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RINOE Journal-Microeconomics

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Support the international scientific community in its written production Science, Technology and Innovation in the Field of Social Sciences, in Subdisciplines of Household behavior: Consumer economics, Consumer economics, Household production and intrahouse allocation, Personal finance, Consumer protection; Production and organizations: Firm behavior, Organizational behavior, Transaction costs, Property rights, Production, Capital and total factor productivity, Capacity; Distribution: General, Personal income and wealth distribution, Factor income distribution; Market structure and pricing, Perfect competition, Monopoly, Oligopoly and other forms of market imperfection, Auctions, Rationing; Licensing, Value theory; General equilibrium and disequilibrium: Exchange and production economies, Incomplete markets, Input-Output analysis, Computable and other applied general equilibrium models; Welfare economics: Allocative efficiency, Cost-Benefit analysis, Externalities, Equity, Justice, Inequality, and other normative criteria and measurement, Altruism; Analysis of collective Decision-Making: Social choice, Clubs, Committees, Economic models of political processes, Bureaucracy, Administrative processes in public organizations, Conflict, Conflict resolution, Alliances, Positive analysis of Policy-Making and implementation; Information and uncertainty, Criteria for Decision-Making under risk and uncertainty, Asymmetric and private information, Search, Learning, and Information, Expectations, Speculations; Intertemporal choice and growth: Intertemporal consumer choice, Life cycle models and saving, Intertemporal firm choice and growth, Investment, or Financing.

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Social choice, Clubs, Committees, Economic models of political processes, Bureaucracy, Administrative processes in public organizations, Conflict, Conflict resolution, Alliances, Positive analysis of Policy-Making and implementation; Information and uncertainty, Criteria for Decision-Making under risk and uncertainty, Asymmetric and private information, Search, Learning, and Information, Expectations, Speculations; Intertemporal choice and growth: Intertemporal consumer choice, Life cycle models and saving, Intertemporal firm choice and growth, Investment, or Financing and other topics related to Social Sciences.

Presentation of Content

In the first article we present, *Design of comprehensive communication strategies for MSMEs in the face of the COVID-19 pandemic: carnicería Ariel Córdoba case, Ver.*, by ANTONIO-VIDAÑA, Paula Rosalinda, HERNÁNDEZ-PERALTA, Alejandro de Jesús, MARTÍNEZ-NAVARRETE, Daniel and OLVERA-JIMÉNEZ, Carlos Alejandro, with adscription in the Universidad Tecnológica del Centro de Veracruz, as the next article we present, *The impact of COVID-19 and after the pandemic on the competitiveness of micro, small and medium-sized companies in Mexico post COVID-19*, by SERRANO-TORRES, Ma. Guadalupe, QUEZADA-FLORES Ma. De la Luz, GONZALEZ-ARREDONDO, Liliana and MARQUEZ-DE ANDA, Camilo, with adscription in the SERRANO-TORRES, Ma. Guadalupe, QUEZADA-FLORES Ma. De la Luz, GONZALEZ-ARREDONDO, Liliana and MARQUEZ-DE ANDA, Camilo, with adscription in the Universidad Tecnológica de León, as the next article we present, *Administrative process of food business in San Juan del Rio, Qro. During COVID-19*, by CORTÉS-ÁLVAREZ, Yolanda, CORTES-ÁLVAREZ, Alfredo, GONZÁLEZ-NERI, Rafael Albertti and QUEZADA-MORENO, Maribel, with adscription in the Universidad Autónoma de Querétaro, as last article we present, *Development and results of micro and small business in Mexico and Nayarit, from the training of microentrepreneurs*, by GARCIA GONZÁLEZ, Frasin, NAVARRO TELLEZ, María del Carmen, ALTAMIRANO ROLDÁN, Glafira Eugenia and MALDONADO CAMACHO, Enoc, with adscription in the Universidad Tecnológica de la Costa and Universidad Autónoma de Nayarit.

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Design of comprehensive communication strategies for MSMEs in the face of the COVID-19 pandemic: carnicería Ariel Córdoba case, Ver.

Diseño de estrategias de comunicación integral para las MIPES ante la pandemia COVID-19: caso carnicería Ariel Córdoba, Ver.

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Abstract

Social networks have many advantages with the company because information can be made known and in the short term it can have scope and recognition in the market, which is why social networks are indispensable and necessary for micro and small companies as they lack of resources that favor to advertise their products and have an impact on their competitiveness, in the face of this problem, a project was carried out with a micro-company during the period May-August 2020-2021, with the objective of designing comprehensive communication strategies for a MYPE and achieving a position in the market. The methodology used is longitudinal, descriptive and not experimental, considering in a first approach with theoretical contributions that allowed to collect information for the evaluation of the means used by the company and its impact. After the implementation of comprehensive marketing communication strategies through the stay, as of June 2020 there begins to be greater variability in behavior both in the number of reactions, as well as in the number of times the message was shared. site on the company's social media, this can be visualized by fluctuations around the trend line.

MIPES, Comprehensive communication, Strategies, Social networks

Resumen

Las redes sociales tienen muchas ventajas con la empresa porque la información se puede dar a conocer y en el corto plazo puede tener alcance y reconocimiento en el mercado, por lo que las redes sociales son indispensables y necesarias para las micro y pequeñas empresas ya que carecen de recursos que favorezcan para publicitar sus productos e incidir en su competitividad, ante esta problemática, se llevó a cabo un proyecto con una microempresa durante el período mayo-agosto 2020-2021, con el objetivo de diseñar estrategias integrales de comunicación para una MYPE y posicionarse en el mercado. La metodología utilizada es longitudinal, descriptiva y no experimental, considerando en un primer acercamiento con aportes teóricos que permitieron recolectar información para la evaluación de los medios utilizados por la empresa y su impacto. Luego de la implementación de estrategias integrales de comunicación de marketing a través de la estadía, a partir de junio de 2020 comienza a haber una mayor variabilidad en el comportamiento tanto en el número de reacciones, como en el número de veces que se compartió el mensaje. sitio en las redes sociales de la empresa, esto se puede visualizar mediante las fluctuaciones alrededor de la línea de tendencia.

MIPES, Comunicación integral, Estrategias, Redes sociales

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Introduction

This project was carried out with a micro-business dedicated to the commercialization of beef and pork, established in Córdoba, Ver., With a market study derived from a stay at the TSU level of the educational program Desarrollo de Negocios Area Marketing, in the period May-August 2020 linked to the Academic Body 08 Business performance and innovation management of the UTCV, for the series of strategic proposals focused on strengthening its communication and marketing activities in the face of the problem caused by COVID-19. The 2021 results were evaluated in order to support the study, disseminate it and make contributions to the strengthening of micro and small companies that found themselves in the same situation, in such a way that they adopt the strategies and adapt them to their businesses.

COVID-19 as a health, human and economic crisis, today represents a challenge for micro and small companies in their commercial, distributive and application of technologies in their processes, because they are not prepared (CEPAL, 2020).

As part of the process in the development of the stay, a SWOT analysis of the company was considered to detect its needs and the problem was argued, detecting the need to implement a communication and advertising channel according to its limited resources.

Considering the evaluation of the use of a social network as a tool for advertising Marketing and customer service in the butcher shop, the theoretically supported categories were established, presenting a statistical analysis with the results obtained that show the evaluation of the company before and after the implementation of strategies, leading to impact assessment.

The hypothesis was based on the objective: Through the use of technology, the company will strengthen communication with its customers, positioning itself in the market with a view to increasing its sales.

Developing

Theoretical framework

Micro and Small companies are a business organization constituted by a natural or legal person, whose purpose is to carry out extraction, transformation, production, commercialization of goods or the provision of services. It can be conducted by its owner as an individual person or constituted as a legal person, adopting the corporate form that he voluntarily wishes (Mares, 2005).

Bavaresco (2003) consider, it is the coherence and the reinforcement of each of the communicative actions that intervenes within the organization.

In turn, Pizzolante (2006), refers that integral communication defines situations between a heterogeneous set of individuals where they exchange ideas, share principles of the organization with a global vision, which transmit information in a formal and informal, voluntary or involuntary way, adding value to the company.

On the other hand, Silva M. (2008), refers that fragmented communication puts the reputation of the organization at risk, in such a way that integral communication, as an integrating variable of all communicative actions, is inclined towards the tendency to constitute greater coherent efforts of internal and external communication of the organizational field.

For his part, Villafañe (2001), considers that such coherent efforts are based on consistent communication policies to positively favor the image of the Company.

For (Romero Silva., Manuel Tirado, 2008) Comprehensive communication expresses: both the organizational reality and the corporate identity, since comprehensive communication acts as an intermediary between the organizational reality and the corporate image. And since this is part of the corporate behavior, it appears as part of the global corporate identity, but at the same time, comprehensive communication is very involved in perceptions and therefore very close to the corporate image.

According, Garrido (2004), communicational management order the plans at the service of long-term objectives. In such a way, that organizing integral communication means that the structure will shape the communication of the company, which will depend on the purpose, the objectives and the service or product of the organization.

For Villafaña (2001), Communication management is a major factor in the organization, it is considered an emerging phenomenon and it is considered a fundamental adjective that is presented as a requirement for the competitiveness of the company, as well as a primary mechanism to better face challenges. To this end, communication management handles essential components for the development of plans and their execution.

Ghio (2018) defines that competitiveness refers to the ability of economic agents to reach and remain in a position that allows them to participate in the socio-economic environment. It is one of the most important concepts in business and one of the main indicators of prosperity for a country. The countries were in financial trouble due to the COVID-19 pandemic, since when they began to close companies there was no tax collection, which strongly threatened the economy of each country, and its ability to pay for public spending and therefore its liquidity in the face of social commitments, (McDonald, B & Larson, S., 2020).

However, as a government strategy, economic support is generated for the first months in such a way that the country's economy is reactivated and micro and small companies could mitigate the effects and avoid closure, with 53.5% supporting micro-businesses. and 15.2 for small businesses (Mondragón C., 2020), applying the resources in payment of salaries, inputs and payments of public services, which did not allow to apply it to strengthen its processes or infrastructure in the face of the demand for its products through different means.

Ortiz (2014) by Silva Narvaste (2019) comments that promoting the development of information and communication technologies provides adequate assistance to companies.

According (Murrieta J., 2014) assumes that the accelerated situation of technology has caused an opportunity to become more competitive, that The effectiveness of Social Networks as a channel to connect with the public has led 20% of companies to substitute other channels such as e-mail for social networks as the main means of fostering relationships or developing strategies to attract new potential customers (Ortiz, 2014).

Project description

To carry out the proposal, it was necessary to establish different stages that allowed to guide from the detection of the problem, the tools that helped to collect information and, therefore, to the generation of proposals for the company.

In stage 1, an analysis was carried out using a matrix for the detection of positive and negative factors, both external and internal (SWOT), with which the previous and current situation of the company is analyzed, see Figure 1.



Figure 1 Performing SWOT Analysis

Source: Own elaboration, (2021)

As can be seen in figure 1, the company did not have advertising media, and it was also found that it had no communication with its customers. Once the problem was identified, strategic options were sought together with theoretical references that helped to establish the objective considering communication and advertising and the nature of the company.

As a second stage, the collection of information was considered, for this it was necessary to analyze the relevance of the instruments to be used, the scope and type of research that would be carried out, for its choice and design.

The size of the sample was for convenience, obtaining 19 Butcher shops in the city of Córdoba, Ver, which have networks such as Facebook and positioned in the market to carry out the analysis, considering that in the colony there are 2 butcher shops such as their close competition, however, do not have Facebook. In stage three, a proposal was made to strengthen the company in advertising and generating communication channels with its customers in a comprehensive manner, so it was necessary to classify the documents and information to be used on the page and that These will be presented according to what the Facebook platform establishes that the people are familiar with this classification which will allow easy manipulation of the page.

Data capture was continued, considering for the design of the page to create a profile on the platform, this in order to feed the page, after creating the design we proceeded to capture the data (information) that were previously collected, thus According to the observation technique, the tools and functions were used considering photographs, hours, means of contact and information necessary to feed the page.

In stage four, the proposal was presented considering elements that would allow working with said platform, its updating and information that would be part of it, such as the insertion of company data, products, home delivery service, a reengineering in the logo, slogan, its institutional philosophy and policies were established.

Problem statement

During 2018, just over 4.1 million micro, small and medium-sized enterprises (MIPyMES) were registered in Mexico, classified in the sectors of manufacturing, commerce and non-financial private services.

Number of companies by size, 2018		
Size	Companies	
	Number	Participation (%)
Micro-businesses	4057719	97.3
Small and medium-sized enterprises (SMEs)	111958	2.7
Total	4169677	100

Table 1 Number of Microenterprises and SMEs in Mexico
Source: INEGI, (2018)

According to statistical data, microenterprises represent 97.3% of MSMEs, and considering that 28.2% of SMEs monitor three to five indicators keys to performance and 8.8% monitor ten or more indicators, while 66.5% of microenterprises do not monitor indicators, represents a problem that is currently denoted by the lack of tools and methods that allow microentrepreneurs to carry out to the evaluation of its administrative management and that leads to decision-making to strengthen its operations. The challenge that these companies face is that the majority are self-employed, that is, they do not have sufficient financial support or savings, which makes them depend entirely on their daily income. According to the data reported by the Mexican Institute of Social Security (IMSS) in two months 9,984 formal companies closed in Mexico, on average, 163 companies disappeared per day between April and May” (Pérez Ramírez R., & Beltrán López, R., 2020).

Considering that the use of technologies, as well as the means that microentrepreneurs use to disseminate their products are necessary to advertise their products and services, the question arose: ¿Does social networks and the use of Facebook allow micro and small companies an alternative in the generation of comprehensive communication to be competitive in the market?

Implementation process

Being a project linked to the academic body, the processes that validated the contribution of scientific knowledge in said case study were adapted.



Figure 2 Process for the implementation of the proposal
Source: Own elaboration, (2021)

Regarding the implementation of the page, it was necessary to carry out the analysis stage to detect the needs and problems of the company, the collection of information, as well as the instruments to be used, in such a way that allowed to evaluate and strengthen the page, being important the authorization for its implementation, for this reason the proposal was presented to the owner and once authorized the changes were implemented.

The diversity of products that the butcher shop has, special cuts, company information regarding the address, cell phone, direct service through WhatsApp were publicized. Likewise, strategically advertise sales of the day in which they would be special for some products such as the sale of pork rinds, golden tacos and carnitas on Saturdays and Sundays, since in the area it is customary to consume these products.

Considering that at present and in the face of the pandemic, the use of the internet and social networks became latent and in a certain way forced micro and small companies to use social networks to establish communication and thus to preserve for those who had regular customers your loyalty and fidelity (López F., 2014), For the company, it was implemented as a strategy to strengthen both the advertising of its products and the means to generate its sales.

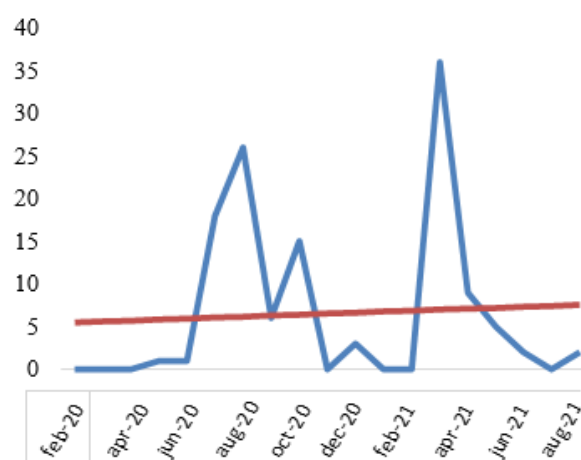
Evaluation of results

From the implementation of communication strategies and techniques based on efficient technological means and within the reach of the MIPES, favorable results were achieved in four ways:

- Use of WhatsApp (client-company).
- Reactions on social networks.
- Shared publications.
- Income.

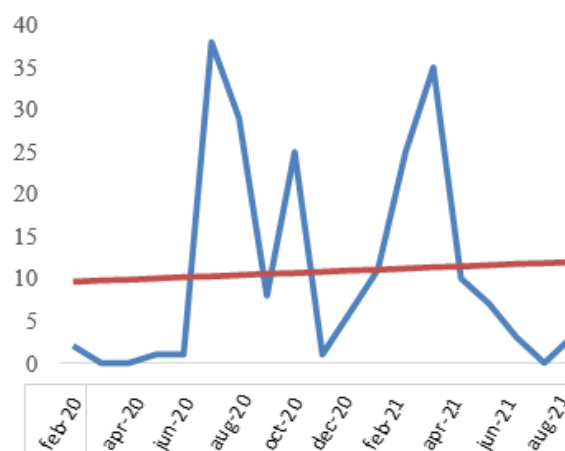
In all cases, the graphs show upward trends for the benefit of the implemented project, which is saying a lot if we consider the low costs implicit in technologies in common use today, even more so when the confinement forced by a pandemic dramatically increased social openness. in this type of marketing.

Regarding the reactions in social networks and the shared publications, although they present improvements in the interaction with the target audience, they do not show a transcendent relationship, due to their indirect condition, with the main factor: income. In fact, it is a discreet increase with palpable achievements that must be continued with the creation of content and claims of company-target rapprochement, since the positioning is maintained even if the client is not frequent.



Graphic 1 Number of reactions on the company's website, February 2020 August 2021

Source: Own elaboration, (2021)



Graphic 2 Number of times the company's website was shared, February 2020 August 2021

Source: Own elaboration, (2021)

Regarding WhatsApp, a direct social network for communication with the real client, rather than with the potential one, presents similar increases in its use compared to income.

The ease of starting a direct dialogue for information and prior orders and from the comfort of home or work, whether to pick up the product or receive it at home, makes an outstanding contribution to the butcher's sales, improving income and, of course , expanding the possibilities of taking advantage of opportunities (SWOT): keep the competition out of the range of two blocks around, satisfy the wide demand local, continue to seek the loyalty of current customers and, why not ?, consider the incursion into other markets demanding meat products.

And containment of threats (SWOT): gradually win more customers who currently buy with the competition, offer services that facilitate supply activities in households despite the current and future contingencies. In the future, act as a source of employment in support of the economy of the areas of interference.

After the implementation of comprehensive marketing communication strategies through the stay, as of June 2020 there begins to be a greater variability in behavior both in the number of reactions Graph1 section (a), as in the number of times that the site was shared on the social networks of the micro-enterprise section (b), this can be visualized by means of the fluctuations around the trend line.

Variables	Reactions	Shared
Maximum (2020)	38	26
Minimum (2021)	35	36
Average (2020)	10.09	6.36
Standard deviation of the mean (2020)	13.77	9.09
Average (2021)	11.75	6.75
Standard deviation of average (2021)	12.15	12.22
Coefficient of variation (%) 2020	136.49	142.87
Coefficient of variation (%) 2021	103.41	181.05

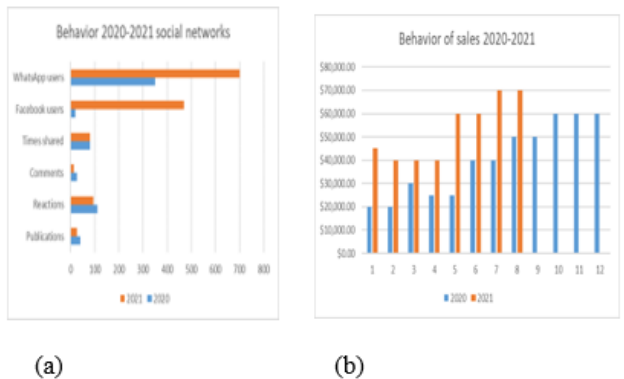
Table 2 Descriptive statistics
Source: Own elaboration (2021)

The average level of reactions to the company's site during the year 2021 has been higher than in 2020, the high levels of standard deviation in both periods show the high variability in its behavior, in such a way that the maximum value reached in 2020 it has not been generated again, as can be seen in table 2.

As part of the work carried out, an improvement proposal was presented for the Facebook page, in conjunction with the use of social networks and in the face of the COVID-19 pandemic, it was necessary to implement processes that would allow the company in addition to complying with health regulations, as distance markings and use of gel, likewise its image was strengthened.

Digital marketing has become a challenge for advertising agencies and for those companies that seek to obtain a closer relationship with their customers, generating an effective and wide-ranging reach in their marketing strategies. At present, the conventional and high-cost media, such as the press, radio and television, are still important but in many cases they become low-impact media, if a significant investment is not made to achieve the expected scope (García B., 2014).

However, the design of strategies to establish communication channels in an integral way for Micro and small companies does not require expensive investments that are out of their reach, such as television and radio; Nowadays, the use of social networks is more conventional, housewives often use WhatsApp, so it was considered as part of the design of the page said means to contact customers and perform home service.



Graphic 2 Comparative analysis of the use of social networks by year (a) and its impact on income (b)
Source: Own elaboration (2021)

Considering that the stay was carried out in the period May-August 2020, the comparison with the year 2021 is made, and analyzing that the strategies began to be implemented from June 2020, it is perceived that the income increased from that month, 62.5% with respect to previous periods, which is observed in the behavior of social networks, in the increase of Facebook users from 14 to 468 current, and in WhatsApp from 350 to 700, with this it is observed that the use of social networks if it has an impact on income, as can be seen in graph 2 (a and b).

Considering the results, the hypothesis could be verified.

Gratitude

Our gratitude to the Carniceria Ariel company for the opportunity to make the stay as part of the process for the student's qualification and the contribution in improvement for companies that found themselves in a COVID-19 situation and that allowed the strategies developed to be relevant to avoid the closure of those who allowed them to adopt said strategies in their micro and small businesses. Also, to the Technological University for allowing it to be part of a research project of the Academic Body-08 Management of business development and innovation of the Business Development educational program.

Conclusions

Considering the scenario that occurred from the design and its implementation, points were discussed that in future works for what they are recommended, such as implementing new marketing strategies due to the advances of social networks that today are constantly updated, this so that the information always reaches the consumers correctly, in such a way that the evaluation of the results obtained from indicators such as the number of visits, comments, orders using the networks, among other activities that are given as part of the management Through the use of networks and platforms it will undoubtedly have a great impact on decision-making.

It is important to continue using the Facebook and WhatsApp platform, establishing a periodicity both to feed information on products, promotions, as well as for its valuation and to continue with the sale of home delivery.

It is concluded that the project had a favorable impact on the increase in sales and its positioning, through the use of social networks and image, which is why comprehensive communication for micro and small businesses has a favorable impact and with accessible economic resources.

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The impact of COVID-19 and after the pandemic on the competitiveness of micro, small and medium-sized companies in Mexico post COVID-19

El impacto del COVID-19 y después de la pandemia en la competitividad de las micro, pequeñas y medianas empresas de México post COVID-19

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Abstract

Micro, small and medium-sized companies are the backbone of the economy in the world and in Mexico, especially in León, Guanajuato, during and after the COVID-19 pandemic, productivity in companies was reduced by the lack of materials and productive talent, the objective of this research is to analyze the competitiveness of MIPYMES after the COVID-19 pandemic, through the application of 350 surveys to MIPYMES, the grounded methodology is used, worldwide Mexico is above the 50th place in the annual ranking, It is obtained as a result that MIPYMES are accustomed to high economic turbulence, the following is concluded; Although it is true that during and after the pandemic many of them closed temporarily and others permanently, those that survived use survival strategies that lead them to maintain their levels of competitiveness.

COVID-19, productivity, MIPYMES

Resumen

Las micro, pequeñas empresas y medianas empresas son la columna vertebral de la economía en el mundo y en México, en especial en León, Guanajuato, durante y post la pandemia COVID-19 la productividad en las empresas se vio mermada por la falta de materiales y de talento productivo, el objetivo de la presente investigación es analizar la competitividad de las MIPYMES post la pandemia COVID-19, mediante la aplicación de 350 encuestas a las MIPYMES, se utiliza la metodología fundamentada, a nivel mundial México se encuentra por arriba del sitio 50 en el ranking anual, Se obtiene como resultado que las MIPYMES están acostumbradas a las altas turbulencias económicas, se concluye lo siguiente; si bien es cierto que durante y después de la pandemia muchas de ellas cerraron de manera temporal y otras de forma definitiva, las que sobrevivieron usan estrategias de supervivencia que las lleve a mantener sus niveles de competitividad.

COVID-19, Productividad, MIPYMES

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Introduction

It should be noted that the COVID-19 pandemic does not happen, neither economically, nor healthily, despite the fact that vaccines for this disease were applied and continue to be applied throughout the world. Economically, in many countries, support was provided by the government with subsidies and economic loans to the neediest people, as in the case of Mexico, MSMEs were supported with economic support, with projects to generate an income in families with loans and donations. Despite all the health and economic efforts, the type of companies under study continues with the economic consequences of the pandemic.

In the month of March 2020, the global isolation was carried out and it was representative for the dismissal of many collaborators who were financially dependent on that job. The companies closed temporarily, but many of them did so permanently as they did not bear the weight of fixed expenses and debts obtained before the pandemic. Productivity was one of the aspects that was affected by not having the necessary personnel. Neither the raw material could not be produced in time or in the form of the merchandise.

Hence the importance of analyzing the impact on the economy and finances of Mexican MSMEs and what strategies the companies that survived the first red light used. And when the traffic lights change from yellow, orange and finally in December, some states find themselves again with a red traffic light, a new problem that MSMEs will have to face.

The central question of this research is: Did MSMEs maintain their productivity rates during and after the COVID-19 pandemic, small and medium-sized enterprises, during and after the pandemic?

The data was collected in October 2021 in the city of León, Guanajuato, Mexico to learn about the management of productivity and competitiveness of MSMEs during and after COVID-19.

Justification

The task of this research is to analyze the competitiveness of MSMEs during and after COVID-19 in León, Guanajuato, Mexico.

The management that the directors and owners of this type of companies gave to the productive, financial and cost aspects in terms of competitiveness.

Its high business representation in Mexico with more than 95% of all companies, represents the backbone of the economy in the country. These companies have gone through economic crises and continue to operate, this due to the family roots that most MSMEs have.

Problem

As of March 2020, and to date the covid-19 has led to a global economic crisis and for companies in León, Guanajuato, Mexico is no exception, that is why MSMEs were affected in productivity, many of them sawed off their doors definitely and those that are still alive had to adapt their production and financial processes to live with this natural phenomenon that affects all companies.

Research questions

- a) Has financial performance increased in the last three years?
- b) Production costs are low?
- c) Do managers work together with their service and technology providers?

Hypothesis

Micro, small and medium-sized companies in León, Guanajuato, do not have the levels of competitiveness during and after the covid-19 pandemic.

General objective

Analyze the impact on the levels of competitiveness of micro, small and medium-sized companies during and after the covid-19 pandemic.

Theoretical framework

Current situation of international competitiveness

The following table number one shows the most competitive countries worldwide, as of September 2021. Finding in the first 10 places: Noriega, Denmark, Switzerland, Sweden, Ireland, the Netherlands, Finland, Austria, Australia and South Korea. (IMCO, 2021).

Analysis of the competitiveness of Mexico with the other 42 countries. We occupy the 37th place of the 43 countries evaluated in the IMCO International Competitiveness Index 2021. The following is found: In health, energy and connectivity, Mexico shows gaps in competitiveness. The population covers 42% in its health expenses, there is a drop in the coverage of measles and DPT vaccines. There is a drop in net foreign direct investment and a drop in the commercial freedom index that affect the attractiveness of the country for talent and capital.

As defined by IMCO, productivity is the ability to generate, generate, attract and retain talent and investment.

The productivity of Mexico was affected in the decline of 5 of the 10 analyzed sub-indexes, in three of them it remained the same and only in 2 improved and it is in the following: environment retreated, society regressed, political system regressed, market Factors advanced thanks to improvements in labor laws, economy advanced due to the increase in international reserves and the reduction of external debt, in international relations it fell due to the loss in foreign investment, in innovation fell due to the decrease in invention and the decline in high-tech exports.

Position	Country	Position	Country
1	Norway	23	Hungary
2	Denmark	24	chili
3	Swiss	25	Poland
4	Sweden	26	Greece
5	Ireland	27	Malaysia
6	Netherlands	28	Costa Rica
7	Finland	29	Panama
8	Austria	30	Thailand
9	Australia	31	China
10	South Korea	32	Indonecia
11	Japan	33	Russia
12	Belgium	34	Colombia
13	Germany	35	Peru

14	Canada	36	Turkey
15	United Kingdom	37	Mexico
16	USA	38	Brazil
17	France	39	South Africa
18	Israel	40	Argentina
19	Portugal	41	India
20	Czech Republic	42	Guatemala
21	Italy	43	Nigeria
22	Spain		

Table 1 International competitiveness index
Source: Own elaboration with data from the Mexican Institute for Competitiveness, A.C.

The following Table shows the states with the highest productivity, as well as the places they occupied before the pandemic and the one they currently have as of September 2021, as well as their setbacks, increases or if they remained the same as before the covid, during and post covid-19. (IMCO E ICE, 2021). Mexico City is the most competitive city, Guerrero is the least competitive entity, of the 32 entities there are six with very low competitiveness Veracruz, Tlaxcala, Tabasco, Oaxaca, Chiapas and Guerrero.

Sinaloa is the city with the greatest advance, while Hidalgo has the greatest recession.

The state competitiveness index (ICE) found that Yucatan is the safest state, Mexico City the most innovative, Chihuahua is the most connected state and Sinaloa has the best working conditions.

The characteristics of the most competitive states according to ICE 2021, is that the inhabitants have 8.2 years of schooling, 52% of the workers have access to health institutions, 42% of the workers are formal, they have an average monthly income of 8, 972.

In turn, the characteristics of those with the lowest productivity index have 2 less years of schooling, that is, 6.2, have 7 times more informality, an economy 14 times less diversified, 90% fewer patents per 100,000 economically active people.

























Ranking	Entity	Previous index	
1	Mexico City	=	0
2	New Lion	=	0
3	Queretaro	=	0
4	Coahuila		2
5	Jalisco		-1
6	Aguascalientes		-1
7	Sinaloa		7
8	Baja California Sur	=	0
9	Sonora	=	0
10	Yucatan	=	0
11	Chihuahua		-4
12	Tamaulipas		3
13	Baja California		-2
14	San Luis Potosi		-1
15	Nayarit		4
16	Quintana Roo		-1
17	Guanajuato		1
18	Durango		-2
19	Campeche		2
20	Mexico state		2
21	Colima		-1
22	gentleman		-5
23	Puebla		1
24	Morelos		-1
25	Zacatecas		2
26	Michoacan	=	0
27	Veracruz		2
28	Tlaxcala		-3
29	Tabasco		1
30	Oaxaca		1
31	Chiapas		-3
32	Warrior	=	0

Table 2 Mexican state competitiveness index
Source: Own elaboration with data from the Mexican Institute for Competitiveness, A.C.

Financial performance

In research carried out by Maravato (2020), by June of this year 77% would have financial problems or at least opened their doors temporarily closed due to the red traffic light in each of the states, this presumption was carried out in many establishments and the numbers The exact details of the definitive business closings are not exactly known due to the fact that there are businesses that are taxed informally and there are no records of them.

Now, for Proum (2020), Mexican SMEs are in great economic distress, this putting as a precedent that the virus was born in the province of Wuhan, China and without losing sight of the bilateral relationship that exists between both countries.

In turn, for Blancas (2020), a very important problem during this pandemic is the main characteristic of MSMEs, most of the micro companies pay taxes in informal trade and this affects the country's economy.

For its part, ECLAC (2021) mentions that PRONAFIM granted strategic financing to microfinance institutions to expand coverage and it will be directly to avoid and eliminate the intermediation part. It is important to mention that support for MSMEs in the context of the pandemic is based on the guidelines of the National Development Plan 2019-2024. What is sought is to support MSMEs with loans to create jobs in the face of the covid-19 pandemic. (ECLAC, 2021).

Productive and technology performance

For the magazine managers and managers (2021), The health crisis caused by COVID-19 has made us use networks and technologies to market our products and services, this speeds up the transactions of MSMEs, it is an excellent tool that every micro, small and medium-sized company must adapt to their working life. This type of company has the facility to get out of the economic crisis and change the way they carry out their activities and adapt to the digital age.

In turn icoline (2021) SMEs are adoption technologies, connectivity and digital platforms, which were not necessary before to make businesses work, but the adoption of these digital tools will be key to their recovery and, incidentally, that of Mexico. The global economic crisis is the responsibility of each country, but we must consider and adopt the basic measures of technology to carry out our purchases and sales.

For its part, ANTAD department stores promoted digital banking; but there was resistance by users and by the banks themselves. Before the pandemic, buyers were reluctant to use the digital age, out of mistrust, with custom, but with global isolation they had to adapt to change (Olguin, 2021).

Methodology to be developed

The present research is quantitative, 350 surveys were applied to the managers and owners of the MSMEs of León Guanajuato, the students of the economic-administrative area of the administration and gastronomy careers mainly, were the ones who applied the surveys in person and captured them in the database of the network of technological universities, the instrument was applied nationally by all the Technological Universities that participated within the post-covid-19 crisis research network. The instrument consisted of a total of 15 blocks, with block three being the analysis of this research.

Next, the following Table is presented with the items subject to this research.

BLOCK III COMPETITIVENESS
Comparing with the industry average, indicate your level of agreement with these statements
Our return on investment has been very good in the last three years.
Our sales have been very good in the last three years.
Our financial results have been very good in the last three years.
Our profits have been good in the last three years.
Our debts have decreased significantly in the last three years.
Loans in the last three years have been at preferential rates
Comparing with the industry average, indicate your level of agreement with these statements
Coordination costs with our providers are low.
The costs of orders with our suppliers are low
Transportation costs with our suppliers are low.
The costs of delivering the products with our suppliers are low.
The costs of raw materials and supplies with our suppliers are low.
The production costs of our company are low.
In your company, they work together with their suppliers in terms of:
Technology development
Product and / or service development
Development of production processes and / or services.
Project planning.
Improvement of machinery and equipment.
Information technology development.

Table 3 Applied instrument

Source: Own elaboration, with the UTS Instrument

Results

Next, the results of the application of 350 surveys to the MSMEs of the city of León, Guanajuato, Mexico, applied to managers and owners, about block three corresponding to productivity in the area of costs, finances and production during and after COVID-19.

The following Table shows the return on investment persisted by managers and business owners, with 46% agreeing that they have recovered their investment.

Description	Number	Percentage
Total agreement	53	15%
In agreement	110	31%
Neither agree nor disagree	122	35%
In disagreement	47	13%
Total disagreement	18	5%
	350	100%

Table 4 Our return on investment has been very good in the last three years

Source: Own elaboration

The following Table shows how the managers of MSMEs perceive their sales in the last three years, 48% of entrepreneurs perceive

Description	Number	Percentage
Total agreement	51	15%
In agreement	123	35%
Neither agree nor disagree	118	34%
In disagreement	43	12%
Total disagreement	15	4%
	350	100%

Table 5 Our sales have been very good in the last three years

Source: Own elaboration

The following Table shows how the executives of the companies under study perceive their financial results and 47% respond that they agree that they have been very good.

Description	Number	Percentage
Total agreement	46	13%
In agreement	119	34%
Neither agree nor disagree	124	35%
In disagreement	45	13%
Total disagreement	16	5%
	350	100%

Table 6 Our financial results have been very good in the last three years

Source: Own elaboration

This Table shows how the managers of MSMEs perceive that their profits have been in the last three years and 41% agree that their profits have been very good.

Description	Number	Percentage
Total agreement	47	13%
In agreement	97	28%
Neither agree nor disagree	125	36%
In disagreement	56	16%
Total disagreement	25	7%
	350	100%

Table 7 Our profits have been good for the last three years
Source: Own elaboration

This Table shows that employers perceive that their debts have decreased in the last three years, 50% agree on the decrease in their debts during and despite the post-covid-19 pandemic.

Description	Number	Percentage
Total agreement	68	19%
In agreement	109	31%
Neither agree nor disagree	104	30%
In disagreement	47	13%
Total disagreement	22	6%
	350	100%

Table 8 Our debts have decreased significantly in recent years
Source: Own elaboration

In this Table it is observed that only 36% of entrepreneurs obtained a loan in the last three years at preferential rates, this being the question with the lowest obtaining, which could show that MSMEs have problems contracting the best financing at preferential and low rates.

Description	Number	Percentage
Total agreement	46	13%
In agreement	81	23%
Neither agree nor disagree	118	34%
In disagreement	52	15%
Total disagreement	53	15%
	350	100%

Table 9 The loans contracted in the last three years have been at preferential rates
Source: Own elaboration

Now in the next block it is time to analyze competitiveness according to the costs of products, raw materials and services.

The following Table shows that 41% of managers agree that the costs of coordinating with suppliers are low.

Description	Number	Percentage
Total agreement	48	14%
In agreement	94	27%
Neither agree nor disagree	139	40%
In disagreement	45	13%
Total disagreement	24	7%
	350	100%

Table 10 Coordination costs with our providers are low
Source: Own elaboration.

In this Table it is observed that the costs of orders with suppliers according to what the directors of MSMEs perceive are low and 38% agree.

Description	Number	Percentage
Total agreement	43	12%
In agreement	91	26%
Neither agree nor disagree	144	41%
In disagreement	49	14%
Total disagreement	23	7%
	350	100%

Table 11 The costs of orders with our suppliers are low
Source: Own elaboration

The following Table shows that 24% of employers agree that transportation costs with suppliers are low.

Description	Number	Percentage
Total agreement	36	10%
In agreement	85	24%
Neither agree nor disagree	147	42%
In disagreement	52	15%
Total disagreement	30	9%
	350	100%

Table 12 Transportation costs with our suppliers are low
Source: Own elaboration

In this Table it is observed that only 37% of the entrepreneurs agree that the cost of delivering the products with their suppliers is low.

Description	Number	Percentage
Total agreement	39	11%
In agreement	91	26%
Neither agree nor disagree	142	41%
In disagreement	48	14%
Total disagreement	30	9%
	350	100%

Table 13 The costs of delivering the products with our suppliers are low
Source: Own elaboration

The following Table shows that managers perceive that the costs of raw materials are high because only 33% agree that they are low,

Description	Number	Percentage
Total agreement	33	9%
In agreement	85	24%
Neither agree nor disagree	137	39%
In disagreement	59	17%
Total disagreement	36	10%
	350	100%

Table 14 The costs of raw materials and supplies with our suppliers are low

Source: Own elaboration

Description	Number	Percentage
Total agreement	39	11%
In agreement	88	25%
Neither agree nor disagree	145	41%
In disagreement	47	13%
Total disagreement	31	9%
	350	100%

Table 15 The production costs of our company are low

Source: Own elaboration

Now it is the competitiveness block according to the use of technology and production processes, this assignment has the following six items. In this Table it is shown that 43% agree to use the technology in their production and administration of their company.

Description	Number	Percentage
Total agreement	50	14%
In agreement	101	29%
Neither agree nor disagree	95	27%
In disagreement	43	12%
Total disagreement	61	17%
	350	100%

Table 16 Technology Development

Source: Own elaboration

This Table shows that 50% agree that they use technology to develop products and services.

Description	Number	Percentage
Total agreement	67	19%
In agreement	108	31%
Neither agree nor disagree	79	23%
In disagreement	37	11%
Total disagreement	59	17%
	350	100%

Table 17 Product and / or service development

Source: Own elaboration

In this Table, 45% of entrepreneurs agree to use technology in the development of processes and products and 29% do not agree that they use technology in their processes.

Description	Number	Percentage
Total agreement	56	16%
In agreement	101	29%
Neither agree nor disagree	89	25%
In disagreement	40	11%
Total disagreement	64	18%
	350	100%

Table 18 Product and / or service process development

Source: Own elaboration

In this Table, 44% agree that I use technology in project planning is the perception that MSMEs managers have.

Description	Number	Percentage
Total agreement	54	15%
In agreement	103	29%
Neither agree nor disagree	78	22%
In disagreement	43	12%
Total disagreement	72	21%
	350	100%

Table 19 Project planning

Source: Own elaboration

In this Table it is observed that 47% of employers agree that their machinery and equipment have been improved and 30% do not agree that their machinery has been improved.

Description	Number	Percentage
Total agreement	58	17%
In agreement	104	30%
Neither agree nor disagree	81	23%
In disagreement	40	11%
Total disagreement	67	19%
	350	100%

Table 20 Improvement of machinery and equipment

Source: Own elaboration

This Table shows that 41% of entrepreneurs have the perception that they had development of information technologies. And 35% do not agree with having had development in technology.

Description	Number	Percentage
Total agreement	53	15%
In agreement	90	26%
Neither agree nor disagree	84	24%
In disagreement	53	15%
Total disagreement	70	20%
	350	100%

Table 21 Information technology development

Source: Own elaboration

Now the final data of this research are presented for each competitiveness block.

This Table shows the mean and standard deviation of the block of financial performance of MSMEs during the pandemic and post-pandemic COVID-19.

The perception of managers with an average of 3.44 of the MSMEs in this block is that their debts have decreased in the last three years, the increase in sales and the perception of the increase in profits being related, which makes it possible for them to pay their debts in the short and medium term, and the perception shown is that the loans contracted in the last three years were not at the best rates that is shown by the average of 3.04 that this variable has.

Financial Performance Variables	Mean	DT
DF1. Our Return on Investment has been very good in the last three years	3.39	1.05
DF2. Our sales have been very good in the last three years	3.43	1.02
DF3. Our financial results have been very good in the last three years	3.38	1.01
DF4. Our profits have been good in the last three years.	3.25	1.09
DF5. Our debts have decreased significantly in the last three years	3.44	1.13
DF6. The credits contracted in the last three years have been at preferential rates	3.04	1.23

Table 22 Financial performance variables
Source: Own elaboration

In this Table it is observed that the managers of the MSMEs perceive the costs of coordination with their suppliers as low, but not the cost of the raw material that occupies the lowest variable, which means that with an average of 3.06 only the managers perceive an increase in your raw material costs.

Cost performance variables	Media	DT
RC1. Coordination costs with our providers are low	3.29	1.057
RC2. The costs of orders with our suppliers are low	3.23	1.05
RC3. Transportation costs with our suppliers are low	3.13	1.064
RC4. The delivery costs of our products are low	3.19	1.065
RC5. The costs of raw materials and supplies with our suppliers are low.	3.06	1.096
RC6. The production costs of our company are low.	3.16	1.078

Table 23 Cost performance variables
Source: Own elaboration

In the present block of variables of productive performance and the use of technology, it is observed that entrepreneurs perceive that they have developed products and services but have as an opportunity area to make use of tools and technology. To increase your levels of productivity and competitiveness.

Productive performance and technology variables	Mean	DT
UT1. Technology development	3.1	1.294
UT2. Product and service development	3.25	1.341
UT3. Development of production processes and services	3.13	1.328
UT4. Project planning	3.07	1.363
UT5. Improvement of machinery and equipment.	3.13	1.352
UT6. Information technology development.	3.01	1.349

Table 24 Productive performance and technology variables
Source: Own elaboration

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Discussion and Conclusions

With the data obtained with the ANOVAS, the following conclusion is reached, in the analysis of the three blocks to measure the competitiveness of the MSMEs of León, Guanajuato, Mexico.

Financial performance is 51.1% correlated with cost reduction and is significant at 99% reliability.

Financial performance is 43.3% correlated with the use of technology and is significant at 99% reliability

Cost reduction is correlated by 37.6% with the use of technology and is significant at 99% reliability.

Competitiveness was affected by the health crisis, which triggered several crises, including the economic one that directly affected micro, small and medium-sized companies in the world, Mexico and León Guanajuato, many companies closed their doors definitively and those that remained they saw the effects on competitiveness, mainly in the costs of transportation of their merchandise and in the lack of use of technology for production processes, the reduction of costs is related to the use of tools and technology. In turn, cost reduction is related to financial performance, there is an increase in profit because they make cost savings.

MSMEs are the backbone of the economy by contributing to GDP and generating jobs, it is very important to analyze that there are states that require the use of formality to provide their employees with the benefits of the Law and access to health services, in the world indices Mexico fell back in competitiveness levels and in the state indices Guanajuato is in 17th place out of 32 sites.

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Administrative process of food business in San Juan del Rio, Qro. During COVID-19

Proceso administrativo de negocio de comida en San Juan del Rio, Qro. Durante COVID-19

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Abstract	Resumen
The objective of this project was to know the administrative process of a fast-food business, Bing considered as a case study. With this investigation completed, an administrative process was developed that willll satisfy businesses nationwide with the circumstance of COVID-19.	El objetivo de este proyecto fue conocer el proceso administrativo de un negocio de comida rápida, considerándose como un estudio de caso. Con esta investigación terminada se elaboró un proceso administrativo que podrá satisfacer a los negocios a nivel nacional con la circunstancia de COVID-19.
Administrative process, COVID-19, Fast food business	COVID-19, Negocio de comida, Proceso administrativo

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Introduction

In the municipality of San Juan del Río, Qro. As well as in all municipalities and states of the country, small businesses have required significant changes to be made during the COVID-19 pandemic.

Thus, the objective of knowing the process that a food business had to carry out in the eastern area of the aforementioned municipality was raised, considering it as a case study and that by having carried out that process, it faced a significant change and today, since the business started it grew significantly. With this investigation concluded, a process was developed that will be able to satisfy businesses at the national level that, with the circumstance of COVID-19 and the norms established by the authorities, was a development of the business for the better and achieve greater growth.

Literature review

Administrative process:

The administrative process is understood as the set of stages, -planning, organization, direction and control- in order to achieve the objectives of an organization, business or company in the most efficient way possible. It is in the management stage, where the owner and / or entrepreneur can intervene in any conflict that arises. López (2021) <https://economipedia.com/definiciones/proceso-administrativo.html>

According to the author Luna (2015: 118) for a business to function within the framework of rules set by the internal and external environment, it is necessary to have or carry out a control within the micro company and / or business because in this way it is consolidated the administrative process that has been defined previously.

For a business that can be called micro-businesses, as mentioned by the author Calleja (2021: 19) and the author Luna (2015: 126) establishes that in the management phase it would be for a small business the owner who must carry out this management phase applying leadership efficiently and effectively, since the owner must be a leader who supervises, communicates, motivates and makes decisions.

Businesses can be considered as micro companies, since they belong to the service sector that according to the author Luna (2015: 12) this business area can have up to a maximum of 20 employees.

The author Blandez (2016: 7) mentions that entrepreneurs and / or business owners present similar characteristics in order to have a successful business and that they are the ones indicated below.

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

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

The decision is for the author Jeffcut (1994: 241) the process of narrative analysis interpreting actions and identifying meanings in what is understood as articles and individuals so that the business has a better functioning.

If you have the definition of decision, then you must understand what is understood by decision making, is the author Monllor (1994: 96) who indicates that the use of the information obtained by the business to select actions that produce fruitful results for the growth of the business. business. This process of converting information into action is what is called decision-making.

The business owner's task involves not only making decisions, but ensuring that the organization does it in the best way, as mentioned above.

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

If important decisions are made in the business, there is a classification of them that the author Mapcal (1995: 86) defines depending on the hierarchical level at which they are made, and they are the following:

General decisions: affect the entire company or business.

Functional decisions: they are in which the company is divided, the sales function, the merger of production, accounting, customer service, etc.

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

Operational decisions: are those that have a direct relationship with the activities carried out daily by the operational levels of the business or company, considering as examples messengers, receptionists, workers, external salespeople, drivers, administrative staff, etc.

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

The information on the SARS-COV2 coronavirus is presented below.

Appearance of the SARS-COV2 coronavirus virus

Arrieta, Caballero & Díaz (2021: 24) define the coronavirus as a “set of viruses that can cause respiratory diseases” and as a definition of the COVID-19 disease they mention that “the WHO (2019) defined it as: an infectious disease caused by the SARS-COV2 coronavirus”.

As of March 23, 2020, the SARS-COV2 coronavirus virus that causes the disease known as COVID-19 appeared in Mexico. Government of Mexico, (2020) COVID-19. <https://coronavirus.gob.mx/covid-19/> It publishes actions to avoid contagion, one of them, staying at home, this action affected businesses nationwide, and many had to close. And it was expected that it would only be two weeks to avoid contagion, however, three weeks passed and it was not possible to leave the house or meet, so the businesses closed like this continued.

Methodology

According to the authors (Hernández, et al. 2018), the following hypothesis was established for this project: the decision-making of the business owner is carried out according to the information that was had of COVID-19. Establishing the following variables: dependent. Owner decision-making: independent. COVID-19 information. With a focus on the reality of laws and interconnections, it was deduced that there is a relationship between:

- a) Decision making.
- b) COVID-19 information.
- c) Food business.
- d) Administrative process.

By visualizing the municipal, national and food business contexts, it was possible to determine the dimensions, known as variables that intervened in this research and that were indicated at the beginning of this aspect, having the following characteristics:

Dependent variable: decision-making of the owner.

This variable indicates that for the case study considered in this research it is a business and / or micro-enterprise, the above indicates that it has an owner. And another characteristic is: the owner makes decisions in the business to get ahead in any circumstance. Even when it comes to family businesses, where according to the authors Benitez, Benitez & Botero (2021: 45) the values that managed to strengthen during the confinement of COVID-19 were communication, respect and solidarity.

Independent variable: COVID-19 information.

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

To describe and understand the detailed means that the owner makes to make meaningful decisions for his business and to know how they have created the basic structure of his experience. Contact was made with the owner and once the first visit to the business was had, an attempt was made to continue carrying them out to obtain the necessary information for approximately seven months and that this information will be presented here.

Results

Business description

The business started five years ago, in 2015. It offers food for lunch. It was in a corner of a mini super.

With a small comal, gorditas de stews were sold. This business had the participation of two people. A lady and her brother.

Later, the owner of the mini super asked them to leave that place, as they were physically located in the parking area of the mini super.

The owner and her brother looked 30 meters away for another place to put their comal back in the morning and it is on an empty lot. There with the seasoning of the stews and the way in which they prepared their food, they identified with many customers, who even had to include a table and some benches for customers to take a seat and enjoy their lunch with handmade tortillas. at the moment and the stews prepared that same day.

With this change in the business, they hired a person to help them prepare the gorditas, from the dough to the comal, tortillas and sopes. Another that would help them serve customers with the preparation of the gorditas, tacos and quesaditas, additionally they also included the basket tacos, already in a basket prepared, only to serve them when the customer orders them. The business had already grown one hundred percent in 2018 and it was a food business with four people, all four of whom were employees.

Dated March 23, 2020. At the national level, the SARS-COV2 coronavirus virus appears, which causes the disease known as COVID-19. Government of Mexico, (2020) COVID-19. <https://coronavirus.gob.mx/covid-19/> One of the actions that were published to avoid contagion was to stay at home, and this action affected the business since it had to stop providing the service it offered. It was expected that it would only be two weeks to avoid contagion, however, three weeks passed and it was not possible to leave the house or meet, so the business continued without selling its lunches.

In the fourth week, the owner of the business decided to rent a house near the place where they were before the COVID-19 disease. And they placed a sign on the structure where they had the business, indicating that a block away they were in a house with the sanitary measures taken and orders to take away were sold, there it was not allowed to eat food, as was done before the March 23, 2020.

The owner of the business divided the work among the existing employees in a solidarity way and their shared goal was to continue with the source of employment and this led the owner to make decisions regarding the change in her process of how she is going and has to change the business with actions for a better functioning, because it was interfered with a situation in the environment, regarding the COVID-19 pandemic. Therefore, the author Jeffcut (1994) agrees. And with radical changes that have affected the modus vivendi mentioned by the authors Rico and De la Torre (2021).

The decisions that were made in the business were unscheduled, because they had not been made before, they were not structured because there was no clear procedure on how to handle the situation since the COVID-19 pandemic had not occurred before according to the author Simon, (1982).

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

Below is the administrative process composed of decisions that the owner needed to make to move forward, not close and face the international COVID-19 pandemic.

Decision-making process.

1. The decision was made to close for four weeks.
2. The decision was made to rent a house where the sale of the takeaway product would be offered.
3. The decision was made on a date when the business was opened in the rented home.
4. The decision was made to continue with the workers they had, not to fire them
5. The decision was made to place on the iron structure, which had the business on the street, a card that included the name of the business and an arrow that indicated that it was in the front part of the house that had been rented.
6. Later in the structure, the decision was made to include a mobile phone number to place orders through a WhatsApp that was opened to request take-out orders.
7. The decision was made to place a sign on the door of the house, indicating that the food business was located there for lunch, even with a cell phone number indicating that an order to take away could be made by WhatsApp.
8. The decision was made to rearrange the work tools at home to sell the product to customers, but without them seeing how they were prepared.
9. The decision was made to hire an additional person so that they could come to the door and take the orders, written in a small notebook, as well as deliver them in due time and charge customers.
10. In the patio outside the house, the decision was made to place two tables that with sanitation measures could only be used by two people at each one to eat lunch.
11. After three months the owner decides to return to occupy the iron structure where she was before, since not all the clients had passed through that place as they did and it was necessary to return, with all the security measures.
12. Then, after selling lunch food in a house for three months, the decision was made to rearrange once again the structure of the business, with some tarps that indicated that it was sold to take only food for lunch as a security measure, it is not known. they could consume food there.
13. Two months after having returned and continuing with the security measures to avoid contagion of COVID-19, it begins to allow tacos, gorditas, quesadillas, dobladitas, but only a certain number of people to taste there. It also continues to sell to take away.
14. It is now included to offer a new product that is broken corn tostadas with beans, nopales and molcajete sauce.
15. The visit of customers continues to increase, and it is necessary to make the iron structure of the business larger to provide a better service with all the established health measures.

In this way, it is seen that a process that consisted of fifteen decision-making that the owner had to carry out to continue with the source of employment of 6 people to date exists in the business to this day. And business at full throttle.

As can be seen, the decision-making process that was made at the time is composed of fifteen decisions, which allow the business to continue, and that this business represents the livelihood of 4 families that have been able to get ahead for approximately two years, with the same schedule that was had before COVID-19 and following all the measures that the health sector indicates to avoid the contagion of COVID-19.



Figure 1

Source: Recent photo 1 of the business. Taken on October, 2021



Figure 2

Source: recent business photo 2. Taken on October, 2021



Figure 3

Source: recent business photo 3. Taken on October, 2021

It can even be pointed out that COVID-19 has allowed the development of a food sales business in the municipality of San Juan del Río, which even allowed a son of the owner to continue studying and in August 2021 he began to study medicine, and on Saturdays this medical student helps fill orders and serve customers who come to consume the products offered.

As can be seen, in the business, the owner found herself in the circumstance of carrying out an administrative process that consists of the decision-making necessary to continue with her business and a source of employment for the personnel who continue to work there, both family members and employees.

Discussion

Checking, and according to the authors Simon (1982). Sfez (1984). Ivancevich, et al. (1997). Frank Harrison (1999). Robbins (2004). Drucker (2006). Hammond, Keeney and Raiffa (2006). Etzioni (2006). Aviño and Maella (2010) call it phases, premises, steps, elements, norms, stages or principles, the owner of the food business had to make a series of decisions that led her to form a process of them to continue in the market.

The relevant finding is that this microenterprise or business had a very positive growth impact in the face of the pandemic situation at the national and international level with COVID-19 in the municipality of San Juan del Río.

As could be seen, and according to the authors Simon (1982). Sfez (1984). Ivancevich, et al. (1997). Frank Harrison (1999). Robbins (2004). Drucker (2006). Hammond, Keeney and Raiffa (2006). Etzioni (2006). Aviño and Maella (2010) call it phases, premises, steps, elements, norms, stages or principles, business owners had to make a series of decisions that led them to form a process of them to continue in the market, using or not the information technology media, the relevant thing found is that small businesses have been able to get ahead in the face of a pandemic situation at the international level in our municipality, state and country Mexico.

Conclusions

With this project it was learned that the owner of a food micro-business, faced with any national and international circumstance, took a decision-making process to continue in the market.

Each business, even if it is small, can automatically establish an administrative process that includes decision-making according to its needs.

Businesses, although there are members of a family within them, are a source of income for their workers and their families.

The information can influence improvements in businesses, if they have it, but it will not be limiting before continuing in a market, despite the fact that the businesses that use it will benefit from better and less decision-making to exit ahead in business.

If there is already a control on the COVID-19 disease. It is proposed that businesses continue their working hours as they did before COVID-19, in this way as they are located in streets where many people pass, when it is possible to go out on the street in a normal way, it will be seen that businesses are already operating once more in the same place and under the same hours.

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Development and results of micro and small business in Mexico and Nayarit, from the training of microentrepreneurs

Desarrollo y resultados de la micro y pequeña empresa en México y Nayarit, desde la formación de los microempresarios

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Abstract

The research results presented below are developed within the framework of collaboration between the Academics Group of the Universidad Autónoma de Nayarit and the Universidad Tecnológica de la Costa, in Mexico. This research aims to analyze the different possible relationships between education and development in a region, in order to find the ways in which higher education can help to strengthen microenterprise development, as an element of general development. A descriptive statistical analysis of the survey developed in the project "Effect of crime and corruption in the management strategies of micro and small companies" of the Relayn is carried out, considering the results of the 4 main municipalities of the state of Nayarit, comparing them with the data of the national base. Finally, the results presented here show that, at least from the perception of the same microentrepreneur, there is a better performance of companies (in each of its different dimensions) and a better assessment of future expectations among those with a higher level of education, both at the national level and at the state level.

Resumen

Los resultados de investigación presentados a continuación se desarrollan en el marco de la colaboración entre los Cuerpos Académicos de la Universidad Autónoma de Nayarit y la Universidad Tecnológica de la Costa, en México. Para esta investigación se pretende analizar las distintas relaciones posibles entre la educación y el desarrollo de una región, a fin de encontrar las maneras en que, desde la educación superior se puede ayudar a fortalecer el desarrollo microempresarial, como un elemento del desarrollo general. Se realiza un análisis estadístico descriptivo de la encuesta desarrollada en el proyecto “Efecto de la delincuencia y la corrupción en las estrategias de gestión de las micro y pequeñas empresas” de la Relayn, considerando los resultados de los 4 principales municipios del estado de Nayarit, comparándolos con los datos de la base nacional. Finalmente, los resultados aquí presentados demuestran que, al menos desde la percepción del mismo empresario, hay un mejor desempeño de las empresas (en cada una de sus diferentes dimensiones) y una mejor valoración de las expectativas de futuro entre quienes tienen mayor nivel de escolaridad, tanto a nivel nacional, como a nivel estatal.

Higher education, Microenterprises, Local development

Educación superior, Microempresas, Desarrollo local

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† Researcher contributing first author.

Introduction

Much has been written about micro and small enterprises (mypes) in our country, in principle, because of the great weight they have in the economic structure by presenting 98.74% of the total number of incorporated companies (INEGI, 2021), and generate 61.20% of the total number of paid jobs (INEGI, 2019). Even though one of the criteria for microenterprises is to have 10 or fewer employees, and small enterprises have from 11 to 50 employees, the truth is that it is not possible to standardize the many realities they face, so it is necessary to delve deeper into their conditions to better understand them and from there, find alternatives for their strengthening.

It can be considered that the microenterprise arises because there is someone willing to undertake because an opportunity presents itself or, in the greatest number of cases, out of necessity (Martínez & Milone, 2016) and from that premise is that we seek to better recognize the characteristics of microentrepreneurs, on this occasion we try to answer the question Is there a relationship between the level of schooling of entrepreneurs and the results of the microenterprise?

Within the framework of the inter-institutional research project "Higher Education and Development in Nayarit" which aims to analyze the different possible relationships between education and the development of a region, and thanks to the work of the CA Business Development that participates in the Latin American Studies Network of Administration and Business (Relayn), we had access to the database (Peña Ahumada, Posada Velázquez, Aguilar Rascon, et al., 2019) of the survey "Effect of crime and corruption on the management strategies of micro and small enterprises" (Peña Ahumada, Posada Velázquez, & Aguilar Rascon, 2019b).

From the use of the 2020 Database (Aguilar Rascon et al., 2020) at first was what gave rise to the inter-institutional collaboration agreement to continue with the research, the profile of micro-entrepreneurs in the municipality of Santiago, Ixc was analyzed.

On this occasion, with information from a little more than 41,000 microenterprises at the national level and 1,086 in the state of Nayarit, the profile of the microentrepreneur takes the level of schooling as a central variable to confront it with their own perception of the performance of the microenterprise, its results and possibilities of success or failure for the future.

Here we present a comparison of the national and state results, finding that there are elements to affirm that there is variation in the perception of the present and future of microenterprises according to their level of schooling, being more positive the higher the level of schooling.

Methodology to be developed

In this work we continue the statistical analysis of the cited base, extending the sample to information from the municipalities of Tepic, Xalisco, (Ledesma Hernández et al., 2019), Bahía de Banderas (Enciso Peña et al., 2019) in addition to Santiago, Ixc. (García-González et al., 2019), thus integrating the results for the state of Nayarit, without being a representative sample of the reality of the entire state, except for the municipalities where it was applied.

The results presented for the state are compared with the data from the national base, specifying that it cannot be considered a national sample stratified by region, since it includes information only from the municipalities of the academic bodies participating in the survey. Even though the sample design cannot be considered statistically significant, the number of microenterprises contained in the database is high and attractive for identifying possible relationships between the variables included. In this exercise, moreover, the number of variables was reduced, considering the level of schooling of the microentrepreneurs as the central axis of the analysis. Finally, the aim is to find ways in which higher education can help strengthen micro-entrepreneurial development as one of the elements of the general development of the regions.

The survey used is based on the method of (Peña Ahumada, Posada Velázquez, & Aguilar Rascon, 2019b) and was applied by students at the participating technological universities in the month of February 2019 in direct interview and subsequent capture to the national platform created for the project. The variables selected for the present descriptive analysis, both for the state and national sample, are:

- Of the microentrepreneur: gender, age, whether he/she has children, marital status, level of schooling, type of higher education institution, personal perception of the operation, success or failure of his/her business.
- Of the enterprise: business activity, type of association, relationship with the founder, year of start of operations, number of workers, working family members, operating results, administration, sales.

For the comparative analysis, the variables or items were organized into 4 dimensions: a. Administration, b. Production, c. Sales, d. Personal perception of the company and 3 additional variables: personal satisfaction with the company's achievements, variation of the company's results with respect to the previous year and its success vs. the risk of bankruptcy, all crossed by the level of schooling of the microentrepreneurs and contrasting the state data with the national data.

Results

Characteristics of microenterprises

At the national level, 52% of the microenterprise production units are concentrated in 6 economic activities: miscellaneous, retail food and specialty stores, prepared food, small-scale food products and professional services activities. In terms of their type of association, 43% are informal, 39% are formal personal services and only 16% are formal businesses. In 56% of the microenterprises, the current owner is the founder, which can be explained by their youth, since 75% of them are less than 8 years old, a quarter are less than 3 years old, and the trend is found in microenterprises that are barely one year old.

The average number of workers is 4, with a trend of 2, and 85% state that they have female employees and 68% have family members among their employees.

In the economic structure of Nayarit, 54% of the microenterprise production units are concentrated in the same 6 economic activities: miscellaneous, retail food and specialty stores, prepared food, small-scale food products and professional services activities; however, fewer of them operate informally, only 38.5%, 40.5% are formal personal services, while 19.4% are constituted as formal companies, 3 points more than the national average. In 61% of the microenterprises, the current owner is the founder, coinciding in that the trend is in the first year of life of the enterprises. The average number of workers is 4, with a trend of 2, the same as in the national data, and 72.5% have family members among their employees.

Characteristics of microentrepreneurs

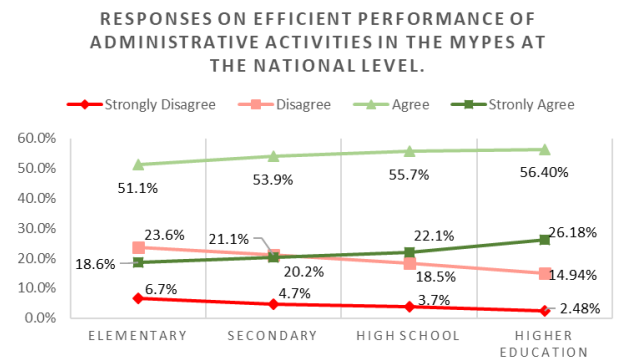
At the national level, 51% of microentrepreneurs are male, 49% female. The average age is 41 years, with the youngest being 16 and the oldest 98; 50% of the microentrepreneurs are between 30 and 50 years old. Seventy-eight percent have children and 67% have a partner. Regarding their level of schooling, 14% only have primary school, 24% have secondary school, 31% have high school and 31% have higher education; the latter were asked about the institution in which they were educated, and 27% went to public universities, 24% to technological and polytechnic universities, 21% to teacher training colleges, 15% to technological institutes and 13% to other subsystems. Regarding their perception of their own companies, 71% say that they consider their company to be successful and only 11% consider their company to be at risk of bankruptcy.

In the state sample we find that 52% of microentrepreneurs are male, 48% female. The average age is two years older than the national average, at 43 years, but with a lower range, with the youngest being 17 years old and the oldest 86 years old; 50% of the microentrepreneurs are between 34 and 50 years old. Eighty-one percent have children, 3 points above the national average, and 71% have a partner.

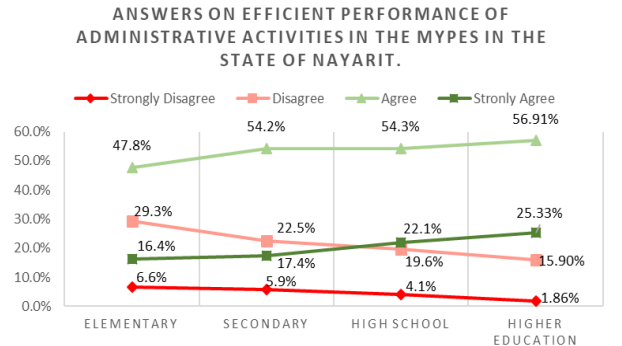
As for their level of schooling, the proportion is more or less similar to the national data in the first levels, since 12% only have elementary school, 23% have secondary school, 29% have high school and 36% have higher education, the latter 5 points higher than the national average, which coincides with the difference in favor of our entity in the coverage at this level. Regarding the type of training institution of those who have a higher level of studies, there is also coincidence with the national data, since 29% did so in public universities, 28% in technological and polytechnic universities, 21% are normal students, 10% in technological institutes and 8% in other subsystems. Regarding their perception of their own companies, 75% say they consider their company to be successful, 4 points higher than the national average, and only 9.5% consider their company to be at risk of bankruptcy.

The operation of the business vs. the schooling of the microentrepreneur

In the survey through which the information was obtained, the microentrepreneurs were presented with a series of indicators to be valued through a Likert scale, which were averaged and then broken down by the level of schooling of the microentrepreneurs in both the state and national samples as presented below, using green for positive qualities, and red for negative ones, differentiating with the hue the state and national samples.

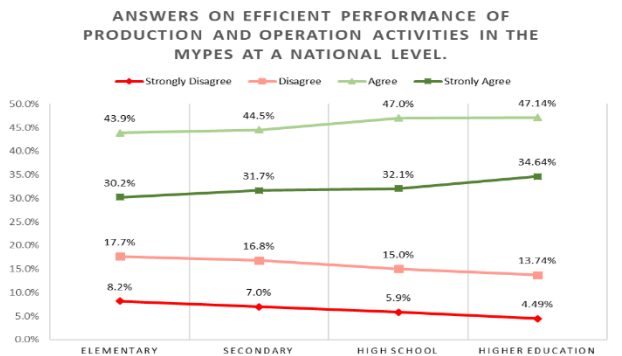


Graphic 1 Mexico - Results of management activities
Source: Prepared by the authors with information from the research

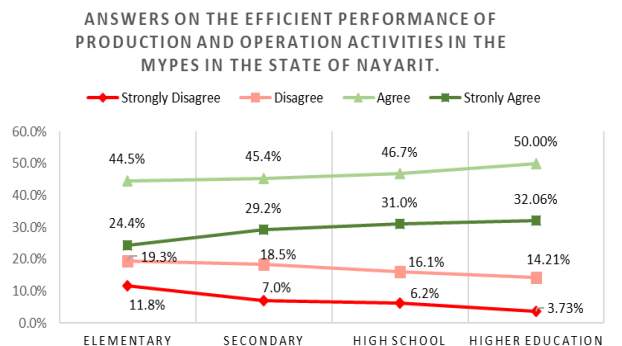


Graphic 2 Nayarit - Results of management activities
Source: Own elaboration with information from the research

In this "Administration" dimension, indicators related to Human Resources, Management, Finances and Suppliers were concentrated, as elements that can account for the internal organization of microenterprises. In both cases the trends are confirmed, being clearer in the case of the state. It is relevant that, in both cases, it is around 83% of the microentrepreneurs with higher education who consider that their companies function well in these aspects, compared to 57% of those with primary education in the national sample and 54% in the state sample.

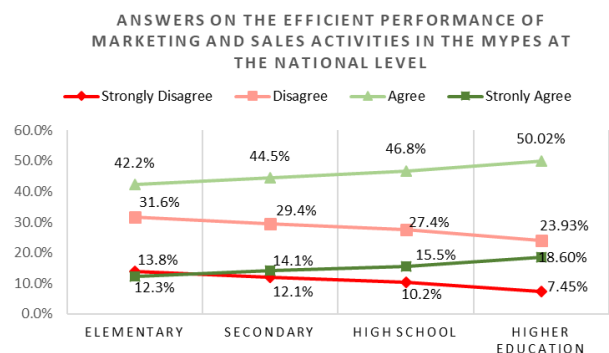


Graphic 3 Mexico - Production/Operation
Source: Own elaboration with information from the research

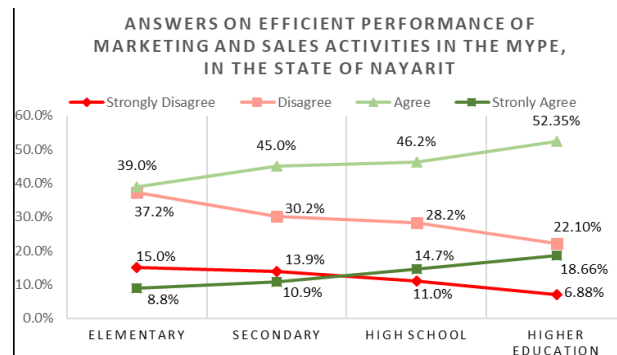


Graphic 4 Nayarit - Production/Operation
Source: Own elaboration with information from the research

In this dimension "Production-Operation", indicators that reflect the "actions taken by the company to generate something of value that the market needs and for which it is willing to pay" () were concentrated. Although the difference between microentrepreneurs with only primary schooling and those with higher education is not very marked, there are clear upward trends of a better perception with higher education at both the state and national levels.



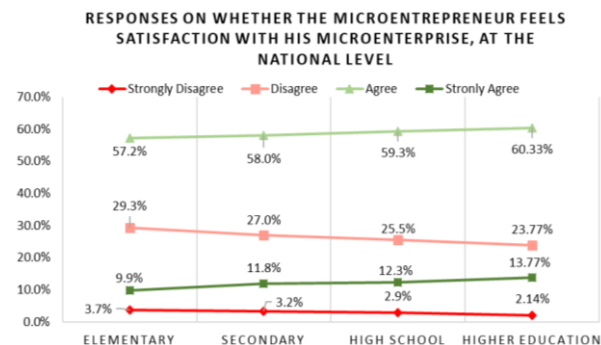
Graphic 5 Mexico - Marketing/Sales
Source: Own elaboration with information from the research



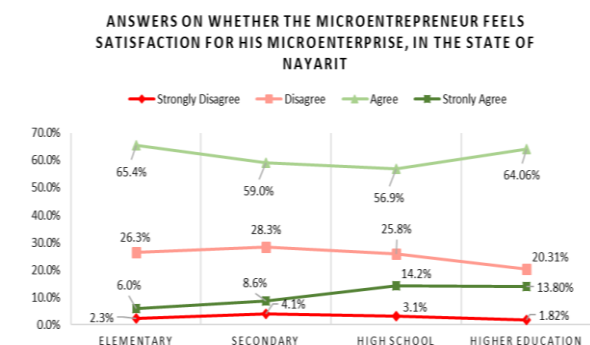
Graphic 6 Nayarit - Marketing/Sales
Source: Own elaboration with information from the research

This dimension "Sales" integrates information related to market analysis, marketing, customers and sales management. It refers to elements that show how the microenterprise carries out the processes of recognizing its potential market and the competition, territory, customer opinion, product placement strategies, etc. As can be observed at both the national and state level, although more accentuated in the latter, there is a clear tendency to value their work positively to the extent that they have more schooling.

The fourth dimension "Personal Satisfaction" is composed of three variables: 1. the personal satisfaction of the microentrepreneur with the results of the microenterprise, 2. the evaluation of the results of the enterprise for the current year (2019) compared to the results of the previous year, and 3. a combination of their perception of the success of the enterprise compared to the risk of bankruptcy they consider themselves to have.

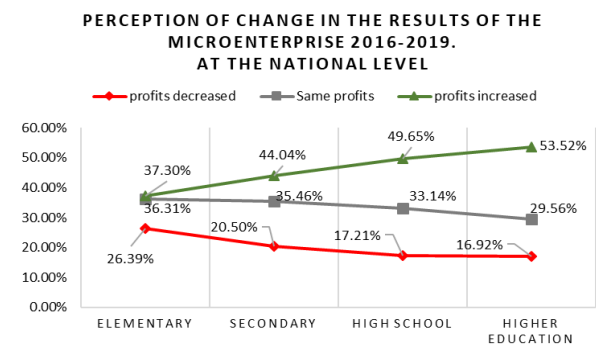


Graphic 7 Mexico - Satisfaction with the company
Source: Own elaboration with information from the research



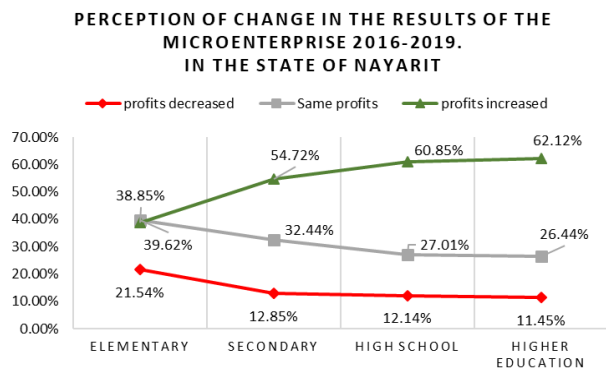
Graphic 8 Nayarit - Satisfaction with the company
Source: Own elaboration with information from the research

It could be concluded that microentrepreneurs in general are satisfied with what they do, regardless of their level of schooling, which responds more to the appreciation of their own effort than to the results obtained.



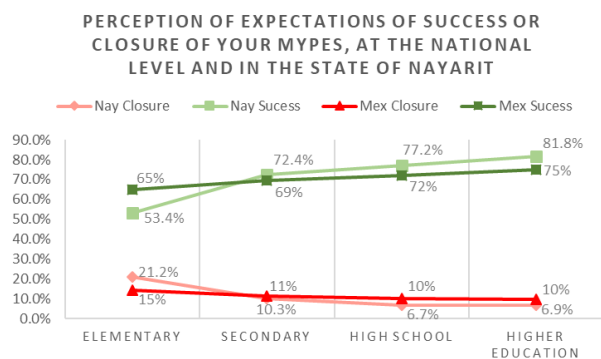
Graphic 9 Mexico - Variation in Results
Source: Prepared by the authors with information from the research

GARCIA-GONZÁLEZ, Frasm, NAVARRO-TELLEZ, María del Carmen, ALTAMIRANO-ROLDÁN, Glafira Eugenia and MALDONADO-CAMACHO, Enoc. Development and results of micro and small business in Mexico and Nayarit, from the training of microentrepreneurs. Journal-Microeconomics. 2021



Graphic 10 Nayarit - Variation of Results
Source: Own elaboration with information from the research

Looking again at the results of the company, it becomes more evident that there is a direct relationship with schooling, since 54% of those with higher education in the national sample and 62% of the state sample consider that they improved, compared to 17% and 11% of the national and state samples who consider that they decreased; following the downward trend, the most unfavorable evolution is found in the companies run by microentrepreneurs with primary education.



Graphic 11 Nayarit - Success vs. Risk Closure
Source: Own elaboration with information from the research

Finally, the microentrepreneurs were asked how much they consider their business to be successful and, in another question, how much they considered it to be at risk of bankruptcy; the results show once again that among those with more schooling, the evaluation is much better; in the national sample of businesses, those with higher education rate the conditions of their businesses 10 points higher than those with only primary education; while for the sample of businesses in Nayarit, the difference is more marked, since among those with higher education their evaluation is 28 points higher than those with only primary education.

Conclusions

Although microenterprises cannot be considered a space for professional practice given that most of them are located in economic activities for which specific training is not necessary, the results presented here show that, at least from the perception of the entrepreneurs themselves, there is a better performance of the enterprises and a better valuation of future expectations among those with a higher level of schooling.

The results of the national and Nayarit samples were presented, showing few variations, which allows us to infer that even though microenterprises respond mainly to the conditions of their immediate context, the general characteristics (and problems) are shared throughout the country.

Although the responses on the performance and results of the companies are based on the perception of the entrepreneurs themselves (i.e., they were not confronted with tangible evidence of the same), the fact that the more schooling they have, the more optimistic they are, opens new questions regarding what higher education is contributing to them, since it is confirmed that it is not technical preparation, since in general the line of business of the microenterprise is not linked to their training. What is undeniable is that higher education provides a series of general competencies, in addition to the disciplinary ones, such as the development of organizational skills, work culture, greater understanding of institutional life, records and procedures, teamwork, as well as social skills, which we should continue to explore. The fact that the state reality is very similar to the national one confirms the need to find our own explanations and strategies to ensure that the higher education - microenterprise development link has an intentionality, is proactive and does not only react to general tensions.

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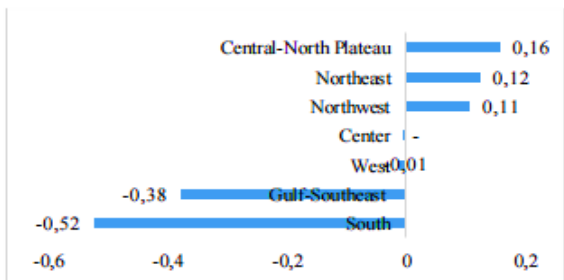
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		Surface	Population	Gross Production
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2. Northeast.	Coahuila; Nuevo León; Tamaulipas. Aguascalientes; Durango;	15.1%	9.3%	15.6%
3.Center North Plateau.	Guanajuato; San Luis Potosí; Zacatecas. Colima; Jalisco; Michoacán;	15.1%	10.9%	9.2%
4. West.	Nayarit. Distrito Federal; Hidalgo; México; Morelos; Puebla; Querétaro;	8.7%	11.9%	10.2%
5. Center.	Tlaxcala. Chiapas; Guerrero; Oaxaca.	5.1%	33.7%	34.8%
6. South.	Campeche; Quintana Roo;	11.8%	10.0%	4.7%
7. Southeast Gulf.	Tabasco; Veracruz; Yucatán.	12.1%	12.4%	13.0%
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