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In first issue we present, *Organizational communication and distance of power in the tourist companies of Bahías de Huatulco*, by LÓPEZ-HERNÁNDEZ, Sonia, LÓPEZ-MARTÍNEZ, María Teresa and ESQUIVEL-RÍOS, Rocío, common ascription in the Universidad Del Mar as second article we present, *Analysis of the luxury goods based on social, economic and environmental factors for the strategic sector study from the new car market*, by NAVARRO-ALVARADO, Alberto, GONZÁLEZ-MORENO, Cynthia Dinorah, SÁNCHEZ-BELTRÁN, Martha Irene, with ascription in the Technological Institute José Mario Molina Pasquel and Henríquez, as a second article we present, *Identification of the causes that causes the backlog of the production volume of the strawberry in the municipality of Irapuato, Guanajuato*, by CHACÓN-OLIVARES, Maria del Carmen, RICO-CHAGOLLAN, Mariana, ORTEGA-HERRERA, Francisco Javier, OVIEDO-MONTENEGRO, Dahiana Yajaira, with secondment in the Instituto Tecnológico Superior de Irapuato, as last article we present, *Factors that Influence Competitive Knowledge Management in Automotive Sector MSMEs*, by TOVAR-PACHECO, Felipe Samuel & MORGAN-BELTRÁN, Josefina, with adcription in the Universidad Autónoma de Querétaro.

Content	Article	Page
Organizational communication and distance of power in the tourist companies of Bahías de Huatulco LÓPEZ-HERNÁNDEZ, Sonia, LÓPEZ-MARTÍNEZ, María Teresa and ESQUIVEL-RÍOS, Rocío		1-11
Analysis of the consumption of luxury goods based on social, economic and environmental factors for the strategic sector study from the new car market NAVARRO-ALVARADO, Alberto, GONZÁLEZ-MORENO, Cynthia Dinorah, SÁNCHEZ-BELTRÁN, Martha Irene		12-21
Identification of the causes that cause the backlog of the production volume of the strawberry in the municipality of Irapuato, Guanajuato CHACÓN-OLIVARES, Maria del Carmen, RICO-CHAGOLLAN, Mariana, ORTEGA-HERRERA, Francisco Javier, OVIEDO-MONTENEGRO, Dahiana Yajaira		22-29
Factors that Influence Competitive Knowledge Management in Automotive Sector MSMEs TOVAR-PACHECO, Felipe Samuel & MORGAN-BELTRÁN, Josefina		30-36
<i>Instructions for Authors</i>		
<i>Originality Format</i>		
<i>Authorization Form</i>		

Organizational communication and distance of power in the tourist companies of Bahías de Huatulco

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Abstract

The present work exposes the distance of intrinsic and manifest power in the communication and the language among the members of the hotel organizations of Bahías de Huatulco. For this study, the construct of the organizational culture of Geert Hofstede was used, which proposes the creation and measurement of five platforms, distance of power, collectivism vs. Individualism, masculinity-femininity, long-term orientation and avoidance of uncertainty, highlighting for this research the first of the platforms mentioned. As a result of the investigation, they propose to design new organizational structures and improve the internal communication channels of organizations in order to favor the development of the activities of all members of the company.

Communication, Language, Power Distance, Organizational Culture

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Introduction

Hotel companies in Bahías de Huatulco represent a complex sector in which the business culture of the chains, usually foreign, and local cultures coexist. In this environment communication and power become an object of strategic analysis to improve the work environment and the effectiveness of the work by area. Therefore, it is important to know the distance that exists between superiors and subordinates. The distance of power is the degree to which the less powerful members of a group or organization accept, and expect power to be distributed in a hierarchical manner.

This represents inequality (more vs. less) but defined from below (subordinates) up (higher). That is to say, as the subordinates see the decision makers or bosses, how power is distributed among them and in the same way how this action is legitimized. Geert Hofstede determines the distance of power as a characteristic element of the organizational culture of companies and the reflection of an entire society.

Thus, to identify the power of communication and language in the five-star hotel companies of CIP Huatulco, a survey was developed whose data, revised from statistical programs, allowed the results to be evaluated quantitatively. The innovator of the work is the particularity of the companies in which they worked, which are part of foreign chains with a business vision and culture outside the place where they are located, and shows a complex reality to be considered in the tourism area. and business in an era of globalization. Likewise, the results can be useful to improve the work climate and the efficiency by area of this sector.

Methodology

For the study of the distance of power, this research is considered of transeccional-exploratory nature because there is a set of variables for a single situation. Sampieri (2006) mentions that the purpose of exploratory transeccional designs is to begin to know a variable or a set of variables, a community, a context, an event, a situation. The information was obtained from a survey. Likewise, the bibliographic and documentary analysis and consultation was carried out. In the case of organizational communication, direct observation, application of surveys and structured interviews were carried out. In general terms, it is an exploratory and descriptive work that included the entire universe or subjects of study for what is a non-probabilistic, case study sample (Hernández Sampieri, Roberto, Carlos Fernández Collado and Pilar Baptista Lucio, 2003).

The questionnaire consists of two clearly defined parts. In the first, after asking the person who completes it to define his position in the company (command or not), information regarding the hotel chain is collected; the second part is devoted to collecting the point of view of the interviewee regarding the perception of power. The third block of the questionnaire is intended to understand the importance that chains give to communication strategies, leadership and job satisfaction.

In order to analyze each item the following graphs contain the data corresponding to the valid percentage and accumulated percentage, understanding that the frequency according to Moya (2004, page 39) is the number of original values that fall within a class. Likewise, the percentage corresponds to the number or quantity represented by the proportionality of a part with respect to a total that is considered divided into one hundred units (Levin and Richard, 2004, page 720).

Also, the average was considered, as mentioned by Gutiérrez and Vladimirovna (2014), it represents an average value of all the observations, therefore each of the data equally influences the result of this and when there are aberrant data that is they move away considerably from the rest of the other values, the average value does not reflect the reality. Finally, deviation was observed, which is the most common measure of variability of use. The deviation is the average amount in which one of the individual scores varies with the average of the set of scores (Quintanar, 1999, p. 171).

Problem

According to Hofstede's definition of the distance of power category, we talk about the distribution of power and its acceptance. Hitt (2006) mentions that the distance of power is the extent to which people accept that there are differences of power and authority among people. It is important to mention that this does not refer to the different hierarchical levels, but rather to the acceptance of the differences between hierarchical levels, among which communication is a fundamental element.

Under that tenor, the following research question was developed: How is power in communication and language manifested in hotel companies in which foreign business cultures and local staff coexist? This question refers to the identification of differences between the hierarchical levels to identify the distance of power and also to observe the role of communication to legitimize the distance.

Hypothesis

If the power within the hotel companies of Bahías de Huatulco is distributed equitably, then the distance is diminished and the organizational communication is effective.

Objectives

General

Identify the distance of existing power in the tourist companies of the CIP Bahías de Huatulco, as well as the importance of communication and language to exercise said power.

Specifics

- Identify the characteristics of organizational communication.
- Characterize the distance of power

Theoretical framework

Hofstede (1984) mentions that the distance of power has several characteristics that mark this inequality, such as: "the psychological and mental characteristics that are a basic factor of human existence, some examples of them are shown below":

- Social status and prestige.
- The wealth.
- The power.
- The laws and the rules and the privileges of the same

Mulder (1976, p.83) defines power as: "the potential to determine or direct (to a certain extent) the behavior of another person or other persons more than the other way round", which translates as "the potential to determine or direct (in a certain sense) the behavior of other people more than what they can do."

In the same text explains that the distance of power is understood as the degree of power inequality between the individual of less and the more powerful, belonging to the same system.

In this way, reflects Hofstede, the level of inequality that a society has is approved by both followers and leaders. Of course, power and inequality are fundamental facts in any society, and anyone with international experience will be aware that. "All societies are unequal, but some more than others" which translates as "all societies are unequal, but some more than others" (Hofstede, 1984, p.67).

The previous definition, made by the author himself, served as the basis for developing the category corresponding to the distance of power; to this end, it states that this is between a boss and a subordinate, and that distance is the difference between how much the boss can determine the behavior of the subordinate and how much the subordinate can determine the behavior of the boss.

The distance of power is then the way in which the leaders of the organizations distribute that power among their subordinates, it is expected that it be distributed in an equitable manner. In a social context, the appearance of distance of power has its origin in the value system of the members of a society; it is the people who accept that there is inequality (Grande (2004)). In this way, in societies with a high distance of power they value their status and superiors and inferiors are socially separated, on the contrary, when the distance is short, members of societies feel close to each other.

On the other hand, Robbins (2005) mentions that the distance of power varies in terms of physical and intellectual capacities, which, in turn, create differences in wealth and power. With intellectual abilities refers to the academic titles that employees may have. In that sense, it is understood that for those societies with wide distances the academic titles of the bosses can generate fear and respect in subordinates, while in companies with short distance, this has no greater relevance.

Now, a way of observing the relationships between individuals is the same communication that "allows homogenous behavior among the human beings that interact in the different groupings of the community and influences the successes or failures of the groups and individuals that they are composed" (Bello, 2017, page 13) In particular in organizations for "the study and management of different information flows, at different levels and segments of publics (internal or external), with the aim of promoting efficiency and business efficiency" (Bello, 2017, page 13) organizational communication is used.

Regarding the hotel sector, "the development of multinational management companies begins a process of interculturality that involves national and foreign workers under new ways of doing" (Bello, 2017, page 14), which implies the adjustment of paradigms foreign corporations to the socio-cultural reality that receives the investment.

In this sense, assessing the distance of power in a context of intercultural communication is very interesting because the process of internationalization has important strategic and organizational implications for the company, which leads to learning to work with a foreign partner and "be aware of cultural differences and how they can affect the relationship of not being treated properly, learn to create a climate of mutual trust that facilitates joint decision-making and resolving conflicts arising from interests that are not always coincident and sometimes at odds." (OEME, 2008, page 88) and this information in the hotel sector is a must (Bonilla P, Ma. de Jesus., Clara Muñoz Colomina., Carmen Avilés Palacios, Catalina Vacas Guerrero, 2005, pág. 38)

The approach to this problem in this case was developed from the Humanist Theory, in which the authors start from a complete vision of human nature and its impact on the performance and achievements of the company (Fernández Collado, 2006), in This paradigm highlights aspects such as leadership, motivation, relationships and informal communication, change and the development of human resources. It is important to mention that only some of them will be used for this study.

Speaking of communication it is important to identify the different types of organizational communication that are held within the companies.

Communication is an important factor in any company. This is defined by Robbins S. (2005) as the transfer and understanding of meanings. Emphasizing the transfer of meanings, with this, means that if information or ideas have not been transmitted there is no communication.

The communication process is a well-studied topic, since it has a close relationship with other elements of the organizations, in this particular case with the distance of power, hence the importance of including it in this document. In order to identify the direct relationship with the distance of power, some forms of organizational communication must be known.

Organizational communication in addition to having the above elements is classified according to various characteristics. Formal communication: is the communication that follows the official chain of command or that someone requires to perform a job (Robbins, 2005). This means that formal communication is one that is governed by the communication channels established in the organization chart of the company.

Informal communication: communication that is not defined by the structural hierarchy of the organization (Robbins, 2005) unlike the previous one, this communication does not follow the patterns that the organization chart establishes. As the name says, it is informal, it is the communication that occurs between workers of a company regardless of the position or the hierarchy of them.

Likewise, the communication must take an address, so that the destination and the origin of the information can be identified. Downward vertical communication, is one that is from top to bottom. Having the organization chart of the company, the information is generated in the upper part of it and it is transmitted downwards in cascade form, until reaching the lowest level of the organization chart.

On the other hand, vertical communication is ascending, which is the one that rises from the last hierarchical step, to the first. Therefore, the information is generated by the operational positions, such may be the case of monthly reports or the clients' own complaints. Lateral communication is that which occurs between departments that are in the same hierarchical level, usually this communication is between departments that share information to discuss the same point or the same project.

Finally, there is cross communication, this type of communication is used between posts of different hierarchical levels, in some way it serves to shorten the distance between the positions with high hierarchy and those that have a lower hierarchy. It also supports the rapid resolution of conflicts. But it is important to mention that it is not correct to omit hierarchies.

Discussion of results

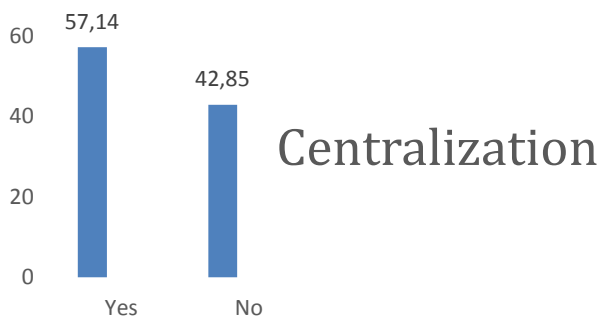
In the particular case of measuring the distance of power in the hotel companies, the following indicators were identified:

concept	varibale	indicators	subindicators
Power distance	More powerful members	Undelivered power	Centralization Authoritarianism
	Less powerful members	Power distributed hierarchically	Delegation of responsibility Empowerment

Table 1 Variables of power distance*Source: Own elaboration*

Regarding the centralization item, understanding the centralization as the concentration of power and decision making in a single person or a single post, the following was found:

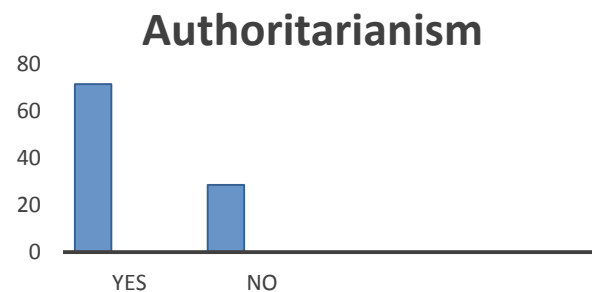
	Valid Score	Accumulate
Yes	57.14	57.0
No	42.85	43.0

Table 2 Centralization*Source: own elaboration***Graph 1** Centralization*Source: Own elaboration*

Seen in another way, we have the previous graph, which shows that the subjects surveyed mostly believe that the companies for which they provide their services do have a centralized organization. So it is understood that decision-making and information is concentrated at the top of the organization and it will fall in cascade to the last hierarchical level, losing a large percentage of it in its path. Ceasing to be 100% effective.

Authoritarianism implies if the decision making is unilateral and above all tax. It can be understood as the freedom that collaborators have to participate and give opinions to decision makers. For this indicator, it was observed that:

	Valid Score	Accumulate
Yes	71.42	71.0
No	28.57	29.0

Table 3 Authoritarianism*Source: own elaboration***Graph 2** Authoritarianism*Source: Own elaboration*

That is to say, the answers obtained show that the perception of the collaborators is affirmative on the part of 71.42%, which indicates that in fact there are authoritarian heads, that is to say that there is no possibility of being proactive within the organization, so that It is considered a company that shows characteristics of having a wide distance of power. However, there are still some missing features to be evaluated. Regarding the delegation of responsibilities, reference is made to the freedom of employees to be able to carry out their activities and make decisions in a responsible and autonomous manner. In this case the results are:

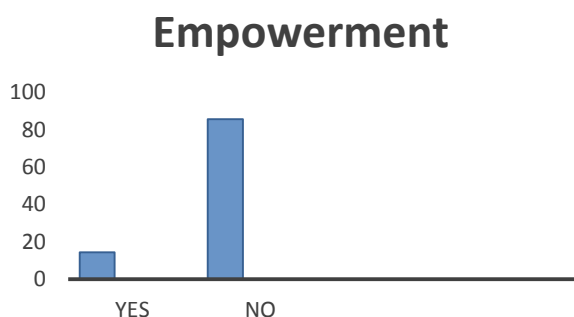
	Valid Score	Accumulate
Yes	50.0	50.0
No	50.0	50.0

Table 3 Delegation of responsibilities*Source: Own elaboration*

**Graph 3** Delegation of responsibilities*Source: Own elaboration*

This refers to having divided visions, that is, 50% seems to have this freedom in decision-making and at the same time to execute actions in a responsible manner, while the other half sees it in a negative way. At the same time, empowerment is part of decentralization in decision-making and autonomy on the part of employees to solve problems without consulting the immediate boss, streamlining processes or making decisions. And it was observed that:

	Valid Score	Accumulate
Yes	14.3	14
No	85.7	86

Table 4 Empowerment*Source: Own elaboration***Graph 4** Empowerment*Source: Own elaboration*

The answers obtained in this part of the interview yielded information that denies that empowerment of the collaborators. What makes reference to follow the orders of superiors without opportunity to make changes in those orders.

The above corresponds to the direct measurement of the distance of power. To measure the effectiveness of communication, variables such as: job satisfaction and leadership were considered. In the same way a survey was applied and finally these variables were related, these items or categories are the result of the workers' perception.

		CO	C	SL	L
communication	Pearson Correlation	.749	1	.682(**)	.763(***)
	Sig. (bilateral)	.000	.	.000	.000
	N	.294	294	294	294

Table 5 Total correlation*Source: Own elaboration*

To measure the association between the items of the perception of all the subjects surveyed without classifying the position and hotel of work, the Pearson correlation coefficient was used on the scale from 0 to 1. Based on the correlation P where .763 and .749 infers that the correlation is positive and strong between the items "leadership" and "communication", as well as "organizational climate" and "communication" respectively. Therefore, there is a correlation between these.

In terms of impact, it is prudent to mention that "organizational climate" is a specific dimension of the study, which well demonstrated positive associations with respect to the other dimensions of analysis, which means that the "organizational climate" in the hotels surveyed makes an intimate relationship with respect to communication. In other words

This means, in interpretive terms, that it is possible that the greater communication among employees in hotel companies the employees perceive the better organizational climate.

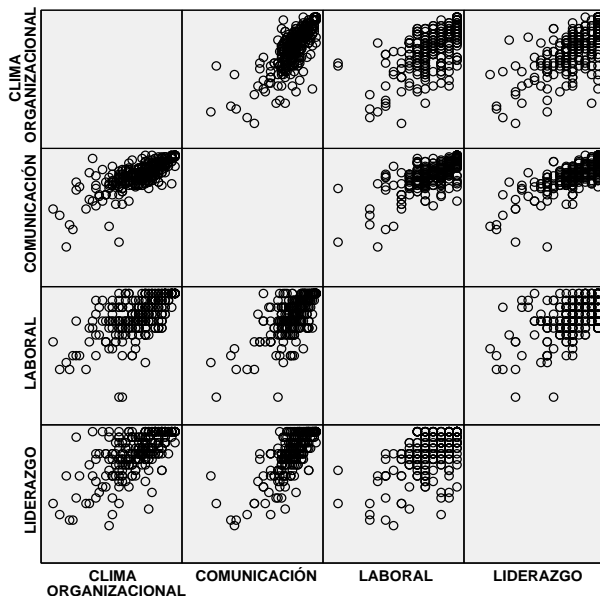


Figure 1 Matrix waste analysis dimensions
Source: Own elaboration

The previous graph shows the correlation that exists between each of the variables studied, so it can be read that organizational communication is closely linked to the organizational climate, understanding the latter as the result of the interaction between the characteristics of the organization and the from the workers. From this perspective it is perceived as the set of social interactions in the work that allow the workers to have an understanding of the meaning of the context of the work.

Schneider and Reichers, cited by Uribe 2014. This correlation is easy to understand if one thinks that communication is immersed in the organizational climate, since the fluidity of it will favor the context of the organization. In the case of leadership, we also have a close relationship, since it is a characteristic of leaders to have good communication, as well as to know how to listen.

Then, the communication goes hand in hand with the decision makers or leaders of the company, which have direct influence on the organizational climate of the company, therefore, that the distance of power and communication inside the hotel companies of Bahías of Huatulco have a close correlation, understanding that communication is a link to mark the distance.

Conclusions

After analyzing each one of the previous graphs, it can be determined for the tourist companies of Bahías de Huatulco a wide power distance that is to say the agents or decision makers are people that are rarely available for the collaborators. Authoritarianism and centralization are a fundamental part of these organizations, so empowerment is a tool of the administration. The above is in accordance with the results obtained by Hofstede himself in his research, since for Mexico he determined that there was a long distance of power, not only talking about organizations but as a society

It is recommended that companies redesign their organizational structures, building slender and flexible structures. It is necessary that within the changes made by organizations establish thin organizational structures, capable of streamlining internal processes and containing defined tasks Among the external benefits, it can be mentioned that tourists can have a more personalized attention and, in case of presenting a problem, it can be solved with greater speed. Among the internal benefits is the improvement of the working environment, since the authority of the subordinates is closer, the labor relations will be narrower, reflecting a better service.

It is important to consider that these new structures must work under specific administrative trends that provide more order and powers to companies. Among the administrative tools to be used, the following are listed:

1. Empowerment, It is an administrative tool that allows employees to have limited power to solve problems quickly, thus avoiding excessive bureaucracy that may arise and thus reflecting a quality service to tourists.
2. 5S, this tool, in addition to offering order and cleanliness to the work areas, reflects organization and control towards tourists. Generating with it a trust and loyalty to its customers that may be reflected in the rate of return they present.
3. All the above must work under an efficient organizational communication scheme that makes the loss of information is minimal and thus will further strengthen the identity and commitment to the organization.

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Analysis of the consumption of luxury goods based on social, economic and environmental factors for the strategic sector study from the new car market

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Abstract

The new car market represents the final link from a complex articulated industry; it implies several elements involved in many organization management dimensions study. This paper analyzes this market as an articulator axis in the luxury goods field. We choose new car sales due to its market composition, thence we can understand various tangible changes of the income level, economy stability and general cultural elements, affected by global economy changes without the influence of general economic indicators, such as inflation, consumer price index and minimum wage fluctuations. Finally, we conclude with a brief sectorial strategic analysis to the complex structure of the automobile industry.

New Cars Market, Luxry Goods, Industrial Strategy

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1. Introduction

According to economic theory, superior or luxury goods change according to the level of income of consumers. An important distinction regarding other goods is that luxury goods require marketing and other commercial aspects for the promotion of their consumption, such as advertising or a non-existent differentiation with respect to competition, based only on the prestige of the brand (Uribe, 2006).

Currently, luxury goods present important changes, since they are located in almost all existing levels of products, even based on their generic classification. In this tenor you can find luxury goods in almost all sectors, mainly derived to the differentiation and accessibility in the techniques of marketing products and enhanced by the accessibility in the use of telecommunications (Liberal and Sierra, 2013).

The aim is to analyze a specific sector that allows a categorical differentiation of the market conditions and the potential of the consumers, which are reflected in specific consumption habits, with which the general strategy of a given sector of companies can be analyzed.

The document is based on the central hypothesis that, based on changes in the consumption of superior goods, variations in the market can be inferred, however, there are other aspects of social and economic nature that are too mixed to be analyzed in a particular way, so that the strategic changes that the companies adopt can be reconciled when analyzing a sector conjugated with the changes of consumption and of market simultaneously, which is achieved through the study of the consumption of goods.

1.1 Justification

The aim is to understand how the consumer market for luxury goods has evolved based on social development factors and microeconomic variables to determine the strategic positioning of companies. For this, the municipality of Puerto Vallarta, in the state of Jalisco, is taken as a sample.

Based on economic theory, it is established that the consumption of luxury goods, as a manifest and tangible behavior of the market, is the core point between the factors that generate consumption and the prevailing market conditions, which establishes an appropriate starting point for make inferences about the strategic positions of the companies.

The document focuses, mainly, on the high-end luxury goods market, particularly on the consumption of new automotive vehicles, since, unlike other goods, also typified generically as luxury goods, they present an important barrier and for its final classification is referred to the price. This differentiation allows a stratified analysis based on the purchasing power of consumers and not on variations of the consumer market based on revealed preferences, which do not fully represent the economic and social conditions faced by companies.

1.2 Problem

Variations in the consumption of goods are mainly the result of social and economic factors; although there are discrepancies in this sense, the great majority of the elements incident to the study of consumption are of an economic nature. This document presents three situations of interest, namely:

- Economic factors
- Social factors
- Environment factors

In conjunction, and described above the three elements, you can raise a scenario on consumption behavior on luxury goods, which in turn will allow making inferences about the strategic positioning of the business sectors that compose it and, although on a smaller scale, offer an overview of the state of development in the region.

1.3 Hypothesis

Changes in the consumption of superior goods depend on market fluctuations, but to a large extent they are subordinated to other socioeconomic aspects that can result in strategic changes of companies to improve their market positioning, especially in the case of luxury commodities since these represent in a better way the sectorial behavior and, therefore, its strategic positioning.

1.4 Objectives

1.4.1 General Objective

Describe the strategic behavior of the automotive sector of new car sales in Puerto Vallarta, Jalisco, based on the general factors of consumption and the social dimensions of the luxury goods market.

1.4.2 Specific Objectives

- Analyze the economic factors of the market in Puerto Vallarta to describe the aspects that influence the consumption of luxury goods
- Describe the social factors of the city of Puerto Vallarta to identify the aspects that impact the luxury goods market
- Describe the elements of the Puerto Vallarta environment with the intention of recognizing the prevailing conditions of the consumer market of luxury goods

- Analyze the social, economic and environmental factors of the city of Puerto Vallarta, to infer the strategic behavior of the new car consumption sector

2. Theoretical framework

2.1. Luxury in consumer goods

For a good to be considered luxury, it must comply with at least two substantial elements, namely, having a differentiation based on a brand and, on the other hand, not be aimed at satisfying the basic needs of consumers (Kotler and Armstrong, 2003). Modern perspectives, such as the one presented by Liberal and Sierra (2013), present a very interesting consumer approach, in which luxury is a socially a hundred percent question, but with economic manifestations; unlike the birth of the initial perception, in which consumption was born of leisure and ostentation. Precisely, and following this line, Fernández (2014), highlights the applications of the theory that Veblen proposed almost a hundred years ago, contextualizing its repercussions in modern society and sustained in telecommunications and consumerism, demonstrating its current applicability.

Currently, the differentiation between consumer goods seems to be diluted due to the constant efforts of a market increasingly competitive by various companies that seek some participation in it. On the other hand, the generation of information on this is quite complex. In fact, there is no significant differentiation of consumption from the classification of goods, making general considerations based on expenditure and traditional economic approaches of baskets of consumption and profit maximization; However, these notions seem little useful for the study of companies.

Ait-Sahalia, et al. (2004), they found the same problem, so they had to generate their own data based on consumption variables from high-end goods, such as real estate above the average price, wines, investments, among others. imported luxury goods; Based on several regression analyzes, they identified that the consumption of luxury goods was strongly related to periods of time in which the economy was booming, while, correspondingly, the decrease in consumption of these happened in those in which it was not healthy, this groups together various phenomena measured by a risk index, revealing that there is an important relationship between the economic factors and the various social elements that condition consumer behavior.

To elucidate an important distinction regarding luxury goods, the proposal of Jee et al. (2010), who state that it is two specific characteristics that define this class of assets, namely, welfare and the need for status. Following the authors, it is recognized that, relying on these characteristics does not represent a consumer profile, since both must not necessarily occur, they can even be mutually exclusive. For this purpose, the authors propose a classification into four types of consumers, this being:

- Those people who have a high purchasing power and can purchase luxury products without the need for brand recognition, but only because they have the financial resources to do so.
- Consumers with medium-high purchasing power; are those that acquire products based on brand recognition to be part of a higher consumer sector.
- Consumers with average purchasing power. They are people for whom the acquisition of luxury products represents an important part of their income. In these the impact of consumption is high and affects their purchasing power.

- Other consumers. This last group does not consider luxury goods an option due to income limitations.

For the present study, only consumption based on purchasing power is considered, that is, the higher the income, the greater the consumption, thus eliminating the discrepancies of cultural factors and obtaining a more objective perspective of the other factors.

2.2. The car sales market as a luxury good

Domestic production of automobiles is increasing due to improvements in production systems and increases in demand, according to reports from the main newspapers (Juarez, 2017, Rodríguez, 2017). This situation generates certain speculation regarding the consumption of goods that can be considered luxury or that at least belong to a consumption stratum with higher income. The automotive market is segmented based on its usefulness, although from the sociological point of view, it has symbolic connotations that go beyond superficial issues, but it has an impact on the individuality of people and reflects an important part of their daily life, whose greater physical manifestation is found in the modeling of the urban, housing and even significance space for social life (Anta, 2015).

As a whole, the perception of the market is the collectivity of the individual meanings agreed upon in the social community. On the other hand, such perceptions are influenced by certain factors, always of an economic nature with respect to conjunctural variables corresponding to cyclical phenomena, such as changes in the international monetary system, reduction of the growth rate of certain key economies for the sector, reduction of the fixed capital of the private sector, falls in the average rate of profit, unemployment, among many others (Álvarez, 2002).

In the global context, all these variables and their respective affection towards the markets are evident in the consumption habits of the individuals. In the case of the new car sales market, the consumption and economic impacts are jointly manifested, since the market segmentation itself is stratified based on the type of these and the price level, which is a point of reference that for the client has a tangible meaning in the technology, security and added value of the product (Train and Winston, 2007). Thus, the consumption of new vehicles is based on a growing supply, so that competitors have to offer better products at a lower price, that is, there is an incentive to purchase as the sector becomes more competitive. (Arenas, *et al.*, 2010).

On the other hand, Felis, et al. (2016), analyze the saturation of the market, recognizing that there are factors that encourage demand and others that do not. As expected, the income represents an important incentive for the acquisition of vehicles, however, its effect is of a decreasing nature, to such a degree that it is achieved under a certain level of income. In addition, other general factors, such as marital status, age (except for the elderly, which has a negative effect on demand) and educational level, have a slightly positive effect, but not sufficiently differentiable, so they have to be studied in parallel with additional factors, such as if the person is a pensioner, is self-employed or owner of their house.

At a collective level, these meanings are integrated into the general perception of the brand, associating specific characteristics to the product, although there is a differentiation even within it. In this way, European and Japanese brands are better positioned with the customer in relation to American brands (Train and Winston, 2007).

Another important characteristic is brand loyalty, which affects the market share of other companies, which is mainly based on anticipating the needs of customers in such a way that they can meet their expectations in terms of equipment, quality and aesthetics. (Petrin, 2002).

3. Methodology

Below we briefly analyze some of the factors that have a direct influence on the consumer goods market in Puerto Vallarta. Subsequently, the factors that determine the strategy at the sector level will be reviewed to finally identify, based on Porter's (2009) strategic model, how the sector's actions are integrated in this aspect.

3.1 Study of the factors

Economic Factors:

Currently, you can find the unemployment rate published by the National Institute of Statistics and Geography (INEGI) corresponding to the population aged 15 and over, as well as the economically active composition in Mexico. Corresponding to a 3.59% on average during the last years and remains constant until the first quarter of the current year (INEGI, 2014).

According to official data (INEGI, 2015), 71.47% of the population in the municipality of Puerto Vallarta earns more than two minimum wages. The locality is in the classification "C" according to the socioeconomic level. This taxonomy is estimated that the approximate income of the population ranges from \$ 11,600 to \$ 34,999 per month. The same report provides data on the economic characteristics of the municipality, such as estimators of the population aged 12 and over and their percentage distribution according to the condition of economic activity and occupation. The following table shows the percentage of the economically active population:

Municipality	Economically active population	
	Occupied	Unoccupied
Puerto Vallarta, Jalisco	97.07%	2.93%

Table 1 Proportional distribution of the economically active population in Puerto Vallarta

Source: INEGI-ENOE (2015)

According to the intercensal survey made in 2015, 3.45% of the population does not have schooling, 49.5% of the population has a basic education and of that percentage only 57.89% have secondary education, also mentions that 24.74% of the population has upper secondary education only 22.18% of the population has upper secondary education (INEGI, 2015). In this way, the proportion is distributed as:

Occupational division			
Officials, professionals, technicians and administrative	Workers in the industry	Agricultural workers	Merchants and workers in various services
33.19%	14.57%	1.47%	49.85%

Table 2 Occupational division according to the main occupation sectors in the municipality of Puerto Vallarta

Source: INEGI-ENOE (2015)

Social Factors

Regarding schooling, in the municipality of Puerto Vallarta, there are about 4,666 illiterates aged 15 and over, of whom 1,574, between 6 and 14 years old, do not attend school. Of the population aged 15 years and older, 6,329 have no schooling, 4,956 have incomplete schooling. 34,426 have a basic education and 51,866 have a post-basic education.

For its part, a total of 15,992 of the generation of young people between 15 and 24 years of age have attended school, the median schooling among the population is 9 years. Within citizen security, all the factors that involve citizen protection are concentrated: low crime, healthcare, access to education, among others.

The relationship that exists between security is that the greater the social conflict and the lower citizen security, there is less investment and at the same time less consumption. According to the National Citizens Observatory (ONC), a general downward trend with respect to the insecurity conditions in recent years has been identified.

Finally, marginalization prefigures an important social aspect. This indicator, according to the federated entity to which it refers, considers four structural dimensions, namely, the lack of access to educational services, precariousness of housing -which includes lack or deficiency of public services, ground floor, limitations in the supply of electric power and high levels of overcrowding-, not enough monetary income and residing in localities of less than 5000 inhabitants, without sufficient road access. According to the National Population Council (CONAPO), for the municipality of Puerto Vallarta, the marginality index is very low (see figure 1).

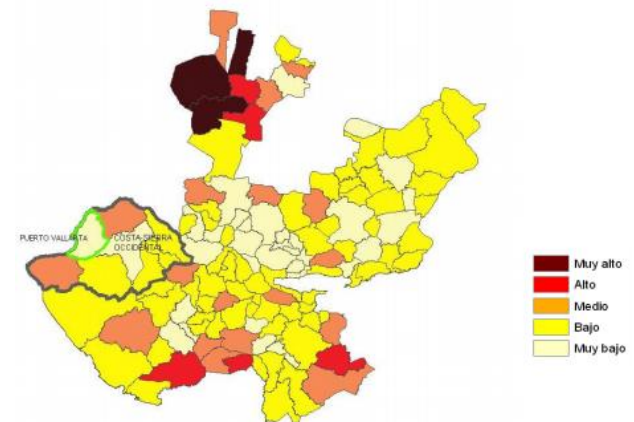


Figure 1 Marginalization indexes based on municipal division

Source: CONAPO (2013)

General environment factors

A pilot survey was conducted to 339 people in the municipality of Puerto Vallarta, as a preliminary study to identify the recognition of the products, propensity to purchase and perception of products and services in new car agencies. To determine the sample was taken the population that is within the municipality and surrounding localities, the population ranged between 20 and 54 years, of both sexes and different professions as potential buyers. The results of the survey are shown below:

- 90% of the people surveyed recognize the automotive brands and manage to differentiate them according to their product
- Of the total sample, 57% stated that they had purchased a vehicle or automotive service in the first quarter of the year
- On the other hand, of the users and potential customers in the acquisition of vehicles, 13% consider that they do not trust compact vehicles, 40% want to buy a car superior to the basic models and the rest are not interested in buying a vehicle soon.
- 40% say that they would acquire automotive products or services in the future, while 35% say they will not, and finally 25% would do so since they consider the acquisition to be very feasible
- Regarding the experience of those people who have hired a service or acquired a product in an agency, 75% say that the service and product is regular, while the other 25% say it is good.

In this pilot survey it can be noted that, at least in terms of market acceptance of potential customers, people are more satisfied with the purchase of new cars and rely on their ability to pay for the acquisition of one, even for the realization of maintenance and after-sales services in an agency, as they consider the prices competitive compared to complementary products made by other local companies.

- Finally, three factors that directly impact on consumption are analyzed, but they depend directly on macroeconomic variables and the environment. In the first place, the inflation rate in Mexico continues to oscillate between 5.7% and 6%, according to BANXICO, showing an upward trend in the second quarter of the year. In second place, the National Consumer Price Index (INPC) was 3.48% in the first half of December 2016 and its increase corresponding to the inflation rate indicates maintaining the purchasing power of consumers based on the adjustments to the minimum wage, this being the third factor, so no drastic changes in consumption are identified by these elements and, on the contrary, inflationary hikes indicate economic growth.

4. Results

After exposing the main points of the three factors that directly influence the consumption of luxury goods, it can be recognized that, in the first place, the purchasing power is the main determinant in the purchase of a new vehicle, since potential customers They must have a capacity to pay at least three minimum wages in order to acquire a compact car.

According to the National Minimum Wage Commission (CONASAMI), the level of salaries for the current year increased when the adjustment of the unified area was made, that is, the salary differences are ignored at the income level throughout the national territory, what in real terms represents a concrete increase in the income of consumers. Naturally, this adjustment increases in proportion to the levels of income that, consequently, depend on the type of work performed, so that social factors should be considered together at this point.

Thus, potential customers for new vehicles must be above a certain level of salary and, of course, the position held, type of academic training and, if we speak of microentrepreneurs, is a determining factor in the level of income. On the other hand, there are conditions that mitigate purchasing power, such as the cost for quality of life in certain regions. In the case of Puerto Vallarta, the real estate market is an element to consider that reveals a market with high surplus value, even above the cadastral price indicators, as indicated by the data on the Jalisco State Government website.

However, investment in the region is high, considering that it is one of the main tourist destinations, being the seventh in importance based on its reception of local tourists and the fourth based on foreign tourists (Propin and Sánchez, 2007); causing the demand for luxury consumer goods. To this degree, the presence of luxury goods stores concentrated in Lifestyle-type shopping malls is identified, according to the International Council of Shopping Centers (ICSC), whose portal identifies an important market in Latin America and, particularly in Mexico, where foresee growth for retail companies (retailers), especially strengthening infrastructure for distribution and supply chain.

The presence of several competitors indicates a healthy environment for the market for the sale of new cars, identifying the presence of agencies such as Ford, Chrysler Group (who markets to Jeep, Fiat, Dodge, RAM and Mitsubishi), GM (with models of Chevrolet, Peugeot, Buick), the Japanese Honda-Acura and Nissan, the Korean KIA and, the German Volkswagen. In the same way, the incursion in the local market of high-end cars, such as Mercedes-Benz, is identified. The following table summarizes the models that each agency manages and exhibits in its local agencies, corresponding to the range of luxury cars:

Provider	Model (price)
CHRYSLER	Charger (>\$700,000) Grand Cherokee (>\$720,000) C300 (>\$730,000) Durango (>\$820,000) Pacifica (>\$890,000) 4C (>\$1'500,000)
FORD	Expedition (>\$823,000)
GM	Acadia (>\$710,000) Tahoe (>\$760,000) Enclave (>\$880,000) CTS (>\$880,000) Suburban (>\$902,800) Yukon (>\$1'100,000) Corvette (>\$1'200,000) Escalade (>\$1'500,000)
HONDA	Pilot (>\$710,000) MDX (>\$830,000)
KIA	Stinger (Not available)
MERCEDES-BENZ	GLC (>\$720,000) GLE (>\$1'000,000) GLS, S (>\$1'600,000) SL (>\$2'200,000)
NISSAN	Armada (>\$1'000,000)

Table 3 Offer of luxury car models based on price and availability of agencies in the municipality of Puerto Vallarta.

Source: Own elaboration based on publication of prices in official virtual portals

When venturing into such a competitive market, Mercedes-Benz, develops an average line of consumption, meanwhile KIA, focused on the sale of economic cars, already presents high-end models that intends to introduce the Mexican market soon. Other brands that were also known for the sale of cheap cars handle at least one high-end model that exceeds \$ 700,000.00, so it can be seen that, indeed, there is a demand for luxury cars since all the agencies in the region handle products for this market.

Based on this data and in correspondence with the proposed by Felis et al. (2016), it can be inferred that the consumer choice criterion is influenced by the level of consumer education, that is, the higher the income, the greater the selection criteria in terms of products, especially in the case of goods of luxury or high-end. In the region (Puerto Vallarta and neighboring localities) the labor market presents a higher than average wage index, which corresponds to the information provided by the IIEG, Jalisco, which is located for ten consecutive years as the second state in the country with insured workers. In summary, the market of Puerto Vallarta and its economic area of influence presents sufficient characteristics to be considered as adequate for the development and growth in the purchase of new cars and other luxury goods.

Strategy

According to the studies of Porter (2009), for a company to have the capacity to venture into highly competitive markets, it must establish and implement strategies focused on the environment, competitors and the market, that is, understanding the determining factors of future behavior of markets, not only based on existing demand, but also with what can be generated. At this point, generic strategies, focused on the company as an infallible structure are not enough; the environment has become the substantial component of the strategy.

It is no longer enough to seek to be the main company in the market, but to adapt quickly to changes in the environment, which is complex, varied and highly fluctuating. Intensive strategies, on the other hand, start from an approach focused on market penetration based on existing products and services, which requires a greater effort on the part of the organization to improve -or restructure- its positioning in the market.

In this way, competitiveness becomes the main element for the development of strategies for the new car sales market in Puerto Vallarta. Although the internal guidelines are necessary, they can be generic and aimed at strengthening the internal structure, such as the increase in sales activity, a strong investment in marketing and the application of promotions. These, although they seem part of a common agenda for any company present a major obstacle, namely, agencies are marketers of a product whose price is determined based on factors of the global market, so many of the promotions and internal decisions, they depend on a centralized corporate.

Returning a bit to the intensive strategies, three main ones can be listed, these being: the penetration and development of markets, as well as the promotion of new products. For the first strategy, the penetration of the market, mainly based on the supply of existing products, as well as the dissemination of the new products. It is important to highlight that the promotion of new products depends to a great extent on the decisions taken by the corporate, since in the Mexican case all of them correspond to transnational companies. The strategic decision, then, focuses on the local actions that the agency can take, such as the increase in the sales force, the increase in advertising spending and the scheduling of promotions throughout the year.

On the other hand, the strategy for product development focuses on maximizing sales through the transformation of existing products, or the development of new prototypes. Generally considered the most expensive strategy for all companies, especially for the transaction costs involved, such as investment in innovation and development, resource management and the creation of distribution networks in some cases. Here, the organization competes with other companies under an accelerated change of technological implementations, both in the development of parts, as in the aspects of comfort (Train and Winston, 2007). For the market of new car sales agencies, this strategy is considered in the promotion of new products and not in their development, so these costs are integrated into the final sale price.

Finally, we have the integration strategies, which are the most relevant for this type of company, be it the sellers and distributors of new cars. In the first place, there is integration backwards, which is based on the strengthening of the supply chain, for the case in question, good relations with the main distributor are very important, since this guarantees the supply of sufficient models in demand, colors and other complementary inputs, which impacts considerably on its sales strategy.

This leads to the next, horizontal integration, which is to keep in mind the models offered by the competition to promote vehicles that are in the same range, line, quantity of equipment and, above all, price. The latter is crucial for the forward integrating strategy, since the vast majority of the distribution agencies are even in a sector of internal competition, that is, although they distribute for the same automotive house, there are several concessionaires that also compete for the supply of the product.

The environment becomes relevant when considering the strategic aspects, even more considering the evolution of the national market, since it is one of the main countries of manufacturing for export, as indicated by the Mexican Association of the Automotive Industry (AMIA). In Mexico, several stages are identified for the evolution of the market, being the first with the modernization of the productive sector, located between the mid-twenties and the late fifties; a second stage focused on import substitution, ending in the mid-1970s; a third stage, focused on international competitiveness, which is demarcated by the beginning of exports and participation in the global market, this at the beginning of the nineties.

Three final stages are identified that together formed the intersectoral transformation of manufacturing and maquila to a vertical strategic integration of commercialization, going from the tariff liberalization to the regulatory modernization, all this directed to the strengthening of the internal market under a model of competitiveness (Miranda, 2007).

5. Conclusions

As can be seen, analyzing any luxury goods does not faithfully represent the changes in consumption added to the economic variations, since there are certain social factors that influence considerably. A good example can be the consumption of cell phones, whose purpose is communication, not necessarily the additional functions, which considerably increase the price of the product.

In addition, there is the brand factor, as pointed out by Jee, et al. (2010), which affects the decision of the consumer based on the need for recognition, but which is limited by the purchasing power barrier, that is, people can consume luxury goods although they do not necessarily have the economic capacity to it.

The new car market was analyzed because it offers a more accurate perspective of the consumption of luxury goods, adding social and economic factors. This is conferred by three substantial elements, namely, utility, income level and social variations as a univocal element, manifested in the behavior of consumption and projected in the demand of buyers, since these factors can only have a positive impact if they are considered together (Felis, et al., 2016).

In this sense, the investment, not only of companies for the sale of new cars, but all the distribution and supply infrastructure that is generated, represents a significant increase in the regional economy and, therefore, directly impacts other variables associated with the quality of life. It is, precisely, the use in the constitution of this infrastructure where the generation of strategies by the economic and political system of the municipalities, regions and states intervenes.

The perception of an economy that grows based on the presence of companies, without any generating and disjointed cause is an important inhibitor for economic growth and development. Until now, a significant part of the literature studies the consumer market as a determinant of economic change, while others consider this a phenomenon that occurs based on an indeterminate set of structural factors of an unpredictable economy; however, these factors can and should be mitigated based on a strategy that allows economic growth based on the correct coordination of the elements involved..

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Identification of the causes that cause the backlog of the production volume of the strawberry in the municipality of Irapuato, Guanajuato

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Abstract

The city of Irapuato located in the state of Guanajuato used to be recognized as a national pioneer in strawberry production, in recent years has faced according to indicators of economic growth a recess or stagnation, and passed to be the second producer in the world recognized as the "Strawberry World Capital" and the first national producer to move to a third place. Based on this problem, an analysis of the segment of the rural population that was dedicated to strawberry cultivation was carried out, analyzing a stratified random sample, performing structured interviews using validation tools (Isicawua and Pareto Diagram). This sector threw; that 48% sows in a traditional way, while 50% consider that the cost of fertilizers affects its usefulness, since this represents the most expensive part of the process. Throughout the present study, factors such as the deterioration of demand, low technification conditions, limited access to financial support and the growth of the automotive industry with presence in the state, and climate change factors were identified.

Comercialization, Tecnification Costs, Automotive, Climate Change

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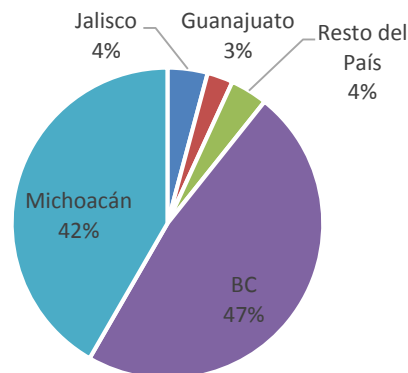
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1. Introduction

Although the Bajío weather conditions are exceptionally favorable, this is particularly advantageous since it is possible to produce strawberries in winter without expensive technology and these have not been used. Among the main causes that affect the production of strawberries in the state of Guanajuato is the introduction of new and better technologies for periods that cover all annual production, more efficient and with resistance to pests and diseases. According to figures from SAGARPA / SIAP "in 2016 91% of all strawberries in the country were produced between Baja California and Michoacán, leaving Guanajuato in third place.

Nowadays the industries are in constant growth and situations of risk before the constant change in technology this could not stop affecting the agricultural sector specifically to the one of the strawberry to reach certification processes as strategies of competitive advantages and that add value. Currently the state of Guanajuato is ranked fourth in the national manufacturing industry, registering a growth rate of 11.9% in 2016 (INEGI 2016) this generates a large environmental impact in the municipality, Irapuato currently occupies the fourth place in pollution at the national level.



Graph 1 Distribution of Production by Entity in 2016

1.1 Justification

Impact of this situation in the short term

To continue with this downward trend in relation to production, as it has been presented in recent years, would affect the Irapuatense society in cultural identity, an icon that is even in its municipal coat of arms, in relation to social impact would be affected in the decrease of so many emerging jobs, as support of housewives who see in the collection an opportunity to generate resources, another factor to consider is that the historical production that I present gave rise to the title of "World Capital of the Strawberry", this product was a waters part in the world to boost the export of vegetables such as corn, asparagus and broccoli also locally produced.

1.2 Problem

Strawberry in our country is a crop that, although it does not stand out for the number of hectares sown, or for the currencies generated with its export, it gives rise to a large spill of sources of employment in the main producing areas, not only for being a highly occupational product but for the activities that it involves, from agricultural development to commercialization, according to Echanove 2001.

As a consequence of not attending to this decrease that is present and latent, the risk of facing losses of hectares enabled for agricultural production due to the growth of the manufacturing industry will be assumed.

1.3 Objectives

1.3.1 General Objective

Identify the causes that cause the lag and downward trend in the volume of strawberry production in the municipality.

1.3.2 Specific Objectives

- Determination of a representative sample, stratified in a finite population for the realization of the study.
- Conduct a survey based on the design of an Ishikawa diagram
- Classification of the results obtained and provide the information to establish the causes.

2. Theoretical framework

Important characteristics of strawberry cultivation

The strawberry is a creeping plant that belongs to the Rosaceae family and the *Fragaria* genus, cultivated for its edible fruit. Commercially grown varieties are usually hybrid. The strawberry plant is perennial (short life) because by its growth system, it is constantly forming new stems, which keep it alive indefinitely. The fruit, which we know as "strawberry", is actually a thickening of the floral receptacle, with the little dots that are on it the real fruits. It is a red, sweet and aromatic eterio.

Scientific name: *Fragaria*.

Varieties grown in Mexico. In Mexico, different varieties are grown, each with specific characteristics; and with different yields due to: periods of production, resistance to pests and diseases, flavor, color, size, to name a few. Varieties can be expressed in different ways depending on the region where they are established. It is worth mentioning that the varieties used in Mexico have been developed by the University of California USA and the University of Florida USA.

There are characteristics in the different processes of production that are described below:

Traditional System Surface or gravity irrigation. In this case, protective covers are not used on the ground and in contact with irrigation water. It presents a performance of 26 Ton / ha its period of production is Variable November - May (figure 1).



Figure 1 Open field production units with basic irrigation systems

Medium technology this production system is distinguished by presenting irrigation by drip irrigation. Use or not padding (plastic covers), on the padding when there is production yield is 32 Ton * / ha. And its cycle is from November to May, generally used in local production. (Figure 2). While planting with high technology with a drip irrigation, padding requires the use of Macro tunnel technology, which uses groundwater (deep well) or clean surface water. Requirement of specialized technical assistance. Padded, protected 70, 90 Ton / ha Good - its development cycle is from November to August.

3. Methodology

Procedure in identifying the causes

To carry out the present analysis, it was first identified through reading and circumstantial talks with peasants of this municipality, a decrease in production in the municipality of Irapuato.

This motivated to seek information related to the subject, in official sources and work done previously, and as a primary source of collection a questionnaire was designed, and the farmers were interviewed with a stratified random sampling in a frame defined as a finite population, in a personal way and which yielded quantitative results that served for the evaluation and analysis of the circumstances, as well as to detect patterns of change in the perception of causes.

Once obtained, it was processed and analyzed to evaluate results and present the corresponding report. Detection of the problem, documentary research, determination of the sample in a finite population, collection of information in the field and direct communication, classification and determination of results in circular diagrams and with percentage setting.

3.1 Kind of investigation

Descriptive, documentary, direct and indirect, historical and explanatory. The sources used for the project were based on:

- Primary- (Direct). Interviews with small farmers and specialized personnel in the agro-commercial sector and direct communication.
- Secondary- (Indirect). It was carried out through documentary consultation in official pages, due to its importance the main source was SAGARPA, (Secretary of Agriculture, Livestock, Rural Development and Fisheries). It is a Unit of the Federal Executive Power, which has among its objectives to promote the exercise of a policy of support that allows to produce better, take better advantage of the comparative advantages of our agricultural sector), articles related to the subject.



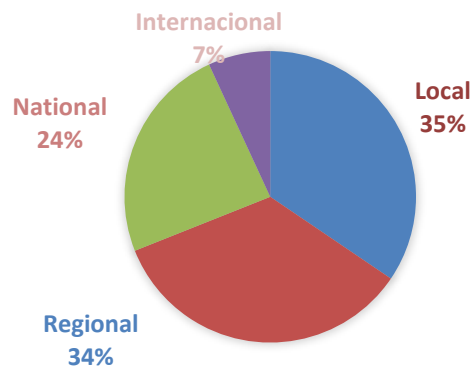
Figure 2 Production unit not certified for export, only local and regional market

4. Results

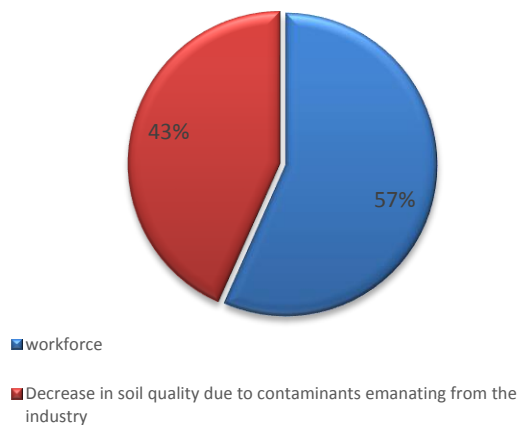
The exposition of the statistical results obtained from a questionnaire was carried out by means of numerical and graphic tables (of frequency, circular, among others) with the variables and indicators expressed in percentages or weighted index. Which throw:

That the consumption of the production is carried out in the local market by 35%, while at the regional level it represents 34%, and international consumption by 7% (Graph 2). An area of interest in this research is that local producers consider 53% that their product is competitive, today sowing is still carried out traditionally by 48%, which causes high costs as they are in accordance to farmers the purchase of agrochemicals. Besides that it is detected that the access of finance is a complicated part in relation to the procedures consider a 67%.

The most important finding that was determined is that the growth of the automotive industry was pointed out as the main cause of the decrease in production, since it causes shortages in the labor force due to the preference to work in the Industry and that combined according to their experience, 43% agree that there is a decrease in the quality of the soil due to the pollution that the industry emanates (graph 3).



Graph 2 Consumption trend of strawberry production by geographical market.



Graph 3 Impact of automotive growth on strawberry cultivation.

5. Conclusions

Based on the results obtained, it is determined as an area of opportunity, the increase in competitiveness in 48% of the production that is still done in a traditional way by means of agricultural technification strategies, likewise the causes in the decrease of the production in the municipality, according to the information obtained are:

Lower production area, due to the growth of urbanization and industries, the lack of implementation of quality and safety standards and policies for commercialization in both national and international markets and the lack of information to small and medium producers about government support and financial institutions.

It is of vital importance to turn around and deal with the situation in an integral way, authorities, entrepreneurs and farmers, to design strategies that generate competitiveness and profitability in the sector, without missing out on all the advantages offered by the land for the process, as well as the geographical location of the municipality. Support is not synonymous with granting resources to people whose lands are inactive, if not to people who find their only income and means of living in this activity, to be aware that the field needs us and for many years has not been properly attended.

The situation is complex, remember that for years, strawberry has been a pillar of the economy and main activity in the Municipality of Irapuato, not why it was called the "World Capital of Strawberries".

Strawberry production is constant, but also the demands for quality in the market, which is why only those producers that have certified production units can remain valid in the regional, national and international markets, while small and medium producers consider stop producing strawberry and focus on the production of vegetables.



Figure 3 Strawberry from the municipality of Irapuato

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Factors that Influence Competitive Knowledge Management in Automotive Sector MSMEs

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Abstract

How can be identified and characterized the factors that influence the competitive knowledge management through the transfer of knowledge in the automotive sector MSMEs? It is the central question taken from the theoretical proposals for knowledge management, competitiveness and MSMEs. The goal is to generate frontier knowledge in the identification and characterization of the factors that influence the competitive management through the transfer of knowledge to strengthen competitiveness and contribute to improved processes of MSMEs in the automotive sector, to approach the qualitative research method is used and proposed a scheme through a defined and supported knowledge transfer methodology helps to strengthen the competitiveness of MSMEs is done, to later obtain the results and generate the subsequent conclusions that are mentioned.

Knowledge Management, Competitiveness, MSMEs

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1. Introduction

When organizations are influenced by the global context in which they develop, which implies that the events that occur in one part of the world affect all other organizations in other distant parts: ideas and knowledge, goods and services, they cross borders easily (Stiglitz, 2006). That is why they must be in a constant search to have superior and competitive advantages, through this search, realize that the essential basis to compete successfully at national, and international level is the knowledge generated in the organization and employees .

Davenport and Prusak (2001), mention that "knowing about knowledge is essential for success in business" (p.13) What is it that leads to think that knowledge management is indispensable in other structural forms such as companies? Knowledge is the guiding axis of the activities that are carried out within an organization, although in some cases it is an action that goes unnoticed, but managing the knowledge of the people to turn it into an institutional knowledge drives the development of the organization by raising its competitive potential; this action is the primary objective of knowledge management. Companies of a transnational nature respond to globalization processes by mobilizing knowledge beyond national borders, they are integrated by organizations from developed and underdeveloped countries. The rapidity with which they have access to knowledge and technology from developed countries promotes the pace of growth in developing countries.

1.1.Justification

When organizations are influenced by the global context in which they develop, which implies that the events that occur in one part of the world affect all other organizations in other distant parts: ideas and knowledge, goods and services, they cross borders easily (Stiglitz, 2006).

That is why they must be in a constant search to have superior and competitive advantages, through this search, realize that the essential basis to compete successfully at national, and international level is the knowledge generated in the organization and employees.

1.2. Problem

Knowledge management considered as the ability to direct people who possess professional knowledge and personal wisdom (intellectual capital); It depends on the factors of culture, products, processes, customer relations. The organizations that apply the concept of knowledge management require the development of strategies, processes, procedures and instruments that facilitate the creation, assimilation, dissemination, use, access and quality of the accumulated content, having as main concern the anticipation of data that can be strategic for the growth and survival of the company

The problem that arises is that a large part of the MSMEs suppliers of auto parts in San Juan del Rio do not manage the knowledge within their organizations, which puts their survival at risk especially in an increasingly competitive environment in which solidity of the company is fundamental for the confidence and certainty of the clients who increase their level of demand and seek competitive and differentiating advantages between the companies of the same line of business to choose them as suppliers.

1.3. Hypothesis

The identification and characterization of the factors that influence competitive management through the transfer of knowledge in MSMEs can contribute to their management, efficiency and competitiveness processes.

1.4 Objectives**1.4.1 General Objective**

Generate frontier knowledge in the identification and characterization of the factors that affect competitive management through the transfer of knowledge that allows the strengthening of competitiveness and a contribution to the improvement of the processes of the MSMEs in the automotive sector.

1.4.2 Specific Objectives

- Review the aspects of greatest incidence to generate, acquire and transform knowledge.
- Differentiate the factors that condition the learning of the suppliers of auto parts
- The impact of knowledge management on the competitiveness of MSMEs
- Knowing how knowledge management is used in the MSMEs
- Evaluate the types of recognitions and the importance of acknowledgments in Knowledge Management.
- Increase competitiveness through knowledge management methodologies.

2. Theoretical framework

Davenport and Prusak (2001) point out the following knowledge: "It is a fluid mixture of structured experience, values, contextual information and expert internalization that provides a framework for the evaluation and incorporation of new experiences and information. It originates and is applied in the minds of connoisseurs. In organizations, it is often not only rooted in documents or databases, but also in their routines, processes, practices and institutional rules "(page 6).

Maurice Merleau-Ponty in 1945 presented two important works: "The structure of behavior" (written in 1942) and "The phenomenology of perception", which analyzes the issues that overcome the benefits of reflection and the requirements of philosophy of consciousness. Bech (2005) thinks that Merleau-Ponty mentions that no truth is absolute or temporary. The thought is the connection between the conscience and the world, the senses are the diverse forms that a person has to develop the organization in the structure of the company.

The objective of this work is to present the intellectual and empirical concepts of perception, in order to make it known as it is perceived in itself. For phenomenology "the universal structures that govern what can be thought and known are the mundane existence of the human being capable of converting a purely spatial object into the talking trace of an existence. So the only transcendental root for knowledge is the "primordial knowledge" sedimented in experience and latent in the perception of the world "(p.35).

Sartre emphasizes that man begins to exist, develops, flourishes in the world and then defines himself. Affirms that: "To exist, man has the requirement to know and act. All action is knowledge and all knowledge is action. The condition to be free is to generate a set of truths. If man does not build his world, he will be swallowed up by inertia and fatality "(Armau, 1993, p.241).

There are two philosophical currents of the twentieth century: the phenomenological and that of existentialism. The foundation of the phenomenological current is: "Knowledge can be obtained through reflection". (Nonaka and Takeuchi, 1995, p: 29), and that of existentialism in: "if we want to know the world, we must act by pursuing an end".

This current highlights the relationship between knowledge and action, and is responsible for investigating individual human existence and experience. When I start the improvement of processes and systems in companies, knowledge management is born with the objective that the intellectual capital of a company is increased considerably by managing the ability to solve problems efficiently.

The intellectual capital that creates value in a company helps the search for knowledge by discovering domain, dexterity, aptitude and particular knowledge in the organization. The search for knowledge aims to return people the ability to think and self-organize, with the aim of improving and creating new ways to achieve leadership and confidence in the staff, reflected in advanced information systems, motivation, remuneration and in the creative use of information technologies.

It is mentioned that knowledge management is defined as: "The ability to take information that has been stored positively in the minds of people and make it public, actionable, useful and explicit" (Papows, 1999, p.174). Benavides and Quintana (2003) define it as: "an emerging discipline that provides the accepted methodologies and guidelines for action, which defines the concepts, integrating approaches and methods in a coherent and global way, to provide clues about the practices to be followed in the effective and efficient administration of its essential resources" (p.29).

Therefore, knowledge management is the ability to direct people who possess professional knowledge and intellectual capital, depending on factors such as: culture, products, processes and customer relationships.

Organizations that intend to develop knowledge management should implement strategies, processes, procedures and instruments that help the creation, assimilation, propagation, use, access and quality of content, being the main concern the anticipation of strategic data for the growth and survival of the new company. The concept of knowledge management is defined with which to work, such as the process of identifying, selecting, storing, transferring and using knowledge (information and people), in order to improve competitiveness.

Knowledge and Organizations

Intellectual capital

Definitions and descriptions of "Intellectual Capital" from some specialists in the subject:

- "It is to accumulate the knowledge of all the members within a company, creating a line of competitiveness for it." (Stewart, 1999, p.37) It is the knowledge, applied experience, organizational technology, consumer relations and business contacts that the organization has and that allows to reach an advantageous position in the market "(Pérez, G and Bustamante, I, 2000, p.49).
- "It is composed of Human Capital and the Knowledge Capital. Human Capital comprises individual human talents and knowledge acquired through education, expert training and cognition. The Knowledge Capital is the documented one, available in the form of research papers, reports, books, articles, manuscripts, patents and software." (Nasseri, T, 2006).
- "It is the value of the relationships of an organization with its clients, including the intangible loyalty of the clients towards the company or product, based on the reputation, purchase patterns, or the customer's ability to pay.." (Davenport, T, 1999).

The definition presented by Smith summarizes the general ideas of all the definitions studied. Intellectual Capital: They are divided into three categories: Human Capital, Structural Capital and Relational Capital. Which allow to generate answers to market needs and help to exploit them.

Creation of organizational knowledge

It is all that intellectual capital existing and shared in the organization (Nonaka and Takeuchi 1995, and Prusak, 2001). Directing it and establishing the methodology to follow with the objective of keeping the knowledge stored and that this can be used in the present and documented with the new knowledge creating the so-called organizational memory. (Cross and Baird, 2000: 69). Nonaka and Takeuchi (1995) establish four key factors around the creation of organizational knowledge: Intent, autonomy, fluctuation and creative chaos and redundancy. It is worth mentioning that these factors are important as part of the culture of the organization for which it is important to know what the organizational culture is, how the learning strategies are defined and that it is used as a tool for daily work.

Conversion of knowledge

In the model of the organizational knowledge creation spiral of Nonaka and Takeuchi (1995), taken up by Mintzberg et. al., (1997) and Choo (1998) the following forms of knowledge conversion occur. Socialization belongs to the theories of group processes where experiences are shared giving way to the creation of tacit knowledge; acquiring it through the experience of other people without using the language.

In the externalization process, tacit knowledge is named in the form of explicit concepts. Adopting the form of metaphors, analogies, concepts, hypotheses or models; forming the conceptual knowledge turning it into a guide to create systemic knowledge through the combination; In turn, systemic knowledge becomes operational knowledge as it is internalized in the organization generating a new cycle of knowledge creation.

The members of the organization exchange and combine knowledge through documents, meetings, telephone conversations or computerized communication networks to obtain a product (book, manual). The reconfiguration of existing information is carried out by classifying, adding, combining and categorizing explicit knowledge; all this leads to creating systemic knowledge. For Nonaka and Takeuchi (1995) the organization has the function of providing the appropriate environment in the process of knowledge creation in order to facilitate group activities, the generation and collection of knowledge at the individual level. There are five primordial conditions to originate the environment: intention, autonomy, fluctuation and creative chaos, redundancy and variety of requirements (Senge, 1998, p.53). Intent: The desire that a company has to achieve its goals; accepting the way strategies have to develop organizational capacity by acquiring, creating, accumulating and exploiting knowledge.

Autonomy: the members of an organization act as autonomously as possible, motivating themselves, facilitating the creation of new knowledge. Fluctuation and creative chaos: when fluctuation is introduced in an organization its members face a rupture of routines, habits or cognitive frameworks so this condition is elementary to encourage the spiral of knowledge, stimulate the interaction of the organization and the environment external.

Creative chaos can be generated intentionally when a sense of crisis is evoked among the members of the organization setting challenging goals. Redundancy: is the existence of information that goes beyond the immediate operational requirements of the members of the organization; refers to intentionally emphasizing information about activities, administrative responsibilities and the organization as a whole.

Variety of requirements: Everyone in the organization should have quick and easy access to the information they need. For Drucker (1992) intellectual knowledge is an intangible resource for any organization cannot be inherited or bequeathed: each individual within the organization must acquire it, therefore, the basic resource is and will remain the knowledge.

The cultural influence on Organizational Knowledge

The organizational culture is as significant as the way of understanding the richness and variations of organizational life; it is integrated by the way in which the world is interpreted and the activities that manifest that world (Alvesson, 2002). These interpretations are shared collectively in a social process where there are no private cultures, although some activities are individual and their scope is collective.

It perceives culture as "a world shared and learned from experiences, meanings, values, and interpretations that are used to inform people, express themselves, reproduce, and communicate partially in a consistent symbolic way" (p. 6). Culture is: "a pattern of basic conjectures that are shared, that is invented, discovered or developed by a given group, as it learns to face its problems of external adaptation and internal integration and that has worked well enough to be considered valid and, therefore, be taught to new members of the group as the correct way to perceive, think and feel in relation to these problems "(Choo, 1998, p.103).

Schein (2004) defines culture as "a pattern of basic ideas, whether invented or discovered or developed by a given group while learning to overcome its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way of perceiving, thinking and feeling in relation to those problems "(p.17).

The determinants that Davenport and Prusak (2001) consider fundamental for knowledge to transfer efficiently are the norms, values and behaviors that make up the culture of a company; so the collective knowledge is associated with the organizational culture where in the mind of the organization are shared convictions that are reflected in traditions and habits.

Knowledge management is also responsible for creating an appropriate culture, identifying knowledge requirements, capturing external knowledge, assimilating and appropriately using knowledge: it concerns the development of processes, instruments and organizational culture to promote the creation and distribution of knowledge (Benavides and Quintana, 2003). Davenport and Prusak (2001) point out that when it is necessary to transfer knowledge, methods must always be adapted to the culture of the organization; the values, behaviors and norms that make up the culture of the organization determine the effectiveness of knowledge transfer. The cultural factors that the organization must strengthen are: develop relationships of trust; create a common interest through training, dialogues, publications; teamwork and work rotation; establish places and times for knowledge transfers; evaluate performance and provide incentives based on the attitude of sharing; educate employees for flexibility; promote a method of knowledge without hierarchies; accept and reward creative mistakes and collaboration.

Competitiveness

A way of understanding the company, consistent with the definition: "a productive process through which resources are transformed into salable goods with generation of added value and benefits" (Fea, 1995, p.39)

Where:

- Productive process: The organization of means and systems to obtain a product.
- Resources: The activity of the entrepreneur, work, social structures, capital, materials.
- Transformation of salable goods: The product has characteristics apt to satisfy the needs of the client.
- The competitive company is the one that manages to maximize the quality of each of the factors mentioned above, because it has:
 - An optimal production process
 - Excellent resources
 - High quality of the transformation process
 - Considerable generation of added value
 - Outstanding product quality and cost minimization

According to Fea (1995) competitiveness is: "the structural capacity of a company to generate profits without continuity solution through its productive, organizational and distribution processes" (p.47)

Where:

- Structural capacity is a direct function of its strategic principles, the cognitive baggage of its human factor and its organization.
- The monitoring of the generation of benefits and of the company itself is directly proportional to its structural dynamism.

- The level of competitiveness of a company is always defined by its intrinsic "way of being" within a certain socioeconomic context.

Three points are mentioned:

1. Competitiveness is then an internal characteristic of the company system.
2. A market, or better a sociopolitical and economic environment, defines the temporal level of its intrinsic competitive capacity.
3. An organization or company has continuity only if it is capable of constantly adapting to the new environmental conditions.

If these are the basic conditions that define the company's own competitive capacity, since the achievable results are conditioned by the market in which the activity is carried out, the situations in which the company can be found with respect to said market are also examined:

- Leading Company: the one that dominates a certain market because its capacity for innovation is higher than the average level expressed by the competition.
- Competitive company: the one that maintains its vital parameters above the average level of the market.
- Company in crisis: the one that suffers from a shortage of competitive capacity.
- Company in an agonizing state, which suffers a structural deterioration of its vital functions.

The International Institute for Management Development mentions that competitiveness is the ability of a country or company to proportionally generate more wealth than its competitors in international markets.

Another accepted definition that seeks to cover all these aspects mentions that competitiveness is the ability of a country to participate in international markets in a sustainable manner and with a tendency to increase, with a rise parallel to the level of the population.

Porter (2009), professor of the Business Administration Chair C. Roland Christensen, at the Harvard Business School, tells us two definitions of competitiveness, one in relation to the business unit and another at the country level. For Porter (1989), "the competitiveness of companies is the ability to be a leader in costs, offer differentiated products and have the ability to serve segments of specialized markets."

At the country level, Porter (2009) associates competitiveness with the quality of national production factors related to the structure of costs to do business. Esser, et al. (1996), mentions in turn that competitiveness is somewhat systemic and that it is the product of the dynamic interaction of 4 economic and social levels:

1. Micro Level - Companies that seek efficiency, quality, flexibility and speed of response.
2. Meso level. - It corresponds to the State and social actors with the development of support policies
3. Macro level. - Pressure between companies with demands for comparative performance
4. Meta level. - That establishes patterns of political, economic and legal organization, as well as organization and integration of the actors to jointly achieve strategic integration and the competitiveness of the organization.

The World Competitiveness Report (2016), in its analysis of the competitiveness of the countries considers that there are 12 factors that affect the competitiveness of companies and nations:

1. Institutions - Refers to the effective interaction between the public and private sectors, the administrative and legal environment and the freedom of action to implement strategies.
2. Infrastructure. - Refers to the development of technologies that sustain economic activity such as availability of natural resources, information technology, transportation, communication, education and protection of the environment; this allows a healthy development of the activities of the companies and the country.
3. Macroeconomic environment. - The macroeconomic stability of the country is fundamental for business and significant for the country's competitiveness.
4. Health and Education. - The health of the labor force is vital for productivity and competitiveness. Likewise, basic education increases the efficiency of each worker, therefore, organizations and countries should consider investing in health and education to achieve their objectives. .
5. Training. - investment in training is fundamental for organizations and countries that want to achieve more than basic production, for those who want to venture into the international world and be competitive.
6. Efficient markets. - Countries that have efficient and well-positioned markets produce more effectively and efficiently different mixes of products according to market demands, thus participating more effectively in the country's economy and in its own competitiveness.

7. Efficiency and flexibility of the labor market. - The response of workers is more effective when they are recognized and with benefits that allow them an adequate quality of life.
8. Development of the Financial Market. - The financial sector if it is integrated internationally will sustain the country's international competitiveness. One parameter may be the distance between the interest paid to investors and the interest charged to borrowers, the less distance means that both benefit.
9. Technological preparation.- It is measured according to the agility with which the economy adapts to new technologies, is the innovative capacity of existing technologies and invest in research and in the development of innovative activities, knowledge creation and take advantage of existing technologies in their daily activities and production processes to make them more efficient, this is essential for the maturation of the country in its economic development and sustainability.
10. Size of the markets. - The size of a country's markets affects productivity since large markets allow companies to exploit economies of scale.
11. Business sophistication. - It refers mainly to the general quality of a country, its network of companies and the quality of individual companies, their operations and strategies, the quality of the country's commercial networks, clusters and support for industries.
12. Innovation. - It refers to the design and development of avant-garde products trying to generate frontier knowledge and processes to maintain competitive advantages and even move towards activities focused on providing greater added value.

Stages of competitiveness development

Competitiveness is a process that seeks the permanent improvement of the environment where companies operate and responds to the challenges of the development stage of each country. According to Porter (2009), to the extent that they develop their competitive advantages and ways of competing, they move through three characteristic moments: competition based on the production of natural resources, based in turn on efficiency in the production or innovation.

MSMEs

Micro, small and medium-sized enterprises are of great importance in the economy, as well as in employment at the national and regional levels, both in industrialized countries and in those with a lower level of development. The MSMEs represent worldwide the segment of the economy that provides the greatest number of economic units and personnel, hence the importance of this type of companies and the need to strengthen their performance, as these fundamentally affect the behavior global of national economies; in the international context, it is mentioned that 90% or a percentage higher than the total economic units, is made up of micro, small and medium enterprises. The criteria to classify the micro, small and medium enterprises are different in each country, in a normal way the number of workers has been used as a criterion to stratify establishments by size and as complementary criteria, the total annual sales, income and / or fixed assets. The MSMEs in Mexico are of fundamental importance and constitute the basis of the national economy with 98% of the total of companies, creating 52% of the gross domestic product and 72% of formal jobs in the country, making them the main employer of the country being this an ideal platform for entrepreneurs innovating with new products and services (INEGI, 2005).

MSMEs Classification

Entrepreneurship in Mexico is one of the great characteristics that people have, this has generated much of the creation of MSMEs, becoming a tool for self-employment to obtain resources offering goods or services.

There are several ways to classify MSMEs, the medium-sized company is considered to be one that has a structure already established sustainable growth and knowledge, the small company and the micro are businesses related to subsistence and self-employment.

The MSMEs are essentially family-owned, do not have a well-defined structure, lack of formality lack of liquidity, their production scales are small, their technology adapts to their needs and the vast majority lack skilled labor. Source (SECOFI).

3. Methodology.

3.1. Type of research

The research was developed under the qualitative paradigm.

3.2. Theoretical methods

The methods of case study and phenomenology were used and the techniques of semi-structured interview, Observation and Analysis of Documents were applied.

3.3. Research development

The interviews were conducted with the staff of four MSMEs suppliers of auto parts from San Juan del Río Tier 2, Tier3 and Tier 4 considering the plant managers, administrative, department heads, supervisors, area managers and operators.

The work was developed in three stages: the first one, establishing contact with the company, qualitative research was used as a method to study the knowledge management process, competitiveness and MSMEs. The second, semi-structured questions were designed as research techniques and finally observation in the field area and document analysis was used. In the third stage, the semi-structured interviews on aspects of knowledge management, competitiveness and MSMEs were applied to a group of administrative and workers of each one of the companies case study.

4. Results

The results of the field research are presented by an empirical indicator with support in the analysis of semi-structured interviews in the 4 companies case study, for the approach to the variables that make up the dimensions of Knowledge Management, Competitiveness and MSME analysis. It is considered a phenomenological perspective, that is, the in-depth study of what happens in one or several cases, but analyzing in particular each of them.

Knowledge Transfer Strategy

Mainly the transfer of knowledge is carried out with training courses in companies with internal or external personnel depending on the topic to be addressed. The people who work in the company transfer their knowledge to others and take advantage of the experience acquired day by day, there is no adequate methodology for the transfer of knowledge and this makes it lose competitiveness in companies.

Program of incentives for proposals for process improvements and innovation.

It is observed that this general topic is not defined with a methodology, they start with ideas about it, but they do not finish them correctly. When it comes to give the stimuli, it is given in a very simple way and employees expect more about it, just a pat on the back and it's all.

Relationship with other companies

The relationship when it comes to giving is mainly when a product is made, that is, they produce the competition. Sometimes they also give advice among themselves to solve problems of their processes.

Positioning of the company

In general, companies are positioned in a good way, although they are small, there is a good image for clients because it is about giving the best to meet their needs. They consider positioning at a medium level because they are starting to develop some of them and they lack resources and time to achieve a good positioning.

Indicators that measure the competitiveness of the company

In most companies they do not have indicators to measure their competitiveness, only one has and they are not enough. This is an area of opportunity to define them and start the competitiveness work culture.

Competitive advantages

Several competitive advantages are mentioned in the companies, some are the machinery, another the response time to the clients and the production volumes that they require, as well as some certification that the company currently has.

Induction

Here is another area of opportunity to be done, we have an induction course, but in a very empirical way and over time it is given to the workers therefore it is lacking in a constant and formal way.

Capacitation

In this indicator the training is provided in an empirical way, in a company it is from its program and the rest of them is on the fly. Finally, there is no formal and defined training for employees.

Improvement Proposal

The improvement proposals are highlighted in a simple way, it is verbal directly in the work meetings or directly with the immediate boss to propose any improvement in the company's processes.

Knowledge transfer

Most consider the transfer of knowledge important, but what is observed is that there is no adequate methodology to be carried out in companies. We have personnel with a lot of knowledge in the processes, therefore it is convenient to have an adequate methodology to obtain the benefit of these people and to become more competitive in the market where we are currently working, which is the automotive industry.

Documentation and process manuals.

In this indicator most companies are documenting their processes to have their operation manuals, one company has it in electronic form and the others in plain paper. Mention that some documents were reviewed which are aimed at the automotive sector which are the main clients of the companies.

These documents are made with the support of students who are doing their internships in companies.

Recognition to workers

The recognition of the workers is done in a simple way, giving production bonuses, a congratulation, sticking the photo of the employee of the month in the corridors; to mention. It is important to have another strategy for staff recognition.

Job description and functions

It is observed that in these companies the job description and its functions are very simple, since people perform more than one activity for which they were hired due to the size of the company. It is important to define position and functions to be more competitive and people work in a better way.

Technical skills

For this indicator people have their technical skills according to their role in production, quality, molds, and administration to name a few. Here it is important to mention the experience of the people so that day by day they get these skills to develop their work better and be more competitive themselves as a person and consequently the company.

Internal indicators that measure the achievement of goals

In general, the indicators for the fulfillment of the goals are not established in a systematic way in the companies, there are indicators by department in some and in others only the managers or managers know them. It is important to mention that it is important to have these indicators in order to be able to measure each person according to the functions he is performing.

Motivation strategies of human capital

In this indicator, there is variation in companies, some with productivity and assistance bonus and others with a simple "you go well in your work"; This indicates that because they are small and medium companies, they do not have adequate strategies to motivate staff in a good way.

Development of skills in the personnel

These skills are acquired by the staff, according to the needs of the company and changing as required in different positions. This concept is necessary to work to be able to obtain the competences in the work in a suitable form.

Feedback

It is carried out in work meetings when the topic is discussed, but it is a bit to inform the feedback, that is, it is not done in an orderly manner so that people correct their work and are better in their activities.

Mission, Vision, Values and Philosophy.

These indicators some people know them, others do not, others do not apply it in their work others do; There is a very large variation in these aspects. Due to the lack of seriousness and commitment of people to take these indicators into account in a correct way.

Teamwork.

This important aspect is being worked on, it is carried out in work meetings during the day and day, and emphasis is being placed on the importance of teamwork for the company.

Attitude

It is coincidental in the four companies that there is a positive attitude in the development of people's activities, they are open to constant learning and to develop the necessary skills for the proper performance of their duties, as well as to develop skills that in the future they are useful in their personal development, they are proactive with desire for improvement and constant learning, they are interested in the welfare and growth of their company, knowing that their performance in their work is important to keep customers interested.

Profiles

They mainly require people who are proactive, responsible, with a vision of constant growth, both for them and for the company, with availability, honest, self-taught, interested in research, solving problems, staff that works under pressure.

Regarding the academic level required, Metal Working requires mainly engineers or technicians with knowledge in their processes. The 3D solutions company requires for operational personnel only with secondary or high school. The Procime Company only requires a medium level. The Génesis Company requires engineering personnel, regularly has engineering interns and later if they are interested in their work, they are hired.

Size

In general, most are micro and small companies according to the information obtained, only one of them is medium-sized with more than 100 employees currently working in different departments and performing functions that the company designates.

Infrastructure

It is an issue that in general there are areas of opportunity and it is characteristic of the MSMEs, to mention that it is observed that the resources they have optimize them according to their needs, but the Infrastructure is very important for everyone to be able to continue growing and becoming more competitive. Mention that in several of them there is civil work in development to expand its production lines and meet the requirements requested by customers.

Technological development

Technological development is constantly updated, equipment and machinery with high technology are available, but the equipment still needs to be updated; they make their products with what they have, but this leaves them with a little competitive advantage with their customers. Something important is the intention of the owners to acquire equipment with better technology.

Human Resources

It is important to consider human resources, since all companies have this vital element to carry out their work, although there is a lack of human resources, but since they are developing companies, more than one function is carried out by the people who currently work.

During the realization of the fieldwork it can be concluded according to the indicators used, that the companies studied belong, according to their characteristics, to the MSMEs, as mentioned previously, they have strengths and weaknesses in each of the fields of application, it would be redundant

For my part, mentioning these points again, not recognizing that in Mexico weaknesses are becoming areas of opportunity, due to the governmental support that is being given to this type of companies, during the two previous six years the great potential was recognized. that the Mexican has to self-employ and began to create programs to support the MSMEs and thus potentiate the economic development of our country.

5. Conclusions

In the subject of knowledge transfer to support the SMEs involved authors such as Nonaka and Takeuchi that defines the four models of knowledge conversion and also speaks of the types of tacit and explicit knowledge. As we saw in the obtained results there are personnel with experience in the companies, but there is a lack of a methodology to transfer the knowledge towards the company, it is given in some way, but not in a methodological way and it is necessary in this type of companies. It is provided on a day-to-day basis and we see it in the training, for example, where it is given properly and sometimes it is not taught.

If the other models discussed above are analyzed, some of their concepts can be applied, such as the Hedlund and Nonaka model, which talks about storage, transfer and knowledge transformation stages. This methodology is to strengthen competitiveness through the transfer of knowledge with people who have experience in the field of the company and being supported by external personnel to increase their competitiveness. On the part of resources it is proposed to generate synergies with research centers and local government from economic support projects for this type of companies, it is important to see the desire of companies for their development, but sometimes they do not have the resources for its correct development.

Important to mention the importance of culture in companies, we have a culture of many years already with certain vices and it is important to change to other work schemes with the technology mentioned that it was found that companies in the sector are working.

The documentation of the processes is important so that people when they want to change their activity within the company know how to perform the work and thus become functional in various activities assigned to them.

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- Distribution
- Market structure and price formation
- General equilibrium and imbalance
- Welfare economy
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- Information, knowledge and uncertainty
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Introduction

Text in Times New Roman No.12, single space.

General explanation of the subject and explain why it is important.

What is your added value with respect to other techniques?

Clearly focus each of its features

Clearly explain the problem to be solved and the central hypothesis.

Explanation of sections Article.

Development of headings and subheadings of the article with subsequent numbers

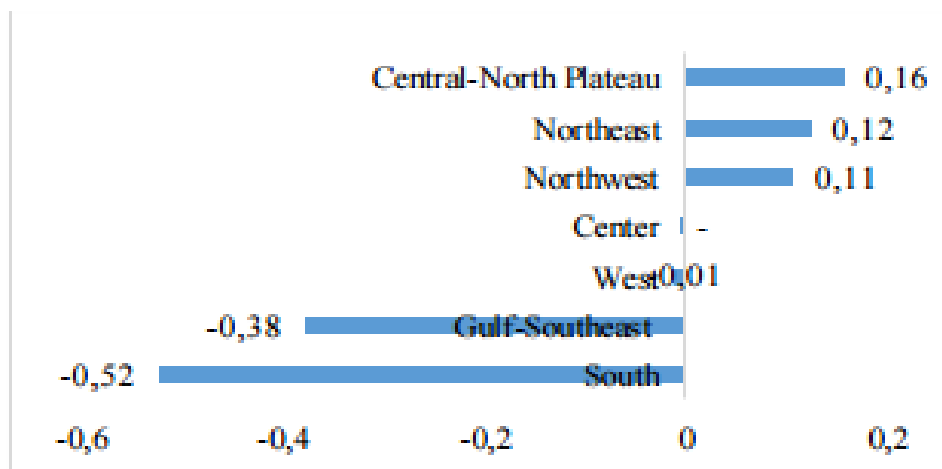
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In the article content any graphic, table and figure should be editable formats that can change size, type and number of letter, for the purposes of edition, these must be high quality, not pixelated and should be noticeable even reducing image scale.

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Graphic 1 Title and Source (in italics).

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REGION	STATE	Participation (%) on		
		Surface	Population	Gross Production
1. Northwest.	Baja California; Chihuahua; Sonora;	32.1%	11.1%	13.1%
	Baja California Sur; Sinaloa.			
2. Northeast.	Coahuila; Nuevo León; Tamaulipas.	15.1%	9.3%	15.6%
	Aguascalientes; Durango;			
3.Center North Plateau.	Guanajuato; San Luis Potosí; Zacatecas.	15.1%	10.9%	9.2%
	Colima; Jalisco; Michoacán;			
4. West.	Nayarit. Distrito Federal;	8.7%	11.9%	10.2%
	Hidalgo; México; Morelos; Puebla; Querétaro;			
5. Center.	Tlaxcala. Chiapas; Guerrero;	11.8%	10.0%	4.7%
	Oaxaca. Campeche;			
7. Southeast Gulf.	Quintana Roo; Tabasco; Veracruz; Yucatán.	12.1%	12.4%	13.0%
TOTAL	MEXICO	100%	100%	100%

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Each article shall present separately in **3 folders**: a) Figures, b) Charts and c) Tables in .JPG format, indicating the number and sequential Bold Title.

For the use of equations, noted as follows:

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Develop give the meaning of the variables in linear writing and important is the comparison of the used criteria.

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The results shall be by section of the article.

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Explain clearly the results and possibilities of improvement.

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