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ECORFAN-Journal Republic of Cameroon

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In the first article we present, *Optimization in the Warehouse Area Through the 5s Methodology* by VENEGAS-ARISTA, Jocelyn Isabel, RENDÓN-MALDONADO, Marcos Felipe and TORRES-CRUZ, Hector, with adscription at the, Universidad Tecnológica Cadereyta, as the next article we present, *Implementation of the Organizational Culture in the Paletería la Michoacana* by REYES-MARTÍNEZ, Lucia, VICUÑA-TAPIA, Hérendira and PALMA-BERMEJO, Yetzabel, with adscription at the, Tecnológica de Izúcar de Matamoros, as the next article we present, *Implementation of the dual system within the TSU career in Design and Industrial fashion, production área* by RAMÍREZ-MONDRAGÓN, Xóchitl, TENORIO-LARA, Raúl and VÁZQUEZ-JUÁREZ, Yolanda, with adscription at the, Universidad Tecnológica del Suroeste de Guanajuato, as the last article we present, *Culture of data protection, service and quality is cybersecurity in SMEs* by PEÑA-MONTES DE OCA, Adriana Isela & MONDRAGÓN-GUTIÉRREZ, Einar, with adscription at the, Universidad Tecnológica de Jalisco.

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Optimization in the Warehouse Area Through the 5s Methodology

Optimización en el Área de Almacén Mediante la Metodología 5s

VENEGAS-ARISTA, Jocelyn Isabel†*, RENDÓN-MALDONADO, Marcos Felipe and TORRES-CRUZ, Hector

Universidad Tecnológica Cadereyta

ID 1st Author: *Jocelyn Isabel, Venegas Arista* / ORC ID: 0009-0006-9252-8778, CVU CONAHCYT ID: 1305637

ID 1st Co-author: *Marcos Felipe, Rendón Maldonado* / ORC ID: 0009-0003-1754-9809, CVU CONAHCYT ID: 1305634

ID 2nd Co-author: *Hector, Torres-Cruz* / ORC ID: 0009-0003-3771-2888, CVU CONAHCYT ID: 463117

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Abstract

Goals: Optimize the company's warehouse area using the 5S methodology; Reduce to the maximum, the time wasted in search of the necessary tools when carrying out any type of work; Increase the space or useful area in the company's warehouse; Keep existing material and the right tools in the right place. Methodology: The qualitative approach of the 5S method involves the observation and detailed analysis of processes and work spaces to identify opportunities for improvement in terms of organization and cleanliness. It is a methodology that seeks to understand the user experience and how it relates to their work environment, in order to design solutions that suit their needs. The qualitative approach of the 5S method seeks to improve the quality of life and satisfaction of workers, which in turn can have a positive impact on productivity. Investigation: What is the 5S methodology?; What is the impact of good warehouse management within a company?. Contribution: It was possible to organize and assign a space for each tool, obtaining with this the reduction of time in the search for tools and materials in the warehouse area.

5s methodology, Warehouse, Quality

Resumen

Objetivos: Optimizar el área de almacén de la empresa mediante la metodología 5S; Reducir al máximo, el tiempo desperdiciado en busca de las herramientas necesarias al momento de realizar cualquier tipo de trabajo. Aumentar el espacio o área útil en el almacén de la empresa; Mantener el material existente y las herramientas correctas en el lugar adecuado; Metodología: El enfoque cualitativo del método 5S implica la observación y análisis detallado de los procesos y espacios de trabajo para identificar oportunidades de mejora en términos de organización y limpieza. Se trata de una metodología que busca entender la experiencia del usuario y cómo se relaciona con su entorno de trabajo, para poder diseñar soluciones que se adapten a sus necesidades. El enfoque cualitativo del método 5S busca mejorar la calidad de vida y la satisfacción de los trabajadores, lo que a su vez puede tener un impacto positivo en la productividad. Investigación: ¿En qué consiste la metodología 5S?; ¿Cuál es el impacto de una buena gestión del almacén dentro una empresa?. Contribución: Se logró organizar y asignar un espacio para cada herramienta obteniendo con esta la reducción del tiempo en la búsqueda de herramientas y materiales en el área de almacén.

Metodología 5s, Almacén, Calidad

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† Researcher contributing first author.

Introduction

The 5s methodology is important because it contributes to improving efficiency and productivity in the workplace by promoting organization, cleanliness, and standardization. In addition, it can also help improve workplace safety and reduce production times. (Hirano, H. 1995)

The 5S are the methodological basis of lean manufacturing, being the starting tool for the set of lean tools: TPM, SMED, OEE, Kaizen, Kamba.

The existing problem in the company is the lack of a tool distribution layout, causing the great loss of time in the search for these.

The central hypothesis is focused on reducing the search time for tools to increase efficiency and productivity in the organization.

Development of Sections and Sections of the Article with subsequent numbering

History of the origin of the 5S methodology.

- 1960s: The 5s methodology was developed by the Toyota company as part of its lean production system.
- 1970s: The implementation of 5S spread to other Japanese companies, and it became known as "Japanese housekeeping."
- 1980s: 5s became popular in the West and became an essential tool for quality and productivity management.
- 1990s: Several books on 5s were published, including "5S for Operators" by Hiroyuki Hirano.

Decade of 2000: The 5S are consolidated as a key tool in the continuous improvement of processes and the reduction of costs. It is beginning to be applied in other sectors, such as services and health.

2010s: 5s is integrated into other continuous improvement methodologies, such as Lean Six Sigma and Kaizen. In addition, technological tools are developed to facilitate its implementation and monitoring. (Talbot, D. 2011)

5s methodology

The name of the 5S methodology comes from the Japanese terms for the five basic elements of the system:

1st s – Classification (Seiri)

It consists of identifying and classifying the essential materials for the execution of process. The rest will be considered unnecessary material and will therefore be removed or separated. From that moment on, a standard inventory of each job will be carried out.

In this way, the worker has the tools he really needs and There will no longer be other elements that could hinder your work.

2nd s – Organization (Seiton)

Secondly, the essential materials are ordered, facilitating the tasks of finding, using and replacing these supplies.

With this, it is possible to eliminate non-productive times associated with the search for materials and unnecessary displacements. The location of each material, component or tool must be marked, for this we use labels, molds, drawings, signs, etc.

3rd s – Cleaning (Seiso)

It is essential to locate and remove dirt from the workplace, as well as its correct maintenance. Having an adequate standard of cleanliness and organization has a direct impact on staff motivation, as well as greatly reducing accidents and injuries.

4th s – Standardize (Seiketsu)

The standardization process tries to easily distinguish a "normal" from an "abnormal" situation, that is, the staff must be able to discern when the three previous s's are being applied correctly and when they are not.

It is essential that all plant personnel have adequate training to identify this type of situation. In this way, staff feel more valued and their motivation increases. In turn, the operators are more versatile and are capable of detecting small faults in their post, which could later trigger more serious problems.

5th s – Keep improving (Shitsuke)

The 5S does not have a defined purpose. It is a cycle that is repeated continuously and in which discipline must be available to maintain an orderly and clean workplace.

The success in the implementation of the 5S, generates a much more pleasant work space, stocks and accidents are reduced and the productivity and satisfaction of the company's personnel are increased. Therefore, the priority is to maintain this Discipline rigorously and consistently.

The application of 5S can provide the following advantages:

Helps reduce accidents.

Allows visual identification of work tools. Improves the work environment, working conditions and staff motivation.

It allows better use of work spaces, in such a way that unnecessary movements are reduced. As a consequence of the previous benefits, other aspects such as quality, productivity and competitiveness are improved. Helps create a work culture. (Del Castillo, R. 2012)

1. The implementation of the 5S is based on teamwork. It allows workers to be involved in the improvement process from their knowledge of the job position. The workers are engaged. Their contributions and knowledge are valued; continuous improvement becomes everyone's task.
2. By regularly maintaining and improving the 5s level, there is an impact on greater productivity, which translates into: fewer defective products, fewer breakdowns, fewer accidents, a lower level of stocks or inventories, less movement and useless transfers, less time for tool change.

3. Through organization, order and cleanliness, a better workplace is achieved for everyone.

Results

A result that most impacts the organization Construcciones Industriales Torres S.A. de C.V. It was the optimization of the warehouse area, since the layout of location and transit of materials was redesigned, due to the dynamism of the company. With this, productivity was increased in the operations of supplies and tools for all the processes that are developed in the business.

The reduction of idle or waiting time to locate the necessary tools when carrying out any type of work.

Greater use of spaces within the company's warehouse. Easy location of materials and tools in accordance with management processes.

Gratitude

We thank the company Construcciones Industriales Torres S.A de C.V., for providing its facilities to carry out the development of this project.

Financing

The organization had the resources for the development and implementation of the 5s methodology, providing labor, the availability of warehouse spaces, as well as the peripheral materials that guaranteed its execution success. As a linked project, the University signs an agreement for the assignment of one teacher or more according to the needs

Conclusions

The implementation of the 5s method was achieved, with this we improved working conditions, safety, work environment, personal motivation and efficiency and consequently quality.

Responsibilities, commitments and duties were assigned to all members of the warehouse area, the members of the warehouse were trained on how to maintain the 5s methodology as a process of continuous improvement for the organization Construcciones Torres S.a de C.V. It was a great achievement to have Developed and implemented this tool in the warehouse area since great results were obtained and thereby mitigate wasted time and have a better work environment.

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Implementation of the Organizational Culture in the Paletería la Michoacana

Implementación de la Cultura Organizacional en la Paletería la Michoacana

REYES-MARTÍNEZ, Lucia†*, VICUÑA-TAPIA, Hérendira and PALMA-BERMEJO, Yetzabel

Tecnológica de Izúcar de Matamoros, Prolongación Reforma No. 168, Santiago Mihuacán C.P. 74420, Izúcar de Matamoros, Puebla

ID 1st Author: *Lucia, Reyes-Martínez* / ORC ID: 0000-0002-5616-6160, Researcher ID Thomson: S-5968-2018

ID 1st Co-author: *Hérendira, Vicuña-Tapia* / ORC ID: 0000-0003-0481-5103

ID 2nd Co-author: *Yetzabel, Palma-Bermejo* / ORC ID: 0000-0003-1729-3308, Researcher ID Thomson: S-6876-2018, CVU CONAHCYT ID: 947328

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Abstract

The study of organizational culture represents a complex pattern of beliefs, expectations, ideas, values, attitudes and behaviors shared by the members of an organization, which evolves over time. Specifically, organizational culture includes: Routine ways of communicating, such as organizational rituals and ceremonies and common language; the norms shared by individuals and teams throughout the organization; the dominant values held by the organization; the philosophy that governs the organization's policies and decision making; the rules of the game for getting along in the organization or the "tricks" a newcomer has to learn to become an accepted member; the feeling or climate conveyed in an organization by the physical layout and the way members interact with customers, suppliers and other external parties. In this work the need for an approach to Organizational Culture in the microenterprise Peletería la Michoacana is based, where the concepts are taken and illustrated with results in a practical case, with the General Objective of implementing in the Peletería la Michoacana a corporate culture, which transmits a sense of identity to the members who belong to the organization, and facilitates the generation of commitment to something bigger than individual interest. Specific objectives: To define boundaries or create differences between an organization and others; To be a company that gives meaning and control to guide and shape employees' attitudes and behavior. Organizational culture provides the ability to act strategically and efficiently through business values. These indicate the way in which the different business needs can be solved, as well as the direction that all members of the company will follow.

Culture, Organizational culture, Theories of culture, Culture theories

Resumen

El estudio de la cultura organizacional representa un patrón complejo de creencias, expectativas, ideas, valores, actitudes y conductas compartidas por los integrantes de una organización, que evoluciona con el paso del tiempo. En forma específica la cultura organizacional incluye: Formas rutinarias de comunicarse, como rituales y ceremonias organizacionales y el lenguaje común; las normas que comparten individuos y equipos de toda la organización; los valores dominantes que mantiene la organización; la filosofía que regula las políticas y la toma de decisiones de la organización; las reglas del juego para llevarse bien en la organización o los "trucos" que el recién llegado tiene que aprender para convertirse en un integrante aceptado; el sentimiento o clima que se transmite en una organización por la disposición física y la forma en que los integrantes interactúan con clientes, proveedores y otras instancias externas. En este trabajo se fundamenta la necesidad de un enfoque de la Cultura Organizacional en la microempresa Peletería la Michoacana, donde se toman los conceptos y se ilustran con resultados en un caso práctico, con el Objetivo General de Implementar en la Peletería la Michoacana una cultura corporativa, que transmita un sentido de identidad a los miembros que pertenecen en la organización, y que facilite la generación de compromiso con algo más grande que el interés individual. Objetivos específicos: Definir fronteras o crear diferencias entre una organización y las demás; Ser una empresa que da sentido y control para guiar y conformarlas actitudes y comportamiento de los empleados. La cultura organizacional proporciona la capacidad para actuar de forma estratégica y eficiente a través de los valores empresariales. Estos indican la manera en que se pueden solucionar las diferentes necesidades empresariales, así como la dirección que seguirán todos los miembros de la empresa.

Cultura, Cultura organizacional, Teorías de la cultura

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* Correspondence to Author (e-mail: lucia.reyes@utim.edu.mx)

† Researcher contributing first Author.

1. Introduction

The contemporary world can be defined as a gigantic stage with interdependent actors and actresses.

Since 1985, a new era has been born, defined by the launching of Windows by Bill Gates, which helped to eliminate borders, make communications faster, along with other technological and communicative advances. Also, the fall of the European socialist camp is another of the events present at the end of the 1980s.

In addition, the meeting at the Plaza Hotel (New York, USA), where the G-5 Summit was held and important agreements on international trade were reached, marked a turning point in the relations between countries at a global level; as well as the opening of China to international trade, make these last decades mark a turning point in the relations between States, societies, organizations and the individual (Ohmae, 2005).

In pointing out these aspects, reference should be made to the scientific and technological development that has been taking place since the end of the 1960s and which gave rise to the well-known approach of science, technology and society, from which all subsequent advances have derived (Nuñez, 2003).

Today's world is very different from the world Marx and Lenin knew; no one could have known it, no one could have imagined communications in a matter of seconds. They saw globalization, they saw what a system where productive forces were developing was leading to, they saw that the development of productive forces would reach such levels that it would produce new situations in the world, great changes. would produce new situations in the world, great changes (Castro, 2007).

It is in this context that social organizations, whether for-profit or not, face new challenges, as never before in their historical development.

Currently, organizations are struggling for their own subsistence in a fierce and unsustainable competitive race, which transcends the already known struggle for market segments that are increasingly fractioned and differentiated among themselves, but the dispute is for social credibility, to improve the management of their intellectual capital, to raise the quality of life of the environmental and cultural community, as well as to transcend the immediacy of the plans to stimulate the projections of organizational strategies.

Even so, it is found in the bibliography of contemporary administrative science, some fallacies that make affirm the unlimited existence of social organizations (Schein, 1986) (Chiavenato, 1995).

This aspect, understood outside an accurate epistemological analysis, attached to reality, in criticism and ethics, would seem to be true since the emergence of micro, small and medium enterprises flourish nowadays; but they are born with a short life expectancy, since in the competition they lose their main weapons: their human capital and what this contributes to the organization; neither do they transcend the organizational forms of the enterprises of greater technological and social development, that is to say, their management remains a faithful copy of the successful enterprises.

This fact affects all organizations that at this time do not generate ways to improve their management and increase the commitment of their resources. and increase the commitment of their human resources.

Specifically, organizational culture is the object of analysis on this occasion. Reality imposes this scientific category as a strategic weapon of contemporary organizations. Its analysis and knowledge allows improving core aspects in the life of the institution, both from the human and technoproducer point of view. In the face of current uncertainties and opportunities, it emerges as a catalyst for solutions and transcendental decisions, since it is a characteristic and determining element in the organization.

This paper aims to convey an assessment of the concept of organizational culture from its main representatives; reaching questions that today are inevitable when this topic is being discussed. Other aspects will be examined and will be of interest. Some theoretical and practical contributions result from these assessments and may give rise to new, profound and interesting debates on the subject.

1.2. Historical background to the study of organizational culture

The antecedents of the study of organizational culture can be traced to the origins of the social sciences. Understanding this contribution is very important because many of the dilemmas and debates surrounding organizational culture reflect the differences in the historical tradition of social research.

Within the social sciences, the most important contributions are those of anthropology, sociology, social psychology and economics. All of them, from different perspectives, investigate the behavior of human beings within different social groups and with different functions, where culture has been present as a result of interpersonal relationships.

The influence of economics has been less than that of the disciplines described above; however, economic analysis sees organizational culture as a tool that can be used to increase profits. Ouchi, Peter and Waterman look to cultural explanations for financial success. They define excellence, in part, as a consistent, high-performing financial result. With the emergence of management science at the beginning of the 20th century, a new space opens up for the study of organizational culture, more profound from the epistemological point of view, at the same time, more holistic and systemic, leading not only to theoretical proposals, but has transcended the scientific discourse and has been nourished by action, enhancing the relationship with other sciences such as those mentioned above (Ouchi, 1982). (Ouchi, 1982).

The concept of culture applied to the organization was developed from the contribution of the school of management of human relations, from the experiments developed by Elton Mayo, the subjective and informal aspects of the organizational reality began to be recognized.

(Mayo, 1972), was interested in investigating the factors that affect the worker's performance, reaching the conclusion that the environment of the group to which the individual belongs has a significant influence on the perception that he/she has about the objective aspects of the organization the individual's perception of the objective aspects of the organization.

1.3 Some concepts of organizational culture

Considering its nature and complexity, there is no fully accepted definition. Our opinion makes this analysis coincide with other similar concepts that have started from primary sciences, which by sharing part of their object of study with other sciences; besides relying on the work of researchers from another branch of knowledge, have not managed to integrate a coherent concept for the science that currently responds to the category required. (Bunge, 2004).

In the first place, the concept of culture will be shown in order to later show some of the most widespread concepts of organizational culture, which, although they are not totally opposed, they do mark new critical points that this author has decided to underline. (The highlights are from this author, with the aim of drawing attention to core aspects of the concept of organizational culture).

The Royal Spanish Academy defines culture, as a general term, not specifically organizational, as the result or effect of cultivating human knowledge and refining through the exercise of man's intellectual faculties and as a set of ways of life and customs, knowledge and degree of artistic, scientific and industrial development in an era or social group. (Language, 2001).

For Geertz, culture is a pattern of historically transmitted meanings, incorporated in symbols, a system of conceptions inherited and expressed in symbolic form by means of which men communicate, perpetuate and develop their knowledge and activities in relation to life (Geertz, 1987)

This criterion refers again to culture in a general way, as in the previous case, but it does not fail to provide elements that are necessary to take into account.

Peters and Waterman say that organizational culture is a dominant and coherent set of shared values transmitted by symbolic meanings such as stories, myths, legends, slogans and anecdotes. (Peter, 1984).

For their part, Deal and Kennedy define organizational culture as the way we do things here (Deal, 1982).

Fleury, in the book *Culture and Power in Organizations*, pointed out the need to add the political edge to the concept of culture, considering that power is one of its inherent aspects. For the author, culture is a set of values and basic assumptions expressed in symbolic elements, which in their capacity to order, attribute meanings and build organizational identity, act both as an element of communication and consensus, and conceal and instrumentalize dominance relations (Fleury, 1989). (Fleury, 1989).

Aguirre defines organizational culture as: A set of fundamental interactive elements, shared by the group, sedimented throughout the life of the company which they identify, and which are transmitted to new members, and which are effective for problem solving. transmitted to new members, and which are effective for problem solving.

Chiavenato (1995:464), an outstanding researcher and author of important management works, presents organizational culture as a way of life, a system of beliefs and values, an accepted form of interaction and relationships typical of a certain organization. (Aguirre, 1996).

Garcia and Dolan stand out as initiators of Management by Values, a subject that needs to be understood within the framework of organizational culture, which these authors define as the characteristic way of thinking and doing things in a company. by analogy it is equivalent to the concept of personality on an individual scale (García, 1997)

In Cuba, a clear definition is appreciated in the work. Díaz states that: Culture are the beliefs, whether invented, developed or discovered, that groups judge as valid and allow them to adapt to the environment and integrate internally, as well as being taught as the correct way of perceiving, thinking and feeling their problems. (Díaz, 2006)

The most widely accepted definition of Organizational Culture by researchers is that of Schein, when he states that: Organizational culture is the pattern of basic premises that a given group invented, discovered or developed in the process of learning to solve its problems of external adaptation and internal integration and that worked well enough to be considered valid and, therefore, to be taught to new members of the group as the correct way of perceiving, thinking and feeling in relation to these problems. perceive, think and feel in relation to these problems.

Despite this real diversity there are some common attributes that emerge (Schein, *Organizational Culture and Leadership*, 1986).

First, all definitions refer to some set of values held by individuals in an organization. These values define what is good or acceptable behavior and help the members of an organization to understand it and how to act in it.

Second, rather than being written or defined, the values that make up organizational culture are implicit in the organization and must be articulated with employees' personal values and beliefs.

Third, the definitions have a strong emphasis on the symbolic meanings through which values are communicated.

There appears to be broad agreement that organizational culture refers to a system of shared meaning among its members, and that it distinguishes among its members, and which distinguishes one organization from others.

Diez gathers the common elements in most of the currents and definitions and ends with the definition-synthesis of five hundred definitions of organizational culture: (Diez, 1999)

1. Culture is a social phenomenon
2. Cultural behavior obeys patterns
3. Culture provides a model of life. Ideal culture, modal culture

4. Culture is not the result of genetic inheritance, but of historically accumulated traditional or social inheritance. It results from two learning processes: socialization (integration of an individual into a group), and enculturation (internalization of the models of conduct proposed by the group).
5. Culture cannot be identified with behavior. There are also other factors that influence behavior.
6. Culture cannot be identified with tradition.
7. Every culture is a system of expectations.
8. Culture is not a coherent and harmonious whole. There are internal counterindications, it is open to change.

Smircich identifies the predominant metaphors that have emerged in attempts to understand organizational culture: culture as an external variable, as an internal variable and culture as a root metaphor.

In the first case, emphasis is placed on the influence exerted by society on organizational culture. In this sense, organizations are manifestations of broader cultural systems. Members bring to the organization other cultural patterns that may or may not adapt to the functioning of the company (Smircich, 1983).

In the second case, organizations are understood as phenomena that produce culture; they are seen as social instruments that produce goods, services and by-products such as cultural artifacts. Culture is shaped by the everyday life of the members of the organizations.

In the third case, it is understood that culture is not something that organizations have, but something that organizations are. Organizations are understood and analyzed not primarily in economic or material terms, but in terms of their expressive and symbolic aspects.

To assume any of these three positions would only undermine the scope of the concept of organizational culture. Organizational culture is closely related to other organizations within the social structure to which they belong, and in addition to exchanging goods they also share cultural patterns.

The subjects that make up the organization are the ones in charge of validating in their daily actions the elements that make up the culture, as well as of constructing it. By considering that organizations in themselves are culture, we are managing to rescue and put in its rightful place the role of human interactions and the history of the organization.

From the analysis carried out, it is considered that some basic aspects of the concept of organizational culture can be established. They can provide a better theoretical-methodological understanding, since they serve both researchers and managers in the performance of their functions:

- Culture cannot be managed by managers to achieve results, goals, aims or objectives. It is a relatively stable system of shared meanings and senses, difficult to manipulate, and totally alien to an instrumental perspective.
- Interpreting culture implies subjectivity, which must be conscious and explicit. It is not possible to interpret something without a previous theoretical conception that allows us to analyze and explain reality.
- Organizational culture, despite being relatively stable, is not static, but dynamic: it is continually being built with its own mechanisms, even without modifications in its components. Change and new experiences nourish the organizational culture with new elements that are configured with the existing subjective contents.

- Organizational culture, as a system, transcends the sum of isolated elements that compose it; it is not a sum of variables or parts that can be analyzed separately, because the analysis would be biased, partial by eliminating aspects that cannot be isolated. System "as a conceptual definition to describe a pattern of relationships, rather than to refer to a sum of parts perceived or encountered" Katz and Kan. This aspect is of vital importance when studying any of its component elements (values, attitudes, beliefs, norms, behavior, among others), since it cannot be carried out outside the culture of which it is a part (Katz, 1986)
- In an organization, there is no single organizational culture, nor are its members united in that they all think the same way and agree on everything. There are always small groups (subcultures) with constant interrelationships and interactions.
- In order to investigate the culture, it is necessary to immerse oneself in the organization, to be one more inside it. Only in this way can the reality be understood and only in this way can developmental change be realized, which is not subsequent to the research, but joint, coetaneous, in such a way that it becomes difficult when research is being done and when change is occurring. "Systems theory dictates a strategy for research, which is in fundamental opposition to reductionism or immediate passage to some more elementary level to make it possible to understand social-psychological phenomena. The first step will always be to go to the next higher level of system organization, to study the dependence of the system in question on the supra-system of which it is a part, as this sets the limits of behavioral variance of the dependent system."
- Culture is an open system, it is influenced by other cultural systems. It is erroneously considered that the individual who passively joins the organization assumes the existing culture as his own; however, all people participate in other organizations and even in society, where it can be said that there is an exchange of cultural contents. where it can be said that there is an exchange of cultural contents. This aspect is exemplified in new companies, where cultural traits of other types of organizations can be appreciated, the latter coinciding with the contents of the cultures of the organizations from which these human resources originate.
- Organizational culture manifests itself through a process of double formation. Before being consolidated as part of the culture and going through a process of internalization, the contents have a moment of social life, real and actual, in the daily action of organizational life where some existing contents can be restructured, as well as complementing or validating others.
- Today, in organizational functioning, the existing culture is consolidated, enriched and internalized. This element will be taken up again later to highlight the need to relate organizational culture to the organization's development strategy.

1.4 Culture plays several roles within an organization.

First, it accumulates the contents and experiences of an organization throughout its history.

Secondly, it has a boundary-defining role; that is, it creates differences between an organization and others.

Third, it carries a sense of identity for the organization's members.

Fourth, culture facilitates the generation of commitment to something greater than the individual's self-interest.

Fifth, it enhances the stability of the social system.

Culture is the social glue that helps hold the organization together by providing appropriate standards for what employees should do and say.

Sixth, culture has to guide the projections and strategies of the organization, being an element from which the expected results are achieved.

Finally, culture serves as a mechanism of control and sanity that guides and shapes the attitudes and behavior of employees (Armenio, 2023).

1.5 Culture models

They represent the natural environment within a company. In some cases, the model may not have a formal structure or defined rules. Common types of corporate culture models include clan, adhocracy, hierarchy and market.

The first two cultural models are more organic in nature, while the latter two are mechanistic. A company can select the method that meets the personal goals, beliefs and values of those who execute it and set the guidelines for the organization.

Clan models of corporate culture often demonstrate characteristics of cohesiveness, participation of cohesion, participation, teamwork and a sense of family. This creates a strong bond among workers in a single company. Employees tend to be loyal and crave the traditions that make the company successful. Owners and executives may be more interested in creating high morale and developing the attributes of each individual employee. Smaller organizations may have the ability to perpetrate this model better than larger organizations.

Adhocracy is a more creative, adaptive and entrepreneurial model among corporate culture models. Organizations using this model tend to be more flexible in operations as they seek to expand lines of business. Risk-taking is also more inherent; individuals are often more willing to take risks for the potential rewards involved in the business opportunity. Innovation and growth are necessary here, as the organization appears to be more aggressive in gaining market share. Although informal in nature, exploration is another essential attribute for adhocracy.

Companies that use hierarchical models of corporate culture tend to favor discipline and structure. Order, rules and uniformity are necessary here to create the organizational structure, which owners and executives believe offers the best opportunity for success. People working in these organizations often believe in rules and policies. Adherence to these two factors should lead to efficient and effective operations. Owners and executives are often the people who create the rules and policies that grow and foster the hierarchical corporate culture model.

A market corporate culture model is an analytical approach to the internal workings of an organization. Attributes here include competitive and goal achievement, the purpose of which tends to focus on creating greater market share. Owners and executives tend to be decisive and set multiple achievements for their employees. These organizations tend to hire people who are willing to achieve a competitive advantage and the company's goal of market superiority. This corporate culture model is usually the most aggressive of all Models.

2. Hypothesis

The implementation of the organizational culture in the microenterprise results in greater market participation and competitive achievement.

The implementation of the organizational culture in the microenterprise does not achieve greater market participation and there is no competitive achievement.

3. Methodology to be developed

The development of the following work was supported by the Market Culture Model since it focused more on competitive and objective achievement, creating a greater market share with all its products, and the trend is to hire people who are willing to achieve a competitive advantage.

The development of the following work was supported by the Market Culture Model since it focused more on competitive achievement and objectives, creating a greater market share with all its products, and the trend is to hire people who are willing to achieve a competitive advantage.

Background of the company, Description of the company, Logo, Organizational philosophy, Organizational chart, Products offered in the market, T-shirt, Letterhead, Change of image of the store, Aprons, Business card were developed. Permission was requested from the owner of the microenterprise, the project was presented and accepted, and the project was financed by the owner of the enterprise, the case study was carried out and the following results were obtained

Results

Implementation of the Organizational Culture at Paletería la Michoacana

April 2023

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Background

Our History

The paletería la Michoacana of the owner Rogelio Ceja Lúa was born in 1986 in the town of Atencingo Chietla Puebla is a company of paletería ice cream and aguas frescas most important in the Mixtec region south of the State of Puebla we are the company of ice cream and popsicles that several generations have been enjoying our products that are more than 50 flavors of different popsicles for the palates with greater demand throughout a history of more than 37 years entering more than 7 municipalities and their municipalities and their palates with greater demand enjoying our products that are more than 50 flavors of different popsicles for the most demanding palates along a trajectory of more than 37 years entering more than 7 municipalities and their populations of the states of Puebla and Morelos has always been characterized by having one of the best recipes.

Since we are originally from Cotija Michoacán, the recipe has been passed down from generation to generation and with the passing of time it has been improved with new products from the market.

The microenterprise Paletería la Michoacana, seeks to have a new recognition through the implementation of a corporate culture that allows to differentiate the company with respect to others, through a new scheme of modernization, from the implementation of a new logo as Paletería Michoacana, which allows to recognize the company easily, the implementation of the labeling with new shapes and colors, This will avoid confusion with the different paletería La Michoacana, since there are several branches a few meters away that do not offer the same product or have the same family recipe, because the name of paletería La Michoacana is not registered and any citizen can acquire the name for their business.

Description of the company

Company name: "paleteria la michoacana".

Company name: sale of frozen products.

Logo:



Address: Calle Reforma #1^a Barrio San Juan Piaxtla Izúcar De Matamoros Puebla Cp. 74460
Telephone: 243 108 20 05

e-mail: eris_angeles88@hotmail.com

Business: Dedicated to the sale of frozen products.

Size: It is a microenterprise, since it has 3 employees.

Logo

The new logo of the company seeks to be innovative with striking colors representative of the State of Michoacán, at the same time, it represents the culture through the image of the monarch butterfly.

Colors such as jade green, Mexican pink, purple, yellow, orange, and different types of blue such as sky, king and navy, were used to make the stripes based on the image of the Purépecha Malele doll representative of the State, since the old logo only represents the doll in pink and black; the company wanted to be creative by omitting the image of the doll and using only its most attractive colors in its design.



With the new phrase "always natural" we are committed to not using chemicals and to produce our products with natural fruit to protect the health of our consumers.



Organizational philosophy mission

To provide the best service of fur with the best quality, hygiene and customer service, offering our customers, merchandise with more than 75% of natural fruit in their products such as ice cream, ice cream and aguas frescas.

Vision

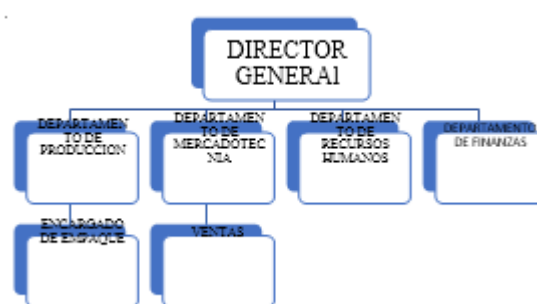
To be a leading company in Paletería products with the highest quality in service and production.

Values

- Commitment: Being a company committed to the health of our consumers.
- Quality: Always giving the best service and products to our customers.

- Responsibility: To always provide fresh and high quality products.
- Innovation: Always at the forefront of technology and our low-fat products for the health care of our consumers.
- Punctuality: To offer our customers a punctual and ample schedule, always opening at the indicated time.
- Service: to always be friendly and courteous in the treatment of our customers.

Organization



Products offered by paletas de leche



Walnut
 Cookie
 Oreo
 Blackberry
 Fruits
 Red
 Strawberry
 Almond
 Peach
 Vanilla
 Ferrero
 Pine nut
 Rompope
 Chémisse
 Chocolate
 Nutella Cajeta
 Cappuccino
 Pistachio
 Strawberries with cream
 Peanut
 Duvalin

Popsicles

Lemon
Orange
Nanche
Watermelon
Strawberry
Chewing gum
Coconut
Pineapple
Grape
Guava
Tangerine
Jamaica
Tamarind
Mango with chili
Rice
Soursop

Ice Cream

Chocolate
Chewing gum
Grape
Strawberry with Blackberry
Vanilla Ferrero
Mamey Cookie
Pistachio
Strawberry
Choconuez
Marzipan
Nut
Pine nut
Almond
Angel's Kiss

Fresh water

Horchata
Orange
Watermelon

Citrus fruits
Jamaica
Mamey
Fruits
Pineapple colada
Walnut
Strawberry

Snow

Lemon
Strawberry
Pitaya
Mango
Nanche
Passion fruit

Frappés

Coffee
Strawberry
Ore Cookie
Vanilla

The company offers several star products that have made a difference in the frozen products business branch.

As star product in the field of snow is:

- Lemon snow

In the field of popsicles are three products that have had better acceptance by consumers are:

- Walnut-flavored popsicle
- Red fruit-flavored popsicle
- Nut-flavored popsicle

The water flavor that have been the best products are:

- Fruit water
- Walnut water

To highlight the presentation of the products, we printed glasses for ice cream, ice cream and frappé with the company's logo, as well as the glass for the water.



The logo was also placed on the popsicle wrappers to make the brand more identifiable.

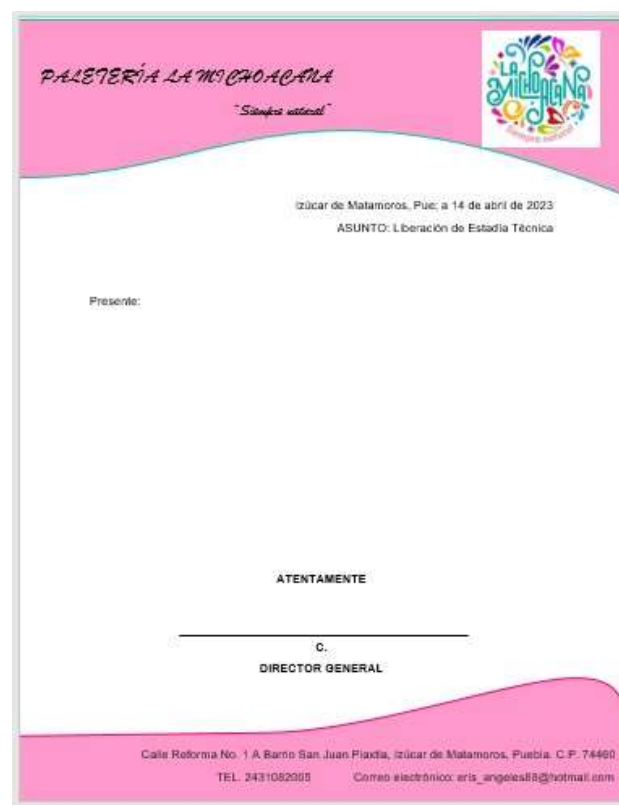


Letterhead

The design of the letterhead was based on the colors chosen to represent the image of the Palettería in this case are pink and jade green.

In the upper part, pink was chosen, since it represents the kindness characteristic of customer service in the company; in the lower part, jade green was chosen to represent the harmony and satisfaction of giving the best product to the customer.

The new company logo was placed on the upper right side, highlighting the organization, and the company's general information such as name, address, telephone number and e-mail address were placed on the lower right side.



T-shirt

The benefit of a corporate uniform allows to obtain free publicity, that is to say, the fact of using a t-shirt or shirt with the logo and the emblematic tones of the company, promotes the quality of the product and customer service that differentiates one company from another.

The use of colors and logo of the company creates a visual representation of the Palettería, through each employee who interacts with the customer, in addition to giving presence and personality to the workers.

The uniform consists of a white t-shirt with a jade green polo neck and at the same time has a stripe on the sleeves of the same color.

It has a strip of pastel pink stripes of about 30 cm wide, at the bottom has a jade green stripe, also has two yellow stripes of about one centimeter wide. At the bottom of the garment there is a pink stripe.

The logo was placed on the upper left side with a diameter of approximately 10 centimeters. The company's logo was placed on the back of the T-shirt with a diameter of approximately 25cm.



Before

Change in the image of the building

The 5S methodology Developed by Hiroyuki Hirano in Japan in the post-war period, it was initiated in the 1960s after World War II with the aim of improving working conditions and thus improving productivity.

It is considered a Lean 5S concept which is a method used to identify and eliminate waste from a manufacturing process.

The 5S system is a lean manufacturing methodology derived from five Japanese terms, namely- Seiri, meaning Sort, Seiton, meaning Sort, Seiso, meaning Clean, Seiketsu, meaning Standardize and Shitsuke, meaning Discipline.

For the transformation of the room the colors were chosen, pink for the left wall, white for the center and ceiling and jade green for the right wall. The company's logo was placed in the center of the white wall in black and was highlighted by installing a series of cold colored LEDs in the form of a curtain.

An awning with pink, white and jade green stripes was also placed vertically, and at the same time, the company's coat of arms was placed in the center in purple tones.

A new refrigerator was purchased and placed in the central part of the store to make room for a table where customers can taste the product, and the refrigerators were also labeled with the company's logo.



After





Apron



Hygiene and cleanliness in a company is a characteristic of our corporate culture that differentiates us in comparison with other companies, which is why we came to the conclusion that one way to project that presence is through the use of aprons.

For this purpose, we looked for a person who could make the aprons in pink tones and we had the logo printed on the upper part of the apron in white, and we also placed fretwork in light pink tones, the same ones that were projected on the company's logo.

Business Card

The business card is a document that is used to disseminate the contact information or the company with the purpose that they communicate to request our frozen products such as snow, popsicles, fresh water, or frappe for any social, sporting or religious event or simply to taste our product alone or in company.

The business card of the company paletería la michoacana consists of a pink box, with the logo on the left side of the card and with the contact numbers of cell phone and email.



5. Conclusions

An organization with an adequate organizational culture allows each of the collaborators to identify with it and maintain positive behaviors within it; with this it is possible to achieve and increase a good image within the labor market to recruit new talent good image within the labor market in order to recruit new talent.

Currently it is considered necessary for companies to design more flexible structures to change and to be able to produce as a result of the learning of each of its members, promoting high performance and with a broad vision towards innovation. Company culture is a reflection (or a betrayal) of your company's core values. The ways in which you conduct business, distribute workflow, interact as a team and treat your customers add up to an experience that should represent who I am as an organization and how the company should be managed, so that culture facilitates the generation of commitment to something greater than the individual's self-interest.

Similarly, these perspectives do not limit the possible theoretical approaches to a complex object such as organizational culture and its mediations and social-historical anchors.

Change management in Organizational Culture is the process by which the transition to a new reality is managed, this management tries to convince the members to work in a new context that will bring good results to the organization.

It was also possible to test the positive hypothesis

The implementation of the organizational culture in the microenterprise, achieved a greater participation in the market and a competitive achievement.

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Implementation of the dual system within the TSU career in Design and Industrial fashion, production area

Implementación del sistema dual dentro de la carrera de TSU en Diseño y moda Industrial, área producción

RAMÍREZ-MONDRAGÓN, Xóchitl*†, TENORIO-LARA, Raúl and VÁZQUEZ-JUÁREZ, Yolanda

Universidad Tecnológica del Suroeste de Guanajuato, carretera Valle-Huanímaro Km. 1.2, Valle de Santiago, Gto. México

ID 1st Author: *Xóchitl, Ramírez-Mondragón*

ID 1st Co-author: *Raúl, Tenorio-Lara*

ID 2nd Co-author: *Yolanda, Vázquez-Juárez*

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Abstract

This work shows the learning process in which you work at the same time or at the same time, the learning acquired at the university with the work in the company, that is, the knowledge acquired in your academic stay and the relationship of the different areas. work assigned in the labor field, calling it this way, dual system, it is worth mentioning that the student is assigned an academic advisor (teacher or tutor) by the university and a business advisor assigned by the beneficiary company (manager, manager, coordinator), in this way the student has the attention of both parties, strengthening academic and work learning, it is worth mentioning that the change of area in its periodicity or temporality is assigned by consensus between the business advisor and the academic advisor, so the same way the areas to assign, by means of a work plan where it is established at the beginning of the student's stay in the company.

Dual system, Apprenticeship, Work environment

Resumen

Este trabajo muestra el proceso de aprendizaje en el cual se trabaja a la par o al mismo tiempo, el aprendizaje adquirido en la universidad con el trabajo en la empresa, es decir, el conocimiento adquirido en su estancia académica y la relación de las diferentes áreas de trabajo asignadas en el campo laboral, llamándolo de esta forma, sistema dual, cabe mencionar que el alumno tiene asignado un asesor académico (maestro o tutor) por parte de la universidad y un asesor empresarial asignado por parte de la empresa beneficiada (gerente, encargado, coordinador), de esta manera el alumno tiene la atención de ambas partes, fortaleciendo el aprendizaje académico y laboral, cabe mencionar que el cambio de área en su periodicidad o temporalidad es asignado en consenso entre el asesor empresarial y el asesor académico, de la misma forma las áreas a asignar, por medio de un plan de trabajo donde se establece al inicio de la estancia del alumno en la empresa.

Sistema dual, Aprendizaje, Entorno laboral

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* Correspondence to author (e-mail: xoramirez@utsoe.edu.mx)

† Researcher contributing first author.

Introduction

The Dual Training System is an option that allows students to interact and complement their professional training, through collaborative work that is obtained by combining the skills acquired in their professional training with professional practices; that is, it allows an alternation with the theoretical training of the University with the application and analysis of the same within the industry, thereby strengthening the student's graduate profile.

The Dual Training System provides better conditions for the labor and professional insertion of students, as well as strengthens and develops aptitudes, skills and abilities of the student.

Methodology to be developed

Theoretical framework

Starting from the definition of a duality in which two systems are combined to achieve a common goal, the dual system at the educational level has as its main objective to combine work activities with rational thinking based on knowledge acquired in a theoretical way.

The dual system has its principle in a German model, which professionalizes the training between the education acquired by an educational institution and the practical knowledge in the company through the "Berufsschule" system, leaving as benefits of the model the skilled labor for productive systems, which directly impact the economic welfare of societies (Falcón, 2015).

In turn, there are variants to the dual model, the first is one that is responsible for introducing the student in one or more professions officially recognized in the dual system, instructing them in the basic level; The Fachoberschule is another type of vocational school that in different specialties enables, in two years; the Fachschule is another way, but in this case it is an institution of professional development, which is accessed by those who have a vocational training degree and perform a professional activity related to a particular specialty. (Falcón, 2015).

The educational model implemented by the Technological Universities in Mexico by the CGUTYP, considers the acquisition of competencies in a 30% theoretical and 70% practical in its educational offer.

The Technological University of the Southwest of Guanajuato has the TSU careers in Design and Fashion, area: production with a duration of 6 semesters of which 5 are lectures and 1 in business stay; and the continuity in Engineering in Textile Design and Fashion with 5 semesters, 4 lectures and 1 in company giving a total period of 3 years 8 months of the terminal career.

How is it implemented?

The application of the dual system at the University establishes a period of 6 months in the company for students in the last semester of TSU and Engineering level with the objective of achieving the integration of knowledge and training in the main areas of the company related to their profession. For this purpose, we work with the creation of a learning matrix that seeks to relate the knowledge that students still have to acquire because this system must start 2 months before the student finishes the fifth quarter in TSU or the tenth quarter in Engineering and thus complement the established period.

The system works hand in hand with the business sector related to the profile of the career through collaborative agreements, in which the company is committed to generate 3 areas or learning positions within which the student will rotate every 2 months.

Results

Once the company is identified where the space for the student to perform the dual system is opened, an analysis of the competency matrix is performed and the training areas in which the students will be incorporated are jointly determined. This analysis results in the identification of the learning positions, activities and rotation plans.

Once the academic advisor and business advisor work together, the apprenticeship positions are obtained. Example.

Learning Positions

1. Design
2. Pattern making
3. Cutting
4. Tailoring
5. Quality
6. Maquila

The activities to be carried out for the fulfillment of the competencies to be acquired during their 6-month stay are determined by the learning positions.

Design:	Elaboration of design proposals designs
	Preparation of technical data sheets
	Selection of materials for sample preparation
	Sample garment manufacturing
	Drawing and transformation of parts
Patterning:	Mold graduation
	Use of pattern making, grading and marking software
	Laying
	Cutting
Cutting	Foleo
	Bulk control
	Breakdown of operations
	Distribution of equipment and machinery
Confection:	Time and motion movements
	Bi-hourly blades
	Production process
	Raw material review
	Finished product review
Quality:	Quality review of garments garments according to technical data sheets
	Qualification of cuts for maquila
	Garment inspection of garments from maquila
Maquila:	Maquila audit

Table 1 Example of Learning Positions and their activities
Own Source

In order to start the Dual System, the rotation plans and temporality of each one of them during the student's stay are established (see Table 2).

Apprenticeship Position	Temporality	Assigned position	Start Date	Completion date
Design	3 months	X		31-december
Pattern	3 months			
Cutting	3 months	X	02-January	31-march
Confection	3 months			
Quality:	3 months	X	02- mar	28-aphil
Maquila	3 months			

Table 2 Example of Learning Positions assignment
Own Source

Once the learning positions and rotation plans have been identified, the implementation of the dual system begins, for which follow-up is provided by means of weekly reports with Vo.Bo. The person in charge of each area in which the student is placed.

Conclusions

The implementation of the dual system within the TSU career in Industrial Design and Fashion Production Area allows the fulfillment of the competencies required for the labor insertion of the students, considering that the rotation plan is applied and followed up.

Decision making

- Problem solving
- Team work
- Proactivity
- Raciocinio

Likewise, 50% of the correlation matrices are fulfilled, resulting in the hiring of students who complete their dual system in the last four-month period of Engineering.

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Culture of data protection, service and quality is cybersecurity in SMEs

Cultura de protección de datos, servicio y calidad es ciberseguridad en MyPyMES

PEÑA-MONTES DE OCA, Adriana Isela†* & MONDRAGÓN-GUTIÉRREZ, Einar

Universidad Tecnológica de Jalisco, Cuerpo Académico: Responsabilidad Social, Sustentabilidad y Desarrollo Integral para Pymes

ID 1st Author: *Adriana Isela, Peña-Montes De Oca* / ORC ID: 0001-8220-3108, CVU CONAHCYT ID: 70757

ID 1st Co-author: *Einar, Mondragón-Gutiérrez*

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Abstract

The purpose of this paper is to develop a strategic model to establish the best cybersecurity mechanisms and standards, mediating the protection and care of product and service information, emphasizing the importance of creating a culture of data care in order to deal with the challenges of global competition. A methodology was developed integrating tools such as PMI, SDLC, Kaizen and NIST framework, in order to establish responsibilities scope, times and resources, acquiring or adapting existing resources. The proposed model makes efficient use of Internet tools and new technologies to guarantee sustainability, cybersecurity, speed, flexibility, privacy of the information processed and energy backup, in order to promote change in favor of the development of competitive advantages in SMEs. The results allowed, through a collegiate work between the members of the interdisciplinary team, the construction of a Cybersecurity Model that supports SMEs, better safeguarding the data, although with a residual risk associated with routines due to updates and/or needs changing.

Industrial Evolution, Technological Adaptation, Industrial Project

Resumen

El propósito del presente trabajo es desarrollar un modelo estratégico para establecer los mejores mecanismos y normas de ciberseguridad, mediando el resguardo y cuidado de la información de productos y servicios, enfatizando la importancia de crear una cultura de cuidado de datos con la finalidad de hacer frente a los desafíos de la competencia globalizada. Se desarrolló una metodología integrando herramientas como PMI, SDLC, Kanban, ITIL, Kaizen, y marco NIST, a fin de establecer responsabilidades, alcances, tiempos y recursos, adquiriendo o adaptando los recursos existentes. El modelo propuesto, hace uso eficiente de nuevas tecnologías e internet, para garantizar, sustentabilidad, ciberseguridad, velocidad, flexibilidad, privacidad de la información procesada y respaldo de energía, a fin de impulsar el cambio en favor del desarrollo de ventajas competitivas en MyPyMES. Los resultados permitieron, a través de un trabajo colegiado entre los miembros del equipo interdisciplinario, la construcción de un Modelo de ciberseguridad que apoye a las MyPyMES, salvaguardando mejor los datos, aunque con un riesgo residual asociado en las rutinas por actualizaciones y/o necesidades cambiantes.

Ciberseguridad, Vulnerabilidad, Evolución tecnológica-industrial

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* Correspondence to author (e-mail: adriana-isela@utj.edu.mx)

† Researcher contributing first Author.

Introduction

In recent decades, the technological revolution, new forms of communication, globalization, have made information the most important and valuable asset of organizations, thus increasing the need for control, in order to prevent, cyber attacks, its important to create a contingency plans to face threat to information systems.

Cybersecurity according to the International Telecommunication Union is defined as “a set of policy tools, security concepts, guidelines, risk management methods, actions, training, best practices, insurance and technologies that can be used to protect the assets of the organization and users in the cyber environment.

ISACA (2015) defines cybersecurity as: “protection of digital information assets, through the tratment of threats that put at risk the information that is processed, stored and transported by information systems that are interconnected”.

The costs of global cybercrime are set to reach \$10.5 trillion pesos annually by 2025. On average, US companies lose 27.4 million dollars due to cyber attacks, 90 percent related to human errors such as security breaches, as demonstrated by Accenture (2019) and IBM (2018).

Vulnerabilities are failures in IT systems, which allow risk situations in the security of your data and information; among the best known we can mention: Ransomware, open port scanning, phishing, cookies theft, denial of service, SQL injection, Man in the middle, cross-site request, wireless networks, among others.

Currently in Mexico, the formulation of an engineering project, as well as its own direction and development, focuses on the factor of solutions and data protection, such as encryption, to achieve the desired objective. Last year Sophos© mentioned that of 200 companies surveys carry out, 57% received an attack on their data encryption, of which 79% had backup implemented. However, 44% had to pay the ransom for their data. The payment amounts of 68% ranged from half a million USD (Verizon, 2018)

Below is the percentage of operational impact and business losses both in the country and globally, as well as the percentage of companies that contracted cyber insurance.

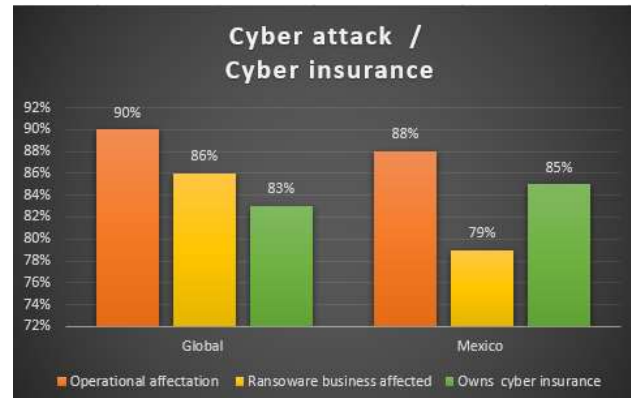


Figure 1 Percentage of losses due to ransomware

The ISO organization in February 2018, presented the ISO/IEC TR 27103:2018 Information technology –Security techniques, in response through a guide that facilitates the implementation of cyber security aligned with existing good practices, since it promotes the same concepts of NIST Cybersecurity Framework (CSF).

The core functions are identify, protect, detect, respond and recover, these five core functions represent the pillars for a successful and holistic cybersecurity program.



Figure 2 Data Protection Model

Thus, an improvement in the organization’s results is explained through the company’s ability to constantly renew itself, by being able to identify and exploit new opportunities, in response to customer demands and continuous improvement.

According to the literature, responding to cybersecurity incidents should include:

- Policies and response plans
- Procedures for registration and handling of incidents.
- Communication between internal and external parties.
- Determine which services provide the answers.

The objective of this paper is to develop a strategic model to establish the best cybersecurity mechanisms and standards, mediating the protection and care of product and service information, emphasizing the importance of creating a culture of data care.

The importance of this research is based on the fact that there are no instruments in Spanish, according to the author's knowledge, that evaluate the traits and interactions, arousing concern through the literature and due to its importance in the economic development of the country; in order to achieve the correct fit between the environment and the capabilities that organizations must adopt to promote efficient data care practices, which allow for the establishment of an intelligence capable of significantly reducing incidents caused by the human factor, in such a way that promote business innovation, causing the generation of competitive advantages in MyPyMES.

In the second section of the work, the conceptual framework is presented, as well as a review of the literature and empirical studies related to technological and procedural assurance for cybersecurity management, focused on the protection of value creation and innovation. The third section describes the methodology used, while the analysis and results are presented in the fourth section, to finally present and discuss the conclusions, limitations, and implications for future research

Theoretical framework

There are many antecedents that are identified in the literature as ideas and determining factors to include analysis technologies and improvements in cybersecurity processes, although with poor analytical processing for the intelligent use of information.

In Mexico as in Latin America, people lack awareness for the care and safeguarding of information, considering that in recent decades the technological revolution, with new forms of communication (internet) and new globalization processes, have created a niche of importance in terms of security in cyberspace.

Thus, the International Telecommunication Union approved Resolution 181 mentions that cybersecurity is: "a set of political tools, security concepts, guidelines, risk management methods, actions, training, best practices, insurance and technologies that can use to protect the asset of the organization and users in the cyber environment"

A computer attack that wants to affect an individual or organization can manifest itself in various ways, in relation to infrastructure vulnerabilities or personal or internal behavior patterns of the organization, among the known vulnerabilities are: Ransomware, Open port scanning, phishing, cookies theft, DoS, SQL injection, Man-In-The Middle, Cross-site request, Hacking by social engineering, Wireless networks.

In Mexico, the secretary of the public function suffered a security incident that exposed the patrimonial declarations of 830,000 public officials, among others, the extortion of the National Insurance and Bonds Commission, mediating a Lockbit ransomware, with which the attackers hijacked the institution's equipment.

International standards for managing processes and achieving information security in order to build trust include:

ISO 27032 Standard –Allows the development of guidelines to safeguard the information assets that are in cyberspace.

ISO/IEC 27032 Standard-Guarantees security in data or information exchanges on the network, when facing cybercrime with reliable and secure cooperation.

ISO/IEC 27032:2012 Standar – Strengthens the state of cyber security through technical and strategic parameters relevant to this activity related to Internet, information and application and network security.

Mexico is attractive for investment by companies from North America, Asia and Europe, due to its workforce, its geographical location and its telecommunications infrastructure, land, air and maritime communication routes, as well as an operational and trained human resource with training of technological capabilities from foreign trade and the entry of foreign capital (Solleiro-Rebolledo and Castañon-Ibarra, 2014); Currently, it has a favorable perspective in terms of innovation according to the Global Competitiveness Index 2018, of the World Economic Forum, occupying the 50th place out of 140 countries in terms of innovative capacity to generate new goods and services.

There is still much to be done, in terms of linking technology companies in projects with universities, consultancies suppliers and other specialist bodies for the development or integration of industrial solutions for technological application.

Methodology

The research refers to the development of a model based on Project Management Institute (PMI), Systems development life cycle (SDLC), Kanban, Information Technology Infrastructure Library (ITIL) and Kaizen methodologies in order to establish responsibilities, scope, times and resources, acquiring or adapting existing resources.

Stage 1: Diagnosis and requirements, for the construction of the cybersecurity strategy plan.

Stage 2: Development; analysis and organization of processes through PMI technology, for the creation of a map of operation processes and standards oriented to cybersecurity.

Stage 3: Pilot tests to validate functionality and efficiency, by carrying out both internal and external attacks within a laboratory and WarRoom.

To improve the performance of cybersecurity and take care of innovation in MyPYMES, the design used is experimental, quantitative, cross-sectional and correlational (Hernández, Fernández and Baptista, 2010),

The scope of the research is exploratory, since it approaches the problema of relatively unknown studies and, in turn, verifiable statements are suggested in order to generate knowledge that allows contributing to research on the subject.

For the first stage, a questionnaire was carried out for the diagnosis of social engineering attacks in the Guadalajara metropolitan area (ZMG) through the surveyMonkey.com tool, sharing the link with the interest groups. Given the consideration that the social engineering cycle of an attack by cybercriminals begins with an investigation, followed by the fabrication of a deception through a story to gain trust and take control of the situation, executing a plan to manipulate the victim, for after the objective is achieved, the cybercriminal disappears, cuts off contact with the victim. (INCIBE, 2019)

For the second stage, the creation of a map of operation processes and standards oriented to cybersecurity, based on analysis and organization of processes through PMI technology.



Figure 3 Project Management Processes

Fuente: PMI

The starting point of the project methodologies is to define the basic parameters of the process, or indicators of the classic control system: awareness, training and evaluation, in order to determine the arrangement and sizing of equipment and ideal modes, design and specify the systems in the case of hardware and software, in order to establish the performance specification in an ideal industrial environment.



Figure 4 Details of Project Management Processes
Fuente: PMI



Figure 5 Model of Data Protection Culture

Technological integrations of IT solutions for Smart grids, through next-generation servers connected to the IT cloud, once unified and developed through SDLC, require four phases: planning, risk assessment, development and evaluation, in iterations until finalization, obtaining the product, which of course comply with the quality of its variables, supported by the wider context of customer experiences, value streams, and digital transformation across the enterprise ITIL/Kanban and kaizen philosophy.

It is proposed, for stage 3, to apply a level of normalization of operation and value generation, through the integration of devices and software programs, which consider cybersecurity protocols vertical and horizontal integration communication, information processing in big data, the Internet of things as well as simulation, whose functions and interfaces are already duly installed in the devices or platforms currently marketed as conventional line products.

Results

In the case of MyPyMES, due to their specific characteristics, it is considered appropriate to consider interdisciplinary work groups, favoring cooperation and diversity, to address the planning process, as well as visualize the information necessary for execution; elements such as problems, execution time, budgets, áreas involved, risks, products obtained, etc., focused on creating value (Aguilar, 2020).

As a result of the phishing password recovery simulation at the first stage, it was obtained that 85% of the users failed and clic to the pishing link, in the survey made by Sophos to companies. It was obtained that 97% of the companies consider making important changes in their cyber defenses, 64% will implemented new technologies for internal protections and periphery of the infrastructure, 53% considered that awareness and Training of your staff, as well as improvements to your processes, is important to close gaps vulnerable to identity theft and infections of business IT systems.

By identifying the possible risks or uncertainties for PyMES, strategies can be defined, thus the support of Ishikawa diagram, help to better face the challenges.

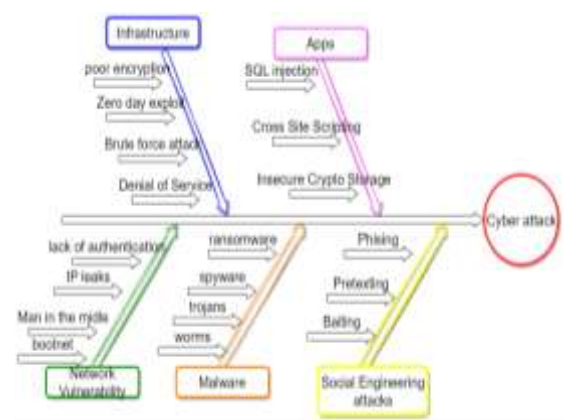


Figure 6 Risk Plan

ITIL/Kaban provides us with a best practices approach for the administration and support in incident control, likewise it will be related and combined.

The model generated a solid base to frame the scope of an integration with a mediatic expectation of high impact, which also represents a considerable economic cost when attending to a high number of technological media integrated with each other.

Through modular visualization, Technology Management takes a highly representative place by contemplating determining factors from technological planning, implementation, assimilation processes, acquisition and development of technology, considering process automation, as a value proposition, and key differentiator in a Company that develops comprehensive technical solutions.

It is important that the information serves to control processes in real time, making efficient use of new technologies and the internet of things, which does not require a specific space and can guarantee sustainability, cybersecurity, speed, flexibility, privacy of the information processed and backup of energy.

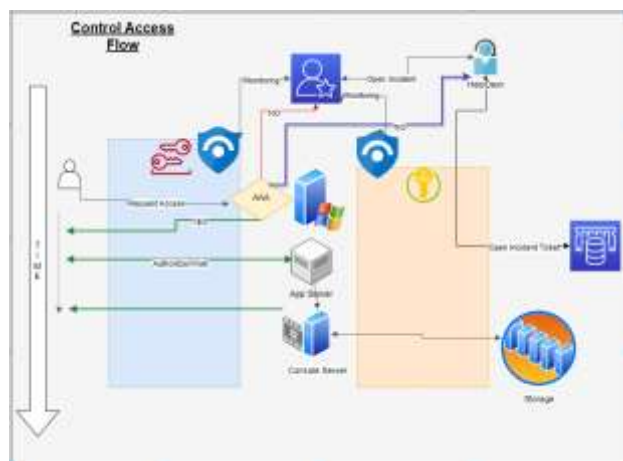


Figure 7 Network proposal Model for Cybersecurity

Faced with the challenge of developing a coherent and efficient cybersecurity protocol, engineering principles are fundamental in efficient diagnosis and relevant to the design of the solution, from the digitized design, the support of the human, economic and legal dimensions, through work collegiate among the members of the interdisciplinary team.

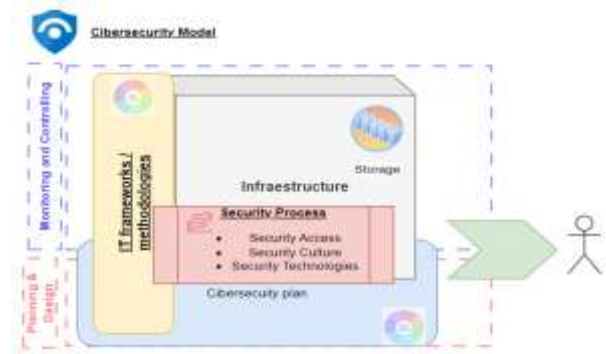


Figure 8 Comprehensive Cybersecurity Model

Pilot test were carried out in companies of the work group, through cyber attacks on the main assets of the information systems, to calculate the level of risk, after the implementation of the model, it was found that the data safeguard model improved between 7-9 % the control of information, however there is a residual risk associated with routines due to updates and/or changing needs.

Conclusions

The study demonstrates the importance in the work of the Project leader, in the initial diagnosis, the plan or design for the construction of instruments that allow the control of all kinds of commercial, social and governmental interactions, since it is a high level of complexity, due to the multiplicity of the variables found, thus, in the dynamics of cybersecurity, organization, technologies, dynamics of the sector and the response of society are interwoven.

It is important to state that, if a Company wishes to be competitive within the global market, it is necessary to have a cybersecurity plan and educational strategies to have defenses against any cyberattack that intends to affect the operation of services, theft of protected or sensitive information, as well as having the security strengthening culture to reduce any risk that affects the Company or persons

The model introduces an reliable and highly efficient active security system, applied on critical infrastructure networks, the system proposed is base on a multi-dimensional dataset for data safeguarding, which improved information control by 7-9 %, however there is a residual risk associated with routines due to updates and/or changing needs.

The present study is not without its limitations, complete coverage of all articles could not have been achieved, given the chosen search procedure. Therefore, there could have been works that had been directed to migration or technological adaptation where a different language was used. Consequently, the factors derived from the analysis need to be treated with caution.

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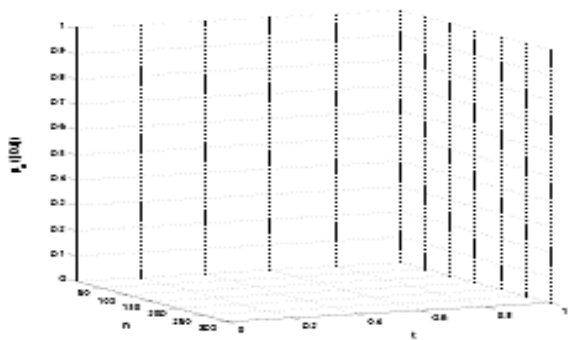
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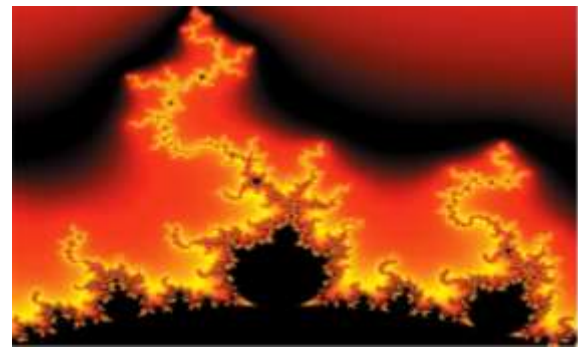


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