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Presentation of Content

In the first article we present, *The Culinary Poblana; Tourism Competitiveness Strategy for the city of Puebla*, by PEREA-BALBUENA, José Ángel, CARRASCO-ROMERO, Víctor Josaphat, LÓPEZ-PALACIOS, María de Lourdes and MALDONADO-RESENDIZ, Jorge Ángel, with adscription in the Benemérita Universidad Autónoma de Puebla, as next article we present, *The role of global value chains in the impact of the Covid-19 pandemic on the world economy*, by PAREDES-MEDINA, Reyna Myrna, with adscription in the Universidad Autónoma de Nayarit, as next article we present, *Proposal for a business plan for the improvement of MSMEs: Jarcieria Kiki´s case*, by PÉREZ-ALEJANDRE, Paola & ANTONIO-VIDAÑA, Paula Rosalinda, with adscription in the Universidad Tecnológica del Centro de Veracruz, as next article we present, *Strategic analysis for the development of manufacturing SMEs in the Chontalpa region, Tabasco*, by DE LA CRUZ-ALCUDIA, Abi Roxana, LIGONIO-HERNÁNDEZ, Nínive, HERRERA-JIMÉNEZ, Laura Elena and JIMÉNEZ-BAEZA Alberto Enrico, with adscription in the Universidad Politécnica del Golfo de México.

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The Culinary Poblana; Tourism Competitiveness Strategy for the city of Puebla

La Culinaria Poblana; Estrategia de Competitividad Turística para la ciudad de Puebla

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Abstract

Every city, town, or local community has its land, its water, its air, its landscapes, and its buildings. For many generations, community residents have used these resources for their survival. Tourism has been an activity that has made use of these resources, in order to make them attractive and offer them in the tourist markets. The city of Puebla is located in the regional and national context for the variety of its cuisine, as this is a fusion inspired by ingredients from Mesoamerica, Europeans brought in by the Spanish conquest which in turn are inspired by the Arabian cuisine, also Asian culinary elements were integrated, which led to an extraordinary and varied regional cuisine from the eighteenth century. Currently, gastronomic tourism is presented as an important motivator of the tourist trip, so the poblana cuisine represents a competitive tool for this segment of the tourism market.

Gastronomy, Competitiveness, Promotion

Resumen

Cada ciudad, pueblo, o comunidad local, tiene sus tierras, sus aguas, su aire, sus paisajes y sus edificaciones. Durante muchas generaciones, los residentes de las comunidades han usado estos recursos para su sobrevivencia. El turismo ha sido una actividad que ha hecho uso de dichos recursos, a fin de convertirlos en atractivos y ofertarlos en los mercados turísticos. La ciudad de Puebla es ubicada en el contexto regional y nacional por la variedad de su culinaria, ya que esta es una fusión inspirada en ingredientes de Mesoamérica, europeos traídos en la conquista española que a su vez se encuentran inspirados en la gastronomía árabe, así mismo también se integraron elementos culinarios asiáticos, lo que gestó a partir del siglo XVIII una cocina regional extraordinaria y variada. Actualmente el turismo gastronómico se presenta como un importante motivador del viaje turístico, por lo que la culinaria poblana representa una herramienta de competitividad para este segmento de mercado turístico.

Gastronomía, Competitividad, Promoción

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Introduction

The city of Puebla and especially its old town, is the result of various eras and countless physical and social transformations, due to different historical processes. Its heritage appreciation has been the result of different actions that have allowed to know and reflect its material and immaterial testimonies that have given it a character of historical city that allowed the inscription of World Heritage City from 1987.

Although the city of Puebla by its own characteristics of historical conformation is defined by a sixteenth century structure based on the reticular trace of viceregal origin arising from the Renaissance utopias and conceived as a city for Spaniards and for the consolidation of utopian ideals in the new world, this is added to territories of old neighborhoods, as subsequent extensions and housing establishments in colonies and subdivisions, which over time have acquired a sense of identity and certain potential heritage, both socially and in production systems. (Sánchez Hernández, 2008)

Throughout the history of humanity, it has been considered true that eating is a biological act and cooking a cultural act; culture is an accumulated wealth that has allowed societies to develop in all its dimensions, both material and spiritual. Culture is formed by diverse manifestations, such as music, painting, architecture and gastronomy. The food and the nutrition are essential properties of the life; the man is the only animal that cooks, because it transforms the instinctive activity in a mental exercise; already Faustino Cordón pointed out it, we are "culinary animals" before "social animals" making reference to the philosopher Aristotle.

The set of materials implemented for the realization of any dish, give the regions a feature of identity and authenticity, and in turn, have changed all civilizations over time. The feeding of a huge sense of belonging to a social group. (Perea, 2002)

The Mexican popular cuisine and the traditional features that make it up, are part of a complex cultural system integrated with cosmogonic concepts with symbolic values and an omnipresent ceremonial and ritual character throughout the life of the individual and the community.

Similarly, throughout history, ingredients and practices from all over the world have been incorporated into Mexican cuisine. Also, in the reflection on the food system, ideas have been introduced that are so novel and so ancient that now, in the paroxysm of globalization, we are fully aware of the essential dialectic relationship that must exist between the local and the global.

Currently, a large percentage of tourism moves in search of gastronomic delights, good food that does not lose sight of its cultural context and the reference of its roots, is a determining factor in the creation of wealth of a nation.

Within a model of responsible management of tourism, we find 4 key objectives that can give us the guideline for the creation of tourism projects: the first is the improvement of efficiency and competitiveness, the second we have to create environments of good governance and shared responsibility, in a number three expand the supply of innovative tourism products and the consolidation of routes and destinations, and finally, promote balanced tourism development from the municipal level.

In this way, the cuisine of Puebla is an important element and tool to develop quality tourism products and competitive cuisine, which allow to be a trigger to implement new tourist actions for the city of Puebla.

Justification

The design of a business model requires knowledge of the environment in which the company will operate, the industry or sector, the market and the customer segments it seeks to serve. These factors provide the context in which the organization will develop and allow us to understand the challenges that will be faced and the best way to respond to them.

One of the key factors for the definition of the strategy and the business model is the knowledge of the markets and customers. These are grouped into segments, which allows to clearly define which groups of customers will be served and their specific needs.

Every company that participates in a service sector without realizing it has a competitive strategy, which can be found explicitly or implicitly developed, some of them well-structured through the implementation of a defined strategic planning, others due to the added value offered by internal customers to ensure the proper functioning of this, generating profitability, market positioning, process and product innovation, among others. In this way the competition determines the success or failure for any company, the competitive strategy guarantees an advantageous position from the rest of the companies in the same sector that compete for the same market, its purpose is to establish a profitable and sustainable position in front of the competition.

The essence of a good competitive strategy is to relate a company with its environment, differentiating it from the rest of those who are looking for the same customer, this advantage is in quality, price, presentation, efficiency in delivery times, product differentiation, among others.

The problems of a certain sector affect all the others; the key to success is found in the skills that each one of them has to face the problem. In Mexico the backbone of our economy is found in the Micro, Small and Medium Enterprises. According to data from Forbes, there are about 4.2 million MSMEs, which contribute about 52% of the Gross Domestic Product (GDP) and generate 70% of formal employment. Supporting these markets is of great importance for the country's development, and today they are experiencing moments of transition in which technology will become their best ally.

As a consequence of the global situation, we are going through, many businesses have been forced to be more flexible in their operation, remote collaboration solutions are now a necessity rather than an option, and many companies have realized the benefits it has brought them. Others have had to change their business, and businesses dedicated to offering products and services online have increased their sales; a sector which is expected to grow by 60% by the end of 2020. A company has a competitive advantage when it is in a better position to defend itself against competitive forces and keep customers.

There are many sources of competitive advantage: making a product with the highest quality, providing superior service to customers, achieving lower costs in rivals, having a better geographical location, designing a product that performs better than competing brands. The competitive advantage is obtained when you do something different within the traditional process of your industry and that gives you an exponential advantage over any of your competitors. Even if it is a small change, year after year you gain a little advantage, over time the company will grow until your competitors can't reach you.

To be really effective, a competitive advantage must be: difficult to match, unique, possible to maintain, clearly superior to the competition and applicable to various situations; find the advantage or competitive advantages, is a task that the same company has to go "discovering", because the existence of markets today so changing, with frequent innovations, makes companies must work every day in creating these competitive advantages, in maintaining them, in exploiting them, and go looking more emphasis on those characteristics that make us different from the rest of the competition. (Carrasco Romero, 2015)

But above all, companies must concentrate on fighting for these characteristics to be perceived and valued by our current and potential market, spreading them to place them as long as possible in the minds of clients or consumers. Finding that competitive advantage can help to achieve the success of the SME.

Theoretical framework

The choice of food is linked to the satisfaction of the body's needs, but also, to a great extent, to those of society. In this sense Kaplan and Carrasco indicate that:

"Food belongs, on the one hand, to a private and daily sphere of all human beings and, on the other hand, translates unmistakable features in which it also refers to the social position of groups in relation to the social structure of which they are part. Food culture deserves to be studied for these reasons: because it can tell us about the type and conditions of insertion of a group in the wider society" (Kaplan & Carrasco, 1999).

Eating behaviours are internalized by individuals as integral elements of a given socio-cultural system. They allow the construction, recreation and vindication of the group's identity. As Millán points out, "in the field of food, identity is manifested by a selection of foods and by the choice of identity symbols among them". (Millán, 1991).

Eating behaviours are contemplated and valued socio-culturally within the framework of the societies that produce them; and they are, likewise, a useful and explicit instrument that people have to recreate their identity.

Eating is situated as an instrument within the field of collective identity and becomes, in this way, one of the symbolic frontiers to be taken into account among groups in contact, becoming evidence of the differential participation of individuals in a wider socio-cultural framework. As Igor de Garine expresses; *"it is not by chance that cooking figures in the foreground in the panoply of regional claims"* (Medina, 2002)

Puebla, inherited from the colony the commercial routes, becoming a strategic point of contact among travellers coming from Europe through Cuba and entering the new Spain through Veracruz, also those coming from the Philippines through Acapulco, in this way the city, was constituted as the second in importance and was one of the least problems of food supply. The central highlands, with its dense and complex population was since colonial times the heart of Mexico and remained so throughout the nineteenth century. Its great variety of climates and its enviable geographical position allowed its inhabitants to plan a varied diet, based on corn, beans, chili and pumpkin that were produced throughout this area, likewise these pre-Hispanic ingredients were enriched with European food elements such as wheat, olive oil, pork, and various fruits and vegetables, in the same way also endorsed Asian elements such as rice, spices, coconut, mango, among others from the Philippines. Thus, the good geographical and economic position of Puebla allowed him to enjoy a very varied cuisine.

The restaurant industry in Mexico

The National Institute of Statistics and Geography's (INEGI) Statistical and Geographic Yearbook by State (2018; 2019) records the behaviour of the Economic Units (EU); for 2017, 65,579 EU were recorded, distributed as follows: Restaurants with 43,332, cafeterias, fountains, refrigerators, soft drinks and similar establishments with 8,217, bars, canteens and similar establishments with 7,026 EU. In 2018, 54,721 EU restaurants were identified, with 39,020, followed by cafeterias, drinking fountains, cold stores and similar establishments with 6,080 and similar, and bars, canteens and similar establishments with 450 and similar, respectively.

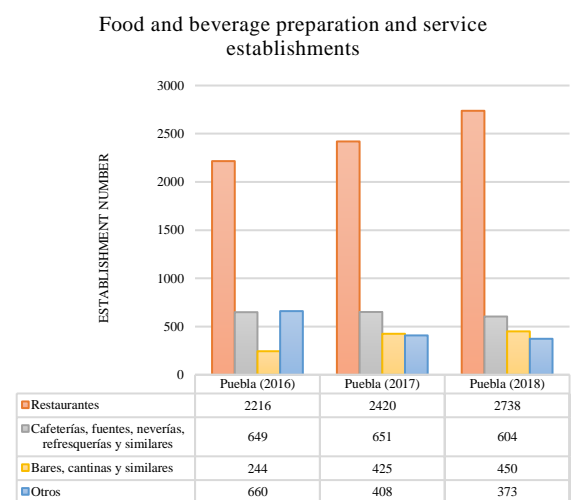


Figure 1 Food and beverage preparation and service establishments

Source: Based on the Statistical and Geographic Yearbook by State, 2016, 2017 and 2018

Note: Others (includes the Services of preparation of other foods for immediate consumption and night clubs, discotheques and similar).

The participation of the State of Puebla in the food and beverage establishment category for the year 2016 was 3,769 economic units headed by restaurants; and cafeterias, fountains, ice-cream parlours, soft drinks and similar establishments with 649, representing 58.79% and 17.2% respectively. For the year 2017, a total of 3,779 EU was registered, while restaurants increased by 8.4% (204 EU) with respect to the previous year, remaining the establishment with the greatest participation in the branch.

For the year 2018, the national scale suffered a decrease of 29.94% (163,385 EU) over the previous year, a phenomenon that was not manifested in the State of Puebla, this time with an increase of 6.29% (262 EU), restaurants-maintained development with 11.61% (318 EU).

According to the Statistical and Geographical Yearbook of Puebla (2017) for the year 2016 a total of 3,769 EU's was registered in this area, concentrating the municipality of Puebla 76.38% with 2,879 economic units. Restaurants represent 60% (1,734 EU) and cafeterias, soda fountains, refrigerators, soft drinks and similar represent 17.29% (4 EU).

Current status of tourism in Puebla

The tourist offers of the city according to diverse social and economic actors manifests that it is stagnant, and little taken advantage of; likewise it is identified that a deficiency exists in the tourist promotion and problems with the quality of the service provided. It is also indicated that the tourist offer requires more diversified products taking into account and excelling the gastronomic tourism, likewise the adaptation of schedules for the tourist attractions according to the needs of the tourists, training of the personnel that attends to the clients and improvements in the support infrastructure.

The tourist image of Puebla in Mexico is defined as a colonial city rich in religious architecture, and with a historic centre of great importance. Another characteristic element identified as positive within the image in Mexico, is its cuisine, highlighted by its emblematic dishes, it also mentions the fact that Mexicans, especially the inhabitants of Mexico City (CDMX) and the area around it, consider Puebla as a city of passage where you only go to eat and visit one or two places because the city of Puebla is World Heritage, this being another element that is necessary to consolidate and generate a broader awareness.

With regard to the image of Puebla abroad, it is believed that the idea is good, the city has colonial architecture and abundant religious art, mainly alludes to the American Baroque and excellent cuisine and various cultural traditions.

The difficulties that currently exist to commercialize and promote the city for tourism are the absence of a strategic promotion plan, and the lack of financial resources necessary to position the city as a tourist reference, taking into account elements such as: lack of institutional support, poor connectivity, lack of identity, CDMX wholesalers who must change tourist routes, communication and integration of tour operators and an adequate commitment of all sectors involved in tourism. Also, another problem is the low quality of the services offered, lack of professional knowledge of those responsible for tourism activity, so there is no integration of a saleable and properly consolidated tourism product.

The main opportunities for the development of tourism in the city stand out as its historical and cultural richness, the proximity to Mexico City and its gastronomy, followed by its geographical position, security and being a World Heritage Site.

Opportunities	Threats
Cultural Wealth	Growing insecurity
Proximity to Mexico City	Other heritage cities
Gastronomy	Garbage
Geographical position	Lack of tourist awareness
Security	Problems connecting to Mexico City
Heritage City	Lack of promotion
Weather	Mentality closed to change
Universities	Neglect of heritage
Crafts	Demotivation
Colonial Art	Lack of connectivity
Nature	Lack of information

Table 1 Opportunities and Threats of the environment that affect tourism in Puebla

Source: *Strategic Tourism Plan of the City of Puebla, 2013*

The participants from the different sectors interviewed agree that what the city lacks from the point of view of tourism is better signage, greater promotion and a strategic plan that allows it to disseminate the attractions and the tourist offer; therefore, it is necessary to have a comprehensive planning process with a sustainable sense and a more competitive vision that allows for a significant change in the mindset and image of the tourists who visit the city.

In this way and taking into account that gastronomy represents an important symbol from the cultural and tourist point of view for the city as well as at a regional and national level, it is of vital importance to have a strategic plan on this culinary fact, which will allow the restaurant sector of the city of Puebla to be detonated. Also, detonate the sector of food providers such as small traders, small artisans, small farmers and also seek greater promotion of traditional markets that the city has.

The city of Puebla within this immense culinary wealth has a gastronomic calendar, which is the product of all the mergers that have taken place throughout its history and that give a symbolism and identity to the various sectors, mainly to the traditional cooks, this calendar responds to the agricultural cycles and also to the food elements that are given as the calendar year passes, so generate a strategic promotion of the cuisine would be a trigger for tourism in the city of Puebla.

Proposal for a Tourism Competitiveness Strategy for the city of Puebla

Gastronomy Promotion Policy

Derived from the Policy for the Promotion of National Gastronomy (2015), it is considered to create a Strategy of Tourist Competitiveness for the city of Puebla, which will allow the detonation of Puebla's gastronomy as a first order element, where the different secretaries of state that converge in the food system should be involved, as well as the civil associations of restaurateurs and service providers, it is also important to have the institutions of higher education that teach gastronomic studies and rural associations of food producers.

The main objective of this strategy is: to imply the conformation of the productive value chain of the gastronomy that requires the involvement and participation of the public, social and private sectors, and that entails from the small producer to the presentation and offer of the product to the final consumer.

In its elaboration process, the product is acquiring elements of quality, value, identity and roots that are providing its own characteristics that distinguish it from any other product, promoting its demand and preference.

In this sense, gastronomy is not only part of our economic policy but also of our cultural policy, since it is an invaluable heritage that requires an adequate promotion and diffusion of our gastronomic resources, especially the local and regional ones, since it provides a functional and social value for the town, since it is constituted as values, symbols and cultural richness. (Secretaría de Gobernación, 2015)

Cartography of food and beverage establishments

In coordination with the civil associations of restaurateurs and hoteliers, it is recommended that a detailed inventory be made of the food and beverage establishments in the city's main tourist sites, whether within the old town or in other important commercial areas, which, due to their economic location, have food establishments; In this cartography it is tried to give to know the typologies of food that are sold, the classification of the establishments, the zones of location, taking into account if they are restaurants of homemade food, restaurants of poblano specialties or typical, gastronomic restaurants and restaurants in hotels; this way a guide could be generated elaborated with the main plates and specialties of each establishment, in order to be able to achieve a gastronomical route by which we can incursion with the tourists.

Traditional markets

One of the trends and tastes of tourism today is the appreciation of history, nature and the arts, which is linked to the enjoyment of good food and traditional drinks, prepared, based on local products, crafts and reproduced according to recipes inherited from ancestors. This trend is a model of life of an intellectual and philosophical position that has no geographical limits and that only a powerful incentive helped by tourism can achieve based on the creation and dissemination of gastronomic itineraries. In this way we can find that our traditional markets that at one time were places of supply for the local populations, have now become true captors of tourists who seek to find in them the delights and culinary traditions of the localities. The kitchens found in these establishments are mostly served by the so-called traditional cooks, who, faithful to their oral knowledge, execute daily the ancestral recipes, learned in the bosom of the family and that mostly obey gastronomic calendars according to the production of seasonal food.

Today's gastronomic markets seek continuous fluidity, constantly presenting "new" products, new dishes and unusual and original techniques, just to mark a supposed status in the diner, the trends are shown as the future and new ways of preparing dishes. (Perea Balbuena, Carrasco Romero, & Zamora Fernandez, 2019)

In this way, we intend to carry out different actions that will allow us to position these traditional places as a traditional tourist space by making an inventory of the current situation of these markets, as well as the foods that are sold in them, generating competitive actions that will allow us to combine the values and quality of the foods that are sold in them, taking into account that they should be clean and functional places so that they can create a function and exhibition for the sale of their products.

Also, plan the design and management of markets according to the seasonal food. Also, to offer constant tourist training courses in order to generate a culture of hygiene and food handling to be able to give a food security to our visitors.

Gastronomic Calendar

One of the main strategies that should consolidate the city of Puebla is to achieve a position as a culinary centre of Mexico, for which it is necessary to revalue the entire food system that occurs throughout a calendar year, so it suggests the promotion and creation of a system of time division, This exercise will allow us to promote the traditional dishes of Puebla's culture throughout the year and as we have pointed out, they are given due to the cultural and religious agricultural conditions.

In this way, in the months of February, March and April that coincide with the festivities of Lent and the main week, we have Lenten dishes and in the months of May that coincide with the first rains, we can taste maguery worms. In the months of June and August we will be able to taste foods with huitlacoques and mushrooms; also, the main fruits will be given like origin to the traditional dish of the Chile in walnut.

In the months of October-November we have the famous mole de caderas or huaxmole, in the month of November coinciding with the festivities of the Day of the Dead we also have traditional dishes that are put in the offerings and in the month of December in the Christmas festivities we are going to have traditional dishes of these seasons like the romeritos with shrimp, cod, tamales, chipotles stuffed with cheese, baked pork leg, shrimp pancakes in mole poblano, among others.

Gastronomic Festivals

As a complement to the gastronomic calendar is also proposed as a strategy to promote the cuisine of Puebla the realization of food festivals, the H. City Council of the municipality of Puebla declared from 2019 on May 17 as the "Day of the Cook and the Traditional Cook of the municipality of Puebla," so on this day you can make a festival of traditional cuisine, taking into account all the markets of the city of Puebla where you can display the dishes of the cuisine of Puebla. Another important festival would be the festival of mole poblano which is considered the baroque dish par excellence, which was created in the eighteenth century by the nuns of the convent of Santa Rosa, in this festival may participate both restaurateurs and housewives who continue to make this representative dish.

On the other hand, an important celebration would be the festival of chiles in walnut sauce that covers the months of July, August and September. This festival, which in some way has been traditional among restaurateurs, can be deepened to generate a more focused promotion of Mexico City's tourist market.

These events will allow us to bring regional tourists from neighbouring entities to the city of Puebla and thus raise the competitiveness of small and medium enterprises that are the restaurants that sell these typical dishes.

Conclusions

Business models must necessarily be accompanied by strategies for their execution. Arnaldo Hax, raises three basic considerations in the development of a strategy (Hax, 2001):

- a. The creation of economic value is the essential purpose of the strategy.
- b. The creation of a unique value proposal for the client.
- c. The generation of a sense of success.

The competitiveness of the organization lies in how it responds to the needs and expectations of customers, not only during the provision of service, although this may be the most important phase, but throughout the cycle of relationship with them. Identifying the needs and expectations of the customer allows the orientation of the strategies and resources of the establishment towards those processes that generate value in the perception of the customers.

A tourist market is basically composed of a tourist offer, this one is confirmed by the resources of the local economy, the tourist resources and the tourist products; For a tourist offer to have a participation in a competitive tourist market it must consider in the majority offer of the resources of the local economy an important attractiveness, an important participation in the tourist market, this consolidates the competitiveness within the offer of the tourist resources, finding this way a consolidated activity and an abundant participation in the tourist market; taking into account the offer of the tourist products we will be able to become competitive having an assured activity and a leading participation in the tourist market.

In order to achieve these objectives, it is necessary to have a quality of the tourist inputs, this quality will be reflected in an integral way and not fragmented with the sum of individual efforts, agreed by the companies, the locality and the municipality, which give sense to the quality of the destination. This quality must contain as universal references the globalization and the quality of standards, for it we need formation, training and conditions of work of the human resources, the use of the resources and sustainable processes, chains of responsible suppliers, better physical conditions of the facilities and the equipment's to the norms indicated by the competent legislations, as well as an ethical behaviour in the labour force; this way it will allow us to obtain certified seals and distinctive of quality in the establishments.

Mexican gastronomy is the third worldwide due to its variety where its multiple colours and flavours stand out, due to the use of diverse ingredients which when combined create a magic in the palate. As a result, UNESCO gave the category of Intangible Heritage of Humanity to Mexican Gastronomy in 2010. As part of this important Intangible and Cultural Heritage, Puebla's cuisine is presented, which has its own spirit and has been integrated by the norms that have characterized it, originating a geographic area determined by its land, waters, sky and inhabitants.

This kitchen poblana was born in their own spaces, also of origin to create their own utensils, produced their own inputs and invented their ways and ways of cooking, so that gave rise to have a repertoire of dishes that covers the full range of flavours spicy, sweet, sour, salty and what have given fame to the culinary poblana. This cuisine has also created its own schedules, customs and labels, so it has also been declared by state authorities as Intangible Heritage of the State of Puebla.

That is why it is important to theme a tourism product with the brand of Puebla's cuisine, and for this we need to use a series of strategic tools that allow us to make known more widely this cultural heritage, which represents us as a people, as a society, as a community and also gives rise to a number of small establishments. Hence, there are economic units through which diverse families subsist, which in turn also provide employment to artisans, producers, food introducers, etc.

In this way, having an adequate strategy will allow us to promote traditional gastronomy to a strategic market sector, it will also allow us to promote actions oriented to the development of tourist activities, which will allow us to generate income and jobs in the gastronomic sector, through services and events, at the same time, it will help us to generate normative instruments that transform and preserve Puebla's gastronomy by granting incentives, certificates and recognitions to gastronomic entrepreneurs. Similarly, it will help us to strengthen the infrastructure of traditional markets, ensuring their quality and experience, with this we will be able to achieve a better quality of life in the actors who have to do with the creation and promotion of gastronomy in Puebla.

For this reason, in Puebla the gastronomy of Puebla is not only a food, but a way of life, it is a way of behaving and it is a way of expressing ourselves as a people and a community.

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The role of global value chains in the impact of the Covid-19 pandemic on the world economy

El Papel de las Cadenas Globales de Valor en el Impacto que la pandemia por Covid-19 tiene en la economía mundial

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Abstract

The biggest problem that this health crisis has presented is the strong impact it has had on the world economy. As never before, another phenomenon, the COVID-19 pandemic, has come to put world trade at serious risk. This article aims to expose that. The magnitude of the health crisis is a consequence of the development of the current economic growth model and the role that Global Value Chains, as a fundamental part of the structure of the economic growth model, have had on the impact that this health crisis has had on the worldwide economy.

Neoliberalism, Covid-19 pandemic, Global Value Chains

Resumen

El mayor problema que esta crisis sanitaria ha presentado es el fuerte impacto que ha tenido sobre la economía mundial. Como nunca antes otro fenómeno, la pandemia por COVID-19, ha llegado a poner en grave riesgo el comercio mundial. Este artículo pretende, exponer que la magnitud de la crisis sanitaria es consecuencia del desarrollo del modelo de crecimiento económico actual y el papel que las Cadenas Globales de Valor, como parte fundamental de la estructura del modelo de crecimiento económico, han tenido en el impacto que esta crisis sanitaria ha tenido sobre la economía mundial.

Neoliberalismo, Pandemia por covid-19, Cadenas Globales de Valor

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Introduction

The pandemic has exposed the serious problems and deficiencies of the current Neoliberal economic growth model; This model has been characterized as a phase of capitalism of intense competitiveness; Competitiveness has always existed, it is an intrinsic characteristic of capitalism, the peculiarity of this phase of capitalist development is that it is currently a globalized competition, extremely aggressive because it is facing serious disadvantages to developing and underdeveloped economies with large world economic powers; This is because world production was fragmented and offshored¹ throughout the world, organizing itself into long and diverse production chains.

The competition is, therefore, between these chains whose governance is directed by large companies located in developed countries; Another level of equally globalized competition is located at the micro level where the regions and MSMEs of developing and underdeveloped countries compete to be subcontracted by these large companies to form part of the chain, supplying some input of the final product. This mode of production generates a high interdependence between the countries or regions that participate in the chain, therefore, both positive and negative economic effects expand rapidly along the chain, impacting national economies.

In this context of high interdependence, the COVID-19 pandemic upset the fragile balance of the world economy. ECLAC has stated that the impact of the pandemic will cause a crisis of enormous magnitude, even deeper than that of 1946 with a drop in world trade of between -13% and up to -32% according to estimates by the World Trade Organization (WTO) (Barcena, 2020) and foresees that the recovery could last up to ten years.

Obviously, these figures show the vulnerability of this economic interdependence because the economic contraction that occurs in developed economies has a strong impact on the countries that depend on them; and we are talking about a very high percentage of the world's economies. Therefore, it becomes imperative to analyze the impact that COVID-19 has on Global Value Chains because they are the means by which the world economy moves, and internal labor markets depend on the commercial flow they generate, which ultimately they are the ones that energize economies.

Finally, it is appropriate to consider the need for a paradigm shift in the mode of production in which the logic of development is not focused on the commodification of the fundamental aspects of life.

Context of the Covid-19 pandemic

The COVID-19 pandemic occurs in a period in which the world economy is undergoing a general slowdown, with a low growth rate since the financial crisis of 2008-2009; additionally, the tensions and conflicts between the two strongest economies in the world (China and the US) have generated instability and uncertainty between the commercial zones that depend on them. The deterioration in the growth rates of the world powers and the recurrent crises throughout this century reveal the exhaustion of the current accumulation model. Gambina (2020) states in this regard that "Now we are in the midst of a global crisis of neoliberalism, with the novelty [unlike the crisis of the 70s] that is discussed who hegemonizes the new world order, and therefore the trade war between the US and China "(CLACSO, 2020) among others. The pandemic has only exacerbated what was already occurring, but it has also been the effect of the evolution of the same model. Following this line, the most recent proposals in this regard can be highlighted:

¹ Offshoring is conceived as a process by which productive activities -and not only companies- are concentrated in countries that enjoy greater comparative advantages to exploit them, withdrawing from those others that do not enjoy them, it is a phenomenon Consubstantial with the emergence on the world scene of new large industrial powers, the spread of development to areas until recently marginalized in the wake of economic growth and the international integration of national markets, or economic globalization. Its incidence is radical in labor-intensive productions, in which emerging countries have clear wage advantages to undertake their development. (Myro Sánchez & others, 2008).

The decentralization process implies the disarticulation of the national scale and the global integration of local spaces, breaking the sectoral unity in the national space, with the aim of increasing the added value at each stage of the product cycle throughout chain.

Dussel (2020) “... we destroy the conditions for the reproduction of life... the logic of the accumulation system whose rationality is the increase in the rate of profit, where the criterion of the system is money and not life; neoliberalism, privatize everything in an ideal of commercializing it. We have entered a stage of inhumanity ”(Dussel, 2020).

Dabat (2020) “1st The pandemic appears at a historical moment in which most of the countries of the world have been suffering from a systematic weakening of the State and public health systems, due to Neoliberalism and privatizations, reduction of public budget and social spending and expansion of private hospitals; 2° Expansion of the morality of individualism and the weakening of the bonds of social solidarity ”. (Dabat, 2020)

Gambina (2020): “... opinions expressed by the IMF regarding the need to expand health spending, diminished by the logic of privatizations promoted by neoliberalism. The absence of beds, respirators, hospital infrastructure and insufficient material for the safety of personnel affected by health, evident now with COVID19, expresses the result of a logic oriented to the market and to public spending favoring a path towards militarization ”(CLACSO , 2020; CLACSO, 2020).

Albuquerque (2020): “the origin and spread of the COVID-19 pandemic. The links between the predominant economic growth model and the environmental crisis that in reality the pandemic is part of the effects of this climate crisis, in my opinion [...] where privatization, commodification have destroyed the territorial and national bases of many of the elements of what they call fundamental economics, that is, the set of fundamental activities for daily life), services, industries, infrastructures that are required to ensure health, food, water and energy supply, is say all aspects of the fundamental economy ”(Albuquerque, Reflections on the local economic development approach in the face of the COVID-19 pandemic, 2020)

As can be seen, there have been few manifestations of the exhaustion of this accumulation model either.

In the social sphere, the high polarization and social marginalization, together with the greater deterioration of labor security conditions, have led to the emergence of not a few social movements in which the alter-globalists whose motto is "other worlds are possible" can be highlighted (Pleyers, 2018) in clear opposition to the Neoliberal model imposed worldwide. In the political space, the dispute for hegemony between powers (US-USSR), (US-China) has resulted in major warlike (Vietnam 1955-1975) and commercial confrontations that have destabilized the world economy. In the economic space, the successive crises that have arisen since the beginning of the 21st century and that have manifested themselves in great and serious problems worldwide, including financial, food, energy, labor and health crises that have impacted world level.

Regarding health crises, it can be said that the repercussions of the neoliberal model have caused radical changes in lifestyles and nutrition, which has led to countries having serious public health problems, among which the World Organization of Health: cardiovascular diseases that represent 12.8% of deaths worldwide; on weight and obesity that represents 4.7% of deaths worldwide; diabetes; chronic respiratory diseases; Cancer represents 18% of deaths worldwide (WHO, 2011) among others, which are attributed to a drastic change in eating habits and sedentary lifestyle.

These figures become important in this context because they already reflect the vulnerability of global health and become comorbidity factors for COVID-19. In summary, the COVID-19 pandemic has not been a fortuitous event, it is an expression of an aggressive and predatory growth model that has generated negative externalities in fundamental areas of life, putting the very existence of humanity at risk in its quest to achieve maximum profits under a mercantile and individualistic logic. What has happened with the COVID-19 pandemic is that it has come to show these phenomena and exacerbate processes that are shaping a reconfiguration of social, economic and political life.

Neoliberal Policies

How was arrive to this situation? Albuquerque (2020) refers in this regard that:

This has also been decisively contributed by a type of economic policies that instead of strengthening the fundamental sectors of infrastructure and essential basic services of daily life in each territorial area, have given priority to austerity policies, the cuts in public spending and the privatization of key economic sectors such as health, education, housing, energy, access to drinking water, research and development, public transport or public banking, among other basic services (Alburquerque, Virtual seminar for the Master's program in Local Development, 2020)

It should be noted that these policies were adopted to give a solution to the crisis of the 1970s and that is what was called Neoliberalism; In the most powerful economies these policies were adopted and promoted, but they were imposed on the less developed economies as a condition for accessing funds from international financial institutions (WB, IMF, IDB) through what was called economic restructuring. in order to access funds from the World Bank. This restructuring basically consisted of a total economic opening, a severe deregulation and privatization of the public sector and a new labor culture was implemented aimed at making the relations between capital and labor more flexible, all this, under a mercantilist logic and an individualistic morality. Thus, the Neoliberal model is installed, with great geographical mobility, especially an impressive mobility of capital, basically due to the weakening of the State and information technologies.

Langard notes that:

“Flexible accumulation appears as a form of work organization to regenerate mechanisms that allow the recomposing of increasing returns and profit margins, within the framework of more stratified and segmented consumption norms. At the same time, the large transnational companies sought to rebuild their profits from the international fragmentation of those more mature phases of the production process” (Langard, 2014).

The Neoliberal predominance has generated strong changes in economic policy in which the deregulation of economic activity and the privatization and commodification of resources (tangible and intangible) stand out, privileging the market as the optimal form of organization of the economy. The deregulation of economic activity has implied a sharp reduction in public spending in essential sectors to guarantee minimum conditions of welfare and social security.

The dismantling of key sectors for economic and human development, favoring sectors that favor big capital and not only in developing countries but also in those considered to be first world, was evidenced when countries like Italy, Spain, France, United Kingdom, USA, whose health systems were and are being overtaken by the pandemic and register the highest number of deaths from COVID-19. In summary, the enormous inequalities that this model has generated in the world, between and within countries is reflected in the way in which they can cope with the pandemic. Having good health is related to "determinants of health" such as access to education, employment (economy), water and sanitation (WHO).

Impact of the Covid-19 pandemic on global value chains

Concept and origin of Global Value Chains

Gereffi and Korzeniewics (1994) define a GVC as: “a set of networks organized among themselves, grouped around a commodity or product, connecting family units, companies and States within the world economy” (Gereffi and Korzeniewics, 1994) . From this perspective, the chains involve activities of legally independent companies, in a cross-border coordination of cooperation and competition between companies of different sizes in different countries.

The framework for the emergence and development of these GVCs is found in the flexibility of the accumulation of capital consolidated by the process of economic globalization², the adoption of this model implied a strong productive restructuring, as already mentioned above, characterized by the relocation of the productive process.

² It is worth mentioning that Dikens (1998) points out that the geographical distribution of economic activities across national borders is not a new phenomenon, in fact, it has been a predominant feature of the world economy since the seventeenth century, however, the Globalization not only involves the

geographical extension of economic activities, but also the functional integration between internationally dispersed activities (in Gereffi, Humphrey, Kaplinsky, & Strugeon, 2001).

This relocation has been directed by and in favor of the big companies that dominate world trade and production. This productive flexibility has given rise to GVCs, the main motive being the desire to maintain or increase their productivity, the purpose of which is to obtain higher rates of profit; These companies move their production process to regions that offer significant cost advantages, so generally the move is to developing or emerging economies that offer these companies some advantage in their production process; For these economies, the way they are introduced is through agricultural production, basically in the production of commodities³ Garammont points out in this regard that:

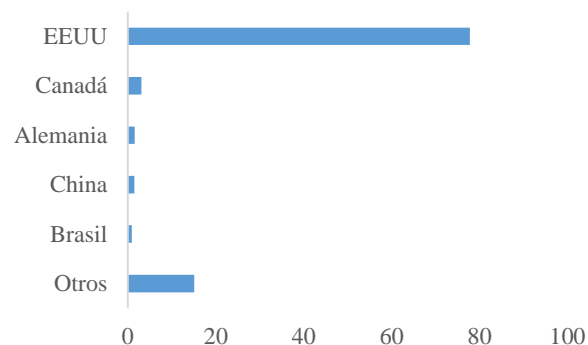
“This new productive model is concentrated in the most productive agricultural areas and in the most efficient companies, capable of increasing their productivity to counteract the effects of the increase in inputs, while the prices of agricultural products decrease. It is a polarizing model that excludes large or small production units that cannot compete on these terms, fostering concentration of production ”(Garammont, 2010).

The concept of Global Value Chain (GVC) arises in this context, expressing the new organizational structure of the capitalist system and a new framework that forces it to face world competition. The main driving forces behind this new productive organization are the investment decisions of multinational companies (MNEs) through their outsourcing and offshoring activities; These are governed by two fundamental factors: the search for a cheap labor force and organizational flexibility, under the logic of cost reduction and risk reduction.

Global Value Chains (GVCs) play a decisive role for developing economies because they represent the means by which these economies with few possibilities of participating in the world market on their own account can do so through outsourcing by large companies. Business; According to the World Bank (WB), GVCs represent almost 50% of international trade (World Bank, 2020), which means that almost all countries participate in some way in some of these GVCs.

Impact of COVID-19 on Global Value Chains and the implications for Mexico

In this context, the impact of the COVID-19 pandemic on GVCs is of special relevance since Mexico's foreign trade is strongly linked to them; Agrifood Chains acquire special interest given the economic specialization of Mexico in the links of primary products in labor-intensive GVCs, exporting, through this route, basic or manufactured products. North America is the main trading partner, on which a little over 80% of Mexican exports depend, with the US being the majority trading partner with 77.85% of exports. Other important trading partners are Germany and China and not so much because of the percentage of trade that currently exists but because of the potential they represent. Market diversification for Mexican products is a strategy that can undoubtedly boost the economic development of the Mexican regions that participate in them, but above all, provide greater economic stability by not depending to a large extent on a single trading partner.



Graphic 1 Percentage distribution of the value of exports of goods from Mexico in 2019, by country of destination
Source: © Statista 2020

The main concern of the large retail GVCs is the global factory strike; China is the economy that exports the most merchandise to the world and this impacts in two ways: 1) immediately and almost surprisingly, they suffered from a shortage of inputs, or in the best of cases, delays and interruptions in the supply of inputs from China, this hindered and has hindered the flow of the production process in the chain that causes great economic losses due to the stoppage of the process. This interruption is given by the closure of borders that the countries have implemented as a sanitary measure.

³ Commodity is a term that refers to physical goods, without qualitative differentiation, that constitute basic goods of more complex products. (Knight, 2011)

Especially China and the US, which are huge economies that move international trade. At first, China and the EU close borders and the flow of goods around the world is destabilized since China is the main supplier of raw materials in the world; WTO data indicate that China exports 13.21% of merchandise to the world and imports 10.80%. These figures give an idea of the strong impact this has on the flow of goods in the world and on the continuity of GVCs. This situation is significant for Mexico, as an importer of Chinese and European goods that represents 1.5% and 3.5%, respectively, highlighting, in the second case, Germany with 1.5%.

The other way through which it impacts and is more important due to the economic effects that it triggers or deepens in the short and long term is the severe recession that is generated in cascade but especially in these two countries (China and the United States), which are those that move the world economy, the US and China. This recession that is looming not only deep like none in recent decades but also prolonged as it has not been seen in some time. This other factor, an estimated fall in world GDP between 13% and 32%, according to ECLAC. In the US the contraction is -3.8% and in the EU -5.7% (Barcena, 2020). This economic contraction translates into the worsening of problems that already existed and that countries like Mexico have been dragging since before the COVID-19 pandemic, among the strongest are:

- A high unemployment rate. In both ways due to the slowdown in the economy and the dismantling of some GVCs due to the disarticulation that GVCs are suffering.
- An increase in the poverty and extreme poverty index, especially in the Mexican countryside, which is where a significant number of GVCs are located.
- Food crisis associated with increased poverty and the breakdown of agri-food chains.

For Mexico, the economic contraction that the US presents becomes significant due to the high degree of economic dependence it maintains, as well as the fact that the US ranks second as an exporter of merchandise (8.69%) and the first to import products from the world (13.34%) (WTO, 2019).

Therefore, this would be the route that would most impact GVCs because, although it is true that the world market is broader for Mexico, what happens in the US is fundamental.

Conclusions

However, it seems clear that the Neoliberal model is in decline as a model of economic growth, the health crisis only exacerbated the manifestations of its exhaustion. However, this does not necessarily mean that we are going to transition to another form of productive organization and overcome the Neoliberal order, but rather that it can be resolved with a reconfiguration of it from the reinforcement of the neoliberal foundations, giving partial answers to the problems of this crisis. economic, structural and legitimacy At this point, it seems to me that this dilemma puts at stake the response capacity of civil society in the face of political society and promote a new generation of organic intellectuals to propose and defend new viable alternative proposals; however, the role of the state as a regulating agent of the excesses of the dominant elite that organizes the dynamics of capitalist accumulation must be seriously rethought.

The Global Value Chains play a fundamental role in the development of world trade since they are the structure that gives road and support to the flexibility of the capital accumulation model, but their importance is also based on the fact that they have been the vehicle for economies less developed can link to the world. This has been an opportunity to energize these economies, the cost has been high in most cases but it has also allowed the transfer of technologies and the training of human capital through know-how in specific areas.

From this perspective, it is necessary to rethink the type of commercial policies that allow the looting and depredation of resources that until now has meant the model of flexible production and formulate policies that are sustainable and that allow to take advantage of and capitalize on the opportunity represented by the transfer technology and human capital formation from GVCs in developing economies.

Opportunities for Mexico from the GVCs

The imminent danger of a permanent breakdown of some GVC registers the opportunity to develop regional linkage strategies that respond to the demand of the chains to re-establish the continuity of production and commercialization flows and that allow strengthening the national economy.

Mexico can take advantage of the situation of this crisis to promote endogenous development by strengthening the internal market by generating networks of suppliers of the inputs that have been imported until now; The know-how that the companies linked to the large global chains have acquired will allow the creation of spin off for the supply of the necessary inputs in the elaboration of the final or intermediate products of the national links and of the same GVCs, even scaling in the structure of the chain in order to retain greater added value.

This would lead to the consolidation of regional economies by linking national links with the configuration of networks of new national providers, linking regions and localities and ceasing to be just disjointed enclaves that are not capable of dragging the national and regional economy to levels of higher development.

This is not an easy task, especially since in Mexico there is a huge disengagement of the companies subcontracted by the large companies that run the chain and the regional and national economy. Therefore, an institutional network is required to provide support in the areas that most require this link and the most important are financial institutions because the links found in the national territory face serious financing problems that are generally solved with direct foreign investment of the same companies that hire them. In this sense, the State must play a leading role, especially in this recession in which significant economic financing is required to be able to reactivate the regional, national and world economy; in that order; In other words, take a turn to strengthen and diversify the national offer and not depend so much on the international market, this will allow to strengthen the regional economy.

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Proposal for a business plan for the improvement of MSMEs: Jarcieria Kiki's case

Propuesta de un plan de negocios para la mejora de las MIPyMES: Caso Jarcieria Kiki's

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Abstract

Micro, medium and small companies, known by the acronym MIPyMES, have been gaining more and more importance both in their contribution to the economy, but in the same way they have been affected with great demands for their development, as is the case of the establishment KIKI'S dedicated to the sale of cleaning products and hardware which starts from the problem of not having the regulatory and strategic elements that allow it to be competitive. That is why this article aims to describe elements of a business plan that made it possible to strengthen the cleaning supplies company through the use of marketing strategies and techniques that helped increase its sales and competitiveness. The methodology used was quantitative and qualitative, marketing tools such as benchmarking were used and surveys were applied, which had a favorable impact on the company, since in the face of the COVID-19 pandemic the management for sales was complicated, therefore they designed strategies considering the guidelines for the establishments.

MIPYME's, Improvement, Business plan

Resumen

Las micro, medianas y pequeñas empresas, conocidas con la sigla MIPyMES, han venido cobrando cada vez más importancia tanto en su contribución a la economía, pero de igual manera se han visto afectadas con grandes exigencias para su desarrollo, como es el caso del establecimiento KIKI'S dedicada a la venta de productos de limpieza y jarciería la cual parte de la problemática de no contar con los elementos normativos y estratégicos que le permitan ser competitiva. Es por ello que este artículo tiene como objetivo describir elementos de un plan de negocio que permitieron fortalecer a la empresa de artículos de limpieza mediante la utilización de estrategias y técnicas de marketing que coadyuvaron a incrementar sus ventas y su competitividad. La metodología utilizada fue cuantitativa y cualitativa, se utilizaron herramientas de marketing como el benchmarking y se aplicaron encuestas, lo cual tuvo un impacto favorable a la empresa, ya que ante la pandemia COVID-19 se complicó la gestión para las ventas por lo que se diseñaron estrategias considerando los lineamientos para los establecimientos.

MIPYME's, Mejora, Plan de negocios

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1. Introduction

Today companies face a market with high demands such as prices, quality, variety, credit, location, the influence of external aspects such as major political and governmental changes in the world economy, the development of new technologies as well as pandemics. worldwide, have allowed the commercial area to be one of the main economic sectors where good planning is essential to know the needs of consumers and as such, make the most convenient decisions to meet the objectives and strategic goals, thanks to the support and joint work of all members of the company.

MIPyMES are micro, small and medium-sized companies, currently a SME can have difficulties particularly with its owners and collaborators, when developing both the business plan, the company's objectives, and the strategies to achieve the objectives with such exercises priorities that could have been raised, because the MSMEs and their collaborators have to be directly operating the business and cannot dedicate the time required to its strategic planning.

For this reason, it is advisable that companies adopt plans that include their mission, vision, resources, policies and values as an initial stage. under a meticulous analysis of several matrices that will help us detect the problems that the company faces such as the SWOT matrix, as well as an external analysis of the competition with the benchmarking tool.

In the same way, the MIPyMES establishments need to have strategies that help the establishment to promote and increase the commercial positioning to improve it and its segmentation of potential customers, as well as to support the organization of the company, increasing its profits and productivity, providing the tools for a good operation and organization of the company.

2. Theoretical framework

Micro-enterprises, known by the acronym MIPyMES, have been gaining more and more importance both in their contribution to the economy and to the well-being of their inhabitants, as large companies have gained share in the volume of production and the jobs generated. in the country.

Similarly, companies in these categories have been increasing their participation in the number of jobs, in production, in the Gross Domestic Product and in exports.

In 1998, according to the study carried out by the Inter-American Development Bank and the Center for Business Development, it was found that the main weakness of MSMEs is planning (Vargas, 2002).

For (Martín, 2011), I already mentioned that the entrepreneur is an innovator who creates new products, or already existing products and, in addition, is capable of implementing new production methods, reorganizing a company and creating new offers in the market; likewise, the entrepreneur is a generator of the economic growth of the entity where it will be located.

Definition of a business plan According to (Fleitman Jack, 2000), a business plan is defined as a key and fundamental instrument for success, which consists of a series of interrelated activities for the beginning or development of a company. As well as a guide that facilitates the creation or growth of a company.

According to (Schnaars, 1991) Marketing strategies, also known as Marketing Strategies, Marketing Strategies or Commercial Strategies, consist of actions that are carried out to achieve a certain objective related to marketing. The design of marketing strategies is one of the functions of marketing. In order to design strategies, first of all, we must analyze our target audience so that, based on this analysis, we can design strategies that are responsible for satisfying their needs or desires, and taking advantage of their characteristics or customs. But when designing marketing strategies, we must also take into account competition and other factors such as our capacity and our investment. The competitiveness for (Prieto & Martínez, 2004) of the companies depends on many factors, among them: the installed technological capacity, the innovations carried out and, above all, the quality of the personnel in charge of the processes. The organization for Evans and Lindsay (2001) is a system and all the people who work within a system can contribute to their best, which will increase their pleasure in working, many factors within the system affect the individual performance of an employee for example:

- The training received
- Information in the resources provided
- The leadership of supervisors and managers
- Work interruptions
- Administrative policies and practices

For the organization of an establishment, the layout tool can be used in the design area to explain the sketch, scheme or layout sketch of a specific design, in order that a client can more clearly observe an approximation of the final vision of what you could be buying, with the idea of selling you that option and completing the business, which will be executed according to the outline presented at that time after being approved (Raffino, 2019).

With this, an inventory can be carried out. According to Espinoza (2011), inventory control is a fundamental tool in modern administration, since it allows companies and organizations to know the existing quantities of products available for sale, in one place and determined time, as well as the applicable storage conditions in the industries.

To carry out an external and internal analysis according to Kotler, Bloom and Hayes (1997), Market Analysis "consists of systematically gathering, planning, analyzing and communicating the relevant data for the specific market situation faced by an organization".

Similarly, benchmarking is the process by which information is collected and new ideas are obtained, by comparing aspects of the company with the leaders or the strongest competitors in the market. Benchmarking is the activity of comparing one's own processes against the best known similar activity, so that challenging objectives are established, real challenges, but achievable, and a course of action is implemented that allows the organization to efficiently convert and stay as the best (L. Miren & C. Ochoa, 2005).

3. Methodology

To carry out the project, 4 steps were established, which will allow, in addition to making a diagnosis, establishing the research design and the instruments to be used.

The first is market analysis, where a summary of consumer needs and the importance of competition close to the establishment will be shown.,



Figure 1 Step 1. Internal and external analysis
Source: Self Made

The second Step is internal analysis, where it will be analyzed how the establishment is currently, considering the regulatory plan.



Figure 2 Step 2. Market analysis
Source: Self Made

Complementing with the collection of information through qualitative research, it will be complemented with quantitative research when applying the survey instrument; the following illustration will show how to do it

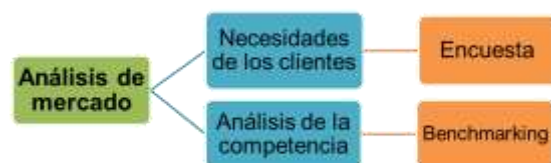


Figure 3 Step 3. Cooperative Strategies
Source: Self Made

For the third Step, as bases in the design of cooperative strategies, it is here where the philosophy of the company and strategies for it will be implemented, considering the diagnosis made, as well as the instruments to be used for the collection of information.



Figure 4 Step 4. Elaboration of objectives and strategies, indicators and goals
Source: Self Made

For the fourth Step the elaboration of objectives and strategies, indicators and goals, in the latter, taking into account the analysis of the product, focusing on the presentation, labeling and accommodation, in such a way that once carried out, strategies for improvement will be implemented. of said establishment.

According to the problems of the MIPyME company, case: KIKI'S dedicated to the sale of cleaning supplies and hardware does not have the regulatory and strategic elements that allow it to be competitive, in addition to the lack of a good organization at the establishment, Marketing strategies to help you increase your productivity. That is why strategies will be implemented to improve the establishment.

Due to the nature of the project, it is a qualitative and quantitative investigation, which seeks to analyze the problem through interpretation and understanding, evaluating and processing the results of said project. The type of research will be descriptive and exploratory since it tries to describe the reality of situations that are being addressed and that it is intended to analyze and seeks to explain the causes that originated the analyzed situation.

4. Results and Analysis

Next, the results obtained in these steps will be shown. For the first Step, an analysis was carried out through a SWOT matrix in which it showed us how the company is doing internally and externally, as shown in Figure 5.



Figure 5 Análisis SWOT carried out to the company to detect the problem
Source: Self Made

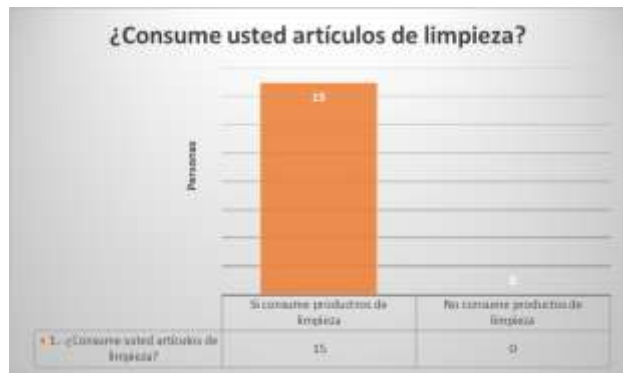
When conducting the analysis, it was detected that they lack knowledge about strategies both for the improvement of the establishment and for its sales, since they are entrepreneurs who are not pending new trends such as the use of technology, and innovations that allow them to give more competitiveness, control, organization and can give you a guideline to be a better establishment than that of your close competitions.

In the same way, it can be observed that, being small establishments, they are more likely to suffer economic situations since the threats that the establishment has goes from increased competition to the economic situation that the country is going through, since at present A difficult situation is being experienced due to the PANDEMIC suffered by COVID-19, which affected the MSMES as it was for the KIKI'S establishment.

With this analysis, it was possible to realize the situation the establishment is going through and where strategies had to be established to increase its productivity and improve towards the consumer. After this in the same way, a survey was carried out, this to know the consumer's point of view and the degree of positioning in which the establishment was within its locality.

Given the pandemic and the restrictions given for the development of activities in the field, surveys were applied at the location of the company considering the competition it had in the neighborhood where it is located.

This survey has 6 items, each of them in turn establishes 4 response options, which were applied near the KIKI'S establishment in the Santa Rosalia neighborhood of the municipality of Córdoba, Veracruz, where they were applied to 15 people and amas From home. The results of the survey can be seen that the 15 people who were applied acquire cleaning products since, due to the contingency that is being experienced, more cleaning is carried out in their homes, thereby determining the demand for the product.



Graphic 1 Presentation of the demand for cleaning products in housewives

It can also be noted with the frequency that they consume these products, which most buy with a weekly and biweekly frequency than daily since it makes them more economical to make the purchase in this way, the place of their preference for the majority of consumers in the colony of Santa Rosalia prefer to make their purchase in establishments such as groceries and hardware stores, since they comment that it is a little cheaper and the quality of the product is usually better, like everything else, most usually buy cleaning products by the liter, this is more easy for consumers and save a little more.



Graphic 2 Frequency with which cleaning products are purchased by housewives

The impact that the KIKI'S establishment has in the Santa Rosalia neighborhood of the 15 people who were surveyed, only 10 knew about the establishment, this is because it does not have much publicity and its location is not known exactly. It also showed what consumers were looking for to purchase cleaning products and obtained Quality and variety of presentations in products, the arrangement and visibility of products, as well as availability of prices is what consumers look for in products and at establishment to make a purchase.

For the second Step, a market analysis was carried out in which the benchmarking tool was used in order to compare the KIKI'S establishment with its direct competencies. in which the indicators are written where the total score of each establishment, therefore, we can see that the KIKI'S establishment has 2 indicators in which it is not very competent, they are design and point of sale with a 1.26 and complementary services with a 0.24. Where the variables where it is intended to improve or innovate is the establishment are:

- Product organization.
- Product labeling, in which a logo, slogan and representative labels will be provided to the establishment.

The results obtained in the previous analyzes can be shown, it is intended to propose strategies for their improvement, this to help the establishment to be more competitive and highlight its close competition.

5. Proposal

After the results obtained, strategies were proposed, with which the purpose is for the establishment to have an order and adequate organization of the products in the establishment, a logo with which it represents the establishment.

A label showing the name, logo and address of the establishment, as well as the product name, quantity code and the precautionary measures to be followed. These proposed strategies will be shown below.



Figure 6 Logo design for the KIKI's establishment

First, it was carried out with a count of the products that the KIKI's establishment has in which, due to the contingency due to the COVID-19 pandemic, it was not possible to carry out an in-depth count of products in stock, therefore only They took fundamental products that said establishment has, as well as an estimate of their price, existence and investment.

Then an inventory was carried out by the ABC method in which a count of the products was analyzed, their code, name, demand, unit price and investment, to later make the accumulated investment equal in percentage and the area in which it belongs (zone A zone B and zone C).

Taking this into account, a template was made where all existing products can be emptied for a better inventory which will have: product code, description, initial stocks, inputs, outputs and stock (said template will be attached in the mail). Then it began with the visualization of different sections or areas to be established, in which it was established to separate the products according to their classification, this means making sections of products from the same range so that after, they are classified depending on the demand for These same.

This corresponds to making different mini-departments in the establishment in such a way that it is more visible or easier to find the products that the establishment has for sale, taking into account this, it is proposed to carry out a design to rearrange the products by existing areas or sections, which It will be supported by the ABC inventory, this will allow us to prepare a proposal to rearrange the best-selling products to the least attracted or least needed for the consumer, in this way attracting the customer's attention when arriving at the establishment.

This will help to have an order in the products and to display it.

After the realization of the proposal of the rearrangement proposal for the establishment and already authorized by the owner of the same, we proceed to carry out the accommodation of each department in a visible and striking way to the consumer in the establishment in a physical way, with the aim of show all the ranges of products that are available in the establishment as well as the order that you want to obtain in it.

Where it was decided to design a layout of a rearrangement in the establishment, showing the different areas distributed in the establishment, following the ABC classification.



Figure 7 Proposal design for product arrangement

After the proposal of the design of rearrangement of the products, it is proposed to create a logo and labeling of products in which it was taken into account for its preparation to implement a slogan, colors alluding to the establishment and the name of the establishment. Having already established the logo that will represent the establishment, the product label was made where the aforementioned logo will be placed, address and name of the establishment, as well as product, code and net weight according to Figure 8.



Figure 8 Label design for KIKI's company products

6. Conclusion

After the completion of this study, the following conclusions could be reached: The KIKI'S company dedicated to the sale of cleaning supplies and hardware has experienced not having the regulatory and strategic elements that allow it to be competitive, lacking help to identify the requirements on which every company is supported for its proper functioning in terms of marketing and control strategies.

Taking into account the results of the analyzes carried out, the establishment lacks knowledge about strategies both for the improvement of the establishment and for its sales, since they are entrepreneurs who are not pending new trends such as technology, and innovations that allow them to give more competitiveness, control, organization and can give it a guideline to be a better establishment than that of its nearby competencies, in the same way it was observed that among its competencies the establishment did not have a place according to the business which It made it look unattractive to the consumer, likewise the products did not have any characteristics of realization that could be identified as coming from the KIKI's establishment.

That is why the purpose of this research is the proposed strategies in which the establishment will be improved, innovating it before new marketing techniques such as product labeling, as well as the rearrangement and organization of products. Thus benefiting the establishment with proposals and providing them with both regulatory and strategic elements, allowing them to increase their productivity, competitiveness, making them more visible to consumers and at the same time increasing sales in the establishment.

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Strategic analysis for the development of manufacturing SMEs in the Chontalpa region, Tabasco

Análisis estratégico para el desarrollo de las Pymes manufactureras en la región de la Chontalpa, Tabasco

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Abstract

The Micro, Small and Medium Enterprises (MSMEs) in Mexico, are an essential part of the country's economy, accounting for 99.7% of the 5.14 million economic units in the country, contributing to the creation of many jobs, 95 % of economic units has 10 people working in a small business (INEGI, 2010). So it is necessary to strengthen its management to improve and / or achieve competitive success, management where leadership plays a key to understand and implement strategies that improve business competitiveness paper. The aim of this paper is to analyze the situation of manufacturing SMEs in the region Chontalpa, Tabasco, to determine in a second step, the competitive strengths and the main difficulties for its development, allowing develop proposals for action that contribute to their competitiveness. The results indicate that there are many areas for improvement in SMEs in the region, in order to position the manufacturing sector in a market that is increasingly immersed within globalization and before the arrival of new transnational corporations, it is urgent to design appropriate strategies to leverage their resources and opportunities in the environment.

SMEs, strategies, competitiveness

Resumen

Las Micro, Pequeñas y Medianas Empresas (Mipyme) en México, constituyen una parte fundamental de la economía del País, representan el 99.7% de las 5.14 millones de unidades económicas que existen en el país, contribuyendo a la generación de muchos empleos, el 95% del total de unidades económicas cuenta con 10 personas laborando en una microempresa (Inegi, 2010). Por lo que se hace necesario fortalecer su gestión para mejorar y/o alcanzar el éxito competitivo, gestión donde el liderazgo desempeña un papel fundamental para conocer y aplicar las estrategias que mejoren la competitividad de la empresa. El objetivo del siguiente trabajo es Analizar la situación de las Pymes manufactureras de la Región de la Chontalpa, Tabasco, para determinar en una segunda etapa, las fortalezas competitivas y conocer las principales dificultades para su desarrollo, que permita elaborar propuestas de actuación que contribuyan a su competitividad. Los resultados indican que existen muchas áreas de mejora en las Pymes de esta región, con la finalidad de posicionar al sector manufacturero en un mercado que cada vez se encuentra inmerso dentro la globalización y ante la llegada de nuevas empresas transnacionales, es urgente diseñar estrategias adecuadas para potenciar sus recursos y las oportunidades del entorno.

Pymes, estrategias, competitividad

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Introduction

The business environment is not static but dynamic, which is why it is necessary to have a deep understanding of organisations in order to identify the factors that become the key elements of their competitive success, so that they can position themselves in a given market, maintain and improve that position. Today, being competitive is vital for the survival of organisations. Globalisation, increased competitiveness and constant change demand that organisations design processes and strategies that enable them to achieve competitive success or improve their competitive position.

The challenge of staying in the market needs to be faced through a strategic analysis, which allows to know the main strengths and difficulties that SMEs face in order to achieve a better positioning in the face of the arrival of products from all over the world.

The knowledge of strategic resources will contribute to deepen the knowledge of SMEs, at the same time as it will be useful for the practical management of this type of companies. In order for SMEs to improve their position relative to their competitors, it is necessary for managers to be able to identify the key management areas, i.e. those elements that the company must ensure in order to be competitive. The aim of the following paper is to analyse the situation of manufacturing SMEs, considering their organisational structure, strategies and main competitive factors.

This paper is structured as follows: firstly, a literature review of the main theoretical alternatives to explain the achievement of competitive success is presented, including the theory of resources and capabilities and the analysis of the competitive environment through the model established by Porter (1985). The methodology, the results obtained and the conclusions of the work are presented.

Literature review

According to Cardona (2011), the theory of resources and capabilities states that organisations are different from each other according to the resources and capabilities they possess at a given time and according to the characteristics of each company.

This theory allows us to focus the internal analysis on the most relevant aspects within the organisation, as a basis for the general strategic approach and human resources. It is also a tool that allows us to determine the internal strengths and weaknesses of the organisation. According to this theory, the only way to achieve sustainable competitive advantages is through the development of distinctive capabilities.

According to Wernerfelt (1984) "the efficiency acquired by a firm is a function of the distinctive resources and capabilities it controls, which are a source of synergy and competitive advantage because they come from the collective and unique learning of the organisation competing in imperfect markets". Barney in 1991 argued that "the firm's resources include all the assets, capabilities, organisational processes, firm characteristics, information, knowledge that are controlled by the firm and that enable it to devise and develop strategies to increase its effectiveness and efficiency".

This theory has a great influence on strategic management as it represents a conceptual framework, a way of seeing and understanding the company. Moreover, the development of strategies for the company is done taking into account its resources and capabilities.

According to the model expressed by Grant (2006), the company interacts the elements that make up the strategy - its objectives and values, resources and capabilities, and structure and systems - with the competitive environment, forming a nexus that takes the form of the need to make continuous strategic adjustments.

Quinn (1980) defines that "A strategy is the model or plan that integrates into a coherent whole the main objectives, policies and sequences of action of an organisation. A well-formulated strategy helps to order and allocate an organisation's resources in a unique and feasible way, based on the organisation's internal competencies and shortcomings, foreseeable changes in the environment, and the possible manoeuvres of intelligent adversaries", later referenced by Grant in 2006.

The approach that looks for the sources of competitive advantages not externally, but within the organisation, emphasises the relevance of resources and capabilities to create, maintain and appropriate the potential benefits that generate sustainable competitive advantages (Penrose, 1959; Wernerfelt, 1984; Barney, 1991; Peteraf, 1993; Teece et al., 1997; Grant, 2004).

The lines of thinking on strategy converge to the perspective of its configuration and dynamic capabilities taking into account the ever-changing environment, competitive conditions, proactive and innovative entrepreneurial capacity. As well as generating unique and heterogeneous resources and capabilities and sustainable competitive advantages (Minzberg, 1994; Teece et al., 1997).

In conclusion, establishing competitive advantage through the development and deployment of resources and capabilities has become the main objective of strategy (Grant, 2006), because as Andrews mentions "resources and competencies are distinctive or superior to those of rivals and can provide the basis for a firm's competitive advantage if they are used correctly in the face of environmental opportunities".

Analysis of the competitive environment

According to Porter (1982), "the essence of formulating a competitive strategy is to relate a firm to its environment".

The aim of this paper is to carry out an analysis of the business environment using the Competitiveness Model proposed by Michael Porter, showing how the forces that compose it have a direct impact on the internal functioning of companies, frequently conditioning their strategies and therefore influencing their results.

Porter's Five Forces is a holistic model that allows any industry to be analysed in terms of profitability. Also called "Porter's Extended Competitiveness Model", as it explains better what the model is about and what it is for, it is a management tool that allows an external analysis of a company through the study of the industry or sector to which it belongs.

This model presents a simple scheme to be able to formulate an analysis of each industrial sector, through which the company can determine its current position in order to select the strategies to follow.

Porter postulates that there are five forces that shape the structure of an industry and that influence prices, costs and investment requirements: Bargaining power with customers, bargaining power with suppliers, threat of new competitors, threat of substitute products, rivalry between competitors.

As a main conclusion of this model, it is highly necessary to understand the functioning of the environment, as well as the extent to which its forces relate to organisations and affect the way they operate.

Strategic Planning

Strategic planning is the process of creating and maintaining strategic congruence between the organisation's goals and capabilities and the changing opportunities of the environment in which it operates.

It aims to set a course of action, establishing the principles that will guide it, the sequence of operations and the determination of the time and resources required for its realisation. It is important to analyse the internal and external context of the company, since it is necessary to identify opportunities and threats and to determine strengths and weaknesses, which will allow them to formulate strategies appropriate to their objectives.

Much research has focused on the relationship between strategic planning and organisational performance, confirming a positive relationship between the two (Robinson, 1982; Bracker, Keats and Pearson, 1988; Bracker and Pearson, 1986).

Among the most widely used and accepted strategic typologies in the literature is the one proposed by Miles and Snow (1978). Raymond Miles and Charles Snow conducted fieldwork and research covering different organisational types and developed a typology of adaptive strategies, related to the process of adapting to their context. They are:

1. Defensive type
2. Exploratory type
3. Analytical type
4. Reactive type

The authors suggest that the defensive type strategy corresponds to organisations that concentrate on a narrow and limited product-market scope, are experts in a specific area, do not seek new opportunities outside their business, but try to protect their market sector. They need few adjustments in technology, structure or processes. They emphasise cost reduction and efficiency gains.

The explorer type strategy is the opposite of the defensive type, as they continually seek new market opportunities through innovation and product development processes. They are quick to respond to emerging trends in the environment and often drive industry change. They have highly flexible technologies, which can affect their internal efficiency.

When adopting an analytical strategy, organisations act in a defensive or exploratory mode depending on the environment in which they find themselves and the balance they require. When their environments are stable, organisations operate routinely, formally and efficiently through formal structures and processes; in turbulent environments they follow the most innovative competitors, trying to quickly adopt the ideas that seem most promising. Organisations that adopt a reactive strategy are characterised by instability and inconsistency due to their inability to respond to changes in the environment because they lack a consistent and clear strategy.

Methodology

As mentioned above, this research analyses the current situation of manufacturing SMEs in the Chontalpa region of Tabasco. This research is qualitative in nature, identifying through direct interviews with managers of SMEs in the Chontalpa region of Tabasco, Tabasco, the competitive strengths and the main difficulties for their development; the information obtained from the surveys was analysed in detail. Likewise, direct observation and the researcher's experiences form part of this analysis.

On the other hand, it is documentary and field research, under the descriptive method, through the application of a survey to a sample of SMEs established in the Chontalpa Region, Tabasco, to later analyse the results and reach a conclusion.

Research Design

During the development of this research, the economic development secretariat of the municipalities of the Chontalpa region was contacted in order to find out the number of manufacturing SMEs, but much of the information was not up to date. Therefore, we proceeded to consult the web, identifying in the National Statistical Directory of Economic Units of the National Institute of Statistics, Geography and Informatics, a total of 52 companies in the manufacturing sector that are within the range of small and medium enterprises in the region of the Chontalpa, Tabasco. This is based on the classification published in the Official Journal of the Federation (2009), which states that small enterprises are those with 11 to 50 employees and medium-sized enterprises with 31 to 250 employees. Based on the number of manufacturing SMEs established in Chontalpa, it was decided to survey the total population.

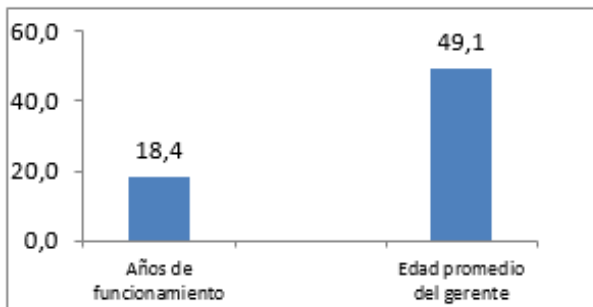
Subsequently, a review of the data collection instruments that have already been empirically validated in other research was carried out, with the aim of choosing the one with the greatest validity and reliability according to statistical parameters, highlighting the data collection instrument used by the research foundation of the Mexican Institute of Finance Executives, A.C. to carry out a strategic analysis of SMEs at the national level.

The questionnaire consists of 5 blocks: general data, perception of the business climate and environment, strategy and organisation, technology, quality, innovation and ICT, accounting, financial and technical aspects, with a total of 23 items. The application of the instrument began with a personal interview with managers and/or administrators of small and medium enterprises in the Chontalpa region of Tabasco. However, it is important to mention that many of the SME managers were reluctant and unwilling to agree to the interview, and only 40 SMEs were interviewed, representing 77% of the total of 52 enterprises.

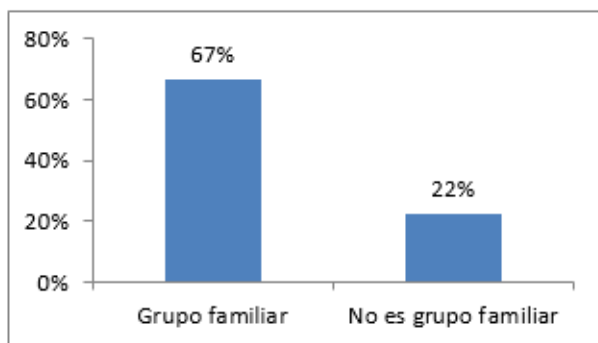
Results

The general characteristics of the manufacturing SMEs surveyed show the following:

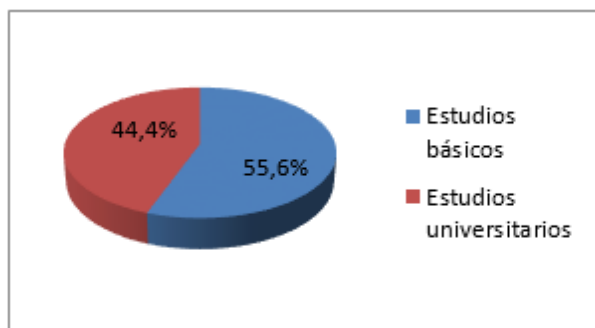
The average age of the enterprises is 18 years and they are managed by managers with an average age of 49 years (Figure 1). 67% of the enterprises are family-run and 22% are incorporated (Graph 2). Only 44% of the enterprises are managed by managers with a university education, 56% only have a technical or high school education (Graph 3). Regarding the type of market to which their products are oriented, 69% are local, 26% are state markets and only 4% are national (Graph 4). On the other hand, the main market from which they source their inputs is distributed as follows: 63% state, 23% local and only 13% national (Graph 5).



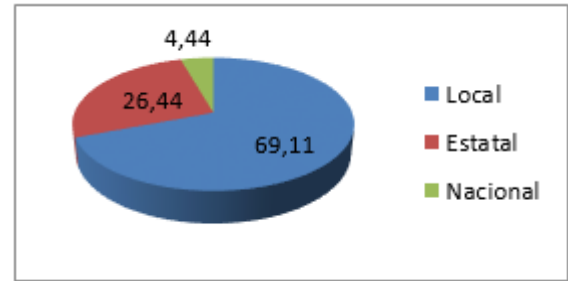
Graph 1



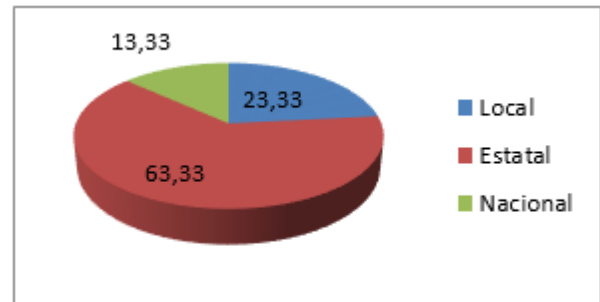
Graph 2



Graph 3

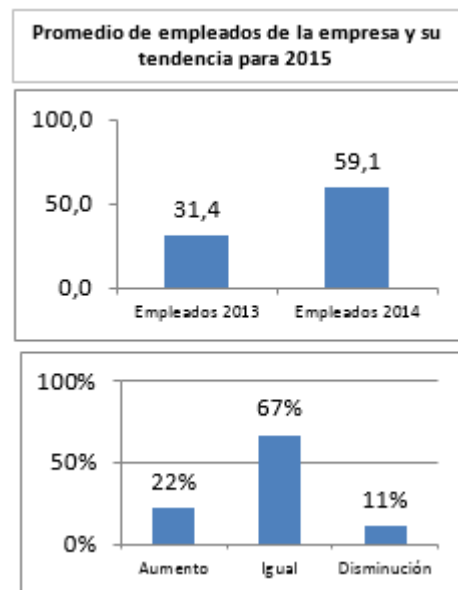


Graph 4



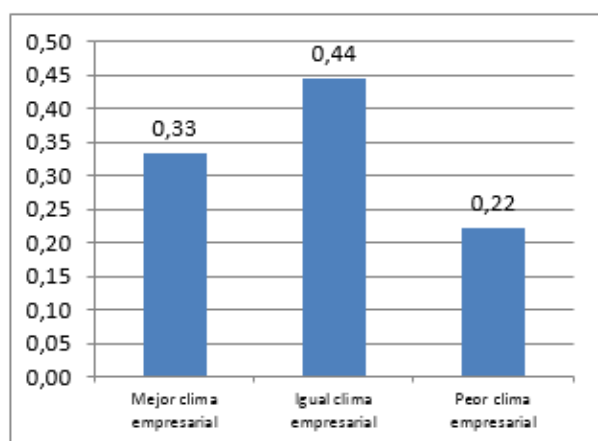
Graph 5

The average number of employees over the last two years (2013-2014) has slightly increased in 2014 by 27.7% compared to 2013. However, the trend towards 2015 indicates that 67% of the enterprises will remain with the same number of employees, 22% will have an increase of one or two jobs and 11% will have a decrease in staff (Figure 6).



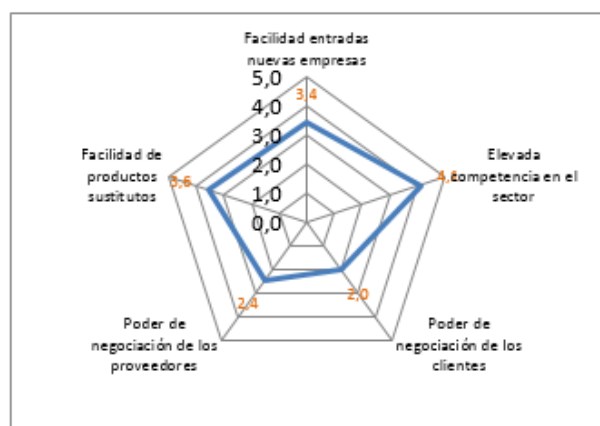
Graph 6

On the other hand, the perception of entrepreneurs regarding the business climate on a scale of 0 to 10, the average score was 7.3. The general environment in which the company operates in 2015 compared to 2014, the largest proportion of companies (44%) think that it is the same as the previous year, followed by 33% who consider that it has improved and 22% perceive it as the worst business climate. (Graph 7)



Graph 7

As indicated above, Porter's (1980) five competitive forces model is an important methodology for understanding the main characteristics of the competitive environment in which manufacturing SMEs in Chontalpa, Tabasco operate. The characteristics of the sector or industry as measured by five factors were analysed: rivalry among existing competitors, the possibility of entry of new competitors, the threat of substitute products, the bargaining power of buyers and the bargaining power of customers. SMEs were asked to rate on a scale of 1 (strongly disagree) to 5 (strongly agree) the impact of the five competitive forces on the development of their activities. (Figure 8).



Graph 8

As can be seen, firms consider the most important factor to be the high level of competition in the sector (4.1), followed by the ease of substitute products (3.6), which is closely related to the entry of new firms into the sector (3.4). The competitive factor least valued by the companies refers to the bargaining power of customers (2.0), followed by the bargaining power of suppliers (2.4).

In order to analyse whether or not the firm carries out formal activities to identify objectives and goals, and if so, in what time frame, managers and/or owners of manufacturing SMEs in the Chontalpa region of Tabasco were asked if they carried out a formal strategic planning process, and if so, to what time horizon it corresponded. The following table shows that only 44% of the enterprises carry out formal planning, and of these, 75% do so with a time horizon of one year, i.e. in the short term.

Planeación estratégica formal (%) y horizonte temporal (%)

No realiza	56
Si realiza	44
Total	100
Realiza a 1 año	75
Realiza a más de 1 año	25
Total	100

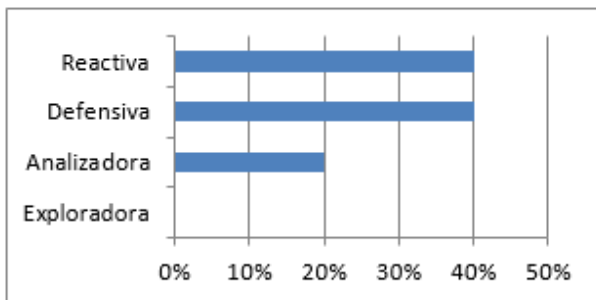
To find out the extent to which SMEs establish links and relationships with other companies, the survey asked a question related to alliances or cooperation agreements with other companies in the last two years, for commercial, purchasing and supply, logistics, research, development and innovation activities.

Tipos de alianzas establecidas (%)

Comercialización	56%
Compras y abastecimientos	22%
Logística	22%
Investigación y desarrollo	11%

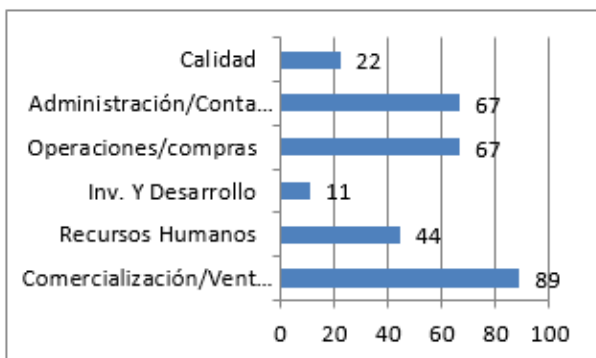
According to the table above, it can be seen that the main types of alliances made by the SMEs are in the area of marketing, while the least common type of alliance is in the area of research and development.

To analyse strategic behaviour, the managers and/or owners of the SMEs in the Chontalpa were asked about their competitive strategy, taking as a reference point the classification of Miles and Snow (1978). They found that the majority of the companies surveyed have adopted a reactive and defensive strategy (40%), only 20% of them adopt an analysing strategy and none of the SMEs in this region adopt an exploratory strategy (Figure 9). (Figure 9).



Graph 9

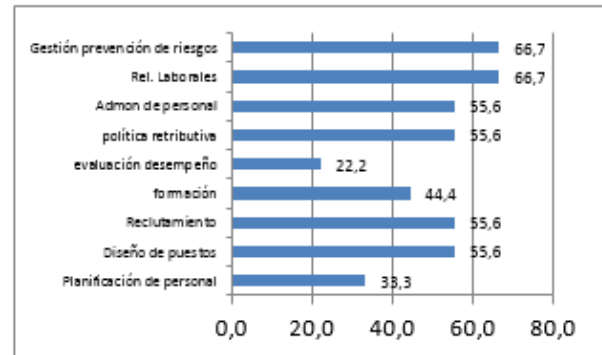
In order for a company to be managed efficiently, it requires an organisational structure with well-defined areas to assign responsibilities that contribute to the achievement of objectives. Manufacturing SMEs in the Chontalpa Region, Tabasco, only have the following areas assigned within their organisations: 89% have marketing and/or sales departments or areas; followed by Administration and/or accounting departments as well as Operations and Purchasing with 67%. The departments with less affluence in the organisational structures of SMEs in the Chontalpa are Research and Development with 11% and Quality with 22%. (Figure 10).



Graph 10

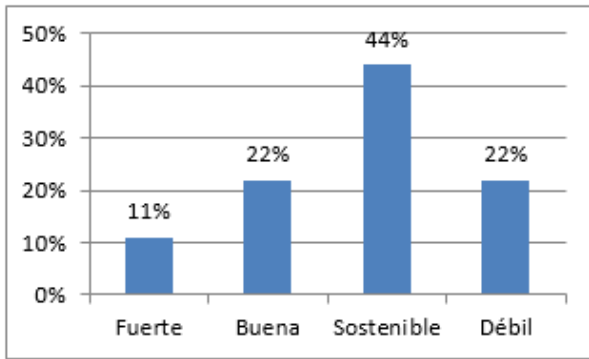
In general, manufacturing companies in this region of Tabasco have an average of 3 departments or functional areas in their organisational structure.

With reference to the human resources practices most used by the SMEs, the most used are Labour risk prevention management and labour relations, while the least used are performance evaluation and personnel planning (Figure 11). (Figure 11).



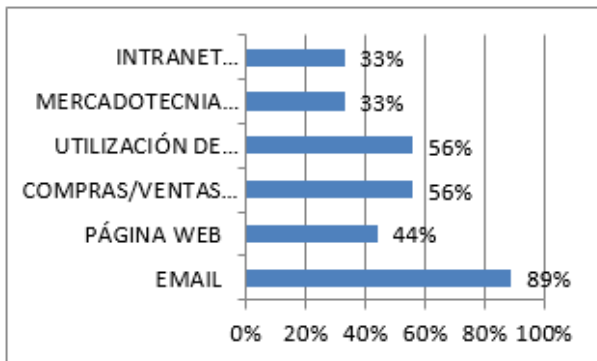
Graph 11

It is important to analyse the technological infrastructure currently available to SMEs in Tabasco's Chontalpa region. To this end, the managers and/or owners of these companies were asked about their perception of their level of technological development, with 11% of the companies qualifying as having a strong position (they develop the technology they use internally), 22% have good technology (the technology is acquired and its use puts them ahead of the competition), 44% of the companies have sustainable technology (they use technology identical to that of the majority of companies in the sector and only make new investments when they see that the competition is obtaining good results), and 22% have weak technology (they use technology identical to that of the majority of companies in the sector and only make new investments when they see that the competition is obtaining good results); 44% of the companies have a sustainable technology (they use technologies identical to those of the majority of companies in the sector and only make new investments when it is observed that the competition is performing well; and 22% have a weak technology (the main competitors have more efficient or modern technology). (Graph 12)



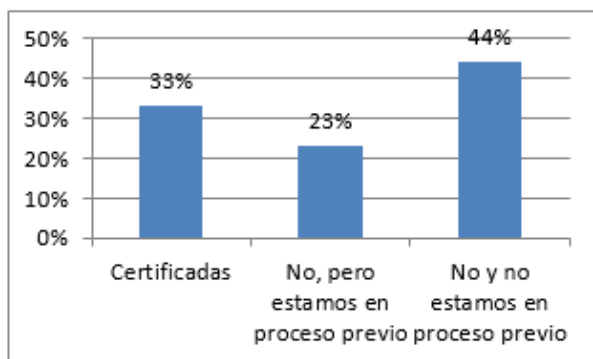
Graph 12

With regard to the technological practices used by SMEs, it can be seen that the majority of companies only use email (89%), while the least used is a corporate intranet and internet marketing (33%). (Graph 13).



Graph 13

Managers were also questioned about the situation of their company with regard to quality certifications issued by external companies. They found that only 33% have quality certification, 23% are in the process of obtaining it and the majority (44%) do not have it and are not in the process of obtaining it (Graph 14). (Graph 14).



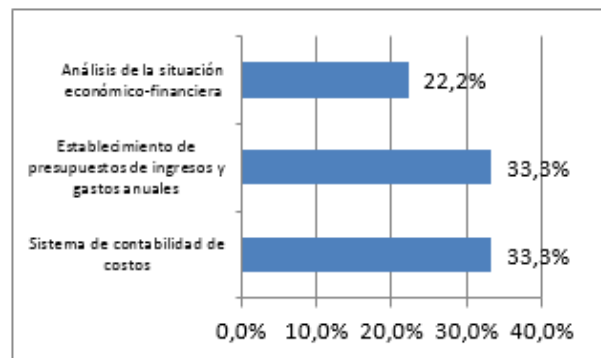
Graph 14

To measure performance, indicators constructed from the perception of the firm's manager regarding its competitive position have been used. Eight performance variables are used, based on an approximation to the classification proposed by Quinn and Rohrbaugh (1983). What are the factors in which the entrepreneurs of manufacturing SMEs in Chontalpa, Tabasco think they are better off than their competitors? Figure 15 shows that the most favourable aspects are: more satisfied customers and adaptation to change. On the contrary, they think that they are worse positioned with respect to the profitability of their companies.



Graph 15

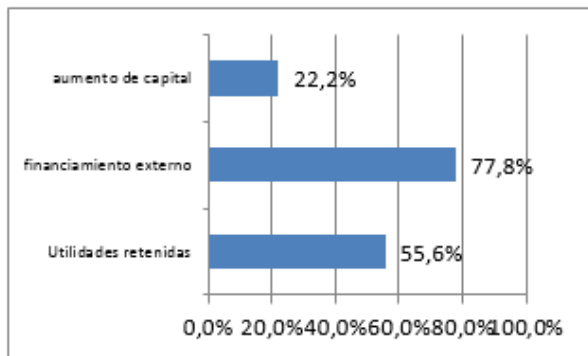
Finally, it is important to mention the accounting and financial situation of the SMEs, for which managers were questioned about the use that the companies make of economic and accounting techniques, such as cost accounting, annual budgeting and economic and financial analysis, as well as the use that the company makes of the different sources of financing, including: retained earnings, external financing and capital increase.



Graph 16

According to the previous graph, the most used techniques are the establishment of annual income and expenditure budgets, although only 33% of the enterprises use this practice, as well as having a cost accounting system; and only 22% carry out analyses of the economic-financial situation of their enterprise.

With regard to the types of financing most used, the main one is external financing through bank loans (77.8%), followed by retained earnings (55.6%) and the least used is capital increase. (Graph 17)



Graph 17

Conclusions

This research has presented a qualitative analysis of the current situation of manufacturing SMEs in the Chontalpa region of Tabasco. The results indicate that the manufacturing enterprises established in the Chontalpa Region, Tabasco, have been operating for an average of 18 years, most of them are family-run and their owners have an average age of 49 years, with an academic background mostly at a technical level.

The main type of market to which they direct their products is local with 69%, and from where they source their inputs is the state with 63%. This implies that SMEs in the Chontalpa require new strategies to expand their sales coverage outside the local market, but also a structural change is needed to adopt new ways of managing their enterprises.

The trend regarding the number of jobs in 2015 is to remain the same as in 2014, with only 22% considering an increase and 11% stating that there will be a decrease in staff, which is mostly favourable for the majority of enterprises with 67% stating that there will be no increase but also no decrease.

SME owners perceive the business climate as average, with 44% saying it is the same as the previous year, only 33% saying it has improved and 22% perceiving it as the worst business climate.

With regard to the valuation of the environment in which they carry out their activities and according to Porter's model, the companies consider that the most relevant factor is the high level of competition in the sector and the least valued is the bargaining power of the clients, which indicates that up to now the entrepreneurs maintain control over the conditions and prices of their products, with the observation made by many of the entrepreneurs that these are governed by supply and demand. It can also be seen that the majority (56%) of the entrepreneurs do not usually carry out formal strategic planning, and those who do, do so only in the short term. Without good planning, companies in the manufacturing sector will not be able to design appropriate strategies to compete in a changing environment.

On the other hand, the cooperation agreements and alliances that manufacturing SMEs in the Chontalpa most frequently apply are those related to the commercialisation of their products, but these agreements are still at the local level; agreements or alliances in the area of research and development are minimal.

According to Miles and Snow's classification, the strategy most frequently followed by manufacturing SMEs in the Chontalpa is a reactive and defensive strategy; there are no companies in the manufacturing sector that adopt an exploratory strategy, which are those that make changes and improvements in products and markets relatively frequently, trying to be the first to develop new products, even with the risk that these innovations will not be successful.

SMEs in the Chontalpa reflect a weak organisational structure, according to observations, most of their personnel perform multiple tasks, sometimes only one person is in charge of management, accounting and human resources activities. The most developed departments are Administration and Operations/Purchasing with 67%; and Research and Development and Quality are the least developed in the organisational structure of these enterprises.

The human resources practices they use most often are Occupational Risk Prevention Management, while the least used are performance appraisal and staff planning. Managers do not give importance to the latter two factors, omitting that evaluating the performance of their staff would allow them to detect areas of improvement for higher productivity.

Managers' perception of their level of technological development is that only 11% of the companies rate it as a strong position, i.e. that they carry out internal development of the technology they use.) Most companies perceive their technology as sustainable, use technologies identical to those of most other companies in the sector, and only make new investments when they see that the competition is performing well. Among the technological practices most used by SMEs is the use of email (89%) and the least used are the corporate intranet and internet marketing. There are great areas of opportunity in this area, as it is now vitally important to make use of information technologies to promote and disseminate their products.

In a globalised market, it is important for organisations of all sizes to have quality certification; the situation of manufacturing SMEs in this area is as follows: only 33% have quality certification, 23% are in the process of obtaining it, and unfortunately the majority (44%) do not have it and are not in the process of obtaining it. It is important to note that according to the discussions with managers, they give priority to sales and downplay the importance of implementing a quality management system.

The aspects in which the entrepreneurs of manufacturing SMEs in the Chontalpa, Tabasco, consider themselves better than their competitors are the following: More satisfied customers and adaptation to changes. However, the least favourable aspect in relation to their competitors is that they consider themselves to be less well positioned in terms of the profitability of their companies.

The economic-accounting techniques most commonly used in this sector are the establishment of annual income and expenditure budgets, as well as cost accounting systems, but these are used in a minority of enterprises.

SMEs in Chontalpa most frequently use external financing through bank loans (77.8%), and less frequently resort to capital increases.

According to these results, it is proposed as a second stage of this project, to design appropriate strategies to enhance the resources and opportunities of the environment of manufacturing SMEs in the Chontalpa, Tabasco. On the other hand, it will be necessary to implement these strategies in a sample of these companies as a pilot study. In order to verify their effectiveness by measuring their profitability.

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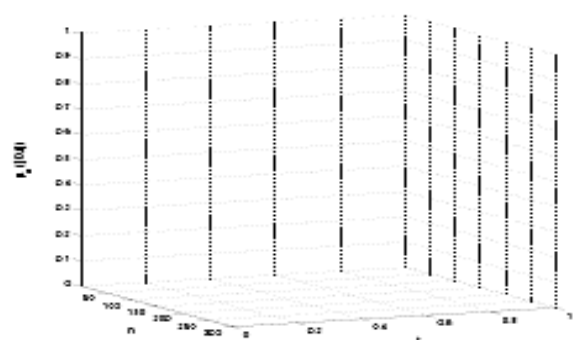
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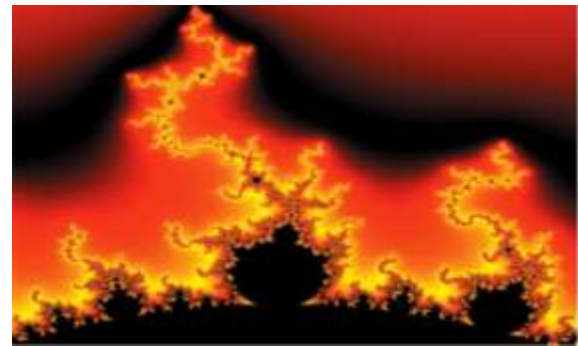


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