

Analysis of competitiveness in Mipymes during the covid-19 pandemic, case of Tlaxcoapan, Hidalgo

Análisis de la competitividad en las MIPYMES durante la pandemia Covid-19, caso Tlaxcoapan, Hidalgo

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Abstract

The objective of this research is to carry out an analysis of the competitiveness of MSMEs, in the municipality of Tlaxcoapan, Hidalgo; in order to know what are the factors that prevent them from staying within the local market during the Covid-19 pandemic. The methodology used was with a mixed approach and descriptive-exploratory research design, where the characteristics that the MSMEs of the Municipality of Tlaxcoapan live today were identified; The instrument that was applied to collect the data was a questionnaire divided into 5 sections: marketing, clients, competitiveness, contingency protocols and the use of information and communication technologies; 323 questionnaires were applied, a result that the statistical sampling yields, according to 2043 economic units. As a result, it was identified that 78% of the owners of MSMEs consider that in order to be competitive it is important to generate strategic plans in the areas of marketing, clients, contingency protocols, and the use of information and communication technologies, due to that are of great relevance to survive in the markets, in addition to the uncertainty that could occur at some other time of pandemic or some other contingency that could affect their economic operations. During the Covid-19 Pandemic, many micro, small and medium-sized companies did not know how to face such a crisis, despite the technological tools they were able to implement in their businesses. Alliances can be made with higher education institutions to be able to work hand in hand and provide solutions to the needs presented by the MSMEs of Tlaxcoapan, Hidalgo

Competitiveness, Contingency, Hidalgo, Marketing, Mipymes

Resumen

El objetivo de la presente investigación es realizar un análisis de la competitividad de las Mipymes, del municipio de Tlaxcoapan, Hidalgo; con la finalidad de conocer cuáles son los factores que les impide mantenerse dentro del mercado local durante la pandemia Covid-19. La metodología utilizada fue con un enfoque mixto y el diseño de investigación descriptiva-exploratoria, donde se identificaron las características que viven las hoy en día las Mipymes del Municipio de Tlaxcoapan; el instrumento que se aplicó para recabar los datos fue un cuestionario dividido en 5 apartados: mercadotecnia, clientes, competitividad, protocolos de contingencia y el uso de las tecnologías de la información y comunicación; Se aplicaron 323 cuestionarios, resultado que arroja el muestreo estadístico, de acuerdo a 2043 unidades económicas. Como resultado se identificó que un 78% de los propietarios de las Mipymes, consideran que para ser competitivas es importante generar planes estratégicos en los ámbitos mercadotecnia, clientes, protocolos de contingencia, y el uso de las tecnologías de la información y comunicación, debido a que son de gran relevancia para lograr sobrevivir en los mercados, además de la incertidumbre que se pudiera dar en algún otro momento de pandemia o alguna otra contingencia que pudiera afectar sus operaciones económicas. Durante la Pandemia de Covid-19 muchas micro, pequeñas y medianas empresas no supieron cómo enfrentar tal crisis, a pesar de las herramientas tecnológicas que pudieron implementar en sus negocios. Se pueden realizar alianzas con las instituciones de educación superior para poder trabajar de la mano y dar soluciones a las necesidades que presentan las Mipymes de Tlaxcoapan, Hidalgo.

Competitividad, Contingencia, Hidalgo, Mercadotecnia, Mipymes

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Introduction

The coronavirus disease pandemic (COVID-19) has wreaked havoc on the global economy, with a widespread collapse in economic activity. The year 2020 is seeing the largest drop in output since World War II (-5.2%) and the largest percentage of countries experiencing a recession simultaneously (90%) since estimates began in 1870. (Bank, 2020).

This crisis has altered all the daily activities and ways of doing business of companies, especially micro, small and medium-sized enterprises (MSMEs), and the consumption habits of households. In this context, MSMEs, eager to show an unprecedented growth, have to look for strategies and actions to implement during the sanitary contingency, that will help them to reduce the economic risks of the pandemic, and that will allow them to be competitive, attending to the great challenges in order not to disappear. On the other hand, the government of the region has been concerned about promoting sanitary measures to avoid the total closure of these economic units and to allow them to survive.

The vulnerability of the economic system and the weakness of public policies have resulted in disjointed and late actions, as well as in decisions that have been taken without solid strategic plans and in the absence of long-term visions. Although the pandemic still continues, it is possible to recognize certain important lessons to consider for the construction of another future (ECLAC, 2021b).

The crisis caused by the Covid-19 pandemic highlighted the lack of strategies and foresight on the part of SMEs to face this type of situation and such abrupt changes. Given the undeniable transformation that businesses and their relationship with customers will undergo, it is essential to develop a contingency plan to ensure the permanence of companies (Angel, 2020).

On the other hand, competitiveness is one of the most important concepts in the industrial and business world. It is determined by economic, social and political elements, which determine the company's ability to achieve a unique and sustainable position in the market.

It is worth remembering that development processes have brought many advantages and advances in all fields. This development process is evidenced by the creation of small and medium-sized enterprises (Alejandro, 2012).

The objective of this research is to analyze from the perspective of the owners of the MSMEs, which were the problems they faced due to the COVID-19 pandemic, and to know which were the actions and strategies they had to implement in the aspects of marketing, clients, contingency protocols and the use of information and communication technologies; to be competitive and to be able to give solution to the economic crisis. Therefore, with them, the research questions will be answered: Do MSMEs in Tlaxcoapan have strategic contingency plans? Will having contingency plans make MSMEs more competitive?

Methodology

Approach

The research "Analysis of competitiveness in MSMEs during the covid-19 pandemic, Tlaxcoapan, Hidalgo case" is of a descriptive exploratory type; in this regard, Hernandez, Fernandez and Baptista refer that "Exploratory studies are conducted when the objective is to examine a topic or research problem that has not been studied much, about which there are many doubts or which has not been addressed before". Likewise, it is considered descriptive because it "seeks to specify properties, characteristics and important features of any phenomenon being analyzed, describing the tendencies of a group or population". (Hernández R., 2003)

From there, and with the information collected and provided by the owners, the business reality in which the MSMEs live will be described, to analyze the competitiveness and what were the internal and external factors that they had to address to ensure that their business units did not close economic operations during the Covid-19 pandemic.

Place of research

The research studies the micro, small and medium-sized enterprises (MSMEs) of the municipality of Tlaxcoapan, Hidalgo; of which 2043 are engaged in the three most representative economic sectors (commerce, services and industry).

Population and sample

The type of sampling chosen was simple random sampling, which is the simplest and best known probabilistic sample selection procedure.

Once the information on the size of the population (2043 MSMEs) was available, the formula for calculating the sample was applied, working with a confidence level of 95%, with a probability of failure of 50%, a probability of success of 50% and a standard error of 5%, as shown below:

$$n = \frac{N * Z\alpha^2 * P * Q}{e^2 * (N - 1) + Z\alpha^2 * P * Q}$$

n= Sample size

N= Population size or universe

Z= Statistical parameter that depends on the N

e= maximum accepted estimation error

P= Probability of occurrence of the event

Q=(1-p)= probability that the event does not occur

Parameter	Sample size
N	2043 n= 323.49
Z	1.96
P	50%
Q	50%
e	5%

Derived from the application and calculation of the formula, it was obtained that the number of MSMEs to be surveyed is 323, in order to have a relevant population sample to carry out the research. The questionnaire, which was prepared specifically, consists of 4 sections, which will allow gathering information on: marketing, customers, contingency protocols and the use of information and communication technologies.

Results

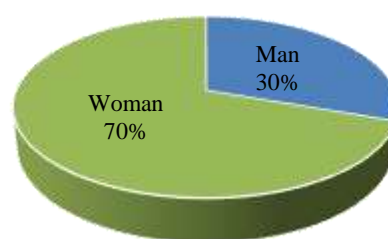
This section presents the results obtained from the analysis of the data generated by the survey applied to the owners of the MSMEs.

The municipality of Tlaxcoapan is one of the eighty-four municipalities that make up the state of Hidalgo in Mexico. This municipality has a surface area of 39.00 km², and represents 0.19% of the state's surface area; within the geographic region known as the Mezquital Valley. Tlaxcoapan is considered within the metropolitan municipalities of the metropolitan area of Tula, which also includes the municipalities of Tula de Allende, Atitalaquia, Atotonilco de Tula, and Tlahuelilpan, with Tula de Allende as the central municipality.

In 2015, the municipality has an HDI of 0.762 High, ranking 18th at the state level; according to the National Council for the Evaluation of Social Development Policy (CONEVAL), the municipality has a Very Low Marginalization Index (CONEVAL, 2015).

In Graph 1, it is shown that 70% of women are owners of MSMEs in the municipality of Tlaxcoapan, and 30% are attended by the male gender. In addition, for women it is a priority to the welfare of their family/children, associated with achieving economic stability to meet household expenses, which motivates them to create their own business, exposing themselves to poor working conditions, being in the informal sector, and the lack of compatibility between work and family activities.

At present, women represent the strongest sector in the retail trade in many countries. Therefore, there should be greater flexibility to have access to working conditions, to the different fiscal support granted by governments, and to receive constant training. With these actions, one of the sustainable development objectives will be fulfilled, which is to: Promote inclusive and sustainable economic growth, employment and decent work for all.

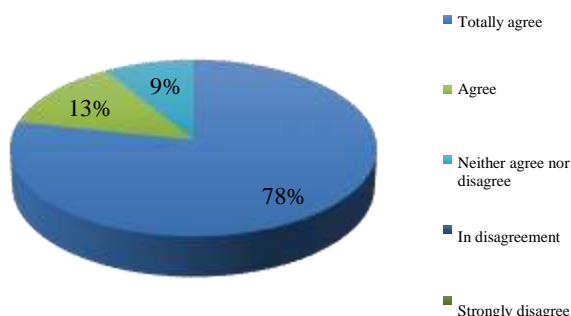


Graph 1 Gender of MSME owners

Source of reference: Based on the results obtained in the questionnaires

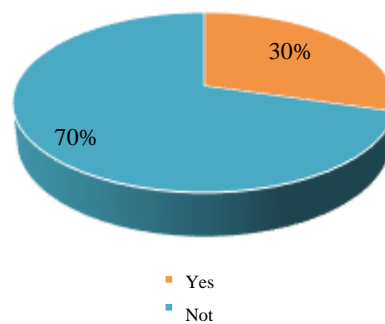
Marketing

According to Anzola, in Latin American small businesses, "Marketing is applied informally by the mere intuition of the entrepreneur" (Anzola, 2010). As can be seen in Figure 2, 78% of the owners of MSMEs in Tlaxcoapan state that they totally agree that marketing is an important factor for the sale of their products and services, which would generate greater income from their sales; 13% say that since they do not have sufficient economic resources to pay for a strategic marketing plan, they use common media to publicize their products, including social networks, customer service, and they consider that since they are family businesses, the whole region already knows them and that is more than enough.



Graph 2 Marketing is an important factor for the development of the company
 Source: Based on results obtained in the questionnaires

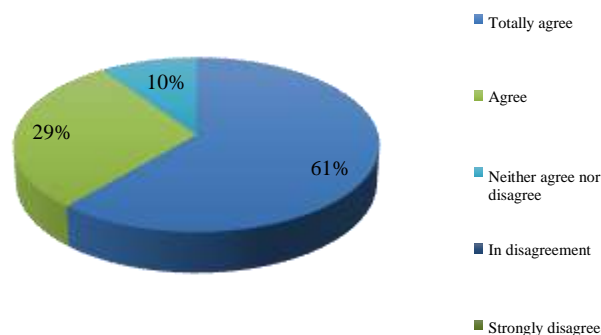
Graph 3 shows that 70% of the owners have not designed a marketing plan to deal with the contingency during the Covid-19 pandemic, since they had never imagined this type of disease, much less had they considered the great magnitude and the way in which their businesses would be affected in their sales and income. In addition, according to the information provided by health authorities, they considered that the pandemic was only for a short term. The other 30% stated that they did design a contingency plan that would help them to be sustainable until they received indications that they could continue their activities normally and not close their business indefinitely.



Graph 3 During the pandemic, did you design a business contingency plan?
 Source: Based on the results obtained in the questionnaires

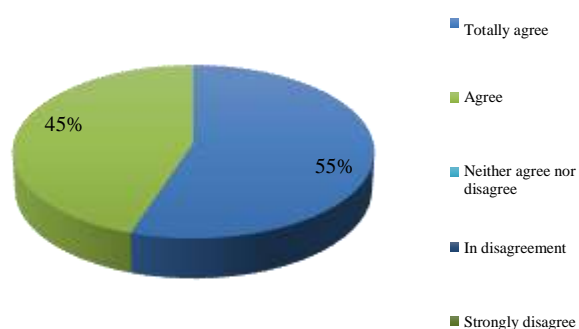
From the above, it can be discerned that at present all companies should have a marketing plan that helps them to strengthen and achieve higher levels of economic productivity, through modernization in the use of technology and innovation, adding value to their sales.

In Graph 4, the owners were asked if they consider it appropriate for all members to participate in decision making in the company's marketing plans. 61% totally agree that all workers should participate in decision making, since the contribution of each one of them strengthens the work, 29% agree but consider that the owner of the business should make the final decision, and 10% state that they neither agree nor disagree, because they do not consider the opinions of the workers to be relevant, and in some family businesses, the decision is made by the one who contributes the most.



Graph 4 It is considered appropriate that all members participate in the decision making process of the company's marketing plans
 Source of reference: Based on the results obtained in the questionnaires

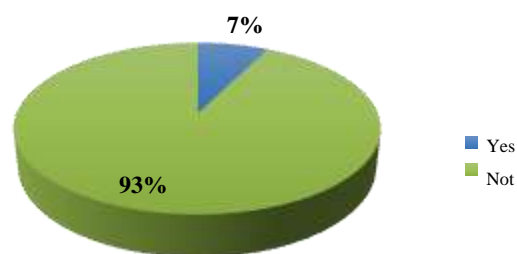
According to Laura Fischer, "sales promotion makes products known in a personal way and offers additional values or incentives to sellers or consumers; likewise, they consider that promotion is the marketing activity whose purpose is to promote the sale of a product in a personal and direct way" (Fischer, 2011). Graph 5 shows that 55% of the business owners have been concerned about generating promotions or offers for the sale of their products to attract customer attention and increase sales during the Covid-19 pandemic, and 45% agree to generate promotions or offers so that their sales are not so affected, since they have to obtain income to cover the costs of water, electricity, rent, payment of salaries, among others.



Graph 5 The company has been concerned about generating promotions or offers for the sale of its products to attract customer attention and increase sales before COVID-19

Source: Based on the results obtained in the questionnaires

Graph 6 shows the result of the question: Does the company have a formally established Marketing area or department? Therefore, 93% of the owners of the MSMEs answered that they do not have a well-defined organizational structure, in which the functions are established as in large companies, since they lack the economic capital to be able to generate organizational manuals, in addition to the fact that there is also a lack of knowledge of the use and management of technologies. The 7% of companies do have a marketing area, which is in charge of uploading updated information about the goods and services they offer to their websites. According to communication and marketing consultants (Oakpower, 2018) "only 55% of the companies have a marketing and communication department because entrepreneurs do not consider it important".



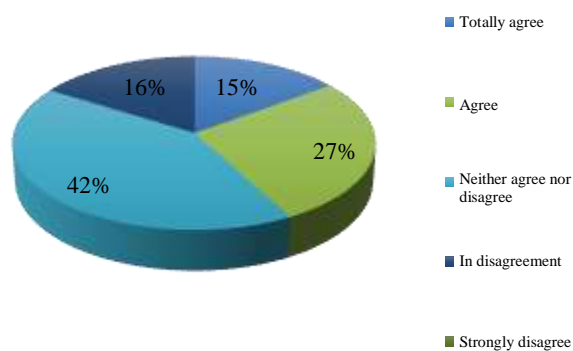
Graph 6 The company has a formally established marketing area or department

Source of reference: Based on the results obtained in the questionnaires

Clients

"A customer is the person who purchases the products or services of a business. Therefore, it is a consumer, from the company's perspective. It can be a recurring customer when he/she makes regular purchases, or a one-time customer." (Hubspot, 2021). Given the reality that was experienced during the Covid-19 pandemic, the form of customer service also had to evolve and MSMEs in Tlaxcoapan were no exception in seeking new strategies to offer their products and services to consumers, and to continue providing attention to their customers so as not to lose the trust that had already existed between buyer and seller.

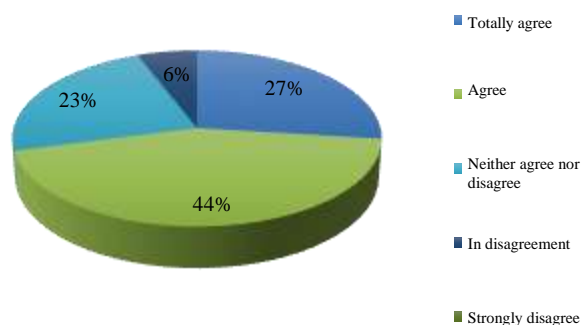
The owners were asked if they have well identified the customers to whom the products offered by the company are directed; in graph 7, 42% expressed neither agreement nor disagreement, since their products are available to the general public, considering that for their businesses the customers are the most important thing to be competitive and identifying to whom their product is directed. While 27% agree that they have well identified their customers and even if there is other competition near them, their customers are loyal to them because of the attention they receive and they already know the products or services they offer.



Graph 7 The company's target customers are well identified

Source of reference: Based on results obtained from questionnaires

According to Terry Vavra, "In an organization, measuring customer satisfaction should be as strategically oriented as marketing and sales. Customers are the ones who can make you succeed, as long as you and your team are willing to listen to their suggestions." (Vavra, 2002). Graph 8 shows that 44% of the owners say that they neither agree nor disagree with measuring customer satisfaction, since they do not know how to carry out the measurement and how to interpret this measurement, as well as what the benefits would be, others consider that it would be an opportunity to know if the customers are really satisfied with the products or services they offer; 27% of the owners disagree, stating that many people do not take it seriously and do not answer their business satisfaction surveys, which makes them lose interest in measuring the level of satisfaction, while 23% of the owners agree with the idea of measuring satisfaction.



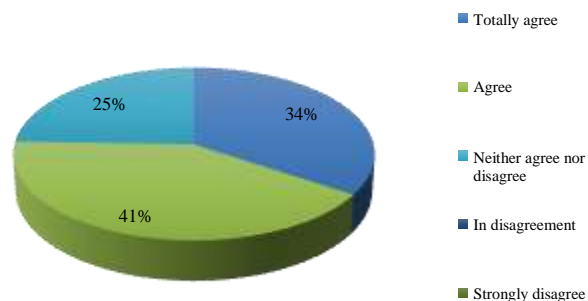
Graph 8 It is customary to measure the level of customer satisfaction

Source of reference: Based on the results obtained in the questionnaires

Competitiveness

Additionally, as Porter indicates "companies can be more productive in any industry if they employ sophisticated methods, use advanced technology, and offer unique goods and services. It is worth noting that the state takes a predominant role in driving business competitiveness" (Competitiveness factors, 2016) (Porter, 2000). Given the importance of the concept of competitiveness for MSMEs, during the Covid-19 pandemic, it regained more value for the owners of these economic units, since there were many factors that were affecting them such as the temporary closure of the business, attending at certain times, not having the necessary income, lack of employment in consumers, price hikes in products, payment of fines for not applying sanitary protocols, etc. This limited even more the capacity of the entrepreneur to take care of all these strategic aspects, with a lack of long term vision and the uncertainty of the danger of closing their business without having reached its life time.

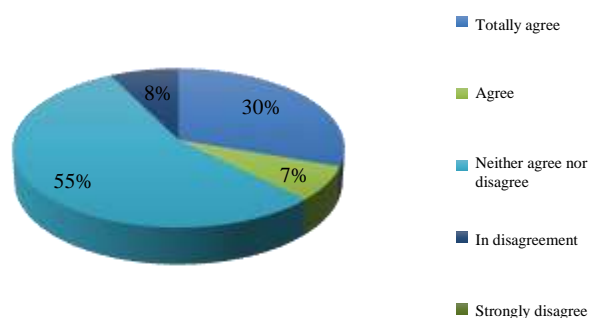
Graph 9 shows that 41% of the owners agree that in order to make decisions they always analyze the competition, because during the confinement many of the businesses had to diversify their economic operations or offer additional services in order to obtain income to survive, Therefore, 34% totally agree in analyzing the competition before starting any extra activity, since the conditions were not so favorable and investing was too risky, and finally 25% neither agreed nor disagreed, they did not care if there was competition or not, they considered that they already had their clients identified.



Graph 9 In order to make decisions, the company always analyzes the competition

Source: Based on the results obtained in the questionnaires

The entrepreneurs were asked if they have well identified the competition; Graph 10 shows that 55% answered neither agree nor disagree, since they are constantly opening businesses regardless of whether there is already another with the same line of business or the same activity, while 30% agree that they have well identified their competition, as this helps them to innovate and offer new products, which allows them to have more income and above all to offer affordable prices so that their products do not run out; as well as to identify their strengths and weaknesses.



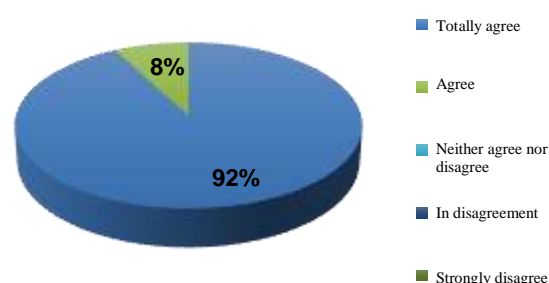
Graph 10 The competition is well identified
Source of reference: Based on the results obtained in the questionnaires

Emilio de Velasco, states that: "The pricing policy is the result of the confrontation, on the one hand, of the needs of the market, characteristics of the products, type of distribution chosen, advertising and promotion conceived and, on the other hand, of the limitations of the costs and profitability objectives indicated" (Velasco, 1993).

It is worth mentioning that although the municipality of Tlaxcoapan is considered part of the Metropolis of the Tula de Allende Industrial Zone, the prices are accessible to consumers.

Graph 11 shows that 92% of the owners of MSMEs consider that they totally agree that their products are accessible to those of the competition, stating that one of the advantages is that the establishments or premises are their own and do not pay rent, and that prices are established depending on the region, the public to whom the product and service are directed. During the Covid-19 pandemic, they had to increase their prices a little more because customers were requesting home delivery.

Eight percent agree that their prices are more affordable than those of the competition and that clients seek them out because of the benefits they provide for their pockets and the quality they offer.



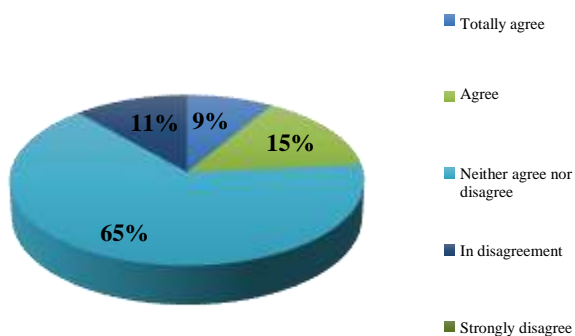
Graph 11 Considers the prices of its products more affordable than those of its competitors
Source of reference: Based on the results obtained in the questionnaires

Contingency Protocols

The crisis generated by the Covid-19 pandemic highlighted the lack of strategic planning for all large, medium and small companies; it was no exception for MSMEs that had to face this type of situation as well and make the necessary changes to meet the needs of their customers, given the eminent ravages that were experienced, the owners of MSMEs were given the task of developing a contingency plan to ensure their permanence in the market.

Therefore, they were asked if they had this type of protocols, as well as if they knew the scope of the contingency plans that the health authorities had issued, in order to reduce the risk of contagion and avoid the death of more people.

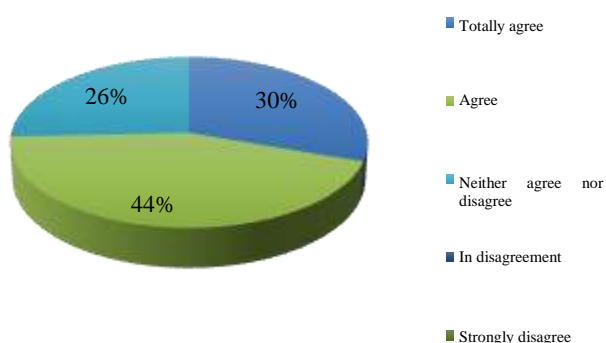
Graph 12 shows that 65% of Tlaxcoapan's microentrepreneurs report neither agreeing nor disagreeing in knowing the protocols established by the Ministry of Health and 15% agree that they know these protocols that were issued by the health agency so that they could apply them in their businesses to protect and safeguard the health of their clients and their families, always following the requirements established by the municipal presidency.



Graph 12 I know the protocols established by the health secretary for SMEs

Source: Based on the results obtained in the questionnaires

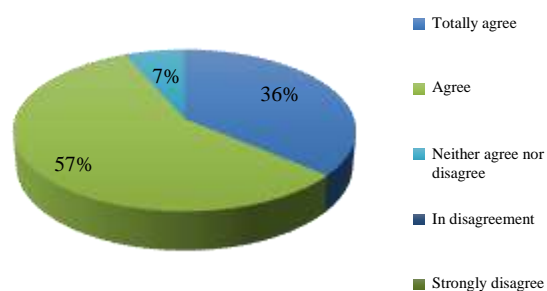
Graph 13 shows that 44% of the owners agree with what has been established by the health authorities and the supervisions carried out by the Ministry of Health, COFEPRIS and the municipal authorities, while 30% say they totally agree with all the protocols that have been implemented, despite the fact that they have to change their sales styles and comply with any indication that would allow them to continue developing their economic activities, knowing that at any moment they would be subject to supervisions and monitoring; Otherwise, they would be sanctioned or fined for not complying with orders, which would imply an unnecessary disbursement for their businesses.



Graph 13 I agree with what is established by the Ministry of Health, COFEPRIS and all those who regulate the contingency

Source: Based on the results obtained in the questionnaires

They were asked if they apply constant innovations within the company's processes in view of the Covid-19 contingency. 57% agreed with the constant innovation in the activities and commercialization of their products or services, in a way that they reach the final consumer; 36% totally agreed in applying this type of innovation strategy to help them mitigate the risk of bankruptcy, so they will have to take advantage of all the opportunities that arise to offer their products, make use of the Internet and technological tools to improve their processes and avoid economic losses. Seven percent expressed neither agreement nor disagreement.



Graph 14 Constant innovations are applied within the company's processes in the face of the COVID-19 contingency

Source of reference: Based on the results obtained in the questionnaires

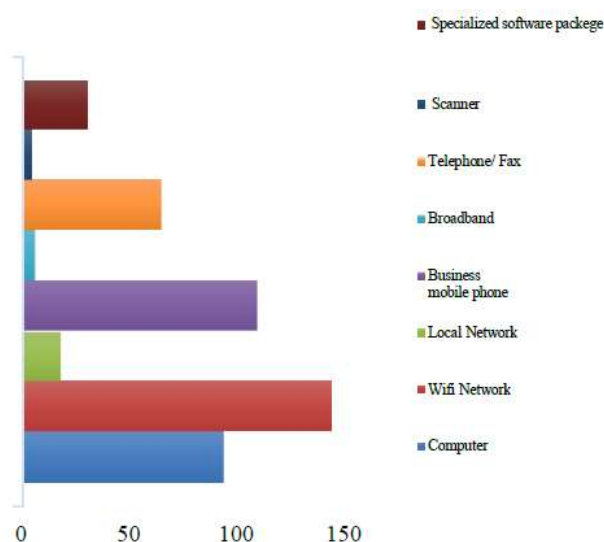
Use of information and communication technologies

Mbuyisa, "say that digital technologies have been hailed as the answer for developing countries, because they give way for their MSMEs to arrive at consolidation stages and help improve their competitiveness and productivity levels" (Mbuyisa, 2017). Therefore, MSMEs in Tlaxcoapan had to implement the use of technologies in order to establish a synergy with customers, and that the performance of their activities was more competitive and to be able to sustain themselves in the face of this Covid-19 pandemic.

In graph 15, it can be seen that most of the businessmen refer to have and use in their businesses Wifi network, which has allowed them to have the internet service in order to continue offering or providing services using this technological means;

Followed by the fact that most of them refer that they also use cell phones and that they had to buy them to serve customers, since they consider that it was the tool they used the most to market their products and achieve higher sales during the social confinement.

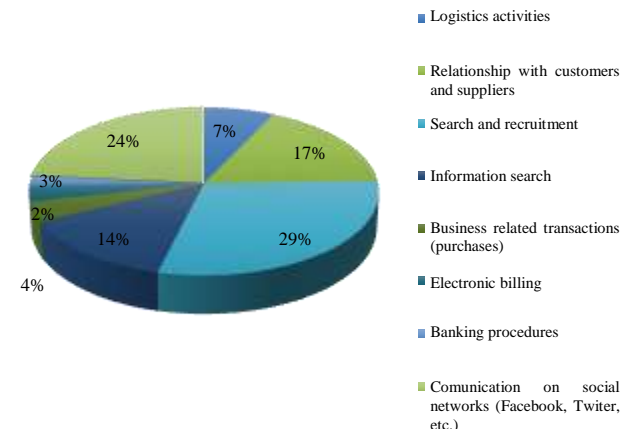
They also mention that they have broadband internet and home telephone, which were also used for customer service and allowed them to continue sustaining their businesses, since they had to take advantage of all these technological means to which they had access and, due to the sanitary crisis, they had to use them to face the situation they were living through.



Graph 15 Types of availability of information and communication technology infrastructure used by your company during the Covid-19 contingency
 Source: Based on the results obtained in the questionnaires

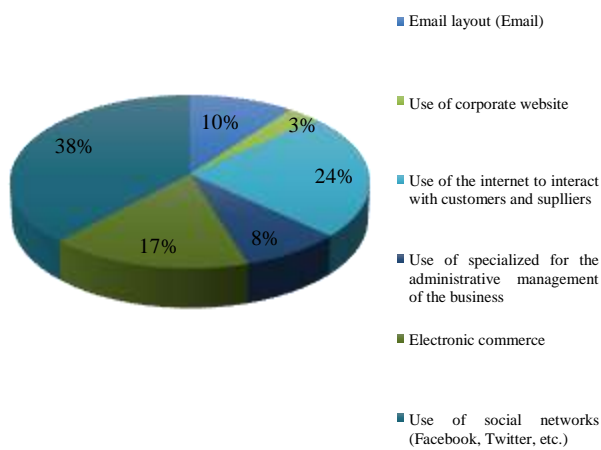
Graph 16 shows that 29% of MSME owners have internet in their businesses and the main use they give it is for: searching and hiring personnel, since due to health measures it is not advisable to attend in person, while 24% stated that they use it to have communication in social networks with their customers to boost their sales by promoting their products and services, as well as having that virtual contact with their family and friends; on the other hand 17% use it to continue a business relationship with their suppliers and customers, so as not to lose that communication and continue to foresee their products and not be left in shortages, as well as to offer the new products or offers they had for their customers. Finally, 7% said that they use it to follow up on their products so that they reach the end consumer.

According to the Federal Telecommunications Institute, 25.3% of businessmen use the Internet to recruit personnel, while 71.5% use it to provide better customer service, 21.8% sought advice or information on websites and 31% implemented new forms of payment (IFT, 2021). (IFT, 2021).



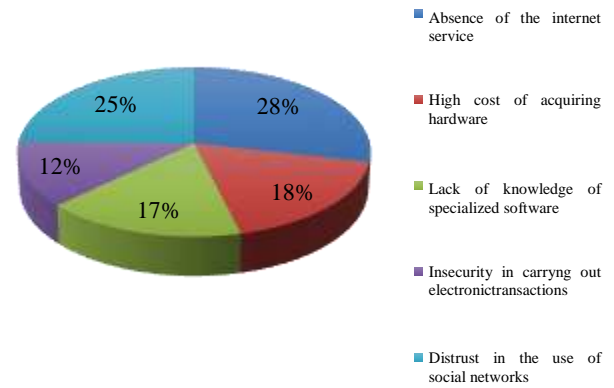
Graph 16 If you have internet access, please indicate the main activities that you use it for any procedure carried out in your company during the COVID-19 contingency
 Source: Based on the results obtained in the questionnaires

The microentrepreneurs of the municipality of Tlaxcoapan stated that (38%), during the sanitary contingency, the activities they carried out the most using information and communication technologies is to make use of social networks such as Facebook, twitter among others, in order to meet the requirements of customers, as they used these networks to make alliances with consumers and continue shopping online without leaving their homes; 17% stated that the activities they are carrying out are e-commerce, without having the experience or knowing the implications of obtaining confidential information from customers such as their telephone numbers, addresses, etc. , are taking advantage of the opportunity to do business. According to INEGI 2020 in its survey: Management of Mexican MSMEs in times of Covid-19, they mention that they use Facebook to market their products. Therefore, this technological medium is seen as a niche of opportunity to achieve a better competitiveness of their businesses.



Graph 17 Indicate the type or types of information and communication technology activities that your company has carried out during the COVID-19 contingency
 Source of reference: Based on the results obtained in the questionnaires

The owners of the MSMEs were asked if the technological and communication tools have been favorable resources in the face of this contingency, and they indicated which factors they see as a problem for their sales during this pandemic. In graph 18, 28% state that the absence of internet services, because everyone had to contract to carry out their home office activities, others contracted the service to pay attention to their children's school and to be able to connect to the classrooms, so the internet service was saturated; 25% refer to the distrust in the use of social networks, since for the customer it causes uncertainty to make purchases over the Internet or eventually be victims of fraud; 17% state that the lack of knowledge of the management of some software or digital applications, which had come out to sell their products or not having sufficient training by experts, so it was considered risky to invest in the acquisition of some sales platform.



Graph 18 The information and communication technologies have been a favorable resource in this contingency, indicate which are the factors that they see as a problem for their sales in this pandemic COVID-19
 Source of reference: Based on the results obtained in the questionnaires

Conclusions

The COVID-19 pandemic, with its confinements and social distancing, is the first global supply chain crisis. It has led to losses in economic value, high unemployment and underemployment, business collapse, increased exploitation, hunger and widespread deprivation.(Bellamy & Suwandi, 2020).

The results obtained from this research make it clear that marketing is essential for all types of businesses regardless of the line of business they are engaged in or the size of the company they represent, so it is necessary and urgent that MSMEs in Tlaxcoapan, can consider the implementation of marketing as a strategy in their planning, because it will allow them to operate effectively and efficiently in order to meet the needs of consumers and on the other hand to be competitive in the markets.

In terms of customers, since they are very small economic units, they have not identified their customers well, much less do they know how to measure satisfaction or whether the customer was really satisfied with the product or service they received.

In the aspect of competitiveness, 44% of the microentrepreneurs say that they neither agree nor disagree with having identified the competition, since there are many businesses with the same economic line of business and that customers are free to choose who they purchase their products or services from.

In Mexico, support and financing programs have been promoted and have not given the expected results, the problems faced by MSMEs depend on various factors: quality of products and services, administrative issues, sales, planning, constant digital transformation, difficult access to credit, lack of talented personnel, among others; this, coupled with the adverse market monopolized by large companies that have a greater financial strength and developed technology, in addition to a dominant presence in the media (Instituto Nacional del Emprendedor, 2018). (National Entrepreneur Institute, 2018).

Regarding contingency protocols, they state that they neither agree nor disagree with knowing all the protocols issued by the health authorities, since they only follow the requirements and the most recommended measures recommended by the municipal presidency, which are the mandatory use of masks, having gel and sanitizing liquid at the entrance of their businesses, serving customers at a percentage of 30% of capacity, as well as being attentive to the supervision and monitoring carried out by the surveillance entities. It is important for these economic units to have contingency protocols in place to deal with any other phenomenon that may affect their normal sales activities.

We live in a time totally invaded by technology, according to the 2019 National Survey on Availability and Use of Information Technologies in Homes, Mexico has 80.6 million Internet users and 86.5 million mobile communication users, of which 95.3% use a Smartphone (Instituto Nacional de Estadística, Geografía e Información, 2019).

In the section on the use of technology and communication, MSMEs had to implement the management of these tools, because at the time that the Covid pandemic was being prolonged and not knowing when it was going to end, the owners were in the urgent need to make use of technology with which they had and implement emergency to solve the problems presented and to survive the ravages of the pandemic crisis; The lack of sufficient and competent information on how to carry out electronic commerce, which is currently in fashion, since many MSMEs had to give it priority in order not to have economic losses.

On the other hand, it is an opportunity that is presented to them to also be able to enter the globalized trade, since it would open the doors to make known their products and services in other countries and generate strategic alliances to achieve competitiveness.

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