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Presentation of Content

In the first article we present, *Evolution of micro and SME's innovating senior management supply chains*, by Vázquez-Valerio, Gabriel Adrián, Cortés-Hernández, Patricia, Pecina-Rivas, Erika María and Cuellar-Orozco, Armando, with adscription in the Tecnológico Nacional de México /Tecnológico de Estudios Superiores de Cuautitlán Izcalli, as next article we present, *Customer loyalty and retention. A marketing strategy based on the creation of promotional content and its effect on the consumer through the relationship with influencers*, by Ruíz-Valdés, Susana, Ruíz-Tapia, Juan Alberto and Cruz-Solís, Ivette del Rosario, with ascription in the Universidad Autónoma del Estado de México, as next article we present *Partial Administrative Audit of the human resources area of an artisan bakery in the State of Veracruz*, by Solorzano-Rios, María Judith, Balderrabano-Briones, Jazmín, Díaz-Azamar, Álvaro and Rojas-Alonzo, John Henry, with ascription in the Tecnológico Nacional de México - Instituto Tecnológico de San Juan del Río, as next article we present, *Quality and customer loyalty in the port services of Manzanillo*, by Reyes-Real, Oscar Bernardo, Osegueda-Rodríguez, Rubí, Amezcua-Vivaz, José de Jesús, with ascription in the Universidad de Colima.

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Article

Evolution of micro and SME's innovating senior management supply chains

Evolución de mipymes innovando cadenas de suministro de alta dirección

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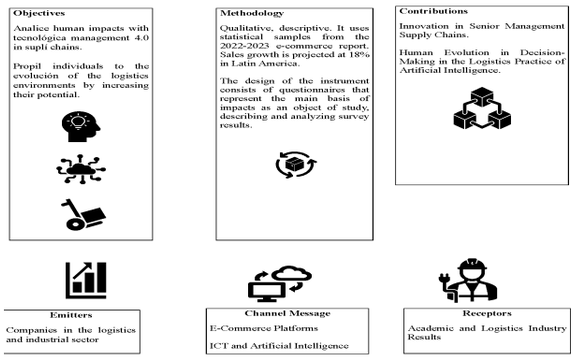
Abstract

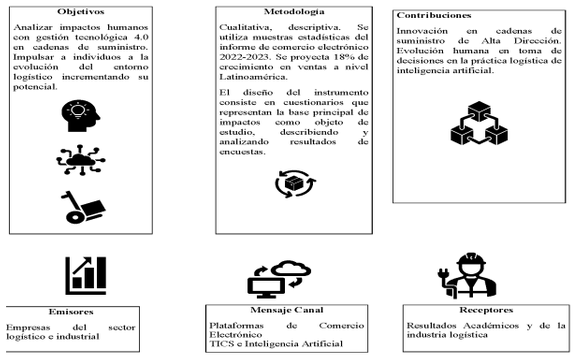
Post-pandemic technology guides individuals to evolve strategic thinking by creating logistics solutions. The digital paradigm of MSMEs must innovate by linking administrative thinking with technology. Objectivity analyzes impacts on management 4.0 in supply chains, driving the individual to disrupt the logistics environment.The methodology is qualitative, descriptive. Using statistical samples. The design of the instrument consists of questionnaires that represent the main basis of impacts as an object of study, describing and analyzing survey results. The results represent 52% of MSMEs that sell online in Mexico and 48% sell through other channels, in addition productivity losses are explored with the impact of COVID-19. It is concluded that business evolution 4.0 generates adaptability to human evolution in the design of new visions of creating supply chains with a digital focus in the state of Mexico, resulting in an increase in operations by electronic commerce.Human evolution and its adaptation to a technological cognitive level is decisive to positively impact challenges in industry 4.0 and create strategies to balance occupational human wear to improve the quality of work and productive life in business entities.



Supply chains, digital evolution, management thinking

Resumen

La presente investigación tiene por objetivo evaluar el efecto de la composta salina La tecnología en postpandemia orienta a individuos a evolucionar creando soluciones logísticas. El paradigma digital microempresarial debe innovar vinculando al pensamiento administrativo con la tecnología. La objetividad analiza impactos humanos con gestión 4.0 en cadenas de suministro, impulsando al individuo a la disrupción del desempeño aplicado al entorno logístico. La metodología es cualitativa, descriptiva. Utilizando muestras estadísticas del informe de comercio electrónico durante 2022 y perspectivas para 2023. Según e-Marketer México tiene 18% de crecimiento en ventas de comercio electrónico a nivel Latinoamérica. Y Statista estima que México crecerá anualmente un 16.8% de manera anual hasta 2025. El diseño del instrumento consiste en cuestionarios que representan la base principal de impactos como objeto de estudio, describiendo y analizando resultados de encuestas. Los resultados representan un 52% de MiPymes que venden por internet en México y un 48% venden por otros canales, además se exploran pérdidas de productividad con el impacto del COVID-19. Se concluye que la evolución empresarial 4.0 genera adaptabilidad a la evolución humana con nuevas visiones de crear cadenas de suministro con enfoque digital en el estado de México, teniendo como resultado un incremento de operaciones por comercio electrónico. Es determinante la evolución humana y su adaptación para impactar positivamente en la industria 4.0 y crear estrategias que equilibren el desgaste humano para mejorar la calidad de vida laboral y productiva en entes de negocios potenciales.



Cadenas de suministro, evolución digital, pensamiento administrativo

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Introduction

The objective of the article is to analyse and describe impacts of companies in the post-pandemic COVID-19 transition that affected businesses by a new digital paradigm deriving economic, financial and business health challenges worldwide. Most micro, small and medium-sized enterprises in Mexico experienced financial disadvantages due to a structural technological insufficiency in supply chains to support customer demand through e-commerce and logistics innovation. This altered supply chain arrangements and generated the evolution of human, strategic and administrative thinking to create the required solutions.According to (García, 2021: P. 12) "the world is experiencing a health, humanitarian and economic crisis". Therefore, the top management strategist designs tactics to face adversity in the face of these crises. Thus, innovation factors are proposed in supply chains that evolve in the business and technical management of individuals in operational interaction through digital processes and subsequently at the organisational innovation level in MSMEs.

Therefore, the importance of analysing and describing the impacts to which the internal actors of the organisations were ejected and to transcend evolutionarily in the constant doing of activities that add up to productivity.

Problem statement

The problem statement analyses the level of adaptation of individuals to digital technology as an initial impact on the use of logistics operations of MSMEs in the retail sector, resulting in an insufficient response capacity in warehouses and inventories. Therefore, a primary action related to the affectation of the worker's occupational health with an impact on work stress is originated and as a second action is the technological business management with an evolutionary approach to digitalisation. Therefore, the added value of the approach of this research is directly related to the advancement of human intelligence and the sensitivity of the individual to adapt to the post-pandemic technological environment that involves the disruptive learning of learning new digital dynamics of logistics, making the final action of thinking and executing the operational tactics in land freight transport companies using digital technology and artificial intelligence.

The research is carried out in the state of Mexico, exploring the logistics corridor of the municipality of Cuautitlán Izcalli. The problem to be solved consists of identifying the advantages of technological business management in Industry 4.0 and simultaneously the repercussions that affect individuals due to the operational wear and tear of the logistics activity that affects the top management of micro, small and medium-sized companies.

Analysing and describing the proposed dimensions with impact on the reduction of economic income, delays in the delivery of products, decrease in cash flow, human-technological impact and cancellation of orders. Therefore, the evolution is a necessity for the adaptation of competitive environments in a digital context for companies in the logistics operations and supply chain optimisation sector.

Central hypothesis

Does technological business management in supply chains create positive impacts on micro, small and medium-sized enterprises in the logistics corridor of the municipality of Cuautitlán Izcalli to evolve at the human-technological-business level with the guidance of senior management, increasing productivity and affecting worker performance by adapting to virtual and digital environments?

Therefore, digital evolution drives individuals to transcend and interact technologically, accepting the techno-digital paradigm and cognitively adapting to evolve towards innovation in supply chains to immerse themselves in a new digital paradigm of artificial intelligence that increases productivity. At the same time, evolving the individuals of the organisational entity has as a trend the business evolution and the strategic conduction of the new design in supply chains.

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Development

In the post-pandemic, the design of business strategies to optimise processes through digitalisation depends on human and management thinking with a focus on supply chains. From this moment a disruptive process begins from 2020-2024 and a point of projection towards human evolution in the coming decades.

In the way of thinking and manipulating technology that unify economic and commercial frontiers with digital reach towards a human technological disruption of innovation design at the administrative and strategic thinking level towards logistics evolution with artificial intelligence with greater interaction via the internet that impact distribution centres. Influencing the increase in working hours that detonate work stress impacting worker health. Another important impact of supply chains is at the human level, as a first step towards the projection of innovation is the set of ideas among collaborators to reconcile collective interests and execute an action plan. Within this, the social, environmental and corporate responsibility behaviours of individuals are established to achieve goals. And they will have to show their social evolution by demonstrating techno-digital management to interact with artificial intelligence artefacts.

Therefore, the problem to be solved is based on the economic contraction that made it impossible for MSMEs at micro and macro business level in relation to their business system and sales platform for the sustainability of this. Since it caused a decrease in economic income, delays in product deliveries, decreased cash flows, human and technological impacts, as well as cancellation of customer orders. Opting for the tactic of remote teleworking with internet coverage for workers at management level. Identifying e-commerce as a major advantage in the execution of operations reflected in financial income. And as a logistics strategy executing distribution for products from main company warehouses.

This resulted in a high level of operations and occupational attrition in the Mexican logistics business sector, affecting individuals inserted in this area of work. This caused a decrease in human performance.

This generates the opening of entrepreneurs to manage digital tools immersed in logistics 4.0, specialise supply chain processes and mentally evolve towards new models of strategic thinking to face the challenges of the post-pandemic and adopt strategies now in the new digital era.

In the first instance, the evolution at the individual level and as a consequence directing the business evolution of micro, small and medium-sized enterprises with the technological direction of top management applied to supply chains for greater control of operations in times of economic and commercial instability with technological inference.

According to Rosenberg quoted by (Benavides, 1982: P. 53) "technology configures physical reality by creating artefacts of natural transformation turning it into an extension of the human body". Therefore, it is suggested to extend the evolutionary analysis of nature proposed by Darwin: from natural technology to the transition of man's productive organs that design thinking strategies and human evolution through time. Consequently, the business evolution of MSMEs is based on the adaptation to different practices based on digital technology that will lead the disruptive thinking of senior management towards a new digital paradigm in the coming decades. The supply chain is a constant and evolving dimension to generate competitive advantage and efficiency in relation to time, resource utilisation and process design in the logistics industry.

Thus, from 2020 onwards, we have moved from the conventional technological transition to the technological-digital transition, where the productive organs of man form the fundamental cognitive design that impacts on the construction of strategies to apply new knowledge in supply chains and obtain economic and financial returns in businesses in the logistics field through e-commerce.

Postpandemic orients companies to maximise operations, the human disruptive effect is adaptive to the causal impact. The acceleration of processes represents dependent and independent variables that impact the occupational health of the individual in the logistics activity.

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Therefore, the productive organs of workers must be in favourable conditions to increase their working power. That is to say, operations are potentiated to increase productivity and the human cost has repercussions on the level of health of the worker, impacting their working life and emotional state.

This is one of the main contributions with social impact to this article. In this digital human evolutionary transition, both the independent variables are related: business productivity and the dependent variable, the emotional state of the human factor from the perspective of occupational health. Therefore, a qualitative methodology with a descriptive study is proposed.

Thus, a conjunction is established between the operations of supply chains and worker health in an organisational environment that both argue the dichotomy of the behaviour of a new digital paradigm with economic, social, political, technological and health management interaction that takes shape with the adaptation of the individual to the virtual environment of supply execution.

Faced with the insertion of the new paradigm, the structural reaction capacity demonstrated by business leaders to contain the economic demand for digital platforms in e-commerce has generated the evolution of supply chains. The redesign of these has generated innovation in the first instance human and in the second instance techno-digital that links MSME operations in smart industry. Therefore, the business evolution of micro, small and medium enterprises is driven by leaders who guide change in the area of logistics and supply chains.

Thus, according to (Macías, 2021: Pag.1659) "Any change involves factors that impact the attitude of people".

This attitude is elemental in the digital human evolution to thrive in business and global competitiveness scenarios.

Faced with this situation, top management must evolve by aligning their organisational culture and human skills with the current paradigm of the current decade 2020-2030.

According to (Casillas, 2020 Pag. 1641) "The supply chain integrates international policies, and is not exclusive to the distribution of products" Therefore, smart business technology management in Industry 4. 0 of supply chains generates positive advantages in digital human evolution, integrating material supplies and global policies that impact the evolution of the human syndrome of digitalisation of continuous activity.

(SHDAC) affecting their psychomotor health as the individual's productive organs are immersed in logistical and digital operations managing e-commerce activities with involvement in warehouses and inventories that monitor supply chains. Having a scope with a primary action related to occupational human attrition and the independent variable: business technology management with an evolutionary approach to business digitalisation.

Therefore, as a contribution to science, it is essential to analyse the collateral effects of the individual inserted in MSMEs in the long term, as the trend will be standardised in the digital context of global trade, generating incremental economic impacts and damage to the worker's health. These impacts are related to the chain of problems, mainly human health, mental health, visual and occupational wear and tear. Therefore, human evolution in the digital and business context in the fourth digital revolution 4.0 is oriented towards empowering top management to achieve better results considering productivity and occupational health variables in a business. That is, the human evolution of the quality of time in processes for better occupational health and not for an increase in operations that wear the individual down with information saturation on digital platforms. Therefore, balancing human health benefits and emotionally preparing the worker for technological evolution by performing quality activities at the scale of productivity in occupational health and digital efficiency is the scope of this article. According to (Araujo, 2020: p. 155) "e-commerce gives rise to a global expansion of operations" Therefore, top management minds must innovate processes, and interconnect needs on a global scale to engage individuals in the disruptive digital paradigm shift.

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(Valerio, 2021: Page 1671) He states "the COVID-19 exposed the vulnerability of people to change and technological interaction". Therefore, the new normal in Mexico integrates the construct of human modification that gives the preamble to the evolution with tools focused on productivity in supply chains and an increase in work stress.

According to (Enriquez, 2020: Page 185) "the Blockchain is a tool that has revolutionized supply chain management".

Being this a logistic model of evolution performance in smart supply chains according to human evolution and understanding the complexity of categories explored in companies.

Methodology

The type of methodology is qualitative, carrying out a descriptive study. Integrating a questionnaire instrument of exploration of categories of companies and dimensions of impacts for data collection with structured questions using the Likert scale, which was applied to the top management of 10 MSMEs in the state of Mexico in the logistics corridor of the municipality of Cuautitlán Izcalli.

Box 1

Table 1

Questionnaire Categories

Company Categories	Impact Dimension
A1: 5PL	Decreased revenues: Affecting economic revenues to businesses due to economic contraction in the pandemic.
B2: 5PL	Delays in product delivery: Deficiencies in distribution processes due to the absence of e-commerce platforms.
C3: 4PL	Decrease in cash flow: Decrease in business sales due to low consumption trend.
D4: 4PL	Human-technological impact: Recognition of the need to evolve and innovate processes in supply chains in micro, small and medium-sized enterprises.
E5: 5PL	Cancellation of customer orders.
F6: 4PL	Low productivity of transport operators
G7: 3PL	Lack of training of transport operators
H8: 2PL	Deficiencies in reverse logistics programmes
I9: 1PL	Deficiencies in last mile programmes
J10: 1PL	Lack of technology in warehouses and inventories.

Source: Own elaboration

Each dimension of impact represents the most representative value of the current situation that integrates the problem statement, where through the design of the questionnaire and the information collected when generating the surveys, relevant information is obtained to describe, correlate with the dependent and independent variables and analyse the object of study.

The article uses for its analysis categories of companies in terms of their constitution and operation and the dimension of impacts on supply chains and digital human evolution as a need to evolve entrepreneurially from the perspective of the top management of MSMEs, which is the preamble to the global economic contraction and the beginning of the current post-pandemic health in the foreground and secondly at the business economic level. Since, by impacting the economic effects on entrepreneurial business models, it therefore affects the individual's ability to increase skills and generate effectiveness in processes. Hence the need to innovate micro, small and medium enterprises through the evolutionary strategic thinking of top management.

The problem statement exposes the impact of the COVID-19 pandemic as a whiplash effect on economic contraction affecting consumption and business sales. This impacts on the operation of warehouses and inventories, generating an insufficiency in the production and distribution response capacity to the goods market, as the personnel in the companies were not adapted to this post-pandemic digital operation dynamic, which covers the beginning of a decade from 2020 to the current year 2024.

Population and sample

N= 10 economic units in the State of Mexico.

Each economic unit (EU) corresponds to a company examined on the basis of its constitution and level of logistical operation. 1pl: Company that directly stores and transports its own merchandise independently, 2pl: Suppliers that are in charge of providing their means for the storage and transport of merchandise to contracting companies. 3pl: Suppliers that have their own warehouses and transport fleets and assume responsibility for managing these resources as part of their logistics services.

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4PL: Suppliers that take on the management of the entire supply chain of the contracting companies. 5pl: suppliers that have extensive capacity to manage multiple supply chains. Therefore, the following categories were given to the companies in order to maintain confidentiality of information:

A1, B2, C3, D4, E5, F6, G7, H8, I9, J10.

Company A1 is a transport company in classification 5pl. It has 50 employees, 32 of whom are men and 18 women.

Company B2, which offers parcel delivery services, is classified as a 5PL. It has 37 employees, 29 men and 8 women.

Company C3 is a logistics consultancy and advisory service, classified as 4pl. It has 23 employees, 13 men and 10 women.

Company D4, develops logistics and warehousing auditing and consultancy services, classified as 4pl. Classified as 4pl, it has 32 employees, 20 men and 12 women.

Company E5, develops e-commerce services and contracting of logistics operators, classified as 5pl. It has 49 employees, 36 men and 13 women.

Company F6, which carries out cross-docking activities, classified as 4pl, employs 27 workers. 20 men and 7 women.

Company G7 is engaged in warehousing and inventory management, classified as 3pl. It has 26 workers. It has 26 workers, 19 men and 7 women.

The company H8, corresponds to packaging, classified as 2pl. It has 19 workers. 15 men and 4 women.

Company I9 corresponds to warehousing, classified as 1pl. 13 men and 2 women.

The company J10, which is classified as 1pl and has 13 workers, 10 men and 3 women, carries out cargo transport and storage activities.

Proportions of 50%; Reliability: 95%; Margin of error: 5%.

Data collection

The required size was 10 economic units and we managed to survey 5 directors, 3 owners, and 2 people responsible for logistics operations at the head level of the MSMEs with between 1 and 50 employees. We proceeded to carry out the surveys, and obtained the results and quantified percentages of impacts that influence the evolution of supply chains in this representative sample of companies, and therefore, the need to innovate and evolve in senior management.

Box 2

Table 2

Main impacts detected in the companies

Company Categories	Technological Innovation Variables	% Impact
A1	Declining revenues	83
B2	Delays in deliveries	63.1
C3	Decreased cash flow	73.2
D4	Influence and technological innovation	57.3
E5	Supply Chain Management	51.2
F6	Low productivity of transport operators	54
G7	Lack of training of transport operators	46
H8	Deficiency in reverse logistics	36
I9	Deficiency in last mile	23
J10	Lack of technology in warehousing and inventories	38

Source: Own elaboration

Box 3

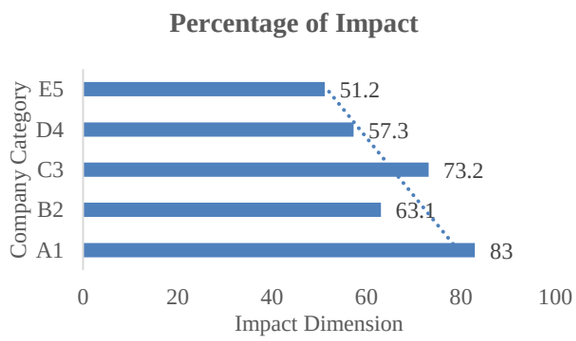

Figure 1

Source: Own elaboration

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Box 4

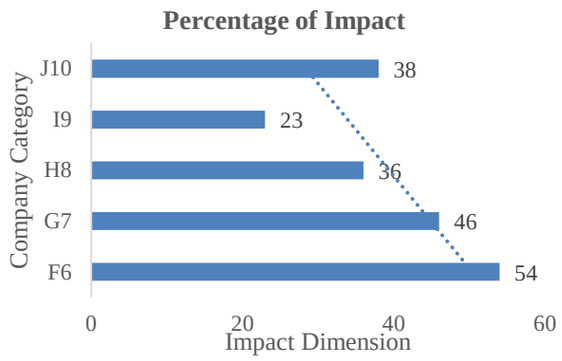

Figure 2

Source: Own elaboration

Methodology to be developed

This article is a qualitative research with a descriptive study. In which an administrative and logistical diagnosis was carried out in order to obtain information on the performance of the supply chains of micro, small and medium-sized enterprises in the logistics corridor of the municipality of Cuautitlán Izcalli in the State of Mexico.

The subjects of the study are 10 economic units located in the logistics corridor of the municipality of Cuautitlán Izcalli in the State of Mexico. In order to respect the confidentiality of these economic units at the level of MSMEs micro, small and medium enterprises, they are established in categories with dimensions of impact: A1, B2, C3, D4, E5, F6, G7, H8, I9, J10.

The categories in the questionnaire instrument for the research in this article show a tendency towards technology variables as an influence of human evolution in logistics and supply chain activity in a digital context.

Thus, the importance of promoting digital operations in the new normality of MSMEs is noted, with technology being an emotional stimulus of the human evolution of administrative, strategic and technological 4.0 thinking. That is, the nature of the pandemic covid-19 influenced countries and companies globally to maintain global trade operations and thus innovated processes in supply chains, this innovation influences the human evolution of management thinking with influence on top management.

Therefore, in the state of Mexico in the municipality of Cuautitlán Izcalli, according to table 1: Impacts and variables of technological innovation, the results of the scope in productivity in the surveys applied to the companies are obtained. Thus, the higher percentages have the greatest bias of opportunity to improve in order to empower operations with intellectual efficiency.

According to (Vera, 2019: Page 84) emotional intelligence "oversees emotions that facilitate thinking, promoting emotional and intellectual growth".

Therefore, human evolution in top management grows emotionally and intellectually by incorporating global and technological policies facilitating the standardisation of thinking in the business community creating value chains in the tangible and intangible goods that organisations produce.

According to (Goran, 2020 p. 1642) "the chain is the arrangement of business agents where goods can be traded".

Therefore, operations are managed from an electronic control panel. It evolves to get more business and more customers.

Therefore (Yang, 2020 Page 1643) states "The supply chain increases business efficiency and strengthens international advantages". Thus, MSMEs are in digital evolution from the human and administrative thinking of top management. Converging on technological innovation with evolutionary strategies in the new post-pandemic paradigm.

According to (AMVO, 2022 Pag. 13) mentions "e-commerce in Mexico reached $ 401.3 billion pesos in 2021, increasing by 27% compared to 2020". This 27% growth is the global war, commercial and economic trend with modification in consumer thinking to interact with digital devices weaving the whip effect in supply chains by online purchases that impact on warehouses and inventories.

According to (Cannella, 2010 p. 134) he states "the whiplash effect determines an alteration of production plans and instability of inventories".

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Therefore, this impacted companies to innovate their supply chain processes by integrating agents.

According to (Cuervo, 2021 Pag. 335) "the integration of commercial agents has increased the optimisation of supply chains", which implies digital human evolution. Thus, the items proposed for use in the research questionnaire are integrated into the context of needs generated in the post-pandemic of digital technology and human evolution that underpin top management decision making.

It contributes to the article that the critical thinking of the business leader must cognitively evolve by understanding automation as an alternative to interpret simulation models for optimal decision making. Therefore, human digital evolution must be aligned with global trends of supply, demand and technological progression of international trade in the current post-pandemic.

Therefore, (Martí-Noguera, 2020 Pag. 395) states that "the progressive reorganisation of e-commerce requires the training of individuals" (Martí-Noguera, 2020 Pag. 395).Understanding that the mental evolutionary progress of individuals leads to concatenate human consciousness in the digitisation of operational processes in logistics and supply chain to implement strategic changes.

According to (Garcia-Humantumba, 2022 Pag. 96) "Competitiveness is an integrated multifactorial variable of innovation and technological progress".

This calls for individuals to evolve in a human and digital way to face adversity and compete globally.(Alba, 2016 p. 30) He states "promoting technology among individuals in supply chains must integrate human management components".Therefore, human evolution and hermeneutics converge to innovation to evolve in the current technological and digital paradigm.According to (Nugent, 2019 p. 1138) "Supply chain management sets goals from the human to the economic".The above connotation expresses the need to evolve, establishing the transition of human productivity from the context of occupational health to the transition of adaptability to virtual environments with a digital focus.

Thus, digital human evolution is part of the fourth industrial revolution to complement technological structures with scientific advances and productivity planning in supply chains with human impact and technological influence in Industry 4.0.(Mathison, 2007 p. 71) states: "Competitive advantage distinguishes between lower-order and higher-order advantages".

In itself, the cognitive design of human evolution is the priority reference for business leaders who determine supremacy in the face of changes among world powers and their strategic leaders to establish digital differentiation strategies through the creation of tangibles and intangibles.

Discussion

The final contributions of the article establish that the dimensions as an object of study analysed by means of the surveys guide the need to innovate organisations and evolve their leaders. The new post-pandemic trend adapts a new mental model to the impact of the COVID-19 health contingency, which has modified belief systems in the way of doing business and logistics operations with digital technology.

It is important to propose logistics models from top management to evolve from management thinking with human disruption as cognition in a productivity model. The main impacts on supply chains cause effects on companies to empower themselves and become more efficient. However, before this, top management must evolve in their strategic thinking.

Finally, it is concluded that business management 4.0 generates positivity to the digital human evolution of the logistics sector in the state of Mexico, resulting in increased operations and therefore productivity. The digital evolution guides the human being to transform and the top management to be sensitised to the digital human evolution to intellectually develop best practices by understanding inventory turnover in weeks of supply, average weekly sales at cost, annual sales at cost, weeks of supply and average aggregate inventory values.

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Finally, to decrease the negative impacts of table 1, it is crucial that the human factor evolves and adapts to a technological, virtual and digital level to positively impact supply chain operations in Industry 4.0 and balance occupational attrition to improve the quality of productive working life in micro, small and medium enterprises.

Conclusions

Based on the research and development of this article, it is concluded that the growth of the Mexican country in relation to Latin American sales is 18% between 2020 and 2023. And the estimated annual growth until 2025 will be 16.8%. This is due to the increase in e-commerce operations and the need for micro, small and medium-sized companies to sell their products online. Also, according to the information in table 1 and table 2, the results of the 100-item surveys applied to the selected companies are considered. And the impact factor of the selected answers is quantified.

Therefore, in the short and medium term, companies will have to evolve their logistics and supply chain systems in order to evolve their operations, designed from the top management.

Recognising possibilities for improvement through the incorporation of digital platforms and artificial intelligence models that will have a rapid impact in response to changes in the global economy and natural events such as the covid-19 pandemic at the international level.

Conflict of interest

The authors declare that they have no conflicts of interest. They have no known competing financial interests or personal relationships that might have appeared to influence the article reported in this paper.

Authors' contribution

Vázquez-Valerio, Gabriel Adrián: Main idea of the title, citation of authors, writing and original interpretation of the introduction, statement of the problem, central hypothesis, development, conclusions.

Cortés-Hernández, Patricia: Structuring of the sample of companies for the design of pilot research questionnaires. Synthesis of the development and completion of conclusions.

Pecina-Rivas, Erika María: Application of questionnaires and analysis of the results obtained and complementation of conclusions.

Cuellar-Orozco, Armando: Research approach of the categories of companies and dimensions. Completion of numerical discussion of categories and impacts.

Availability of data and materials

The data of this research are available according to the sources consulted.

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Abbreviations

TECNM/TESCI

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Article

Customer loyalty and retention. A marketing strategy based on the creation of promotional content and its effect on the consumer through the relationship with influencers

Fidelización y retención de clientes. Una estrategia de marketing basada en la creación de contenidos promocionales y su efecto en el consumidor por medio de la relación con influencers

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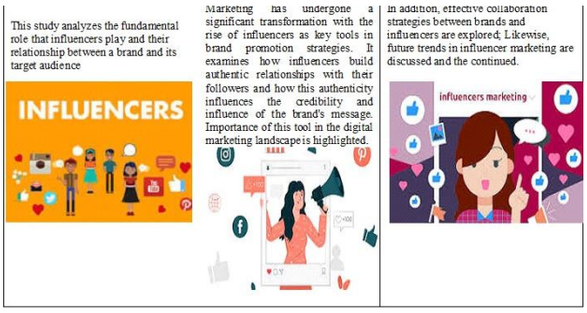
Abstract

Objetive.-This study analyzes the fundamental role that influencers play and their relationship between a brand and its target audience.

Methodology.- Marketing has undergone a significant transformation with the rise of influencers as key tools in brand promotion strategies. It examines how influencers build authentic relationships with their followers and how this authenticity influences the credibility and influence of the brand's message.

Contributions.- In addition, effective collaboration strategies between brands and influencers are explored; Likewise, future trends in influencer marketing are discussed and the continued



Marketing de Influencers, Fidelizacion de Marca, Relación Emocional

Resumen

Objetivo: Este estudio analiza el papel fundamental que desempeñan los influencers y su relación entre una marca y su público objetivo.

Metodología.- El marketing ha experimentado una transformación significativa con la ascensión de los influencers como herramientas clave en las estrategias de promoción de las marcas. Se examina cómo los influencers construyen relaciones auténticas con sus seguidores y cómo esta autenticidad influye en la credibilidad y la influencia del mensaje de la marca.

Contribuciön.- Además, se exploran estrategias efectivas de colaboración entre marcas e influencers; asimismo, se discuten las tendencias futuras en el marketing de influencers y se subraya la importancia continua de esta herramienta en el panorama del marketing digital.

Influencer Marketing, Brand Loyalty,Emotional Relationship

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Introduction

In the current marketing landscape, the presence of influencers has acquired a central role as a strategic tool for brands. However, despite their growing popularity, there is a pressing need to further understand the impact and nature of the emotional relationship that exists between influencers, brands and their target audiences.

The central problem lies in the lack of a comprehensive understanding of how influencers exert their influence on consumer purchasing decisions and how this influence translates into building meaningful relationships. The impact of influencers and their emotional relationship with their target audience raises questions about the effectiveness of this evolution and the tangible benefits it brings to brands in terms of building loyalty and positive perception.

Additionally, there is a significant challenge in measuring the performance of influencer marketing campaigns, as the lack of clear standards and specific metrics can make it difficult to accurately assess return on investment. Furthermore, the ethical dimension of influencer marketing, including transparency in relationships and authenticity of content, raises questions about the integrity of these practices and their long-term impact on public trust.

In this context, it is essential to address these issues comprehensively to provide brands and digital marketers with a robust, evidence-based framework to optimize their influencer collaboration strategies. This study aims to analyze in detail the role of the influencer as a key tool in digital marketing, focusing on the connection with their audience, their transformation into brand ambassadors and the need to establish ethical standards and clear performance metrics in this area.

The influence of influencers on consumer purchasing decisions is undeniable. However, the nature and mechanisms behind this influence have not yet been fully explored. This study seeks to fill this gap to provide brands with solid insights on how to leverage this influence effectively.

The transition from influencers to brand ambassadors raises questions about the authenticity of this evolution and the tangible benefits it brings to brands. Understanding this process will allow companies to make the most of long-term relationships with influencers.

The research seeks to offer practical and applicable knowledge to digital marketing professionals, helping them make informed decisions and improve the effectiveness of their collaboration strategies with influencers.

Research Question

How does the role of the influencer in marketing influence customer loyalty and retention through building authentic connections with their target audience?

General objective

Analyze the role of the influencer in marketing, evaluating the existing connection with its target audience and a brand, identifying the most effective collaboration strategies, and proposing a comprehensive framework to measure the performance of these campaigns, considering ethical aspects and the evolution of the influencers in the dynamics of current marketing.

Theoretical framework

Influencer marketing has experienced rapid growth in recent years, becoming a key strategy for brands in the digital sphere. To understand this phenomenon and address the proposed research topic, it is essential to explore several dimensions within the theoretical framework.

1. Persuasive Communication:

Persuasive communication according to Guillén and Guil (2000: 71) is a set of stimuli that raise a question that suggests the answer; in which one of the most valued effects of the communication process is, without a doubt, persuasion. This represents that the influence of influencers on purchasing decisions can be analyzed through the theory of persuasive communication. This approach examines how persuasive messages, in this case, those generated by influencers, impact the attitudes and behaviors of the target audience.

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2. Theory of Relationship with the Consumer:

Consumer theory from an economic approach seeks to understand how people make purchasing decisions taking as reference their tastes, preferences, income and the prices of goods and services; In this way, companies consider these elements to develop marketing strategy (Schiffman and Lazar, 2010). Therefore, to understand the connection between the influencer and his audience, consumer relationship theory provides a conceptual framework. Examines how long-term relationships are built and maintained between brands (through influencers) and consumers.

3. Theory of Authenticity:

Authenticity consists, according to Consuegra and Quiñonez-Cintron (2012), in a coincidence with oneself, to which each one aspires. The foundation of authenticity is identity; a person who is identified with himself, where his way of acting coincides with his way of being, is authentic; In this sense, authenticity is a crucial element in the emotional connection between influencers, brands and their audience. Theories about authenticity explore how this quality affects public perception and the building of lasting relationships.

4. Evolution of Influencer Marketing:

Influencer marketing is a constantly evolving sector; Today it has become a job that requires professionalization and a consolidated strategy that generates engagement and trust with the general public (Sanmiguel, 2020). From this perspective, the analysis of the evolution of influencer marketing is based on theories of digital marketing and communication to understand how influencers have gone from being mere content creators to becoming brand ambassadors, focusing on the creation of long-term relationships.

5. Performance Metrics and Analysis:

Digital marketing is the creation and distribution of useful and relevant content in the digital environment to attract and retain the audience (Kotler, Kartajaya, Setiawan, 2020).

Regarding performance measurement, theories of metrics analysis and return on investment in digital marketing provide tools to develop a quantitative and qualitative evaluation framework, allowing a deep understanding of the impact of influencer campaigns.

6. Ethics in Influencer Marketing:

Marketing ethics consists of incorporating moral values and principles in the dissemination, communication and awareness processes to create honest, safe and responsible relationships with the consumer (López, 2021). To address the ethical dimension, ethical and corporate social responsibility theories are used, analyzing transparency in the relationships between influencers and their audience, as well as the responsibility of brands in promoting ethical practices in influencer marketing.

This generalized conceptual vision provides the necessary conceptual basis to address the research topic, integrating communication, marketing, consumer relations and business ethics perspectives to comprehensively understand the role of the influencer in digital marketing.

Contextual framework

For the purposes of the research, a contemporary fashion brand that seeks to increase its online presence and attract a younger and more diverse audience will be taken as the basis of analysis; However, it is important to highlight that the purpose is not to disseminate the brand or the influencer, only to know their influence in relation to the brand; For this reason, the name of the brand or the name of the influencer will not be revealed.

In this scenario, the brand decides to implement an influencer marketing strategy as an integral part of its digital strategy, so a contextual overview will be provided to explore the key elements of the research topic.

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Fashion Brand X: Influencer Marketing Strategy

1. Identification of Influencers:

- The brand carries out an exhaustive analysis to identify influencers whose style and values match the aesthetics and image of the brand.

- An influencer is selected who has a committed audience that is representative of the target audience.

2. Authentic Content Strategy:

- The influencer collaborates closely with the brand to create authentic content that not only highlights the products, but also reflects the brand identity and the influencer's unique personality.

3. Transformation into Brand Ambassadors:

- Over time, some influencers show a deeper connection with the brand, expressing authenticity and genuine commitment.

- The brand decides to explore the possibility of turning the influencer into a brand ambassador, thus strengthening the long-term association.

4. Performance and Return on Investment Metrics:

- The brand uses specific metrics to measure the impact of the influencer's campaigns, including increased social media engagement, website traffic and, ultimately, sales.

Methodology

Qualitative research focuses on understanding social phenomena from the perspective of the participants, exploring their experiences, perceptions and meanings. A qualitative case study research design will be used, allowing a detailed and contextualized analysis of the relationship between the influencer, the brand and its target audience. The case study will focus on a contemporary fashion brand and its experiences with influencers as brand ambassadors.

The sample will be selected intentionally, including an influencer representing brands and some audience members who follow said influencer on social networks.

A varied sample will be sought in terms of age, gender, geographic location and socioeconomic level.

Data collection

Participant observation of an influencer, brand representative, as well as the audience will be carried out to obtain a broad and diverse perspective.

Topics such as relationship building, evolution towards brand ambassadors and audience perception will be addressed.

Content analysis

Content generated by influencers will be analyzed, focusing on authenticity, alignment with brand values and audience response.

Posts on social networks, videos, and other formats will be examined to understand how the brand communicates through influencers.

Participant observation:

An observation will be made about online collaborations and activities where influencers represent the brand.

Observations will be collected on the direct interaction between the influencer, the brand and the audience.

Analysis of data

Data analysis will be inductive, emerging patterns and relevant themes will be identified. A triangulation approach will be used, comparing and contrasting participant observation data.

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Interpretation and Presentation of Results

The findings are interpreted in the context of exhaustively and in detail exploring the role of the influencer in digital marketing as a brand ambassador and their connection with the target audience, capturing the experiences and perceptions of the participants in a meaningful way.

Performance Measurement:

1. Participation in Social Networks:

- Metrics: Track likes, comments and shares on social platforms.
- Benefits: Indicates the interaction and reach of the content.

2. Traffic to the Website:

- Metric: Analysis of the increase in web traffic during and after the campaigns.
- Benefits: Evaluate the effectiveness of the collaboration in generating interest and conversions.

3. Conversions and Sales:

- Metric: Tracking direct conversions attributable to the collaboration.
- Benefits: Measures the direct impact on business performance.

4. Surveys and Audience Feedback:

- Metrics: Compilation of opinions and perceptions through surveys and direct comments.
- Benefits: Provides qualitative insights into brand perception and influencer influence.

5. Audience Retention Rate:

- Metric: Evaluation of follower retention during and after collaboration.
- Benefits: Indicates long-term effectiveness in retaining interest and loyalty.

Interpretation involves analyzing and making sense of emerging patterns and themes through the prism of participants' experiences and perceptions.

Results

The emotional connection between the influencer and their audience was found to be a key component in influencer marketing success. Participants highlighted the importance of authenticity and the influencer's ability to generate trust and loyalty. This means that the influencer is an emotional connector.

The results revealed that authenticity in collaborations between the influencer and the brand is essential to maintain credibility with the audience. The perception of alignment between the influencer's values and those of the brand was a critical factor in the success of the collaboration. This results in authenticity and credibility in brand relationships.

The influencer demonstrates a natural evolution towards brand ambassador roles. This transformation was attributed to consistency in brand representation, building long-term relationships, and mutual identification of goals and values.

Effective collaboration strategies between brands and influencers were identified, such as the co-creation of content, the integration of brand values in the influencer's narrative and the authentic promotion of products or services. This results in an effective collaboration strategy.

The analysis revealed tangible indicators of impact, such as increased social media engagement, website traffic, and sales conversions. Participants reflect brand perception and customer loyalty, resulting in a return on investment for the brand.

Conclusions

Influencers play a crucial role in building an authentic and meaningful connection between a brand and its target audience. This connection goes beyond simple product promotion, becoming an emotional and relational phenomenon that can strengthen brand identity and foster consumer loyalty. Here are the key aspects of this role:

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Influencers act as trusted mediators between the brand and its audience by embodying authenticity. Their ability to share genuine experiences and credibly recommend products creates an emotional bridge beyond traditional advertising.

Influencers stand out for their ability to establish an emotional connection with their audience. They share moments from their daily lives, personal experiences and values, which makes the brand more relatable and approachable for the target audience.

As influencers evolve into brand ambassadors, their consistent representation of the brand's values and messages reinforces the brand's identity. This consistency contributes to the formation of a strong and recognizable narrative.

The active participation of influencers in content creation provides a platform to organically integrate the brand's products or services into relevant and attractive contexts. This collaboration allows for a more authentic and compelling narrative.

The transition from influencers to brand ambassadors represents a long-term commitment. This evolution implies a deeper and more lasting relationship, where influencers become active advocates of the brand, continuously and authentically sharing their support and loyalty.

The evolution towards brand ambassadors goes hand in hand with building long-term relationships. These strong relationships not only benefit the brand in terms of continued promotion, but also reinforce the emotional connection with the audience.

The fundamental role of influencers translates into a measurable impact on the audience. Increased social media engagement, website traffic, and sales conversions are tangible indicators of the effectiveness of this connection.

These found pillars conclude that influencers play a vital role in building and strengthening the connection between a brand and its target audience. Their evolution into brand ambassadors reinforces this connection, taking the relationship beyond a simple promotional collaboration and contributing to the construction of a solid and authentic brand identity.

Effective Collaboration Strategies between Brands and Influencers:

1. Content Co-creation:

- Strategy: Involve influencers in the co-creation of content, allowing them to contribute their unique style and perspective to the brand narrative.
- Benefits: Increases authenticity, engagement and relevance of content.

2. Integration of Brand Values:

- Strategy: Select influencers whose personal values are aligned with those of the brand to guarantee a coherent and authentic representation.
- Benefits: Strengthens the emotional connection and reinforces the brand identity.

3. Exclusive Events and Collaborations:

- Strategy: Organize exclusive events or limited collaborations with influencers, generating anticipation and exclusivity.
- Benefits: Create memorable experiences and encourage audience participation.

4. Custom Affiliate Programs:

- Strategy: Establish custom affiliate programs that reward influencers for traffic and conversions generated.

- Benefits: Encourages performance and ensures mutually beneficial collaboration.

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5. Inclusion in Product Decisions:

- Strategy: Involve influencers in the decision-making process of new products, from development to launch.
- Benefits: Generates a sense of ownership and increases authenticity in the promotion.

Additional proposals

1. Transparency and Disclosure:

- Challenge: Ensure clear disclosure of sponsored collaborations to maintain transparency.
- Strategy: Establish clear guidelines and encourage influencers to be transparent about partnerships.

2. Integrity of Product Representation:

- Challenge: Ensure that the influencer's representation of the product is authentic and honest.
- Strategy: Select influencers who are already aligned with the brand and establish clear expectations about the representation of the product.

3. Safety and Wellbeing of the Influencer:

- Challenge: Ensure that collaborations do not compromise the safety or well-being of the influencer.
- Strategy: Establish policies that prioritize safety and well-being, and communicate openly with influencers about boundaries and expectations.

4. Equity in Collaborations:

- Challenge: Avoid unfair preference or discrimination in the selection of influencers for collaborations.
- Strategy: Implement a fair and equitable selection process based on authenticity and alignment with brand values.

These strategies and ethical considerations seek to maximize the effectiveness of collaboration between brands and influencers, ensuring an authentic connection with the audience and proactively addressing ethical challenges.

Declarations

Conflict of interest

In relation to this article, the authors wish to emphasize that there is no conflict of interest that could influence the objectivity or impartiality of the results presented. We confirm that we do not have financial interests that compete with the topics discussed in this work, nor do we maintain relationships that could bias the interpretation of the data or the presentation of the conclusions.

Importantly, our priority is to maintain academic and ethical integrity in all our research. Therefore, any potential conflict of interest would be disclosed in a transparent and open manner. In this sense, we reiterate that there is no external influence that has impacted the writing or analysis of the content presented in this article.

We are committed to maintaining high standards of honesty and transparency in our investigative work, guaranteeing the reliability and credibility of the results presented. The absence of conflicts of interest reinforces our conviction in the veracity and relevance of the findings presented here, and reaffirms our commitment to scientific and academic integrity.

Author contribution

The contributions reflect the unique perspectives of each of us considering the specific experience and knowledge in digital marketing, research methodology and market positioning which enrich the analysis of the role of influencers in brand promotion strategies.

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Article

1. Market Positioning Expert (author: *Susana Ruiz Valdes*):

- Contribution: The author contributes her knowledge on how influencers can contribute to the positioning of a brand in the market. It highlights how strategic association with certain influencers can influence the perception of the brand in relation to the competition, allowing the brand to differentiate itself and stand out in a saturated market. The importance of carefully selecting influencers whose image and values align with those of the brand is emphasized to ensure an authentic and effective partnership that resonates with the target audience.

2. Expert in Research Methodology (co-author: *Juan Alberto Ruiz Tapia*):

- Contribution: The co-author analyzes the relationship between influencers, brands and their target audience from a scientific approach. The importance of designing and executing studies that allow evaluating the effectiveness of collaborations between influencers and brands is highlighted, as well as understanding in depth the impact of authenticity on consumers' perception of the brand. The need to use rigorous research methods is highlighted to obtain relevant insights that guide influencer marketing strategies effectively.

3. Digital Marketing Expert (co-author: *Ivette del Rosario Cruz Solis*):

- Contribution: The co-author highlights the significant transformation that the field of marketing has experienced with the rise of influencers as key tools in brand promotion strategies. It points out how influencers have revolutionized the way brands interact with their target audience in the digital environment, allowing for more direct and authentic communication. In addition, it highlights the ability of influencers to amplify the reach of brands through their social media platforms, generating greater engagement and loyalty from followers.

Availability of data and materials

The availability of the data in its entirety is contemplated for those interested who wish to delve deeper into the complete study and contact us as authors. We will be happy to provide access to detailed data, provided that applicable privacy and confidentiality policies are respected, and established ethical and legal procedures are followed. To request access to full data, we invite you to get in touch and we will assess the request on an individual basis and take the necessary steps to ensure compliance with the relevant requirements. We are committed to fostering transparency and replicability in our research, and to collaborating with other researchers interested in using our data for related future studies and analyses.

Funding

It is important to note that this research was conducted without the support of any external funding. All costs associated with data collection, analysis, and presentation were borne by the authors themselves. This absence of external financing guarantees the independence and objectivity of the study, by avoiding any potential influence that could arise from financial interests or commitments with external entities.

This study was conducted with internal resources, ensuring that the results and conclusions presented are based solely on the evidence collected and unbiased analysis of the data. Since we have not received external funding, there are no conflicts of interest associated with financial interests or commitments to third parties that could influence the results or interpretations of this study. This declaration of financial independence underscores our commitment to objectivity and quality.

Acknowledgements

We would like to express our gratitude to all the people and institutions that contributed in various ways to the development and completion of this study. We deeply appreciate the support received from the academic and scientific community, as well as from our colleagues and friends.

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Furthermore, we recognize the collaboration of all participants who dedicated their time and shared their experiences, which was essential to enrich the findings of this work.

This study represents a collective effort and we would like to express our gratitude to all those who have contributed, directly or indirectly, to its completion.

Abbreviations

It is important to note that no abbreviations were used in this work. It was chosen to use full terms instead of abbreviations to ensure clarity and understanding of the text, as well as to maintain a more formal and readable presentation. This decision helps ensure coherence and consistency in the presentation of information, making it easier for readers to read and interpret the content.

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Article

Partial Administrative Audit of the human resources area of an artisan bakery in the State of Veracruz

Auditoria administrativa parcial al área de recursos humanos de una panificadora artesanal del Estado de Veracruz

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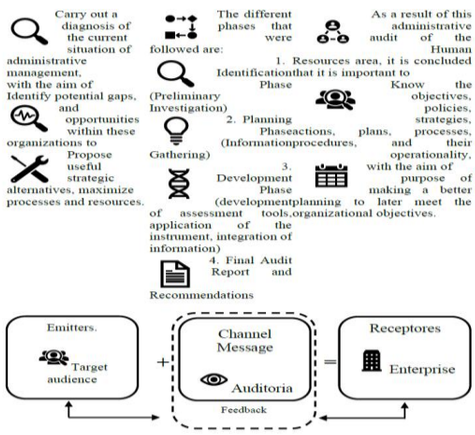
Abstract

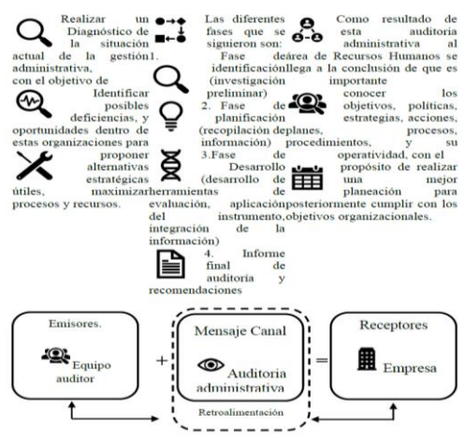
This audit research and development work was carried out in an artisanal bakery company in the state of Veracruz. The objective of this research was to carry out a diagnosis of the current situation of administrative management, with the aim of identifying possible deficiencies and opportunities within these organizations to propose useful strategic alternatives, maximize processes and resources. This is how a field, descriptive and documentary research is carried out; This is through instruments and interviews with owners on the management of administrative processes and surveying employees. Subsequently, a diagnosis is implemented, which allows all the information obtained through interviews and surveys to be analyzed and classified. Based on the results, it was detected that in the area of Human Resources there is a minimum of problems, since there is a stable work environment and communication between them, which leads to a good functioning and compliance in the performance of activities. An organizational, process and/or policy manual is recommended, so that staff do not lose track of the organization and improve their performance.



Administrative audit, Preliminary investigation, Human resource

Resumen

Este trabajo de investigación y desarrollo de auditoria se realizó en una empresa panificadora artesanal del estado de Veracruz. El objetivo de esta investigación fue realizar un Diagnóstico de la situación actual de la gestión administrativa, con el objetivo de identificar posibles deficiencias, y oportunidades dentro de estas organizaciones para proponer alternativas estratégicas útiles, maximizar procesos y recursos. Es así como se realiza una investigación de campo, descriptiva y documental; esto es a través de instrumentos y entrevistas a los propietarios sobre la gestión de procesos administrativos y encuestar a los empleados. Posteriormente se implementa un diagnóstico, que permiten analizar y clasificar toda la información obtenida a través de entrevistas y encuestas. Con base a los resultados, se detectó que en el área de Recursos Humanos presenta un mínimo de problemas, ya que existe un clima laboral estable comunicación entre ellos, lo que conlleva a un buen funcionamiento y cumplimiento en la realización de actividades. Se recomienda un manual de organización, de procesos y/o políticas, para que el personal no pierda el rumbo de la organización y mejoren su desempeño.



Auditoria administrativa, Investigación preliminar, Recursos humanos

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Introduction

An administrative audit is a tool that allows us to discover weaknesses and areas of opportunity in an organization, the daily work sometimes does not allow us to see the areas of opportunity and improvement. That is why it is important to carry out an administrative audit at least once a year to find out what is missing, what can be improved and what is being done well to strengthen it.

In all organizations, whether private or public, continuous improvements and processes are sought to better manage risks. By providing insight into what an organization looks like, how it operates, and what it has, audits are reliable, objective, and timely techniques.

In the MiPyME "La Costeña", it is intended to determine the efficiency and administrative effectiveness, through the application of an administrative audit, which will allow to know its current situation, if the administrative and operational staff complies with each of the assigned functions, if there is a correct use of resources, and through the study of these activities to know if the goals and objectives set by the company are met.

The evaluation instruments used were Questionnaires, Relevant Aspects Questionnaires, Documentary Analysis Questionnaires and Formulation of the Administrative Diagnosis. These were applied and answered by three employees from each horizontal line of the organizational structure. The MSME La Costeña company offers the products of artisan bread, European pastries, sweet bread and snacks.

The objective is to carry out a preliminary research that allows providing information to MSMEs to obtain a complete and objective vision of their company and the market, to initiate a process of business reconversion and professionalization of management that allows them to increase their competitiveness and grow in the local or regional market and eventually, in the national market.

The results showed that there are a minimum of problems in this area, since there is a stable work environment and communication between them, which leads to stability in the operation, performance and fulfillment of activities.

Methodology

The methodology for the research is graphically represented in Figure 1, where the different phases that were followed are listed:

1. Identification Phase (Preliminary Investigation).
2. Planning Phase (Information Collection).
3. Development Phase (Development of Assessment Tools, Implementation of the Instrument, Integration of Information).
4. Final Audit Report and Recommendations.

Box 1

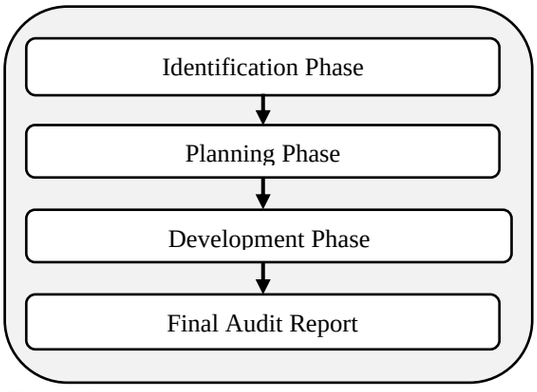

Figure 1
Methodology for research

Note: The image indicates the methodology used in the research

Instrument to be used

The purpose of the evaluation instruments used for this research is to obtain information related to the activities and functions of the HR area of MSMEs.

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The preliminary questionnaire consists of 10 items with open-ended questions. The audit questionnaire consists of 40 items with open-ended questions, multiple choice, and Likert scale. The relevant aspects and documentary analysis sheets are filled with information about the company obtained through observation, survey, interview, findings and evidence, and then the Final Audit Report is generated.

Box 2

Table 1
Assessment Tool

Administrative process	Maximum points
Planning	300
Organization	300
Address	240
Control	160

Note: The figure indicates the scoring criteria chosen for the audit

Box 3

Table 2
Performance Measurement

Likert scale	
Score	Interpretation
801-1000	Excellent
601-800	Very good
401-600	Well
201-400	Regular
0-200	A little

Note: The figure indicates the scoring criteria chosen for the audit

Results

This methodology helps to decide specific aspects of the organization, which can be positive or negative. With the results obtained, recommendations are made that, if implemented, bring improvement and growth to the company.

The results are as follows:

Box 4

Table 3
Relevant aspects ballot

Stage	Specific Element	Result of the analysis
Planning	Mission-Vision	They have an important point and they develop it.
	Objectives	They are very objective and competitive.
	Procedures	They are counted on, but they are not specific.
		Its focus is somewhat obstructed.
Organization	Organizational Structure	They have a good hierarchy.
	Division and distribution of duties	They are very organized among themselves.
	Organizational Culture and Human Resources	Their culture is carried out and is very developed and assertive.
Dirección	Leadership & Communication	They exercise leadership in a moral rather than an intelligent way
	Motivation and Work Teams	They are motivated to daily by the good relationship
	Technological information	Technology is scarce
Control	Areas of application	Each one is in charge of his own position, therefore, he knows how he should perform.
	Occupational safety	They are quality products with certificates and taste.
	Quality	They are very safe, but do not have system certification.

Note: The Cédula indicates relevant aspects by Stage of the administrative process

Box 5

Table 4
Document analysis certificate

Document	Result of the analysis
Social Responsibility Handbook	This document is prepared by the company's management, to explain how the company's social aspects are governed, as well as its vision, mission, values and policies of the organization.
Quality Management System Manual	In this document, its focus is to govern the quality and safety that the company's products must have.

Note: The Cédula indicates relevant aspects by Stage of the administrative process

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Box 6

Table 5
Maximum Points Earned.

Stage	Specific Element	Maximum Points	Points Earned	%
Planning	Mission-Vision	50	20	**22**
	Objectives	100	90	
	Procedures	100	70	
	Approaches and Levels	50	40	
	Total	300	220	
Organization	Organizational Structure	100	50	**23**
	Division and distribution of duties	100	80	
	Organizational Culture and Human Resources	Objectives 100	100	
	Total	300	230	
Direction	Leadership & Communication	80	60	**16**
	Motivation and Work Teams	70	30	
	Technological information	90	70	
	Total	240	160	
Control	Areas of application	60	60	**14**
	Occupational safety	40	40	
	Quality	60	40	
	Total	160	140	
	Total by Processes	**1000**	**750**	**75%**

Note: The image shows the maximum points obtained from the administrative stages

The MIPyME are in the "VERY GOOD" range, so they are in the expected result, but not in the optimal one.

Conclusions

The data provided by the evaluation instruments applied in the Human Resources area of MSMEs are described by stage of the administrative process.

Planning: There are established objectives in each position of the organization; They keep in mind the Organizational Manual for the fulfillment of the company's activities and objectives.

Organization: You have a rapprochement with the employees, which allows you to have empathy and a good organizational climate; Teamwork is clearly and concisely defined.

Management: There is leadership in the organization of tasks; Employees are motivated because of the good relationship with the boss.

Control: There is congruence between the plans, goals, standards and the exercise of control with the aim of continuous improvement; financial, budgeting and performance measurement controls are in place in the area of Human Resources.

As a result of this administrative audit of the Human Resources area, it is concluded that it is important to know the objectives, policies, strategies, actions, plans, processes, procedures, and their operability, in order to carry out better planning to later meet the organizational objectives.

Recommendations

Based on the challenges posed by the socioeconomic environment, MiPyME are recommended to implement the recommended actions and develop actions that meet their short, medium and long-term objectives.

It is recommended in Planning and Organization: policies are made where rights, obligations and sanctions are implemented. That employees continue to work based on the manual received and receive the required training. Distribute the tasks and activities of employees in an equitable and more organized way and a greater description of the positions in the area.

In Management and Control, it is recommended to look for greater communication alternatives, apply ICTs in the area, have a stable control system that allows reducing errors and time, work on observations and corrections.

It is important that an administrative audit is carried out at least once a year, with the aim of complying with the Follow-up Phase and measuring the results with the previous one, which allows us to know and measure the performance of the organization.

Declarations

Conflict of interest

The authors declare no interest conflict. They have no known competing financial interests or personal relationships that could have appeared to influence the article reported in this article.

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Author contribution

Solorzano-Rios, María Judith: Writing the draft version of the manuscript.

Balderrabano-Briones, Jazmín: Carefully proofread and revise the final version following the format and guidance.

Díaz-Azamar, Álvaro: Fill out the required forms to submit the article.

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Abbreviations

There are no abbreviations.

References

As it is a field research, only basic references are taken where the methodology is consulted, the data of this article were taken from the administrative audit.

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Article

Quality and customer loyalty in the port services of Manzanillo

Calidad y lealtad del cliente en los servicios portuarios de Manzanillo

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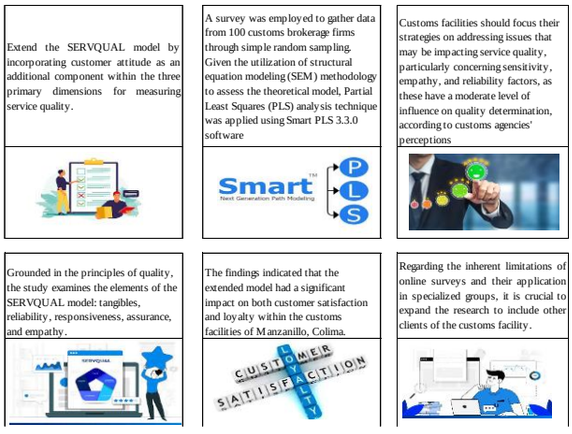
Abstract

The customs industry, particularly within the Mexican context, plays a significant role both domestically and internationally, owing to its contribution to the global economy. With the expansion and standardization of customs clearance services, there has emerged a necessity for providers of these services to seek customer loyalty. Grounded in the principles of quality, the study examines the elements of the SERVQUAL model: tangibles, reliability, responsiveness, assurance, and empathy.

Goals:The aim of the study was to extend the SERVQUAL model by incorporating customer attitude as an additional component within the three primary dimensions for measuring service quality.

Methodology: A survey was employed to gather data from 100 customs brokerage firms through simple random sampling. Given the utilization of structural equation modeling (SEM) methodology to assess the theoretical model, Partial Least Squares (PLS) analysis technique was applied using Smart PLS 3.3.0 software. The findings indicated that the extended model had a significant impact on both customer satisfaction and loyalty within the customs facilities of Manzanillo, Colima. The coefficients of determination were 61.5% for customer satisfaction and 54% for customer loyalty, with a root mean square error of approximation (SRMR) of 0.065, confirming the model's predictive validity.

Contributions: Customs facilities should focus their strategies on addressing issues that may be impacting service quality, particularly concerning sensitivity, empathy, and reliability factors, as these have a moderate level of influence on quality determination, according to customs agencies' perceptions. Regarding the inherent limitations of online surveys and their application in specialized groups, it is crucial to expand the research to include other clients of the customs facility.



SERVQUAL, Facebook pages, digital engagement

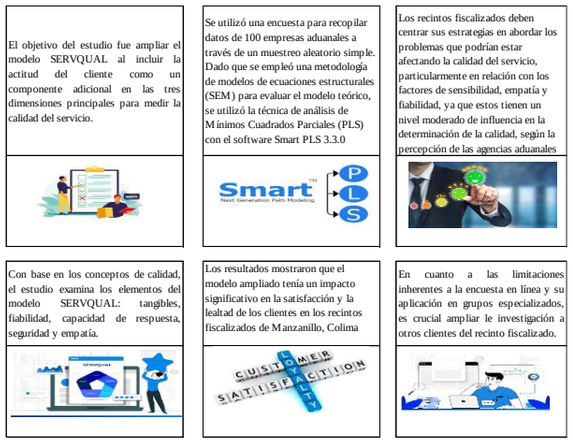
Resumen

La industria aduanera, especialmente en el contexto mexicano, desempeña un papel significativo tanto a nivel nacional como internacional, debido a su contribución a la economía global. Con la expansión y estandarización de los servicios de trámites aduaneros, ha surgido la necesidad por parte de los proveedores de estos servicios de buscar la fidelidad de sus clientes. Con base en los conceptos de calidad, el estudio examina los elementos del modelo SERVQUAL: tangibles, fiabilidad, capacidad de respuesta, seguridad y empatía.

Objetivos: El objetivo del estudio fue ampliar el modelo SERVQUAL al incluir la actitud del cliente como un componente adicional en las tres dimensiones principales para medir la calidad del servicio.

Metodología: Se utilizó una encuesta para recopilar datos de 100 empresas aduanales a través de un muestreo aleatorio simple. Dado que se empleó una metodología de modelos de ecuaciones estructurales (SEM) para evaluar el modelo teórico, se utilizó la técnica de análisis de Mínimos Cuadrados Parciales (PLS) con el software Smart PLS 3.3.0. Los resultados mostraron que el modelo ampliado tenía un impacto significativo en la satisfacción y la lealtad de los clientes en los recintos fiscalizados de Manzanillo, Colima. Los coeficientes de determinación fueron del 61.5% para la satisfacción del cliente y del 54% para la lealtad del cliente, con un error cuadrático medio de aproximación (SRMR) de 0.065, lo que confirma la predicción del modelo.

Contribución: Los recintos fiscalizados deben centrar sus estrategias en abordar los problemas que podrían estar afectando la calidad del servicio, particularmente en relación con los factores de sensibilidad, empatía y fiabilidad, ya que estos tienen un nivel moderado de influencia en la determinación de la calidad, según la percepción de las agencias aduanales. En cuanto a las limitaciones inherentes a la encuesta en línea y su aplicación en grupos especializados, es crucial ampliar le investigación a otros clientes del recinto fiscalizado.



SERVQUAL, recintos fiscalizados, Engagement digital

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Introduction

The efficiency of public services has driven the implementation of new quality management mechanisms and systems. This has had a significant impact on trade facilitation and the efficient delivery of foreign trade services. At the same time, quality management has maintained and even improved collection levels, ensuring effective control over imports and exports (Reyes et al., 2021). This has led to important changes in the control and tax collection functions.

Recent research has shown that Mexico is moving towards more effective, transparent and competitive customs management (Zamora & Reyes, 2022; Molina-Porras, Morelos-Gómez, & Marrugo-Arnedo, 2017; Juárez & Conde, 2015). However, studies on their modernisation have been oriented towards describing activities considering customs functions individually, without a comprehensive approach to adapt efficiency models.

Although the greatest advances in customs modernisation in Mexico have been observed at Manzanillo customs, this progress has consolidated customs and the port as one of the most important in container handling, with connectivity to numerous ports around the world.

It should be noted that, as a gateway between Asia and North America, the port is fundamental for cargo movement and a key logistics point to serve a growing market.

Therefore, this study sought to identify the factors that influence the quality of service in bonded warehouses through customer perceptions, in order to identify areas for improvement, take action and make decisions that will benefit and improve performance, as well as enhance the commercial position of customs.

This study was carried out in the bonded warehouses of the port of Manzanillo, Colima, Mexico, due to its national relevance and its position as the third port with the largest containerised cargo movement in Latin America and the Caribbean.

The paper addresses the lack of information on Customs modernisation, with the intention of improving their control activities (Reyes et al., 2022), suggesting a direct relationship between trade facilitation and quality of service through indicators at the national level.

Given this context, the main objective was to analyse the quality of service provided by the bonded warehouses in this port, using the Servqual method, and to propose improvement actions.

Literature review

The service industry, both in Latin America in general and in Mexico in particular, is of utmost importance nowadays, both nationally and internationally, due to its contribution to the world economy. The expansion and standardisation of the supply of customs services has generated the need for suppliers to seek customer loyalty, as pointed out by Meraz Ruiz et. al. (2023). Consequently, companies have become aware of the diversity of customer segments, as well as the different needs that each one has, which cannot be satisfied by a single company.

As a result of the standardisation of processes, services and amenities, quality assessment systems have emerged based on the fulfilment of certain criteria in a list of offerings considered as minimum for certain levels in the service industry.

Thus, service entities have realised that only by offering exceptional service quality, as Pérez-Cruz et. al. (2023) point out, can they achieve customer satisfaction. In this sense, they seek to obtain an efficiency that could be considered as the fundamental basis for their growth and consolidation in the market in which they operate. Within this framework, service quality in these organisations involves guiding customers to meet their needs and facilitating the fulfilment of their individual expectations. It also highlights the importance of providing high quality and personalised attention. Silva-Treviño et. al. (2021) emphasise that the provision of high quality services is one of the most important and difficult tasks facing any service organisation.

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Furthermore, they point out that maintaining consistent provision of high quality service is a considerable challenge, as all consumers have experienced instances of poor service. This reflects the general perception that services are inherently complicated and challenging in terms of standardisation and quality.

This has led the public sector to prioritise its efforts to continuously improve service quality. Pérez-Cruz (2020) points out that both public and private institutions providing services face economic pressures and capital shortages, which pose the challenge of satisfying their customers without costly reforms. One way to keep track of service quality is through quantitative methods of evaluation.

As a result, a number of studies have been conducted that seek strategies to improve services in public organisations. The methodologies used to measure public service quality have been diverse. In a study by Pérez-Cruz & Pinto-Pérez, (2021) the SERVQUAL model adapted to public transport services was used, measuring the perceptions associated with this public service. Similarly, Meraz et al. (2023) have demonstrated the relevance of using service quality models to evaluate emotions associated with innovation and reference groups in user satisfaction, which translates into the purchase intention of the service offered.

Thus, this study applies the SERVPREF scale, together with statistical confirmation of a theoretical model, to understand the key dimensions that influence the perception of service quality, which impacts on customer loyalty for port services in Manzanillo. It is observed that, although there is abundant literature in Spanish on the adaptation of models linking quality and loyalty, especially in the service sector, there is a lack of attention to the port and international logistics segment, which tends to focus more on customs agencies and peripheral foreign trade services.

Previous studies in this field have neglected to perform confirmatory statistical analyses, such as structural equation modelling, and in particular, analyses based on Bootstrap resampling.

Although the SERVQUAL model has been widely used in Ibero-American research on quality in the service sector, recent critiques have pointed out important flaws in terms of the validation of its constructs and its ability to explain variation (Vidrio-Barón, Rebolledo-Mendoza, & Galindo-Salvador, 2020).

As a result, adaptations and new sector-specific models have been suggested, including SERVPERF for services in general (Ramos, Mogollón, Santur, & Cherre, 2020), SERVQHOS for quality assessment of health services (Numpaque-Pacabaque & Rocha-Buelvas, 2016), E-S-QUAL and E-REC-QUAL for digital services (Leyton-Johns, Ahumada, & Mora, 2020) and HISTOQUAL for historical heritage and cultural services (Frochot & Hughes, 2000).

However, loyalty prediction has been assessed using three items, which offer higher predictive accuracy than direct behavioural analysis. Studying how service quality and customer loyalty influence service quality helps to understand the impact of these items on the likelihood that port service customers will maintain their consumption patterns. This raises a research question as to what is the direct and indirect influence of port service quality on the loyalty of Mexican consumers, specifically in the Manzanillo bonded warehousing environment?

It is observed that the preference of many researchers is to use the SERVQUAL model, according to Leyton-Johns (2020), adapting it with certain variations and adjustments due to its generic nature, which facilitates its application to a wide range of services such as restaurants, hotels, museums, historical heritage, digital services, among others.

Thus, to measure the implementation of the strategies, service quality indicators were analysed based on the SERVQUAL model, which measures five dimensions: Tangibility (T), Reliability (F), Responsiveness (CR), Security (S) and Empathy (E).

For Gutiérrez et. al. (2021) these five elements for measuring service quality are understood as follows:

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- Tangibles (T): encompasses physical appearance, facilities, such as infrastructure, equipment and materials, and staff presentation.

- Reliability (F): is defined as the ability to deliver the promised service in a reliable and meticulous manner, ensuring that the organisation meets its commitments in terms of delivery, service provision, problem resolution and pricing.

Responsiveness (RC): refers to the willingness to assist users and provide a fast and efficient service. It involves attentiveness and speed in handling requests, responding to customer questions and complaints, and resolving problems.

Assurance (S): represents the knowledge and courtesy of employees, as well as their ability to generate credibility and trust.

Empathy (E): related to the degree of personalised attention that companies provide to their customers, which should be manifested through personalised service or service tailored to the customer's preferences.

For its part, the conceptualisation of loyalty has undergone an evolution since its first application emanating from the psychology of consumption proposed by Guest (1944). Guest described it as the tendency to repurchase and considered it to be the essence of brand loyalty.

Over time, this notion has broadened and diversified, adopting both behavioural and attitudinal perspectives. More detailed dimensions such as atmospheric elements, service landscape, place attractiveness and word-of-mouth recommendation have been introduced, and the importance of service quality in promoting loyalty has been demonstrated with revisit intentions indicated by Santarriaga and Soto (2020). The Customer Loyalty model developed by Sanza et. al. (2013) analyses cognitive, affective, conative and trust factors. More recent research underlines the growing impact of service quality on loyalty and highlights the connection between service quality in the hotel sector and customer satisfaction and loyalty, as well as its influence on profitability (Pelayo-Maciel & Ortiz-Villavelazquez, 2019).

Furthermore, service quality is recognised as a precursor to loyal attitude repurchase, with word-of-mouth recommendation and repurchase as key outcomes of this process (Santarriaga-Pineda, Mercado-González, & Soto-Ramírez, 2023).

Hypotheses

Thus, the following research hypotheses were established:

H1: Tangibility directly influences the quality of port services.

H2: Reliability directly influences the quality of port services.

H3: Responsiveness directly influences the quality of port services.

H4: Safety directly influences the quality of port services.

H5: Empathy directly influences the quality of port services.

H6: The quality of port services directly influences the loyalty of port customers.

In this sense, figure 1 below sets out the independent and dependent variables and their relationship with the research hypotheses.

Box 1

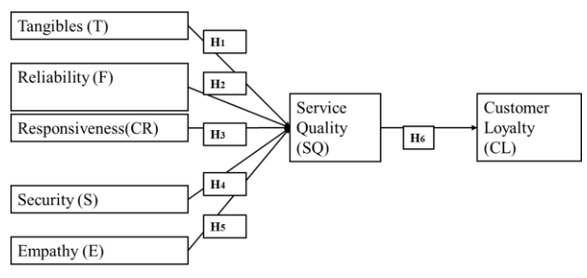

Figure 1
Research hypotheses

Source: own elaboration based on Gutiérrez. et. al. (2021)

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Methodology

The study focused on the city of Manzanillo, Colima, Mexico. A self-developed questionnaire was designed, consisting of 22 items aimed at assessing the perception of service quality.

As a first step, the consistency between the theoretical design and the results was evaluated (Hair Jr et al., 2021). This consistency was determined using the goodness-of-fit index known as the standardised root mean square residual (SRMR). The SRMR analysis yielded a value of 0.068, thus confirming the goodness of fit of the model and validating the relevance of the results obtained according to Nande et al., (2022).

Subsequently, convergence validity was performed. The values are detailed in table 1 below.

Box 2

Table 1
Reliability and validity values

Constructs	α	CC	AVE	VIF
T	0.82	0.89	0.95	1.36
F	0.78	0.80	0.81	1. 36
CR	0.83	0.86	80.59	1. 36
S	0.76	0.79	0.81	1. 36
E	0.81	0.84	0.86	1. 36
CS	0.80	0.83	0.86	1. 36
LC	0.89	0.91	0.95	1. 36

Note: α = Cronbach's Alpha; CC= reliability coefficient, AVE=average variance extracted and VIF= variance inflation factor.
T=tangibles; F=reliability; CR=responsiveness; S=safety; E=empathy; CS=quality of service; LC=customer loyalty.

Source: own elaboration based on Smart PLS.

The table above shows the composite reliability (CC) values, which were above 0.70 and the average variance extraction (AVE) above 0.5 - indicating that the model has the construct validity established by Hair et. al. (2021). The second criteria were also confirmed by observing that the AVE exceeded the squares of the correlations between the constructs, and by verifying that each indicator shared a greater proportion of variance with its respective latent construct rather than a different one (Hair, et al., 2021).

Finally, the presence of multicollinearity was ruled out by assessing the variance inflation factor (VIF), whose values obtained exceeded the value of 1 and were less than 3 (Ringle, Wende, & Becker, 2015).

Hypothesis testing

The data presented in the second table shows the concurrent validity of the study. Next, a two-tailed bootstrapping method was run with 5,000 iterations, covering the t-values for the six proposed hypothesised relationships. These relationships proved to be statistically significant at 0.01 and 0.05 significance levels, as indicated in the table below.

Box 3

Table 2
Hypothesis testing results

Hypothesis	β	t	P	Decision
H_1 T > CS	0.07	7.49	0.00***	**Confirmed**
H_2 F > CS	0.06	2.23	0.07	*Rejected*
H_3 CR > CS	1.78	2.13	0.95	*Rejected*
H_4 S > CS	0.06	4.27	0.00***	**Confirmed**
H_5 E > CS	0.05	2.66	0.06	*Rejected*
H_6 CS > LC	0.88	2.55	0.04*	**Confirmed**

Note: β = Standard deviation; t= t-statistic, P= p-value. *** significant at 0.001, ** significant at 0.01 and * significant at 0.05.
Source: own elaboration based on Smart PLS.

Source: own elaboration based on Smart PLS.

The re-sampling assessment revealed that tangible elements and security stand out for their relevance to service quality in port facilities. It was also found that these service quality factors indirectly influence customer loyalty.

The aspects of sensitivity, reliability and empathy are in the moderate range, according to the generally specified validity criteria (Nande, Reyes, & Pérez, 2022).

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Conclusions

One way of analysing the quality of service offered by audit facilities involves, initially, identifying the elements that facilitate its measurement through an understanding of the crucial customer-provider relationship developed during this process. Subsequently, it is important to recognise that the evaluation of these services by users represents an essential competitive element, significantly influencing the profitability and strategic position of customs in the long term.

During this study, the factors influencing the perception of the service quality of bonded warehouses from the perspective of customs representatives were determined.

It was identified that the aspects directly linked to service quality were tangibles and security. Indirectly, they also had an impact on customer loyalty. This coincides with the goals of customs modernisation plans and the legal guidelines for customs facilities as outlined in the existing literature (Reyes et al., Gestión aduanera y su modernización: un análisis con ecuaciones estructurales en la aduana Lázaro Cárdenas, México, 2022).

One explanation for security is the growing importance of security in Mexican customs, where significant investments are made in (tangible) infrastructure. This includes the modernisation of buildings for commercial operations, improvements in the road system and general infrastructure, all aimed at facilitating trade as an essential function of modern customs. The latter directly impacts on the handling of an increasing volume of cross-border trade cargo as noted by (Reyes et al., 2021; Cruz, 2015).

In particular, at Manzanillo customs, the modernisation plan has sought to improve efficiency and productivity in the logistics chain at national and international level, which resulted in an increase in the capacity of the entity through the expansion of physical, transport, technological and security infrastructure.

Likewise, the security element is established in the customs law that involves the operators of port facilities to observe the established norms in terms of control, surveillance and security of the facilities.

With regard to areas of opportunity, it was found that sensitivity, reliability and empathy are elements that port authorities need to address. Given that these factors are not perceived by customs agents as being associated with the quality of service. It is recommended to develop knowledge transfer strategies with higher education institutions to address the main points of customer dissatisfaction as pointed out by (Pérez-Cruz, 2020). Such transfer should be oriented especially to time efficiency and speed of service, as well as the confidence transmitted by the staff, the speed of their response and their personal presentation.

Finally, for future research, it is suggested to keep the focus on port services to assess whether the categories of responsiveness, reliability and empathy directly affect service quality and customer loyalty. Considering that the study tool emerged from an adapted version of the SERVQUAL model, applicable to services in certain industries, it is crucial to monitor the high-quality expectations associated with this service sector. Similarly, it is important to observe how the lack of quality is perceived in service establishments peripheral to the port, such as carriers, operators, processors among others, which offer basic foreign trade services and which can influence the overall standardised port service experience.

Declarations

Conflict of interest

The authors declare that they have no conflict of interest. They have no known competing financial interests or personal relationships that might have appeared to influence the article reported in this paper.

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Authors' contribution

Reyes-Real, Oscar Bernardo: Introduction, Literature review, methodology and conclusions, *Osegueda-Rodríguez, Rubí*: Introduction, Literature review, methodology and conclusions, *Amezcua-Vivaz, José de Jesús*: Literature review, methodology and conclusions.

Availability of data and materials

All data obtained in this research are available.

Funding

This research did not receive any funding.

Abbreviations

AVE - Average Variance Extraction
CC - Composite Reliability
CR - Responsiveness
CS - Quality of Service
E - Empathy
F - Reliability
LC - Customer Loyalty
S - Security
T - Tangibles
VIF - Variance Inflation Factor.

References

Antecedents

Guest (1944) - Propuesta inicial sobre la lealtad de marca en la psicología del consumo.

Pérez-Cruz & Pinto-Pérez (2021) - Utilizado en un estudio sobre la calidad del servicio público en el transporte.

Basic

Pérez-Cruz et al. (2023) - Destaca la importancia de ofrecer un servicio de calidad excepcional para alcanzar la satisfacción del cliente.

Silva-Treviño et al. (2021) - Enfatiza la importancia de la prestación de servicios de alta calidad.

Sanza et al. (2013) - Desarrolla un modelo de lealtad del cliente analizando factores cognitivos, afectivos, conativos y de confianza.

Pelayo-Maciel & Ortiz-Villavelazquez (2019) - Destaca la conexión entre la calidad del servicio en el sector hotelero y la satisfacción y lealtad del cliente.

Santarriaga y Soto (2020) - Mencionado en relación con la importancia de la calidad del servicio en la promoción de la lealtad.

Santarriaga-Pineda, Mercado-González, & Soto-Ramírez (2023) - Se refiere a la recompra y la recomendación boca a boca como resultados clave.

Support

Meraz et al. (2023) - Demuestra la pertinencia del uso de modelos de calidad del servicio en la satisfacción de los usuarios.

Discussions

Gutiérrez et al. (2021) - Mencionado en relación con la elaboración de hipótesis de investigación y variables independientes y dependientes.

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Text in TNRoman No.12, single space.

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

What is your added value with respect to other techniques?

Clearly focus each of its features.

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

Explanation of sections Article.

Development of headings and subheadings of the article with subsequent numbers

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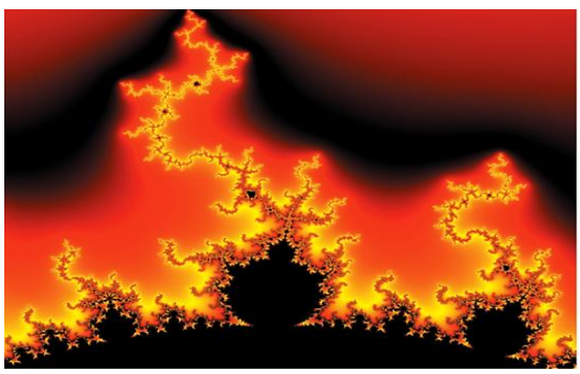

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Table 1

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The maximum number of Boxes is 10 items

For the use of equations, noted as follows:

$$Y_{ij} = \alpha + \sum_{h=1}^{r} \beta_h X_{hij} + u_j + e_{ij}$$

[1]

Must be editable and number aligned on the right side.

Methodology

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

Results

The results shall be by section of the article.

Conclusions

Clearly explain the results and possibilities of improvement.

Annexes

Tables and adequate sources.

The international standard is 7 pages minimum and 14 pages maximum.

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Specify the contribution of each researcher in each of the points developed in this research.

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Indicate the availability of the data obtained in this research.

Funding

Indicate if the research received some financing.

Acknowledgements

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Abbreviations

List abbreviations in alphabetical order.

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ANN Artificial Neural Network

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