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RINOE Journal-General Economics

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Presentation of Content

In a first article we present, *Diagnosis of strategic planning for commercial companies in ciudad Obregon, Sonora* by NAVARRO-ARVIZU, Elba Myriam, LÓPEZ-PARRA, María Elvira, LEYVA-OSUNA, Beatriz Alicia and GONZÁLEZ-NAVARRO, Nora Edith, with adscription in the Instituto Tecnológico de Sonora, in the next article we present, *Study of market conditions for the marketing of solid shampoo* by GONZÁLEZ-VÁZQUEZ, Isidro, ÁNGEL-GARCÍA, Martha Patricia and ARTEAGA-ITURRARÁN, Raul, with adscription in the Universidad Tecnológica de Jalisco, in the next article we present, *Intellectual capital of the MSMES in the area of influence. Universidad Tecnológica de Tula Tepeji* by AGUILAR-MAYA, Laura, GARCÍA-GUERRERO, Martha Gabriela, LÓPEZ-LAGUNA, Ana Bertha, ÁVILA-HERNÁNDEZ, José César and HERNÁNDEZ-CHÁVEZ, Araceli, with adscription in the Universidad Tecnológica de Tula-Tepeji, Universidad Tecnológica de Guadalajara and Universidad Tecnológica de Bahía de Banderas, in the last article we present, *Market diagnosis to learn about the commercial snack scene for pets* by GONZÁLEZ-VÁZQUEZ, Isidro, ÁNGEL-GARCÍA, Martha Patricia and ARTEAGA-ITURRARÁN, Raul, with adscription in the Universidad Tecnológica de Jalisco.

Content

Article	Page
Diagnosis of strategic planning for commercial companies in ciudad Obregon, Sonora NAVARRO-ARVIZU, Elba Myriam, LÓPEZ-PARRA, María Elvira, LEYVA-OSUNA, Beatriz Alicia and GONZÁLEZ-NAVARRO, Nora Edith <i>Instituto Tecnológico de Sonora</i>	1-10
Study of market conditions for the marketing of solid shampoo GONZÁLEZ-VÁZQUEZ, Isidro, ÁNGEL-GARCÍA, Martha Patricia and ARTEAGA-ITURRARÁN, Raul <i>Universidad Tecnológica de Jalisco</i>	11-13
Intellectual capital of the MSMES in the area of influence. Universidad Tecnológica de Tula Tepeji AGUILAR-MAYA, Laura, GARCÍA-GUERRERO, Martha Gabriela, LÓPEZ-LAGUNA, Ana Bertha, ÁVILA-HERNÁNDEZ, José César and HERNÁNDEZ-CHÁVEZ, Araceli <i>Universidad Tecnológica de Tula-Tepeji</i> <i>Universidad Tecnológica de Guadalajara</i> <i>Universidad Tecnológica de Bahía de Banderas</i>	14-22
Market diagnosis to learn about the commercial snack scene for pets GONZÁLEZ-VÁZQUEZ, Isidro, ÁNGEL-GARCÍA, Martha Patricia and ARTEAGA-ITURRARÁN, Raul <i>Universidad Tecnológica de Jalisco</i>	23-26

Diagnosis of strategic planning for commercial companies in ciudad Obregon, Sonora

Diagnóstico de planeación estratégica para empresas comerciales de ciudad Obregón, Sonora

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Abstract

This study consists in elaborate a diagnosis of strategic planning for SMEs in the commercial sector of Ciudad Obregón, Sonora, answering the question posed: How to contribute to the improvement of the organizational performance of SMEs in the locality? The established objective is to carry out a diagnosis of strategic planning for SMEs in Ciudad Obregón, Sonora based on obtaining information through the application of an instrument, with the purpose of generating proposals that contribute to the improvement of their organizational performance, increasing their probabilities of permanence in the market. The research is qualitative and descriptive, designing an instrument to diagnose strategic planning for five SMEs in the commercial sector. Finding mainly lack of strategic planning and to perform the analysis of the environment, both internal and external, it can be said that they have no accurate knowledge of these, causing uncertainty. Concluding that it is vital that every company has a strategic planning, because when planning and organizing work, it becomes less difficult (Aguilar, 2000); and by continually evaluating strategies, they prevent them from becoming obsolete, in addition, this contributes to the objectives and strategies being established in a coordinated and conscious way, avoiding bad decisions (David, 2003, cited by Valdez, Zerón and Morales, 2008).

Strategy, Strategic Planning, SMEs

Resumen

Este estudio consiste en elaborar un diagnóstico de planeación estratégica a SMEs del sector comercial de Ciudad Obregón, Sonora, responder la interrogante planteada: ¿Cómo contribuir al mejoramiento del desempeño organizacional de SMEs de la localidad? El objetivo establecido es realizar un diagnóstico de planeación estratégica a PyMEs de Ciudad Obregón, Sonora con base en obtención de información a través de aplicar un instrumento, con la finalidad de generar propuestas que contribuyan al mejoramiento de su desempeño organizacional, aumentando sus probabilidades de permanencia en el mercado. La investigación es cualitativa y descriptiva, diseñando un instrumento para diagnosticar la planeación estratégica a cinco SMEs del sector comercial. Encontrando principalmente carencia de planeación estratégica y al efectuar el análisis del entorno, tanto interno como externo, se puede decir que no tienen conocimiento certero de éstos, originando incertidumbre. Concluyendo que es vital que toda empresa cuente con una planeación estratégica, debido que al planear y organizar el trabajo, éste se vuelve menos difícil (Aguilar, 2000); y al evaluar continuamente estrategias, se evita que éstas se vuelvan obsoletas, además, esto contribuye a que objetivos y estrategias estén establecidas coordinada y conscientemente, evitando malas decisiones (David, 2003, citado por Valdez, Zerón y Morales, 2008).

Estrategia, Planeación Estratégica, PyMes

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Background

Cleri (2007) says that the first strategists were general who planned the actions, development of skills and effective use of resources to kill their enemies and it is from the Middle Ages that the monarchs plan diplomatic relations to defend themselves or add territories, later it was used in the political sphere and later it was applied in the business world, where it was initially used in numerical matters, then in strategic planning and finally in strategic management. The author mentions that initially what was done was to establish fixed rules, project from top to bottom and in the end a manual was written where behaviors and actions were established. Currently, it is a discipline that the author describes as “prospective, inquisitive, creative, demanding, democratic, projective and flexible”. For its part, Aguilar (2000) states that after the Second World War, strategic planning is considered the most common administrative tool used by successful companies in the United States because, in addition to taking into account both the short and long term it offers answers to an uncertain and constantly changing future.

In addition, the author cites Steiner (1998), who assures that it was first used in commercial companies in the mid-1950s, known in those years as “long-term planning” prevailing this term during the sixties, however, In these same years, “complete corporate planning”, “complete management planning”, “total general planning”, “complete integrated planning” began to be used as synonyms for this term, until what is now known as “strategic planning”. Despite the above, it is up to recent dates that the strategy is recognized as a key factor of success in organizations.

In turn, Sánchez (2003) ensures that the first strategic planning school arose at Harvard University, where a scheme focused on the concept of strategy was developed and serves to analyze cases and experiences of companies. On the other hand, Clímaco (2012) asserts that strategic planning is a product of the twentieth century showing that he has always been concerned about change, he must fulfill three basic functions, the diagnosis and detection of strengths and weaknesses in his work, with the purpose to apply corrective measures to minimize deficiencies; all this based on the knowledge of the environment.

Thus, it can be said that strategic planning covers the need for guidance or guidance for any organization regardless of the sector to which it belongs, the activity that it performs or its size, since it establishes what it is desired to be and achieve for the future, as well as how to achieve it.

Problem Statement

SMEs have great importance in the development of countries. Del Ángel (2016) states that in Mexico 97% of companies are small or medium, generate 80% of the population's employment and generate 36% of the Gross Domestic Product, which according to the author is sufficient reason to attend and support these types of companies since they are the basis of the Mexican economy.

On the other hand, Estrada, García and Sánchez (2009) assure that numerous investigations have indicated that the majority of SMEs do not plan, not knowing the reason why they do not; what causes that these organizations cannot develop their growth and yield potential, thus risking their permanence and stability in the market. These authors assert that a determining factor in the performance of companies lies in the existence or lack of strategic planning. Due to the above, the ideal is that any organization, regardless of its turn, size or specific characteristics, performs strategic planning.

Reinforcing the above, Cleri (2007, pp. 88) ensures that “not having a strategy condemns to be slaves to the plans of others; in addition, not knowing where to go or not choosing a precise path will lead anywhere,” and adds that the success of a company depends on choosing a correct strategy and implementing it properly.

In addition to what was mentioned by these authors, in the study carried out by Castaño (2010), it is concluded that businessmen implement strategic planning in an informal and intuitive way, in addition to depending on their emotions and personality. What creates an uncertain future for this type of business, due to the lack of commercial and administrative training of those in charge of the SMEs, coupled with the lack of timely information; putting your survival and chance of success at serious risk.

For his part, López (2005) performs in his research an analysis and comparison of empirical results on the relationship between strategic planning and performance and concludes that about half of the total research that has analyzed strategic planning and its impact on performance in SMEs, they show a positive relationship between these variables. He claims to have found among the investigated authors who affirm that the businesses that apply strategic planning as a management tool have a better performance than those that do not use it.

But, despite this, he also discovered other empirical studies that raise questions about the impact of strategic planning on the financial performance of organizations; considering that this difference between the information found lies in having included companies of different sizes in the study, a lack of unification of the criteria to operationalize strategic planning and performance, in addition to the application of different models of the planning process that do not They are adaptable to small and medium-sized businesses, adding that these differences may also be due to the fact that the information found was obtained from research carried out in both developed and underdeveloped countries, emphasizing that there is a lack of studies in the latter type of countries. The author concludes that "strategic planning motivates future thinking, reduces attention to operational details, and provides meaning to identify and evaluate strategic alternatives that improve performance." For this reason, it is recommended that it be widely considered by managers, regardless of the degree of formality with which the strategies are carried out and although it is not in writing.

In addition, López (2005) states that factors corresponding to attitudes and behavior can influence the relationship between planning and performance and are generally not considered in the literature, so he assures that strategic planning is not the only variable with influence on business performance, but is part of a series of factors that improve performance and help companies achieve their goals and grow quickly and in a controlled manner.

On the other hand, Valdéz, Zerón and Morales (2008) mention that when talking about strategic planning, an immediate relationship is made with large companies, as if it were exclusively used by this type of organizations.

These authors affirm that, according to Anzola (2002), SMEs usually consider strategic planning as a waste of time, because their daily operations absorb most of their time; which does not allow tools to be implemented in this type of companies that allow them to grow or at least survive in a competitive and changing environment, being able to be left behind technologically leaving them at a disadvantage compared to medium and large companies.

This environment, as commented by Cleri (2007) is not easy to cope with for most SMEs due to scenarios that change abruptly and are highly competitive. It also states that many of the problems of SMEs are due to the lack of a clearly established strategy that indicates where to go defining the direction to follow.

Based on the above, the following question arises: How to contribute to the improvement of the organizational performance of the local SMEs?

Objective

Make a strategic planning diagnosis to SMEs of Ciudad Obregón, Sonora based on obtaining information through the application of the designed instrument, in order to generate proposals that contribute to the improvement of their organizational performance, thus increasing their chances of permanence in the market.

Justification

According to data presented by Valdéz, Zerón and Morales (2008) 97% of companies that fail are due to poor administration, which includes planning, to which Sánchez (2003) adds that according to the characteristics of the planning process and the strategies formulated will be the results obtained in the company, so it is necessary for the entrepreneur to analyze and investigate the current situation of his company, what he wants to achieve as well as what he needs to do to achieve it.

On the other hand, Barreiros (2012) conducts a study in a company dedicated to the purchase and sale and distribution of motorized units, with the purpose of designing tools necessary to efficiently and effectively carry out all the activities of the organization, up to achieve excellence in business quality; and affirms that through strategic planning we obtain “a frame of reference for the organizational activity that can lead to a better functioning”. Likewise, it asserts that it is important that managers define the company's mission in order to provide guidance for their activities, functioning better and becoming more sensitive to an environment of constant change.

It also ensures that the success of strategic planning is in the power of anticipation, initiative and timely reaction of change, as well as the support provided by senior officials and employees, constantly planning their activities, without improvisation, obtaining as a result the establishment of organizational objectives and the appropriate procedures to achieve them.

One more benefit that strategic planning provides is that by putting it into practice, and also considering the quality of service because it is an important part of business success, customers will choose the company not only for its product, service or price, but for the treatment they receive from her.

Failure to carry out strategic planning in a company can give rise to serious problems, such as not having clearly defined strategies, which in turn will cause the mission and organizational objectives not to be fulfilled, in addition to minimizing both weaknesses and threats that can affect the company, as well as maximize the strengths and opportunities that arise in the environment.

Similarly, not having a plan to review and feedback what happens in the organization, whether with the product, market, competition, among others, can cause problems of uncontrolled growth, resulting in erroneously calculating the supply of resources being able to present excess or shortage of these (Valdéz, Zerón and Morales, 2008).

Likewise, it is important and necessary to specify, as the authors mention, that strategic planning is not the solution to all the problems that companies present, but it is a tool that can provide enough benefits if it is used at the time and in the required form, in addition to contributing to the strengthening of the national economic structure also contributes to the improvement of business performance.

In addition, adequate strategic planning, as mentioned by Cantillo and Gutiérrez (2015), places the company in a context in a reasonable and relevant way, promotes fundamental aspects in the administration so that organizations can adapt to changing environmental conditions, and in the future, manage eventualities more effectively.

Theoretical foundation Strategy

For Cleri (2007), as for Aguilar (2000), the word strategy comes from the Greek "strategy" which means "to send the troops", "the art or science of being general"; and conceptualizes it as “the art of planning courses of action to drive the forces of the organization towards a specific objective within a period”, for which its resources, skills, weaknesses, and according to the environment and / or circumstances, risks and opportunities that may arise. He adds that “the strategy is to choose one option and discard others”.

In turn, Valdéz, Zerón and Morales (2008), affirm that the strategy determines the functions that must be carried out to achieve the organizational objective since it provides the way to follow for carrying out these functions and when there is no strategy defined, the behavior in the company is “incongruous and sometimes even chaotic” since it is not defined what you want to achieve or the direction to follow.

On the other hand, Cantillo and Gutiérrez (2015) affirm that the strategy is a way to establish the organizational proposal in the form of long-term objectives, as well as the action programs and the priority in the allocation of resources, which leads to defining the competitive environment of the company, in addition to responding to opportunities and threats considering the strengths and weaknesses of the organization.

For Carneiro (2010), the strategy is to guide the future, establish an end, within an acceptable period of compliance towards which to guide the direction of the company.

So it can be said that the strategy is the course of action that must be followed to achieve the objectives set by the organization, taking into account the strengths and weaknesses of the company.

Strategic planning

Sanchez (2003) ensures that strategic planning is a management tool that aims to modernize the company and contains leadership, organizational knowledge, competition, firm building and strategy formulation, and adds that In order for it to be carried out properly, it is necessary to have information on the current situation of the company, both internal and external, to identify all the options available to obtain the desired results, contributing to the improvement of decision-making.

For their part, Valdéz, Zerón and Morales (2008) state that strategic planning is intended to facilitate the development of organizations, being useful to establish with greater accuracy the current situation of these, what they want to achieve and what They need to do to reach it. And for Martínez (1994) cited by Aguilar (2000), strategic planning is an orderly evolution between the current situation that a company presents and the one it wishes to have in the future.

The strategic planning, for Lema (2004), is a complex process that includes from the enunciation of the mission, vision and values of the organization, the analysis of investigations of both the internal and external environment of the company and the establishment of possible scenarios of the future reality until the elaboration of the strategies, objectives and actions that help to materialize and make the established strategy tangible, operational, controllable and measurable.

Likewise, for Barreiros (2012), strategic planning is “a tool for companies, which helps determine future goals, for which objectives and activities to be fulfilled by all members of the organization must be developed”.

On the other hand, Gutiérrez (2019) states in his research that strategic planning must be considered of utmost importance by companies because it establishes the course to follow, as well as the objectives to be achieved. It also provides organizations with tools for evaluation and monitoring of results, thereby facilitating the detection of areas of opportunity and continuous improvement of their processes, which in turn contributes to economic, human or technological organizational growth.

In addition to the above, Gaitán and Ramírez (2018) ensure that strategic planning is vitally important within an organization, since it is through it that the company can be directed and projected into the future, analyzing its internal and external environment in order to determine the current business situation and set the course to take.

Therefore, after the analysis of the concepts provided by the authors mentioned above, it can be affirmed that strategic planning must be a constant practice for organizations, contributing to an improvement in decision making due to the more accurate knowledge of the actual situation of the company, what you want to achieve and what is necessary to achieve it.

SMEs

For Nuño (2012), the size of a company in Mexico as of June 30, 2009, is determined based on the total number of staff in the organization and the level of its annual sales, so it mentions that companies considered as Small commercial companies have between 11 and 30 employees, and annual sales of four to one hundred million pesos. Small industrial or service companies have 11 to 50 workers, and sales of four to one hundred million pesos annually. It also mentions that a medium-sized commercial organization is one that has between 31 and 100 employees with sales between 100 and 250 million pesos per year; in turn, the medium-sized service company is the one with 51 to 100 employees and sells between 100 and 250 million pesos a year. For its part, the medium-sized industrial company is the one that gathers between 51 and 100 workers presenting annual sales between 100 and 250 million pesos.

This same characterization is presented by Saavedra and Loé (2018), adding only the information of the micro enterprises, which are those that have up to 10 employees and present sales per year for up to four million pesos.

On the other hand, the Ministry of Economy (2019), asserts that small businesses, in addition to meeting the characteristics mentioned by the previous authors, are independent entities, created to be profitable and their objective is to produce, transform and / or provide services to satisfy specific needs and desires that exist in society; they represent more than three percent of the total of companies in Mexico and almost 15 percent of the employment in the country, in addition, they produce more than 14 percent of the Gross Domestic Product.

Regarding medium-sized companies, he affirms that "they are economic units with the opportunity to develop their competitiveness based on the improvement of their organization and processes, as well as improving their business skills." In addition to the characteristics mentioned by the previous authors, he adds that they have a level of complexity in terms of coordination and control, considering among their staff, those who may occupy functions of coordination, control and decision; they represent almost one percent of Mexican companies and generate almost 17 percent of employment; In addition to providing more than 22 percent of the Gross Domestic Product.

On the other hand, Del Ángel (2016) provides the advantages that SMEs can present among which are their dynamism, their growth opportunities, being job-generating and their easy adaptation to new technologies that they use to incorporate into their processes. The disadvantages they may have is that sometimes they do not reinvest their profits to improve equipment and production processes; few times their staff is specialized, and they provide little training, they have few or no quality control systems, which can generate poor quality in their products and / or services. In studies carried out by Braidot, Formento and Nicolini (2006), the authors state that it is difficult to know why these types of organizations do not implement strategies related to innovation, total quality management and formalization of their management practices.

Therefore, providing a unique concept of SMEs is complex, considering various factors to do so, such as the number of employees, the productive sector to which they belong, the amount of sales per year, among others.

Method

This research is of a qualitative and descriptive approach, where an instrument designed to make the strategic planning diagnosis was applied to each of the organizations under study.

Subjects of study

This research was carried out in five SMEs belonging to the commercial sector of Ciudad Obregón, Sonora, Mexico that were willing to be part of the study. Two of them are organizations dedicated to the sale of seafood, one founded just a year and a half ago and the second one has been in operation since 2006.

The other SME is an establishment that sells coffee and food products, founded in 2015; one more that offers equipment for information technology solutions since 1992; and the last one, sells wedding dresses, accessories and accessories for them, all imported from the United States and Europe, began operations in 2014.

Instruments

An instrument divided into four sections was designed to obtain information about the characteristics of each participating SME and to make the strategic planning diagnosis to each of them.

These sections are:

- a) the characterization of the SME with 19 reagents, where it is questioned from the name of the organization, the date of commencement of operation, location, turn, size, level of schooling of the owner and employees, to their background.
- b) Obtaining information about the philosophical platform of the organization with 28 questions, questioning whether the company has established the vision, mission, objectives and values, and if the above is known to employees.

c) The analysis of the external environment with 44 questions, asking questions about economic, technological, cultural and social, natural, political and legal factors; and, d) that of the analysis of the internal environment with 42 questions, which include questions about factors such as organizational structure, market, finance and production.

Process

The process to follow was:

1. Contact the local SMEs in order to publicize the research project and thus identify which of them were interested in being part of the study sample.
2. Design the instrument for the characterization and diagnosis of the strategic planning of each of the SMEs participating in the study.
3. Apply the designed instrument to each of the SMEs under study.
4. Perform the analysis of the results obtained with the application of the instrument.
5. Prepare recommendations for each of the participating SMEs.
6. Prepare the diagnostic report for each of the organizations.
7. Presentation of results to entrepreneurs.

Results

When making preliminary contact with the local SMEs, it was determined that the companies that showed interest in participating in the research project were five companies from the commercial sector, six from the industrial sector and four from the service sector; presenting in this document only the results obtained from the SMEs belonging to the commercial sector.

In the information of the characterization of the SMEs, it was found that two of them have an operating time of three to five years, one of them has only between 1 and 3 years of operation, one more has 10 to 15 years, and another that has more than 20 of existence; In addition, four of these companies are considered family because at least two of the members of the same family work in them.

Of these five organizations, four claimed to have the vision and mission, but despite having it defined, only two of them have made them known to their employees, indicating that despite having these types of plans, if these They are not known by the workers, there can be no sense of belonging to the organization, nor can there be a guide or orientation in their activities, hindering the response to the changing environment, as Barreiros (2012) states.

On the other hand, all these SMEs claim to have their objectives established in writing, stating that these are fully met in addition to being known by the employees. Regarding organizational values, all the companies under study claim to have them formally instituted, but one of them has not made them known to its workers.

When analyzing the external environment, evaluating the influence, whether positive or negative that the economic, technological, social, political and legal factors have on each of the SMEs studied, the main findings were: that all businesses have identified to its competition, the strategies that this one manages, and they assure to have the control of the prices. Analyzing the economic and technological factor, all the companies responded that the changes in both affected them and four of them affirmed that they have the capacity to face the technological changes that are presented to them, although only two of them consider having better technology than your competition In addition to the above, four of the businesses said they measured the degree of customer satisfaction, which contributes to improving the quality of the service offered. In addition, when asked about the performance of socially responsible actions, only one of them claimed to practice them. Among the actions carried out is having a scholarship program for employees and family members, caring for the environment, recycling program, and also having a program to reduce energy and water consumption.

So it can be deduced, based on the previous results, that these organizations know their competence and the way in which it acts, as well as their situation before the technological changes that are presented, and the degree of satisfaction of their customers, which gives them an advantage to respond to possible situations or unforeseen events that may arise.

Analyzing the natural, social and cultural factors of the external environment, four of the companies studied mentioned having been affected by the shortage of raw material, high pollution rates, changes in the values, perceptions, preferences or behaviors of customers, as well as your level of education and income. At the same time, in the political and legal factors, two of the companies claimed to have been affected by changes in the application of the law and three more assured that they have been affected by the political environment that the country is currently living.

Within the analysis of the internal environment of these organizations, it was obtained as a result that three of them do not have an established organizational chart, and the two that do have it, do not have it updated, therefore, the changes that have occurred in Its organizational structure has not been reflected in these organizational charts. Similarly, when asked about the existence of administrative manuals, three of them said they did not have any of them and the two who said they had them have an organization and procedures manual, only one has an induction manual.

Four of these businesses assert that the organizational structure they have allows them to react quickly to the situations that are presented to them, associated with the fact that they consider that the strategies they currently have work, being these market, price and promotion strategies. As for distribution strategies, three of them say they don't have them established.

The totality of organizations studied, ensures that they have good communication with their clients, that their prices are competitive, that they have the ability to grow and adapt to changes quickly, but, four of them report not having defined their chain of value.

The personnel of these businesses are qualified to perform the tasks entrusted correctly, and four of these organizations assured to provide training to their employees at least once a year. Regarding the financial factor, four of the companies claim to make financial plans and consider having economic potential; also three of them ensure that there has been a favorable evolution in the profits of their businesses.

All of the above is part of the diagnosis of the strategic planning made to the five SMEs of the commercial sector studied; which was delivered to each of the businessmen formally and in writing in a report, in addition to making a presentation of it that includes recommendations for each organization, all this in order to clear any doubts that may arise from the work done and continue this study.

Conclusions and recommendations

Contreras (2013) ensures that all organizations require strategic planning, which will guide them, establishing objectives that are the result of internal and external analysis. By establishing the scope, what you want to be and achieve, as well as the rationale of the company, you will be able to establish the necessary strategies to achieve the above, which will provide clarity to the decision makers of the organization so that they have clarity in the type of strategies to be used and how to appropriate them to the different alternatives that will arise as the company grows and / or is positioned in the market.

Therefore, once the analysis of the information collected through the instruments applied to the organizations under study is concluded, it can be said that most of these companies have basic elements of the philosophical platform, of their organizational structure and have identified Its competition also has notions of its external environment, which gives it some stability in the market. Despite the above, it is recommended that each of the SMEs make the pertinent changes to their philosophical platform (vision, mission, objectives and values), making the adjustments and updates indicated directly to each of them.

In addition to the above and based on the diagnosis obtained, the recommendation is also made to prepare the SWOT analysis and the design of the matrix corresponding to said analysis where the strategies to be followed by each of the organizations are established. Likewise, the value chain, the Balance Score Card and the Strategic Map must be designed for each SME, as well as recommended by Galán and Pérez (2019) in their research, since by having all of the above, indicators can be established with the which progress can be measured towards the established strategies and objectives.

In addition to this, it is also suggested that a proposal for the strategic planning implementation process be developed, designed individually based on the specific findings found for each of the companies studied.

In the same way, it is important that each of the SMEs give continuity to the present investigation, implementing the strategic planning that is designed for them, since as Vasquez (2002) assures a strategic planning must be implemented, that being the only way to avoid there is a failure to achieve the expected results. To which Aguilar (2000), reinforces arguing that "the success or failure of Mexican organizations depends on the quality and capacity of those who manage and direct them but above all on the understanding, mastery and proper application of methodologies such as strategic planning". Therefore, carrying out such implementation will provide SMEs with competitive advantage, solidity and greater opportunity to remain in the market, while preventing current strategies from becoming obsolete.

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Study of market conditions for the marketing of solid shampoo

Estudio de condiciones de mercado para la comercialización de Shampoo sólido

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Abstract

The research work aimed to analyze the feasibility of the business model "Solid Shampoo IUHCAYO" in Guadalajara. Shampoo IUHCAYO consists of the launch of an organic product for hair care, which aims to offer a healthier product that is also organic and environmentally friendly. It aims to replace liquid shampoo products with solid stick shampoo, thus reducing the use of plastic packaging in addition to reducing harmful hair chemicals with this organic product. In addition to having high standards of quality and exceptional service. Through a probabilistic sampling, individuals were located who contacted the Guadalajara metropolitan area who subsequently shared the instrument until a sufficient sample and with the specific characteristics of our Segment. The type of questions used was that of closed questions, multiple selection with only answer. Finally, this market research concludes that at least for the sample studied, the product is feasible from a marketing and marketing perspective and it is recommended to apply more research tools in order to deepen and study the acceptance of bar shampoo. General Objective. Identify the availability of the market to acquire the Shampoo bar in the Metropolitan Zone of Guadalajara. Methodology. A quantitative study was conducted taking as a data collection tool a survey applied in the Metropolitan Zone of Guadalajara to a representative sample of 1,067 surveys of men and women over the age of 18 with a confidence level of 95% and a margin of error of 3%. The survey was conducted by simple random subsampling by clusters and random home routes. Contribution. This study has three important purposes:

1. Incorporation and participation of students from the career of Engineering in Development and Business Innovation in project initiated pro students of TSU Environmental Technology to identify areas of commercial opportunity of the product.
2. Awareness and active participation of the university community, consumers and the general public in relation to the sustainability and care of the environment.
3. The results of the study will serve as the basis for the design and realization of a business plan.

Market Research, Solid Shampoo, Commercial Viability

Resumen

El trabajo de investigación tuvo como objeto analizar la viabilidad del modelo de negocios "Shampoo sólido IUHCAYO" en Guadalajara. Shampoo IUHCAYO consiste en el lanzamiento de un producto orgánico para el cuidado del cabello, el cual tiene como finalidad ofrecer un producto más saludable que además de orgánico es amigable con el ambiente. Se tiene como objetivo del modelo de negocios reemplazar los productos de shampoo líquido por shampoo sólido en barra, de esta manera se reducirá el uso de envases de plástico además de reducir los químicos dañinos para el cabello con este producto orgánico. Además de tener altos estándares de calidad y servicio excepcional. Mediante un muestreo probabilístico se localizaron individuos los cuales se contactaron en la zona metropolitana de Guadalajara que posteriormente compartieron el instrumento hasta conseguir una muestra suficiente y con las características específicas de nuestro segmento. El tipo de preguntas usado fue el de preguntas cerradas, de selección múltiple con única respuesta. Finalmente, esta investigación de mercados permite concluir que al menos para la muestra estudiada, el producto es viable desde la perspectiva de mercadeo y comercialización y se recomienda aplicar más instrumentos de investigación para poder profundizar y estudiar la aceptación del shampoo en barra. Objetivo General. Identificar la disponibilidad de mercado para adquirir el Shampoo en barra en la Zona Metropolitana de Guadalajara. Metodología. Se realizó un estudio cuantitativo teniendo como instrumento de recolección de datos una encuesta aplicada en la Zona Metropolitana de Guadalajara a una muestra representativa de 1,067 encuestas a hombres y mujeres mayores de 18 años con un nivel de confianza del 95% y un margen de error del 3%. La encuesta fue realizada por submuestreo aleatorio simple por conglomerados y rutas aleatorias domiciliarias. Contribución. El presente estudio tiene tres propósitos importantes:

1. Incorporación y participación de los estudiantes de la carrera de Ingeniería en Desarrollo e Innovación Empresarial en proyecto iniciado pro estudiantes de TSU Tecnología Ambiental para identificar áreas de oportunidad comercial del producto.
2. Concientización y participación activa de la comunidad universitaria, consumidores y público en general en relación a la sustentabilidad y cuidado del medio ambiente.
3. Los resultados del estudio servirán de base para el diseño y realización de plan de negocios.

Investigación de mercados, Shampoo sólido, Viabilidad comercial

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Introduction

For years we have been using the same ingredients in our shampoo. Most of these products aimed at hair care contain harmful ingredients causing weakness in the hair, dryness of the scalp or even hormonal changes, affecting the health, silkiness and appearance of it. The business model idea of a solid IUHCAYO Shampoo began with the observation of the needs that people, mainly women, have when taking care of their hair. With the advent of organic cosmetics, new ingredients have also arrived, they are no longer all the same. Now formulators have hundreds of more sustainable and safe options.

Currently the interest in the quality of hair care products is due to the innumerable benefits that its measurement reports, among which is to enhance the number of loyal users, increase the number of customers, present opportunities for the development of the organization, reduce costs, strengthen the permanence of its members, but, above all, improve the image of the organization. In addition, that, in a scenario characterized by competitiveness, the commitment to quality leads to a competitive advantage that is difficult to overcome; therefore, the evaluation of the quality of the product is a fundamental factor to face the new times.

Development of Sections and Sections of the Article with subsequent numbering

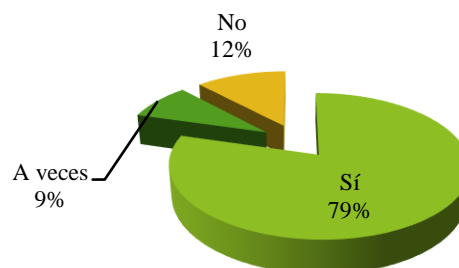
Problem Statement

The present investigation wants to specifically solve the need to know the acceptance of the business model implementation, replacing conventional shampoos with a new organic bar model.

As this is a new brand in the market, it is necessary to have all possible quantitative and qualitative tools that allow the distribution and consumption in them to be associated. In modern society there is a revolution of environmentally friendly products as well as organic. That is why it is more frequent day to day to find these types of products on the market, both for hair, skin or health care.

Thanks to this, there is an increasing sympathy of consumers for trying new products. It is important then to find the market that is interested in this type of organic products, that are healthy or healthy and finally that is novel in its presentation.

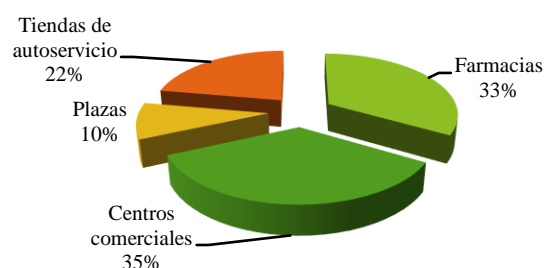
Do you usually use shampoo?



Graphic 1 "Frequency of use of shampoo"

Source: own elaboration based on survey results July 2019

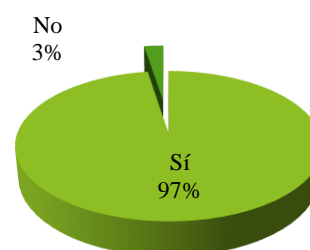
Where do you usually buy your hair care products?



Graphic 2 "Places of purchase"

Source: own elaboration based on survey results July 2019

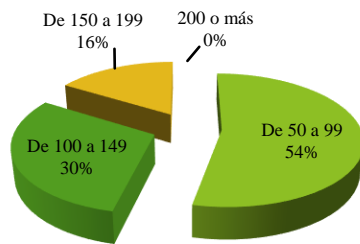
Would you be willing to buy a solid shampoo?



Graphic 3 "Provision of purchase of solid shampoo"

Source: own elaboration based on survey results July 2019

How much would you be willing to pay for a solid shampoo with natural ingredients?



Graphic 3 "Price perceived by the consumer"

Source: own elaboration based on survey results July 2019

Results

As the results show in all this research, the Shampoo has a favorable acceptance in the interviewed population, since apparently the fact that it is organic is something that gives them confidence and their acceptance is favorable. This market study also lets us know what is the approach with which it should be commercialized, since the place where it is reflected that the interviewed population would buy the shampoo in bars are in pharmacies and specialized stores, since it is an organic shampoo, the Customer reflects that he expects it to be something specialized and a product that is sold especially in places. That would be the most appropriate approach for the customer to be totally convinced to buy that product. Also, it should be noted that the client does not expect to pay more than 200 pesos for the same product, and that is something that will have to be taken into consideration, since the costs of this organic shampoo do not seem to coincide with what the client expects to pay for it.

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- Stephanie Avalos Ibarra.

- Andrés Gorozpe.

Likewise, the support and facilities granted by Mtra. Karina Guevara Chacón, Director of the Administrative Economic Division of the Technological University of Jalisco.

Conclusions

As this research has shown, the realization of the study has been very useful for the project, since in this way important data were obtained to determine the needs that potential consumers have about the product. There is strong competition in the market that would cause a greater effort of the project to offer added value, unlike the rest of competing products. As an observation and recommendation by the research team, we determine that it is necessary to modify the image and name of the product, since through research we realize that the name of the shampoo is already in the competitive market, likewise create penetration strategies and add an added value, so that the price of the product exceeds the amount that the customer would be willing to pay for it.

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Intellectual capital of the MSMES in the area of influence. Universidad Tecnológica de Tula Tepeji

Capital intelectual de las MSMES de la zona de influencia. Universidad Tecnológica de Tula Tepeji

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Abstract

Mexico's Academic Synergy Network-MyPyMES developed a project called "The Intellectual Capital of mSMEs of the area of influence of the Technological Universities" to carry out an analysis of the indicators that make up the Intellectual Capital: active intangible value-added and competitive advantages for business development; was done to determine the value of the Skandia Browser Model approaches with a web-mobile application. The type of research was exploratory, cross-cutting and with a mixed approach, the survey technique was used by applying a questionnaire to 32 MSMEs of the Tula-Tepeji area. As a result, it was found that most do not have financial data or administrative procedures to determine the five approaches of Skandia Browser, the most important thing for companies is to sell; however, they do not conduct market research, very few are led by a professional who applies strategic planning, or have a definite mission or vision; Managers also do not know what Intellectual Capital is, do not attach importance to the development and training of staff, do not use ICT's as a management tool, do not evaluate processes or implement continuous improvement. It was concluded that the MSMEs in the buffer area present an area of opportunity to develop their intellectual capital, therefore higher education institutions must assist in the training of entrepreneurs and design a model to implement appropriate methodologies and procedures that promote intellectual capital.

Intellectual Capital, Diagnostics, Skandia Browser

Resumen

La Red Sinergia Académica-MyPyMES de México desarrolló un proyecto denominado "El Capital Intelectual de las MSMEs de la zona de influencia de las Universidades Tecnológicas" para realizar un análisis de los indicadores que conforman el Capital Intelectual: activo intangible que genera valor agregado y ventajas competitivas para el desarrollo de las empresas; se realizó para determinar el valor de los enfoques del Modelo Navegador Skandia con una aplicación Web-móvil. El tipo de investigación fue exploratoria, transversal y con enfoque mixto, se utilizó la técnica de encuesta aplicando un cuestionario a 32 MSMEs de la zona Tula-Tepeji. Como resultado se encontró que la mayoría no cuentan con datos financieros o procedimientos administrativos para determinar los cinco enfoques del Navegador Skandia, lo más importante para las empresas es vender; sin embargo, no realizan estudios de mercado, muy pocas están dirigidas por un profesional que aplique planeación estratégica, o tienen una misión o visión definida; asimismo, los directivos desconocen qué es el Capital Intelectual, no dan importancia al desarrollo y capacitación del personal, no utilizan las TIC's como herramienta gerencial, no evalúan procesos ni aplican la mejora continua. Se concluyó que las MSMEs de la zona de influencia presentan un área de oportunidad para desarrollar su capital intelectual, por lo tanto, las instituciones de educación superior deben de coadyuvar a la capacitación de los empresarios y diseñar un modelo para implementar metodologías y procedimientos adecuados que fomenten el Capital Intelectual.

Capital intelectual, Diagnóstico, Navegador Skandia

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Introduction

The latest demographic study of INEGI (2016) establishes that the life expectancy of businesses in Mexico, after being created, is 7.8 years, based on the national average. Various studies have shown that the majority of these companies die from very similar problems, the owners argue that the reasons for the failure are poor official, financial support and high tax rates; For business analysts, the causes are mainly the lack of management capacity of the owners (Soriano, 2005). The Ministry of Economy (2014) argues that the MSMEs constitute the backbone of the national economy because of its high impact on job creation and national production. The National Institute of Statistics and Geography (INEGI) reported in its new National Statistical Directory of Economic Units 2015, that in Mexico there are a total of 4 million 926 thousand companies, of which 99.8% are MSMEs that generate 52% of the Gross Domestic Product (GDP) and 72% of the country's employment.

Expert business advisors conclude that the success of MSMEs is mainly due to the fact that they design strategies, have a customer focus, carry out constant studies of their market, occupy work tools, use technology and develop their human capital, hence the importance of the management of the intangible elements of the company that in general terms constitute Intellectual Capital and that represents a key element to obtain competitive advantages; So its identification and investment must be a primary objective, since it influences the real and total value of the company.

One of the policies of the Technological Innovation Fund of the National Technology Council (CONACYT) contemplates promoting a knowledge-based economy, through support for innovation projects, aimed at developing and / or strengthening resources with scientific and technological infrastructure human, infrastructure and machinery and, intellectual property protection. These funds and agreements provide MSMEs with the means and tools for knowledge management through Intellectual Capital, so it is necessary to develop a culture that encourages senior management, the need for an analysis of their Intellectual Capital, which will support its strategic approach, competitiveness, productivity and financial stability.

Therefore, it is important to implement actions that improve the economic environment and directly support the MSMEs, with the purpose of creating the conditions that contribute to its establishment, growth and consolidation. In order to achieve these conditions, in addition to making a diagnosis of Intellectual Capital, it is required that the MSMEs undertake to meet their organizational objectives and implement actions aimed at transforming their administrative, operational and structural processes.

After the previous considerations and in attention to the figures related to the failure and non-development of the MSMEs, the interest of generating an analysis of Intellectual Capital in the area of influence of the Technological Universities of Tula-Tepeji, Jalisco and Bahía de Banderas was born to promote its application and contribute to the strengthening of Human, Structural and Relational Capital through the Academic Bodies (CA's) of Administrative, Accounting and Fiscal Models; Information Technology for Technological Development of the Banderas Bay Region and Social Responsibility, Sustainability and Integral Development for SMEs.

For the development of this project a questionnaire was designed on a web-mobile platform, the Skandia Navigator was used as a measuring instrument, as it is a model that establishes precise indicators to assess each of the components of Intellectual Capital.

Literary review

Intellectual capital

Edvinsson and Malone (1999) define Intellectual Capital as the possession of knowledge, applied experience, organizational technology, customer relations and professional skills that give a company a competitive advantage in the market. Therefore, it can be said that Intellectual Capital is an intangible resource owned by companies, which if managed correctly can represent a competitive advantage of the MSMEs that could reverse the statistics of its failure and make it a determining factor for its development.

With regard to the main dimensions or elements of the Intellectual Capital Edvinsson and Malone (1999), they refer to Structural, Relational and Human.

Structural Capital refers to organizational technology, intellectual property, innovation capacity, organizational culture and policies, formal and informal planning and control systems, trademarks, patents, among others (Ordoñez, 2004).

Relational Capital assumes that companies are systems that are related to their outside, therefore, they are considered relationships with their environment, employees, customers, suppliers, shareholders, administrators, government agencies, competition and society in general. Archibold (2015), comments that Relational Capital represents the added value generated by the organization as an agent that is constantly linked to the surrounding environment, as a result of the correlation between it and the other external factors that interact with it.

Human capital. It refers to the intangible assets that belong to the people who work in the company, such as: professional skills, experience, creativity, knowledge, skill, training, judgment, intelligence, commitment, ability to solve problems and make decisions, talents and motivation. (Ordoñez, 2004).

Skandia Navigator Model

It is an instrument that measures intellectual capital through financial and non-financial indicators through a visual metaphor to a house (symbol of strength and union), which is explained as follows:

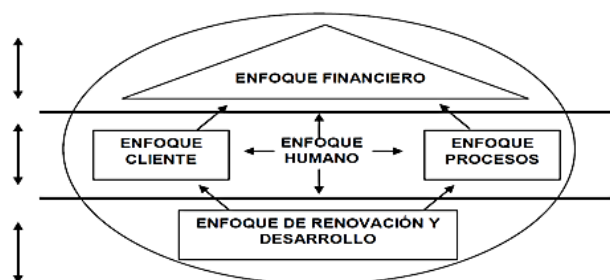


Figure 1 Skandia model

Source: (Edvinsson & Malone, 1999)

The ceiling is the financial approach that refers to the company's past.

The indicators of this approach are mostly determined by data contained in the financial information; the walls of the house are the clientele approach and the process approach, they mean the present and the activities of the company that are oriented in Intellectual Capital; the base of the house, look to the future, this is the focus of renovation and development and in the center, there is the human approach, which represents the heart, intelligence and soul of the organization, it is the only force that is related to all other approaches to intellectual capital (Edvinsson & Malone, 1999). The Skandia model establishes different indicators to determine the Intellectual Capital of the companies that translates into an intangible value added and determinant for its development, for this study the last taxonomy of intellectual capital developed by the researchers Göran and Johan Roos was considered (Edvinsson & Malone, 1999):

Financial approach

Proposes 18 indicators that identify the most valuable assets of the company at a given date.

1. Total assets (\$).
2. Total assets / employee (\$).
3. Total income / assets (%).
4. Total benefits / assets (\$).
5. Revenue from new businesses (\$).
6. Benefits from new businesses (\$).
7. Income / Employee (\$).
8. Customer time / employee attention (%).
9. Benefits / Employee (\$).
10. Benefits from new customers / total revenue (%).
11. Commercial revenue lost compared to market average (%).
12. Market Value (\$).
13. Return on net asset value (%).
14. Return on net assets resulting from operations of a new business (\$).

15. Value added / employee (\$).
16. Added value / IT-employee (\$).
17. IT investments (\$).
18. Added value / customer (\$).

Customer Focus

Formula 20 indicators that capture the relationships between the company and its current and potential customers.

1. Market share (%).
2. Number of customers (#).
3. Annual sales / customer (\$).
4. Lost Customers (#).
5. Average duration of relationship with the customer (#).
6. Average customer size (\$).
7. Customer Rating (%).
8. Customer visits to the company (#).
9. Days dedicated to visiting customers (#).
10. Customers / employees (\$).
11. Sellers on the ground (#).
12. Managers on the ground (#).
13. Average time between customer contact and sale (#).
14. Proportion of contacts to sell regarding closed sales (%).
15. Customer Satisfaction Index (%).
16. IT investment / seller (\$).
17. Investment in IT / service and support employee (\$).
18. Support Expense (\$).
19. Service expense / customer / year (\$).
20. Service / customer / contact expense (\$).

Process approach

Consider 19 indicators that give us a parameter of the use of technology as a tool to sustain the company and create value, serving as support for human capital so that it can improve its performance.

1. Administration expenses / total income (#).
2. Cost of administrative errors / sales (%).
3. Processing time, disbursements (#).
4. Contracts registered without errors (#).
5. Function points / employee- month (#).
6. Personal computers / employee (#).
7. Laptops / Employee (#).
8. Administrative / employee expense (\$).
9. Spending on Information Technology / Employee (\$).
10. Computer Technology Expenditure / Administrative Expense (%).
11. Administrative expense / total premiums (%).
12. Computer Technology Capability (#).
13. Variation in IT inventory (\$).
14. Business Quality Goal (#).
15. Goal performance / business quality (%).
16. Inventory of Computer Technology Interrupted / Inventory of Computer Technology (%).
17. Orphan Computer Technology Inventory / Computer Technology Inventory (%).
18. Information Technology / Employee Capacity (#).
19. Information Technology / Employee Performance (#).

Renewal and development approach

There are 32 indicators that try to capture the opportunities that define the future of the company. These mainly refer to customers (changes, habits, etc.), in the attractiveness of the market (investment in research, percentage dedicated to current markets, etc.), in products and services (new, product life, etc.), in strategic partners (investments in their development and communication, etc.), in infrastructure (acquisitions, etc.) and in employees (level of training, goals, etc.).

1. Skills development / employee expenditure (\$).
2. Index of satisfied employees (#).
3. Marketing / customer spending (\$).
4. Participation in training hours (%).
5. Participation in development hours (%).
6. Participation in hours of opportunities (%).
7. Research and Development Expenditure / administrative expenditure (%).
8. Training / employee expenditure (\$).
9. Training expenditure / administrative expenditure (%).
10. Business development expenses / administrative expense (%).
11. Proportion of employees under 40 years (%).
12. Spending on Information Technology for development / spending on Information Technology (%).
13. Spending on Information Technology for training / spending on Information Technology (%).
14. Research resources / total resources (%).
15. Customer base opportunity captured (#).
16. Average customer age (#).
17. Average customer duration with the company, months (#).
18. Investment in education / client (\$).
19. Direct communication with customers / year (#).
20. Expenses not related to product / customer / year (\$).
21. Investment in development of new markets (\$).
22. Investment in structural capital development (\$).
23. Value of the electronic data exchange (UED) system (\$).
24. Update of the electronic data exchange (UED) system (\$).
25. Training of the electronic data exchange (UED) system (\$).
26. Proportion of new products (less than 2 years old) with respect to the total family of products of the company (%).
27. Research and development invested in basic research (%).
28. Research and development invested in product design (%).
29. Research and development invested in applications (%).
30. Investments in support and training for new products (\$).
31. Average age of company patents (#).
32. Patents pending (#).

Human focus

It proposes 22 indicators to measure the abilities of the employees, the level of motivation, leadership, sense of belonging, and their contributions to the company.

1. Leadership Index (%).
2. Motivation Index (%).

3. Index of employees with responsibilities (#).
4. Number of employees (#).
5. Employee turnover (%).
6. Average years of service in the company (#).
7. Number of managers (#).
8. Number of women managers (#).
9. Average age of employees (#).
10. Training time (days / year) (#).
11. Staff competency in Information Technology (#).
12. Number of full-time employees / number of permanent employees (#).
13. Average age of full-time employees / permanent employees (#).
14. Average years with the company, of permanent full-time employees (#).
15. Annual rotation of permanent full-time employees (#).
16. Annual cost per capita of training, communication and support programs for permanent full-time employees (\$).
17. Permanent full-time employee who spend less than 50% of working hours in a company facility; % of permanent full-time employees; Annual cost per capita of training, communication and support programs.
18. Number of full-time temporary employees; Average years in the company, of full-time temporary employees.
19. Annual cost per capita of training and support programs for full-time temporary employees (\$).
20. Number of part-time employees / non-full-time employees (#).
21. Average contract duration (#).

22. Percentage of managers who have a higher degree:

- In business sciences (%)
- In engineering sciences (%)

Organizational Intellectual Capital Formula

Edvinsson and Malone propose an equation to calculate intellectual capital:

Organizational Intellectual Capital = $i C$

$$i = (n / x)$$

Where:

C: is the value of intellectual capital in monetary units.

I: is the efficiency coefficient with which Intellectual capital is used.

n: is equal to the sum of the decimal values of the efficiency indices proposed by these authors.

x: is the number of those indices.

Methodology

The type of research was exploratory, cross-sectional and with a mixed approach, the survey technique was applied by applying a questionnaire to 32 MSMEs of the Tula-Tepeji area, whose turns are accounting offices; cooperatives for transport of materials, maintenance and cleaning services and extraction of materials for the manufacture of cement; workshops that manufacture parts for engines; lathes; miscellaneous; restaurants; urban transport companies and executive personnel; construction companies; Hotels and hardware stores.

The questionnaire was designed to obtain the necessary information to determine the indicators of the Skandia Navigator Model based on the latest Intellectual Capital taxonomy developed by researchers Göran and Johan Roos (Edvinsson & Malone, 1999) in a Web-mobile application.

Results

As a result of the investigation, the following diagnosis was obtained on the measurement and determination of Intellectual Capital based on the Skandia Navigator Model of the 32 MSMEs of the area of influence of the Technological University of Tula Tepeji:

Financial approach 91% of MSMEs do not have a plan where objectives and goals are established in the short, medium or long term. They have not implemented a reliable administrative or information system to determine the indicators of this approach. They hire independent professionals who limit themselves to the determination and payment of taxes without keeping a structured accounting that provides reliable and truthful financial information to measure their results. They also have problems in obtaining external financing because they do not generate financial information to support the profitability, liquidity and economic viability of the company; they do not delimit personal finances with those of the business which affects the veracity of the operational results and leads to decapitalization and bankruptcy. The use of business credit is a determining factor to grow the MSMEs, so it is necessary to hire expert advisors to guide and assist in the proper administration of the business.

Customer Focus MSMEs are focused on sales; however, 94% do not have reliable and accurate information about the market in which they operate; They do not conduct an analysis of the behavior, preferences or degree of satisfaction of their clients, they have not accurately segmented the target client and do not know how their competition behaves. In general, they also do not use ICTs as a means of sale or tool to take a direction and establish strategic plans in the company.

Process approach Entrepreneurs believe that a marketing plan is very expensive, they are unaware that through a good sales campaign you can get new customers. Only 10% of businesses have a digital presence through social networks or their own website to offer their products.

Renewal and development approach. None of the MSMEs studied have or have registered a patent or have developed new products or services, do not have a research department or train their staff to promote structural capital.

Human focus. 100% of companies are family, 84% of owners have no studies on business or business. 87% do not have their workers and employees insured, have a very high turnover and do not have a work team committed to business objectives.

Conclusion

In the framework of the previous results, the MSMEs surveyed do not have financial information or administrative procedures to determine the five approaches of the Skandia Navigator, the most important thing for them is to sell but they do not carry out market studies, very few are directed by a professional who apply strategic planning, do not have a defined mission or vision; Likewise, managers do not know what Intellectual Capital is, they do not give importance to staff development and training, they do not use ICTs as a management tool, they do not evaluate processes, nor do they apply continuous improvement; It should be noted that three MSMEs refused to provide information because they considered it confidential.

Finally, it was concluded that the MSMEs in the area of influence of the Technological University have an area of opportunity to develop their intellectual capital, therefore, higher education institutions must contribute to the training of entrepreneurs and design a model for implement appropriate methodologies and procedures that promote Intellectual Capital.

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Market diagnosis to learn about the commercial snack scene for pets

Diagnóstico de mercado para conocer escenario comercial de snack para mascotas

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Abstract

Dog snacks consist of their flour-based production, which is extracted from crickets, these snacks contain the same protein as producing a pound of beef which consumes two thousand times more water than producing a pound of crickets, plus more land and energy, and emits 100 times more greenhouse gases. On the other hand, insects have as much protein as beef or chicken, and even have more vitamins. PRODUCT Dog biscuits based on cricket flour. PRICE The price to the public is \$100 MXN. 450 Gr. (12 pcs). PLAZA Supermarket, Convenience Stores, Pet Stores, Veterinary, Pet Accessories Stores and Website. Promotion

- Online Coupons
- Discounts on special dates
- Quantity discounts
- Free shipping from a certain amount of purchase on the website
- Giveaways by Social Media

General Objective. Get information to see the commercial viability of selling snacks for canines on the ZMG. Methodology. A quantitative study was conducted on pet owners, specifically dogs; having as an instrument of data collection a survey applied in the Metropolitan Zone of Guadalajara to a representative sample of 380 surveys of men and women over the age of 18 with previous filter question with a confidence level of 95% and a margin of 5% error. The survey was conducted by simple random subsampling by clusters and random home routes. Contribution. This study has three important purposes:

1. Incorporation and participation of students from the career of Engineering in Development and Business Innovation in project initiated pro students of TSU Environmental Technology to identify areas of commercial opportunity of the product.
2. Awareness and active participation of the university community, consumers and the general public in relation to the sustainability and care of the environment.
3. The results of the study will serve as the basis for the design and realization of a business plan

Market research, Pet shack, Commercial viability

Resumen

Los snacks para perros consisten en su elaboración a base de harina, la cual es extraída de grillos, estos snacks contienen la misma proteína que producir una libra de carne de res la cual consume dos mil veces más agua que producir una libra de grillos, y además más tierra y energía, y emite 100 veces más gases del efecto invernadero. Por otro lado, los insectos tienen tantas proteínas como la carne de res o de pollo, e incluso tienen más vitaminas. PRODUCTO Galletas para perro a base de harina de grillo. PRECIO El precio al público es de \$100 MXN. 450 Gr. (12 pz). PLAZA Supermercado, tiendas de conveniencia, tiendas de mascotas, veterinaria, tiendas de accesorios para mascotas y sitio web. PROMOCIÓN

- Cupones Online
- Descuentos en fechas especiales
- Descuentos por cantidad
- Envíos Gratis a partir de una cierta cantidad de compra en el sitio web
- Giveaways por Redes sociales

Objetivo General. Obtener información para ver la viabilidad comercial de la venta de snacks para caninos en la ZMG. Metodología. Se realizó un estudio cuantitativo a dueños de mascotas, específicamente perros; teniendo como instrumento de recolección de datos una encuesta aplicada en la Zona Metropolitana de Guadalajara a una muestra representativa de 380 encuestas a hombres y mujeres mayores de 18 años con previa pregunta filtro con un nivel de confianza del 95% y un margen de error del 5%. La encuesta fue realizada por submuestreo aleatorio simple por conglomerados y rutas aleatorias domiciliarias. Contribución. El presente estudio tiene tres propósitos importantes:

1. Incorporación y participación de los estudiantes de la carrera de Ingeniería en Desarrollo e Innovación Empresarial en proyecto iniciado pro estudiantes de TSU de Tecnología Ambiental para identificar áreas de oportunidad comercial del producto.
2. Concientización y participación activa de la comunidad universitaria, consumidores y público en general en relación a la sustentabilidad y cuidado del medio ambiente.
3. Los resultados del estudio servirán de base para el diseño y realización de plan de negocios.

Investigación de mercados, snack para mascotas, Viabilidad comercial

Citation: GONZÁLEZ-VÁZQUEZ, Isidro, ÁNGEL-GARCÍA, Martha Patricia and ARTEAGA-ITURRARÁN, Raul. Market diagnosis to learn about the commercial snack scene for pets. Journal-General Economics. 2019. 3-5: 23-26.

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† Researcher contributing first author.

Introduction

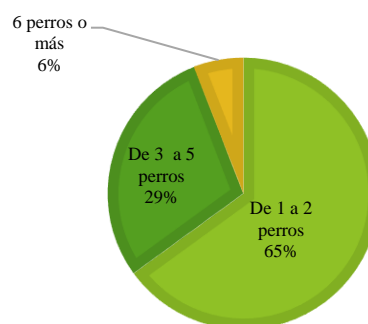
This project contains the results of a market research carried out by students of the Engineering in Business Innovation Degree at the University of Technology of Jalisco and to complement practical theoretical elements in the product launch to determine their commercial viability. The main idea of the product has preliminary commercial scope of a potential market detected by brainstorming and prior exploratory study. A preliminary study was carried out at points of distribution and sale of pet products, using the INEGI DENUE system as an initial tool. After the feasibility study where it was considered that the product meets the conditions to be manufactured, the second phase consists in the determination of market conditions.

A pilot test was designed which was applied and with it the results allowed the determination of the representative sample and error margins. The application of the survey was domiciliary and at points where buyers of food for their pets frequent; The four pillars of marketing were taken into account, taking as a reference the theoretical framework of Kotler and Stanton to carry out the commercial viability analysis according to the product, price, place and promotion according to the perception of the recurring consumers to pet food, specifically canines.

Problem Statement

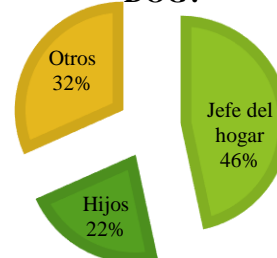
Nowadays people do not want to have children, so they usually adopt puppies and incorporate them into their home. Thanks to dogs becoming part of the family of these people they seek the greatest benefits in a food product that is for a canine. In the market there are different types of food, but they are based on ingredients that, in order to provide good benefits, have to invest more in this type of products. So it is intended to integrate a snack for dogs based on cricket flour, which contributes to the well-being of the environment and obtaining a product with great benefits at a cost less or within the range that people would pay. The hypothesis for this project is that people who have puppies in the ZMG always consume snack for dogs if they would pay the price of the product, set at \$ 100 pesos. That most people in the ZMG have a dog or more.

How many dogs do you have?



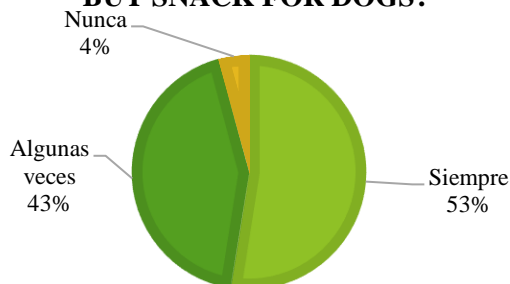
Graphic 1 "Number of dogs in your home." *Source: own elaboration based on survey results July 2019 (Previous filter question "do you have dogs in your home")*

IN YOUR HOME, WHO PURCHASES FOOD FOR THE DOG?



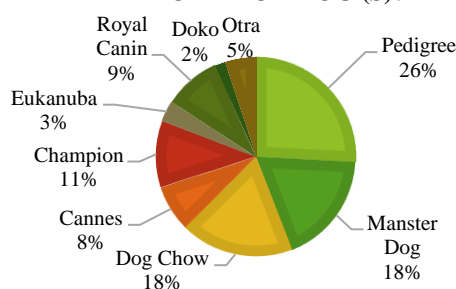
Graphic 2 "Purchase decision" *Source: own elaboration based on survey results July 2019*

WHAT FREQUENCY DO YOU BUY SNACK FOR DOGS?



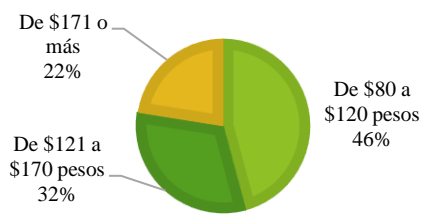
Graphic 3 "Frequency of purchase." *Source: own elaboration based on survey results July 2019*

WHAT MARK OF FOOD (DRY) SHOP AT HOME FOR DOG (S)?



Graphic 3 "Preferred brands of purchase." *Source: own elaboration based on survey results July 2019*

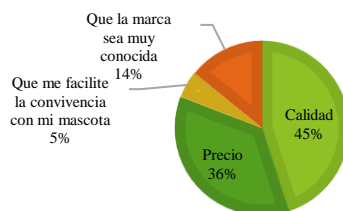
HOW MUCH EXPENSES PER MONTH IN SPECIALIZED FOOD FOR YOUR PET



Graphic 4 "Monthly pet food expense."

Source: own elaboration based on survey results July 2019

WHAT IS THE MOST IMPORTANT WHEN BUYING FOOD FOR YOUR DOG



Graphic 5 "Factors purchase decision."

Source: own elaboration based on survey results July 2019

Results

As the results show in all this research, people who are accustomed to having pets care about their welfare, in many cases they are even considered as family members, which provides a commercial opportunity in a very specific and exclusive segment. According to respondents, 46% are the heads of family who are responsible for acquiring dog food. The frequency of purchase of Snack in the homes of the ZMG corresponds to 53% in "always" and 43% to "sometimes". So there is a great opportunity in the market to position the product.

The most positioned brand in the market is Pedigree with 25%, so you should take a strategy to monopolize part of your market. It is clear that in the homes of the metropolitan area a quality product is more important but that it is balanced with its price. Mostly respondents prefer to purchase a product with a value of \$ 80 pesos to \$ 120 pesos. So it gives us extra points in the product that we want to incorporate into the market.

As we know, supermarkets are one of the most frequented businesses by buyers, so it is easier for them to acquire most of the products in this place. 50% of people thought this. Nowadays people prefer to pay less or just, but a very accepted promotion is to take more extra or gift product.

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For the present investigation, 8th grade students participated in the design and field work. Semester of the Degree in Engineering in Development and Business Innovation of the Technological University of Jalisco:

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- Omar Tamez Guillen.

Likewise, the support and facilities granted by Mtra. Karina Guevara Chacón, Director of the Administrative Economic Division of the Technological University of Jalisco.

Conclusions

The investigation was carried out during the July 2019 period, and the expected results were obtained satisfactorily, since the objectives obtained were met, the information obtained is important for the development of the project. Analyzing that the project as such is a good business option, because 53% of the market is accustomed to acquiring snack for dogs. In addition, it is known the number of dogs that the population usually has in their home, in order to obtain a sales forecast and the types of promotions that customers require most to have the ability to provide the promotion they prefer. In this way it was also possible to determine the place in which we will focus so that customers can buy the snack. The market is large and a percentage considered can be covered since the price that was established is within the greater range than the customers if they would pay.

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Philip, K. (2002). Dirección de Marketing Conceptos Esenciales. 14 ED. Prentice Hall. ISBN 9786073212458

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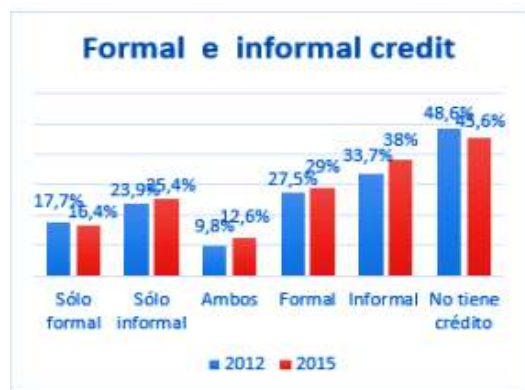
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