

Factores de permanencia empresarial de las microempresas del sector comercio de Puerto Vallarta, Jalisco

*Factors of Business Permanence of the Microenterprises of the Commerce
Sector of Puerto Vallarta, Jalisco*

*Fatores de permanência de negócios das microempresas do setor de
comércio de Puerto Vallarta, Jalisco*

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Resumen

En la actualidad el ambiente empresarial es muy dinámico e incierto. Ambos factores han obligado a las empresas a desarrollar e implementar estrategias más efectivas en sus áreas funcionales, enfocadas en aspectos como el crecimiento, la responsabilidad social y la innovación. Sin embargo, las que se encuentran más vulnerables y con mayor incertidumbre para enfrentar estos cambios son las micro, pequeñas y medianas empresas (mipymes). Puesto que, a pesar de representar el motor de la economía y generación de empleos, carecen ya sea de utilidades, planeación o competitividad, lo que, en muchos casos, provoca su cierre incluso antes de cumplir los cinco años de operación.

El presente artículo tiene la finalidad de mostrar estrategias que permitan incidir en el crecimiento empresarial mediante el análisis de los factores de permanencia de las microempresas del sector comercial de Puerto Vallarta, Jalisco. Para ello se determinó una muestra de 181 empresas y se les aplicó un instrumento que constó de 13 factores y 47 ítems.

Entre los resultados se encontró que los factores en los que se enfocan las empresas que tienen más de cinco años en el mercado son la diferenciación, la cohesión social y la identidad organizacional.

Palabras claves: comercio, microempresas, permanencia empresarial.

Abstract

At present, the business environment is very dynamic and uncertain. Both factors have forced companies to develop and implement more effective strategies in their functional areas, focused on aspects such as growth, social responsibility, and innovation. However, the companies that are most vulnerable and with uncertainty to face these changes are the Micro, Small and Medium Enterprises (MSMEs). Because, despite they represent the engine of the economy and job creation, they lack either profit, planning or competitiveness, which causes, in some cases, their disappearance or closure before completing its five years of operation.

The present article has the purpose of showing strategies that allow influencing the growth of companies through the analysis of the factors of business permanence of the microenterprises of the trade sector of Puerto Vallarta, Jalisco, for which was determined a sample of 181 companies and was applied an instrument that consisting in 13 factors and 47 items, finding that the factors that companies with more than 5 years in the market are focused on permanently, are differentiation, social cohesion and organizational identity.

Keywords: commerce, microenterprises, business permanence.

Resumo

Atualmente, o ambiente de negócios é muito dinâmico e incerto. Ambos os fatores têm forçado as empresas a desenvolver e implementar estratégias mais eficazes em suas áreas funcionais, focadas em aspectos como crescimento, responsabilidade social e inovação. No entanto, os mais vulneráveis e com maior incerteza para enfrentar essas mudanças são micro, pequenas e médias empresas (MPMEs). Uma vez que, apesar de representar o motor da economia e geração de empregos, eles carecem de lucros, planejamento ou competitividade, o que, em muitos casos, provoca seu fechamento mesmo antes de atingir os cinco anos de operação.

O presente artigo tem como objetivo mostrar estratégias que permitam influenciar o crescimento dos negócios através da análise dos fatores de permanência das microempresas do setor comercial de Puerto Vallarta, Jalisco. Para fazer isso, uma amostra de 181 empresas foi determinada e um instrumento que consistiu de 13 fatores e 47 itens foi aplicado.

Entre os resultados, constatou-se que os fatores que as empresas que têm mais de cinco anos no mercado focam são a diferenciação, a coesão social e a identidade organizacional.

Palavras-chave: comércio, microempresas, permanência de negócios.

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Introduction

Small and medium-sized enterprises (SMEs) are the backbone of the European economy: they represent 99% of all companies in the European Union (EU). In the last five years, throughout the countries that comprise it, they have created around 85% of the new jobs and have provided two thirds of the total employment of the private sector. The European Commission (s. F.) Considers that SMEs and entrepreneurship are essential to guarantee economic growth, innovation, job creation and social integration in the EU.

However, despite this consideration, they do not have the land completely flattened. For example, in Spain the main problems of family businesses, one of the aspects of SMEs,

are, first of all, high taxes; secondly, the complexity of labor legislation, where 57% of Spanish family businesses request a simplification (Vera, 2017).

On the other hand, the role of SMEs in developing countries is considered equally important for the generation of income, as well as for the development of jobs. In Latin America they represent a significant percentage of existing employment. For example, in Chile it is estimated that small industry comprises 49% of establishments and provides work for more than 300,000 people; while in Ecuador it is estimated that 10,000 establishments make up this sector, about 95% of the total in this country, as well as that it grants work to more than 500,000 people (Rodríguez, 2010).

Even more: in an analysis conducted by the Studies Division of the Ministry of Economy, it is concluded that in Chile 90% of the total jobs created during 2011 were generated by SMEs. This means that companies with less than 200 employees contribute in a representative way to the creation of new jobs (Propyme, 2011).

Similarly, in 2009, the Undersecretary of Small and Medium Enterprises and Regional Development, Ministry of Industry and Tourism of Argentina, Horacio Roura, highlighted that in that country there were 650,000 SMEs (99.6% of total economic units), and that they contributed around 70% of the employment, 50% of the sales and more than 30% of the added value (Argentina in News, 2012). Currently, every three of five jobs that are generated in Argentina are thanks to the creation of SMEs. However, these data are overshadowed because only 7% of the enterprises reach the second year and 3% to the fifth year of life.

In Bolivia, for its part, there are approximately 600,000 SMEs and generate employment for more than 2 million workers. It is worth noting that the sectors with the highest number of jobs were light industry and mainly textile confection, retail trade, as well as importers and farmers. It is estimated that SMEs represent 95% of the total number of companies in the country and generate approximately 90% of private employment (Sousa and Alarcón, 2009)

A little further north, in Colombia, according to the Colombian Ministry of Commerce, Industry and Tourism (2011), there were about 1 330 085 registered SMEs seven years ago that generated more than 70% of employment and more than half of production

gross of industry, commerce and services. It should be noted that, unlike other Latin American countries, about 87% of Colombian SMEs exceeded two years of life, there were even some that were between five and six years of being created. Although more recent data, from the year 2016, reveal that 41% of the enterprise subsists only in the second year of life.

However, particularly in Mexico, ProMéxico, a trust fund of the Mexican government, established that micro, small and medium enterprises (mipymes) are the backbone of the national economy because of the high impact they have on job creation and employment. National Production. According to data from the National Institute of Statistics and Geography (Inegi), there are approximately 4,015,000 business units in Mexico. Of this total, 99.8% are MSMEs, which generate 52% of gross domestic product (GDP) and 72% of employment in the country. Without a doubt, they are the engine of economic growth in Mexico, since they generate 8 out of 10 jobs, and more than half of the country's wealth. However, despite their importance, they face limitations for their growth (Spanish Chamber of Commerce [Camescom], February 9, 2017).

MSMEs are concentrated in activities such as commerce, services and the cottage industry, as well as in independent jobs (National Commission for the Protection and Defense of Users of Financial Services [Condusef], 2017). During 2014, there were little more than 4 million such companies in the country, classified in the manufacturing, commerce and services sectors. Table 1 shows the distribution of these by size.

Tabla 1. Número de empresas por tamaño

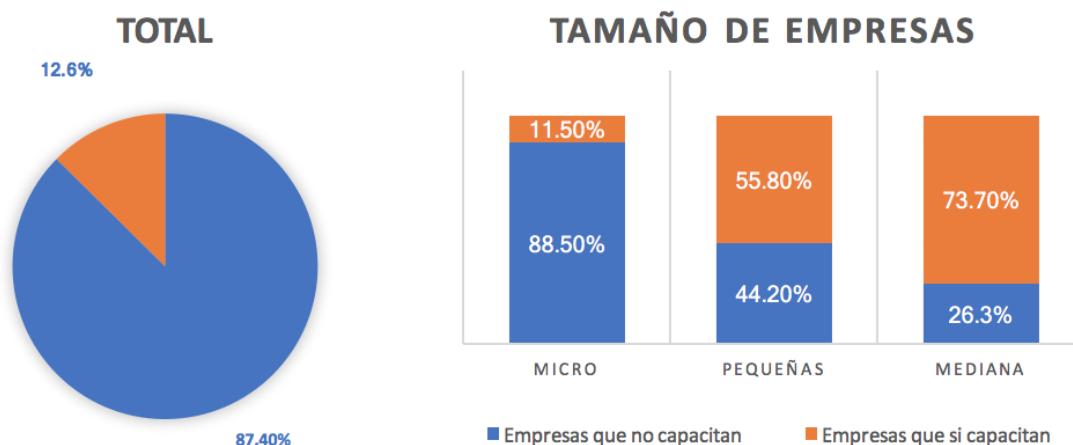
Tamaño	Empresas	
	Número	Participación (%)
Micro	3 952 422	97.6
Pequeñas	79 367	2.0
Mediana	16 754	0.4
Total	4 048 543	100

Fuente: Instituto Nacional del Emprendedor [Inadem], Banco Nacional de Comercio Exterior [Bancomext] e Inegi (2016)

Due to the current globalization and the commercial opening, the service MSMEs face a strong competition. And unfortunately many of them do not manage to stay in the market for a long time, as a result of various factors related to their administration (Aguilar & Martínez, 2015).

Of the total number of companies considered by the National Survey on Productivity and Competitiveness [Enaproce] (Inadem, Bancomext and Inegi, 2016), 12.6% provide training to their personnel. In this regard, the participation of medium and small companies that register 73.7% and 55.8% of the total of units in this area, respectively, is noteworthy. As for the micro-enterprises, 11.5% train their personnel. These data are shown in Figure 1.

Figura 1. Distribución del número de empresas que imparten capacitación al personal ocupado



Fuente: Inadem, Bancomext e Inegi (2016)

Now, according to the analysis of Gustavo Contreras, director of the Jalisco Institute of Entrepreneurship (Ijaldem), the four factors that make a company fail in the first two years of life are, first of all, the lack of income and profits ; in second, the lack of indicators or business objectives; in third, the lack of planning; and fourth and last, the failures when operating in the market (Gallegos, 2017).

And being even more precise, the main problems that affect the growth of microenterprises are the following: 1) lack of credit, 2) competition from informal companies and 3) low demand for their products. While for SMEs the main problem they face is the excess of government procedures (Puértolas, July 16, 2016). This offers an approximation to the panorama that implies to constitute a company and the great probabilities that it does not work, assured in an interview in the year 2016 the then regional director of the Inegi West, Ricardo García Palacios (Puértolas, July 16, 2016).

Regarding this fear, in the last five years 3 out of 10 companies closed (Puértolas, 2016). And according to the National Statistical Directory of Economic Units, prepared by Inegi (2010), there were 299 592 companies in the state of Jalisco, of which 103 083 did not survive (Puértolas, 2016).

SMEs in Mexico lack competitiveness. They do not achieve permanence in the market because they seek only to base their success solely on the reduction of expenses, quality or service, and not on reducing their costs and increasing their sales. Another factor is the lack of knowledge about the sources of financial support. Regarding this, 85.7% of entrepreneurs do not know the support programs of the federal government; and of what yes, 14.3% can not process them because they do not have an organized structure, which is required to be a beneficiary of these government programs (Lozano, Ruiz and Riveroll, 2013).

Based on everything mentioned so far - a sample of the importance of MSMEs in the economy of the countries, the employment that generates directly and indirectly, as well as the problems they face -, this article aims to analyze the factors of business permanence of the microenterprises of the commerce sector of Puerto Vallarta, Jalisco, with the purpose of obtaining and proposing strategies of strengthening, development and business growth.

Materials and methods

The design of this research was not experimental, also called *ex post facto*, since no manipulation of the variables was carried out, only the permanence factors as they are presented in the companies were analyzed. The method that was used, on the other hand, was of a deductive nature, since it started from the general problem that was presented in the micro-enterprises of Puerto Vallarta. The universe for this article was formed, as already mentioned, by the micro-businesses of the Puerto Vallarta trade sector registered in the Mexican Business Information System. It should be noted that a formula was applied to determine the sample for finite populations, that is, in cases where the universe is less than 500,000 elements.

Therefore, with a universe of 2200, the representative sample was 180 microenterprises. Thus, this figure was the definitive one and that which was taken into account when applying the questionnaire, whose objective was to obtain the factors of business permanence. In this regard, an instrument was used that contained two sections. In the first, questions were asked about the personal data of the interviewee, which could be the owner, manager or administrator of the company. These data were from the position or position held within the organization and the years of seniority that the company has in the market to the gender, age and educational level of the interviewee; Another piece of information was the number of employees that the institution he represented had.

The second section of the instrument consisted of 13 variables and each of them included different item numbers. In total they added 47 items, which were taken from Restrepo, Vélez, Méndez, Rivera and Mendoza (2009). These were focused on subtracting the internal perspective of the company and were analyzed later to know the fundamental aspects with which they work in the companies.

It is necessary to clarify that this instrument was directed solely and exclusively for the owners, managers or administrators, since it examines the perception that is held at a managerial level, as these are considered experts. In this way, it was intended to know, from their perspective, the scenarios that a company must take into consideration to remain in the market.

Finally, the instrument was measured by means of the Likert scale, which consists of five measures, where the respondent only responds to the one considered most suitable for the current aspect. This scale was established as follows: 1. It does not exist; 2. In process; 3. Documented; 4. Documented and operating; 5. Documented, operating and evaluated.

Theoretical aspects

The goal of growth is taken as the engine of business activities, as supported by prominent writers on this factor. There are proposals that center the objective of the strategic direction of the organization as the formation of tools that contribute to growth. Certainly the power or social status are often closely linked to the size or size of the company and to some extent to the number of geographical areas in which the company is present, just as the remuneration of senior management is usually tied to the size and exclusively to the volume of sales and, sometimes, to the production of stock shares that the company may have (Bueno, Morcillo and Rodríguez, 1995).

A recommended business growth supports the presence of existing resources and the development of new ones focused on achieving the objectives (Forcadell, 2003). To achieve this, it is necessary to recognize the resources that the company has, as well as the development of a plan of these and the tactics to achieve them.

On the other hand, Dominguez and Armenta (2010) state that the permanence of MSMEs is based on the development of strategic planning of each of their areas, as it favors the improvement of communication, boosts employee creativity and increases the quality and productivity, as well as the efficient use of its resources that will be the best strength that companies have.

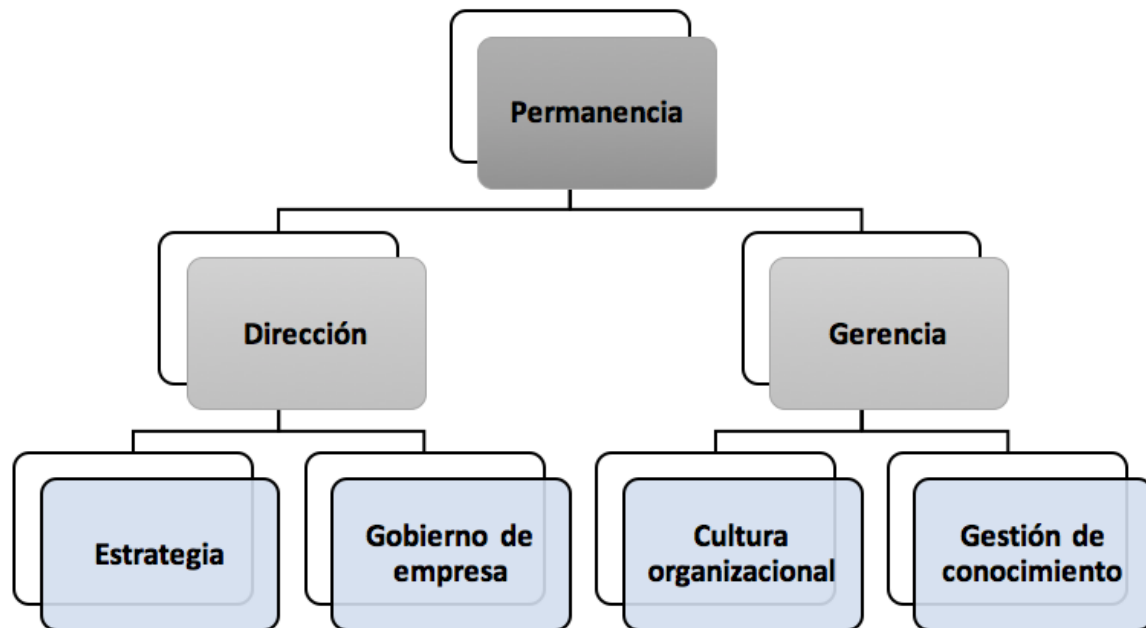
For any company to achieve its permanence and growth within the productive sector, its owners must be attentive to the changes that are occurring in the field, according to Dominguez and Vivanco (2008). This is why it is very important to have working capital ready to respond to the competitiveness that exists in the market. It is also considered of great importance that companies implement quality processes and programs with the main

objective of standardizing their tasks, and, in this way, improving the supply and quality of their services and the services provided by their employees. Companies tend to adapt to the environment in order to remain in the market over the years and, on the contrary, avoid disappearing (Velásquez, 2003).

With regard to the competitiveness of companies, it is necessary to increase their technological and innovation efforts to reverse the effects of openness and globalization, as well as raise competitiveness in order to generate better-paying jobs and create technology-based companies, following Calva (2007). Therefore, a company with permanence is one that lasts over time, adapts its management to the intensity of the conditions of the sectorial environment and market forces, makes a detailed study of its competitors, obtains efficient performances in its management by the coherence in its action, the identification of its sectorial environment and its government policies, at the same time that it avoids the states of morbidity that hinder its growth. In short, it promotes the alignment of people with the company, the construction of knowledge and quality in the processes of social interaction (Restrepo et al., 2009).

The permanence of the company is influenced by components that are explained in the framework of management and management, both fundamental in the logic of the administration. The first includes strategy and government; the second, the continuous improvement of its processes and other aspects such as its culture and knowledge management, as shown in figure 2.

Figura 2. La permanencia y sus diferentes dimensiones.



Fuente: Elaboración propia con base en Restrepo *et al.* (2009)

According to Márquez (cited by López, López and Ancona, 2005), sustained growth means continuing to accumulate, growing, projecting, but in the direction of chaos, as is the projection of economic growth, which is concerned with the quantitative rather than the qualitative, so it must be done with reason.

Taking into account the above, six models were analyzed that have the purpose of contributing to the companies remaining or being sustained in the market:

1. Explanatory model of the company's growth, focused mainly on business growth; seeks to satisfy directly the internal and external forces of the company, since it refers to a set of decisions of result of the social and organizational structure of the same according to Canals (2000).

2. Model of professionalization of the family business, focused on concentrating family influence in both administration and human resources, strategy, succession and government to achieve the effectiveness proposed by Rojas (2012).

3. Strategic alliance model based on the integrative company for SMEs with traditional technology proposed by Ramírez (2008), in which the strategic alliance is based on a principle of full collaboration in which each of the participants has an interest in welfare of the other and is willing to work on it.

4. Comprehensive consultancy model for MSMEs of Hernández, Valencia and Rico. (2016), mainly aimed at consulting for the creation and monitoring of companies, focuses on the creation of a business plan and / or advice to participate in calls.

5. The sustainable business model of Portales, García, Camacho and Arandia (2009) has in mind mainly Mexican companies that tend to be unsustainable, therefore, the five dimensions that seek to promote the sustainability of these organizations.

6. Eco-efficient diagnostic model for the MSMEs of Sánchez (2012). This model performs an analysis of both economic and environmental benefits generated by its application. And based on the analysis are taken, important decisions directed the growth and permanence of the organization.

Finally, the model that was taken as a pillar for this study was the strategic alliance based on the integrating company for MSMEs whose technology is primarily traditional. This is due to the fact that currently most of the companies have the characteristics of having traditional technology, that is, they require personnel for their operation. In this way, the actions that are carried out not only obey a logic of social benefit, but also the sustainability of the company and the environment in which it is immersed. The above was measured, as already mentioned above, with the instrument suggested by Restrepo *et al.* (2009).

Results

Organizational identity

Regarding the organizational identity, the company considers that the commitment to social development is part of the business strategies, that the factors of ethics and social responsibility are the instrument for making fair and prudent decisions, that the cultivation of the values of the company allows employees to learn and strengthen them by their constant reinforcement and, by having a relevant strategy, the company serves as an example and allows recognition in the sector. Table 3 shows that, of the total of the analyzed companies, 72% have the organizational identity factor documented and operating, as well as documented and operated and evaluated, while 28% have it documented and documented.

Tabla 3. Resultados del rubro de identidad organizacional

	Frecuencia	Porcentaje	Porcentaje válido
En proceso de documentación	4	2.2	2.2
Documentado	47	26.0	26.0
Documentado y operando	33	18.2	18.2
Documentado, operando y evaluado	97	53.6	53.6
Total	181	100.0	100.0

Fuente: Elaboración propia

Formalization for the government

This factor considers that the company is recognized and has an advantage over others in its sector, that the owners act in accordance with the defined standards that contribute to the proper functioning of the company's management, which establish, disseminate and apply relative codes to the good functioning of the management and that reaches the results when it has its objectives defined and formalized in writing. Table 4 shows that, of the total companies surveyed, 65% have the formalization factor for the Government documented and operating and documented and operating and evaluated; 34.4% have this factor in the process of documentation and documentation, and only 6% do not.

Tabla 4. Resultados del rubro de formalización para el Gobierno

	Frecuencia	Porcentaje	Porcentaje válido
No existe	1	.6	.6
En proceso de documentación	7	3.9	3.9
Documentado	55	30.4	30.4
Documentado y operando	27	14.9	14.9
Documentado, operando y evaluado	91	50.3	50.3
Total	181	100.0	100.0

Fuente: Elaboración propia

Social cohesion for action

The aspect in question considers that having knowledge of the vision, mission and objectives on the part of the employees fosters an identity and commitment with the company, that the learning that the employees have in their work contributes to their personal development, that give confidence between The employees allow to share the knowledge learned in their work experience, and that the communication through formal channels (written) between the people that make up the different interest groups contributes to a better government. Table 5 shows that 72.4% of microenterprises have the social cohesion factor for the action, documented and operating and documented and operating and evaluated, while 34.3% have it documented and documented, and the rest (.6%) does not dedicate efforts to these actions.

Tabla 5. Resultados del rubro de cohesión social para la acción

	Frecuencia	Porcentaje	Porcentaje válido
No existe	2	1.1	1.1
En proceso de documentación	4	2.2	2.2
Documentado	44	24.3	24.3
Documentado y operando	28	15.5	15.5
Documentado, operando y evaluado	103	56.9	56.9
Total	181	100.0	100.0

Fuente: Elaboración propia

Formalization and support for decisions

Here it is considered important that the company apply succession rules and managerial relief, as well as that methods are available to write and save the behaviors learned by employees; equally important is that the company uses external rotation rates and that the results serve to make decisions regarding employee retention policies. Table 6 shows that of the 181 microenterprises, 52.6% have this factor documented and operating and documented and operated and evaluated, 43.2% have it documented and documented and only 3.3% do not commit efforts to this factor.

Tabla 6. Resultados del rubro de formalización y soporte para las decisiones

	Frecuencia	Porcentaje	Porcentaje válido
No existe	6	3.3	3.3
En proceso de documentación	25	13.8	13.8
Documentado	53	29.3	29.3
Documentado y operando	23	12.7	12.7
Documentado, operando y evaluado	74	40.9	40.9
Total	181	100.0	100.0

Fuente: Elaboración propia

Recognition for the environment and the sector

The recognition by the environment and the sector considers that the documentation of the decisions influences the productivity of the company, that compliance with the legal framework leads to the recognition of the company in its sector and that the use of the financing mechanisms offered by the Financial market guarantees the transparency and recognition of the company in its sector. Table 7 shows that 59.2% have this factor documented and operating and documented and operated and evaluated, 39.7% have it documented and documented and only 1.1% do not dedicate efforts to cover this factor.

Tabla 7. Resultados del rubro de reconocimiento por el entorno y el sector

	Frecuencia	Porcentaje	Porcentaje válido
No existe	2	1.1	1.1
En proceso de documentación	14	7.7	7.7
Documentado	58	32.0	32.0
Documentado y operando	26	14.4	14.4
Documentado, operando y evaluado	81	44.8	44.8
Total	181	100.0	100.0

Fuente: Elaboración propia

Differentiation

The differentiation warns that managers are responsible for the early signs of new business opportunities and apply them, that the company is concerned with establishing advantages of its products and services to obtain better results than its competitors and that it is important to know about its customers, suppliers and all the strategic actors. Table 8 shows that 72.4% have this factor documented and operating and documented and operating and evaluated, while 27.7% have it documented and documented.

Tabla 8. Resultados del rubro de diferenciación

	Frecuencia	Porcentaje	Porcentaje válido
En proceso de documentación	3	1.7	1.7
Documentado	47	26.0	26.0
Documentado y operando	17	9.4	9.4
Documentado, operando y evaluado	114	63.0	63.0
Total	181	100.0	100.0

Fuente: Elaboración propia

Social dynamics of employees

Regarding the social dynamics of workers, it is considered that the company is effective when it empowers its employees and gives them autonomy to intervene in the solution of problems and that the formation of groups for the development of activities by the directors propitiates a greater integration and efficiency at work. Table 9 shows that

64.6% have this factor documented and operating and evaluated, 34.3% have it documented and documented and only 1.1% do not dedicate efforts to cover this field of action.

Tabla 9. Resultados del rubro de dinámica social de los empleados

	Frecuencia	Porcentaje	Porcentaje válido
No existe	2	1.1	1.1
En proceso de documentación	9	5.0	5.0
Documentado	53	29.3	29.3
Documentado, operando y evaluado	117	64.6	64.6
Total	181	100.0	100.0

Fuente: Elaboración propia

Factors that contribute to efficiency

In this area it is considered that the company identifies, stores and uses information about its competence, customers and suppliers and that each day learns from their experiences and incorporates them into their operation, as well as the way in which partners and managers govern allows an efficient operation. Table 10 shows that, of the total companies surveyed, 59.7% have this factor documented and operating and documented and operated and evaluated, 39.8% have it documented and documented and only .6% do not dedicate efforts to cover it.

Tabla 10. Resultados del rubro de factores que aportan a la eficiencia

	Frecuencia	Porcentaje	Porcentaje válido
No existe	1	.6	.6
En proceso de documentación	15	8.3	8.3
Documentado	57	31.5	31.5
Documentado y operando	24	13.3	13.3
Documentado, operando y evaluado	84	46.4	46.4
Total	181	100.0	100.0

Fuente: Elaboración propia

Consolidation

Here it is established that the consolidation of the company in its sector is the result of future images that constitute its managers, that the committed employees are the ones who analyze, evaluate and comment on the activities of the people, superiors, departments and results of the company. Table 11 shows that in the consolidation variable, 56.4% has this factor documented and operating and documented and operated and evaluated, 42% have it documented and documented and only 1.7% do not allocate efforts to cover this factor.

Tabla 11. Resultados del rubro de consolidación

	Frecuencia	Porcentaje	Porcentaje válido
No existe	3	1.7	1.7
En proceso de documentación	13	7.2	7.2
Documentado	63	34.8	34.8
Documentado, operando y evaluado	102	56.4	56.4
Total	181	100.0	100.0

Fuente: Elaboración propia

Integral management

It is in this fact where good governance is considered to depend on the ability of managers to take their interest groups into account in the decision-making that is desirable and in the frequent use of strategic planning in the construction of the future. Table 12 shows that with respect to this variable, 54.7% have this factor documented and operating and evaluated, 44.2% have it documented and documented and only 1.1% do nothing to cover it.

Tabla 12. Resultados del rubro de gestión integral

	Frecuencia	Porcentaje	Porcentaje válido
No existe	2	1.1	1.1
En proceso de documentación	18	9.9	9.9
Documentado	62	34.3	34.3
Documentado, operando y evaluado	99	54.7	54.7
Total	181	100.0	100.0

Fuente: Elaboración propia

Knowledge of environment and market

In this variable is implied the fact that managers are those who have greater knowledge of the environment, the client and the market, and that employees who do not have management positions are those with less knowledge of the environment, the client and the market and that the significant increase in advertising budgets contributes to the growth in sales. Table 13 shows that 27.6% have this factor documented and operating and documented and operating and evaluated, 60.2% have it documented and documented and only 12.2% do not take actions to cover it.

Tabla 13. Resultados del rubro de conocimiento del entorno y mercado

	Frecuencia	Porcentaje	Porcentaje válido
No existe	22	12.2	12.2
En proceso de documentación	54	29.8	29.8
Documentado	55	30.4	30.4
Documentado y operando	12	6.6	6.6
Documentado, operando y evaluado	38	21.0	21.0
Total	181	100.0	100.0

Fuente: Elaboración propia

Efficiency in processes

This factor considers that there are processes that allow the transfer of knowledge to employees at the opportune time and that the company is recognized in the sector to which it belongs because of good practices in its management. Table 14 shows that 62.4% have this factor documented and operating and evaluated, 35.4% have it documented and documented and only 2.2% do not dedicate efforts to cover this factor.

Tabla 14. Resultados del rubro de eficiencia en procesos

	Frecuencia	Porcentaje	Porcentaje válido
No Existe	4	2.2	2.2
En proceso de documentación	13	7.2	7.2
Documentado	51	28.2	28.2
Documentado, operando y evaluado	113	62.4	62.4
Total	181	100.0	100.0

Fuente: Elaboración propia

Financial management

This factor points out that the frequent liquidation in a company of a sector is a product of bankruptcy (total liabilities greater than assets), liquidity problems or absence of long-term financing. Table 15 shows that in the financial management variable 53.6% has this factor documented and operating and documented and operated and evaluated, 37.6% have it documented and documented and only 8.8% do not dedicate efforts to cover this field of action.

Tabla 15. Resultados del rubro de gestión financiera

	Frecuencia	Porcentaje	Porcentaje válido
No existe	16	8.8	8.8
En proceso de documentación	24	13.3	13.3
Documentado	44	24.3	24.3
Documentado y operando	35	19.3	19.3
Documentado, operando y evaluado	62	34.3	34.3
Total	181	100.0	100.0

Fuente: Elaboración propia

Conclusions

Based on the contextual analysis, where one can appreciate the situation of MSMEs, the theoretical analysis of business permanence or sustainability and the results of fieldwork, it can be concluded that, of the 13 factors that affect the permanence of micro businesses in the commerce sector, only 7 are considered successful, according to the opinion of the managers responsible for the administration; that is, factors that are documented, operating and are evaluated by the administrative and operational management of the functional areas of the organization. These are the following: the social dynamics of the employees, the consolidation, the social cohesion for the action, the differentiation, the organizational identity, the formalization for the government and the efficiency in the processes.

It is concluded that of these 7 factors of permanence 4 are considered strategic approach, namely: organizational identity, which focuses on the commitment to social and ethical development, as well as in the cultivation of values and recognition of performance and effort; the social dynamic, which considers that the company is effective when it empowers and gives autonomy, fostering integration and efficiency; the consolidation of the company in its sector, which focuses on the result of the vision that its managers constitute and that the committed employees are those who analyze and evaluate the activities and results of the company; and social cohesion for action, which considers that knowing the business philosophy and objectives for employees, promotes identity and commitment to the company.

Finally, it is concluded that of the 7 factors of permanence 3 are considered with tactical-operational focus, namely: differentiation, which is that managers are responsible for the early signs of new business opportunities and apply them as well as establish advantages of their products and services to obtain better results; the formality for the government, which considers that the company is recognized and has an advantage over others in its sector and that the owners act in accordance with the defined standards that contribute to the proper functioning of the company's management; and the efficiency in processes, which considers that there are processes that allow knowledge to be transferred to employees at the opportune time and that the company is recognized in the sector to which it belongs because of good practices in its management.

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