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Quality management in commercial sector companies: a systematic review 2020–2025

Gestión de la calidad en empresas del sector comercial: una revisión sistemática 2020–2025

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Juan Alfredo Ochoa Saravia
https://orcid.org/0009-0003-7196-3955
jochoasa29@ucvvirtual.edu.pe
Universidad César Vallejo. Lima, Peru

César Guillermo Amaya Rodríguez
https://orcid.org/0000-0002-0123-0487
camayaro@ucvvirtual.edu.pe
Universidad César Vallejo. Lima, Peru

Felipa Coronado Huanaco
https://orcid.org/0009-0003-6661-024X
ccoronadohu@ucvvirtual.edu.pe
Universidad César Vallejo. Lima, Peru

Lilian Karina Estrada Manrique
https://orcid.org/0009-0008-2155-7568
lestradama10@ucvvirtual.edu.pe
Universidad César Vallejo. Lima, Peru

Abstract

The study presents a systematic review of the literature published between 2020 and 2025 on quality management in commercial sector organizations. The main objective was to identify and analyze contemporary models, approaches, and tools that strengthen quality in this type of organization. The evidence reviewed shows a conceptual transition from traditional product-oriented models to strategic, sustainable, and digital approaches, where quality is conceived as a comprehensive system that articulates social value, innovation, and organizational performance. Likewise, there is a recurring use of tools such as ISO 9001:2015, the PDCA cycle, Kaizen, FMEA, DMAIC, and the Balanced Scorecard, which allow for the standardization of processes, optimization of indicators, reduction of errors, and strengthening of competitiveness. Complementarily, critical organizational factors—leadership, culture, digital transformation, and knowledge management—are identified as enablers for consolidating more adaptive and intelligent quality systems. The results show that quality significantly influences the productivity, sustainability, and innovation capacity of commercial companies. However, there are also gaps in the literature, especially in the incorporation of advanced technologies (AI, big data, and blockchain) and the absence of longitudinal studies analyzing the long-term effects of quality. Taken together, the findings provide insight into recent developments in quality management and guide future lines of research and business practice.

Keywords: quality management, technological innovation, digital transformation.

Resumen

El estudio presenta una revisión sistemática de la literatura publicada entre 2020 y 2025 sobre la gestión de la calidad en organizaciones del sector comercial. El objetivo central fue identificar y analizar los modelos, enfoques y herramientas contemporáneas que fortalecen la calidad en este tipo de organizaciones. La evidencia revisada muestra una transición conceptual que va de modelos tradicionales orientados al producto hacia enfoques estratégicos, sostenibles y digitales, donde la calidad se concibe como un sistema integral que articula valor social, innovación y desempeño organizacional. Asimismo, se observa un uso recurrente de herramientas como ISO 9001:2015, el ciclo PHVA, Kaizen, AMFE, DMAIC y el Balanced Scorecard, las cuales permiten estandarizar procesos, optimizar indicadores, reducir errores y fortalecer la competitividad. De manera complementaria, se identifican factores organizacionales críticos —liderazgo, cultura, transformación digital y gestión del

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conocimiento— que actúan como habilitadores para consolidar sistemas de calidad más adaptativos e inteligentes. Los resultados evidencian que la calidad influye de manera significativa en la productividad, la sostenibilidad y la capacidad de innovación de las empresas comerciales. No obstante, también se advierten vacíos en la literatura, especialmente en la incorporación de tecnologías avanzadas (IA, big data y blockchain) y en la ausencia de estudios longitudinales que analicen los efectos de la calidad a largo plazo. En conjunto, los hallazgos permiten comprender la evolución reciente de la gestión de la calidad y orientan futuras líneas de investigación y práctica empresarial.

Palabras clave: gestión de la calidad, innovación tecnológica, transformación digital.

Introduction

In the contemporary business landscape, quality management has evolved beyond product improvement and customer satisfaction to incorporate sustainability, digital transformation, innovation, and social responsibility as core dimensions of organizational performance. This shift responds to mounting market pressures, rapid technological advances, and heightened stakeholder expectations regarding more comprehensive and adaptive management models (Martin et al., 2025; Deleryd & Fundin, 2025). Within this framework, quality is being redefined as a guiding philosophy that shapes organizational culture and behavior, positioning itself as a strategic system rather than a purely operational mechanism (Fundin et al., 2025).

Recent scholarship documents a transition from conventional approaches toward expanded models that integrate sustainability, organizational purpose, and digitalization (Puche et al., 2021; Aguilar, 2024). Proposals such as Quality 5.0 advance a broader vision that incorporates social, economic, and environmental value (Deleryd & Fundin, 2025), while systems-thinking perspectives recognize the need for flexible structures capable of responding to dynamic commercial environments (Bashan & Kordova, 2021). Concurrently, operational tools, including ISO 9001:2015, PDCA, Kaizen, FMEA, and DMAIC, remain fundamental for standardization, process improvement, and competitiveness in commercial-sector firms (Holguín & Anchundía, 2022; Tapia et al., 2022; Alza et al., 2023).

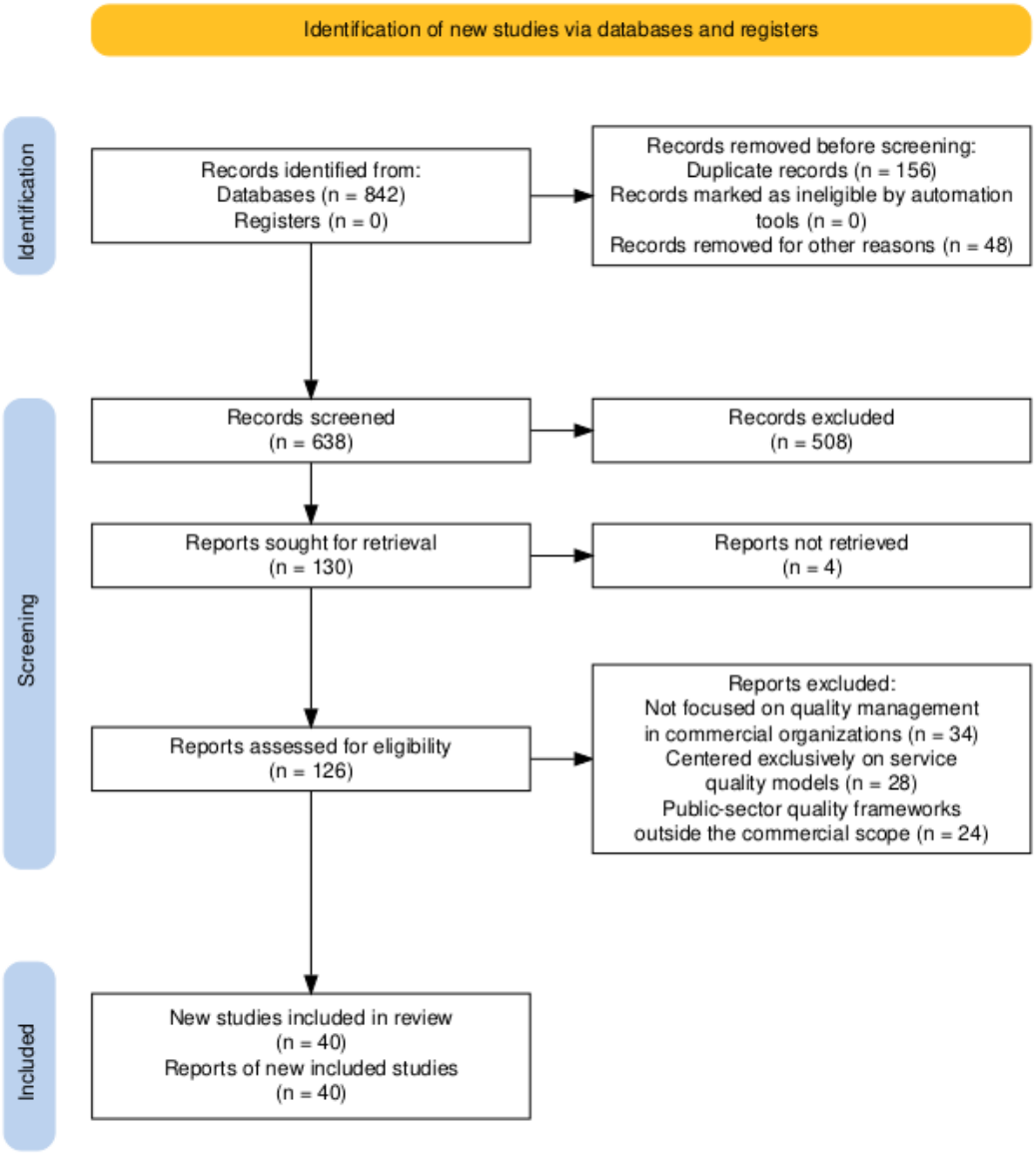
Recent researches further underscore the role of knowledge management, organizational culture, and leadership as critical factors in consolidating intelligent and sustainable quality systems (Demir et al., 2021; Aulia et al., 2023; Luo et al., 2025). Finally, digital transformation emerges as a decisive component for process redesign, automation, and the creation of value-driven experiences in commercial settings (Pierre, 2022; Zhang, 2023; Wolniak et al., 2023; Du, 2023).

Despite this theoretical and practical expansion, the literature exhibits conceptual fragmentation and limited systematization regarding approaches specifically applied in commercial-sector organizations. Accordingly, this article aims to systematically analyze the scientific output published between 2020 and 2025 on models, tools, and contemporary quality-management approaches in commercial organizations, addressing the question: What are the current perspectives that strengthen quality management in this sector?

Methodology

This systematic review was conducted following PRISMA 2020 guidelines, ensuring a transparent and rigorous process across the stages of identification, screening, and final study selection. The search strategy was applied to four high-impact academic databases: Scopus, Web of Science, SciELO, and ProQuest, covering publications from 2020 to 2025. Controlled descriptors and free terms related to quality management, continuous improvement, organizational performance, and digital transformation were employed, with a specific focus on commercial-sector organizations.

Figure 1. *PRISMA 2020 Flow Diagram for the identification and selection of studies included in the systematic review*



Note. The identification, screening, and selection process followed PRISMA 2020 guidelines (Haddaway et al., 2022), applying a structured approach to ensure transparency and reproducibility.

To ensure coherence and traceability in the selection process depicted in the PRISMA 2020 diagram, explicit inclusion and exclusion criteria were established to guide each methodological decision during the screening and eligibility phases. These criteria delimited the thematic, temporal, and methodological scope of the review, ensuring that the studies ultimately incorporated directly addressed the central research objective and met appropriate standards of scientific quality.

Table 1

Inclusion and exclusion criteria applied in the systematic review

Category	Inclusion Criteria	Exclusion Criteria
Document type	Peer-reviewed academic journal articles	Editorials, letters to the editor, book reviews, technical reports, non-refereed proceedings, and grey literature

Publication period	Studies published between 2020 and 2025	Studies published before 2020
Language	Publications in Spanish or English	Publications in other languages
Databases	Studies indexed in Scopus, Web of Science, SciELO, and ProQuest	Studies from non-academic sources or non-indexed repositories
Thematic focus	Research centered on quality management, continuous improvement, organizational performance, and digital transformation	Studies not addressing quality management as a core theme
Organizational context	Commercial and business-sector organizations	Studies focused exclusively on the public, educational, or healthcare sectors
Type of analysis	Empirical studies, systematic reviews, or bibliometric analyses with methodological rigor	Descriptive studies without explicit methodology or analytical support
Methodological quality	Studies with clarity in objectives, methodology, and results	Studies with methodological weaknesses or lack of internal coherence
Full-text access	Full text available for evaluation	Documents without full-text access

Note. Inclusion and exclusion criteria were defined to ensure thematic relevance, methodological rigor, and coherence with the systematic review's central objective, in accordance with PRISMA 2020 guidelines.

To describe the systematic search process, the identification phase began with 842 records retrieved from the databases, with no additional records obtained from institutional sources. Before screening, 156 duplicate records were removed, leaving 686 documents for preliminary review. An additional 48 records were excluded as they corresponded to non-academic documents, editorials, or other publications outside the thematic scope.

During the screening process, 638 records were assessed through title and abstract review, of which 508 were excluded for not meeting the established eligibility criteria. Subsequently, 130 full-text reports were sought for retrieval, and 126 were successfully obtained; 4 reports could not be accessed due to access limitations.

In the eligibility phase, a detailed assessment of the 126 full-text reports was conducted, applying criteria aligned with the study's central objective. As a result, 86 reports were excluded: 34 for not focusing on quality management in commercial-sector organizations, 28 for concentrating exclusively on service-quality models, and 24 for addressing public-sector frameworks unrelated to this domain.

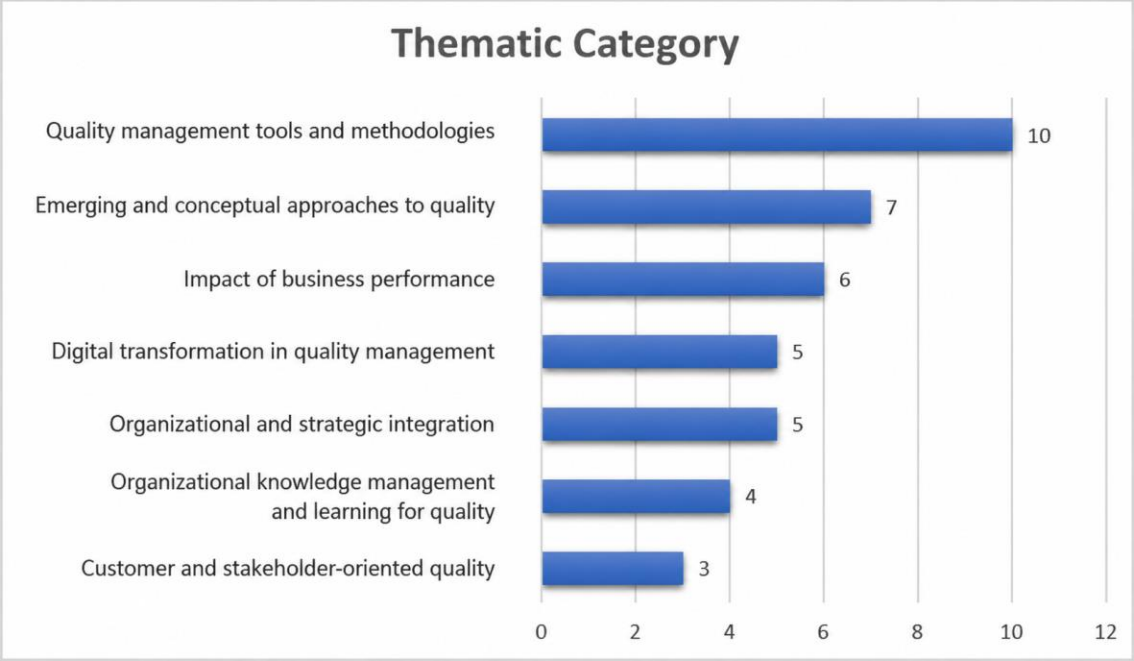
Ultimately, 40 studies met the quality, relevance, and methodological-rigor criteria and were therefore included in the final analysis of this review.

Results and discussion

The results of this systematic review present a structured synthesis of the 40 studies selected for the 2020–2025 period, which together evidence the conceptual and practical evolution of quality management in the commercial sector. Thematic analysis yielded seven core categories reflecting both traditional approaches and emerging perspectives linked to innovation, sustainability, digital transformation, and customer orientation. Observed trends show a predominance of applied studies, followed by conceptual proposals and bibliometric developments, revealing growing interest in integrating quality as a strategic component within organizations. Collectively, these findings illuminate how quality models, tools, and practices are being reconfigured in response to dynamic and competitive business contexts.

Figure 1

Thematic distribution of studies on quality management in commercial organizations (2020–2025)



Note. The figure presents the distribution of the 40 studies included in the systematic review, classified according to seven predominant thematic categories identified during the analysis process.

A clear concentration of scientific production is evident around quality-management tools and methodologies, confirming that the operational focus continues to dominate in commercial-sector organizations. Nevertheless, the significant presence of emerging and conceptual approaches, along with studies on the impact of quality on business performance, reveals a progressive transition toward a more strategic, sustainable, and integrative understanding of quality. Furthermore, the inclusion of categories linked to digital transformation, organizational integration, knowledge management, and customer/stakeholder orientation demonstrates that quality management is no longer confined to regulatory compliance but is articulated with innovation processes, organizational learning, and value creation. Taken together, this thematic distribution confirms the field's evolution toward more complex and systemic models aligned with contemporary challenges in the commercial sector.

Table 2

Thematic synthesis of the 40 included studies and their distribution across analytical categories

Thematic Category	Corresponding Authors
1. Quality-management tools and methodologies	Vélez & Vélez (2021), Holguín & Loor (2022), Gema & Romero (2021), Alza et al. (2023), García & Rodríguez (2022), Chávez et al. (2024), Martínez et al. (2021), Tapia-Hermida et al. (2022), López et al. (2020), Barreras et al. (2021)
2. Emerging and conceptual quality approaches	Fundin et al. (2025), Deleryd & Fundin (2025), Martín et al. (2025), Aguilar (2024), Bashan & Kordova (2021), De Oca (2021), Bris & Urbanek (2024)
3. Impacts of quality on business performance	Shaheen (2022), Cabrera-Mudarra (2025), Rodríguez León (2024), Morán-Zabala & Cogollo (2022), Cebekhulu & Ozor (2022), Badajoz Ramos et al. (2023)
4. Digital transformation linked to quality	Pierre (2022), Zhang (2023), Wolniak et al. (2023), Du (2023), Ahmed et al. (2021)
5. Organizational and strategic integration	Reyes Chacón et al. (2022), Díaz & Salazar (2021), Herrera et al. (2024), Páez & Pineda (2023), Bourne et al. (2021)

6. Knowledge management and organizational learning for quality	Aulia & Sushandoyo (2023), Demir et al. (2021), Guarín & Álvarez (2020), Luo et al. (2025)
7. Customer- and stakeholder-oriented quality	Naini et al. (2022), Silva-Treviño et al. (2021), Khwaja et al. (2020)

Note. Study classification followed rigorous thematic analysis, grouping each article according to its primary contribution to quality management.

The findings reflect an evolution in quality-management concepts, moving beyond traditional foci on regulatory compliance or customer satisfaction toward a strategic and sustainable orientation. Among the results, the consolidation of tools such as PDCA, FMEA, and DMAIC stands out, as these have been adopted by commercial-sector organizations to improve processes and strengthen competitiveness (Holguín & Anchundía, 2022; Gema & Romero, 2021; Alza et al., 2023). These operational approaches are complemented by strategic models, evidencing progressive maturity in the use of quality as a managerial tool. A clear trend toward strategic and integrative management models is also observable, such as the use of the Balanced Scorecard, which aligns quality objectives with a broader organizational vision (García & Rodríguez, 2022) and integrates them into internal control systems (Díaz & Salazar, 2021), demonstrating that quality is no longer merely an operational concern but a transversal strategic axis.

At the theoretical level, Fundin et al. (2025) and Deleryd and Fundin (2025) develop the concept of Quality 5.0, which incorporates dimensions of intelligent self-organization, purpose-driven management, and sustainability. These new paradigms posit that quality focuses not only on customer satisfaction but also on generating environmental and social value through the integration of the Sustainable Development Goals. Along similar lines, Martin et al. (2025) propose a conceptualization of quality grounded in customer value, ecosystem integration, and the expression of social values. Bashan and Kordova (2021) argue for the need for quality to adopt a systemic and adaptive perspective suited to modern organizations. Complementing these views, Aguilar (2024) analyzes the evolution of these approaches, highlighting the transition toward digital, regenerative, and collaborative models.

The review further underscores the primary role of knowledge management and organizational learning as key factors in improving quality in commercial firms. Practices for implementing knowledge-management systems through the SECI model have been identified (Aulia et al., 2023), enabling enhanced adaptation and business innovation. In this context, Demir et al. (2021) maintain that such systems strengthen quality by influencing organizational performance and culture. Luo et al. (2025) confirm that this impetus, supported by leadership and technology, facilitates the implementation of knowledge- and learning-based quality systems, concluding that quality depends not solely on models or tools but also on organizational intelligence capable of adapting, learning, and generating value.

At the empirical level, quality directly influences organizational performance. Shaheen (2022) and Cabrera-Mudarra (2025) contend that its implementation helps reduce errors and strengthen competitiveness through cost reduction without compromising quality standards. Meanwhile, Rodríguez (2024) and Morán-Zabala and Cogollo (2022) demonstrate that quality management enables the consolidation of sustainable supply chains, improving social and environmental outcomes beyond economic profitability. The role of organizational culture and leadership as conditioning factors for the success of quality systems is also significant (Hernández et al., 2022; Díaz & Salazar, 2021). Consequently, organizations that foster a participatory culture, committed leadership, and innovation tend to consolidate sustainable quality systems over time.

Finally, digital transformation is not merely about incorporating technological tools but represents a comprehensive reconfiguration of quality management. Digitalization enables process automation and data-driven experience optimization. Thus, quality in this context is achieved not solely through technological structures but through capabilities that integrate leadership, knowledge, and continuous learning (Wolniak et al., 2023; Ahmed et al., 2021). The customer focus in digital-innovation processes (Du, 2023; Zhang, 2023) allows quality to be perceived as a positive experience beyond mere expectation fulfillment, evidencing that digital transformation constitutes a strategic opportunity to consolidate quality and competitiveness in organizations.

On the other hand, most studies exhibit a limited focus regarding the application of ICT in quality management. Although some authors propose integrating organizational knowledge into quality-management systems (Guarín & Álvarez, 2020), there is scarce empirical evidence on the use of big data, AI, or blockchain as tools for predicting, automating, or customizing quality processes. A low presence of longitudinal studies analyzing the impact of quality practices on business performance over the long term is also identifiable. In synthesis, this review demonstrates that quality management in the commercial sector is undergoing a phase of

reconceptualization and maturation, wherein traditional approaches are combined with broader visions centered on sustainability, shared value, and strategic adaptation.

Conclusions

This systematic review has enabled the classification and identification of the principal models, tools, and trends developed over the past six years to strengthen quality management in commercial-sector organizations. Based on the analysis conducted, the following conclusions are detailed: Quality-management tools continue to play a leading role, particularly within the framework of ISO 9001:2015, combined with methodologies such as PDCA, FMEA, Kaizen, and DMAIC. These enable organizations to improve processes, standardize procedures, and enhance competitiveness.

Conceptual models and strategic approaches are prominent, redefining the concept of quality management toward environmental, ethical, and social value. Quality 5.0, social-satisfaction models, and systems thinking represent this transformation, responding to contemporary challenges. Quality management directly impacts organizational performance, with improvements evidenced in sustainability, innovation, and productivity. Furthermore, its relationship with organizational culture and leadership demonstrates that its implementation is not merely technical but also strategic.

Knowledge management and organizational learning consolidate as essential components for quality improvement. The application of appropriate organizational structures, relevant technologies, and effective leadership favors internal process efficiency and enables firms to respond agilely to change. Thus, quality is not sustained solely on a normative plane but is built through collaborative processes and knowledge application, driving competitiveness in the commercial sector.

Digital transformation contributes to optimizing processes, improving customer experience, and fostering continuous innovation. Studies concur that this is not only about adopting technologies but also about developing leadership and knowledge-management capabilities that enable effective implementation. In this sense, quality is redefined as a strategic and adaptable system in the context of digitalization. This review contributes to the academic and professional field by systematizing current perspectives on quality management, offering a useful panorama for future research and decision-making in commercial-sector organizations.

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