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Presentation of Content

In the first article we present, *Implementation of Corporate Social Responsibility in commercial MSMEs of the Construction Industry, based on CEMEFI*, by MENDOZA-GONZÁLEZ, Felipe, CÓRDOVA-ESCOBEDO, Jesús Fausto, OCAMPO-RAMIREZ, Arturo and LÓPEZ-LIÉVANO, Adolfo, with adscription in the Universidad Veracruzana, in the next article we present, *Digital tools that MSMEs need to survive any crisis* by PÉREZ-CASTILLO, América Nohemi, JIMÉNEZ-GARCÍA, Martha and MERINO-ROMERO, Adriana, with adscription in the Instituto Politécnico Nacional, in the next article we present, *Evaluation of the management and operation of micro and small companies in the manufacturing sector* by LÁZARO-HERNÁNDEZ, Refugio, with adscription in the Tecnológico Nacional de México, Instituto Tecnológico Superior de San Martín Texmelucan, in the next article we present, *Marketing action plan in Micro and Small Enterprices of San Martín Texmelucan, Puebla* by IRIGOYEN-ARROYO, Luis Ernesto, AGUILAR-PEREZ, Esmeralda, HERNÁNDEZ-HERNÁNDEZ, María Elena and SOTO-RIVAS, Soledad, with adscription in the Tecnológico Nacional de México, Instituto Tecnológico Superior de San Martín Texmelucan.

Content

Article	Page
Implementation of Corporate Social Responsibility in commercial MSMEs of the Construction Industry, based on CEMEFI MENDOZA-GONZÁLEZ, Felipe, CÓRDOVA-ESCOBEDO, Jesús Fausto, OCAMPO-RAMIREZ, Arturo and LÓPEZ-LIÉVANO, Adolfo <i>Universidad Veracruzana</i>	1-7
Digital tools that MSMEs need to survive any crisis PÉREZ-CASTILLO, América Nohemi, JIMÉNEZ-GARCÍA, Martha and MERINO-ROMERO, Adriana <i>Instituto Politécnico Nacional</i>	8-13
Evaluation of the management and operation of micro and small companies in the manufacturing sector LÁZARO-HERNÁNDEZ, Refugio <i>Tecnológico Nacional de México, Instituto Tecnológico Superior de San Martín Texmelucan</i>	14-18
Marketing action plan in Micro and Small Enterprices of San Martín Texmelucan, Puebla IRIGOYEN-ARROYO, Luis Ernesto, AGUILAR-PEREZ, Esmeralda, HERNÁNDEZ-HERNÁNDEZ, María Elena and SOTO-RIVAS, Soledad <i>Tecnológico Nacional de México, Instituto Tecnológico Superior de San Martín Texmelucan</i>	19-24

Implementation of Corporate Social Responsibility in commercial MSMEs of the Construction Industry, based on CEMEFI

Implementación de la Responsabilidad Social Empresarial en MiPYMES comerciales de la Industria de la construcción, con base al CEMEFI

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Abstract

The implementation process of Corporate Social Responsibility is presented for micro, small and medium-sized commercial companies in the construction industry, taking the Mexican Center for Philanthropy (CEMEFI) as a reference. And the concept of Corporate Social Responsibility (CSR) was shown, as well as the selection criteria of the companies, in addition to the challenges and opportunities derived from the implementation of CSR, in the methodological aspect it is proposed to apply a survey to employees to to know the organizational climate that prevails in the organization, and another customer satisfaction survey. Considering the impact of the company's activities, internally and externally in the economic, environmental and social aspects, to finally evaluate the MSMEs again, and apply continuous improvement in its activities to achieve the objectives. The benefits of the implementation of CSR will be reflected in employees, customers, suppliers, but above all in the image of the MSMEs before the community in which it operates, thus creating a competitive advantage over MSMEs that are not Socially Responsible.

Responsabilidad, Social, Empresarial

Resumen

Se presenta el proceso de implementación de la Responsabilidad Social Empresarial, para las micro, pequeñas y medianas empresas comerciales del ramo de la industria de la construcción, tomando como referencia al Centro Mexicano para Filantropía (CEMEFI). Y se mostró el concepto de Responsabilidad Social Empresarial (RSE), así como el criterio de selección de las empresas, además de los retos y oportunidades derivadas de la implementación de la RSE, en el aspecto metodológico se propone aplicar una encuesta a los empleados para conocer el clima organizacional que impera en la organización, y otra encuesta de satisfacción de los clientes. Considerando el impacto de las actividades de la empresa, en el aspecto interno y externo en lo económico, ambiental y social, para finalmente evaluar nuevamente a la MiPYME, y aplicar la mejora continua en sus actividades para el logro de los objetivos. Los beneficios de la implementación de la RSE se reflejaran en los empleados, clientes, proveedores, pero sobre todo en la imagen de la MiPYME ante la comunidad en la que se desenvuelve, creando así, una ventaja competitiva sobre las MiPYMES que no son Responsables Socialmente.

Management, financial, Sustainability

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Introduction

It is relevant that for the implementation of Corporate Social Responsibility (CSR), the first to be convinced are the shareholders and/or partners of the MSME, so that it permeates to their managers and collaborators, and in this way they do not see it as an imposition or whim, but on the contrary, and the development of the organisation is achieved in a clear and real way.

It is common that most MSMEs seek profit, something natural, because that is why they risk investment, to generate profits and dividends, but today with globalisation, competition between companies is even greater, so they must go beyond a simple return of profits for shareholders, CSR will give MSMEs the opportunity to compete, as well as some stability in the market.

Another factor to highlight in MSMEs is that there is a high staff turnover, which is another major problem in Mexico. Many companies have not understood how important it is for human resources to find a pleasant and friendly atmosphere in their work area, as well as to feel part of the company, which will result in greater efficiency and effectiveness in production, and will reduce absenteeism.

CSR considers the human resource as a fundamental part for the achievement of business objectives, with a favourable working environment, it is feasible to achieve them.

With the implementation of CSR, the MSME will contribute to the care of the environment, either in the implementation of its processes, and/or in the manufacture of the product to be marketed in the market.

MSMEs that implement CSR in their organisations will take a step forward compared to those that do not, today it will be a goodwill action, tomorrow it may be an obligation to move towards Social Responsibility.

1. Corporate social responsibility and selected organisations

1.1. The concept of Corporate Social Responsibility

Corporate Social Responsibility (CSR) applies today to all types of companies, be they commercial, industrial, service, micro, small, medium or large. Because of the concepts it handles, where the company seeks to be sustainable from the economic, social and environmental point of view, CSR is the present and future of the policies with which a company has to manage, as it increases competitiveness and gives continuity in its development, considering continuous improvement as part of it; for Gabino (2014) "CSR includes, in addition to large companies, medium and small enterprises (SMEs)" (p. 1047).

CSR handles important concepts such as ethics, honesty, respect, care for the environment, contribution to the community, etc. All of the above should be part of the values and objectives of any type of company; Cemefi (n.d.) mentions that Corporate Social Responsibility (CSR) is a business vision that is "independent of the products or services it offers, the sector it belongs to, its size or nationality" (p. 2). If we refer to the Strategic Line: Social responsibility in the care and preservation of the environment, Cemefi (s. f.) indicates that this is not only limited to the industrial company, since the service company can contribute "with the use of resources necessary for its direct activity, such as water, electricity, paper, the use of vehicles, the generation and management of waste" (p. 18).

1.2. MSME trade in the construction industry

The trade of materials for the construction industry, e.g. plumbing works for plumbing installation, e.g. copper pipes, PVC, valves, etc., electrical installation works, e.g. pipes, cables, etc., gas installation works, e.g. pipes, wires, etc., and gas installation works, e.g. pipes, wires, etc., gas installation works with pipes and valves, cement, sand, gravel, lime, blocks, partition walls, steel reinforcement rods, electro-welded mesh, etc., is an important sector to satisfy, as it is not only in the construction of a building, any person who expands, remodels or maintains their facilities requires the consumption of these materials.

It is for this reason that an organisation of this type is considered for the research, in addition to the fact that these micro, small and medium-sized companies, many of them do not have established management systems, in addition to the fact that they are growing rapidly.

The first important point for the implementation of Social Responsibility is that the owner(s) have the attitude and desire to implement the ideology of Corporate Social Responsibility, in order to have a better development in their company and to obtain the advantages that this system provides.

1.3. Challenges of implementing Corporate Social Responsibility

To address the challenges of implementing the CSR system, we consider as a reference what Ludlow, De la Torre, and Cajiga (2003) indicate in their Guide for the implementation of CSR cited by Cemefi (n.d.) "To develop and disseminate the ethical mandate and commitment of the company (principles, codes, lines of action, etc.)" (p. 24). This challenge will be very important to meet, as it is not enough just to develop the organisation's principles and lines of action; the important thing is to disseminate them in the company so that employees apply the ethical mandate, creating awareness of the company's commitment.

For Montoya and Martínez (2012): "The socially responsible company is one that assumes in all its decisions the social commitment, is rooted in the action and decision of the managers, as well as in all its command staff, to transfer this approach, programmes and policies with greater security to the entire organisation, reaffirming the commitment of the company and those who govern it." (p. 48).

It is for this reason that it will also be a challenge, so that with a convinced leadership of the CSR system, it will serve as an example for all the people who make up the organisation, laying the foundations for proper management.

1.4. Opportunities arising from the implementation of CSR

There are several opportunities that the CSR system will give the company, one of which we can mention according to Montoya and Martínez (2012):

In the case of Mexico, the institutions present for the recognition of the practice of social responsibility in companies are basically two, the first Mexican and the second international: the Mexican Centre for Philanthropy (Cemefi) and the Global Compact. (p. 108).

This will help the company to consolidate its position in the market.

According to Ludlow, De la Torre, and Cajiga (2003) in their Guide for the implementation of CSR cited by Cemefi (n.d.) the "Determination of areas of opportunity to adjust goals and programmes" (p. 26). Being relevant for the continuous improvement of the organisation. Capriotti and Schulze (2010) comment that "Today the expanding company must be seen as a network of alliances to manufacture, distribute and develop technology" (p. 155). With this the company will be visualised as an organisation that contributes to the development of the community.

Finally Boria, García, Vizuite, Gil and Crespi (2013): Nowadays companies must be responsible in the search for identification with their stakeholders, through ethical behaviour in the economic, social and environmental spheres, they facilitate the possibility of having various competitive advantages such as increasing reputation, to not incurring social sanctions (Testera & Cabeza, 2012) (p. 464).

They have to be reflected in the company's own activities with the CSR philosophy, for the common good, and in which the company will be able to increase its profits, the commitment of human resources to the company will be greater, as well as the organisation's commitment to the environment.

Methodology

Based on Ludlow, De la Torre, and Cajiga (2003) in their Guide for CSR implementation cited by Cemefi (n.d.) "the company identifies and monitors the social, ethical and environmental issues important to its operations and reputation" (p. 24).

The first step is to find out the current perception of the organisation's employee(s) of the company by applying an organisational climate survey.

Doing the same to know the reputation of the organisation with the MSMEs' customers, with a satisfaction survey. It also determines the interaction of the MSME with society and the environment.

To analyse the impact of the organisation's activities in the different areas, we will consider the internal and external aspect in each of them.

In the internal economic area, according to Cemefi (n.d.): Its responsibility focuses on the generation and distribution of added value among collaborators and shareholders, considering not only market conditions but also equity and justice. The enterprise is expected to generate profits and to stay alive and thriving (sustainability) (p. 5).

The MSMEs considered in this study, by generating profits, enable it to reinvest in the organisation, pay the salary to the employee(s) and the owner of the organisation.

In the external economic area, for Cemefi (n.d.): It involves the generation and distribution of useful and profitable goods and services for the community, in addition to its contribution to the public cause via the tax contribution. Furthermore, the enterprise must actively participate in the definition and implementation of the economic plans of its region and country (p. 5).

MSMEs distribute useful products at competitive prices to the community, since their business is in the construction industry, and they also comply with their tax contribution in their tax returns. And they must be actively involved in the economic plans of their region.

For Cemefi (n.d.), the internal environmental impact of the organisation's activities "implies total responsibility for the environmental repercussions of its processes, products and by-products; and, therefore, the prevention and, if necessary, remediation of the damage they cause or could cause" (p. 6). Commercial MSMEs should offer energy-saving luminaires, and can also innovate by offering their customers products for a polyurethane-based waterproofing system used in ecological housing, as well as prefabricated elements such as joist-and-vault slab systems, which are considered as sustainable materials.

And to elaborate a programme for the care and saving of electrical energy and drinking water in the operation of the organisation.

Regarding the external environmental impact of the organisation's activities, according to Cemefi (n.d.) "it entails the implementation of specific actions to contribute to the preservation and improvement of the common ecological heritage for the good of present and future humanity" (p. 6). In this area organisations have to implement some strategy or action to contribute to the environment in their region.

"It implies the shared and subsidiary responsibility of investors, managers, employees and suppliers for the care and promotion of the quality of life at work and the integral and full development of all of them" (Cemefi, n.d., p. 5). For the analysis of the impact of activities in the internal social area, because all members of the organisation must work in an atmosphere of respect and cordiality. MSMEs should plan and schedule some courses on job discipline and others on self-improvement, in order to contribute to the development of their employees.

In the external social area, Cemefi (n.d.): It entails carrying out actions and contributions of its own and selected guilds to contribute with time and resources to the generation of conditions that allow and favour the expansion of entrepreneurship and the full development of the communities and, therefore, to a favourable market environment for the development of its business (p. 5-6).

Organisations can solve this by developing a programme that supports the community's school infrastructure, for example, as the best way to give back to society.

According to Rubio (n.d.) "First of all, companies must systematise and formalise their CSR management policies by implementing appropriate management systems that guarantee the setting of objectives and the improvement of actions to achieve them" (p. 2).

Establish the organisation's Corporate Social Responsibility policy, as an example: Corporate Social Responsibility should be the frame of reference within which the "MSME" can develop the strategic objectives for the sustainable development of the business, through the generation of social, economic and environmental value. To favour the achievement of the organisation's objectives in order to offer quality and environmentally friendly hardware and/or building materials. 2.- To promote ethical behaviour and organisational transparency for the credibility and trust of the stakeholders. 3.- Improving the reputation and recognition of society with the business.

"In order to persistently create value, companies must satisfy not only their customers and shareholders, but also pursue, as far as possible, the satisfaction of all stakeholders" (Cemefi, n.d., p. 9). The core stakeholder will be the owners of the MSMEs, whose expectation is the profitability of the business, generating profits to sustain the organisation and reinvest in it.

The broad stakeholder is the contractual stakeholder, the suppliers and their expectations of continuity in the commercial relationship with the business, in addition to increasing the supply of materials to the MSME; the customers of the organisation via the supplier, with their expectations of good quality materials (that meet the standard and/or specification) and at reasonable prices; and finally their collaborator(s) or employees, with the main expectation being the consolidation of the organisation in the market to continue with employment.

Finally, the contextual interest group with the governmental and legislative authorities that regulate and give legality to the business; the community that expects the organisation to give back in the development of its society, for example in supporting basic education schools in their infrastructure, specifically in the support of some electrical and/or plumbing materials, as well as contributing to the care of the environment with the maintenance of some of the green areas that are in the area where the MSME is located.

For Cemefi (n.d.) "The company develops a strategic plan for its internal and external social programmes, based on a shared vision and commitment to the issues, expectations and goals of both its business and the community in which it operates" (p. 24). Therefore the Mission and Vision of the organisation is defined. An example of Mission is, "We are an organisation that works for continuous improvement in hardware and/or building materials, as well as to develop the best relationship with our customers, suppliers and society". And the Vision is, "To be the MSME that meets the expectations of our customers in quality and price of our materials in the locality".

The programmes that will be implemented to satisfy the stakeholders are: Program to attract new customers, Program to offer innovative materials, Training program for the counter employee, Program to support schools in the community with the supply of materials, Program to maintain the green areas of the community; and Agreements with suppliers for the involvement with the MSME in social programs towards the community and the environment.

Cemefi (n.d.) "Assign responsible persons with authority to follow up policies and programmes, and have a regulation of incentives and sanctions" (p. 25). Policies and programmes will in the first instance have the owner(s) of the organisation as the responsible person(s), because it is an MSME.

"Each enterprise must establish an external quantitative and qualitative evaluation process for its social responsibility strategies, programmes and activities in the four areas of CSR and their impact on both the business and the community" (Cemefi, n.d., p. 25). Initially, the MSME will measure and analyse the results obtained in the programmes described above, within the timeframe indicated by each of them.

Based on the SA 8000 standard (1997) quoted by Rubio (n.d.) "the standard aims to lead the organisation to management based on the continuous improvement of its activities on the way to achieving the aforementioned objectives" (p. 7). The strategy to be followed will be to apply continuous improvement based on the results obtained in the programmes, in order to achieve the organisation's objectives.

For Cemefi (n.d.) "The list of benefits or detriments is considerable, depending on the type of company, the stakeholder concerned and its social position" (p. 19). The positive results expected with the implementation of CSR are to increase the number of companies captured through the supply chain, thus increasing sales, that the employee or employees have a greater commitment and loyalty to the organisation, consolidate the hardware store or materialist house in the market, and that the company's image in the community grows by contributing to the community and the environment.

Results

If the MSME owners are convinced that the chances of success of the implementation of the CSR model are high, they will be determined by evaluating the results of the implemented programmes.

The company must inform those who are part of the organisation and society about the results of its programmes, as well as the competitive advantages provided by the implementation of Corporate Social Responsibility (CSR), and apply continuous improvement in the organisation.

Annexes

Surveys to measure the organisational climate in MSMEs.

1. About the company		
No.	Question	Scale
1.1	Do you like your company?	1,2,3,4,5
1.2	Do you feel integrated in it?	1,2,3,4,5
1.3	Did you know the company before you joined?	1,2,3,4,5
1.4	Do you know your position (role) and responsibilities?	1,2,3,4,5
1.5	Do you feel that the company has given you a supportive and trained start in your new job?	1,2,3,4,5
1.6	Is the company interested in your suggestions?	1,2,3,4,5

Table 1 Company profile of the administrative group
Source: Influence of psychosocial risks on the work climate. (2014)

2. About the job (General)		
No.	Question	Escala
2.1	Is the lighting adequate?	1,2,3,4,5
2.2	Is the temperature adequate?	1,2,3,4,5
2.3	Is the noise level adequate for the job?	1,2,3,4,5
2.4	Are the facilities clean?	1,2,3,4,5
2.5	Are the toilets (bathrooms) clean?	1,2,3,4,5
2.6	Do you have enough space to carry out your work?	1,2,3,4,5
2.7	Do you have adequate means to carry out your work?	1,2,3,4,5

Table 2 Job evaluation profile (general) administrative group
Source: Influence of psychosocial risks on the work climate (2014)

Where the lowest scale is 1 and the highest is 5.

The survey to measure customer satisfaction with the MSME is shown below.

No.	Question	Scale
1	Is the use of our services/products useful for you?	Not at all, Rather not, I don't know, Rather yes, Yes a lot
2	How do you find the professional appearance of our company?	Not professional, Not very professional, Professional, Very professional
3	How does the quality of our services compare with that of our competitors?	Much worse, Slightly worse, About the same, Slightly better, Much better
4	Do you find the prices of products and services more acceptable than those of competing companies?	Much less acceptable, Slightly less acceptable, About equally acceptable, Slightly more acceptable, Much more acceptable
5	What was the quality of our customer service?	Of very poor quality, Of poor quality, Good, Rather good, Of high quality, Of high quality
6	Were you happy with our employees?	Very dissatisfied, Dissatisfied, Neither satisfied nor dissatisfied, Satisfied, Satisfied, Satisfied, Very satisfied
7	What is your overall evaluation of our company?	Not enough, Sufficiently, Good, Very good, Excellent, Excellent
8	Would you recommend our company to others?	Certainly not, Probably not, I don't know, Probably yes, Certainly yes, Of course yes

Table 3 Sample customer satisfaction survey
Source: Survio. Customer Satisfaction/Survey Template (2023)

Conclusions

In Mexico there are very strong problems, civics was no longer taught as a subject in basic education many years ago, and in families it has not been given the necessary importance, which is why civics is lacking in many citizens; Corruption together with impunity is deeply rooted in society, unfortunately as part of its culture, in an organisation it is exposed to the fact that in order to obtain the corresponding permits and/or licences the authority bribes companies, or companies give bribes to public servants to comply with the regulations, and this goes hand in hand with the insufficient legal frameworks that are also in place. Today many leaders still practice authoritarianism as a management style, affecting the performance of their staff, creating discontent and dissatisfaction, resulting in frequent turnover of human resources in the company. All these will be challenges and obstacles to overcome.

The *raison d'être* of any company is to generate wealth in the region where it is established, because it should not only think about the wealth of the shareholders, but also about the fair economic distribution to its employees, as well as contributing to its community and environment. The CSR model seeks to cover all these aspects.

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Digital tools that MSMEs need to survive any crisis

Herramientas Digitales necesarias para que las MiPymes sobrevivan a cualquier crisis

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Abstract

Crises such as the COVID-19 pandemic have radically transformed the way businesses operate around the world. Particularly MSMEs, as they were severely affected by this crisis. In Mexico, 1.6 million of these establishments closed, and the rest were forced to adapt quickly to the sanitary restrictions imposed due to the pandemic. Some of the measures implemented by MSMEs to survive the pandemic were home-office and online sales, for which the use of digital tools was indispensable. The objective of this research was to identify which digital tools were used by MSMEs to survive the pandemic so that they are prepared to face future crises. The research was quantitative and descriptive, a questionnaire was applied to 100 MSMEs on digital tools used in business operations. Regarding the results, it was found that the most used digital tools are social networking platforms, among which WhatsApp, Facebook, and Instagram stand out in areas such as sales, marketing, and internal communication. In addition, the most used digital tools for payments are electronic transfers, Clip, and Mercado Pago.

Crisis, Pandemic, MSMEs, Platforms

Resumen

Las crisis como la pandemia de COVID-19 han transformado radicalmente la manera en que las empresas operan en todo el mundo. Particularmente MiPymes, debido a que estas se vieron severamente afectadas por esta crisis. En México 1.6 millones de estos establecimientos cerraron, y las demás se vieron obligadas a adaptarse rápidamente a las restricciones sanitarias impuestas debido a la pandemia. Algunas de las medidas que implementaron las MiPymes para sobrevivir a la pandemia fueron el home office y la venta online, para las cuales fue indispensable el uso de las herramientas digitales. El objetivo de esta investigación fue identificar que herramientas digitales utilizaron las MiPymes para sobrevivir a la pandemia, con el fin de que estas estén preparadas para enfrentarse a las futuras crisis. La investigación fue de tipo cuantitativa y descriptiva, se aplicó un cuestionario a 100 MiPymes sobre herramientas digitales utilizadas en las operaciones de las empresas. En cuanto a los resultados se encontró que las herramientas digitales más utilizadas son las plataformas de redes sociales, entre las cuales destacan WhatsApp, Facebook e Instagram en áreas como ventas, marketing y comunicación interna. Además, que las herramientas digitales más utilizadas para pagos son las transferencias electrónicas, Clip y Mercado pago.

Crisis, Pandemia, MiPymes, Plataformas

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Introduction

Numerous crises have been experienced throughout history. Crises are defined as any significant change that leads to important consequences in processes, situations, or in the perception of these (RAE, 2023). Some crises have been provoked by political or economic tensions or wars; others by natural disasters or global pandemics. A clear example of the most recent crisis we are going through was the emergence of the Covid-19 pandemic (Abdalla Adam & Alarifi, 2021).

With respect to the Covid-19 pandemic, which not only affected the health of millions of people and caused the death of others, but also generated a profound disruption in the availability of goods and services. This caused an extremely challenging scenario for micro, small and medium-sized enterprises (MSMEs), with significant impacts such as a decrease in demand that affected sales, temporary or permanent closures due to compliance with sanitary restrictions, which also interrupted their supply chains, staff restructuring, limited access to financing, digital illiteracy, among others, highlighting their vulnerability to extraordinary circumstances (Candra *et al.*, 2023; Costa & Castro, 2021).

In this context, it is important to highlight the tools that MSMEs can rely on to overcome any crisis. Therefore, the aim of this article was to identify the digital tools used by MSMEs to survive the Covid-19 pandemic, so that they are prepared to face future crises. In this paper, a review of the literature related to digital tools was conducted, which is presented in the following section, as well as aspects in which MSMEs used them to cope with the Covid-19 pandemic, the methodology, results, conclusions and references.

Digital tools

Digital tools in the business context refer to applications and systems that allow information to be created, organised and shared collaboratively online. Examples of these tools are content management systems, which facilitate the creation of websites, the publication of news or content, the organisation of documents and the management of customer or employee databases, and do not require advanced technical knowledge.

Their usefulness lies in their ability to simplify and streamline tasks, improve internal and external communication, and facilitate collaboration between teams, which makes them fundamental allies for business success in this digital era and for dealing with crises (Ávila De Tomás *et al.*, 2013; Morán Borja *et al.*, 2021).

E-commerce platforms

E-commerce platforms are digital tools that are used to improve sales, reduce costs and have 24/7 availability for company-customer communication (Monterrubio-Hernández, 2021). It is a phenomenon that impacts the global economy, transforming the way in which economic transactions are carried out and the habits of society. In 2019, the leading companies in e-commerce in Mexico were Interjet, Bestbuy, Cinépolis, Mercado Pago, and Conekta (García, 2020). All of these are large companies, highlighting that the use of e-commerce platforms was limited for MSMEs.

However, in the Covid-19 pandemic, thanks to the internet and broadband, there was an increase in online trade in goods and services, as well as greater export diversification for MSMEs. The intensive use of the internet during this crisis allowed them to create their online shops and participate in global e-commerce platforms, thus breaking down traditional barriers that used to hinder their efforts, such as gaining access to global markets, growing, diversifying and being successful in today's digital economy (ECLAC, 2019). This approach allowed MSMEs to continue to sell securely and efficiently, even during the most stringent of confinements.

Online payments

In the new industrial revolution we are facing, money and banks could be transforming. In addition to payment services that are constantly evolving, some of the digital currency formats are credit and debit cards, PayPal and transfers (Pastor Sempere, 2020). During the pandemic, the need to minimise physical contact led to a significant increase in the adoption of online payments by MSMEs.

According to García, (2020), there are three most popular online payments which are credit card, debit card and bank intermediary such as PayPal, while the most popular offline payments are cash, bank cards in physical establishments and convenience stores such as OXXO, pharmacies, supermarkets or bank deposits.

Digital Marketing Strategies

Digital marketing integrates the different media, making the most of traditional methods along with new (digital) ones, resulting in greater interaction and attracting new customers. Through the implementation of commercial strategies carried out in digital media (Sociedad *et al.*, 2018). These digital tools became vital to reach customers and keep them informed about the company's operations. In particular MSMEs that invested in digital marketing were able to maintain customer loyalty and attract new ones (Singh *et al.*, 2021).

Some of the digital marketing strategies are E-mail marketing (advertising through e-mail), E-Commerce (making purchases and sales of products or services through various digital media), Influencer marketing (advertising through people who are engaged in filling social networks with content and followed by a large number of users interested in them), Mobile-Marketing (promotion of products and services through smartphones and tablets), Social Media Marketing (communication and advertising carried out in different social networks), among others (Lozano-Torres & Toro-Espinoza, 2021).

Videoconferencing Platforms

Videoconferencing platforms are digital tools designed to enhance and facilitate online interaction and communication between individuals or groups that are geographically separated. Essentially the most advanced form of virtual communication today, their purpose is to enable virtual meetings, allowing them to interact in real time and share information. For which minimal elements are required, such as a smartphone and internet connection (Gutierrez *et al.*, 2022).

During the pandemic, the transition to remote working was a reality for many businesses, including MSMEs. Platforms such as Zoom, Microsoft Teams and Google Meet became essential tools for internal and external communication. Virtual meetings allowed these companies to stay in touch with their employees, customers and partners, which helped to keep constant work afloat amidst so many mobility constraints (Sö Lner *et al.*, 2021).

Methodology

The research was quantitative, exploratory and descriptive in approach, for which a literature review on digital tools was conducted.

Research Instrument

A structured survey on digital tools and their application in business operations was designed and applied to a convenience sample size of 100 MSMEs to obtain information on their use of digital tools to survive the crisis caused by the COVID-19 pandemic in the period July to August 2023.

Participants

The survey was administered to MSME owners with businesses in Mexico City and surrounding municipalities. These businesses were randomly and voluntarily selected.

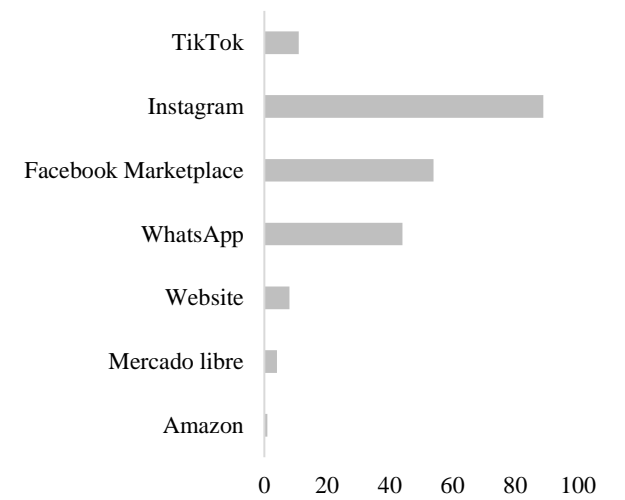
Research variables

Digital tools for sales: ICT tools used by MSMEs to sell in times of pandemic were: TikTok, Instagram, Facebook Marketplace, WhatsApp, business website, Mercado Libre and Amazon.

Online payment tools: these are the digital tools most used by MSMEs for online payments: Clip, Mercado Pago and PayPal, among others.

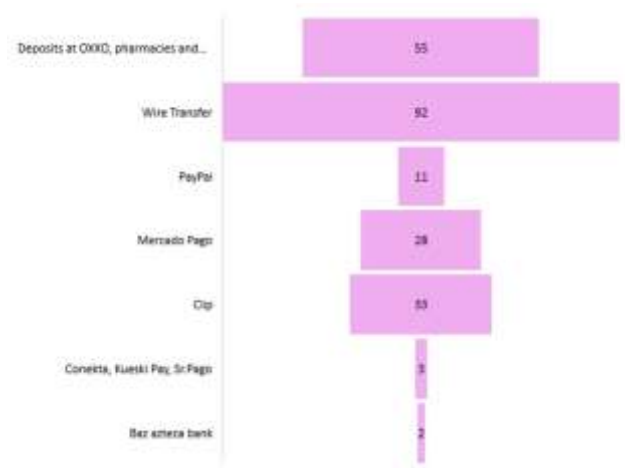
Results

Graph 1 shows that the most used tools by MSMEs to sell in pandemic were: in first place, Instagram with 89 votes, in second place, Facebook Marketplace with 54 votes and in third place WhatsApp with 44 votes.



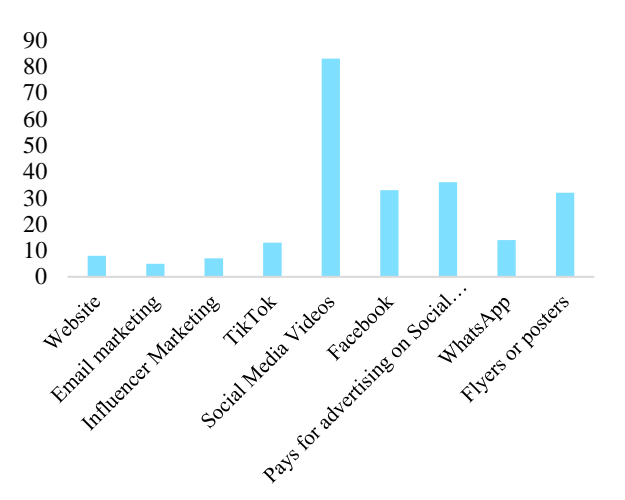
Graph 1 Digital tools most used by MSMEs to sell in pandemics
Source Own Elaboration with survey data

Figure 2 shows that the digital tools most used by MSMEs for online payments are electronic transfer, followed by Clip, Mercado Pago and PayPal platforms, and as can be seen offline payments are still in force, MSMEs prefer deposits at Oxxo, pharmacies and supermarkets.



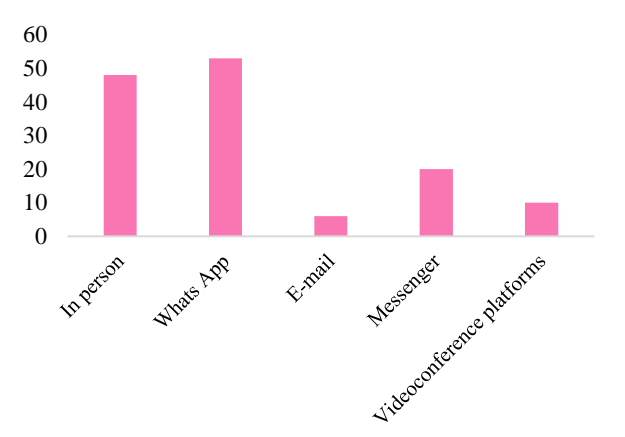
Graph 2 Digital tools most used by MSMEs to accept payments in pandemics
Source Prepared by the authors with survey data

Graph 3 shows that, in terms of Digital Marketing, MSMEs prefer to use the Social Media Marketing strategy, as in pandemic they used their social networks more, whether to publish videos, use Facebook, or pay for advertising on their networks.



Graph 3 Digital tools most used by MSMEs for pandemic marketing
Source Own Elaboration with survey data

Graph 4 shows that MSMEs in pandemics used the WhatsApp social network most as an internal communication tool.



Graph 4 Digital tools most used by MSMEs for internal communication in pandemics
Source Prepared by the authors with survey data

Table 1 shows the 10 digital tools that MSMEs recommend as necessary for them to survive in any crisis.

10 Indispensable Digital Tools to Survive the Pandemic	
Instagram	53
Facebook	16
WhatsApp	13
Social Media	7
Smartphone	4
TikTok	4
Google	2
Meet	2
Zoom	2
The Internet	1

Table 1 10 indispensable digital tools for the survival of MSMEs in pandemics
Source Own Elaboration with survey data

Conclusion

The Covid-19 pandemic has been a disruptive event that has required adaptation and resilience on the part of MSMEs around the world. The implementation of digital tools plays a crucial role in the survival of these enterprises. Particularly with the use of social media platforms, which are mostly free and there are a variety of options to choose from.

This research recommends that MSMEs use the following digital tools to survive the crisis, as they enabled MSMEs during the pandemic to maintain their operations through the valuable promotion and marketing of their products and services, and in some cases even grow and remain relevant in this ever-evolving business world:

1. Instagram, Facebook Marketplace, and WhatsApp, in terms of platforms for e-commerce.
2. WhatsApp and Messenger, in terms of platforms for internal communication.
3. Electronic transfers, Clip and Mercado Pago, for online payments, and payment in OXXO, pharmacies and supermarkets for offline payments.
4. Referring to digital marketing strategies, Social Media Marketing in networks such as Facebook, WhatsApp and TikTok.

In order for MSMEs to cope successfully with crises, they will need to demonstrate remarkable flexibility and adaptability to changes in consumer preferences. In addition to effective implementation of digital strategies, investments in modern technology and taking advantage of existing and recommended digital tools.

In order to move into the digital world, taking the next step towards digitisation, in response to the way businesses engage with consumers in the current era.

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Evaluation of the management and operation of micro and small companies in the manufacturing sector

Evaluación de la gestión y operatividad de micro y pequeñas empresas del sector manufactura

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Abstract

This research work aims to show the initial results of a situational diagnosis through the identification, description and evaluative analysis of the current situation in micro and small businesses (M&SBs), through a qualitative study with the objective of identifying the particular needs of the directors (owners) of the manufacturing sector in the Texmelucan area (in the state of Puebla, Mexico) and surrounding regions, in relation to their management, administration and direction with the purpose of developing a training program. Six businessmen were visited and interviewed. The methodology was qualitative, with direct observation, process mapping and unstructured interviews. The first investigations suggest that training should be focused on productive areas, with greater emphasis on inventory and warehouse management. The results obtained will contribute to the design of the training program according to the needs observed in each of the M&SBs.

Situational diagnosis, Directors, Micro and small businesses

Resumen

Este trabajo de investigación tiene por objeto mostrar los resultados iniciales de un diagnóstico situacional mediante la identificación, descripción y análisis evaluativo de la situación actual en la micro y pequeñas empresas (MyPEs), mediante un estudio cualitativo con el objetivo de identificar las necesidades particulares de los directores (propietarios) del sector de manufactura en la zona de Texmelucan (en el estado de Puebla, México) y regiones aledañas, en relación a la gestión, administración y dirección de las mismas con el propósito de desarrollar un programa de capacitaciones. Se visitaron y entrevistaron a seis empresarios. La metodología fue de tipo cualitativa, con observación directa, mapeo de procesos y entrevistas no estructuradas. Las primeras indagaciones dejan entre ver que se debe enfocar la capacitación a las áreas productivas, con mayor énfasis en la gestión de inventarios y almacenes. Los resultados obtenidos contribuirán al diseño del programa de capacitaciones de acuerdo con las necesidades observadas en cada una de las MyPEs.

Diagnóstico situacional, Directores, Micro y pequeñas empresas

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Introduction

According to the National Institute of Statistics and Geography (INEGI), in Mexico, the number of people working in a company is used as a criterion to identify them as: micro, small and medium-sized companies, and the rest as large companies. To be more precise, enterprises are classified as follows: micro enterprises are those with 0 to 10 employees, small enterprises have between 11 and 50 workers, medium enterprises have between 51 and 250 people, and large enterprises have more than 250 employed individuals (INEGI, 2020). This study focuses on micro and small enterprises (MSEs).

Based on the results of the 2019 Economic Census, both the Mexican private and parastatal sectors are composed of 4, 773,995 economic units, of which 95.0% are microenterprises, 4.0% are small and 0.8% are medium-sized, and only the remaining 0.2% are large enterprises (INEGI, 2019).

However, most of these micro, small and medium-sized enterprises are made up of individuals who usually have not managed to obtain a stable job or belong to the economically inactive population, leading them to develop their own business (Cruz *et al.*, 2016).

According to Reyes *et al.* (2019), Colther (2020) and Mamani *et al.*, 2022), the development of micro and small enterprises arises as a response to the need for entrepreneurship, being micro entrepreneurs a fundamental pillar for the growth and generation of local jobs, as well as the engine to boost the regional economy.

On the other hand, according to the study on the demographics of Mexican businesses, microenterprises have a 1.47% monthly death rate and a 1.28% monthly death rate of employees. Furthermore, in the state of Puebla, microenterprises have a 1.70% monthly death rate, and a 1.55% monthly death rate of employed personnel (INEGI, 2021).

Cruz *et al.* (2016) point out different causes for which MSEs end up closing, among them are huge personal expenses without any control over them, inadequate delegation of responsibilities and decision making without valid arguments, lack of planning, problems related to marketing, constant employee turnover and hiring without job evaluation, accounting and tax problems, training programmes, as well as inefficient management and control in production and inventories.

For MSEs, inventory management and control is not a priority issue, because managers rely mainly on empirical knowledge and the experience they have acquired over the years, managing and operating on a trial and error basis.

In order to achieve the objectives, Puente *et al.* (2017) point out that to achieve daily success in operational and administrative management, not only depends on the proper financial management of resources, but also one of the main factors is inventory management.

Considering the above, MSEs need tools based on strategies that allow them to optimise, manage and control their daily activities. As well as administrative and operational knowledge to improve their organisational processes.

In general, SMEs are in constant uncertainty, which prevents them from growing, developing and remaining in the face of increasingly demanding markets, as well as unfair competition, therefore, it is essential that managers have the necessary skills and knowledge to carry out an efficient administration and management. In order to remedy this situation, it is proposed to design a training programme focused on inventory and warehouse management, since this area is one of the areas identified during the situational diagnosis applied in six MSEs that served as a source for this field study.

In this regard, Palomino and Alvarado (2018) argue that, in order to achieve efficient integration and management in organisations, it is essential to address the issue of inventories and warehouses, since the problems that arise in this area are not alien to large companies or to MSEs.

Methodology

This research presents a qualitative design, which is characterised by the involvement of a few cases to analyse them specifically, that is, "individual cases, representative not from a statistical point of view, but for their qualities" (Sampieri *et al.*, 2014, p. 12).

For this particular case, the sample used for the development of the field study was of the homogeneous type combined with the sample of typical cases, in which "cases of a similar profile are chosen, but which are considered representative of a segment of the population, a community or a culture" (Sampieri *et al.*, 2014, p. 388). In this sense, as a sample, MSEs located in the region of Texmelucan and surrounding areas were taken, focusing on the manufacturing sector.

Regarding the approach and design of a training course, Chirinos (2022) highlights that the instruction and learning activities must be described in detail, taking into account a situational diagnosis considering the particular needs. The main mechanisms that contribute to the detection of needs are: performance evaluation, observation (direct and indirect), surveys, interviews and constant reports (Salazar, 2021).

Under these premises, interviews were conducted with the managers of six SMEs in order to collect and identify the most important needs to be considered in the design of the training. The field study was carried out over a period of two months. Direct observation made it possible to analyse and identify the collective and individual activities carried out by each employee, the tools and equipment used by the participants and the functions covered, being essential to capture unusual issues without asking directly and not being seen as intrusive or uncomfortable. In this way, observation and interviews go hand in hand in order to confirm the conjectures of what has been observed.

Results

The initial results of this field study identified that most of the MSEs considered in this research, which are dedicated to the textile sector, have problems in finding and keeping qualified personnel, resulting in a constant turnover of employees.

In the particular case of the microenterprise that manufactures jumpers, it is complicated for the director to find qualified personnel with the knowledge and skills to manipulate the knitting machines, so he has to invest time and money in training new employees, but they end up leaving the job.

As for the MSEs that manufacture socks and sweatshirts, the most frequent problem faced by the managers is that the staff abandons the work at the least expected time and without giving prior notice, causing delays in the planned activities and problems of compliance with production.

Another recurrent situation identified is that SMEs do not have sufficient capital to buy raw materials, pay for labour, repair machinery, among others. As well as the lack of knowledge of programmes and means to apply for and obtain governmental support or private credits.

In this sense, the microenterprise that manufactures sweatshirts has the knowledge and skills to make various models of garments, however, it does not have the financial resources to invest and start a new line of models, with the purpose of offering other garments during the course of the year, because sweatshirts are only in demand during the winter season, causing sweatshirt production to decrease during the rest of the year.

In addition, one of the main problems observed is related to inventory and warehouse management, as they lack techniques, methods and tools that allow them to properly manage this area. Of the six SMEs involved in this research, only one small enterprise dedicated to the manufacture of baby clothes registers and controls its inventories through Excel, where it registers the movements of finished products and raw materials, constantly updating the information, as well as carrying out weekly physical inventories and maintaining a safety inventory that allows it to cover unexpected demands.

In contrast, the micro-enterprise that manufactures jumpers does not have an adequate and defined space for raw materials, inputs, finished products, etc. Likewise, the knitting machines do not have a layout that allows the tasks to be carried out efficiently.

Derived from the situational diagnosis that included the identification, description and evaluative analysis of the current situation of the MSEs, the next stage is to carry out the design of a training programme considering the identified needs.

Thanks

The author is grateful for the availability and support of each of the directors of the micro and small enterprises for their openness and collaboration in compiling the information for this research.

Conclusions

One of the premises to be considered is that MSEs are on an upward trend, which indicates that, in a few years, the number of MSEs will increase greatly. Although there are policies to promote SMEs in Mexico, they are not sufficient. Vega *et al.*, (2020) points out that business incubators and the introduction of centres to support entrepreneurship are the way for the growth and development of this, however, during the research, it was corroborated that these supports are difficult to achieve due to the bureaucracy of the country.

The main reasons why the managers of these SMEs started their business are related to the need to provide a livelihood for themselves and their families. Most of these entrepreneurs started their businesses from scratch because of the lack of jobs and opportunities in their home areas. They are motivated to work and to move their businesses forward, however, they do not have the academic preparation or the necessary knowledge to run and manage their businesses.

The situational diagnosis of the needs of MSEs in the region of San Martin Texmelucan and its surroundings has allowed us to identify areas of opportunity in terms of topics that should be considered for the development of a training programme, in this sense, the first design will be focused on the management and control of warehouses and inventories.

For future research, it is suggested that a more in-depth study be carried out, covering a larger number of SMEs, in order to address this sector, which is so important for the region, the state and the nation, since it is a source of employment.

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Marketing action plan in Micro and Small Enterprices of San Martín Texmelucan, Puebla

Plan de acción mercadológico en Micro y Pequeñas Empresas de San Martín Texmelucan, Puebla

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Abstract

This article is part of a research that develops a strategic plan according to the needs of companies in the region to improve their profitability, and due to its nature, qualitative research is carried out. The section of the research is exploratory-descriptive, to know and describe the characteristics of the companies under study, which correspond to a highly commercial region, being located in a strategic geographical point. A research instrument (interview) was developed and applied to the directors/marketing managers at Mypes in the San Martín Texmeluan region, complemented with observation of the means used to promote the company and its products/services offered; supporting the identification of areas of improvement in the operation of those involved, preparing proposals and from said research emerged the development of two undergraduate theses and the training of resources through around 20 undergraduate students who contributed to the research, as interviewers and information processing.

Micro and small business, Marketing, Strategic plan

Resumen

El presente artículo forma parte de una investigación que desarrolla un plan estratégico acorde a las necesidades de empresas de la región para mejorar la rentabilidad de las mismas, y por su naturaleza se realiza una investigación cualitativa. El corte de la investigación es exploratorio-descriptivo, por conocer y describir las características propias de las empresas en estudio, que corresponden a una región altamente comercial, por localizarse en un punto geografico estrategico. Se elaboro intrumento de investigación (entrevista) y se aplico a los directivos/responsables de mercadotecnia en Mypes de la región de San Martín Texmeluan, complementado con observación a los medios empleados para la promoción de la empresa y de sus productos/servicios ofertados; apoyando a identificar áreas de mejora en la operación de los involucrados, elaborando propuestas y de dicha investigación surgio el desarrollo de dos tesis de nivel licenciatura y la formación de recursos a través de alrededor de 20 estudiantes de pregrado que contribiyeron en la investigación, como entrevistadores y el procesamiento de información.

Micro y pequeña empresa, Mercadotecnia, Plan estrategico

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1. Introduction

When developing a marketing plan, it is important to consider several key elements. These include analysing the market and competition, segmenting and selecting target market segments, determining the company's unique value proposition, defining marketing objectives, developing strategies and tactics, implementation and control, and budget allocation.

The objective is: To design a marketing action plan for micro and small enterprises in San Martin Texmelucan, to promote their permanence and development. San Martin Texmelucan is a commercial pole within the state of Puebla and the region (state of Mexico, Hidalgo, Morelos and Tlaxcala), so it is important to support micro and small enterprises, given the economic contribution they represent.

The baseline hypothesis that is established is: For an adequate marketing action plan in MSEs, it is necessary to consider as main factors: consumer needs, supply and demand, market prices and proximity to the customer.

The municipality of San Martin Texmelucan is conformed by eleven auxiliary boards, it is located in the western centre of the state of Puebla in an area of the Tlaxcala valley of Puebla known as Texmelucan valley, located 32 km from the capital of Puebla, 26 km from the city of Tlaxcala and 95 km from Mexico City as described in the above mentioned, the municipality has a population of 152,051 inhabitants which represents 2.5% of the population of the entity. Half of the population is 23 years old; for every 100 people in productive age (15 to 64 years old) there are 62 in age of economic dependence (under 15 years old or over 64 years old), the average number of inhabitants per household is 4.6; 4.0% of the population has no educational studies, 64.9% has basic education, 0.3% finished primary school, 18.1% secondary school, 12.1% higher education.

The municipality has 3,265 economic units of which 3,228 are MSMEs, representing 98.8%. San Martin Texmelucan is a municipality that due to its geographical location, natural conditions and population, stands out in the state development plan as a strategic point of communication between the Valley of Mexico (Federal District and State of Mexico) and the states of Puebla and Hidalgo. It is located within a strategic industrial corridor linked to both the capital of Puebla and the state of Tlaxcala. It also stands out for the important commercial activity that takes place there (Ortega, E. 2017, p. 20).

Development of Sections and Paragraphs of the Article with subsequent numbering.

2. Theoretical framework

Marketing is spoken of as a philosophy to refer to an attitude, or a point of view proper to organizations, which focus their efforts on satisfying the needs and desires of consumers, in addition, it defines the establishment of certain permanent relationships with customers, to become a source of long-term benefits for both parties involved, consumers and organizations (Yambay, 2022).

Kotler, (2021) points out that: The Strategic Marketing Plan is an approach that is based on the development of specific marketing strategies to achieve the company's objectives. Rather than focusing on individual tactics, this approach is based on implementing comprehensive strategies that encompass multiple aspects of marketing. In this research, we will explore in detail the concept of Strategic Marketing Plan and its importance in today's business environment. According to the portal pymes.org.mx, the directory of businesses in San Martin Texmelucan Puebla, there are 15,175 MSMEs located in the municipality.

Aguilar (2021, p. 302) points out that: Currently the development of strategies for the top management of companies in the commerce sector is required since the situation that is experienced in each of them as is the lack of competitiveness, legality is determined by the decision making that are made by managers and owners, that is why it is important that the best decisions are made, the most determinant being the leader's performance.

Sharma and Rai (2023) emphasize that an adequate marketing plan can help to be resilient in adverse contexts such as the Covid 19 pandemic, overcoming situations that otherwise would have led companies to bankruptcy.

3. Commercial context

Overview of Micro and Small Businesses in San Martín Texmelucan

Micro and small businesses in San Martín Texmelucan share many generalities with businesses in general, but they also have some specific characteristics. Following are some general characteristics of micro and small businesses in San Martín Texmelucan:

Small business

Micro and small enterprises are smaller companies in terms of number of employees, revenues and assets compared to large companies. They tend to have a simpler and less hierarchical organizational structure.

Family ownership

Many micro and small businesses in San Martín Texmelucan are family-owned, which means that they are managed and controlled by one or more people from the same family. Decision-making can be more agile and flexible.

Flexibility and adaptability

Micro and small businesses have a greater ability to adapt quickly to market changes and customer needs. By having a smaller structure, they can make agile decisions and adjust their strategies more easily.

Close relationship with the community

Micro and small businesses in San Martín Texmelucan tend to have a close relationship with the local community. They know their customers on a more personalized basis and are able to establish closer relationships with suppliers, neighbors and other local stakeholders.

Limited resources

MSMEs often operate with limited financial, technological and personnel resources. This can impact their marketing, promotion and technology adoption capabilities, so it is important to look for creative and efficient solutions.

Contribution to local employment

Mypes play an important role in generating employment in the community. They can be an important source of employment opportunities for the local population, thus contributing to the economic and social development of San Martín Texmelucan.

To compete in a dynamic business environment, Mypes in San Martín Texmelucan often seek innovation and differentiation strategies to stand out in the market. They may focus on unique products or services, personalized customer service or the implementation of new technologies.

Government and community support

Mypes in San Martín Texmelucan often receive support and business development programs from local government and other institutions. This may include training, mentoring, access to financing, and networking opportunities.

These generalities are common among MSEs in San Martín Texmelucan, but it is important to keep in mind that each enterprise is unique and may have its own specific characteristics and challenges. Figure 1 identifies the location of San Martín Texmelucan within the state.

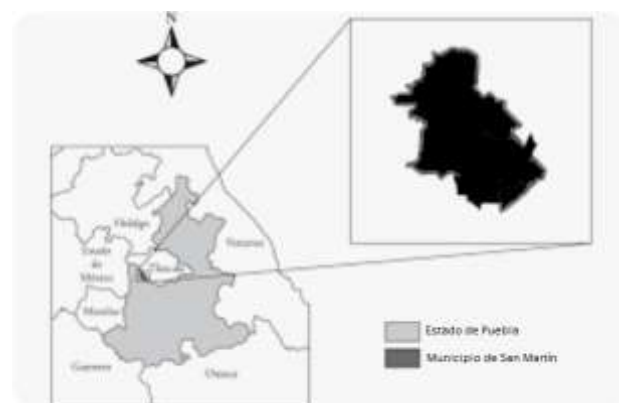


Figura 1 Mapa ubicación San Martín Texmelucan

Source: Own Elaboration

According to official data, there are 15,175 micro, small and medium-sized companies in the municipality, of which 11,573 are micro and small. Of these numbers, the importance of the economic spillover of the same is highlighted.

4. Commercial activities with the highest number of businesses in San Martín Texmelucan

Retail trade of food and basic products:

- Grocery stores
- Local markets

Clothing and fashion retail:

- Clothing stores
- Boutiques
- Shoe stores
- Lingerie

Restaurants and food establishments:

- Restaurants
- Food stands
- Taquerias
- Cafeterias
- Cafeterias

Beauty and personal care services:

- Beauty salons
- Esthetics
- Barbershops

Hardware and building material stores:

- Building material stores
- Hardware stores
- Paint shops

Automotive services:

- Mechanic shop
- Auto parts sales
- Car wash
- Vehicle maintenance

Pharmacies and health services:

- Pharmacy
- Medical/dental offices
- Laboratories

Educational services:

- Schools, Institutes and Universities
- Language Academies
- Training and tutoring centers

Electronics and technology stores:

- Electronics stores
- Mobile telephony
- Computers and accessories

Consulting and advisory services:

- Companies that provide consulting services in areas such as accounting, marketing, human resources, legal, among others.
- Innovation and differentiation

Methodology

Due to the nature of this research, we are working with a qualitative study, with the objective of providing tools to improve administrative processes with companies in which we have been working since the previous semester.

It is also an exploratory-descriptive research, since we are dealing with companies in the commercial sector, of which there was no information about them, until their diagnosis, and with the follow-up that is carried out, we reach a descriptive level. We made our own proposals to the companies attended, some of which are described in the results.

Results

The creation of a marketing action plan is fundamental to guarantee the permanence and development of Micro and Small Enterprises,

Implement a monitoring and evaluation system.

It is recommended to establish key performance indicators to measure the impact of the marketing strategies implemented. This will allow you to periodically monitor results and make adjustments if necessary.

Maintain effective communication with customers

It is important to establish two-way communication channels with customers to obtain constant feedback and respond quickly to their needs and comments. This will help strengthen the relationship with clients and improve the quality of services.

Train MyPes staff

It is recommended that MSE staff receive ongoing training in customer service, communication skills, and knowledge of the services offered. This will ensure that the staff is prepared to provide a satisfactory customer experience.

Use digital marketing strategies

Given the increasing use of digital platforms, it is suggested to explore online marketing strategies, such as the use of social networks, content marketing and search engine optimization (SEO), to increase the visibility and reach of Mypes.

Establish strategic alliances

It is recommended to identify opportunities for collaboration with other institutions or companies in the San Martin Texmelucan service area. These alliances can generate synergies, expand the customer base and promote joint development.

Follow the competition

It is important to closely follow the actions and strategies of competitors in the service market. This will allow you to identify opportunities and stay updated on the most successful trends and practices in the industry.

Periodically evaluate the marketing action plan

Periodic reviews of the marketing action plan are suggested to evaluate its effectiveness and make adjustments based on the results obtained. This will ensure that the plan remains relevant and adaptable to changes in the market and customer needs.

Thank you

To the Tecnológico Nacional de México, Instituto Tecnológico Superior de San Martín Texmelucan for promoting this research, to the thesis students as well as those of complementary credits who helped, without them it would have been more complicated all the work done.

Conclusions

- A comprehensive analysis of the services market in San Martín Texmelucan identified opportunities for growth and allowed us to understand the needs and expectations of potential clients.
- The diagnosis of the Mypes revealed strengths and weaknesses of the organization, which served as the basis for the design of marketing strategies that would enhance its strengths and overcome its limitations.
- Establishing a clear profile of the target customer provided an in-depth understanding of its demographic, psychographic and behavioral characteristics, which facilitated the creation of more effective and personalized marketing messages and actions.
- The design of positioning, communication and promotion strategies tailored to the needs of the target client allowed the MSEs to differentiate themselves from the competition and generate greater interest in their services.
- It is expected that the implementation of the proposed marketing action plan will contribute to increase the visibility of the Mypes, generate greater demand for services and improve customer satisfaction.
- The importance of strategic planning and market research are recognized as fundamental tools for the design of an effective marketing action plan to promote the development and permanence of the MSEs in the services market of San Martin Texmelucan.

In general, it is concluded that the implementation of an adequate marketing action plan, based on a thorough analysis of the market and customer needs, can be an effective strategy to strengthen MSEs in their service area and promote their growth and success.

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Yambay, J. R. (2022). Análisis de mercado para la implantación de una app móvil como un canal de comercialización de agua embotellada (Master's thesis, Pontificia Universidad Católica del Ecuador)

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† Researcher contributing as first author.

Introduction

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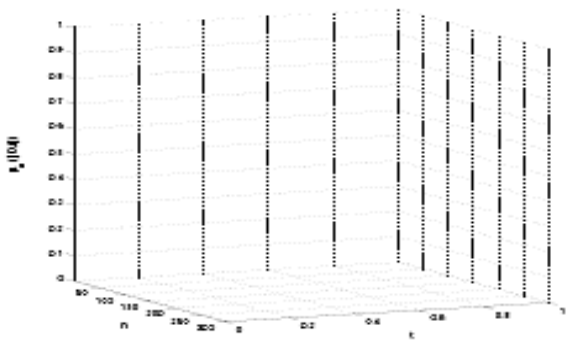
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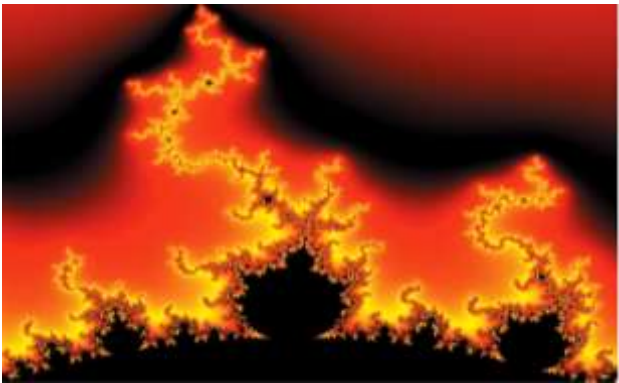


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Results

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Annexes

Tables and adequate sources

Thanks

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Conclusions

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