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RINOE Journal-Economic History

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Support the international scientific community in its written production Science, Technology and Innovation in the Field of Social Sciences, in Subdisciplines of Macroeconomics and monetary economy: Growth and economic fluctuation; Financial markets and institutions; Labor and consumers, demography, education, income and wealth; Government, War, Law, and Regulation; Agriculture, natural resources, natural, natural environment and extractive industries; Manufacturing and construction; Transport, domestic and international trade, energy, technology and other services; Micro-Business History; Regional and urban history.

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Presentation of the content

In the first article we present *Suppliers and stakeholders in MSMEs Cd. Obregon, Sonora* by ACEVES-LÓPEZ, Jesús Nereida, GONZÁLEZ-NAVARRO, Nora Edith, LÓPEZ-PARRA, María Elvira and NAVARRO-ARVIZU, Elba Myriam with adscription in the Instituto Tecnológico de Sonora, in the next article *Study of resources and capabilities of tourist services providers Salvatierra Magical Village to generate competitive advantage* by GARCÍA-MEDINA, Mariana, SALGADO-ORTIZ, Francisco Javier and LUNA-MEDINA, Lina with adscription in the Instituto Tecnológico Superior de Salvatierra, in the next article *Strategic management of high performance work equipment (G.E.H.P.W.T.) in the educational sector companies* by SALGADO-ORTIZ, Francisco Javier, VIEYRA-GUZMAN, Yuritzi Neybet and RUEDA-CHÁVEZ, Rubén Fernando with adscription in the Instituto Tecnológico Superior de Salvatierra in the next article *Strategic guide to success in organizations: Towards continuous improvement* by CORTEZ-GUTIERREZ, Ivan & RUIZ-REYNOSO, Adriana Mercedes with adscription in the Universidad Autónoma del Estado de México.

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Suppliers and stakeholders in MSMEs Cd. Obregon, Sonora

Los proveedores como stakeholders en Mipymes de Cd. Obregón, Sonora

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Abstract

Talking about social enterprises, Involves an amount of organizational reflection, where in most cases, the reconversion of forms and work plans is required, the social enterprise seeks not only economic gain, but seeks the benefit of society to through Their products and / or services With social conscience. That commitment will be the organization able to Fulfill successfully if it works together With its stakeholders. The present investigation was Carried out in 21 family companies of Cd. Obregon, Sonora, for Which a diagnostic instrument was applied to managers and / or owners, Where the social activities Carried Out with responsibility to respect Were Their groups identified. Suppliers of specific interest.

Social responsibility, Interest groups, Stakeholders

Resumen

El hablar de empresas sociales, implica una importe reflexión organizacional, donde se requiere en la mayoría de los casos, la reconversión de las formas y planes de trabajo, la empresa social busca, no solo la ganancia económica, sino el beneficio de la sociedad a través de sus productos y/o servicios con conciencia social. Compromiso que la organización podrá cumplir de forma exitosa si trabaja de forma conjunta con sus stakeholders. La presente investigación se llevó a cabo en 21 empresas familiares, de Cd. Obregón, Sonora, para lo cual se aplicó un instrumento de diagnóstico a directivos y/o dueños, donde se identificó las actividades de responsabilidad Social que llevan a cabo con respecto a sus grupos de interés específicamente Proveedores.

Responsabilidad social, Grupos de interés, Stakeholders

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Introduction

The theme of Social Responsibility, is complex for organizations, getting to identify a uniform concept to all companies has not been easy. However this does not exempt entities to deal with, where the current globalized context requires forceful way that employers should work, thinking about the community in which they perform. This has caused businesses necessarily observe and implement actions under a socially responsible scheme, where not only the pursuit of profit is planned, but also the appearance, cultural, environmental and social community where business works is considered. Given these requirements employers must understand that these tasks can not be fulfilled only by the performance of its activity, but requires involving all those individuals or actors in the value chain of the product and / or service offered, ie interest groups, which must share the social responsibility of the organization with which they do business.

Justification

Coping with the social commitments of enterprises, it is essential today, this demonstrates the commitment of entities not only profit making but also the product and / or service offering the community should be for benefit of it.

This requires that employers switch to new work schemes, schemes which should take into account the importance of participants that make up the value chain, better known as interest groups or stakeholders. Ojeda, Conraud and Alvarez (2015) indicate that the issue of social responsibility is not new, however the social, cultural, and economic changes require rethinking the performance of organizations.

Bansal and Hoffman, quoted by Suarez and Eastmond (2014) mention that there are 3 different times in terms of sustainability and business. The first call, corporate environmentalism, ranging from 60 to 80 and it is identified to control and regulate corporate practices. The second moment, which arises from the eighties to the nineties, where the need to involve environmental issues in business decisions is identified. And the third time it has to do with what called, environmentalism and sustainability, which emerged in the first decade of the century aimed at merging environmental and social issues in the organization.

Social Responsibility (RS), is another issue whose definition has not been clear, which has given rise to concepts such as philanthropy, ethics, among others. Which leads to the obligation of organizations to take these issues into their strategic plans, and this alone may carry out successfully if all participants in the value chain, share these commitments.

Interest groups or stakeholders, need to be taken into account in business decisions, as in the case of suppliers who play a vital role in the development of the organization, since it is they who provide the required for the production of inputs products offered by the company, which are largely responsible for the quality of sales.

This is where lies the importance of the organization clearly know the objectives of each of its stakeholders.

About authors such as Castillo (1988), cited by Dopico, Rodriguez and Gonzalez (2012) indicate that it is necessary first to make a systematization of stakeholders, this in relation to the responsibilities of business towards them, indicating three types: 1) primary responsibilities that have to do with the direct participants of the entity, such as shareholders, managers and employees. 2) secondary responsibilities, are considered those that have to do with the specific environment of the organization: suppliers, customers, consumers, competitors, local community and habitat of the company. 3) Responsibilities third level refers to the commitment we have with members of the social environment management, community and nature itself.

If employers establish work plans that allow them to determine its stakeholders, this will help the company make sustainable actions under a systematic scheme, so it is important to identify and prioritize. But for that companies should establish actions to take in each of its stakeholders and the outcome of those actions. This paper seeks to generate information for decision makers participating companies, identifying how are internally regarding the activities from their perspective being made formally and / or formal, specifically with its suppliers, this will give you the opportunity the company to have a diagnosis in this direction to thereby be able to establish work plans which involve suppliers and collaboratively they can be recognized as socially responsible companies.

Issue

Businesses must be able to respond to global demands require structuring work plans, including: cultural, environmental, economic and social schemes. For which authors such as Velázquez and Vargas, cited by Aceves, Gonzalez and Rodriguez (2015) mention that "sustainability is the option for organizations to establish the economic, ecological and social balance, which will generate prosperity and capitalization new resources".

These include commitments involve its stakeholders, ie all those participants in the value chain, they should be a fundamental part in the decision making of the organization. Freeman (2004), states that interest groups are one or individual or group of people who can affect or is affected by the actions of the company.

It is from this concept, it is essential that the organization identifies its stakeholders and on this basis to establish roadmaps that allow one hand, the knowledge of those who make up its stakeholders, and further, establishing links work to support them in meeting the new social requirements.

From the above, the following research question arises: What are the CSR activities carried out trading companies Cd. Obregon, Sonora, their suppliers?

Goals**Overall objective**

Identify socially responsible actions by companies trading with interest group, "suppliers".

Specific objectives

- Identify the degree of knowledge of the issue of social responsibility of business entities trade.
- Identify companies participation in conferences, workshops and / or courses on the subject of Social Responsibility.
- Identify actions s social responsibility of companies trading relationship with its suppliers.

Theoretical Framework

The social performance of organizations involves the analysis and adoption issues such as Social Responsibility (SR) Corporate Social Responsibility (CSR), sustainable development and stakeholders or interest groups, is in this contextual framework that organizations must develop towards meeting social, cultural, environmental and economic schemes.

Authors like Daft (2000) states that corporate social responsibility (CSR) means that companies must carry out actions that impact on the welfare and interests of both the organization and the community.

Naredo (1977), cited by Garcia y Mercado (2014) points out that sustainable development originates in the study of sustainability regarding the natural subjects, mainly on two aspects: 1) solidarity with the needs of future generations, but this from the point of view of ethics and social and 2) the obligation to maintain the availability of natural resources in relation to the resilience of the ecosystem itself, east from the ecological aspect.

Raufflet (2014), points out that sustainable development is a way of thinking about the environmental, social and economic challenges faced by entities as well as the solutions to these problems.

The concept of Corporate Social Responsibility (CSR) arises from the Green Paper, which aims to promote responsibility in companies from the social approach this in European communities

Schvarstein (2006) states that must distinguish two types of liability: a) one that has to do directly, the company with its members and their community, and b) it has to do with aspects of business obligations, which You shall be accountable to anyone who is empowered to enforce them.

Another institution that has worked the theme of Social Responsibility of Companies, is the Luis Vives (Kahale 2013) Foundation, leading through debates reflection on this issue, which has established seven elements on which CSR can be a axis of innovation and competitiveness.

These being: a) CSR should be set in the organization, a projection of short, medium and long term; b) CSR should have a transverse line which is supported the uppermost level; c) CSR should be part of corporate culture; d) Aspects of initiative and innovation should support domestic entrepreneurs of the entity; e) There must be a system that allows real communication of CSR, with a focus on authenticity and transparency; f) Establishing the objectives and role of the areas of CSR must remain in the organization, their roles must transcend; g) Coyuntura, CSR should be able to identify social needs not covered by the time and find a solution social type that includes the benefit of the company.

Methodology

Type and design

The research presented below is transactional non-experimental, the above because the variables under study, where only information about the situation that keeps the company at the time of work done on it will be described is not manipulated, because the situation of the participants analyzed will not be altered.

Participants

This research was conducted in 21 family businesses in Cd. Obregon, Sonora, Mexico, the trade turns grocery, hardware, clothing and other, fiscally registered as individuals sector. The study refers to identify the social responsibility actions carried out the 21 companies with interest group of suppliers are.

Materials

Through the interview and a structured questionnaire was the method used in this research. The measuring instrument was adapted from Herrera, Larrán, Lettuce and Martínez (2016).

A country divided into four sections questionnaire was applied: Section I, identified as respondent data which contains eight items; Section II, Company, composed of three items; and section III section, where the reactive group of providers of interest, consists of seven items, the measurement range was 5 to 1.

Procedure

- 1. Documentary research regarding topics of interest groups and the instrument to be used in research.
- 2. Review and adaptation of the instrument to apply.
- 3. Analysis of the population who will be invited to participate in the project.
- 4. Visit to entrepreneurs, to present the project and solicit their participation in the project.
- 5. Determination of sample from the acceptance of the employer.
- 6. Implementation of the instrument to the selected sample.
- 7. Analysis and presentation of results

Results

The results of the three sections in which the research work was divided shown

I. Interviewed Facts

		Sex		Total
		Female	Male	
	Owner	14	5	19
	Manager	0	two	two
Total		14	7	twenty-one

Table 1 Sex and position of the respondent
Source: Self Made

About sex and place of the 21 respondents was obtained, which 19 are owners of the company, being 14 female and five are male. There are two male managers.

Age			Total
	18 to 25	26 to 40	41-60
Owner	0	10	9
Manager	one	0	one
Total	one	10	10
			twenty-one

Table 2 Age
Source: Self Made

Regarding the age of 19 owners, 10 are the range of 26 to 40 years, nine are in the range of 41 to 60 years old.

Regarding one of the company managers are in an age range of 18 to 25 years and one is in the range of 41 to 60 years.

Civil status				Total
	Single	Married	Union free	
Owner	4	13	two	19
Manager	0	two	0	two
Total	4	fifteen	two	twenty-one

Table 3 Marital status
Source: Self Made

Of the 19 managers surveyed four were single, 13 married and two cohabiting. For the two managers both are married.

Relationship with the company			Total
	Owner	Manager	
From 0 to 6 months	3	0	3
7 months to 1 year	8	one	9
From 2 to 5 years	5	0	5
From 6 to 10 years	3	0	3
11 onwards	0	one	one
Total	19	two	twentyone

Table 4 Seniority
Source: Self Made

The age of the 19 owners in the company, the following was obtained: three are in the range of 6 months; eight have an age from seven months to one year; five are in the range of two to five years and three between 6 and 10 years. Of the two managers, one of them has a length between 7 months to one year and one manager has an age of 11 years and older.

	High school	Technical	Professional	I do not answer	total
Owner	3	7	8	one	19
Manager	one	0	one	0	two
Total	4	7	9	one	twenty-one

Table 5 Degree
Source: Self Made

Regarding the level of education of respondents, of the 19 who own three secondary level have seven technical are, eight are with professional studios and one did not answer.

Ownership structure of the company			Total
Family			
	Owner	19	19
	Manager	two	two
Total	twenty-one		twenty-one

Table 6 Relationship Company and Structure Property
Company
Source: Self Made

In relation to the company and its ownership structure, 19 own the company and two are managers.

Number of employees			Total
	0 a10 employees	I do not answer	
Owner	18	one	19
Manager	two	0	two
Total	twenty	one	twenty-one

Table 7 Relationship with the company and number of employees
Source: Self Made

In relation to the company and number of employees, 18 owners with a number of 0 to 10 employees, an owner did not answer the question about managers two have a number from 0 to 10 employees.

		Owner	Manager	Total
	Null	3	0	3
	Low	3	0	3
	Medium	8	one	9
	High	3	0	3
	Very high	two	one	3
Total		19	two	twenty-one

Table 8 What is the degree of knowledge that is the subject of Corporate Social Responsibility
Source: Self Made

In relation to the company and the degree of knowledge that is the subject of social and corporate responsibility, respect owners: three have no knowledge, three have low awareness, eight have average knowledge, three are high and both have very high knowledge.

Regarding managers, three have no knowledge, three have low knowledge, one middle and one has high knowledge

II. Company

In the next section the results are displayed for enterprises in terms of sector rotation in which they operate, as well as the period in which they started operations in the community.

features	Number	%
<u>Sector</u>		
Commerce		
Abarrotes	9	42.9
Hardware store	one	4.8
Clothing	two	9.5
Others	9	42.9
<u>Year legal constitution of the company</u>		
Of 1983 - 1988		
From 1995 - 2000	one	4.8
From 2001 - 2006	two	9.5
From 2007 - 2012	5	23.8
From 2013 - 2017	9	42.9
I do not answer	3	14.3
<u>Fiscally is registered</u>		
Yes	one	4.8
Physical person		
	twenty-one	100
	twenty-one	100

Table 9 Sectors and companies spin
Source: Self Made

Regarding the sector and rotation of the companies surveyed, was nine grocery business, with 42.9%, hardware one, being 4.8% in selling clothes is two, being 9.5% and other was nine and a percentage of 42.9%. Of the 21 companies surveyed, one replied that his time record established in the market, is in the range of year from 1983 to 1988 being a percentage of 4.8% from 1995 to 2000 is two companies, with a percentage of 9.5 %, from 2001 to 2006 is five registered in that period companies, with a percentage of 23.8% from 2007 to 2012 is nine companies being a percentage of 42.9%, from 2013 to 2017 is three companies being a percentage of 14.3 % and participant did not answer, having a percentage of 4.8%. 21 companies express these fiscally registered as individuals.

	Frequency	%
Null	3	14.3
Low	3	14.3
Medium	9	42.9
High	3	14.3
Very high	3	14.3
Total	twenty-one	100.0

Table 10 Knowledge about RS
Source: Self Made

Three businessmen say they have a very high knowledge on the subject of corporate social responsibility while 14.3% of those interviewed three entrepreneurs have a high knowledge, being 14.3%, nine entrepreneurs have average knowledge, being 42.9% three businesspeople have low knowledge, being 14.3% of respondents three entrepreneurs have no knowledge, being 14.3% of respondents.

Frequency			%
valid	Do not	twenty	95.2
	Yes	one	4.8
	Total	twenty-one	100.0

Table 11 Participation in workshops, courses and / conferences
Source: Self Made

Regarding participation in participated in a course or conference in which the issue of corporate social responsibility, of the 21 surveys conducted, 20 businessmen say that if they have participated in courses on this subject, still be addressed 95.2% of total interviewed an entrepreneur not participated being 4.8%. The results obtained regarding social responsibility actions carried out by the company are its stakeholders, specifically "providers" will be displayed.

III. Actions with suppliers, here the results of the questions posed to respondents, about the actions carried out with suppliers will be displayed.

Frequency			%
valid	Never	two	9.5
	hardly ever	3	14.3
	Sometimes	5	23.8
	Usually	4	19
	Forever	7	33.3
	I do not answer	0	0
	Total	twenty-one	100.0

Table 12 Try to know the social and environmental conditions of purchase products
Source: Self Made

Of the 21 respondents, two respondents seeking never know the social and environmental conditions of the products they buy, corresponding to 9.5%, three people said they rarely corresponding to 14.3%, five people sometimes, corresponding to 23.8% four said they almost always, corresponding to 19%-seven people responded always, corresponding to 33.3%.

Frequency			%
v a l i d	Never	two	9.5
	hardly ever	one	4.8
	Sometimes	4	19
	Usually	5	23.8
	Forever	9	42.9
	I do not answer	0	0
	Total	twenty-one	100.0

Table 13 Always try to buy from local suppliers
Source: Self Made

Of the 21 surveys conducted two people said they never buy from local suppliers, 9.5%, one person responded that rarely, corresponding 4.8%, four responded that sometimes, corresponding 19%, five said they almost always representing 23.8%, nine answered always, being 42.9% of total respondents.

		Frequency	%
valid	Never	4	19
	Hardly ever	0	0
	Sometimes	two	9.5
	Usually	4	19
	Forever	eleven	52.4
	I do not answer	0	0
	Total	twenty-one	100.0

Table 14 Policies established relationships with suppliers based on mutual benefit
Source: Self Made

Four people said they never establish political relations with suppliers based on mutual benefit, corresponding to 19%, two people said they sometimes do, corresponding to 9.5%, four people said they almost always, corresponding to 19%, 11 people they responded that they always do, corresponding to 52.4%.

		Frequency	%
valid	Never	3	14.3
	hardly ever	one	4.8
	Sometimes	4	19
	Usually	4	19
	Forever	9	42.9
	I do not answer	0	0
	Total	twenty-one	100.0

Table 15 Inform suppliers of changes in your company
Source: Self Made

Three people said they never inform their suppliers of changes in your company, corresponding to 14.3%, one replied that rarely, corresponding to 4.8%, four people responded that sometimes, corresponding to 19%, four people said they almost always, corresponding to 19% and nine people said they always, corresponding to 42.9%.

		Frequency	%
valid	Never	two	9.5
	Hardly ever	0	0
	Sometimes	6	28.6
	Usually	7	33.3
	Forever	6	28.6
	I do not answer	0	0
	Total	twenty-one	100.0

Table 16 In their purchase contracts integrates ethical, social and environmental criteria
Source: Self Made

Two people responded that they never integrated into their purchasing contracts ethical, social and environmental criteria, being 9.5%, six people responded that they sometimes do, corresponding to 28.6%, seven people responded that almost always, being 33.3% six people always responded, representing 28.6

		Frequency	Percentage
valid	Never	4	19
	hardly ever	two	9.5
	Sometimes	3	14.3
	Usually	two	9.5
	Forever	10	47.6
	I do not answer	0	0
	Total	twenty-one	100.0
Total		twenty-one	100.0

Table 17 It incorporates the interests of its suppliers in their business decisions
Source: Self Made

Four people said they never incorporate the interests of its suppliers in their business decisions, corresponding to 19%, two people said they rarely, corresponding to 9.5% three people said they sometimes do, corresponding to 14.3%, two people responded almost always, corresponding to 9.5% and ten people said they always, corresponding to 47.6%.

		Frequency	%
valid	Never	5	23.8
	hardly ever	one	4.8
	Sometimes	3	14.3
	Usually	3	14.3
	Forever	9	42.9
	I do not answer	0	0
	Total	twenty-one	100.0

Table 18 Supplier consultation on the perception of your company
Source: Self Made

Five people responded that they never consult suppliers on the perception of the company, corresponding to 23.8%, a person responded that rarely, corresponding to 4.8%, three people responded that sometimes, corresponding to 14.3%, three people responded almost always, corresponding to 14.3% nine said they always do, representing 42.9%

Conclusions

Of the 21 companies surveyed its leadership in 90.5% own them, 66.67% are female, whose ages range between 26 and 60 years. Educational level of 42.9% is professional.

It is interesting to see the results that 72% of respondents, the degree of knowledge of the subject of CSR, fluctuates between zero and a half, this shows that 95.2% state that has not participated in workshops, conferences and / or courses CSR issue.

This is an opportunity for college, in terms of performing work links with the business sector, training of entrepreneurs in CSR issues.

Regarding the activities carried out by the 21 companies with suppliers, several areas in which entrepreneurs work is important, as can be seen in Table 19 was found.

Activities: Suppliers	Frequency of activities (carried out)					
Category / activities	Measurement scale					
	5	4	3	t w o	o n e	0
Try to know the social and environmental conditions of the products you buy	tw o	3	5	4	7	0
Always try to buy from local suppliers	tw o	o n e	4	5	9	0
Policies established relationships with suppliers based on mutual benefit	4	0	t w o	4	eleven	0
Inform suppliers of changes in your company	3	o n e	4	4	9	0
In their purchase contracts integrates ethical, social and environmental criteria	tw o	0	6	7	6	0
It incorporates the interests of its suppliers in their business decisions	4	t w o	3	t w o	10	0
Supplier consultation on the perception of your company	5	o n e	3	3	9	0

Table 19 Actions with your suppliers
Source: Self Made

While there are actions that show employers if carried out, it is clear appreciated that require more work with its suppliers. The measuring scale is 5 to 1, with (always, almost always, sometimes, rarely and never), respectively.

If the analysis of the table 19 is carried vertically, it can be seen that the frequency of actions on the scale (never), is very high. Identifying all shares in the number of companies that do not carry out relevant.

Being the highest, the following: establish policies for supplier relations for mutual benefit, to incorporate the interests of suppliers in business decisions, informs suppliers of the changes in your company, try to buy local suppliers and consulting providers the perception they have of your company, actions that are of great importance in the organization, where communication among participants is essential, in order to make improvements that allow the advancement of the organization.

If the analysis horizontally is done, the frequency of actions from the scale sometimes never, every action requires attention, being also very significant, so it is clear that entrepreneurs need to prepare on the issue of Social Responsibility and even more on the issue of stakeholders.

It is essential that companies identify and recognize the importance of their suppliers, not only because of who those provided, but the role they play in the value chain, as are the inputs used for making the product they offer, which must meet the criteria of social responsibility that the company says in its performance to its customers.

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Study of resources and capabilities of tourist services providers Salvatierra Magical Village to generate competitive advantage

Estudio de recursos y capacidades de los prestadores de servicios turísticos de Salvatierra Pueblo Mágico para la generación de ventajas competitivas

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Abstract

The present investigation is a sample of the panorama That Lives Between the providers of tourist services of the city of Salvatierra Magic Town basis from taking the resources and Capacities That Have developed or can Develop Through These and THUS suppose a sustainable competitive advantage. The research subjects Were the owners of establishments dedicated to food and beverages, such as: bars, restaurants and cafeterias. Such research was generated under a qualitative approach since it seeks to know, categorize and characterize the competitive assets of the company, under a research-action design, where to Obtain the information it was Necessary to apply to interviews under semi-structured questionnaire. Esta contributing to developing solid and sustainable future strategies to contend strongly competitive in the tourism industry.

Resources and Capabilities, Competitive Advantage, Tourist Services and Magical Town

Resumen

La presente investigación es una muestra del panorama que se vive entre los prestadores de servicios turísticos de la ciudad de Salvatierra Pueblo Mágico tomando de base los recursos y capacidades que han desarrollado o pueden desarrollar a través de estos y así suponer una ventaja competitiva sustentable. Los sujetos de investigación fueron los dueños de los establecimientos dedicados a alimentos y bebidas, tales como: bares, restaurantes y cafeterías. Tal investigación fue generada bajo un enfoque cualitativo puesto que busca conocer, categorizar y caracterizar los activos competitivos de la empresa, bajo un diseño de investigación-acción, dónde para la obtención de la información fue necesario aplicar entrevistas bajo un cuestionario semi estructurado. Contribuyendo esto a desarrollar futuramente estrategias competitivas sólidas y sustentables para contender fuertemente en la industria del turismo.

Recursos y Capacidades, Ventaja competitiva, Servicios Turísticos y Pueblo Mágico

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Introduction

Mexico is a country that has cultural, historical, environmental richness, architecture, traditions, flavors, magical territories; It is why it is one of the main reasons so you are betting on tourism; as this represents for Mexico a determining factor for the national economy.

The country receives each year many foreign tourists from many parts of the world, thereby generated sources of employment and income to local businesses.

In 2016 the tourism industry generated 8.9% of GDP and 9 million jobs and received 35 million foreign tourists, according to the Ministry of Tourism.

This most likely places the country as the eighth tourist power in the world, but still far from the countries occupying the top spots. To get an idea of the growth of this activity, we must remember that in 2013 Mexico occupied position 15 and only received 24.2 million foreign tourists. The big jump occurs in 2014, when received 29.3 million foreign tourists a year involving another growth of 21.5 percent (Aguilar, 2017).

Resources and capabilities of a company are the most important thing has, since it depends on their work and their survival in the market.

As stated Thompson, Peteraf, Gamble and Strickland (2015) resources and capabilities of a company represent competitive assets and are major determinants of competitiveness and ability to succeed in the market, analysis of these is essential to calibrate assets and assuming a sustainable competitive advantage over its rivals.

From Salvatierra Guanajuato was awarded the appointment of magical town in the year 2012 thanks to its architectural treasure in temples, farms, bridges and houses, to its climate, its location between rivers, hills, mountains and famous and cryptic legends; It was the need to create new services, improving businesses and create strategies for strengthening economic and tourist city becoming all in areas of opportunity for the city.

Over the years it has been reflected that the city has not blunted as a tourist destination preferred, since the strategies implemented so far have not worked and the owners of the establishments serving the tourists have not received appropriate guidance for adequately provide their products and services; Similarly they do not have precise knowledge of how tangible and intangible resources which features are important to business development conducive to generating competitive advantages and attract tourists capabilities.

It is for this that this research leads finally to study the resources and capabilities of providers of tourist services Salvatierra Magic Town by the categorization of resources and capabilities developed from these to generate solid competitive advantages giving this the importance of the issue; since that knowledge generated from the research will futuramente new and better strategies to strengthen tourism businesses of Salvatierra.

Similarly according Hill and Jones (2009) say it is essential to distinguish the resources and capabilities to understand what generates a distinctive competence. A company can have valuable and specific own resources, but unless you have the ability to use them effectively, you can not create a distinctive competence. As mentioned above comes the following assumption: The competitive advantages of tourism service providers Pueblo Magico de Salvatierra emerge from the study of their resources and capabilities.

Literature review

Resources and capabilities

Resources and capabilities of a company with competitive assets and determine if your strength is awesomely strong or weak disappointing (Thompson et al., 2015).

Similarly Thompson et al. 2015 define resources as: A productive input or a competitive asset that the company controls or owns. Resources are assets that have a business that can be classified into tangible and intangible, as that can be defined and titrate with accounting standards, as they are reflected in the financial position of the company, or those that are difficult to assess and beyond the accounting control and make the actual value of the company differs from its book value (Grant, RM, 1994, cited by Saez, 2000).

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According to Hill and Jones (2009) Tangible assets are physical assets such as land, buildings, plant, equipment, inventory and capital. Intangible resources are non-physical assets that create managers and other employees, as trademarks, company reputation, knowledge that employees have gained through experience and intellectual property of the company, ranging from protection to patents, copyright and trademarks (Hill and Jones, 2009). These resources are defined as follows.

Tangible resources

- Physical resources: land, manufacturing plants, equipment or facilities, locations of shops, factories, overall design of their locations, etc.
- Financial resources: cash and cash equivalents, marketable securities, other financial assets, borrowing capacity, etc.
- organizational resources: Systems information technology and communications, planning, coordination, control, organizational design, etc.
- technological assets: Patents, copyrights, trade secrets, production technology, innovative technologies, processes, etc.

Intangible resources:

- HAI: education, experience, knowledge and talent of the workforce, cumulative learning and implicit knowledge, expertise, etc.
- Brands, company image and reputation assets: Brand names, trademarks, product image or the company, customer loyalty and willingness, company reputation.
- Relations: alliances, joint collaboration in joint venture companies providing access to technologies, technical specialties or geographic markets, etc.
- corporate culture and incentive system: Standards of conduct, business principles, staff attachment to the ideals of the company, etc.

Capabilities refer to the ability of a company to coordinate their resources and apply them to productive use. These skills lie in its rules, routines and procedures; that is, the style or the way it makes decisions and manages its internal processes to achieve organizational goals (Hill and Jones, 2009).

Competitive advantage

A company gains a competitive advantage when offering buyers a superior value compared to rivals or delivers value with a lower cost to the company vendors. The advantage is sustainable if maintained despite the best efforts of competitors to match or beat (Thompson et al., 2015).

Competitive advantage comes from the ability to meet customer needs more effectively with products or services that consumers appreciate much, or more efficiently, at lower cost. More effectively meet the needs of consumers can translate into the ability to ask a higher price, which can increase profits by generating more income. Meeting the needs of customers with more efficient costs can translate to charge lower prices and achieve higher sales volumes (Thompson, Peteraf, Gamble and Strickland, 2015).

Magic Town

A magical town is a town that has symbolic attributes, legends, history, important events, everyday, finally magic that emanates from each of its socio cultural manifestations, and that means today a great opportunity for tourist use, for which They will be considered those localities that have a base population of 20,000 (SECTUR, nd).

The Magic Towns program contributes to revalue a whole population of the country that have always been in the collective imagination of the nation as a whole and representing fresh alternatives and different for domestic and foreign visitors. More than a rescue, it is a recognition of those who inhabit these beautiful places in the Mexican geography and have been able to save for all the cultural and historical wealth contained (SECTUR, nd). Since the city of Guanajuato Salvatierra is within the above context and the work done by the relevant municipal authorities, was that in December 2012 was benefited by the program Pueblos Mágicos giving his appointment.

Tourism service

Tourism products are the set of goods and services offered to the market individually or in a very wide range of combinations resulting from the needs, requirements and desires of tourists and / or visitors.

Now, in the production of tourism products must highlight the special treatment of three types of tourism productive activity:

- Production of goods a.-
- B. Travel agencies and
- c.- The tour operators (SECTUR, 2018)

Tourist Service Providers are organizations or persons authorized to provide guide services and other related (El Chatlén, 2018).

According to the World Tourism Organization (OMT) in 2018 it said that tourism products are categorized as follows:

- Accommodation services for visitors
- Services providing food and drink
- Passenger transport services by rail
- Passenger transport services by road
- Passenger transport services by water
- Air transport services of passengers
- Rental services of transport equipment
- Travel agencies and other reservation services
- cultural services
- sports and recreational services
- tourism characteristic goods, country specific
- tourism characteristic services, specific to each country.

Research method

This research was performed under a qualitative approach because what is sought is just study the resources and capabilities of providers of tourist services through the qualities and characteristics of the same whether they can generate competitive advantages, also it has a design action research under the emancipatory perspective. Since according to Hernández, Fernández and Baptista (2014) claims that participants generate social change through research and the need to improve their quality of life.

Gathering information for personal interviews were applied by means of questionnaires with questions semi structured as higher percentage of answers to questions (León and Montero, 2005) cited by Hernández et al is obtained., 2014). As our research subjects establishments Salvatierra service-oriented food and beverage. As well as the use of observation to capture how those resources became capabilities.

Convenience sampling because this type of sampling is made available for cases to which we have access by Battaglia (2008a) was performed and Rizzo (2004) cited by Hernández, Fernández and Baptista (2014). Since research based on several establishments located in the center of the city and of which there is a greater influx of customers are distinguished.

Results

As a result of the application of questionnaires to 15 of the 50 known field research establishments will offer dedicated to tourism services and products food and beverage reached the following:

Tangible Resources		Intangible Resources	
Physical resources		human assets and intellectual capital	
* Furniture and equipment. * Transportation equipment * Dinnerware *Cutlery *Table linen *Infrastructure		*Experience *Knowledge * Training	
Technological resources		Company image	
* TV Screens * Landline and cellular *Sound equipment *Computers *Wireless Internet *Web page *Social networks * Card Payments *Points of sale		* Layout client. * Customer loyalty. * Reputation for the services and products it offers.	
Financial resources		Relations	
*Cash * Credit Capacity		* They have created relationships with local government for support in training and access to suppliers and other services for the good of the company.	
organizational resources			
* Planning and coordination *Work stations.			

Table 1 tangible and intangible resources of Salvatierra establishments
Source: Self Made

Similarly, the study of the capacity of enterprises subject of study, which is able to discover that according to its resources have developed some and others not been developed and is presumed to be due to ignorance and lack of strategy is .

The following table presents the detected information:

Developed Capabilities	Tangible And Intangible Resources
* Please note that several customers at once. *Home delivery. * Effective communication with customers * Space conducive * To care special events.	*Physical resources. *Technological resources * Human assets and intellectual capital * Organizational Resources
Capabilities To Develop	Tangible And Intangible Resources
*Creativity and innovation * Access to business development projects and distinctive. *Expansion * Brand Positioning * Creation systems of information technologies and communications * Specialized training for employees	Relations human assets and intellectual capital Financial resources organizational resources

Table 2 developed and developing according to resources capabilities
Source: Self Made

Potential Competitive Strengths and Assets	Potential Trading Opportunities
* Ability to perform exclusive company events. * Effective communication with customers through the use of information technology. * Use social networks to promote the company, its products and services. * Upgrades and renovations to its infrastructure. * Variety of products and services.	* Expansion of productive projects supported local, state or federal offered by the government. * Training programs offered by the government on current issues of innovation, technology and tourism. * Create strong relationships with suppliers and strategic alliances. * Create attractive in the company to capture new customers (tourists and visitors). * Use your experience in turning to improving satisfaction captive and non-captive customers.
competitive potential weaknesses and deficiencies	You externalize potential threats to future performance
* Lack of creativity and innovation. * Lack of customer service capacity in mass events. * Lack of knowledge of the tourism business and its importance. * Lack of organizational culture. * Lack of financial resources for development of the company. * Resources and easy copying capabilities or for which there are good substitutes. Lack of competitive strategy and directionality of it.	* Entry of new competitors with fresh and different proposals. * Insecurity people for vandalism occurred frequently. * Lack of demand for their products and services by non-company promotion. * Nearness of magical towns with a variety of events and attractions.

Table 3 SWOT analysis of tourism service providers of Salvatierra in relation to resources-skills
Source: Self Made

As part of the results was also known that only some of the establishments have creditworthiness and borrowing, not everyone has the ability to agree their care for many people in mass events such as physical resources are the Marquesada Festival, Salva Blues Jazz and specific dates as it is Easter. Also there are several establishments that have little to have opened its doors, impacting this positioning, knowledge and reputation of the place; since the oldest have cornered the market.

It was also learned that most people who come to Salvatierra are mostly domestic visitors and holiday period for Easter and New Year's Eve week when more are displayed and not all establishments have income from it.

Conclusions

With all the above is put into clear perspective is that providers of tourist services in the city of Salvatierra, lack the resources to generate solid and sustainable competitive advantages.

While it is true that with the few resources they can create competencies on out on the market; but the real problem is located on intangible assets such as corporate culture, intellectual capital and relationships, as both owners and employees do not have the knowledge, education, skills for conducting daily business activities .

Likewise they are not up with government support programs to encourage the growth and development of the company and much less know how important tourism is today and how should exploit the advantages it brings to the municipality; since being magical town and appears on maps of places to visit.

So for there to be a competitive advantage and the city out as a preferred tourist area really need that tourism service providers become more involved in the issue of tourism, train, look and create strategies conducive because even with its limited resources they can accomplish great things and attract tourism to the city.

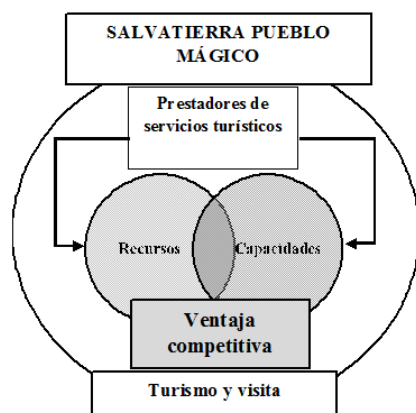


Figure 1 How to generate competitive advantages providers of tourist services Salvatierra
Source: Self Made

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Strategic management of high performance work equipment (G.E.H.P.W.T.) in the educational sector companies

Gestión estratégica de equipos de trabajo alto desempeño (G.E.H.P.W.T.) en las empresas del sector educativo

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Abstract

En muchas ocasiones se conforman equipos de trabajo pero no alcanzan un alto desempeño. Por lo regular estos equipos se crean sin ninguna planeación, no se dirigen, ni organizan de manera adecuada y únicamente son evaluados por sus resultados cuantitativos. Este artículo tiene como fin proponer un modelo de gestión estratégica para que los equipos de trabajo que se desenvuelven dentro del sector educativo alcancen un alto desempeño. Esta propuesta se sustenta en la revisión documental y en la información que emergió de la investigación cualitativa, al entrevistar a coordinadores y miembros de equipos de trabajo. El estudio es de tipo no experimental y se realiza bajo un enfoque cualitativo, mediante un diseño de teoría fundamentada y tiene un alcance descriptivo.

Modelo, gestión, equipos de trabajo, alto desempeño

Resumen

In many cases work teams are formed but they do not reach a high performance level. Usually these teams are formed without any Planning. They are not directed, or organized properly and are only evaluated by their quantitative results. The aim of this article is to propose a strategic management model so that work teams that are formed within the education sector achieve a high performance level. This proposal is based on documentary review and on information that emerged from a qualitative research, during interviews of coordinators and team members. The study is of a non-experimental type and is carried out under a qualitative approach, through a well-founded design theory and has a descriptive scope.

Model, management, work teams, high performance level

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Introduction

There is no doubt that teamwork in educational institutions is very important to act effectively in increasingly complex social and economic contexts that demand a comprehensive vision of the problems and their solutions. However, the functioning of the work teams is a growing concern of senior managers and leaders in general. For many companies, teams represent a burden of frustrations and disappointments (Katzenbach J. R., 1998). The efforts lacking strategic management characterize the administration of the work teams in the education sector, generating waste and multiple organizational problems, both internally and externally of the collective and do not allow them to perform effectively.

This article focuses on the need to manage work teams from a comprehensive, strategic and systematic perspective so that they achieve high performance. For this purpose, the literature related to the topic is reviewed first, and then a qualitative study is carried out to define the categories that arise when interviewing members and coordinators of work teams in educational institutions of upper and upper secondary level. Finally, a model of G.E.E.T.A.D is proposed in the education sector.

Problem Statement

It is common for a company to show a tendency to want its employees to work as a team and to obtain a good performance. However, this is quite difficult, since as the team is a meeting point between individual capacities, often it is not carried out an adequate interaction between the people that compose it, generating conflicts and relationships that end up undermining the objective of the team, instead of a synergy (Kets de Vries, 1999). This problem, in large part because organizations do not have a work team management model that adapts to the needs demanded by the current context. The team is expected to self-manage and generally this does not happen effectively. In general, the management of the teams focuses only on integration and evaluation without taking into account all phases of the administrative process. At the moment of reviewing the literature, it can be observed that a management model of work teams has not been proposed that has a comprehensive, strategic and systematic analysis.

Research question

Thus, the following research question arose:
How to manage the teams in the companies of the educational sector so that they achieve a high performance?

Investigative Assumption

Derived from the previous approach, the following research hypothesis was formulated: Through a strategic management model it is possible that the teams in the companies of the education sector achieve a high performance.

Justification

Current trends in organizational design consider the formation of high performance teams as key elements in effective business structures. In this tenor, the great challenge for managers, employees, consultants and academics is opened to transfer the practices of the high performance teams to their organizations, which as it is observed, does not have to do only with training in teamwork, but with an integral organizational view regarding how relations occur, how management dynamics are given to the inside and outside of the teams, how internal and market changes are handled, and how the team's methodologies are decisive for the performance of the organization (Fernández and Winter, 2003). The high performance team management model proposed in this article will serve as a reference to adapt it to the needs of different business sectors or as a work scheme for institutions in the education sector interested in forming high performance teams.

General objective

Propose a strategic management model so that the work teams that develop within the education sector achieve a high performance. The above, through a qualitative analysis, with hermeneutic scheme and phenomenological nature, supported by the grounded theory.

Literature review

High performance work teams (HPWT)

Establishing the necessary competencies for the management of high performance teams requires defining the concepts of work group and team.

A work group is a group of people where each one looks for a result before a specific task or objective. The work team is a smaller number of people with complementary skills, who are committed to a purpose, a set of performance goals and a common approach, for which they are co-responsible (Katzenbach and Smith, 2000). The transition from work groups to high performance teams is determined by the conviction that team productivity is relevant for each of its members; In the same way, each person contributes to the success of the organization, since there is a relationship of trust between the collaborators and the person in charge; finally, it needs the development of a managerial approach that is committed to the processes of the teams, that values and gives feedback to each of its collaborators, in order to maintain the motivation (Caldwell, 2009)

Ángel (2000) cited in Malpica, Rossell, & Hoffmann (2014); notes that an H.P.W.T. It is composed of a small number of people, who share knowledge, skills and complementary experiences and who, committed to a common purpose, establish realistic, challenging goals and an efficient way to achieve them also shared, ensuring timely, predictable and quality results. whereby the members are responsible for each other. An H.P.W.T. recognizes the interests of the members and their achievements; share knowledge, solutions and proven results; they speak clearly without hidden agendas focused on the problem and not on the people; demonstrating self-control in moments of pressure and perform actions in a self-directed manner.

(Malpica, Rossell, & Hoffmann, 2014) According to Donoso and García (2012), in a H.P.W.T. the members clearly know and identify with the mission, vision, objectives, values and strategy of the company, in this sense they have a solid understanding of the purpose of the team, its reason for being and its contribution to the company. The strategies within the H.P.W.T. they are established in terms of innovation, speed and flexibility and the objectives in terms of the continuous improvement of quality, cost improvement and efficiency in processes. In this sense, Lipman-Blumen and Leavitt (2000) affirm that the HPWT offer people the opportunity to voluntarily advance beyond the usual limits, in a collective effort to achieve something important.

Strategic management

Strategic management is a process of systematic evaluation of the nature of a business that: defines long-term objectives, identifies quantitative goals and objectives, develops strategies to achieve those objectives and locates resources to carry out these strategies (Thomson, Strickland III, and Gamble, 2012).

According to Certo (2005), Fernandez and Berton (2005) and Wright, Kroll and Parnell (2000), among other authors, identify themselves as the main stages inherent to the delineation of the strategic management process model, such as: a) analysis of the environments internal and external; b) establishment of the organizational guideline (goals and objectives); c) formulation of the strategy; d) implementation of the strategies; e) strategic control.

The management does not exist in itself, is the result of the interaction of multiple actors, which are building a system of relationships, management, projection and vision of their daily lives and their future. Management obtains objectives and decisions; the former guide collective action and the latter choose the combinations and interactions necessary to fulfill said objectives (Caicedo, 2000).

Linking with the previous ideas, the management of human capital must be related to the strategic. The external and internal environment must be valued, have a clear and shared mission and vision.

These are achieved by meeting objectives and goals, developing effective strategies, controlling actions and seeking the necessary resources. All this must be given in an integral and systemic way.

Research Method

The present report is the result of a cross-sectional investigation, with a qualitative approach based on a heuristic analysis, with a hermeneutic scheme and phenomenological nature, supported by grounded theory.

The technique of semi-structured interviews with an instrument validated by three experts was also used. As tools we rely on an interview guide and audio recordings.

To apply the research instrument, a non-probabilistic intentional sampling was carried out. The following interviews were conducted: 9 coordinators and 8 members of work teams in educational institutions of upper and upper secondary level. In total, the interviewees totaled 17 people.

Reyes, Blanco and Chao (2014) point out that in qualitative research it is correct to establish an average of 4 or 5 semi-structured questions and in the same way the sample size may be small, considering enough 12 people to be interviewed, where important is the rigorous analysis and for this purpose we used the EMFIS Methodology, V-4.0 (Reyes and Hernández-Moncada, 2015).

Results

The results of the qualitative analysis of the data revealed three types of dimensions in the management of H.P.W.T. that develop in the companies of the education sector. 1 ° It must be an integral management, 2 ° strategic and 3 ° systematic. Each of these dimensions and their respective categories are explained in the following sections.

Integral management

In this dimension, three categories emerged that the interviewees described as substantial in a management model of H.P.W.T. (1) Consider personal, group and institutional needs in team management. It is important to link the needs of these three entities that influence the performance of the team to be able to relate their motivations. (2) Analyze both internal and external factors, that is, it is necessary to make a strategic planning within the team analyzing the context in a holistic way determining the strengths, weaknesses, opportunities and threats that have equipment. (3) Contemplate the necessary human and material resources. In this regard, it is important to provide the means for them to work efficiently.

Strategic management

In the second dimension four categories emerged that the interviewees expressed as fundamental in the G.E.H.P.W.T. (1) The team must be linked to the institutional philosophy.

That is, the team has to take the mission, vision, values and policies of the company as their own. (2) Objectives and goals must be formulated for the project in which the team works. In this sense, the team must focus on specific objectives and goals which must be aligned with the fulfillment of institutional purposes. (3) Dynamically, strategies must be formulated. Namely, that in a constant way they should be creating, implementing and valuing strategies that allow achieving the expected results. (4) Control: Refers to a constant assessment and integral feedback throughout the management process.

Systematic Management

In the third dimension it is composed of three categories that are considered highly relevant in the G.E.H.P.W.T., they are: (1) It must be methodical. The management must be done in an orderly manner, based on rules that allow efficient administration. (2) Interaction of all the elements that intervene in the management process. Refers to the fact that none of the parties can act in isolation. (3) It must be a reiterative process, that is to say, that this occurs constantly, depending on the needs of the team. In this way, the theoretical construct obtained is represented in the following figure:

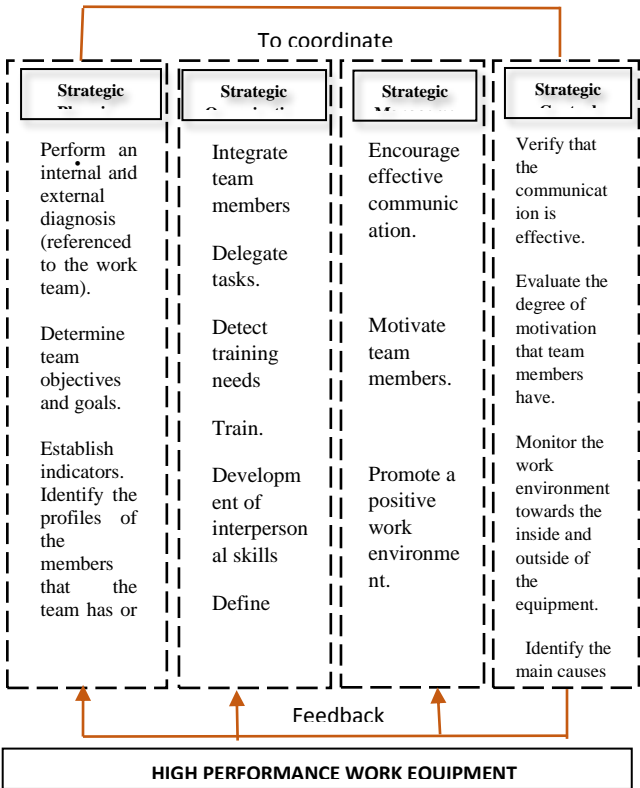


Figure 1 Strategic Management Model of High Performance Work Teams (G.E.H.P.W.T.) in the Education Sector Companies
Source: Own elaboration (2018)

Description of Model G.E.E.T.A.D

The present model is guided in the stages of the administrative process, has a strategic perspective, focused on the team, with a comprehensive perspective of the environment. A key element within the model is coordination. It is important that a person coordinates the team. In this way the entry and exit of information is managed and it is verified that the process proposed here is carried out efficiently. It is preponderant that the feedback is given in a dynamic and continuous way.

Within the strategic planning, an internal and external diagnosis of the context in which the equipment is developed is first performed. Secondly, the objectives, challenges and goals of the project that will be carried out are defined. The indicators that will measure the results of the team are also needed. These must be aligned with the institutional philosophy. Subsequently, an inventory is made of the profiles that the members of the team have and they are selected to complement them. The team must choose the strategies that are most convenient for the achievement of its objectives and the coordinator should facilitate its implementation. It is essential to budget the material and human resources required by the team, thus contributing to generate high performance.

In the organizational stage it is essential to effectively integrate the team members. The tasks must be delegated in a coordinated way, valuing the competences that each member of the team has. Subsequently, the training needs of each member of the team, as well as those of the group, are detected. Then, it is trained attending the requirements that were detected in the previous phase. Within the organizational stage it is fundamental to develop the interpersonal skills of those who make up the team, as well as to define the communication channels that will be used towards the interior and exterior of the H.P.W.T.

In the management phase, it is imperative to promote effective communication within the team and to the outside. Strategies must be sought to have a motivated team and foster a positive work environment. It is the task of the coordinator to help in the solution of conflicts, supported with the good will of the team and the institution.

In the control stage, the actions carried out in the previous stages are verified, constantly and accurately feeding the team to take preventive and corrective actions that contribute to the achievement of its objectives and goals.

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Conclusions

While it is true that H.P.W.T. require people with a high level of effectiveness will not be the main factor that determines a high level of performance; the level will be given fundamentally by the interrelationships and synergy generated by its members, as well as by the favorable link that is given with the outside. It is also preponderant that the members of the team have the capacity and the freedom to make decisions in relation to the planning, execution and control of a project. All this must be done in a comprehensive, strategic and systematic way.

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Strategic guide to success in organizations: Towards continuous improvement

Guía estratégica del éxito en las organizaciones: Hacia la mejora continua

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Abstract

Enterprises currently need to have an appropriate organization that allows to offer a desirable quality at the lowest cost and not only in the finished products or any service but also in the daily activities of each department, so it is necessary to improve a quality strategic management system to achieve adjustment of administrative processes, optimizing times and resources, as well as the achievement of continuous improvement. The proper functioning of the enterprises derived from the correct decision making, the use of the technological tools, the practical experience and the implementation of an appropriate organizational model in conjunction with the established strategies in the continuous improvement, as they dictate the criteria necessary to maintain the success of the organizations. Therefore, in the present research article, it proposes a strategic system of quality management, focused on strengthening the productivity and achieving continuous improvement with clear goals in the administrative processes of the Organization, with less effort and satisfying the demands in time of the customers. Finally, the plan-do-check-act (quality circle of Deming) which is a logical sequence considered as a tool that is to achieve continuous improvement through the procedures to investigate, Design and develop strategic plans to achieve optimal results and sustainable that promotes the organizational change. This can be seen from the point of view Kaizen Japanese model strategy which allows the continuous improvement and high level of competitiveness.

Company, Organization, Success, Continuous Improvement, Quality

Resumen

Las empresas en la actualidad necesitan tener una organización adecuada que le permita ofertar una calidad deseable al menor costo y no solo en los productos terminados o cualquier servicio sino también en las actividades diarias de cada departamento, por lo cual es necesario implementar un sistema de gestión estratégico de calidad para lograr estandarizar los procesos administrativos, optimizando tiempos y recursos, así como el logro de la mejora continua. El buen funcionamiento de las empresas deriva de la correcta toma de decisiones, del uso de las herramientas tecnológicas, de la experiencia práctica y la implementación de un apropiado modelo organizacional en conjunto con las estrategias establecidas en la mejora continua, ya que éstas dictaminan los criterios necesarios para mantener el éxito de las organizaciones. Por lo tanto, en el presente artículo de investigación se propone un sistema estratégico de gestión de la calidad enfocado en fortalecer la productividad y obtener una mejora continua con metas claras en los procesos administrativos de la organización, con un menor esfuerzo y satisfaciendo las demandas en tiempo de los clientes. Finalmente, el planear-hacer-revisar-actuar (Círculo de calidad de Deming) que es una secuencia lógica considerada como una herramienta que consiste en lograr la mejora continua mediante los procedimientos de Investigar, Diseñar y Desarrollar planes estratégicos para lograr los resultados óptimos y sustentables que promueva el cambio organizacional. Esto puede verse desde el punto de vista KAIZEN modelo estratégico Japonés que permite la mejora continua y alto nivel de competitividad.

Empresa, Organización, Éxito, Mejora Continua, Calidad

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Introduction

An organization is aimed at the production of goods and / or service to society, but combined with two factors; human and material resources in their functions must be managed properly to achieve maximum efficiency according to the objectives stated

Currently organizations to be competitive need to integrate a quality management system as a strategic factor in their productive activities seeking meet the challenges of this century, however, in a globalized world and with different competitiveness is important to have quality and not only in products but also in daily activities performed in each department. Therefore, the implementation of a quality management system stems from the need to increase the results of an organization. But in recent decades, companies have confused this need and have forgotten that quality is to align all departments of the company to work in perfect harmony, satisfying the needs of customers and their employees.

By having a method that generates a positive and productive change in every area of an organization, it is necessary to identify the aspects that trigger, in this case, the quality of each sector and the impact this change will generate are. Deming circle is considered as the practical methodology to achieve continuous improvement consisting of a logical sequence of steps such as four strategic plans, do, check and act. Its fundamental essence lies in the logic and do things in an orderly and correct.

Given the above, this paper is to show a methodology to develop a quality management system that can be applied to any company and it is easy to develop, based on a Japanese methodology, which is the model of KAIZEN.

This model generates continuous improvement, optimizes and uses resources in an intelligent manner, in which his philosophy is oriented in the ability to analyze, motivate, direct, control and evaluate. For this reason, Japanese companies applying Kaizen achieved very significant progress that allowed them to not only improve their quality and competitiveness within Japan, if not strategically managed to conquer international markets. So, the Kaizen model does not require a complicated technology,

For this research was taken as a reference to the company "and logistics SA", the management system for quality. Kaizen worked for a period of one year and on the basis of 50 employees of the same organization.

Methodology to develop

"Closely related to the overall quality is the kaizen that emerged in Japan and means improving running. It has been the foundation of Japanese companies to achieve total quality. Kaizen strategy is to define clearly the responsibilities: the worker is to maintain the standards and the role of management is to improve ". (Galindo., 2005)

On the other hand, in Figure 1 shows the "spiral of continuous improvement of Deming postulated that the low quality means high costs, since between 15% and 40% of manufacturing costs in North America are due to waste human effort, machining time and unproductive use of materials "(Galindo., 2005)

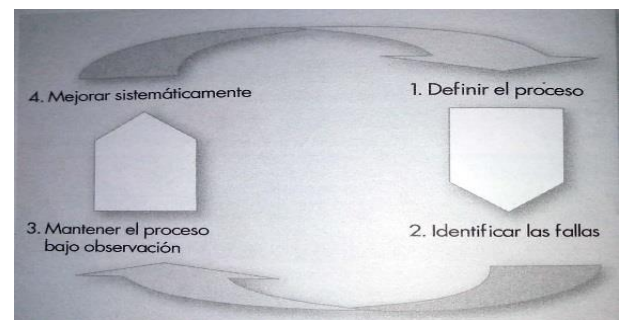


Figure 1 spiral of continuous improvement (Galindo., 2005)

Thus Figure 2 shows the cycle of PDCA, Plan (Plan), Do (Do), Check (Check) and Act (Action). This has procedures, activities and easy common requirements apply to any company implemented is why the quality management system is proposed that Kaizen is based on this methodology.

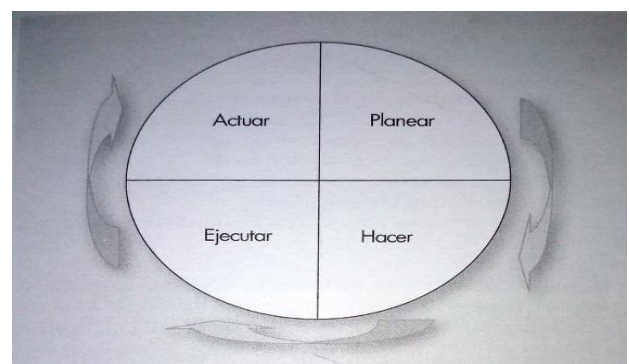


Figure 2 Example cycle PDCA (Galindo., 2005)

Developing

Organizations and their quality systems face the challenges of this century focusing largely on productive aspects forgetting other departments that make up a company. Based on the above it is necessary that the concept of quality in all areas of the organization are integrated so that the results are increased by synchronized processes.

To implement a quality management system should make it clear that it is a system that means. A system is a set of components that interact to achieve a goal. Based on the above it is said that an organization consists of human, financial, material and technological resources so to ensure quality in daily activities running each department, all resources must work in perfect harmony. Culture, policies, standards and good manufacturing practices are part of the same system.

Therefore, integrate all components of the organization in a system, allow the fulfillment of the mission and vision of the company, which should be focused on meeting the needs and exceeding the expectations of its employees and customers.

Organizations must demonstrate their commitment to all areas and not just with customers but also with its partners.

This forces to create a quality management system to administrative processes so that they can monitor and standardize daily activities of each department and that way time, resources are optimized, productivity benefits clear targets set in the processes of the organization. Achieve continuous improvement it means detect areas of opportunity and correct them, improving processes and constantly innovate the organization, so it is necessary to standardize every activity of all departments.

Management systems of administrative processes is proposed based on activities such as: Delineate activities, schedule activities, implement activities, control compliance activities and continuously improve the process.

Business description

To start implementing the quality management system is vital to verify that employees of the organization know their roles, responsibilities and objectives.

To identify if the staff was aware of the points before company level, area and position, were asked to answer the business description as shown in Figure 3.

DESCRIPCION DEL NEGOCIO		
Area:		Fecha:
Puesto:		
Nombre:		
Misión 1	Vision 2	Equipo 3
Proveedores 4	Productos 5	Clientes 6

Figure 3 Scheme business description

To identify suppliers, equipment, products and customers of a job position is only necessary to develop a scheme.

Supplier: Companies, areas or (external or internal) partners to provide the necessary resources for people to develop their activities (products).

Equipment materials or technological resources to carry out the daily operation.

Product: The activities carried out by each position of the company, which must match the job description. It is vital that in the scheme, the employee arrange your activities according to the level of importance and frequency with which it conducts activities.

Customers: Are Companies, areas or collaborators who receive (products).

Developing this allows us to verify if the organization is up to date and achieve the goal of it, which is to have a graphical representation of the company so that in this way we show the relationship they have all departments together. It is noteworthy that responders the chart above must be the staff of the company regardless of area or position, as each of them are performing their daily tasks and know their operations better than anyone.

In the analyzed company we yielded the following data:

In view of mission and as Figure 3 shows.

Mission (Position)	interviewees	%
Do not	fifteen	30%
Yes	35	70%
View (Rank)	interviewees	%
Do not	0	0%
YES	fifty	100%

Figure 4 Diagram of Results

100% of the workers of Mensajería y logística S.A is not aware of the vision of the area because it has been defined.

It was requested that the team and area developed them so that they knew where to go as an area because, as mentioned (Jack, 2000), "the road to which the company is directed in the long term and serves as a course and encouragement for guide the strategic decisions of growth together with those of competitiveness".

While only 70% know what the raison d'être of their area is within the organization.

Regarding the update of the job description, the result is shown in figure 5.

	Interviewed	%
They carry out their activities correctly	20	40%
Skip Activities	5	10%
Duplicate activities	25	50%

Figure 5 Outline of results of the job description update

60% of job descriptions are obsolete since the above shows that 25 people carry out more activities and 5 omit activities.

Resulting in only 40% of the staff being efficient when performing the functions that correspond to them.

Developing the business description also benefits us in order to implement personalized training programs for each vacancy to cover and avoid loss of functions, since when a collaborator leaves the organization, and someone enters the vacancy that was available some functions are lost and in the same way it mitigates acquiring functions alien to the post to be covered.

Service agreements between customers and suppliers

In the company were observed that the delivery times of the products were not met and to ensure that customers and suppliers complied with it sent their activities on time signed commitment letters were made with the two parties where agreed deliveries of activities in hours and dates established to avoid delays in the process, in the case of not fulfilling the deliverables to the three faults the collaborator agreed to be worthy of sanctions depending on the importance of the final product.

Figure 6 indicates the corrective action processes improve in time and stronger commitments were observed by employees.

ACUERDOS DE SERVICIO ENTRE CLIENTES Y PROVEEDORES.							
Proveedor	Cliente	Producto	Fecha de entrega del producto	Detalles del producto	Firma del proveedor	Firma del cliente	Fecha de validación ASCP

Figure 6 Format of service agreements between customers and suppliers

Process mapping and flow chart

The previous activity was developed to define the processes that exist between the daily operations of the organization, to then make schemes that show the operation flow of each area and position, to visualize all the steps and the decisions that must be taken.

Process mapping and flowcharts are empirical activities so all employees within the organization should outline the functions that belong to their job description (products).

It should be initiated by the most frequent activities since they are the ones that should be clearer, once the previous points are completed it is necessary to continue with the remaining activities. The purpose of this point is to identify strengths and weaknesses within the processes of the organization. Since time and resources are identified for each part of the system, besides being an excellent tool as it allows us to continuously improve and obtain sustainability as a result.

In the company the personnel is trained in groups of 10 people, with sessions of one hour during 2 days.

In that period, they were monitored so that they could map the processes and make their flow diagrams of some activity of their operation, so that later they would be in charge of carrying out all their activities.

During this process resistance was noted when performing this activity as shown in figure 7, it was detected that 24% of the workers did not want to map their processes or perform the flow diagrams, arguing that the workload they have was strong and that they did not see any benefit to said activity.

Mapping of processes and flow diagrams	Interviewed	%
They did not want to do it	12	24%
If they wanted to do it	38	76%

Figure 7 Outline of results Process mapping and flow chart

Later it was detected that 46% of the collaborators assured that the processes needed changes since they came to the conclusion that activities were repeated and needed to define new processes as shown in figure 8.

	Interviewed	%
It was detected that modifications are needed in the processes	23	46%
It was detected that no modifications are needed in the processes	27	54%

Figure 8 Outline of results Mapping of processes and flow chart

Processes and procedures manual

"An operating manual is a support tool for the operation of the business and a measuring instrument that ensures quality in the processes and techniques for its proper execution.

*If you want to open branches, create franchises of your business or simply implement a quality system, you need to make a manual of procedures. "(ENTREPRENEUR STAFF, 2017).

The proposed system is based on simplicity, which is why the process and procedure manual to be elaborated is accompanied by 80% images and 20% text which is more similar to an instruction manual in order that any person can understand its content and be able to replicate the activity described in the manual.

In the company analyzed, they were given a period of 3 weeks to carry out all process and procedure manuals, since they are quick to perform due to their simplicity.

Once completed, tests were carried out to verify if the content of the manuals was functional, so the manuals were exchanged among the collaborators and they were asked to carry out the activity described in the manual that they wrote, in order to verify if a person outside the activity could perform the operation described as shown in Figure 9.

	Interviewed	%
People who could perform the activities described in the manual	42	84%
People who could not perform the activity described in the manual	8	16%

Figure 9 Outline of results Manual of procedures

KPI

"Within the world of entrepreneurship, especially in the growth stage, it is important to have clear measurements that allow you to identify indicators on your investments, the effectiveness of your operations and the level of confidence you have with your client.

These indicators, also called KPI (Key Performance Indicator), are an important part of assertive decision-making since they allow you to have a broad visibility of everything that happens around your business and the plans you implement, as well as to measure the performance of the strategies. In an era where information is power, KPIs will be the key to taking your business to a new level. "(Juan, 2017)

Having said that, we say that implementing KPIs will help us visualize the performance of the organization and that of our collaborators, since they become the goals to be followed by the staff and through them we will be able to evaluate them.

In figure 10 shows how, the company "Mensajería y logística S.A" is implemented the KPIs, we observed that the fulfillment of objectives was the following.

	Objectives (kpi)
Performance (Time and resource management)	70%
Price (Money)	85%

Figure 10 Kpi Outline of Results

Among the main reasons why the objectives were not met the interviewees mentioned the following points.

They did not have the necessary resources to comply with the activity (Technological materials)

The suppliers do not pass the information to them to make their product.

Lack of follow-up to the objectives.

It should be mentioned that as the maturity of the quality management system progressed, these points were exceeded.

Results

After a year of implementing the quality management system, the following benefits were noted.

The capitation was developed in a better way, therefore better-defined processes were had. The monitoring of objectives improved up to 60% over the previous year. The level of performance in times increased by 30% compared to the previous year.

Acknowledgement

I thank the Autonomous University of the State of Mexico and my teacher Adriana Ruiz for giving me the opportunity to participate in this congress, for guiding me in my search for knowledge to dedicate myself of your valuable time.

Conclusions

In this article, the process of implementing the Quality Management System in the company "MENSAJERÍA Y LOGÍSTICA SA" was drafted, with the aforementioned results, which were the expected ones, it is concluded that by making the correct application of this methodology the quality in the administrative processes can be increased in established periods, thus reducing the areas of opportunity presented by the company.

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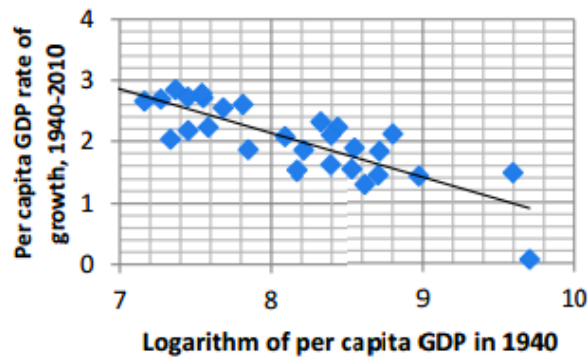
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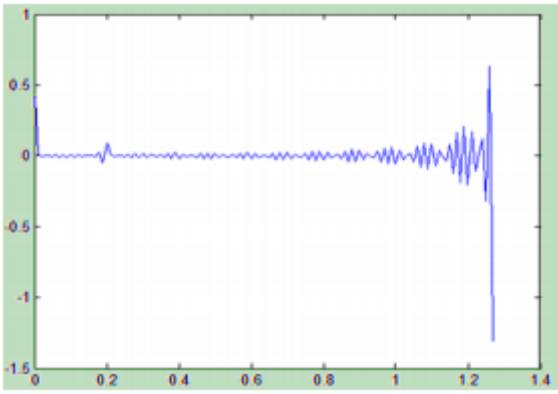


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