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In Pro-Research, Teaching and Training of human resources committed to Science. The content of the articles and reviews that appear in each issue are those of the authors and does not necessarily the opinion of the editor in chief.

In this Number presented an article *Analysis of logistical management models to integrate SMEs from Ciudad Juárez to the maquiladora industry* by PORTILLO-CASTILLO, Víctor Manuel, ROJO-SEMENTAL, Erick Octavio and GARCÍA-MORALES, Elid Uber, in the next Section an article *Managers and their philosophy as a basis for competitiveness in SMEs established in Salvatierra, Guanajuato* by RUIZ-BARCENAS, Lilia, SERVIN, Joe Luis and SALGADO-ORTIZ, Francisco Javier with adscription in the Instituto Tecnológico Superior de Salvatierra, in the next Section an article *Proposal to reduce the staff turnover in service companies, compared Russia – Mexico* by AGUILAR-PÉREZ, Esmeralda, RODRÍGUEZ-RAMÍREZ, Amalia and TOLEDO-JUAREZ, María Eugenia, in the next Section an article *Realities about financial management from micro and small (Mypes) companies from Dolores Hidalgo, C.I.N., Gto.* by URBINA-IBARRA, Marcos & LANDEROS-GUERRA, Martha Soledad with adscription in the Universidad Tecnológica del Norte de Guanajuato.

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## **Analysis of logistical management models to integrate SMEs from Ciudad Juárez to the maquiladora industry**

PORTILLO-CASTILLO, Víctor Manuel\*†, ROJO-SEMENTAL, Erick Octavio and GARCÍA-MORALES, Elid Uber

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### **Abstract**

Identify strategic and operational measures that guide decision-making in the performance of logistics management Small and medium enterprises at Juarez City. (PyMES) are characterized by the need to integrate the supply to maquiladora industry, which is demanding clients in the new competitive environment requiring global suppliers, with the need to requisition product to integrate faster to market and customers require rapid response supply and low costs. Therefore it is crucial through this quantitative descriptive study, the application of a questionnaire to assess the degree of implementation of some models of logistics management and criteria that integrate them, to identify their content and scope in SMEs of the locality and evaluate the results, through the statistical program for social sciences SPSS 17.0 for Windows. The results obtained in this study showed that a large percentage of PyMES do not know the criteria of the models analyzed to integrate logistics management system on the supply system of the maquiladora industry in Ciudad Juarez

### **PyMES, Logistic Management, Supply**

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\* Correspondence to Author (email: Victor-portillo@utcj.edu.mx)

† Researcher contributing first author.



## Introduction

According to ProMéxico (2015), micro, small and medium-sized enterprises (SMEs) constitute the backbone of the national economy as a result of the trade agreements in which Mexico has negotiated in recent years, As a consequence of the high impact on job creation and national production.

Nowadays companies consider costs and quality as market entry qualifiers, while responsiveness and manufacturing efficiency are considered as order winners, arguing that logistics management in the supply chain must be one enabling a rapid response to cope with volatile demand.

However, in order for SMEs to be able to generate greater penetration in the local maquiladora industry, it is essential that logistics management is widely recognized as an important tool that contributes to strategic success, to help these companies meet the Challenges of an increasingly competitive and dynamic environment.

Logistics management, has generated that understanding and practice become an essential prerequisite to stay in the competitive market. Logistics management includes all activities, functions and facilities involved in the flow and transformation of goods and services from the material stage to the end user to integrate the various structures and processes of the supply chain.

Therefore, Cd. Juárez's medium-sized manufacturing companies are exposed to new conditions, which must be adapted through a logistical management model with indicators or variables that allow them to develop their organizational resources and allow them to operate from one a similar way in which large multinational companies operate.

However, the SMEs of the locality after 50 years in which the maquiladora industry settled down in Ciudad Juárez, only represents less than 2% of the inputs that these companies demand from the suppliers to integrate the inputs to their production.

Therefore the present study will analyze some models of logistic management developed by different authors and identify if the factors determined by them are being applied in the daily operations and tasks of the local SMEs.

## Theoretical framework

Throughout time there has been a close relationship and its incidence between the production and / or configuration of cities and economic processes, generating a relationship that began from the second half of the twentieth century, promoting a series of deeper changes and restructuring Not only in the cities of developed countries, but also in those of developing countries. In the eighteenth century, the insertion of manufacturing industry into the city's space was the triggering factor for urban transformations, in which it promoted simultaneously the processes of urbanization and industrialization in the City Juárez, the arrival of the export maquiladora industry in the early 1960s involved not only increasing its size but also a social recomposition, reorganization and new physiognomy of urban space, new dynamics of circulation and polarization of Social and spatial structures (Rodriguez, 2002). For this reason, in the 1970s, the private sector was forced to face the employment crisis that was presented in the city, it was the initiative to induce a new development for the State through the transition of the sector Primary to a secondary or industrialized economy. Therefore, it was decided to take the road to the integration of the maquiladora industry, considering that it required relatively little investment and the high capacity it had to generate employment.

The promotional activity was carried out, in which the entrepreneurs and the government worked together, which invested in bridges, roads, shopping centers to detonate and demonstrate the potential they could have for the attraction of capital to the assembly of plants or Maquiladoras (Rodríguez, 2002).

Currently, SMEs have generated an increasing importance in the economic development processes of the Latin American countries. This has been mainly due to the contribution that they have had in employment (around 35-40% of the Economically Active Population) and its contribution to the Regional GDP (around 33%). For this reason, they constitute 93% of formal productive enterprises in Latin America and contribute on average 25% of exports. However, these companies should be able to develop all their adaptation capacities in order to compete in Markets that are increasingly large, dynamic and demanding, in the context of globalized markets and the global economic crisis (Ortiz, 2013).

SMEs generally have a lower performance than large companies, this is due to the limitations they face, which may include access to finance, poor management, low job qualification, Take advantage of economies of scale in production, incomplete information about market opportunities, new technologies and working methods. This leads to a result, where many SMEs do not grow, which poses certain difficulties in exporting, experiencing high costs and a high rate of business failure (World Bank, 2011). In technical terms, SMEs are born of the standards made and globalized by the European Union. They are considered small and medium enterprises which do not have a very large number of employees, their transactions are moderate, these companies are considered worldwide as the main engine of the economy, because they are the main employers within a nation ( Infante, 2009).

Another study indicates that SMEs are considered important for the development and economy of the country by the number of jobs they represent, as well as their economic spillover in the market (Palomo, 2005).

Estrada, García, and Sánchez (2009) point out that competitiveness is determined by a number of internal factors, arguing that competitive success is related to the set of resources and capabilities that these businesses have individually, which generates the difference Among other companies competing in the same branch within the locality. On the other hand, they also point out that human resources play a strategic role in the competitiveness of companies because of their broad participation in daily operations.

According to (ProMexico, 2015), micro, small and medium-sized enterprises (SMEs) constitute the backbone of the national economy as a result of trade agreements in which Mexico has negotiated in recent years, As a consequence of the high impact on job creation and national production. According to data from the National Institute of Statistics and Geography, in Mexico there are approximately 4 million of 15 business units, of which 9.8% are SMEs that generate 52% of Gross Domestic Product (GDP) and 72% of employment in the country.

Likewise, Salas, Valles, Galván, and Cuevas, (2012) with data from the National Institute of Statistics and Geography, in Mexico there are approximately 4 million 374,600 business units, of which 99.8% are MSMEs. The SMEs in Mexico generate 52% of the Gross Domestic Product (GDP), integrated as follows: Microenterprises 18.1%, Small companies 12.5% and Medians 21.4%.

The jobs in Mexico, are in greater number generated by the MSMEs because they constitute approximately 80% of the total. Similarly, the figures indicate that, on average, 50% of SMEs fail in the first year of activities, 80% fail before age 5, and 90% of them do not reach the age of ten, To data obtained from the National Institute of Statistics and Geography in the 2009 census. On the other hand Pulido, (2010) points out that those who create MIPymes do it ignoring the poor chances of survival. Experience shows that 50% of these companies fail during the first year of activity, and not less than 90% before five years. According to the statistical analyzes, 95% of these failures are due to a lack of experience and training in the management of companies, regardless of the turn involved. There are several types of companies in the locality, including manufacturing, construction companies, hotels, restaurants, several of which are small and medium sized enterprises (SMEs), which have been classified according to Table 1. Established by (Nacional Financiera, 2015).

Size	Sector	Number range of Workers (7) + (8)
Micro	All	Up to 10
Little	Commerce	From 11 to 30
	Industry and services	From 11 to 50
Median	Commerce	From 31 to 100
	Services	From 51 to 100
	Industry	From 51 to 250

**Table 1** Classification SMEs

According to The Council of Logistics Management (2015), SMEs, the research topic of this study, should define their logistics management as that part of the supply chain process that plans, implements and controls the storage flow of Products and services, and their related information, from the point where they originate to the point where they are consumed, efficiently and at the lowest possible cost, to meet customer requirements.

It follows that logistics management is part of a more global concept such as supply chain management; manages both product flows and information flows from suppliers to customers, that is, throughout the supply chain.

According to Rushton et al., (2010) manufacturing companies must undoubtedly integrate as the first element the organization of logistics management; an organizational structure is essential for the logistics function to operate effectively, many SMEs usually group logistics activities in the marketing, production and administration processes, since their size does not allow the incorporation of personnel exclusively for their management.

The Logistics Performance Index (IDL), which the World Bank publishes every two years, indicates in its 2012 report that Mexico is ranked 47 out of a total of 155 countries surveyed with a global logistics performance of 3.06, equivalent to 66%. This performance measurement consists of a scale of 1 to 5, with 1 being the least efficient level and 5 being the most efficient level. The logistic performance of Mexico in the 6 factors measured by the World Bank was: tracking and tracing: 3.15, customs: 2.63, competition and logistics quality: 3.02, infrastructure: 3.03, delivery times: 3.47 and international shipments: 3.07. These measurements and positions of Mexico in the world ranking reveal that there are opportunities for improvement in the different areas of logistics, which if corrected, will allow to increase in some measure the competitiveness of the country.

In spite of the importance at the international and national level of SMEs, in general, they lack a formal structure in most of their areas (Diaz - Guzmán et al., 2012), for which reason the development of a Management Model Logistics.

Some experts have proposed comprehensive models of logistics management to increase market competitiveness and allow the overall development of these companies.

Giraldo, Moreno, and Cortes, (2012) they point out that the logistics of companies is focused on a horizontal vision, so companies must orientate it to the organization by processes. It can be said that the management by processes is the model to implement this vision.

To achieve this, the processes are assigned to people, not to departments, with this is to eliminate the inefficiencies from the inputs to the outputs, since these tend to produce friction between the departments due to the lack of a global vision of the processes Logistics.

The supply chain is the management of the coordination of activities necessary to acquire, transform and deliver products to customers through the coordination of the efforts of suppliers, mediators, and service providers. Performance of supply chain management is the cost of purchased items, degree of deliveries and quality performance meet the standards set by buyers and sellers. Reducing costs can contribute to profitability, but can also lead to a decline in quality and thus contribute to less profitability (Fritch, 2013).

The logistical management model proposes the development of a tool that generates and supports companies in their objectives that allow them to generate greater growth and competitive advantage, with a systematic holistic approach that allows identifying the complex performance and generating the integration of The areas in which the company is applied for the achievement and scope of its internal objectives (Gómez, 2006).

In spite of the importance at the international and national level of SMEs, in general, they lack a formal structure in most of their areas (Diaz - Guzmán et al., 201), for which reason the development of a Management Model Logistics. Some experts have proposed comprehensive models of logistics management to increase market competitiveness and allow the overall development of these companies.

The models emphasize the importance within the organization, by representing the interrelationships, structure and functions of the system under study; additionally establish the limit of its action and allow to perform tests, within which a variation of its components can be generated, generating as a result a better understanding of the characteristics of the situation. Also the models are a tool that allows the analysis of experimental situations in which acceptable results can be obtained, which influence a low cost and ease of handling.

Hence the application of a model which can be perceived as a qualitative or quantitative representation of a process or an attempt that indicates or shows the effects of those factors or indicators that represent a greater impact in the purposes that are considered in the organizations (Velasquez, 2003).

The model developed by Ortiz, Izquierdo, and Rodriguez, (2012) contemplates the main flow of the process that allows the development of the logistics service. Figure 1 shows the different activities required to provide the service, as well as the actions Verify / Act, which include the monitoring and measurement of logistics management. According to Ortiz, et. To (2012), the model highlights the importance of obtaining information about customer satisfaction, generating measurements and evaluations that provide the vital information of the process of logistics management performance.

On the other hand, the model proposed by Cano, Orue, Martínez, Moreno, and López, (2015) contemplates the factors that the operation of this model:

1. Inventories: the objective of this area is to determine through quantitative models how much and when to order the materials.
2. Storage: this area aims to work under good practices
3. Production: its objective is to work under a master production program which will have to satisfy the market / client requirements in time feasible for continuous improvement of application in the process of transformation of goods and inventory in process.
4. Distribution, high responsiveness to the customer at the lowest cost is the goal of this area; this implies creating value in the supply chain through the optimization of the level of finished product inventory, as well as time in the transportation and delivery of the same.

## Methodology

The research topic of the present study consisted in establishing a descriptive analysis of SMEs that implement a logistical management system, the instrument was developed through 30 questions, with a Likert scale of 5 points, the order of weighting Of the scale, where 5 represents the highest number in acceptance (Total agree) and 1 lowest degree (Strongly disagree), categorized in 6 dimensions, this instrument was developed during the study and is called MGL2016,

The methodology of the research was presented as follows: research design, sample, data collection, measurement instruments. A sample of 35 SMEs interested in participating in the maquiladora industry was sampled.

## Results

Table 2 shows the categories in which the MGL2016 measuring instrument applied in the present investigation.

Dimensions MGL2016
Diagnosis
Logistic performance indicators
Logistics integration departments
Improve service and customer satisfaction
Operativity
Planning program

**Table 2** Dimensions of the MGL2016

Also the information provided in table 3 expresses the summary and total percentage of the companies surveyed.

Summary of cases						
	Cases					
	Valid		Lost		Total	
	Nº	Porcentaje	Nº	Porcentaje	Nº	Porcentaje
\$ Total Dimensions	35	100.0%	0	0.0%	35	100.0%

**Table 3** Summary of cases

On the other hand we can observe the most relevant data in table 4, which indicates that the implementation of criteria to generate supply in the maquiladora industry is located with 38.3 percent in general, indicating that only sometimes implement or develop some Elements of logistics management, which is why this percentage is very significant as regards the null relation of supply to the export maquiladora industry.

Frecuency TotalDimensions				
		Answers		Cases percent
		N°	%	
Total Dimensions	Nunca	110	11.2%	314.3%
	Rara vez	365	37.2%	1042.9%
	Algunas veces	375	38.3%	1071.4%
	Siempre	115	11.7%	328.6%
	Casi siempre	15	1.5%	42.9%
Total		980	100.0%	2800.0%

**Table 4** Dimensional frequencies

Finally, in order to obtain the results of the descriptive statistics in which three questions were generated that represented the implementation of a logistical management model and which allowed to observe the number of suppliers that have been integrated into the maquiladora industry, it is observed that.

Average fluctuates at 1.66, which is very close to the data cited by CANACYNTRA, who pointed out that the level of supply did not exceed 2% at the local level towards the maquiladora industry.

Descriptive Statistics					
	N	Mínimo	Máximo	Media	Desv. típ.
Currently provides a maquiladora company	35	1	3	1.66	.802
Supply logistics management model	35	1	2	1.20	.406
Degree Implementation Logistics management model	35	1	1	1.00	0.000
N valid (according to list)	35				

**Table 5** Descriptive Statistics

## Conclusions

The results obtained are not far removed from the reality that prevails at the moment, the SMEs of Ciudad Juárez, as it was indicated before they have more than 50 with the opportunity to integrate itself to this supply chain, nevertheless by diverse circumstances that were not Covered in the present study cannot be noted.

This provides a great opportunity to recognize that the integration of SME activities and operations into logistics management can increase the linkage to the maquiladora industry by solving some of the technological and logistical tools required by the industry in order to accept supplier supply local.

The results can point out the need to develop some work plan, together with the support in the local chambers CANACYNTRA and National Chamber of Commerce to establish support programs in this area, as well as the implementation of technology platforms that allow linking From each company the needs between supplier and customer.

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## **Managers and their philosophy as a basis for competitiveness in SMEs established in Salvatierra, Guanajuato**

RUIZ-BARCENAS, Lilia\*†, SERVIN, Joe Luis and SALGADO-ORTIZ, Francisco Javier

*Instituto Tecnológico Superior de Salvatierra*

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### **Abstract**

Business competitiveness, certainly much studied in recent times by researchers as it is considered one of the main factors related to the permanence of the same, however, little has been studied in the research area addressed here, Salvatierra being a rural community, whose main attraction now is its denomination as "Magic Town", which, causes to turn to it and realize an analysis in reference to the economic activity, specifically we refer to business activity, which is the main engine in the local economy. One question raised by researchers often is: Why do small and medium sized enterprises disappear within the first two years of its existence? Certainly the causes are multiple, but researchers rarely direct their gaze towards managers, few studies exist on the analysis of the manager's personality, their age, their academic degree, etc., as factors influencing the management of a SME. In this study an analysis is presented on what is the business philosophy of small and medium sized enterprises and details how the manager sets the tone for the success or failure of it, associating this with greater or lesser competitiveness. The philosophy of the manager in various fields (personal, academic, professional and labor) is influenced in most cases by their values, level of education, age and the environment in which they operate. All this, plus other factors unrelated to the subject of the study generate a unique personality for the manager, which while being responsible for managing an organization, determines their actions and have a direct influence on the competitiveness or failure thereof, associating this with the permanence or disappearance of the small and medium sized enterprises, which are the organizations that exist the most in the municipality of Salvatierra. The study of the characteristics of managers or people in charge of SMEs has received much less attention in research on entrepreneurship, being the main reason for this research to have a qualitative approach with a descriptive scope, through a cross-sectional design and the implementation of a research instrument validated by three experts in the field of research. The instrument is composed of 30 items prepared considering the Likert scale applied to 145 small and medium sized enterprises established in Salvatierra Guanajuato, an environment of tourist influence and a city known as "Magic Town", with the objective to determine the influence of the manager's academic preparation, values and age in business philosophy, as elements that influence the competitiveness of SMEs established in this municipality. The relationship of these elements to competitiveness and the results of field research show that the main barrier for small and medium sized enterprises to be competitive and able to survive is ironically its founder or manager, for they themselves are the main cause of success or failure of companies, for that reason, it is recommended to stop looking outside as the causes of early disappearance of SMEs, however, it is encouraged to seek a solution in the internal analysis of small and medium sized enterprises, it is to say, analyze the business philosophy of their leader (manager or person in charge), through a SWOT analysis, orienting their own actions and the actions of their personnel towards the implementation of shared management strategy based on a strategic SWOT analysis.

**Business Philosophy, Competitiveness, SMEs, Strategic Management**

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\* Correspondence to Author (email: liruib@itess.edu.mx)

† Researcher contributing first author.



## Introduction

This article describes the results obtained from a research with a qualitative approach and a descriptive scope. A non - probabilistic, intentional sampling and a non - experimental and cross - sectional research design were carried out for 145 SMEs established in the municipality of Salvatierra, Guanajuato, in order to determine how the entrepreneur and his business philosophy are the basis of competitiveness in SMEs, in addition to presenting a series of recommendations that allow guiding the business philosophy towards achieving the objectives of SMEs in the environment Of the current competitive market.

Often in small and medium-sized enterprises, Gte. Of a SME is the very founder of the company, which by necessity was forced to self-employment, with little secondary education and rarely with a higher level of professional training, in such a way that SMEs emerge in this environment, where The manager's poor academic level determine not only his / her personal and family life, but also his / her work life and, therefore, his or her acting as an entrepreneur.

Therefore, it is considered that the academic preparation received by the managers or owners Of SMEs can influence to a lesser or greater degree in the business philosophy that they apply in the organizations that they are in charge of directing, since it is expected that the greater the level of study of the same, the greater the concern to develop strategies Entrepreneurships that allow SMEs to be competitive, and thus contribute to their survival because of the behavior on which their actions are based. However, it is not only the academic preparation of the human being that determines its action, we also have its age and the values that govern its actions, as it is expected that a Gte.

Young person is generally a person with innovative ideas, with values not well cemented and in many occasions with ideals not feasible and without fear to take risks.

Contrary to what is expected of an older manager with more experience in the business field, it is considered that this person tends to be a person who reasons more their decisions and often slows down their impulses of innovation and design Of entrepreneurship strategies for fear of uncertainty, which consequently provides little impetus to the SMEs it runs and it is precisely this philosophy of the entrepreneur that limits small and medium enterprises, stagnating them and stopping their growth until they disappear.

The importance of the research presented here is because the manager is the cornerstone in strategic decision making in SMEs and it is important to know the information obtained after the application of the instruments to determine the extent to which managers of SMEs Established in the so-called Pueblo Magico "Salvatierra, Guanajuato", have university studies, it is important to know if values and age influence the decisions they make.

The instrument was considered as a variable, the level of preparation of the manager, included items related to the age of the same and others that allowed to obtain information regarding some indicators in question of behavior based on values.

## Review of literature

The business philosophy of an organization has the personal touch of its leaders and its staff in general, therefore, the strategic decisions that are made in small and medium enterprises reflect the very personality of those who run them.

According to Justo Villafañe (2004) an important aspect that shapes the identity of organizations today is the organizational philosophy and mentions that it is conformed by the axiological factors of culture, which explain the internal and external factors of the organization, including We have: 1) Shared values, attributes of a general nature that define culture from certain features such as the structure of relationships, professional values, beliefs, basic assumptions, the organic design of the company and the value of the individual in the organization. 2) Their forms of thinking and learning, determine the type of mentality of employees and the criteria used for problem solving and work performance. 3) Relations of power influence, which is determined through the organizational structure and the overall relationship of the company. 4) Tools of motivation and reward, criteria that dominate in each organization to encourage its members to improve their management and reward their good behavior.

### **Organizational culture**

According to the literature consulted on the issue in question, decisions made by managers in organizations intervene innumerable factors, some of them contribute a greater or lesser degree of influence, however, tend to underestimate certain aspects, generating disinterest in them, as they are the values and the influence in the daily act of the human being. However, it is important to mention that organizational culture can be understood as the set and combination of different factors (values and beliefs, norms of behavior, policies, forms of thought and learning, power relations, forms of influence and change and instrument of Motivation) that make up the companies and that are represented by its members, building the Corporate Identity. (Costa, Pizzolante and Villafañe, 2004).

Therefore, a business philosophy somehow also considers what the organizational culture is, not only its leader, but all the staff who work there.

Considering previous conceptions, it is essential to know that organizational culture plays an important role as a differentiating element for the triumph of organizations, as it is present through the conduct of the company and its employees - who manage and assume their own role And their commitment within and outside the company - reflecting the particular flow of activities and relationships that are exposed to clients: "the quality of employee care, experienced and lived directly with the public in the world of The services, is in itself a value, and in turn, a strong distinctive of the tangible personality of the company "(Costa, 2004: 66)

### **The academic preparation of the manager**

"Professionals need to know that today they have to diversify and make their human capital flexible. That means they have to be willing to reinvent themselves quickly, "says Alejandro Gaviria, dean of the Faculty of Economics at the Universidad de los Andes. In addition, he mentions that academic training should not be understood as mere reception of data and accumulation of degrees on the contrary, it is part of a process of intellectual growth that allows the person to develop his analytical and critical capacity, and the same Time to be prepared for problem solving. Any organization is small, medium or large requires to be competitive from an endless resources and the efficient management of them is directly related to the business philosophy applied by the manager or manager of the company, and this in turn applies strategic management Which has a direct relationship with the academic degree or degree of preparation that this person has, since the knowledge generates breadth of criteria and broad vision in the business field.

The weaknesses in the financial environment of this type of companies according to empirical evidence is due to the fact that SMEs develop commercially unprofitable proposals or projects, recurrently because in the case of the Mexican entrepreneur presents / displays absence of knowledge of the business that initiates, the lack of administration Professional approach impedes proper planning and therefore deficient ability to interpret economic and financial variables, poor definition of objectives, inadequate formulation of the mission, vision of the company that is lost in the daily operation without a long-term vision with expectations Unrealistically, cash flows inconsistent with available working capital and even less with obtaining long-term capital (García and Villafuerte, 2015).

Without a doubt, the role played by the manager or in charge of a small or medium-sized company set the tone for the whole organization and specifically its staff, as they play a leading role and become a role model.

The human being and specifically the leader is the central axis of productivity and competitiveness of the SMEs that lead, because without a doubt, the manager or manager is responsible for implementing the ideology, strategic orientation and cultural dynamics that characterizes a particular company.

Therefore, it is important to mention that the competitive advantage of an organization can also originate from the internal characteristics of a company, where the human management processes - admission, application, compensation, development, maintenance and monitoring - applied in a way Coherent and original based on the company's culture, can be key in developing a unique business identity (Ortiz, 2008).

## **Competitiveness**

According to Saavedra-García, Milla-Toro and Tapia-Sánchez (2013), competitiveness is a multidimensional element because it evaluates internal aspects of small and medium-sized enterprises such as strategic planning, production, quality, marketing, human resources, accounting, finance, Environmental management systems and information systems; This is why competitiveness is a key element for the development, growth and sustainability of SMEs The elements or internal aspects that are important to analyze are all the elements that integrate the institutional philosophy, among which we can mention: mission, vision, values Policies, rules, objectives, strategies, organizational structure, marketing strategies, financing strategies, market analysis, distribution channels, etc.

Often the achievement of objectives in organizations is related to competitiveness and directly with the business philosophy applied by its manager or manager, because the objectives are a purpose that establish possible measurable results and provide strength to the long-term management (León, 2013). Every economic organization has at least three general objectives: survival, growth and profits (Arce, 2010).

For Andrade and Morales (2008) the market analysis is the starting point for decision making about the products and services to be offered, defining the segments towards which the company's efforts will be directed.

According to the above, segmentation of the market allows companies to identify the main needs of the customer to design a marketing plan to be positioned in the minds of consumers.

If one speaks of business competitiveness, it is also important to carry out an in-depth analysis of the structure of markets, of existing substitutes, of distribution channels, of marketing strategies, etc., elements that in some way form the analysis Internal to a SME and that undoubtedly also integrate what is the business philosophy, subject of study.

The dominance of large firms in the global market defines market structure as the distribution of economic power of firms in a particular market (Hernández 2007).

The distribution channel is the path that the goods take in their flow from the producers to the consumers, because it deals with giving fluidity to the products, incorporating their property, communication, financing, payment and risks that accompany it, As a structure of people or interdependent organizations, from the producer to the final consumer, performing basic functions such as: transaction, information, logistics, facilitation and promotion (Hernández et al., 2002).

Hernández, Domínguez and Ramos (2002) affirm that in Guanajuato distribution channels have specific characteristics, for example in San Francisco del Rincón palm, paper and felt hats are made; Exhibit shops abound, and wholesale and retail their hats in the area of small factories. Similarly in Salvatierra Guanajuato, the majority of the population is engaged in agriculture and the sale of artisanal products.

Salvatierra has 232 companies, of these 207 are of services, so registers as data updated on July 4, 2016 the Mexican Business Information System. The dynamism of business and the emergence of technologies for distribution have made channels an advantage and an opportunity to reduce costs and boost productivity (Hernández et al., 2002).

A marketing strategy in crafts (for example) is the link between business, the closeness of the place of sale, the image of the premises and the personal service of small businesses; Other factors that are also considered are short- and medium-term planning, employee performance, values and priorities to the consumer by the owner (Hernández et al., 2002).

Competitiveness has as indicators the participation in the market due to the changing conditions of this one, due to the competition that arose and the market context is oriented to consider the organization's achievements in the sector to which it belongs, such as performance, evolution and prestige; However, competitiveness does not imply a defensible position, but rather the ability to maintain a position in the domestic and foreign markets (Hernández et al., 2002).

A competitive country makes it competitive (Saavedra-García, 2012). In Salvatierra the analysis of the organizational structure is framed within the Theory of Structural Contingency, which arises to show that there is no unique form of structuring, because the division of labor, organizational process and its coordination, will depend on the various factors and Of the situational conditions in which the organization operates (Marín, 2012).

Productivity is closely related to costs; therefore, it is important to improve systems and modes of production to achieve an increase in productivity and result in a decrease in production costs. 88% of MSMEs apply a system of cost-per-production orders, which is congruent with the way in which they program the production that is ordered by customers (Gómez-Niño, 2011).

Implementing cost systems allows you to set sales prices adjusted to real conditions; On the other hand, the cost system provides valuable information for proposing improvement plans in production, finance, administration, marketing and sales; And to make decisions in order to redirect the company or to establish productivity and competitiveness strategies to ensure success factors in these businesses (Gómez-Niño, 2011).

People called investors have surplus capital and seek to monetize it by investing in business alternatives that yield adequate returns or return on investment according to their expectations (Santos, 2008). The SWOT analysis is a powerful internal planning tool, oriented towards the outside and is used to determine competitive strategies (Otero and Gache, 2006).

Until it has a clearly defined objective, the company has neither strengths nor weaknesses. Therefore, in order of precedence, this is the objective that the SME wants to fulfill, which determines its strengths and weaknesses for that objective and in the chosen environment Opportunities and threats will be given as a logical consequence of decisions (Otero and Gache, 2006). Once defined the Strengths and Weaknesses with which the company intends to achieve the objectives set, it is necessary to make use of the analysis of the variables of the macroenvironment, in which the company will be developed, as the environment will arise the Opportunities and Threats that will ultimately make possible the permanence of the Pyme (Otero and Gache, 2006). Competitive advantages arise when, thanks to the strengths acquired through personal effort, the opportunities presented in the market can be enhanced or better exploited than other competitors; The comparative value will depend on the way in which market opportunities are enhanced (Otero and Gache, 2006).

## **Objective**

To determine how the entrepreneur and his philosophy are the basis of the competitiveness of SMEs established in Salvatierra, Guanajuato.

## **Specific objectives**

- Identify the factors alluding to the entrepreneur that influence the business philosophy applied by Gte.
- Apply a research instrument that allows knowing the relationship between academic preparation, values and age of the manager with the competitiveness of the SME.
- Propose strategies that contribute to increase the competitiveness of SMEs.

## **Materials and method**

Research was carried out with transversal design, descriptive scope and qualitative approach. In order to apply the research instrument, an intentional non-probabilistic sampling was carried out. For this purpose, the research instrument was applied to 145 SMEs belonging to different economic sectors established in Salvatierra, Guanajuato. The instrument consists of 30 items (10 sociodemographic questions and 20 of them structured considering the Likert scale, where the score used was 1 to 5, and 1 means completely disagree and the 5 completely agree.

## **Results**

To perform the analysis of the information obtained, the descriptive statistics were used and the following could be appreciated:

The academic preparation of the managers of the SMEs surveyed is distributed as follows:

56 company managers seldom own secondary school.

71 have a high school diploma.

18 have undergraduate level preparation.

In other words, 39% of SMEs are run by a person who has just attended secondary school, 49% of whose manager is technically equivalent and only 12% of small and medium-sized enterprises are run by a person who has Degree level studies.

Considering the above and if we compare the information that was obtained we can realize that in some way the degree of preparation of the managers if it has relation with the degree of competitiveness of the SMEs Salvaterrenses, because if we associate the competitiveness with the early disappearance of the SMEs, this phenomenon is evident.

Salvatierra has 232 companies, as registered as updated data on July 4, 2016 the Mexican Business Information System, this is an indicator that relates to weaknesses in management, chances of failure and therefore of survival mentioned by Molina, Armenteros, Plascencia, Barquero and Martínez (2014) announcing that 200,000 new businesses are generated each year in Mexico, 65% disappear before two years, 50% fail in the first year and 30% in the second year, coupled with studies Conducted by the OECD indicate that out of every 100 new companies, only 10 are able to consolidate in the formal market in the tenth year of operation.

The family control of small and medium-sized enterprises is no doubt a double-edged sword, which over time seems to bring more disadvantages than advantages, since the strategies and decisions that are made on many occasions present emotional nuances and are far removed from converting these Companies in real competitive threats.

Regarding this we can mention that in Salvatierra Guanajuato of the sample that was taken to carry out the present study that was of 145 SMEs, in 110 of them the control or direction of the same is in the hands of a person who has consanguineous ties with the owners Or entrepreneurs, it was not possible to obtain information on whether they were the owners themselves, since even if the instrument does have an item referring to this, 96% of the companies surveyed refused to answer this question. It was also obtained as a result that SMEs that have ten years of life onwards, are those whose managers or managers have knowledge about administrative areas and entrepreneurship, also agrees that are managers who have a professional preparation at university level.

With regard to the items that question the values-based behavior of managers, it is also possible to appreciate a slight inclination of the managers of the SMEs to act based on family values and to put as a priority the consanguineous ties that on several occasions unite the members Of SMEs, because it is possible to appreciate in those entrepreneurs who do not have a university preparation a tendency to make their employee satisfaction priority, above customer satisfaction and decision making is not purely objective, applying strategies based on The subjectivity that undoubtedly slows the growth of SMEs, this is contrary to the behavior of managers who have university academic knowledge and who try to separate family aspects of their business day by day.

The competitive advantage of Salvadoran small and medium-sized enterprises lies in the existence of resources to produce goods consumed by the local market. Their business philosophy without clear strategies are aimed at producing a quality product as this is their main competitive advantage and their main strength.

The market is not structured the sale and / or service is direct, so that the distribution channels are few links in the chain, ie the market is constituted by local consumers, originating in the communities, other municipalities And tourists

The general objective of SMEs is to obtain profits through a good product and / or service, lacking strategic planning, aiming to increase profits and expand the market, avoiding debt and reinvesting approximately 50% of the profits obtained.

There is no concern for substitute products, it is thought that people always return for the product because they consider it quality and have zero concern about the price of the product, because to establish the price are based only on production costs, another important fact that without Doubt are directly related to the business philosophy.

Regarding the internal part, they do not have a defined organizational philosophy, nor clearly defined functional structure, however, and even if neither the organizational philosophy nor the analysis and description of positions have been documented, if they are attributed responsible.

### **Conclusions and discussion**

According to the information obtained, it is possible to state without doubt that external factors do influence the functioning of SMEs, but it is also important to mention that if the organization does not have a leader capable of dealing Strategic to the threat posed by the external environment, all the efforts of the authorities to support the development and growth of SMEs, such as the various supports that government agencies can contribute to the strengthening of SMEs, will not be of any use.

It is not possible to have externally healthy SMEs, if you do not begin to heal internally the organization, providing strategies that without doubt the leader or manager should be the maximum promoter of them.

In the same way it is also possible to add that Salvadoran SMEs do not internally analyze their companies, looking for areas of opportunity within, prefer to wait for them to receive economic support from governmental or foreign agencies and prefer to be told how to increase their sales to obtain Utilities, they accept that the thinking of their leaders are their own limitations because they believe that if they earn income they will survive and be competitive. Few SMEs are able to detect in their own staff their own strengths and limitations, but with a goal of profitability, a very basic organizational design, focus on the quality of their product and consider that their main strength and advantage Competitive, trust their product and through a direct sale, they dedicate themselves to listening to the suggestions of the public to improve.

### **Recomendations**

- Do an introspective analysis, that is, the inside of SMEs and detect areas of opportunity.
- Analyze the business philosophy of its leader, in such a way, that the organizational philosophy based on a culture of entrepreneurship and oriented to innovation is perfectly defined.
- Create a business philosophy that helps and strengthens a close relationship with both actual and potential customers.
- The corporate philosophy must be shared, as this creates a commitment of employees and encourages the development of corporate identity.

- Managing internal factors and coordinating them with external factors, so that the generation of business strategies contemplate both the micro-environment and the macro-environment of the SME when making decisions.
- Conduct a traditional SWOT analysis and develop the EFE and EFI matrix, and then perform a Strategic Foda Analysis aimed at achieving the competitiveness of the SME.
- It is suggested that the business philosophy is based on the application of a style of situational and participatory leadership by its leader or manager.

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## **Proposal to reduce the staff turnover in service companies, compared Russia – Mexico**

AGUILAR-PÉREZ, Esmeralda\*†, RODRÍGUEZ-RAMÍREZ, Amalia and TOLEDO-JUAREZ, María Eugenia

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### **Abstract**

Today companies have a high degree of staff turnover, derived from the movement that occurs in the labour market, this phenomenon occurs for different reasons ranging from voluntary resignations to layoffs; most of which are caused by low wages, improper selection and lack of motivation. The consequence of this phenomenon for companies is to recover the personal loss and invest for the adaptation process, productivity and efficiency of the group. In 2015, Mexico stood at 17.8% of job turnover while in Russia, according to Rosstat data, 11% of the population works less than a year in a job, 700,000 of them do less than one month. The objective of this work is to design a proposal to reduce staff turnover in service companies, so 8 steps are proposed to reduce this rate.

### **Staff turnover, Comparative Russia-Mexico**

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\* Correspondence to Author (email: esmeralda.aguilar@upaep.edu.mx)

† Researcher contributing first author.

## Introduction

Today companies have a high degree of staff turnover, derived from the movement that occurs in the labor market, this phenomenon occurs for different reasons, from voluntary resignations to layoffs; which mostly are caused by low pay, incorrect selection and lack of motivation (Flores et. al., 2008) with the consequence that companies submit to retrieve personal and during the adaptation process, loss of productivity and efficiency group. (Cabrera et. al., 2011). Is why it is essential know the expectations of workers to help companies to more accurately focus their human resources policies, (Maltseva, 2005). In 2013, it was revealed that the rate of turnover in Mexico generally stood at 17.8%, Nayeli Escobar, manager of human capital in PwC, explained that the rotation problem affecting organizations not only for the costs incurred, but for what it represented lose a trained employee (Newspaper . Goals, 2013) Likewise in Russia according Rosstat data, 11% of the population works less than a year in a job, 700,000 of them do less than a month; citizens move away from the Soviet prejudices. The objective of this work is to design a proposal to reduce staff turnover service companies.

## Investigation question

The problem to be studied is described based on the following descriptive questions:

1. What is the current situation of staff turnover services companies in Mexico and Russia?
2. What are the causes of staff turnover-?
3. What working conditions exist in Mexico Russia and what similarities and differences exist between two countries?
4. What intervention proposals can be developed to solve the causes of labor turnover in Mexico and Russia derived from the evolution of the HR management?

Based on these questions the objectives are related to the identification of the relationship of selection process, recruitment, training and working environment with staff turnover.

## General objective

Design a proposal to reduce staff turnover service companies.

## Specific objectives

- Analyze the current situation of staff turnover in Mexico and Russia.
- Determine the causes of staff turnover.
- Compare the working conditions of Mexico and Russia
- Develop a proposal for intervention to solve the causes of staff turnover found.

## Justification

With this research compare staff turnover services companies in Mexico and Russia, determining the impact of this on business and design a proposal for intervention to reduce staff turnover as it adversely affects them.

## Theoretical framework

### Staff turnover

Staff turnover is understood to fluctuations between inflows and outflows of people in an organization within a period of time. (Saldivia, 2013)

Every company has a certain degree of rotation, which is achieved keeping qualified employees for related charges and the possibility of new workers with the necessary for the posts in question competences is also achieved.

However this phenomenon is generally rejected by the control of organizations as large costs associated by separation, recruitment and induction of new workers, addition to lower efficiency that occurs in people who work with a replacement and try to retain to the clients. (Cabrera, 2011)

We find that staff turnover can be generated in two situations: when the staff is obtained from outside the institution or when the same personnel belonging to the company which was removed to a new position. (Flores, 2008)

### Causes staff turnover

Staff Turnover is generated by different causes which can be divided into two, forced rotation (death, retirement, permanent disability, illness) and causes of voluntary turnover (for resignation worker dismissal, poor selection, for personal or family reasons, for natural instability). (Lopez, 2016)

Another way to divide the factors affecting mobility are internal or external factors affecting the organization, which determine the behavior and attitude of workers as shown in Table 1.

a. External Factors	b. Internal Factors.
Situation of supply and demand for human resources in the market Economic situation	Policy salary and benefits of the organization
Employment opportunities in the labor market.	Organizational culture
Decreased unemployment Conditionality demand	Criteria for performance evaluation

**Table 1** External and internal factors affecting turnover  
*Source (Saldivia, 2013)*

Companies can identify information regarding the factors affecting staff turnover through calls exit interviews, which apply to people who no longer belong to the company, giving these a basis for a situational analysis of the organization and a assessment of the human resources policy practiced by the organization, achieving determine necessary to make changes that allow heal the effects of these on staff mobility.

### Costs of staff turnover

Costs for staff turnover can be divided into primary (recruitment and selection, registration and documentation, integration and training process low and high of employees) and secondary (productivity, attitude problems, overtime, loss of customers, among others). In the first case they are easily measured to be quantitative, but the latter are more difficult to quantify and many companies overlook (Cabrera et al, 2016).

### General facts Mexico

Mexico, whose official name is United Mexican States, is a country of America, located in the southern part of North America. Its capital is Mexico City. Is a republic democratic, representative and federal composed of 32 states, including 31 states and the capital are considered a single federal entity.

The Mexican territory covers an area of 1,964,375 square kilometers, so it is the fourteenth largest country the world and the third largest in Latin America. To north with the United States over a border of 3,118 km, while the south has a border of 956 km with Guatemala and 193 Belize, the country coasts bordered the west by the Pacific Ocean and the east by the Gulf of Mexico and Caribbean Sea, totaling 11,593 km, making it the third American country with longest coastal

Mexico is threelenth country most populous world with an estimated 119 million people by people, 2015 most of whom have as mother Spanish tongue, which the state recognizes as national language along with 67 indigenous languages own nation. In the country around 287 languages are spoken; due to the characteristics of its population, is the Spanish speaking most populous country, as well as the seventh most country linguistically diverse in the world.

**Occupation rate**

As can be seen in figure 1 in Mexico 60% of the population has a job but 33% is self-employment. It is indicating that a high percentage of the population is embedded in the informal economy.

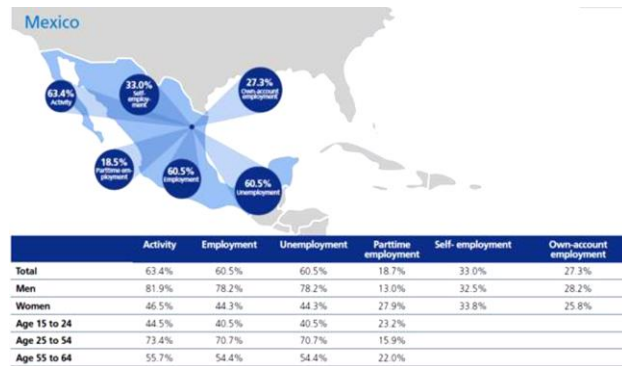


Figure 1 Occupation Rate. Source: Global Report 2016 Randstad Workmonitor

**Unemployment in Mexico**

Unemployment to 2015 in Mexico represents 4.4% resulting from the constitutional reforms that were carried out.

**Unemployment rates 2015**

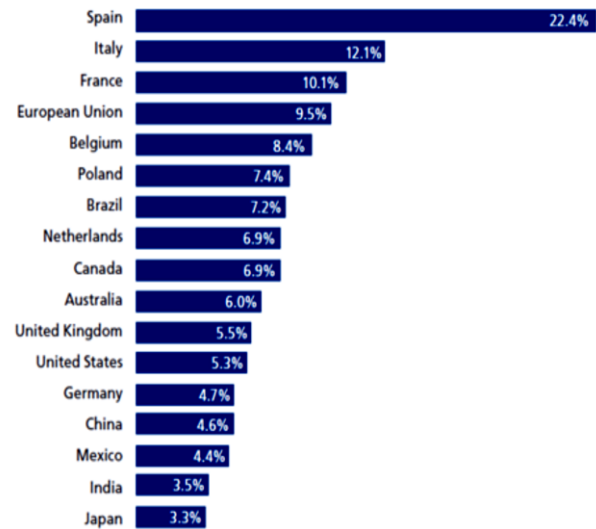


Figure 2 Unemployment Rate. Source: Global Randstad Workmonitor report 2015

**Main economic activities**

According to INEGI the population distribution by sector is 13% for the primary sector, 25% for the secondary sector and 62% for the service sector.

**General data of Russia**

Russia, officially Also Known as the Russian Federation, is a sovereign state in northern Eurasia. At 17,075,200 kilometers square (6,592,800 sq mi), Russia is the largest country in the world, covering more than one-eighth of the Earth's inhabited land area, and the ninth most populous, with over 146.6 million people at the end of March 2016.

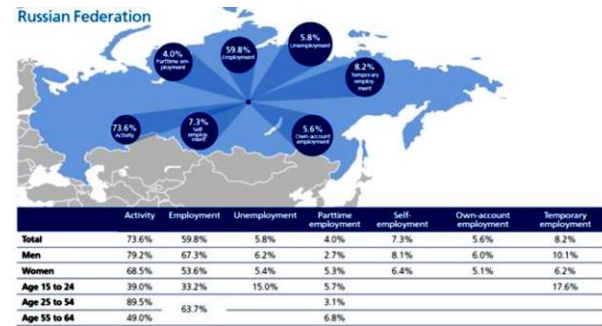
Extending across the entirety of northern Asia and much of Eastern Europe, Russia spans eleven time zones and Incorporates a wide range of environments and landforms.

From northwest to southeast, Russia shares land borders With Norway, Finland, Estonia, Latvia, Lithuania and Poland (both With Kaliningrad Oblast), Belarus, Ukraine, Georgia, Azerbaijan, Kazakhstan, China, Mongolia, and North Korea. It shares maritime borders With Japan by the Sea of Okhotsk and the US state of Alaska across the Bering Strait.

The Russian economy ranks as the twelfth largest by rated GDP and sixth largest by purchasing power parity in 2015. Russia's extensive mineral and energy resources, the largest reserves in the world such, have made it one of the largest Producers of oil and natural gas globally. The country is one of the five Recognised nuclear weapons states and possesses the largest stockpile of weapons of mass destruction. Russia was the world's second biggest exporter of major arms in 2010-14, According to SIPRI data. Russia is a great power and a permanent member of the United Nations Security Council, a member of the G20, the Council of Europe, the Asia-Pacific Economic Cooperation (APEC), the Shanghai Cooperation Organization (SCO), the Organization for Security and Cooperation in Europe (OSCE), and the World Trade Organization (WTO), as well as being the leading member of the Commonwealth of Independent States (CIS), the Collective Security Treaty Organization (CSTO) and one of the five members of the Eurasian Economic Union (EEU), Along With Armenia, Belarus, Kazakhstan, and Kyrgyzstan.

**Occupancy rate**

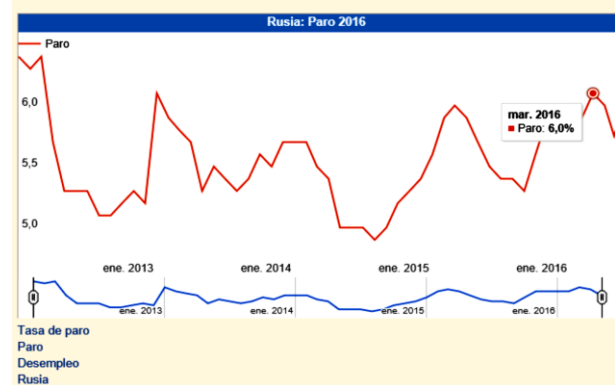
The occupation in Russia is 59.8% 7.3% being self-employees who generate their income performing their activities on their own, less than Mexico which represents 18%. It is shown in figure 3.



**Figure 3** Occupancy Rate. *Source: Global Report 2016 Randstad Workmonitor*

**Unemployment in Russia**

In relation to unemployment in Russia this is presented in a 6% figures. 2016 higher by 1.6% against Mexico.



**Figure 4** Unemployment in Russia. *Source: <http://www.datosmacro.com/paro/rusia> July 2016*

**Main economic activities**

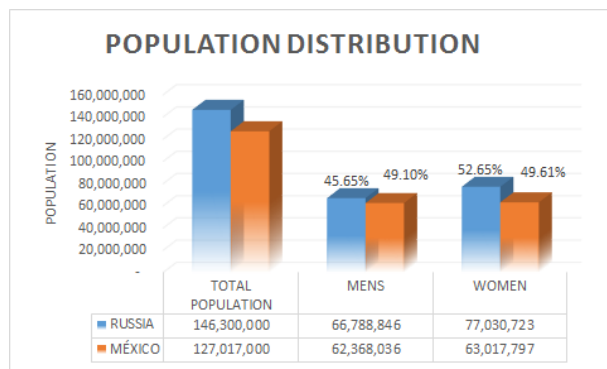
The behavior of the occupation in Russia on economic sectors is quite similar to Mexico since according Rosstat data and as shown in Table 2 9.4% belong to primary sector, 27.6% to sector secondary and tertiary 63%. Very similar to Mexico in terms of secondary and tertiary sector and in the primary sector in Mexico there an intervention of 13% representing 3.6% higher than what is presented in Russia:

%		
Agriculture, hunting and forestry	9.2	9.4
Fishing	0.2	
Mining and quarrying	1.6	27.6
Manufacturing	14.6	
Electricity, gas and water supply	2.9	
Construction	8.5	
Wholesale and retail trade; repair of motor vehicles, motorcycles and personal and household goods	18.4	63
Hotels and restaurants	1.9	
Transport and communications	8	
Financial intermediation	2.1	
Real estate, renting and business activities	8.7	
Public administration and defence, compulsory social security	5.5	
Education	8.1	
Health and social work	6.6	
Other community, social and personal service activities	3.7	

**Table 2** Average annual number of employed in the economy by economic activity Russia. *Source: Rosstat (Russian Federal State Statistics Service Federation)*

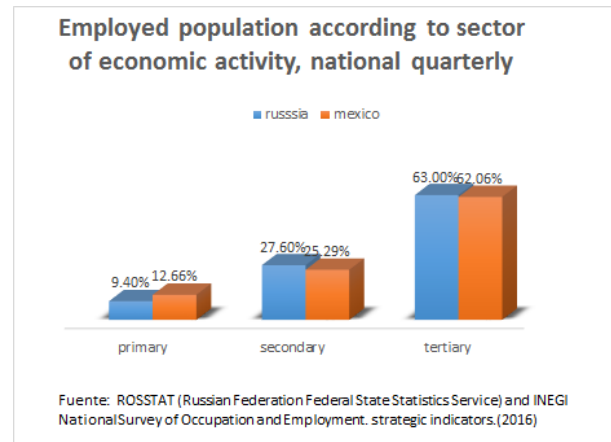
**Similarities and differences**

Employed population according to sector of economic activity, national quarterly



**Figure 5** Population Distribution. *Source: intercensal survey (INEGI, 2015) and Rosstat (2015)*

The distribution of the population is shown in Russia and Mexico to raise awareness the similarities between two countries.



**Figura 6**

Figure 6 identifies the comparison of the sectors that are handled in Mexico and Russia highlighting the similarity in the distribution of the population in economic activities of both countries.

**Comparative table residents, density, gdp growth**

As can be seen in Table 3 the biggest factors compared difference is the density in Mexico is higher derivative that Russia has a territorial extension to Mexico. However regarding economic figures specifically to GDP and growth rate of both countries similar figures for 2016 are observed.

	United States of Mexico	Russian Federation
Residents	119,530,753	146,020,031
Density	57 hab. X km2	8.3 hab. X km2
GDP(millones de USD)	9. Place 2 317 886 million \$	10. Place 2 054 570 million \$
S/FMI 2015	globally	globally
Growth:	+2.2% (2015)	+3% (2015)

**Table 3** Comparative table residents,density, gdp growth. *Source: Rosstat / INEGI 2016*



**Working conditions**

According to the Federal Labor Law in Mexico and the Labor Code Russia working conditions in both countries are similar, only difference is detected in terms of days that works in Russia that is less than what you work in Mexico, also in Mexico an annual bonus that not detected in Russia is required another point of difference is regard to (minimum) annual salary that is lower in Russia by 10% same could be offset because in Russia there no withholding tax.

	México	Russia
Weekly working hours	48	40
Weekly rest day	1	2
Vacation days per year	6	28
Annual bonus	15	0
Minimum annual salary in rubles	88938.17	77050.32
Overtime	100%	100%
Retirement age	65 years	55-60
Tax deductions	Taxes and social security	Free retentions
Maternity leave	84 days	3 years
Unionization	50%	46% FSIR

**Table 4** Working Conditions. *Source: Labor Code of the Russian Federation and Federal Labor Law*

**Business protocol comparison Mexico-Russia cultural**

The culture of a country determines the modus operandi of the people who inhabit, in the case of Russia and Mexico there are similarities to doing business, but certain exclusive practices of both countries to be considered for proper purpose are detected.

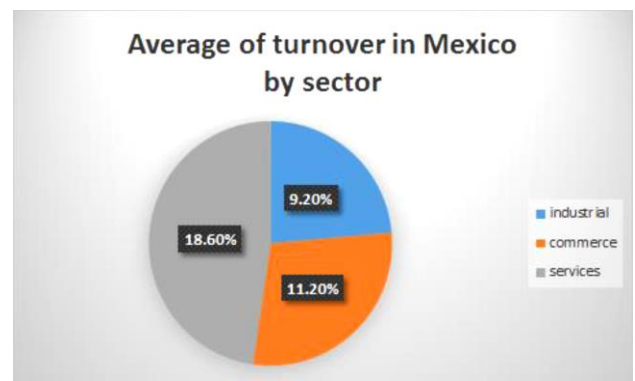
**Improvement proporsal**

The organization as an open system, characterized by the continuous flow of human resources needed to develop their operations and generate results (Flores and Rodriguez, 2008).

Among the inputs that organization matters and results export, there must be a dynamic equilibrium able to maintain operations transformation process controlled levels (Flores and Rodriguez, 2008).

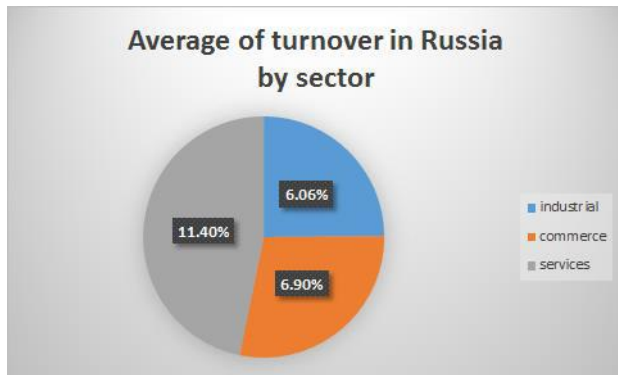
In general, staff turnover is expressed by a ratio between admissions and withdrawals relative to average number of employees of the organization, in the course of certain period, usually expressed in rotation monthly or annual rates to allow comparisons to develop diagnostics, promote provisions, even with predictive character. Chiavenato (2004).

According to Russian Federation Federal State Statistics Service (Rosstat) and National Institute of Statistic and Geography (INEGI) annual turnover on average in enterprises is 17.8% in Mexico and 11% in Russia. According to published by the statistical systems of both countries (Rosstat and INEGI).



**Figure 7** Average of Turnover in Mexico by industry. *Source: Russian Federation Federal State Statistics Service (Rosstat) and INEGI 2016*





**Figure 8** Average of turnover in Russia by industry. Source: Russian Federation Federal State Statistics Service (Rosstat) and INEGI 2016

Index ideal rotation would be one that allow the organization retain good quality staff, replacing one that presents distortions of difficult performance to be corrected within a feasible and economic program. There not number that defines the ideal rotation rate, but a specific situation for each organization based on their problems and external situation itself the market (Rodriguez 2008).

### Proporsal

Hence it is important propose solutions that can apply these companies to reduce the turnover rate presented, so 8 steps are proposed to reduce the rate of turnover.

#### Induction Program.

Process to start the employee in their integration into the organizational culture for the next four months.

Phases of program design induction objective, content related to the organization, evaluation and follow up desire.

With this induction program adaptation is provided to team and the partner feel joy of working in that organization and to continue working on it.

Making the mission and Vision and Values are known, accepted as own by the workers.

Is important that the mission is known by all employees, when everyone knows in depth the mission and what it represents, can make their own decisions always agree with this.

The Vision is "What we want to become" is the future state we desire for our organization, if there not document "Vision" widely known, what happens is that every employee assimilates and assumes that should focus its work to the state personal future, tend to think of himself, and what he surrounds him, without a global vision.

The values should be according to the ethics of the person and company, this is critical in any organization to see they govern how and why should be so.

#### 3. Empowerment

Including the development of situational leadership skills, conflict management, team work and time management. Addition to the characteristics of each of the professional fields of collaborators.

#### 4. Assessment of merits.

Performance evaluation is a process by which the overall performance of the employee is estimated based on well-defined policies and procedures to achieve operations more effective, efficient and economical.

#### 5. Design career plans.

Authors like Mondy and Noe (1997), Snell and Bohlander (2013), Ariza, Gutierrez and Morales (2004) among others, have tried define the concept of career plan; their definitions have in common the conception of it as a continuous process in which the employee identifies a goal and seeks the means to achieve this career goal must be realistic and consistent with the opportunities in the organization and competences that the individual possesses.

Advantages individual	Benefits organizational
Promotion opportunities, better pay and status.	guarantees the retention of intellectual capital
The employee is required to set goals according to their competence and the opportunities in the organization.	Trained employees and trained to help achieve organizational goals.
Progress in the career plan experience feelings of achievement and motivation.	Personal motivated and committed to the organization.
Ability to be considered when vacancies occur in higher positions than today.	Availability of employees with skills and competencies necessary at the time of a vacancy.
The employee is formed and trained to develop a good role with the support of the organization.	Cost reduction in selection processes.
The employee has the opportunity to make valuable contributions and that the organization consider.	Increased productivity, employee satisfaction = more efficient
Greater chance that the employee retains his position as they are generating added value to the organization.	linkages between the employee and the organization constrict
Help identify goals and find ways to achieve.	Lower staff turnover

**Table 5** Advantages individual and benefits organizational. *Source: Mondy, W and Noe, R. (1997), Rodriguez, J. (2007), Byars and Rue (1987)*

**Wage improvements**

Improved in the area of wage increases may be the proportional increase of salary to each area of the organization based on annual inflation

- Job Evaluation System.
- Market Survey.

- Proportional salary increase.

**Recreational Activities**

A regular sport may involve large and varied benefits for businesses, for example: Improved health and quality of life of workers, reduced absenteeism, improved decision making capacity, improvements in performance and productivity improvements in the relations of human groups, increased worker satisfaction, savings for businesses, supplement workers' compensation and visibility of the company in areas related to Corporate Social Responsibility.

**Motivation using the Technical Gung Ho**

Finally in the proposal for reducing staff turnover, motivation is required to stimulate enthusiasm and performance of staff in the organization.



**Figure 9** Process of technical Gung Ho. *Source: The Ken Blanchard Companies (2014) Gung Ho Poster*

AGUILAR-PÉREZ, Esmeralda, RODRÍGUEZ-RAMÍREZ, Amalia and TOLEDO-JUAREZ, María Eugenia. Proposal to reduce the staff turnover in service companies, compared Russia – Mexico. ECORFAN Journal-Republic of Peru 2016

To accomplish this using the technique Gung Ho which is by imitating natural processes for obtaining quality customer service and quality is proposed of life to which employees can access. Has three pillars of behavior are. Squirrel, Beaver and Goose. Starts with worthwhile work, then maintain control to achieve the goal. Let decide to reach the goal and finally give us encourage one another, congratulate our employees even if they have not reached your goal, congratulation their progress.

### Conclusions

The turnover is a danger for any company either by enormous economic costs and the negative effects generated mobility. Analyzing the current situation of staff turnover in Mexico and Russia in the services sector (17.8% and 11% respectively), was determined that there two types of causes of labor external and internal, within external the most shocking is the situation of supply and demand of human capital and within internal opportunity for professional growth and wage policy.

Throughout this investigation has concluded that the employee, not only is motivated by economic issues. He also is very important have a better quality of life and to achieve new jobs quickly.

Generational differences is another obvious factor, the generation "Y" has a way of thinking and to engage with the different from past generations company.

Before, is necessary that businesses, even those that are under rigid policies, adapt to generational change, to the extent that their values and goals will allow. Of course increasing the percentage of human resource that accepts unfavorable conditions is lower.

Companies must comply the labor market and offer competitive advantages that differentiate from the others. This results in better wages, better benefits, fewer hours worked, better treatment of their bosses and guarantee future stability. It not easy, but if a company want stay, is necessary to adapt to change. The company must seek new sources that guarantee the supply of human resources quality and techniques suitable motivation to retain and to meet their needs minimum.

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## **Realities about financial management from micro and small (Mypes) companies from Dolores Hidalgo, C.I.N., Gto.**

URBINA-IBARRA, Marcos\*† & LANDEROS-GUERRA, Martha Soledad

*Universidad Tecnológica del Norte de Guanajuato*

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### **Abstract**

In the follow research we are showing the knowledge about management of economics resources; those are developed by the CEO in the micro and small enterprise. This knowledge talk about the control of assets and liabilities, en the other hand it's explain the control that the manager has over the expenses and incomes in the company. This information helps the CEO to have a clear environment to make a decision.

### **Assets, Liabilities, Expenses, Incomes, Management**

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\* Correspondence to Author (email: marcosurbina@utng.edu.mx)

† Researcher contributing first author.

## Introduction

The objective of this article is to show in a general way the situation regarding financial management presented by the MyPEs in the municipality of Dolores Hidalgo, C.I.N., located in the state of Guanajuato.

The diagnosis of the situation of MSEs is relevant today as it is not growing successfully, which demonstrates the development of more productive structures in the country.

For example, between 2003 and 2008 the number of micro-sized manufacturing economic units in the country increased by 35%, the number of small-sized manufacturing units increased by 13%, the number of medium-sized enterprises declined by 2% (INEGI, 2011).

In Mexico micro, small and medium-sized enterprises (SMEs) have great influence as generators of economic development, in 2010, the population of SMEs in Mexico was 4.1 million, representing an estimated 52% of GDP and 78.5% of total employment, which accounts for almost three-quarters of total employment, and is the third-highest share of microenterprises in the OECD's 35 OECD countries.

According to Roberto Newell, the mortality of SMEs is high in Mexico, especially among smaller companies during its first year of operation.

Different causes explain their death, among them the abilities of the entrepreneurs who manage them, their levels of operation so small, the scarce differentiation of their offer and, finally, the low level of capitalization with which they start these businesses (Newell, 2015).

Another problem is the level of guarantees that credit institutions have to protect their resources and in Mexico they are double the value of the credit that is granted. In another point a problem that in Mexico is observed with much is the credit bureaus face particular difficulties to register the credit history of the companies of the one of the individuals; High taxes, social security and employment protection affect incentives for the creation, operation and development of enterprises, curbing the development of the formal sector (OECD, 2013).

For better decision making the financial manager (Director) must have a financial plan which starts with the sales forecast and concludes with the issuance of pro forma financial statements; To determine whether or not the sales forecast is adjusted, there must be financial control (Besley & Brigham E., 2008). Financial management is one of the obligations of the financial manager, and all companies need it whatever their size, legal size or constitution (Gitman, 2007) and each and every area and / or department of the companies are immersed In financial activities, such as sales, human resources, production, etc., so that companies can achieve their objectives must have sound finances (Ceballos H., 2010).

Now, the financial manager not only performs financial planning, he also has, among other tasks, to decide whether to increase or reduce credit to clients, approval of new sources of financing, acceptance of heavy expenses, etc. (Gitman, 2007). There are financial strategies that help a better financial management, regarding banks knowing is the daily balance serves to make the payment of accounts payable or in your case if it should be extended as much as possible without the company being Is affected in economic matters, nor in terms of receiving the material resources that it receives from creditors and suppliers (Perdomo M., 2002).

The strategies with regard to accounts receivable to consider whether a line of credit is granted, continuous or extended must be made a pertinence study observed the capacity of payment and the credit history of the clients (Ochoa S., 2005), in a Industrial company real estate, machinery and equipment are the areas where a large part of the investment is located within a company and therein lies the importance of knowing with what goods are counted and amount of the investment that you have (Moreno F. & Rivas M., 2002). Finally, in the case of accounts payable arising from a commercial credit (suppliers) do not generate interest, however delaying the payment after the due date will mean a deterioration in the credit history and that will result in the reduction of the credit or in the Not financing by suppliers (Van Horne & Wachowicz Jr., 2010).

The director of a micro, small or medium-sized company is usually the entrepreneur himself who performs such work, the director needs, among other things, to apply financial management; Which leads us to question the following: Are the directors of micro, small and medium enterprises in the city of Dolores Hidalgo Gto., C.I.N have control of the financial and material resources with which the company has which they direct?

## Method

An instrument was designed to measure the MTS-Finance Administration from the perspective of a single person - the director of the organization. Given the variety of activities that these companies have and they manage family structures, the measure was taken to define the director as the person who makes the majority of decisions in the MiPE company, according to the OECD classification, who consider them to have 50 employees and annual sales up to 100 million pesos.

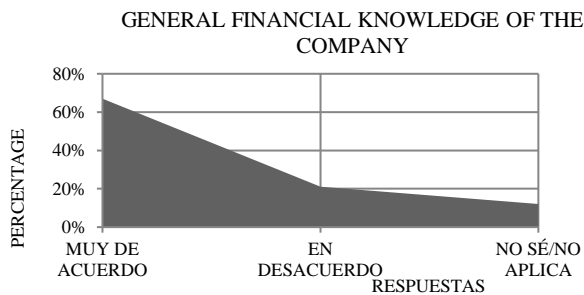
Sample and sampling. The minimum sample should be 356 participants, given a population of 4,844 economic units in the municipality. (INEGI, 2015), and using the own sample size formula for proportional analysis - we consider a value of  $p = 50\%$ , to obtain the largest sample with a 95% confidence and a 5% error. To collect the questionnaires, a convenience sampling was conducted in which approximately 187 students were trained to apply the instrument and then captured on an Internet platform.

## Methodology

The points of the financial area as: assets, liabilities, capital, income and expenses managed by the company the directors considered the following:

Of the control over their assets that the company has 70% of the directors say they know the cash they have in the bank, agree and strongly agree, 30% do not know it in answer do not know and strongly disagree. Regarding the amount owed to customers, 70% know how much their accounts receivable amount is, 30% do not know it, they strongly disagree and disagree. 63% know the value of their inventory to agree and strongly agree, 14% do not know, 15% say they disagree, and the rest strongly disagree. It is seen that 67% agree and strongly agree to know the value of their fixed assets, while the remaining 30% mainly do not know, strongly disagree and disagree. From the control of its liabilities the situation that was presented: 75% know how much is due to their suppliers, the remaining 25% mainly do not know, strongly disagree and disagree. 62% know their debts with their relatives and acquaintances 24% say they do not know loans to relatives and acquaintances, the remaining 15% strongly disagree and disagree. 56% know how much they owe to the bank and other institutions, 28% say they do not know and 16% say they strongly disagree and disagree.

The knowledge or control that the directors of their companies have with regard to their finances 67% has knowledge, 21% has some knowledge and the remaining 12% have no knowledge of how financially the company they are managing, as well as See Graphic 1



**Graphic 1** General financial knowledge of the company

**Control of Capital**

As regards the capital assets that the company has, the following was considered:

58% know how much their business is worth 17% say they do not know, 9% say they strongly disagree 14% disagree 2% do not answer.

**Control of Profit and Loss**

It was answered as follows: 69% know the value of their sales the previous month, the other 31% said they did not know or disagree mainly.

The average knowledge of the amounts that are collected 67% said they know them while 12% do not know, 13% disagree and 8% strongly disagree.

In the items of suppliers paid payments it was answered that 63% strongly agree that they know the amount made, in another sense it corresponds to I do not know, and I strongly disagree with 37%.

73% know how much they spent last month compared to knowing how much sales last month (69%) is higher.

**Conclusions**

The research gives as results that the directors know the resources that the company has and therefore control its business with regard to its assets, however in the area of accounts receivable know this amount what will have As a consequence that those accounts probably do not get collected and have a lack of cash, in this way they lose the financial capacity to pay commitments, so their business is administered empirically, however the employer who has a How a company should be run the results are highly satisfactory.

The fact that the director assures to know the amounts realized by incomes received by vent and receipts and expenses for payments and purchases gives certainty of the economic activity, but not that in this a control is made so that these are not inclined only to the expenses, for What to do a comparison is the main recommendation.

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**Instructions for authors**

A. Submission of papers to the areas of analysis and modeling problems of the:

- Business Administration
- Administrative Management
- SME Management
- Tourism and Hotel management
- Financial Administration

B. The edition of the paper should meet the following characteristics:

-Written in English. It is mandatory to submit the title and abstract as well as keywords. Indicating the institution of affiliation of each author, email and full postal address and identify the researcher and the first author is responsible for communication to the editor

-Print text in Times New Roman #12 (shares-Bold) and italic (subtitles-Bold) # 12 (text) and #9 (in quotes foot notes), justified in Word format. With margins 2 cm by 2 cm left-right and 2 cm by 2 cm Top-Bottom. With 2-column format.

-Use Caliber Math typography (in equations), with subsequent numbering and alignment right: Example;

$$D = \frac{dM1}{d\lambda1} + \frac{dM2}{d\lambda2} + \frac{dM3}{d\lambda3} + \frac{dM4}{d\lambda4} + \left[ \frac{d\lambda}{\lambda n} \right]^{\xi 2} \tag{1}$$

-Start with an introduction that explains the issue and end with a concluding section.

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Author	Distinctive competencies in the area of operations					Types of companies	Country
	1	2	3	4	5		
Chan (1999, p. 334)	Cost	Quality	Innovation	Service	Flexibility	SMEs from various sectors	Taiwan
Avella Camarero, Fernández Sánchez, y Vázquez Ordás (1999, p. 241)	Cost	Flexibility	Quality	Delivery	-	Industrial companies with more than 200 Job.	Spain
Zhao et al. (2002, p. 278)	Quality	Delivery	Service	Innovation	Flexibility	Moldings and machinery	China
Ahmad Schroeder (2002, p. 80)	Quality	Delivery	Efficiency	Innovation	-	Cars, electronics and machinery	Germany, Italy, Japan, USA
Boyer y Lewis (2002, p. 14)	Cost	Quality	Delivery	Flexibility	-	Advanced factories AMT	USA
Sarache Castro et al. (2004, p. 42)	Price	Quality	Speed	Flexibility	technical assistance	Clothing industries	Colombia
Urgal González y García Vázquez (2005, p. 109)	Price	Flexibility of product and volume	Delivery	Design quality	Quality compliance	Metal industry, with more than 50 workers	Spain
Urgal González y García Vázquez (2006, p. 139)	Price	Quality	Deadline	Flexibility	Service	metal Sector	Spain

**Table 1** Competencies in the area of operations

F. References are included at the end of the document, all its components will be separated by a comma and must the following order:

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