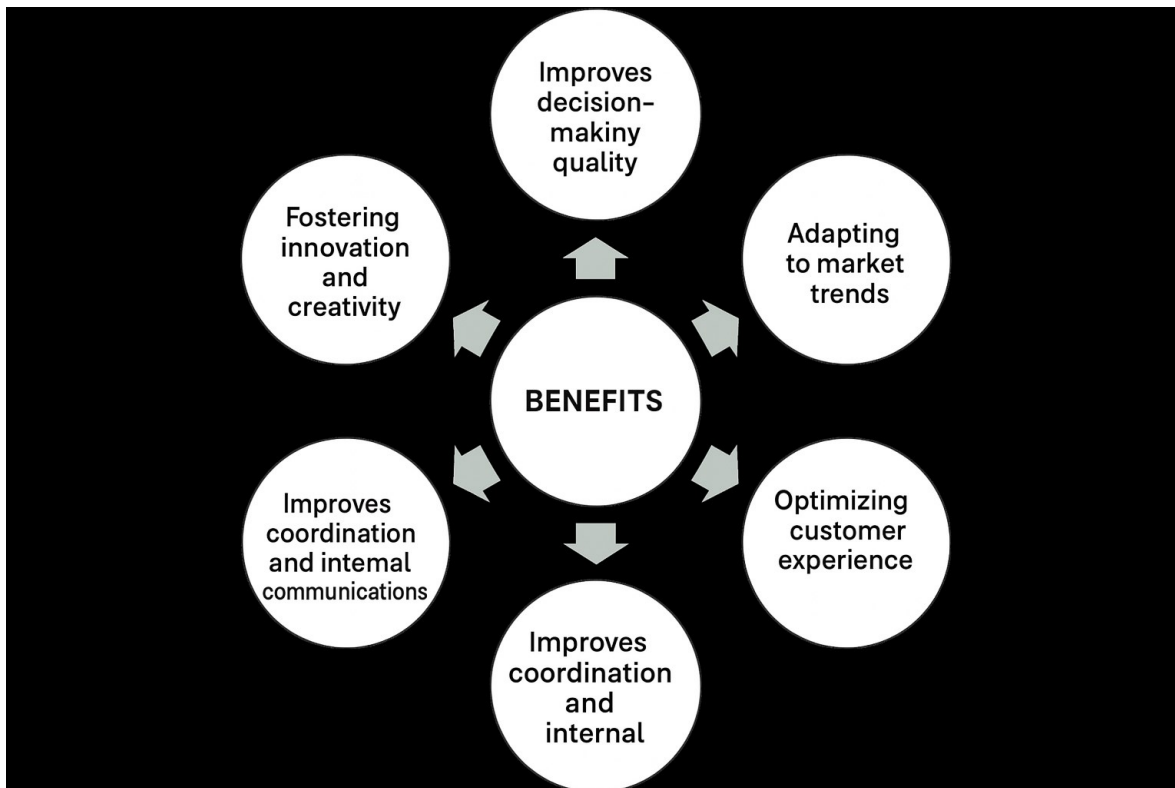


Figure 1. Perceived benefits in the use of the multisensory profile as a tool for organizational management

The development of a multineurosensory profile in managers of SMEs in the textile sector becomes a key tool for the improvement of organizational management, allowing them to process and use a variety of sensory information that enriches decision-making. In an industry where perception of product quality and aesthetics are critical, managers' ability to employ the visual and tactile senses is crucial. Visual perception helps them evaluate colors, styles, and designs that resonate with market trends, while tactile perception allows for a direct assessment of the quality of materials, ensuring that products meet desired standards. This approach not only improves the final quality of products, but also optimizes the efficiency of production processes by reducing errors and minimizing input waste, contributing to a more sustainable and profitable resource management.

In addition, a multineurosensory profile gives managers a keen ability to adapt to changing market trends, which is essential in the textile industry, characterized by the volatility of consumer preferences. Visual perception allows them to quickly identify new fashions and emerging styles, thus adjusting the product offering to align with market demand. Auditory perception, on the other hand, facilitates active listening to customer feedback, which helps to adapt the business strategy and improve consumer satisfaction. This agility in adaptation ensures that SMEs can stay competitive against large industry players, allowing them to seize opportunities in a dynamic environment and respond to challenges quickly and effectively.

On the other hand, the multineurosensory profile also plays an essential role in fostering an internal environment of collaboration and effective communication. Managers who possess

well-developed sensory perception are able to better interpret their team's needs and emotions, using auditory perception for active listening in meetings and visual perception to interpret their employees' body language. This facilitates more empathetic leadership and clearer communication, which promotes a cohesive work environment where ideas are valued and innovation is stimulated. Through this approach, managers can more efficiently coordinate new product development projects and improvement processes, generating an environment conducive to creativity and the development of innovative solutions. Overall, the integration of multiple senses in organizational management not only strengthens the company's ability to innovate and differentiate itself in a competitive market, but also drives a culture of resilience and adaptability, crucial for the long-term sustainability of SMEs in the textile sector.

5. Conclusions

The study has shown that the development of a multineurosensory profile in SME managers in the textile sector is an effective tool to optimize organizational management and improve decision-making. By integrating sensory perception from different senses, such as visual, auditory, and tactile, managers can gain a more complete understanding of their environment and market dynamics. This allows them to more accurately assess the quality of materials, identify consumer trends, and adapt their production and marketing strategies more quickly and accurately. In an industry where quality awareness and innovation in product design are critical, a multineurosensory approach enhances the ability of SMEs to stay competitive and respond to market demands.

The multineurosensory profile has also been shown to be a key to the adaptability of SMEs in an environment of constant change and volatility. Managers who develop this skill can more effectively capture changes in consumer preferences, adjust product offerings, and respond more quickly to emerging demands. This allows them to stay one step ahead of the competition, ensuring that the products they offer align with market expectations. In addition, the ability to interpret customer needs through auditory perception and other sensory stimuli strengthens the relationship with consumers, which is essential for the loyalty and sustained growth of companies in the textile sector.

Internally, the development of a multineurosensory profile improves communication and cohesion in work teams, which translates into more effective management and a more collaborative organizational environment. Managers' ability to actively listen to and observe their employees' body language allows them to more accurately interpret internal dynamics, adjusting their leadership to promote a positive work environment. This facilitates the coordination of projects and the development of innovations in products and processes, creating an environment that values ideas and creativity. The synergy resulting from this multisensory approach drives efficiency and productivity, crucial aspects for the success of SMEs in a sector as competitive as textiles.

At a strategic level, the multineurosensory profile contributes to organizational resilience, allowing SMEs to face the challenges of a globalized and volatile market. By incorporating multiple senses into the interpretation of their environment, managers can anticipate problems and adapt their strategies proactively. Not only does this improve the company's ability to mitigate the risks associated with uncertainty, but it also allows them to identify and take advantage of opportunities that might go unnoticed with a more traditional management approach. Thus, the multineurosensory profile becomes a strategic differentiator that strengthens the position of SMEs in the market and helps them build a sustainable competitive advantage.

In conclusion, the multineurosensory profile is presented as a valuable and multidimensional resource for organizational management in SMEs in the textile sector, by providing managers with a tool that combines sensory perception with intelligent decision-making. This

combination improves both operational efficiency and the adaptability of companies, creating an environment conducive to innovation and customer satisfaction. As the textile sector continues to evolve and face new challenges, the implementation of an approach based on neuromanagement and multisensory perception is emerging as a promising path for SMEs to not only survive, but also thrive and stand out in an ever-changing market.

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