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Journal Economic Development

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Support the international scientific community in its written production Science, Technology and Innovation in the Field of Social Sciences, in Subdisciplines of trade, international economic activity, aspects of international trade and finance, international relations and international political economy, general aggregate models, quantitative approach, mixed approach.

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The works must be unpublished and refer to topics of trade, international economic activity, aspects of international trade and finance, international relations and international political economy, general aggregate models, quantitative approach, mixed approach and other topics related to Social Sciences.

Presentation of Content

In the first article we present *Analysis of the Santa Isabel de las Lajas Municipality in the Cienfuegos Province of the Republic of Cuba, for a local development proposal based on tourism*, by RODRÍGUEZ-ALVAREZ, Nely & CAMELO-AVEDOY, José Octavio, with adscription in the Universidad Autónoma de Nayarit, with a second article, *Analysis of the productivity of the copra sector in the municipality of Comalcalco, Tabasco for the design of a development proposal*, by MONTEJO-ZAMUDIO, Manuela de Jesús, MOREJÓN-SÁNCHEZ, Juana Maria, JAVIER-GERÓNIMO, Zinath and PAYRÓ-GARCÍA, Genesis, with secondment in Instituto Tecnológico campus Villahermosa, as third article we present *Theoretical and methodological background on the economic attributes in the choice of university career*, by BARRÓN-PALOS, Eduardo Javier, SALINAS-AGUIRRE, María del Consuelo, URIBE-SIERRA, Sergio Elías and SIERRA-CASTRO, Fátima Stephania, with affiliation at the Universidad Autónoma de Zacatecas, as fourth article we present *Incidence of the COVID-19 Pandemic in the family economy of the toast producers in Huarumbo, San Pedro Mixtepec, Oaxaca Mexico (2019-2020)*, by RÍOS Y-VÁZQUEZ, Othón C., CASTILLO-LEAL, Maricela, CRUZ-CABRERA, Blasa C. and PABLO-CALDERÓN, Karla de los Ángeles, with adscription at the Instituto Tecnológico de Oaxaca.

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Analysis of the Santa Isabel de las Lajas Municipality in the Cienfuegos Province of the Republic of Cuba, for a local development proposal based on tourism

Análisis del Municipio Santa Isabel de las Lajas en la Provincia de Cienfuegos de la República de Cuba, para una propuesta de desarrollo local a partir del turismo

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Abstract

In the present investigation a socioeconomic analysis and regional study was carried out in the Santa Isabel de las Lajas municipality of the Republic of Cuba, with the purpose of observing the economic relevance of the tourist connection of this town with the city of Cienfuegos, cataloged the latter, Cultural heritage of humanity in 2005. The theoretical framework used is that of Regional Development, from the perspective of the school of Enrique Gallicchio Pagani and the research approach used is that of Participatory Action Research. For which we worked with the model proposed by Martí Olivé in his book "Research - participatory action. Structure and phases". The analyzed data were obtained through surveys of the local population and interviews with local actors and the municipal government. Finally, the findings of the research and the conclusions of the work are presented.

Regional development, Tourism, Socioeconomic conditions

Resumen

En la presente investigación se realizó un análisis socioeconómico y estudio regional en el municipio Santa Isabel de las Lajas de la República de Cuba, con el propósito de observar la pertinencia económica de vinculación turística de esta localidad con la ciudad de Cienfuegos, catalogada, esta última, patrimonio cultural de la humanidad en el año 2005. El marco teórico utilizado es el de Desarrollo Regional, desde la óptica de la escuela de Enrique Gallicchio Pagani y el enfoque de investigación utilizado es el de Investigación-acción participativa. Para lo cual se trabajó con el modelo propuesto por Martí Olivé en su libro "La investigación – acción participativa. Estructura y fases". Los datos analizados se obtuvieron mediante encuestas realizadas a la población local y entrevistas a actores locales y del gobierno municipal. Finalmente se exponen los hallazgos que arrojó la investigación y las conclusiones del trabajo.

Desarrollo regional, turismo, condiciones socioeconómicas

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Introduction

Many expectations are placed around territorial heritage (natural, cultural or landscape) when it comes to boosting or diversifying tourism, both in low-income countries and in developed countries. However, it is not always realized, on the one hand, that not all heritage has a tourist dimension and, on the other, that the economic dynamization based on tourism and cultural facilities or infrastructures has important limitations. In current Human Geography, even though research into tourism is fairly recent, the limits of structural analyses of tourism are becoming evident, as well as the need to reinforce critical approaches, the convenience, from a social approach, of investigating the socio-spatial practices of tourists, questioning the fact that tourism is understood essentially as an economic activity. (Troitiño M. and Troitiño L., 2016).

The origin of local economic development initiatives in Latin America does not respond to a single cause. Many of these initiatives have arisen as a reaction to situations of local economic crisis and the lack of appropriate policies from the central level of the state to address these situations (Leite, 2000). The case of Cuba is also an example of this.

The 1990s in Cuba marked the life of the country: the economic crisis or the so-called special period that arose with the fall of the socialist camp of the USSR and the intensification of the US blockade of Cuba, provoked the loss of fundamental export markets and 80% of imports. The economy was paralysed, production levels fell, basic services deteriorated, etc. From balanced, centrally planned development, with guaranteed inputs as well as technologies, there was a transition to survival and uncertainty in a scenario of social re-stratification and expansion of inequalities in the most diverse areas (Espina, 2010, as cited in Matín, Olite & Robaina, 2012, p. 2). This gave rise to the need to seek development alternatives at the regional level that were capable of guaranteeing food self-sufficiency and the extension of the agricultural sector. However, according to data presented in the magazine *Desarrollo Local Sostenible* and corroborated with the Municipal Delegation of Agriculture of Santa Isabel de las Lajas, the levels of agricultural yields achieved so far have been low, due to insufficient use of all productive soils and their increasing degradation.

In some areas of the territory the soils are not very productive and sandy, there is little strengthening of productive forms, in terms of animal traction and lack of irrigation systems. There is also insufficient community participation in the management of local development, as well as a high migratory flow from rural to urban areas and from urban areas to other cities.

For these reasons it has been necessary to look for other forms of production. Starting from the following questions: What would allow us to convert the territorial heritage resource of the municipality of Santa Isabel de las Lajas into a tourist product that contributes socio-economic values? How can economic development be achieved through heritage tourism in the municipality of Santa Isabel de las Lajas, with a sustainable approach? How could a tourist link be established between the city of Cienfuegos and the municipality of Santa Isabel de las Lajas? A diagnosis was carried out to show the socio-economic reality of the region, the real possibilities of establishing tourism, with knowledge of the resources to be used and, above all, the willingness of local society to implement this type of activity in the municipality.

The theoretical framework used was that of Local-Regional Development, with a focus on the school of Enrique Gallicchio Pagani. The research model used is that of Participatory Action Research, which allows the process of searching for information to be directly involved with reality, involving the actors who can benefit from the results obtained in the research process. This also offers the possibility of joint reflection and of finding relevant aspects that might be overlooked in traditional social science research (Martí Olivé, 2016).

The paper is divided into the following sections: Chapter I: methodology, Chapter II: theoretical framework, Chapter III: characterisation of the population, Chapter IV: findings and discussion, and finally the conclusions are set out.

1 Methodology

The first stage of the research, following the aforementioned model, was the pre-research stage, where the research problem and the proposed objectives were analysed and determined. In the first fieldwork, a diagnosis was carried out that led to a contextual knowledge of the territory and an approach to the proposed problem, for which the latest economic reports of the Municipal Government Office were reviewed, as well as socio-economic data collected in the National Statistics Office of the municipality. The collection and analysis of information on heritage, cultural and natural tourism in general was carried out, and then all the relevant information on the locality in relation to the subject of tourism and local development. We also read and systematised all available information on: previous planning, studies on culture and heritage, academic work (studies, books, theses, etc.), visited sites that are national monuments or heritage sites, compiling information and photographic images to make an inventory of tourism resources, and reviewed projects that had already been carried out, for possible linkage with the study.

On the other hand, the identification of relevant actors and possible points of support in the state, the municipality, public institutions, cultural and heritage organisations, and the community in general was carried out. Their interests, commitments and available resources were detected, for which in-depth interviews were conducted with government representatives, directors of state-owned companies and social actors with leadership within the municipality. Surveys were also carried out among the general population. In order to carry out the study, only the population of the municipal capital and some nearby areas were taken into account, which is where the largest number of people in the municipality are concentrated; from this segment, further discrimination was carried out. In order to determine the size of the sample, Simple Random Sampling without replacement was used. Thus, out of a total population of 14284 inhabitants, a sample of 375 persons was taken and so far 210 surveys have been carried out for 56%. The formula used to calculate the size was:

Sample size =

$$1 + \left(\frac{z^2 \times p(1-p)}{e^2 N} \right) \quad (1)$$

Where:

N: population size,

e: margin of error (percentage expressed with decimals),

z: z-score

2 Theoretical framework

Local development is a concept that has been proposed with the aim of reactivating the social and economic dynamics in a local dimension "Local development refers to processes of capital accumulation in cities, counties and specific regions. The availability of a supply of labour, sufficiently qualified for the tasks it performs, and with little conflict, together with a business and organisational capacity, strongly linked to the local productive tradition and a culture attentive to innovation and change, favours the accumulation of capital in local productive systems. These processes of economic development are characterised by the systemic organisation of production units, which favours the competitiveness of local companies in national and international markets. The organisation of the local productive system into networks of companies favours the generation of economies of scale and the reduction of transaction costs and, therefore, increasing returns and economic growth". (Vázquez, 2000, p.5).

From this perspective, the concreteness of local development does not occur in itself, that is, it is not at the abstract level, its representation in the concrete requires the linking of local agents that generate influence to achieve it "Local development implies the concertation between the agents - sectors and forces - that interact in a given territory and the permanent, creative and responsible participation of citizens in a common project of diverse dimensions. These include the generation of economic growth, equity, social and cultural change, ecological sustainability, gender focus, quality and spatial and territorial balance.

The aim of local development is to raise the quality of life of each citizen living in that territory, contribute to the country's development and adequately face the challenges of globalisation and the transformations of the international economy". (Enriquez, 1997, as cited in Gallicchio, Camejo, Marchesi and Daguerre 2005, p.40).

It is worth noting that local development, despite its concrete dimension of a population space, is undeniably related to the regional and even global context, both in terms of factor income and its link to the goods generated outside, it is therefore not something that can be circumscribed entirely to the local, but the local is based on the organisation of the factors of production and the organisation of local actors "Local development must consider and be considered in relation to the contexts in which it operates, mainly the regional and national levels, but above all globalisation. (...) Local development appears as a new way of looking at and acting from the local level in this new context of globalisation. The challenge for local societies is posed in terms of inserting themselves into the global arena in a competitive manner, capitalising as much as possible on their capacities through the strategies of the different actors involved". (Gallicchio, 2003, p. 1, 2).

It is, local production, as well as the role of the productive agents, in their organisational capacity, even with their exogenous relationship with regard to the input/output of the productive requirements "Local development consists of growing from an endogenous point of view, and also obtaining external, exogenous resources (investments, human resources, economic resources), as well as improving the capacity to control the surplus that is generated at the local level. The challenge is then how much the actors are capable of using the resources that pass through, and remain, in their territorial sphere, to improve the living conditions of the inhabitants". (Gallicchio, 2003, p.5). Thus, the approach takes on nuances that allow us to moderate the radicalism, misunderstood in many cases, of the local level.

Local economic development can be expressed in two senses, through the empowerment of the economic activities already carried out, in their insertion into a process, if it is allowed, democratisation of the benefit of the production that is carried out; in another sense, it can be carried through a change of the economic structure, not necessarily radical, but which is established through the change of production and its conglomerate re-organisation of the factors of production and the organisation of the same. The above stated, for the local level, as an object of change, "can be defined as a process of growth and structural change that by utilising the existing development potential of the territory leads to the improvement of the well-being of the population of a locality or a region. When the local community is able to lead the process of structural change, the form of development can be agreed upon as endogenous local development". (Vázquez B., 1988, as cited in Vázquez B., 2000, p.5).

In order to achieve production and income distribution in a homogeneous way among its inhabitants, where integration is through participation in the process of reasonable use of resources "Local economic development can be defined as a participatory development process that promotes collaborative agreements between the main public and private actors of a territory, enabling the design and implementation of a common development strategy based on the use of resources and local competitive advantages in the global context, with the ultimate goal of creating decent employment and stimulating economic activity" (Rodríguez-Pose, 2002, as Rodríguez-Pose, 2002, as Rodríguez-Pose, 2000, p.5). (Rodríguez-Pose, 2002, as cited in Alburquerque, 2004, p. 19).

The local economic development approach is the theoretical and practical means to achieve an increase in the levels of social welfare, not the generation of wealth and its accumulation in a small number of the local population; Given the characteristics and the economic context of Latin American countries, the processes of local development are mainly focused on micro and small enterprises, productive sectors displaced from the market and human groups with serious difficulties of accessibility or stability in the employment market.

For this reason, local economic development initiatives need to include components with an impact on reducing urban and rural poverty and improving employment opportunities at the local level, such as: labour intermediation and guidance, microcredit, specific training, technical support for productive projects that enable diversification and entry into value-added markets (fair trade, organic production), among others. A central point is how to articulate local economic development initiatives not only with national economic policies but also with social policies". (Gallicchio, Camejo, Marchesi and Daguerre 2005, p. 53).

State-local development link In praxis, it is established as a relationship that makes it possible to manage potentialities in order to achieve development. In this respect, there may be various ways of implementing this link; some may be in the form of a vertical plan, but experience indicates that work must start at the grassroots and work upwards, where there is space to develop potentialities; However, it must be made explicit that in the end it is the circumstances of the historical moment that determine what is appropriate "The form of organisation of the state (federal, regional or centralised) and, above all, the effectiveness of the processes of administrative and political decentralisation, contribute significantly to the emergence and expansion of local initiatives. When the state is configured as federal or regional, the design and implementation of economic development strategies are strongly affected, mainly due to changes in the mechanisms of state functioning and power relations. In federal and regional states, the institutional reality reinforces the potential for diffuse development existing in the territory. When the Constitution recognises and strengthens the objectives of the municipalities and regions (federal states), economic development does not necessarily have to be seen in terms of the general interests of the State, but on the contrary, endogenous local development appears at least as a possible strategy". (Vázquez B., 2000, p. 22).

The participation of the State in the processes of promotion and local economic development policies allows for a process of regional or local governance, depending on the dimension of the work, to be more consolidated, since the relationship in this process includes the support and intervention of the State, that is, to place power within the reach of the population and its processes and interests of economic development "Local development improves governance at all levels, basically because it places the government and power within the reach of the people. A first challenge is to recover the government-citizen link, a key element for the legitimacy of the forms of government that we have given ourselves (...) one of the attributes of local development is that it brings power closer to the citizens. Closeness to the problems and to the decision-makers can allow for democratic improvement. The pressure of globalisation is forcing local authorities to reconstruct the relationship between the public and private sectors at the local level, as well as to rethink the most basic aspects of their capacity to govern. Articulating this network is not easy, it implies political will and also new capacities". (Gallicio, 2013, p. 16, 17).

3 Characterisation of the population.

The data reflected in this section are taken from the report of the Municipal Delegation of Agriculture of the municipality of Santa Isabel de las Lajas and the Municipal Government Report on the population outlook, both documents from 2018.

Location The municipality of Santa Isabel de las Lajas was founded on the 29th of April 1860, belonging at that time to the then province of Las Villas until 1976, when it became part of the province of Cienfuegos, also created on that date. It is located in its northern and eastern portions at 22° 27' latitude north and 80° 18' longitude west, its limits are: to the north with the municipality of Santo Domingo in the province of Villa Clara, to the east with the municipality of Ranchuelo in the province of Villa Clara, to the south with the municipalities of Cruces and Palmira and to the west with the municipality of Rodas in the province of Cienfuegos (figure 1).



Figure 1 Location of the municipality of Santa Isabel de las Lajas

Source: Provincial Directorate of Physical Planning, Cienfuegos 2011

It has a geographical area of 432.65 Km² (43150.0 Ha) which represents 10.3 % of the province's territory, with 94 % of the area belonging to the state sector and its fundamental economic base is agriculture.

Communication

The interaction of Lajas with the province is guaranteed by the Cruces Lajas Santo Domingo road, which intersects with the National Highway that is 4 km from the settlement of the capital. The municipality has a population of 21826 inhabitants, 11 295 males and 10 531 females, 69.6% of the population (15180) is urban and 30.4% (6 646) is rural, it has 5 urban and 23 rural settlements, with an urbanisation index of 67%. In addition, it has a population density of 50.9 inhab/Km² and has a housing stock of 8766 dwellings. The main communication routes are the National Highway that crosses it from west to east, a railway that crosses the municipality from south to north and connects it with the territories of Cruces and Santo Domingo, as well as a road that connects the municipal capital with the road from Cruces to Ranchuelo.

Key economic sectors

The main economic sectors of the municipality are agriculture, industry and services. In the agricultural sector, the main products are: sugar cane, various crops, fruit trees, cattle and small livestock.

In the industrial sector, there is the sugar industry, made up of the Central Ciudad Caracas and the food industry represented by bakeries, a sweet shop and a fruit and vegetable canning factory, as well as state and private construction material production centres that contribute to the local construction materials programme.

Education

The municipality has 2 children's circles, 30 primary schools, a basic secondary school, a polytechnic institute, 2 special education schools, a trade school and an adult education school. Primary education has 148 teachers and an enrolment at the beginning of the school year of 1773 pupils, secondary education has 94 teachers and 1200 pupils and technological education has 79 teachers and 545 pupils.

Health

The municipality has one public polyclinic and 29 family doctor's surgeries (100% of the population is covered by the free medical service). There are 69 doctors, with a ratio of 342.6 inhabitants/doctor and 1688.5 inhabitants/stomatologist.

Relief

The territory covers three relief units: the northern portion and part of the centre belongs to the Manacas plain, from the centre to the south mostly to the Cienfuegos plain and to the southeast to the heights of Santa Clara. The relief is varied in correspondence to the particular morphological and structural characteristics of the territory, it is flat and slightly undulating, moderately dissected, with a well-defined and developed fluvial network, an area of great agricultural value for the development of crops, according to the altitude it is distinguished within the Great Plains level and within these the following types are distinguished:

- Flat plains: this type of relief is characterised by being very flat areas lacking significant micro-reliefs coinciding in alluvial planes, depressive zones, marshy and pre-marshy areas, the accumulative processes are more intense than the erosive ones and a vertical dissection index of less than 2 m.km⁻².

- Undulating plains: these are flat surfaces with certain irregularities in their micro relief, well drained soils, with alternating cumulative, erosive and denudation processes.
- Pre-mountainous - hilly zone level (60 to 80 m), the value of vertical dissection ranges between 2 m.km⁻².

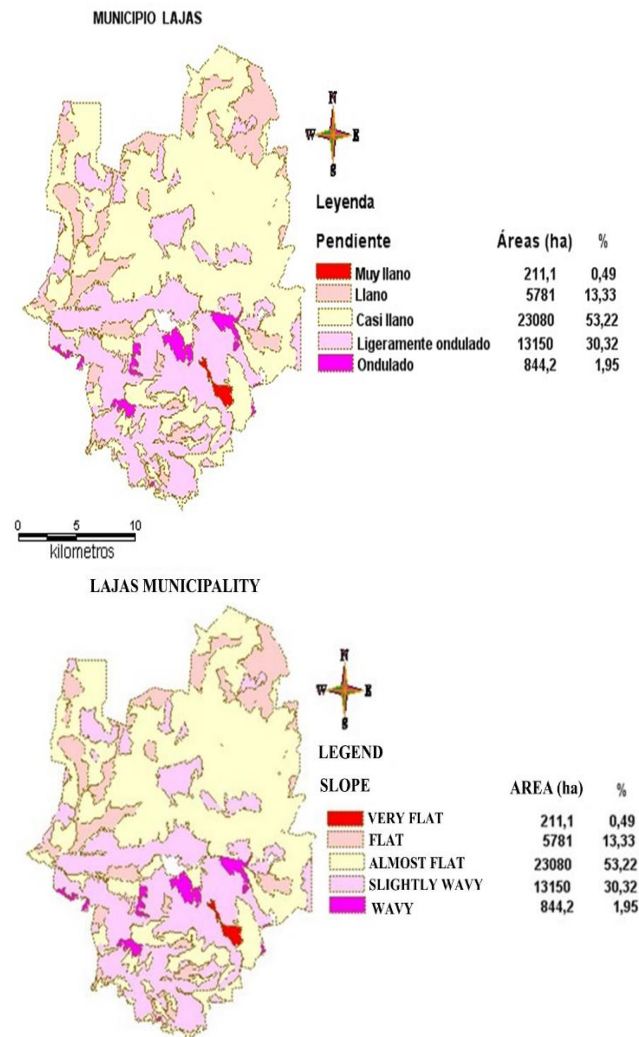


Figure 2 Map of soil slopes in the municipality of Santa Isabel de las Lajas

Source: Unidad Científico-Tecnológica de Base Suelo Cienfuegos, 2013

Hydrography

The municipality of Santa Isabel de las Lajas is located within the Damují surface hydrographic basin and the Anaya surface hydrographic sub-basin.

The hydrographic basin of the Damují river has a regulation in the Lajas river, known by the El Salto reservoir, which has an area of 65.9 km, its tributaries have a length of 180.0 km, its fluvial density is 2,327 with an average height of 86.1 m. nm⁻¹, the slope is 19.77 0/00, it has a runoff lamina of 338.0 mm, with an average flow of 0.852 m³.s⁻¹ and has a runoff modulus of 10.718 L.s⁻¹.km⁻². Its water is used for irrigation and its users are downstream.

Surface and groundwater

The municipality of Santa Isabel de las Lajas has a reservoir, El Salto, with a capacity of 9.5 Hm³, which is used for crop irrigation as well as micro reservoirs, which are also used by farmers for livestock. Groundwater is also used for these purposes.

Portable and semi-stationary sprinkler irrigation techniques are used in the case of fruit trees and livestock; this technique is also being incorporated in various crops. There is no tradition of sprinkler irrigation with central pivot machines or reels, and only the technique of gravity irrigation is used in cultivation areas of farmers near the reservoirs and micro-reservoirs.

Climate

The climate of the municipality of Santa Isabel de las Lajas is tropical semi-humid with hot and rainy plains, favourable for agricultural and sugar cane development. The average rainfall intensity varies between 18 and 25 mm.day⁻¹, the frequency of rainy days per year is 70 mm. The average annual relative humidity is 80.7%, which is high from June to January (81 to 86%) and low from February to May (73 to 79%), as is the temperature. The temperature is 6.7 0 C with an annual average of 23.7 0 C, the annual average maximum is 29.5 0 C, with a maximum in July. The average annual minimum is 18.7 0 C, with a minimum in February. The municipality receives the greatest influence in the province from the trade winds of 60.7%.

Culture

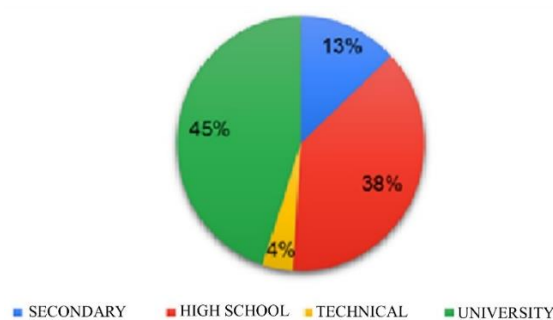
The municipality is characterised by a rich traditional popular culture, among which are the "guateques", the "parrandas campesinas", the festivities of the day of the "lajero" which are celebrated in June of each year as a revival of tradition.

There is a deep-rooted popular tradition that is evident in the religious festivities such as the wakes for saints, the "toques de bembé" and the feast of San Antonio which is celebrated every 13 June in the Casino de los Congos (a place of worship and Afro-Cuban traditions). The cultural institutions maintain stability in their services, among which are: the bookshop, the cinema, the museum, the library, the house of culture, the Benny Moré square and the municipal concert band. There are two nationally recognised amateur groups in the municipality, Lira Tropical of the peasant genre and the Grupo Folklórico Makuta, of the Afro-Cuban genre. Because of the cultural transcendence of Benny Moré, son of this town, the sites linked to the life and work of this brilliant artist are marked. The existence of a coat of arms and the anthem of Lajas are part of our local identity.

4. Findings and discussion.

4.1 Socio-economic aspects of the population of Santa Isabel de las Lajas.

From the surveys carried out among the local population, the results obtained are reflected in the following graphs. Firstly, the level of schooling of the population surveyed so far is shown. Out of a total of 210, 45% of the population has a university degree, 38% has a bachelor's degree, 13% has a high school degree and 4% of the population has an intermediate technical degree.

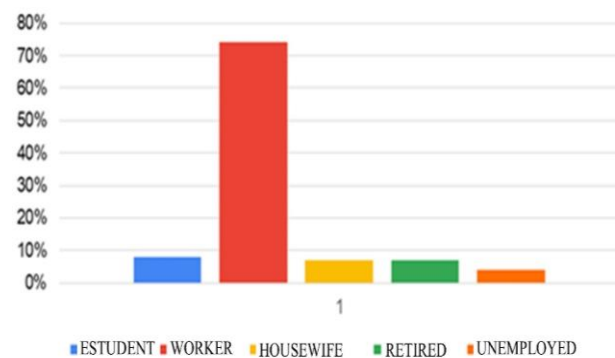


Graphic 1 Level of schooling of the population of Santa Isabel de las Lajas, Cienfuegos; Cuba
Source: Own elaboration

As can be seen in the previous graph, the level of schooling of the population of Santa Isabel de las Lajas is quite acceptable, given that none of those surveyed have less than a high school diploma; this allows us to assume that this level of schooling offers strengths for the population to be integrated into the discussion, analysis and construction of the economic linkage proposal, with an emphasis on tourism, with the city of Cienfuegos.

But having a population with such characteristics in terms of schooling has another advantage for the present research: having a higher level of schooling will allow the population to have a better interaction with the eventual tourist who arrives in the locality, especially when remembering that the tourist potential of the population of Santa Isabel de las Lajas is based on cultural and historical tourism.

The second graph shows the degree of occupation in the municipality of Santa Isabel de las Lajas, of the total number of people surveyed (210), 73.4% work, 7.9% study, 7.4% are housewives, another 7.4% are retired and only 4.43% are unemployed.



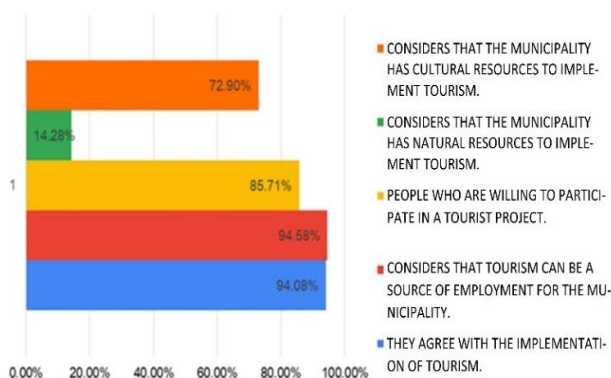
Graphic 2 Occupation of the population of Santa Isabel de las Lajas, Cienfuegos; Cuba
Source: Own elaboration

Although a percentage of the population is employed (working), being able to generate a regional integration strategy between the city of Cienfuegos and Santa Isabel de las Lajas that allows the establishment of alternative economic activities to those already established, will offer a work space, whether through employment or self-employment, to the unemployed population or even to those who are looking for extra income, regardless of whether they are studying, are housewives or are already retired.

It should be pointed out that this regional and local linkage between the two cities is nothing new; there are countless examples of tourist routes, or the integration of a locality into an already established economic dynamic in the region through tourism. These are regional and/or local development strategies. "the importance of the institutionalisation of tourist routes for their development, and the situation of wine tourism routes in La Rioja, with one already created which is Rioja Alta Wine Route, but also with other opportunities that would range from a broader and more general Rioja wine route in La Rioja, to other areas such as Rioja Baja which has launched the Eastern Rioja Wine Route in 2018." (Cabello, 2019, p. 10)

4.2 Impressions about tourism in the municipality of Santa Isabel de las Lajas, Cienfuegos, Cuba

94.08% of the population agrees with the implementation of tourism in the municipality and only 5.92% think the opposite, 94.58% of the population considers that tourism could be a source of employment for the local population and the other 5.42% say that it is not. 85.71% of the people say that they are willing to participate in the development of a tourism project in the municipality and only 14.29% say the opposite. With regard to the tourist resources that the inhabitants consider the municipality has, the majority believe that they are cultural (72.90%), above all linked to the figure of Benny Moré, his artistic and cultural legacy, as well as folkloric expressions; only 14.28% believe that it has natural resources that could be used as a tourist attraction.



Graphic 3 Potential and perception of tourism in Santa Isabel de las Lajas, Cienfuegos; Cuba

Source: Own elaboration

In general, there is a general acceptance and openness to explore the alternative of tourist activities as a source of new opportunities for the participation of the population to attract visitors to Cienfuegos; according to the methodology proposed by Gallicchio, this is a condition of the greatest importance, together with the incorporation of the State and the Universities in this research, and there has also been an approach with the administration of the territory of Cienfuegos, who have shown interest in exploring the proposal that is being constructed and from which the writing that is now being read is presented.

In this context, the participation of the State in the present research was of the greatest relevance, since it must be remembered that the Free and Sovereign Republic of Cuba, in its productive organisation, has a model in which the State is the regent of the productive orientation and in general of the economy; thus, Enrique Gallicchio's scheme contemplates it as a fundamental axis to achieve Local Development; the union of the efforts of the State-Universities and population are present in the research.

Conclusions

Cuba's form of productive organisation means that the proposal must include the participation of the state, seeking to ensure that it is successful and that it serves as an element within the regional economy, offering new economic spaces that increase the supply of employment opportunities for obtaining a family income. From this, a public policy of promotion and integration to the tourist activity that is carried out in Cienfuegos would attract it to Santa Isabel, in the form of tourist tours, and create a regional economic circuit. "In addition to diversifying the economy of the municipality, tourism promotes the development of the production of the supply sectors of the local tourist companies" (Acerenza, 2008, p. 34).

Carrying out research using the Participatory Action Research approach is something new in the way of working on regional or local development proposals in the Republic of Cuba, since the mechanisms for achieving this, in the way of organising production, tend to be very hierarchical.

Having an incipient approach to the Cuban state, in its state dimension, allows this research approach to approach the construction of local-regional development proposals where the proposal is built from the social base; thus having a way of proposing regional-local activities under a different methodology. This does not mean that what is currently being done is wrong, nor does it mean that the PAR approach is the most perfect; it will only be a different way of working locally and regionally, and if it is considered an acceptable alternative for the construction of proposals for economic activities, it will have been an additional contribution.

The advances made in the research allow us to observe that there are considerably acceptable conditions to continue working on the construction of the regional-local development proposal; we have the approval of a high percentage of the resident population of the object of study, the mayor's office shows interest in supporting the research, closing with the interest of the University to continue advancing in the research. This being the case, there is the participation of: State-University-population.

Finally, it is stated that as this is a study that starts from a cross-cutting sustainability logic, it has not been possible to detect, at the cut-off point for this publication, how to incorporate natural potentialities; but as they are incorporated, it is established that the carrying capacity should not be exceeded, seeking to reduce the ecological footprint at a sustainable level. On the social side, the incorporation of workshops to raise awareness among the resident population that it is not a question of disrupting the culture, but that the visitor is incorporated into the social dynamics for the time of their stay, so as not to affect the native culture, and that it is a unique experience for the visitor.

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Analysis of the productivity of the copra sector in the municipality of Comalcalco, Tabasco for the design of a development proposal

Análisis de la productividad del sector coprero del municipio de Comalcalco, Tabasco para el diseño de una propuesta de desarrollo

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Abstract

Productivity is very important in any economic sector of any country, since it is fundamental within an organization, the higher productivity, the greater the probability that an organization will grow economically over time, therefore, it will be able to remain stable and survive to any situation, change or circumstance within it. This research seeks to analyze the productivity of the copper sector, through applied research, in the municipality of Comalcalco, Tabasco in the city of Villahermosa. In which a correlational, descriptive and field research methodology is used. The productivity of the copper sector is analyzed considering the relationship with the variables of the environmental, cultural, economic, political, social and technological context. Considering the behavior of the research variables in the different international, national and local contexts, the appropriate formats are designed to be able to collect information the TIEP (Comprehensive Productivity Evaluation Technique) which serves as a basis to know the current situation of said sector and to be able to determine the opportunities for improvement through the contribution of a development proposal which helps to increase productivity and allows the improvement of the retail sector and can be competitive.

Productivity, improvement, Copra sector

Resumen

La productividad es muy importante en cualquier sector económico de cualquier país, ya que es fundamental dentro de una organización, a mayor productividad, mayor será la probabilidad que una organización crezca económicamente con el paso del tiempo, por ende, se podrá mantener estable y sobreviviría a cualquier situación, cambio o circunstancia dentro de la misma. La presente investigación busca analizar la productividad del sector coprero, a través de una investigación aplicada, en el municipio de Comalcalco, Tabasco en la ciudad de Villahermosa. En la cual se utiliza una metodología de investigación correlacional, descriptiva y campo. se analiza la productividad del sector coprero considerando la relación con las variables del contexto ambiental, cultural, económica, política, social y tecnológica. Considerando el comportamiento de las variables de investigación en los diferentes contextos internacional, nacional y local, se diseñan los formatos adecuados para poder recopilar información el TIEP (Técnica Integral de Evaluación de la Productividad) la cual sirve como base conocer la situación actual de dicho sector y poder determinar las oportunidades de mejora mediante la contribución de una propuesta de desarrollo el cual ayude a incrementar la productividad y permita mejorar el sector coprero y pueda ser competitivo.

Productividad, Mejora, Sector coprero

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Introducción

Productivity is related to many factors that can influence for better economic growth within a country, company, or sector, in the same way a constant effectiveness and efficiency must be maintained, so that a favorable percentage can be had in the economy.

In the present research work carried out, productivity is analyzed taking into account the variables of the context (economic, political, environmental, cultural, technological and social) since the degree of impact it has on productivity is of the utmost importance. In order to design a productivity improvement model in order to be applied in the retail sector and to be able to improve the areas of opportunity and be able to have an improvement.

Problem statement

The current drop in the price of copra and coconut oil has a direct impact on this sector; especially if it is considered that it also has a whole series of factors that reduce the possibilities of being productive, due to the little effectiveness and efficiency they have, this due to the errant results offered by their processes within the buying sector, either because these processes are obsolete, low yields from producers, erratic marketing schemes which consists of failing to commercialize copra in the market, there is no formal integration scheme, they lack a systemic approach, lack of producer organization, the remuneration of the cultivation is not fair, lack of technology for the process of raw materials, productivity has been reduced for many different reasons.

Hypothesis

The economic, technological, political, environmental, cultural and social variables have a significant impact on the productivity of the copper sector.

Justification

The main objective of this research is to obtain an analysis of productivity and formulate a design of a development proposal, which helps to identify problems in the coprero sector of the municipality of Comalcalco, Tabasco to improve productivity, through an analysis applying different tools, among which a measurement can be carried out in the field with coprero producers from different communities of said municipality, this can be useful for coprero producers in order to be more competitive, efficient and effective in said sector, so that they can have better growth in the primary sector, since it is a sector that can be used better in said community. The importance of this research lies in the future economic impact of these producers since this would improve their quality of sales and economic income, quality and efficiency in their purchasing sector. This will contribute to the economic development of the state of Tabasco, given that by being competitive, the economy grows and improves the quality of life of producers.

Research goals

- A diagnosis for the productivity of the copper sector.
- A development proposal.

Design of the investigation

The study will be carried out in the municipality of Comalcalco Tabasco. The investigation will be carried out with the copreros producers that make up said Municipality. In order to collect the necessary information throughout the area and to be able to compare them between producers. The tool to be used is the Comprehensive Productivity Assessment Technique (TIEP).

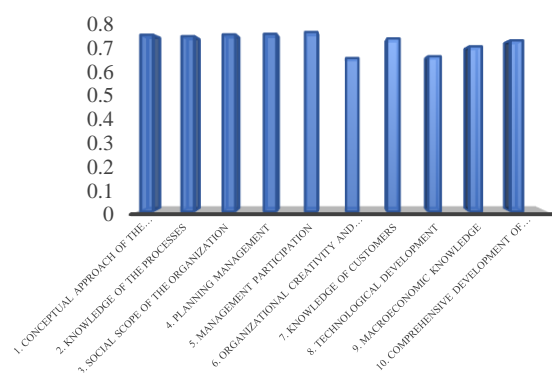
Instrument

TIEP (Technique for Integral Evaluation of Productivity)													
Elements	Economic Variable		Political Variable		Economic Variable		Cultural Variable		Technological Variable		Social Variable		
	P	E	P	E	P	E	P	E	P	E	P	E	
1. Conceptual approach to the company													
2. Process knowledge													
3. Social scope of the organization													
4. Planning management													
5. Management participation													
6. Organizational creativity and innovation													
7. Knowledge of customers													
8. Technological development													
9. Macroeconomic knowledge													
10. Integral development of human resources													

Table 1 Comprehensive productivity assessment tool
Source: Eliseo H. 2021

Results

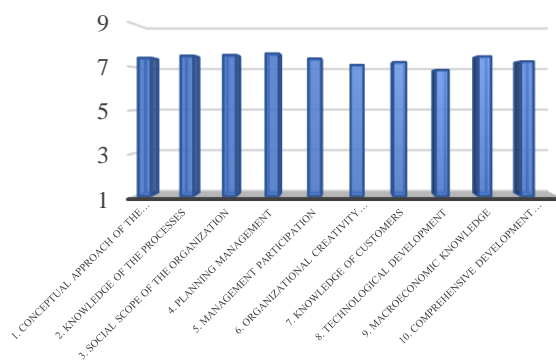
Complete Company Profile by Composite Average



Graphic 1 Complete Company Profile by Composite Average
Source: Perception of the author, 2021

According to this graph, the integral profile of the composite average of the organization of the elements can be observed in relation to the six variables of the context, here we identify the two elements with the lowest score that unfortunately need to work in an integral way with them already that are areas of opportunity to be able to have a good operation which are elements six and eight since it has low performance; Likewise, it is necessary to mention the elements with the highest score, which are elements five and four, which as a lower score is direct participation, it means that the organization at that point has fewer problems followed, better performance, but remembering that there are no leave them unsupervised since none of the areas should be neglected, nor any of the elements to keep a good control.

Comprehensive company profile by simple average



Graphic 2 Comprehensive company profile by simple average
Source: Perception of the author, 2021

This graph shows the way in which the areas are displayed within the company, the ratings assigned to it were directly, which was through a measurement tool, the analysis of the results shows us where it has to be reinforce which is the eighth element which obtained the lowest score with 6.866666667% followed by elements six, seven and ten which need attention in the same way, to be able to make the improvements since unfortunately they have the lowest score, which shows us which are the areas to be able to work in an integral way with the knowledge of the organization and make the necessary changes, as in the same way it is recommended that the organization not leave the elements with the highest score adrift, since all the elements are very important for the proper functioning of the organization.

Proposed model

The productivity improvement model is a graphic representation in which the changes and/or opportunities that the improvement organization has in order to increase the desired productivity are presented, since within the model there are six context variables (environmental, cultural, economic, political, social, and technological variables), to be able to make the contributions that are required within the organization for good planning and strategic administration, managing to apply and carry out in a safe and reliable way for the proper functioning her. By having a clear model, the desired goal and objectives are achieved, positioning the company, making changes and improving within the organization.

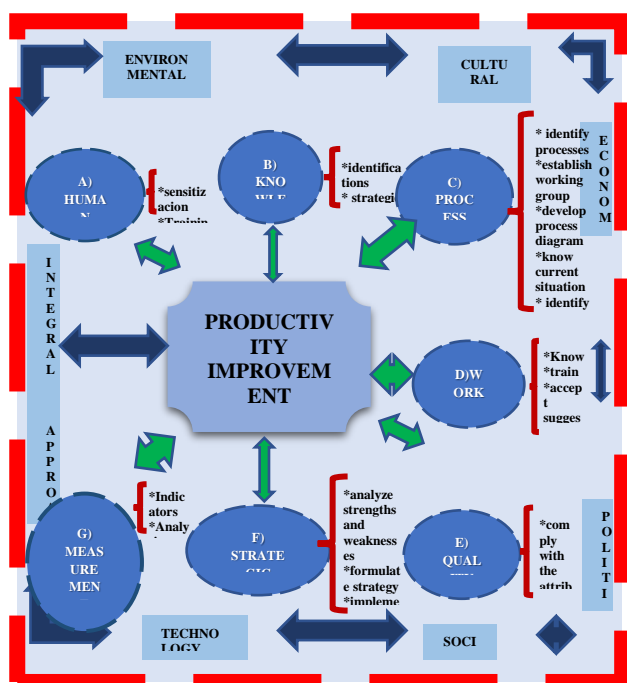


Figure 1 proposed model

Source: Perception of the author, 2021

Contributions

The present model is made up of the 6 variables of the context, which are the environmental, cultural, economic, political, social, and technological variables; The variables were arranged in the model in alphabetical order, the 6 variables of the context favor productivity, effectiveness and efficiency, since, by having good control and supervision within the work areas, we can get to work integrally within the organization.

The model starts from the integral approach which includes the 6 variables of the context, if you have an integral approach you can have productivity since if you do not focus comprehensively and leave partial moments you cannot have a correct measurement of productivity, for the This corporate model was specifically designed, which starts from the development of human resources since it is a factor that needs a lot of attention within the organization for evolution or development. It is important to constantly train the staff so that they can visualize and expand the way of thinking they have at this time, as a second point is the knowledge of the suppliers, this point is very important since without the suppliers the organization could not exist That is why it is necessary to correctly identify which are the suppliers, and once that segment has been identified, make the strategic selection of them, that is, make a detailed analysis to later purify or purify the suppliers that present the most losses in terms of the raw materials that they offer to the company, thus selecting that the final products have quality, avoiding that the corporate has losses since the suppliers that offer the cleanest copra would be selected and then processed, later is the analysis of the processes within this point includes 6 points to carry out a good analysis of proc Those which is to identify each process that needs to be improved in the organization, since the processes that need to be improved have been identified, a group or work team is designated to be in charge of analyzing them, within which they must choose from senior management to lower-ranking employees, that is why it is very important that employees know the organization well, as a third point they must develop process diagrams. The process should be charted in which the responsibilities of each member of the chosen group and the tasks to be carried out are detailed, as well as a start date and an end date. As a fourth point, the situation of the organization is defined through an interview with the employees of said company, in order to analyze where the company is developing and if any changes need to be made. As the penultimate point, the points that need to be improved are announced so that the redesign of the processes can be carried out as the last point so that the weaknesses of the organization can be improved and be more optimal.

Conclusions

Productivity is fundamental and very important in all organizations, since thanks to it the company can continue to live, get ahead in every obstacle that arises, through this work and the proposal it seeks to help the corporate to make better decisions, especially to inform them of where their weak points are in order to improve through the recommendations provided to the representative of the company, so that they can compare the changes and results before and after the application of the model, through a long road with a lot of perseverance, to be able to overcome each difficulty presented while reaching the goal, but always being constant, and with the support of all the staff so that the change can be true and above all they are committed to the company to constantly improve.

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Theoretical and methodological background on the economic attributes in the choice of university career

Antecedentes teóricos y metodológicos sobre los atributos económicos en la elección de carrera universitaria

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Abstract

Economic, political and cultural changes show the choice of career as a latent and unfinished process at the conceptual level, given its important regional and gender edges. With the desire to know and segregate from among the investigations that link economics with career choice, the fundamental variables to describe, compare and then relate against attributes outside the combo, a conceptual mapping was elaborated on classic articles in these tasks. Finding that, the studies bifurcan defined not by the topics considered, but by their paradigmatic or disciplinary genesis. Thus, economists expose varied and elegant metrics, although often overestimated, since in their abstraction, the failure of qualification is reduced to a mere matter of cost-benefit. On the other hand, the works emanating from the vocational orientation, include more elements of analysis in the choice of career, but, often, they are questioned as perceptions economic attributes perfectly objectifiable in their instruments. The conclusions of the studies are disparate according to context, in some cases, the socioeconomic status and the professional labor market are neutral in the choice of career and school performance, while other chapters place them above the attitudes, aptitudes and academic preferences of the baccalaureate.

Socioeconomic status, Professional labour market, Career choice

Resumen

Los cambios económicos, políticos y culturales, evidencian la elección de carrera como un proceso latente e inacabado en el plano conceptual, dadas sus importantes aristas regionales y de género. Con afán de conocer y segregarse de entre las investigaciones que lazan economía con elección de carrera, las variables fundamentales para describir, comparar y relacionar luego contra atributos fuera del combo, se elaboró un mapeo conceptual sobre artículos clásicos en estos quehaceres. Encontrando que, los estudios se bifurcan definidos no por los temas considerados, sino por su génesis paradigmática o disciplinar. Así, los economistas exponen variadas y elegantes métricas, aunque, muchas veces sobreestimados, ya que, en su abstracción, el fallo de titulación se reduce a mero asunto de costo-beneficio. Por su parte, los trabajos emanados de la orientación vocacional incluyen más elementos de análisis en la elección de carrera, pero, a menudo, se cuestionan como percepciones atributos económicos perfectamente objetivables en sus instrumentos. Las conclusiones de los estudios son dispares según contexto, en algunos casos, el estatus socioeconómico y el mercado de trabajo profesional son neutros en la elección de carrera y el rendimiento escolar, mientras otros capítulos los sitúan por encima de las actitudes, aptitudes y preferencias académicas del bachiller.

Estatus socioeconómico, Mercado de trabajo profesional, Elección de carrera

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Introduction

Studies in different provinces about the wrong choice of university career in Mexico, indicated that between 8% (UAEMEX) and 40% (IIPCS in CDMX) of the undergraduate students interviewed in their first year of higher studies, stated via survey to have Having failed in their professional decision, the economic impact of dropping out of school for most of these young people exceeds one billion pesos a year, although the social, family and personal consequences are still unquantifiable. The reasons for professional error are multiple, ranging from poor vocational guidance to ignoring it; or putting too much emphasis on the job market without regard for true personal abilities and tastes.

Historically, the classical studies about the choice of university career and campus emanate from psychological (vocational orientation) and sociological (career prestige and gender) viewpoints, without disregarding their results or usefulness, many of these studies underestimate fundamental economic elements such as the socioeconomic status of the student and the importance of the professional job market. In this vein, the article aims to serve as a platform for the subsequent characterization of abstracted or underestimated factors in most current decision-making studies, rescuing for this the similarities and differences that the classical vocational orientation and economics approaches grant to the optimization of variables, scales, methodologies on the economic dimension, and of course, some of its main corollaries.

The main variables used in studies that link economics and career choice are: (social inclusion, human capital, profit maximization, job market, high and low demand careers, socioeconomic status, performance and career satisfaction¹). The most helpful hypothesis in these studies is that the student's socioeconomic level affects him, but does not determine his propensity to enter university, the type of career he will choose, his academic performance and satisfaction in the selected faculty.

Among the recurring methodologies, the econometric models stand out, such as the demand for education proposed by the theory of human capital up to their own constructs, of course, without losing sight of the neoclassical theory on rational consumer choice, based on standardized questionnaires with samples generally cross-sectional, representative and random to determine the socioeconomic level of the students, to achieve a descriptive analysis. Although the variables, methods and instruments to approach education from an economic perspective are varied, the problem to be solved is very specific: I. Choice, acceptance and satisfaction in the career according to income; II. Relationship of economic level with performance and school permanence; based on variables such as family income, employment status and proximity of the faculty to the student's home; III. Labor market, human capital and competitiveness; IV. Results of public education policies as a tool for social inclusion.

1. Choice, acceptance and satisfaction in the career according to income

Casimiro Dionicio (2021). From Peru, a study on gender stereotypes in career choice makes use of socioeconomic factors tangentially. After Contextualizing Brawn, and his interest in the disinterest that many high school students show for their professional future; and to Kerckhoff, who proposes a more specific training in that same ladder to avoid difficulties in university launch; in addition, to the criticisms that Muñoz (2020) pours for female academic segregation in the Chilean engineering area. He finally lands on the cognitive theory of career choice (SCCT), locating three explanatory variables in this process: self-sufficiency (interests, goals); contextual factors (the environment, where the economic is included); and personal (also includes gender). Assuming as a general hypothesis, that gender stereotypes influence the aforementioned self-sufficiency, expectations of results, interests and goals that the student outlines to choose a degree.

¹ For more details on the connotations of these concepts, check: Navarro (2005); Quintero (2018); CIEDES Foundation (N.D)

The SCCT theory uses the instrument baptized as STEAM in the choice of career, retaking the previous adaptation of Inda-Caro (2016), to which patches were added in the rating scale and new items considered pertinent, the hybrid instrument was validated by a panel of experts with the help of the Crombach Aiken and Alfa tests with good results. Once the sample of 542 students has been defined, the predictive and cross-sectional study continues, always seeking empirical verification. The results of the descriptive, comparative, correlation, regression and factorial analyzes indicate that the influence of gender stereotypes is only limited in self-sufficiency, and medium in the contextual and personal, however, rancid gender stereotypes persist that the programs vocational guidance should be taken into consideration.

(Di gresia L, 2009), seeks to distinguish the main attribute in career choice among the three main paths of knowledge that have so far dominated the subject of career selection: Economics, Psychology, and Sociology. Through 3 econometric models corresponding to its conceptual framework (Access to university education, career choice and academic performance), using a Census in economics students from La Plata University in Argentina, the author concludes that there are strong correlations between the socioeconomic level and student performance at the higher level.

In another study on the socioeconomic relationship, gender and career choice carried out in Mexico City, an original data collection instrument was applied to more than 600 students in the health sciences area, in search of correlations between gender, economic level and career choice. Women enrolled in medicine presented the highest socioeconomic standards, while nursing women were located in the lower strata, in the case of men, aspiring nurses have a higher economic level, for the rest of the careers the instrument does not evaluates strong correlations, on the other hand, most of the students of dentistry, nutrition and chemistry are part of the middle class. (Delgado, 2006)

To verify the hypothesis that "women are more susceptible to the influences of third parties in the choice of a career and university", using an unprecedented method, remember that one of the important elements in the decision of career and university campus is the information available for the adolescent who attends the upper secondary level. Although, the choice of career is not only based on official data available to the young person, but also family, friends, social environment and even gender play a fundamental role, as shown by the results of the cross-sectional study, its finding, strong external influences on the participation of women in the technological area. (Orozco L, 2009)

The essay compares the attributes that influence the choice of university career of young people, highlighting as explanatory axes, firstly, the socioeconomic level, then the skills and attitudes of young people. Covarrubias, (2003). This article locates the components related to the willingness of students from a low socioeconomic level to pursue high demand careers in the metropolitan area. The results are grouped into three categories: personal, contextual and agency factors. (Carrasco, 2014). It concludes that there are links between socioeconomic status and admission to the social work career. (Maldonado, 2006)

In search of economic or academic rationality, the agents with the greatest relative weight in the choice of the economics career at the UANL were examined, assuming that the career choice is a rational exercise, an informed decision of the student about attitudes and aptitudes necessary to be an economist, school costs and the job market. Using a new instrument, stratified and concentrated sampling of simple percentages of the responses of young people, he concludes by stating that there is not enough evidence to place the economic factor as a determining factor, but this does not mean that the choice of young people is irrational, since The instrument showed that aspiring economists are well informed about the profile of entering and graduating from the career, so it is assumed that it responds to professional concerns. (Bolaños, 2001)

2. Relationship of the economic level with the performance and school permanence; based on variables such as family income, employment status and proximity of the faculty to the student's home

Erected in the complex paradigm of Bustamante for the choice of career, its consequent edges specific to the student and an external sociocultural environment. The author generally illustrates salary disparities for those who access and do not access university education in Peru according to OECD data. Finding various factors related to school dropout: Socioeconomic level; academic and institutional aspects. Although, initially assuming that social psychology and economics are the branches that deal most with the university dilemma without communing in theories, he finds in (Páramo & Correa, 1999) the best approximation to a dropout taxonomy: voluntary and involuntary, hypothetically, influenced by the aforementioned variables. With these pillars, she designed an experimental, quantitative and longitudinal study to follow up on the causes of school dropouts throughout the 5-year career for the 2013 generation, through a cohesion. By regularly applying a data collection instrument and a desk analysis about the respondents' notes, processing the information in the statistical package GraphPad Prism version 8.0, it was possible to validate the original hypotheses, which they assumed, that in order of importance, the factors that most influence the desertion of new entrants in 2013 to the National University of Piura are: institutional, academic and socioeconomic. Augusto Vílchez, A. S. (2021)

In order to discriminate the reasons for choosing a career and professional satisfaction between high and low demand schools, Cavazos forges an instrument that assesses the relative weight of socioeconomic factors and vocational guidance applied to UANL university students, reconciling a stratified sample and representative that provides differentiated results. In low-demand careers, the main reason for students' choice is related to aptitudes, attitudes, and preferences, while students with privileged socioeconomic status choose high-demand careers. (Cavazos., 2003).

A cross-sectional study with a stratified and statistically sufficient sample on academic performance at the UABC, the instrument considered socioeconomic agents such as whether the student lives with parents, friends or partner, whether they work part-time, as well as access to transportation and technology. The intention was to check if the socio-economic agents influence the academic and social perception of the students, but the results made this hypothesis null, since there is no conclusive evidence on the fact. (Armenta, 2007)

Students from the 1984-1985 class of the Autonomous University of Madrid, adopted this option after weighing multiple attributes, among which stand out: academic progress, social respectability and personal joy. These and other vicissitudes are explored through a transectional coherence. Working under a hypothesis that economically disadvantaged students tend to opt for easy degrees, while young people of medium and high level seek difficult careers, since these guarantee a better job offer, to reaffirm this presumption, the original demand model is adapted education proposed by the theory of human capital of the Chicago school, which is analyzed with a multivariate method, to ensure that the rational decision that a young person can make is to enroll in a career with good job opportunities (Latesa, 1987). The article evaluates the key conditions to have chosen the degree in teaching and pedagogy at the University of Murcia. Based on the theory of human capital, a logit-binomial instrument model was applied, where the parents' last degree of studies and their own academic record are the variables that best explain the choice of career and good performance within this. (Benavides, 2014)

With a mixed design of qualitative and quantitative research, and using the deductive-inductive method, based on the antecedents given in the research, investigation directed in semi-structured interviews with teachers and administrators and a closed survey for students.

In the light of the results, after the description, the theoretical bases and attributes required to model a quality management proposal and its validation are identified, according to the methodology of the ISO and EFQM quality management system, which contributes to retention. student for the Faculty of Engineering, improving the user experience and in turn the value chain of the university, identifying Strengths, Opportunities and Weaknesses (SWOT), from cause-and-effect diagrams, for the standardization of the 9 processes summarized from the study. Vargas Torres, K. D. R. (2021)

Armed with a previous general diagnosis, a study is set up to find out the socioeconomic situation in which the students of the Universidad La Plata in Argentina live. The instrument considered sex, marital status, distance from the home of their parents with the faculty, if their previous diplomas were obtained in public or paid school, work condition, current housing conditions and parents' education, in search of a correlation with school performance, defined from the average and the subjects passed in the last school year. (Klubitschko, 1980)

3. Labor market, human capital and competitiveness

Cabrera, addresses the relationship between the job market and its correspondence with the demand for university careers, making evident the lack of planning in infrastructure and educational offer. In the background, the variables belonging to and outside the high school student in the Nariño area are identified, which influence the university dilemma by formulating a cross-sectional instrument, operating a stratified sample of high school students in Colombia, deducing that the main external agent to the young person to choosing a career is economics, since skills and attitudes are intrinsic to young people. (Cabrera G., 1987)

There are analyzes based on mathematical models related to the demand for higher education, these studies try to find the causes or determinants for the choice by students, whether for short, medium or long careers. Using the binomial logit model, variables that the human capital theory mentions as transcendental in this important election are rescued.

The exercise exemplifies the correlation that exists between the selection of the career, subject to the economic position of the family, the educational level of the parents and finally the personal ability, since it is important to point out that these correlations determine the path to follow in the training professional development of young people, since they help and / or limit personal progress (Jiménez & Salas, 1999)

4. Results of public education policies as a tool for social inclusion

Using the comparative method, the results of social inclusion policies in the educational field of Venezuela, Brazil and Argentina are evaluated, analyzing and standardizing official data from their ministries of education, it is concluded that they are all paradigmatic cases, since Educational combat policies start from their own viewpoints, where each context contains its own edges, strengths and weaknesses. (Chiroleu, 2009)

A relevant theoretical and historical article about how to contextualize academic performance and the elements that are its own, based on the literature on higher education in the country, focuses on the sufficiency of the resource as a proportion of GDP assigned to it. category, justifying that the resources are insufficient, the next problem is the criteria for their allocation between universities and within them. What should be the allocation criteria? the prestige of the university, the enrollment or the infrastructure needs of the careers it offers, even some venturesome model on the optimal size of the universities. (Chickpea, 2007)

After the Second World War, Argentina experienced rapid development from the import substitution theory. The agile economic growth coupled with a mesocratic income distribution, that is, more or less equitable, causing the demand for higher education in the country to skyrocket, to such a degree that today Argentina is the Latin American country with the most students from degree in relation to its population. Progress has been significant, but a good number of students do not find a place in national public universities. In this vein, this article aims to calculate the real demand of public universities, to justify growth policies. (Klubitschko, 1980)

The high rates of unemployment in Europe, and especially in Spain, have called into question the fact that pursuing a bachelor's degree is enough to successfully integrate into the job market. In this unfavorable context, private education has taken a spectacular leap, as shown by econometric models, in an uphill panorama, students from private universities find better job accommodation, because their plans and programs respond to the needs of employers. This research calculates an approximate of the demand for private education in Spain, resulting as the main explanatory variable in the economic level of the parents and their last school grade. (Salas, 2004)

Immersed in the information age, the changes today are increasingly harsh and dizzying. Education, a pillar of the generation, transmission and dissemination of knowledge, should always be at the forefront in terms of the technical needs of our time, however, stale and stagnant power structures inside and outside the universities, have stopped development, widening the gap between theory and practice. The article calculates the educational demand for newly created or even non-existent careers in Argentina. (Corica, 2012)

The Benemérita Universidad Autónoma de Puebla, in an effort to fulfill the social commitment of forming quality human capital with a comprehensive profile, has been expanding the educational offer with the mission of keeping up with the times. To fulfill this task, BUAP also studies the job satisfaction of graduates, considering quantitative and qualitative elements related to professional satisfaction. For many years it was thought that the university guaranteed students economic and professional development, but the results are far from that belief. (Vries, 2008)

Poverty among young people almost always translates into school dropouts. The present work calculates high school dropout in Chile, while exposing poverty as its main cause. (Donoso S, 2007)

Conclusions

The populations or samples used in the economic axis fluctuate from a representative sample with confidence intervals of 90% - 95%, such is the case of (Di gresia, 2009) census 3 moments or matches for longitudinal analysis of UNLP Argentina students, young people in the last year of high school from private schools (Orozco, 2009), combination of a census for schools with few students and stratified sampling in the most populated faculties (Cavazos.ND.45). Samples that use the Likert-type test to determine the socioeconomic status of the young person (Cabrera, 1987). Own questionnaires that rescue the socioeconomic criteria and information about the career, attending to the neoclassical theory of rational consumer choice. (Latiesa, 1987) or (Bolaños, 2001). Approaches to discriminate socioeconomic status with a gender perspective as a factor in the choice of careers in the health area (Delgado, 2006). (Armenta, 2007, P.1) stratified samples with structured questionnaires.

Similarly, the instruments for measuring the influence of the economy on career choice are also very varied. Obtaining simple percentages of the responses to the structured questionnaires (Orozco, 2009), CHIROLEU (2009), Bolaños (2001), (Delgado, 2006), ARMENTA (2007) Table of frequency distribution for simple percentages and absolute numbers, mean, median, mode, standard deviation, then, from the ordered data, as forms of verification results to an Analysis of Variance, and consequent test Scheffó, Chi Squared (X), Cabrera. 1987), (Cavazos.ND). Analysis of the coefficients and correlations resulting from the econometric models that indicate which factors or variables affect each of the 3 categories or axes of the study, through 3 econometric models. (Di gresia, 2009). Multivariate regression or segmentation analysis. 2. Examining the reasons for choosing a career in order to characterize the different types of studies. (Latiesa, 1987).

Among the corollaries on economics and university choice, they stand out at the macro and even transnational level, it is theorized about the effectiveness of public education as a policy of social inclusion and investment in terms of competitiveness, (Klubitschko 1980) (Corica, 2012) CHIROLEU (2009).

Although the bulk of the studies that relate the choice, acceptance, as well as satisfaction in the different careers and schools of high and low demand, public and private, conclude that socioeconomic status is a determining factor in access to university education, the choice of career and academic performance, as an example of this we have (Di gresia, 2009), Cabrera (1987), Garbanzo (2007) and Porto (2001). Many approach the choice of career as a rational decision of the consumer, given the available information and the maximization of its profit Bolaños (2001), or the theory of Human capital, in which the Labor Market is the determinant to be embedded in careers of high or low demand (Cavazos. ND.), not only based on tastes, but also on economic costs, times and stress of preparation (Orozco, 2009), (Delgado, 2006), Garbanzo (2007). Authors such as ARMENTA (2007) argue that there is insufficient evidence to correlate socioeconomic status with academic performance.

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Incidence of the COVID-19 Pandemic in the family economy of the toast producers in Huarumbo, San Pedro Mixtepec, Oaxaca Mexico (2019-2020)

Incidencia de la Pandemia COVID-19 en la economía familiar de las productoras de tostadas en Huarumbo, San Pedro Mixtepec, Oaxaca México (2019-2020)

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Abstract

In this research, it is considered that the main problem faced by the 52 micro-enterprises of women producers of toast in Huarumbo, San Pedro Mixtepec, Oaxaca in Mexico, in the period 2020-2021, is the decrease or loss of their subsistence income, leading them to remain weakly in the market, which affects the social welfare of their families. This problem is considered a product of the COVID-19 pandemic and the economic crisis generated, as well as the Mexican neoliberal economic model that no longer responds to the well-being of most of the society, but on the contrary, contributes to inequalities of the regional development; and on the other hand, due to the inefficient model of traditional individual organization in the production and sale of toasts, which limits the obtaining of income. The objective was to carry out a strategic analysis (SWOT) of the rural producers through field work, to arrive at the identification of a strategy that improves the organization of their economic activity. The results of the analysis made it possible to determine the existence in the external environment of four threats and six opportunities; meanwhile, in the internal environment, four strengths and six weaknesses were appreciated. Based on this, a strategic objective, a general strategy and six specific strategies were established. The conclusion establishes as necessary to promote the formation of a Cooperative under the social and solidarity economy approach for the 52 toast producers, to enhance their strengths and reduce their weaknesses, in the face of a hostile and threatening external environment.

COVID-19 pandemic and family economy, Strategic analysis, Toast producers

Resumen

En esta investigación se considera que el principal problema que enfrentan las 52 microempresas de mujeres productoras de tostadas en Huarumbo, San Pedro Mixtepec, Oaxaca México, en el período 2020-2021, es la disminución o pérdida de sus ingresos de subsistencia, orillándolas a permanecer débilmente en el mercado, lo que afecta el bienestar social de sus familias. Este problema se considera producto de la pandemia del COVID-19 y de la crisis económica generada, así como del modelo económico neoliberal mexicano que ya no da respuesta al bienestar de la mayoría de la sociedad, sino por el contrario, coadyuva a las desigualdades del desarrollo regional; y, por otro lado, por el ineficiente modelo de organización tradicional individual en la producción y venta de las tostadas, que limita la obtención de ingresos. El objetivo fue realizar un análisis estratégico (FODA) de las productoras rurales mediante trabajo de campo, para llegar a la identificación de una estrategia que mejore la organización de su actividad económica. Los resultados del análisis permitieron determinar la existencia en el entorno externo de cuatro amenazas y seis oportunidades; por su parte, en el entorno interno se apreciaron cuatro fortalezas y seis debilidades. Con base en ello, se estableció un objetivo estratégico, una estrategia general y seis estrategias específicas. La conclusión establece como necesario impulsar la conformación de una Cooperativa bajo el enfoque de economía social y solidaria para las 52 productoras de tostadas, a fin de potenciar sus fortalezas y disminuir sus debilidades, ante un entorno externo hostil y amenazante.

Pandemia COVID-19 y economía familiar, Análisis estratégico, Productoras de tostadas

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Introduction

Mexico is today in 2021 facing one of the most severe economic crises in recent decades triggered by the COVID-19 health pandemic and by the lack of response to the problems of inequalities of economic and social development of the neoliberal model of the economy, a phenomenon that distresses all Mexicans in general.

The confinement of the population for more than a year to avoid the contagion of such a lethal virus, has included the stoppage of non-essential economic activities, which has reduced the mobility and circulation of inputs, goods and services, causing the partial or total closure of micro, small and medium enterprises (MSMEs) mainly the weakest, and thus exacerbating unemployment, lack of income and the well-being of the majority of the population. This economic situation has caused a multidimensional negative social effect in which phenomena such as the increase in poverty and marginalization, insecurity, problems of gender abuse, family violence and the advance of environmental deterioration are observed.

In this research we set out to analyze this threatening environment, so we will mainly address the effects of the economic crisis generated by the COVID-19 pandemic faced by family microenterprises of women producers of corn toast in the town of Huarumbo, which is located in the municipality of San Pedro Mixtepec in the Region of the Oaxacan Coast, in order to make a proposal that will help to face this economic crisis that many experts envision will take a long time for the recovery of the economy (See Maps 1 and 2).



Figure 1 Map 1 Location of the state of Oaxaca
Source: INEGI, 2020



Figure 2 Map 2 Location of San Pedro Mixtepec
Source: INEGI, 2020

According to the INEGI Population and Housing Census in 2020, the Municipality of San Pedro Mixtepec had a total of 49,780 inhabitants of which: 25,772 are women, representing 52% and 24,008 men equivalent to 48%. The localities with the highest concentration of population are: Puerto Escondido with 29,903 Hab., Bajos de Chila with 6,694 Hab., San Pedro Mixtepec with 5,103 Hab. and San Andrés Copala with 809 Hab. It should be noted that although San Pedro Mixtepec is the municipal seat, the center of greatest importance as a pole of population concentration and economic and social activities in the region, it is the Municipal Agency of Puerto Escondido that has become a national and international tourist destination and a pole of regional development for its effects of concentration and economic diffusion (INEGI, 2020).

The units of analysis in this research are the producers of toast located in the town (Ranchería) of Huarumbo, which is located two kilometers from the municipal seat of San Pedro Mixtepec and has 604 inhabitants, of which 314 are men and 290 women. In Huarumbo there are 52 producers of corn toast, which like many businesses, have been affected in their sales, income and family well-being by the COVID-19 pandemic and by the generalized economic crisis in Mexico. These producers of this traditional food of the region, work individually in their homes, like many other rural women in Oaxaca (making tortillas, tlayudas or corn memelas) to provide this precious food, which is consumed daily, to the urban areas of their region, in this case to the municipal seat of San Pedro Mixtepec and the City of Puerto Escondido that are its main markets (SEDESOL, 2013).

The problem

Given this context, this research considers that the main problem faced by family microenterprises of women producers of toast in the town of Huarumbo, San Pedro Mixtepec, Oax., is the decrease or loss of their income and profits, forcing them to remain weakly in the toast market, which affects the well-being of women and their families.

It is considered that this problem is the product of three factors: the first has to do with the environment of the Mexican neoliberal economic model that does not respond to the well-being of the majority of society, but on the contrary, contributes to the inequalities of regional development; secondly by the impact of the COVID-19 Pandemic and the economic crisis generated in 2020; and the third factor, by the inefficient model of traditional economy of individual organization of the producers of toast in the production and sale, which limits their activity in the markets of inputs and final goods and exposes them to the abuses of intermediaries.

It is recognized that a solution to this problem is to have a new form of economic organization for this group of rural producers, which is more efficient in their processes of production and distribution of their toast, which is fair, social and supportive in its administration.

Impact of the COVID-19 pandemic

Referring to the economic and social impact of the pandemic, several researchers have been given the task of raising their views in Reports and Articles, among which is the *Report of Perceptions to Action: Gender equality after COVID-19*, this document is based on the policy report of the UN Secretary-General on the impact of COVID-19 on women (UN, 2020). This publication summarizes data on the impact of the pandemic on women and girls, including the impact on extreme poverty, employment, health, unpaid care, and violence against women and girls. The publication also highlights the paucity of gender data and calls for greater investment and prioritization of data on the gender effects of the crisis. However, so far there are no studies related to the impact of the economic crisis due to COVID-19 on women producers of toast in the town of Huarumbo, San Pedro Mixtepec, Oaxaca.

We consider this research to be relevant as it aims to:

- a) Formulate strategies that raise the economic productivity of family microenterprises of women producers of toast and thus contribute to the local development of Huarumbo, San Pedro Mixtepec.
- b) Promote the improvement of the standard of living of the families of women entrepreneurs in these microenterprises.
- c) Combat the abusive and unfair intermediary that is practiced in rural areas, through a social and solidarity economy to strengthen microenterprises in the process of marketing their inputs and final products.

Hence, the objective of this study is to make a strategic analysis of the external and internal environment of the toast producers of the town of Huarumbo, San Pedro Mixtepec, Oax., identifying the opportunities and threats of the external environment generated by the COVID-19 pandemic and the economic crisis manifested since 2020, as well as the weaknesses and internal strengths of the traditional economy model of the producers in order to identify the possible strategies to improve production and distribution processes, enabling them to efficiently face market forces for both inputs and goods and services.

The methodology used is based on strategic analysis which is a process that is carried out to investigate the threats and opportunities offered by the external environment within which women producers operate and the study of the strengths and weaknesses of their individual organization, in order to formulate a strategy for decision making and the fulfillment of objectives according to Fred R. David in the *Comprehensive Strategic Management Model*, which is divided into three phases: formulation, implementation and evaluation. This research is located in the formulation stage of strategic analysis (David, 2013).

Women as entrepreneurs in rural family microenterprises

In a country with low economic growth such as Mexico, with social inequalities, both in cities and in rural localities, the entrepreneurial option of an increasingly large proportion of women constitutes a path to subsistence and personal and family sustainability. Rural economies have ceased to depend solely on agricultural activities, so other sources of household income are secondary and tertiary activities, as is the case of women producers of toast in Huarumbo, San Pedro Mixtepec, Oaxaca. In this sense, although the characteristics of rural microenterprises have been little studied, those that are led by women have still been less explored within the research.

Women currently account for more than a third of the people involved in entrepreneurship in the world. This phenomenon has not been exempted in Mexico and it is observed how women take an increasingly important role in the generation of new companies. One of the most relevant demographic phenomena of the second half of the twentieth century was the increasingly frequent incorporation of women into the world of work. Women's entrepreneurial activity is diverse and covers almost all sectors of economic activity. In Mexico, according to INEGI (2015), 79% of women who participate in the workforce are mainly engaged in trade and services (Chong González, 2019).

Speaking of the rural area, it can be said that it has also been profoundly transformed in recent decades. Women are key in this transformation of the rural environment, because for years, in addition to carrying out the work related to the care of the family, they have carried out multiple tasks concerning agricultural productivity. And as a result, their incorporation into the labor market has grown considerably, such is the case of the deterioration in the living conditions of rural families, which led them to begin to create strategies to survive (Barrón, 2013).

In addition, international migration processes, mainly of men, have an important impact, since they favor the feminization of agricultural activity, as well as many other economic managements.

The potential of women entrepreneurs in the rural world is very high, since they are considered as the main precursors of entrepreneurship, not only related to innovation, but to the future that awaits them, however, more studies and public support are needed to promote that entrepreneurial culture.

As for the potential, it is considered to be considerable, by virtue of the fact that whenever one thinks of the rural one thinks of livestock, agriculture and possibly tourism; however, the processing sector also has ample potential to be harnessed to add value to primary sector products.

In the rural space, entrepreneurs now become protagonists of the new era that begins, as farmers once were. And in an ageing and almost youthless environment, the promotion of female self-employment and women-led enterprises is currently one of the pillars of rural development policies (Camarero, 2007).

Therefore, it is considered of the utmost importance to continue promoting women entrepreneurs who already have a rural microenterprise in the transformation sector with products such as food processing and other agricultural-based products. Next, we must promote the education of girls and generate a commitment to the development of their community, since currently every time a girl goes out to study, she no longer returns and that human capital of the rural world disappears. In spite of everything, the majority of rural entrepreneurship is taken over by women and therefore, these girls must be taught that the future is also in their rural world. There are many opportunities to research and develop new product lines, new ways of life. The internet is a powerful medium for this, so new technologies must be supported (Waiter, 2007).

Women play a key role in family businesses, whether they are actively involved in their operation (working or running the company) or not. Although they are not explicitly involved, women permeate family relationships by mediating conflicts, acting as "family glue", supporting the motivation of the entrepreneur and decisions related to the business.

More actively, women can participate in the family business with or without recognition of their contribution in terms of positions or salaries. Health or economic crises, such as the one we are experiencing in the world and in Mexico due to the Covid 19 Pandemic, increase the probability that families will consider the idea of incorporating daughters into the company. Many times, the entry of women into the family business is due to external factors such as the sudden death of the founder or the punctual need for labor. There are numerous advantages for women in family businesses including flexible hours, access to positions traditionally held by men, job security, professional challenges, and opportunities for personal growth (López Nicolás, 2014).

We know that Human Development is the process by which we seek to expand the same options for all people and not just for a few. The right to education, housing, decent work, health service, and equity, the recognition of the rights of women, ethnic minorities, the fight against gender discrimination, are challenges of the same magnitude as the abolition of slavery and the elimination of colonialism (UN, 2020).

In the case of indigenous women, there is a situation of double discrimination: by gender, and by their ethnic origin, in addition to poverty and social backwardness. The path to their empowerment is a political process that should be accompanied by an inclusive philosophy characterized by consciously and voluntarily assuming an active role (Coughlin, 2002).

To promote the empowerment of rural and indigenous women in Mexico, through their participation in social entrepreneurship projects and social microenterprises, it is proposed to build a process based on five components that are: 1) The critical review of cases in the world on women's empowerment from social entrepreneurship, 2) The definition of the concept of "women's empowerment", 3) The recovery of different cases of empowerment through microcredit, 4) The relationship between social microenterprises and productive projects and, 5) The review of successful cases in the world (Robinson et al., 2019).

Micro, small and medium-sized enterprises (MSMEs) represent the main engine of many economies around the world, as they are a fundamental part of economic units and generate most of the jobs and Gross Domestic Product (GDP). Rural enterprises play an important role of a social nature in Mexico, both for their role as creators of employment, buffers of social problems and as an instrument of cohesion and social stability (Góngora, 2013).

Although microenterprise does not generate high added value in Mexico, it is of great importance given its economic and social functions, since it represents an alternative to the problems of poverty and employment, which makes it an element of great potential for the regions (Díaz, 2018).

This importance justifies the need to promote the creation and survival of this type of companies since they are a source of employment, wealth and social welfare, there is a relationship between rates of business creation and economic growth, in addition to other important effects (OECD, 2013).

Human capital is one of the internal factors that has a high impact on the success of companies, this factor is reflected by teamwork and the prepared workforce that brings experience and creativity to the organization.

Rural microenterprises have strengths and weaknesses in relation to their survival or failure in the market. The strengths that favor the survival of microenterprises are: ownership, administration and entrepreneurship, as well as the basis of creating an environment that manages to distance the family, property and business environments to the right extent, a situation that is only possible through professionalization and the development of administrative protocols. The management of resources and human capital contribute significantly to the competitive success of companies. This factor is driven by entrepreneurship, the socio-cultural environment and individual interactions (Muñoz et al., 2014).

According to the UN (2020) economic crises hit women hardest. This is due to the following: women tend to earn lower wages; have less savings; the informal economy concentrates a much higher number of women; women have less access to social protection; women are more likely to be the ones to take care of unpaid domestic and care work and therefore have to leave the labour market and most single-parent families are headed by women.

In relation to its weaknesses, we can point out the lack in management and management skills, which implies fewer chances of survival within the market, since management structures are correlated with the longevity of the company.

Other problematic factors they face are deficiencies in internal management. It is stated that organizations face their main problem in being able to reach the stages of maturation that require the dissociation between control, management and administration and family control structures (Esparza, 2011).

The social economy and solidarity an alternative to capitalist neoliberalism

It is considered that the so-called neoliberal period was nothing more than a response to the crisis provoked by the "benefactor" or paternalistic states of the forties, fifties and sixties, which decayed into a defective free market, and which in the end was still based on the reductionism of the State-market formula (Montes, 2009).

This analysis shows the social economy or solidarity economy as a way to achieve a hybridization of the economy, that is, an articulation between the economy, the market, the non-monetary economy and society.

There are different definitions that vary according to the socioeconomic, historical, cultural and political context of each country or region; however, the National Institute of Social Economy of the Secretariat of Welfare of the Federal Government (INAES) defines it as "the economic activity carried out by Social Sector Organizations (OSSE), based on democratic decision-making, social ownership of resources, equitable distribution of benefits among its members and social commitment in favor of the community.

The OSSE are those organizations that adopt the form of a figure that complies with the regulations of the Law on the Social and Solidarity Economy, corresponding to: Ejidos, Communities, Workers' Organizations, Cooperative Societies, Companies that belong majority or exclusively to workers and in general all forms of social organization for production, distribution and consumption of socially necessary goods and services" (INAES, 2021).

This model of social and solidarity economy is an alternative to the neoliberal model of production, marketing, consumption and credit, since in addition to improving the living conditions of the popular classes, they constitute embryos of another more just, democratic and sustainable economy.

The concept of "Social Economy" (ES) emerged in Europe, probably in France in 1830, as an inseparable manifestation of popular associative movements. This year, the French liberal economist Charles Dunoyer published a Social Economy Treatise that advocated a "moral approach to economics." The definitive organization of the doctrine was carried out in connection with the practical development of the movement above all by the contribution of the "Pioneers of Rochdale", who precisely concretized the cooperative method and laid the cornerstone of the cooperative building (Izquierdo, 2018).

One of the main components of OSSES has been corporativism; the principles that regulate cooperatives, even today, are based on those of the Rochdale Cooperative of England, which were adopted by the International Cooperative Alliance created in London in 1895 (INAES, 2021).

In Mexico, an aspect of the Social Economy has historical origin in traditional forms of social organization and common land tenure, such as the calpulli and the tlamilli, the indigenous community and the ejido. During the Colony, the traditional forms of ownership of indigenous communities were recognized and ejidos were created that were lands of common use of the peoples (INAES, 2021).

Another historical aspect of the social economy has its origin in guilds, mutual societies and cooperatives. With antecedents in the colonial period, mutualism developed in Mexico in the nineteenth century, as a means for associates to cope together with eventual risks or raise their well-being. Also in the nineteenth century, artisan weavers of rebozos and hats, tailors and typographers formed the first Mexican cooperatives to carry out sales and other activities in common (INAES, 2021).

Currently in Mexico the organizations, of social economy and solidarity show great diversity and heterogeneity in terms of: organizational maturity, social composition, turn, size, economic and social results, Influence in the communities where they are located. Also, numerous organizations of social and solidarity economy, present deficiencies and / or problems, among others of: organization, economic and financial, ignorance of the market, information, infrastructure, permits, registrations and / or licenses, competitiveness (INAES 2021).

The benefits provided by the Social and Solidarity Economy are many, among others are: it brings together capacities and resources of many generating synergies; revitalizes rural and urban communities, strengthening local or regional development; generates social capital at the local level: relationships of solidarity and trust, community spirit, participation in society; promotes greater social cohesion; integrates excluded and marginalized people; develops entrepreneurial capacities in people who promote local development; favors processes of productive integration and creates networks to participate in markets in better conditions and contributes to reducing social inequalities (INAES, 2021).

Finally, as ECLAC points out, (2020) the solidarity economy represents an effort to rebuild society on the basis of something that has existed since time immemorial. The crisis of capitalism and neoliberalism have generated a disintegration and decomposition of modern society, which has had to find new ways to counteract these negative effects on its well-being.

The principle of self-management has become an important governing body of the economy. Likewise, mutual aid has become the greatest source of human progress. This seeks to rebuild and strengthen human communities, as a social foundation for the formation and development of organizations and companies, achieving improvement in the quality of life of their associates (ECLAC, 2020).

Methodology

To elaborate this research, we have based on the deductive method which starts from the particular analysis to reach general conclusions. For the strategic analysis we have relied on the methodology to elaborate a diagnosis proposed by Fred David in his book "Concepts of strategic management" and the proposal of José Luis Ramírez Rojas in the document "Procedure for the elaboration of a SWOT analysis as a tool for strategic planning in companies". These methodologies are based on an examination of the conditions in which the toast producers of Huarumbo de San Pedro Mixtepec, Oax. develop their activities. Therefore, it requires knowledge of the conditions of the external environment that surrounds them and the internal one related to the characteristics of their organization of the production and marketing of their product, to determine the possibilities of development of their family microenterprises. In order to identify these circumstances, documentary research was carried out supported by official and field statistics through the support of the observation and application of questionnaires to the 52 producers (David, 2013).

In this phase of the research, a descriptive and analytical research was carried out that aimed to identify the environment in which women producers of toast develop their economic activity.

This environment is divided into the macro and microenvironment. The first covered, in addition to the COVID-19 Pandemic and the economic crisis, the great macroeconomic, political, social, and cultural phenomena of the environment; and the microenvironment aimed to analyze the characteristics of the market faced by the organization under study.

Regarding the internal environment, its objective was to identify and describe the characteristics of the weaknesses and strengths that toast producers have in the face of the changing threats and opportunities offered by the external environment. After having carried out the SWOT analysis, we proceeded to establish the weighting of each variable to proceed with the calculation of the strategic balance, which allowed to define the main strategies so that these producers can make the most of their strengths and opportunities and minimize the impact of threats from the external environment and their weaknesses (Ramírez, s/f).

Results

The toast producers are located in the town of Huarumbo, belonging to the Municipality of San Pedro Mixtepec, which is located in turn in the Coastal Region of the State of Oaxaca, Mexico. This municipality is located at the coordinates 97°05' west longitude, 16°59' north latitude and at an altitude of 220 meters above sea level; it limits to the north with the municipality of San Gabriel Mixtepec; to the south with the Pacific Ocean; to the east with Santa María Colotepec; to the west with San Pedro Tututepec and Santos Reyes Nopala. (See Map 3).



Figure 3 Map 3 Location of Huarumbo, San Pedro Mixtepec, Oax.

Source: SCT, 2015

Regarding its government, organization and internal administration and in accordance with the Law of Territorial Division of the Free and Sovereign State of Oaxaca, this municipality is composed of a town, three municipal agencies (Municipal Agency of Puerto Escondido, Municipal Agency of Bajos de Chila, Municipal Agency of San Andrés Copala), a Police Agency (La Reforma) and 25 "rural nuclei" (INAFED, 2016).

According to the available census data, the Municipality of San Pedro Mixtepec had in 2010 a population of 4,453 Inhabitants, an average degree of marginalization and population in extreme poverty that is found in rural localities (INAFED, 2016).

The Municipal Agency of Puerto Escondido is a pole of urban development of the Oaxacan Coast Region and has a population of 25,902 Hab. with an average degree of marginalization. Its main activity is national and international tourism and trade, banking services and services of all kinds, to serve the regional area of influence (INAFED, 2016).

One of the "rural nuclei" is called Huarumbo, it is located north of the municipal capital, with a population of 504 Hab., with a high degree of marginalization, a traditional economy and have agriculture as their main activity (INAFED, 2016).

In this small town, 52 of its women have found themselves in need, (due to the precarious family income), to start family microenterprises as producers of toast (a tortilla roasted by fire), to obtain the necessary income for subsistence. The sale of these food products, typical of tradition and a pre-Hispanic culture, are carried out mainly in the head of the Municipality, in Puerto Escondido and other nearby towns, having to move outside their locality to these markets to acquire both their inputs and to sell their products.

The external environment

The economic activity of women producers of toast has been impacted like most of the economic activities in the world and our country, by an extremely difficult external environment due to the economic crisis of 2020, due to the closure of businesses or the decrease in demand, and the difficulty of obtaining inputs, as a result of the confinement of the population and the partial or total unemployment of economic activities due to the COVID-19 Pandemic, which generated in the family microenterprises of women producers of toast, a decrease in their income for family subsistence.

This is reinforced by what Moreno and Moreno (2021) pointed out when saying that "for the Colombian coffee agribusiness the pandemic was not only a limitation but was also the root of inconveniences that occurred this year, which hindered the free development of this economic activity and both producers and consumers were involved in the difficulty of producing and acquiring the product in a traditional way ..."

Another phenomenon that has contributed to the decrease in their income has been the increase in inflation in these times of crisis. The National Institute of Statistics and Geography (INEGI) reported that in the first half of April 2021 the National Consumer Price Index (INPC) registered an inflation of 0.06 percent compared to the previous fortnight; with this result annual inflation stood at 6.05 percent (INEGI, 2021).

If we add to this phenomenon the unequal exchange made by the producers of toast, when selling in the most developed areas such as Puerto Escondido their cheap product and buying in this city the most expensive inputs and services, we will understand the process of exacerbating their poverty.

Another threat faced by toast producers is related to the increase in competition for other women producers from other localities in the region who have also seen the need to earn a living by selling toast in the Puerto Escondido market, which is the largest in this region. Thus, affecting the income of the group of producers object of our study. Likewise, and as a result of the confinement of the population due to the COVID-19 pandemic, toast consumers have been forced to buy substitute products for commercial brands in convenience stores, thus reducing the income of toast producers.

In this sense, Almachi (2020) mentions that "in every business there is the risk of the proliferation of companies of the same nature and with it the latent danger of the loss of validity of the company, the proliferation of companies generates an aggressive increase in competition ... to which the company in creation must take new strategies to position itself in the best possible way in the competitive market."

However, despite the negative effects of the impact of the COVID-19 pandemic and the national economic crisis, there are opportunities that have been observed and that with a good strategy can be taken advantage of for the benefit of toast producers such as:

- The support that the federal government through its institutions such as the Ministry of Economy, with support programs for microenterprises, the Secretariat of Welfare with its social assistance programs and the National Institute for the Social Economy (INAES) for the support of social organizations of producers, and the Mexican Institute of Social Health (IMSS) to offer health security and retirement for workers, However, most of these financial, fiscal and social security supports that microenterprises can receive for their development by the government, can only be received as long as they are formalized and registered in the Ministry of Finance, a situation that toast producers currently do not want to do individually, because their income is not enough to be paying taxes or fees to the government (INAES, 2021).
- Another opportunity offered by the federal government is the support provided by the National Institute of Social Economy (INAES), to producers who wish to form a productive social organization, by virtue of the fact that its purpose is to implement public policies to promote the social sector of the economy, in order to strengthen and consolidate the sector as one of the pillars of economic development of the country, through participation, training, research, dissemination and support for productive projects in the sector (INAES, 2021).
- Likewise, the support offered by the municipal authorities of San Pedro Mixtepec, Oax., for any organization in the procedures carried out for the benefit of their economic activity by the producers of the *Ranchería de Huarumbo* is considered an opportunity.

- Another opportunity offered by the market is the existence of the regional custom of the consumption of toast for daily food, which ensures the permanence of the daily sale of the producers and their expansion to other localities in the region.
- Finally, another opportunity of the environment, is the recent introduction of lines of telecommunications companies in the town of Huarumbo, which allows them a more agile and expeditious access to the internet, cell phones and social networks in the region and with the world in general, which is allowing toast producers to expand their access to the market of inputs and the sale of their toast, which greatly benefits the horizon of its economic activity.
- In relation to the administration of their activities, we can say that there is no planned administration since, none of the 52 producers deliberately plans the development of their business, they do it, because it is part of their heritage and custom and above all because from there, they obtain economic resources for their subsistence. A weakness identified is that they operate in informality, that is, they are not registered in the Secretariat of Finance and Public Credit (SHCP) or in the Mexican Institute of Social Security (IMSS) so they do not pay employer contributions to the government, but they lose the financial, fiscal and social security support that they could obtain from the government.

The internal environment

To carry out the analysis of the internal environment, that is, of the characteristics of the economic activity carried out by the toast producers of Huarumbo, San Pedro Mixtepec; Oaxaca., we rely on a survey-interview applied to 100% of a total of 52 producers.

From this fieldwork the following characteristics can be noted:

- The average age of this group of workers ranges from 18 to 50 years, 61% have primary schooling and 39% secondary level.
- In terms of marital status, 20% are married, 76% are single mothers or mothers in free union and 4% are widows. Most women have between 3 and 4 children.
- The total number of women surveyed declared themselves heads of household, so they bear greater responsibility for obtaining income for family subsistence.
- The producers of Huarumbo, practice with their family a traditional economy, of subsistence dedicated to the agriculture of corn and the processing of this in toast, whose main objective is not necessarily to maximize their profits, but rather to generate income only for daily subsistence, which limits the idea of economic growth of their business.

As for the process for the elaboration of the toast, we can point out that this is basically traditional and individual and is carried out by the producer as a leader, with the support of the members of the family and consists of the following activities: first the selection of the corn is made, it is washed, it is put on the fire with wood, with water and lime in a bucket, after the corn was sewn, it is washed to remove the lime, then it is taken to grind in the mill of the town, (it should be noted that only 5 producers of a total of 52, has electric mills in their home. Then the dough is prepared to later make the tortillas and cook them in the clay or metal comal, which are left a little longer to acquire the toast that characterizes them.

It should be noted here that in most cases they use a traditional anafre and comal made of clay, there are very few that use comales made of sheet, which reflects the weakness of their technological backwardness in their tools and equipment used. It should be noted that, in this production process, a lot of firewood is used as energy, with the consequent damage to the environment of the region. As for the origin of the main input for the elaboration of toast, we can point out that the spouses or couples of the producers who have one or more plots of land, sow organic corn, which reaches them for eight months of toast production. In the applied survey, the majority of women commented that one of the strengths of their business is their toast, since they are large, of quality and at a good price because they use quality inputs (organic corn) and at the time of elaborating them they do it hygienically so that they are accepted by customers for their flavor.

However, the producers consider that one of their main weaknesses is when quality organic corn is scarce, since they often have to buy transgenic corn and that represents for them a decrease in the quality of their toast and an increase in their production costs. This purchase of corn, obviously more expensive, many times, is made in the National Company of Popular Subsistence (CONASUPO) of the municipality, with known farmers or if they have no other alternative, they are forced due to their organizational weakness, to negotiate with the intermediaries (or coyotes) that through barter, at this time, change, corn and firewood, for the finished product (toast) plus some difference in money, benefiting notably in this transaction the intermediaries.

Toast is a traditional product very appreciated for daily food by the majority of the population residing in the region of the Oaxacan Coast, hence its demand is assured, however the COVID-19 pandemic affected them in their sales since they were closed and prohibited from attending the markets and restaurants in Puerto Escondido and they could not go to sell at these places and only the bags were sold of toast to customers who came to look for this product to their homes or in some cases began to be offered in the stores of the municipality.

Toast producers in 2019 produced and sold on average between 30 to 50 bags of toast, which contained approximately 40 toasts per bag, at a price of \$25 each, which represented an average income of \$1,500.00 per week; however, as a result of the COVID-19 Pandemic in 2020, its production and sales fell on average to 20 or 30 bags of toast and its income was reduced to \$750.00 per week, thus also reducing the acquisition of goods and services to meet family needs. It is to be appreciated that with these low incomes, toast producers face the weakness of not being able to save and be able to invest in better means of production.

The main points of sale of the toast producers are: the sale at home, the sale in stores of the head of the Municipality of San Pedro Mixtepec, Oax.; the sale in the market and restaurants of Puerto Escondido, which is located 18 km. from Huarumbo.

To reach this market, producers must walk with their bags of tortilla chips about two kilometers to be transported in passenger vans that take them to Puerto Escondido in more than half an hour approximately, exposing themselves to accidents and vandalism on this round trip. However, there are more localities in this region that represent a market potential for the sale of toast from these producers.

The marketing process is traditional, since they do not apply any advertising technique, the sale is only carried out by direct exchange between customers and sellers. One of the weaknesses of the marketing process that the producers pointed out is the discomfort of moving by public transport to the point of sale, since then the toast breaks when the transport is saturated. However, they point out that the greatest weakness in this time of pandemic for the commercialization of their toast, has been the sanitary restriction to leave their homes to sell imposed by the municipal authorities, due to the closure of the market and restaurants and other establishments where they sell their product.

Another weakness that the producers consider for their business, are the diseases they get to have, due to the physical activity they perform and the contact with the fire to toast the tortillas; diseases that limit them to work and to obtain the income of daily sustenance with the sale of their toast. As for the support that the government proclaims so much for the poorest and most marginalized, in the interviews with these producers they informed us that "no woman receives support from the government, only in electoral periods have they supported them with pantries, supplies for the elaboration of toast and currently five of them received electric mills".

In order to obtain information about the associativity of these producers, he asked them if they belonged to any association of producers, and based on their answer it was possible to verify that no woman belongs to any association of producers, and about their opinion on the possibilities of associating as producers?, most women distrust because some groups and associations have approached only to deceive them and request documentation, with which they manage support before government agencies and these "leaders" never deliver them to this group of women, but they would like to and agree that their product could be sold at a fairer price and in better production conditions.

RÍOS Y-VÁZQUEZ, Othón C., CASTILLO-LEAL, Maricela, CRUZ-CABRERA, Blasa C. and PABLO-CALDERÓN, Karla de los Ángeles. Incidence of the COVID-19 Pandemic in the family economy of the toast producers in Huarumbo, San Pedro Mixtepec, Oaxaca Mexico (2019-2020). *Journal Economic Development*. 2021

SWOT analysis

Based on the results, the following list of Threats and Opportunities could be identified in the diagnosis of the external environment:

External Environment

a. Threats

- Permanence of the COVID-19 pandemic and its confinement effects.
- Economic crisis and inflation.
- Increase in competitive forces in the market.
- Unequal exchange in the regional development pole.

b. Opportunities

- Fiscal and financial support from the government to formal companies.
- Access to social security to formal companies.
- Promotion of the training and formation of cooperatives by the INAES.
- Support of the municipal government to the efforts of the producers.
- Use of ICTs for commercial use.
- Potential of the regional market.

On the other hand, in the diagnosis of the internal environment, the following list of Strengths and Weaknesses could be identified:

c. Strengths

- Experience in the family production of quality toast.
- Existence of a traditional demand for toast in the region.
- Custom of community support for social organization.
- Little need for capital, easy technological adaptation and job creation.

d. Weaknesses

- Persistence of a traditional subsistence economy.
- Informality of micro-enterprises producing toast.
- Operation with traditional and obsolete technology with high energy consumption and damage to the environment.
- High costs of raw materials, materials and components.
- Capital shortage and difficulty in accessing financial services.
- Lack of social security for producers and workers.

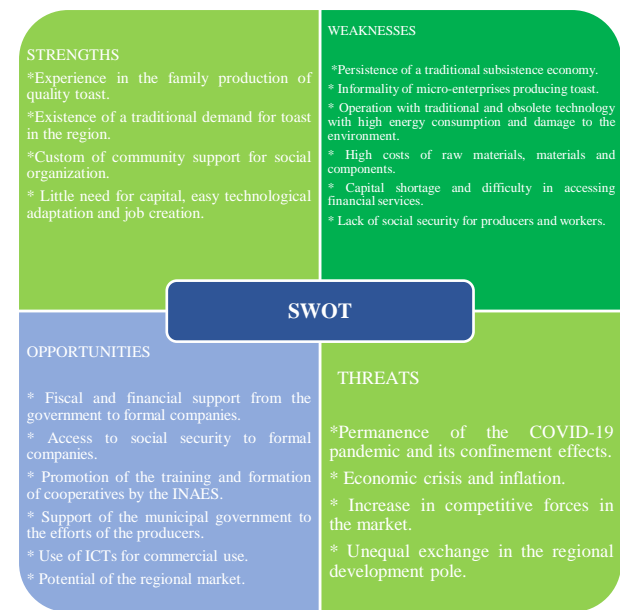


Figure 4 SWOT Analysis Matrix of Huarumbo toast producers

Source: Own elaboration

Weighting matrix

For the elaboration of this matrix, a weighting was considered for each of the strengths, opportunities, weaknesses and threats selected, at an established scale of 1 to 3, where 3 denotes the highest level of action, 2 the middle level and 1 the lowest level (Ramírez, s / f).

Strengths	Weaknesses	Opportunities	Threats	
Experience in the family production of quality toast. (3)	Persistence of a traditional subsistence and informal economy with low economic growth. (3)	Government fiscal, financial, social security and municipal support for producers. (3)	Trend of an economic recession in the short and medium term. (3)	12
Existence of a traditional demand for toast in the region. (3)	Operation with traditional and obsolete technology of high energy consumption and damage to the environment. (3)	Support programs of the National Institute of Social Economy for the formation of cooperatives. (3)	Tendency to continue with the spread of COVID in the short term. (2)	11
Community support for social organization in the town of Huarumbo. (2)	Lack of health care services for producers and their workers. (3)	Introduction of the ICT service in the municipality. (2)	Abusive intermediaries in the market for inputs and final goods. (3)	10
Low capital requirement, easy technological adaptation, job creation. (3)	Lack of capital and technology to improve the production and distribution of toast. (3)	Potential market for toast products and other corn derivatives in the region. (3)	Increase in the competitive forces of the toast market in the region. (3)	12
	Unequal exchange in the purchase of inputs and sale of final product. (3)		Demand of the Government in the formalization of microentrepreneurs to receive economic and fiscal support. (2)	5
11/50 = 22%	15/50 = 30%	11/50 = 22%	13/50 = 26%	50 = 100%

Table 1 Weighting Matrix

Source: Own elaboration

When applying the methodology proposed by Ramírez (s / f) to the case at hand, we find that the risk factor is greater than the optimization factor, which reflects that the entrepreneurs producing toast in Huarumbo are in a risk area, hence the need to look for alternative solutions to enable their permanence in the market in better conditions.

F+O (Optimization Factor)	D+A (Risk Factor)	TOTAL
44 %	56%	100%

Table 2 Optimization and risk factors

Source: Own elaboration

Strategies from SWOT Analysis

By being clear about the situation that the organization keeps through the analysis of the external and internal environment, the corresponding weighting and the calculation of the strategic balance, we are able to distinguish which external factors could affect economic activity and what is available to deal with this situation. Taking into consideration the result of the strategic balance, the strategies that will allow toast producers to face the future in the best way were defined.

For this, there are four types of strategies: offensive, defensive, adaptive and survival. The goal of survival strategies (D+A) is to make toast producers able to overcome a complicated situation.

On the other hand, adaptive strategies (D + O) that integrate the weaknesses identified with external threats, what they seek is to turn the weaknesses strengths to take advantage of the opportunities offered by the external environment.

As for offensive strategies (F + O), they must take advantage of existing strengths to benefit from the opportunities that exist in the external environment.

Finally, defensive strategies (A + F) will allow toast producers to take advantage of the strengths they have to face the threats present in the external environment.

Taking into account the result of the strategic analysis, we proceeded to the elaboration of strategies for the producers of toast of Huarumbo:

DA Strategies:

Promote a community program for access to social security.

Promote community purchases of inputs and final goods among producers to reduce expenses.

Establish new market niches for the sale of toast in the region.

Identify new forms of organization for the production and direct sale of toast, eliminating intermediary.

DO Strategies:

Select a training program for toast producers.

Move from the traditional economy of informal subsistence to a modern economy (Cooperative) to avoid unequal exchange and abuses of intermediaries.

Diversify corn products in the region.

OF Strategies:

Formulate an action plan for the creation of a women's cooperative for toast producers.

Define a community program of commercial, financial and fiscal support.

FA Strategies:

Organize a defense program against the spread of COVID-19.

Take advantage of the knowledge and experience in the elaboration of quality toast taking advantage of the Creole corn of the region.

Formalize the economic activity of women producers of toast to have access to government support.

Conclusions

From the strategic analysis it can be concluded that in order to face the threats and take advantage of the opportunities offered by the current external environment that is distinguished by the COVID-19 pandemic, the economic crisis and the neoliberal model that benefits a few, it is necessary to take advantage of the strengths and minimize the weaknesses of women producers of toast, through the social and solidarity organization of a Cooperative, whose objective is governed by the principles of democratic participation in decisions, autonomy of management and the primacy of the human being over capital, for the benefit of the community and the environment. These Cooperative aims to be the bridge for toast producers to move from a traditional economy to a more modern economy that is fairer, more productive and with greater social welfare.

Strategic Objective: To create the Cooperative of Women Toast Producers of Huarumbo, San Pedro Mixtepec, Oax.

General Strategy: Promote the formalization of the Cooperative of Women Producers of Toast of Huarambo, San Pedro Mixtepec, Oax.

Actions:

- Train the members producing toast in corporativism.

- b) Promote the legal process for the integration of the Cooperative.
- Manage financial and fiscal support from the Federal and State Government.
- Facilitate the incorporation of members to the IMSS.
- Formulate a Competitive Improvement Program for Sustainable Production.
- Design a Commercial Improvement Program to cover the regional market.

Thanks

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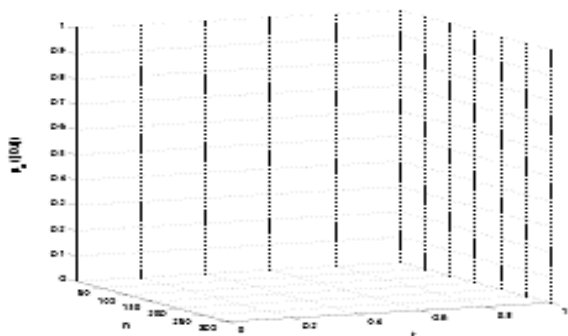
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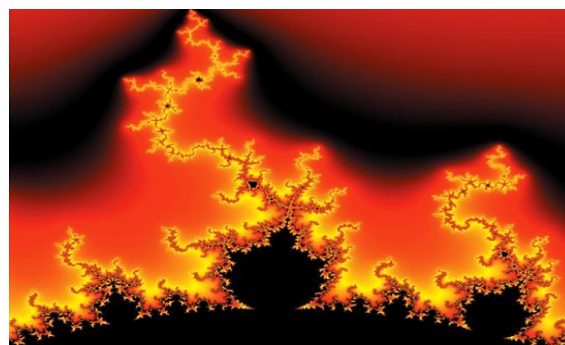


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BARRÓN-PALOS, Eduardo Javier, SALINAS-AGUIRRE, María del Consuelo, URIBE-SIERRA, Sergio Elías and SIERRA-CASTRO, Fátima Stephania

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“Incidence of the COVID-19 Pandemic in the family economy of the toast producers in Huarumbo, San Pedro Mixtepec, Oaxaca Mexico (2019-2020)”

RÍOS Y-VÁZQUEZ, Othón C., CASTILLO-LEAL, Maricela, CRUZ-CABRERA, Blasa C. and PABLO-CALDERÓN, Karla de los Ángeles

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