

History of a family business in San Juan del Rio, Qro.**Historia de un negocio familiar en San Juan del Rio, Qro.**

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Abstract

The objective of this project was to know the history of a family business as well as if it was a process, considering it as a case study. With this investigation completed, an administrative process was developed that can satisfy family businesses nationwide.

Resumen

El objetivo de este proyecto fue conocer la historia de un negocio familiar, así como si fuera un proceso, considerándose como un estudio de caso. Con esta investigación terminada se elaboró un proceso administrativo que podrá satisfacer a los negocios familiares a nivel nacional.

Administrative process, Family business, Work

Negocio Familiar, Proceso administrativo, Trabajo

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Introduction

The municipality of San Juan del Río, Qro. has had a very significant growth since the 80's and up to the present year. This has led to the survival of family businesses with their owners during the period.

For this reason, the objective was to learn about the history of a family business as if it were a process, since it is not easy to continue with a small family business for more than 40 years and for it to be the support of children and grandchildren. Therefore, this research is considered a case study. And because this process has been carried out, they have had to face very significant changes that even in this year, they had to grow and improve the construction of the family business.

Literature Review

Administrative process:

An administrative process is the set of stages, - planning, organising, directing and controlling - with the aim of achieving the objectives of a business which will be the family business to be {disclosed in the most efficient way possible. It is in the management stage that the business owner can intervene in any conflict that may arise. López (2021) <https://economipedia.com/definiciones/proceso-administrativo.html>

According to the author Luna (2015:118) for a business to operate within the framework of rules set by the internal and external environment it is necessary to have or carry out control within the microenterprise and/or business. Classification (2020) because in this way the administrative process defined in the first paragraph of this part 2 is consolidated.

A business can be called a microenterprise, as mentioned by the author Calleja (2021:19) and the author Luna (2015:126) indicates that in the management phase would be for a small business the owner who must perform this phase of management applying efficiently and effectively leadership, since the owner must be a leader who supervises, communicates, motivates, and makes decisions.

The author Luna (2015:12) mentions that businesses can be considered micro businesses, as they belong to the service sector which according to the author Luna (2015:12) this category of business can have up to a maximum of 20 employees.

Blandez (2016:7) indicates that entrepreneurs and/or business owners have similar characteristics to have a successful business. These are mentioned below:

- They create a business in order to grow it.
- They focus on satisfying consumers' needs as well as their own.
- They establish plans and strategies such as innovation of new products and/or services.
- They come up with new ways of managing the business and/or company.
- They anticipate the demands of their consumers.

Zavala (2022:16) mentions that knowledge of people and events is important. That for a job a portion of money is earned and is destined to various actions.

If within the company it is the owner and/or leader who makes the decisions, actions are taken that lead to a change in the business over time.

For the author Jeffcut (1994:241), decision making is the process of narrative analysis, interpreting actions and identifying meanings for the business to function better.

Decision making, for author Monllor (1994:96) indicates that the use of the information obtained by the business to select actions that produce fruitful results for the growth of the business. This process of converting information into action is referred to as decision making.

In addition to the business owner making decisions, he or she also ensures that the organisation does so in the best possible way.

Simon (1982). Sfez (1984). Ivancevich, *et al.*, (1997). Frank Harrisson (1999). Robbins (2004). Drucker (2006). Hammond, Keeney and Raiffa (2006). Etzioni (2006). Aviño and Maella (2010) the previous authors indicate that in order to continue in a market, it is necessary that the owners of microenterprises must carry out a decision-making process composed of phases, premises, steps, elements, rules, stages or principles.

Author Mapcal (1995:8) classifies important decisions depending on the hierarchical level at which they are made and points out the following:

General decisions: affect the whole business or company.

Functional decisions: these are the ones into which the company is divided, the sales function, the purchasing function, the production function, the merger of production, accounting, customer service, etc.

Departmental decisions: those related to the activities of the various departments, such as the activities of accounting records, quality control, supervisors, etc.

Operational Decisions: are those that have a direct relationship with the activities that the operational levels of the business or company carry out on a daily basis, such as messengers, receptionists, workers, external salespeople, drivers, administrative staff, etc.

Computer science or information technology studies the techniques and automated processes that act on data and information (Suarez, R. 2007).

Work

For the author Rieznik, P. (2009:19) work is the driving force of human evolution. The author Cañigual (2020:82) mentions that all changes in jobs, families and workers have occurred with absolute normality, tolerance and development of their own social, ideological and moral environment. For the majority of the population, going to work meant leaving the house, arriving at the same place, staying there for at least eight hours a day for twenty, thirty or forty years. Additionally. Teamwork is an investment. A complex structure of coordinated actions, carried out by a group of people and a fundamental pillar of social progress and human development. Ballenato, P. (2009: 120).

Authors Lara & García (2022:3) point out that the work carried out in a business can be considered a process of adaptation, where the members obtain recognition from their clients for the service they receive and can continue in this way for several generations. González (2022:128-133) indicates that the historical reconstruction aims to present 3 aspects: the origins and motivations, the presence of leaders and the changes and continuities present.

Methodology

In relation to the authors (Hernández, et al. 2018), the following hypothesis was established for this project: the business owner's decision-making is carried out according to the work that he/she carries out within the business.

With which the following variables were set dependent. Decision-making by the owner: independent. Work he does within the business.

With a focus on reality, laws and interconnections, it was deduced that there is a relationship between:

- Decision-making.
- Work he performs within the business.
- Food business.
- Administrative process.

By going through the municipal, national and food business contexts, it was possible to determine the dimensions, known as variables, which intervened in this project, and which were indicated at the beginning of this aspect, with the following characteristics:

Dependent variable: owner's decision making.

This variable mentions that for the case study considered in this research it is a business and/or microenterprise, indicating that it has an owner. A second characteristic is: the owner makes decisions in the business to get ahead in any circumstance. Even dealing with family businesses, where according to the authors Benitez, Benitez & Botero (2021:45) the values that were managed to strengthen are solidarity, respect and communication.

Independent variable: Work that he performs within the business.

A case study of a family food business was carried out in this project, an action plan was drawn up in the field with the purpose of collecting information by devising a strategy for approaching the business (observation or immersion in the field). The approach strategies to understand the phenomenon in the food sector environment in San Juan del Río were executed in the following way:

To describe and understand how the business owner has made decisions and to know how his basic structure of experience has been created. We attended the place where the business is located, which is a family home, to taste the tacos and stews they offer, for approximately one year, we tried to continue being a customer, to get to know the owner and the business in order to provide them with the following results.

Results

Description of the business

The business started approximately 50 years ago. It offers food for lunch and even lunchtime. It is not set up as a business, but one arrives at a family home, rings the doorbell and a man or woman comes out to ask for the amount of food to be taken in tacos. Then you close the door again and wait a short time for them to come out to deliver the \$40.00, \$60.00 or the amount you ordered. What was ordered is delivered wrapped in paper and a plastic bag, at which point the delivery person will collect what was ordered and if change is needed, they will tell you to wait a minute, close the door again and wait for them to return with the change and you can leave with your order.

By becoming a customer, you can arrive, ring the doorbell and they allow you to go inside so that you can have lunch inside the business in the place where they make the stews and tortillas. They offer tacos, stews, sopes, coffee, soft drinks and they have a molcajete with salsa.



Figure 1

Source: Taken in June 2021



Figure 2

Source: Taken in June 2021

In the previous photo, the owner of the business can be seen still working, she makes the tortillas that are used to provide the service, and she even keeps the firewood cooker lit to make them.



Figure 3

Source: Taken in June 2021

The owner, at times, because of her age, is helped by two daughters, one makes the stews and the other helps her make the tortillas. The owner of the business divided the work between the children she has in solidarity and their shared goal was to continue with the source of employment and this led the owner to make decisions regarding the change in her process of how the business is going and has to change with actions for a better functioning, this led the owner to share her experiences and situations she had and this as mentioned by the author Nava Murcia. (2022:25) because when she started it personally, she considered that it was very important to stay at home, without having to go out, and the family would stay together most of the time.

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Therefore, she agrees with the author Jeffcut (1994). And with radical changes that have affected the *modus vivendi* this is mentioned by the authors Rico and De la Torre (2021).

The decisions that have been taken in the family business were not programmed, because for more than 40 years, there was an accumulation of adverse circumstances to the operation, they were not structured because there was no clear procedure on how to handle each situation. Simon (1982).

In business at the time, there had to be a course of action or a composite process of decisions made by phases, steps, premises, elements, stages, rules or principles. With adherence to the authors Simon (1982). Sfez (1984). Ivancevich, et al. (1997). Frank Harrison (1999). Robbins (2004). Drucker (2006). Hammond, Keeney and Raiffa (2006). Etzioni (2006). Aviño and Maella (2010).

The following is the administrative process made up of decisions that the owner needed to make in order to move forward, not to close and to face the various situations that have arisen in the business during its trajectory in the municipality of San Juan del Río.

Decision-making process.

- The owner made the decision to sell takeaway tacos from her home, with the help of a sister.
- The owner made the decision to have her children help her with the business. Once they were old enough to do so.
- The owner made the division of labour for her children, depending on their age and experience.
- The owner made the decision to provide her sister and children with a weekly amount as payment for their support work in the business - as payment for their work done on a weekly basis.
- One of the daughters had a daughter who became the owner's granddaughter and who also became part of the employees of the business and supported him as a worker, when she has time available, as she is still studying.

- Thus, more than 40 years have passed in which the family has a home-based business and they do not need to incur any additional expenses to move to a job outside the house. They only have to carry out their assigned activities.
- The number of customers continues to increase as the tortillas and stews have a very familiar, special flavour, and as many years have passed, it is necessary to make an arrangement to the place in the house that has been established for the business. The owner decided to fix the construction of the place and so another place in the house is being occupied so that they can fix the one that is designated for this activity. Here is a photo of how the service continues to be provided temporarily, even outdoors.



Figure 3
Source: Taken in May 2021

As can be seen, the tortillas are no longer being made on a firewood cooker but are now being made with gas. The two sisters continue to support the owner of the business, but the owner of the business, even if it is on gas, makes tortillas to continue providing the service they offer.

One of the brothers has the job of going and opening the door of the house when the doorbell is rung, so that he can be told what is required, or you tell him that you want to come in for lunch and he tells you whether you can come in or not. And you must also enter with all the sanitary measures.

Description of the owner:

The owner in an interview, commented that since she was a child, her mum sold tacos and so she taught her from a young age to make tortillas on the cooker. The owner's daughters in another interview reported that their mother is approximately one hundred and two years old. But she is even in very good health, even though the cooker has been burning wood for the business for such a long time. The only thing is that she no longer leaves the family home alone, as she suddenly forgets who she is and could get lost. She even used to take a truck every Sunday to go to the parish church in the municipality for mass.

Discussion

According to the authors Simon (1982). Sfez (1984). Ivancevich, et al. (1997). Frank Harrison (1999). Robbins (2004). Drucker (2006). Hammond, Keeney and Raiffa (2006). Etzioni (2006). Aviño and Maella (2010) whether they are called phases, premises, steps, elements, rules, stages or principles, the owner of the family food business has had to make a series of decisions that led her to form a process of them to continue selling in her home. what is relevant is that this family business or microenterprise has had a very positive impact of growth throughout the time that has meant income for a family in the municipality of San Juan del Río.

Conclusions

This research showed that the owner of a family food business has taken a decision-making process to continue in the market for more than forty years.

Every business, even a small one, can automatically establish an administrative process that includes decision making according to its needs.

Businesses, even if there are family members within them, are a source of income.

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