

Analysis Of The Factors That Impact The Competitiveness Of MSMEs In The State Of Tlaxcala

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ABSTRACT: Currently, due to the advancement of technologies and the development of globalization, the role of MSMEs is becoming an increasingly important topic, due to the high number of establishments they represent, the high percentage of jobs that they generate, their contribution to the Gross Domestic Product (GDP), and to the multiple benefits that these three aspects entail: reduction of unemployment, reduction of social problems, consumption and economic recovery, generating taxes, among others. In Mexico, microenterprises generate around 78% of all existing jobs, which places them as a fundamental part of the economic development of this country.

Key Words: Business development, Competitiveness, MSMEs, Tlaxcala State.

I. INTRODUCTION

Micro, small and medium-sized enterprises, known by their acronym MSMEs, are particularly important to national economies for their contributions to the production and distribution of goods and services. (Sanchez & Ríos, 2013).

Barquero (2003) points out that MSMEs were traditionally believed to contribute to economic development only through job creation, a more equitable distribution of income, and the expansion of productive and income-generating activities in those areas far from large cities. However, lately it has been recognized that MSMEs play a very important role in the countries' economies, based on: job creation, contribution to GDP, productivity growth, contribution to international trade and a source of entrepreneurship.

In Mexico, MSMEs play a determining role in regional development. Based on the international trade agreements that have been signed with the country in recent years, MSMEs make up the main structure of the national economy, due to their role in generating jobs and in national production (PROMÉXICO, 2014).

Studies carried out in Mexico by Aragón and Rubio (2005) and Bojórquez and Pérez (2011) indicate that the internal factors on which MSMEs must base their competitive advantage are: financial capabilities, technological position, innovation, Marketing, the direction and management of human resources, sales, age of the company, as well as information and communication technologies. Therefore, the identification of internal success factors in MSMEs is decisive, since these types of companies generate two thirds of employment in Mexico, contribute 52% of the Gross Domestic Product (GDP) and 72% of employment in the country (PROMÉXICO, 2014).

Given the importance of MSMEs for economic development, and given the strong competition and financial crisis that this business unit is going through, the main objective of this study is to analyze the fundamental aspects that determine competitiveness (financial capacity, sales, innovation, marketing capabilities, human resources management) in the MSMEs of the State of Tlaxcala, establishing the impact on them, as a measure of evaluation and detection of entrepreneurship opportunities in order to propose actions that contribute to guaranteeing their permanence, growth and consolidation.

II. LITERATURE REVIEW

Theoretical Framework

MSMEs

Micro, small and medium-sized enterprises (MSMEs) play an important role in economies. They generate 72% (very high), with respect to job creation (higher percentage in this element), contribute to the regional economic revival, with a strong impact on GDP with 52%, and also, are generators of innovation and technological process. Together, MSMEs make up more than 95% of companies. (Ministry of Economy, 2004).

It is for this reason that MSMEs are undoubtedly an engine of the economy, not because of the number of economic units or the number of personnel employed, but because they represent the consolidation of the efforts of many microentrepreneurs who have survived the constant changes in their environment.

In this way, commercial and service companies with a range of 11-100 employees can be classified as MSMEs. Identifying three specific functions performed by companies:

- 1) Provisioning function, through which the supply of productive factors is carried out;
- 2) Production function, which deals with the process of transforming factors into products; and
- 3) Commercial function, which deals with placing manufactured products on the markets.

In our country the MSMEs criterion is established based on the number of employees and depending on the economic sector to which they belong, thus within the manufacturing sector are those with less than 501 employees and for the commerce, services and agricultural sectors less than 101 employees. The National Institute of Statistics and Geography (INEGI) categorizes companies into 3 main blocks:

1. Manufacturing
2. Shops
3. Of services

Size of the Company	Number of People Employed		
	Manufactures	Commerce	Services
Micro	1-10	1-10	1-10
Little	11-50	11-30	11-50
Medium	51-250	31-100	51-100

Figure 1: Stratification of companies by economic sector (2015)

Source: (INEGI)

According to INEGI data, in Mexico there are around 4,020,817 economic units, which represent 95.03% of all existing economic units (4,230,745). Likewise, micro-enterprises employ 12,197,140 workers, representing 67.76% of the total employed personnel in the country. Regarding the gender of microenterprise workers, of the total employees of these businesses, 54.4% are men and 45.6% are women, being this the sector that offers the greatest employment opportunities to women.

Size of the Company	Company		Busy Staff
	Number	Participation (%)	Participation (%)
Micro	3 952 422	97.6	75.4
Little	79 367	2.0	13.5
Medium	16 754	0.4	11.1
Total	4 048 543	100.0	100.0

Figure 2: Number of Companies by Size and Employed Personnel (2015)

Source: (INEGI)

Characterization of Micro, Small and Medium-sized Enterprises (MSMEs)

According to Sánchez (2009), the main characteristics attributed to MSMEs in Mexico are:

- They are mainly constituted with little investment.
- They use relatively simple distribution and marketing processes.
- It dedicates few resources to the investigation of market aspects and coordination with suppliers.
- A constant lack of preparation and training of the human factor is evident, at an operational and managerial level.
- There is no permanent monitoring of the conditions of the business environment or of the characteristics of the market and its competitors.
- There is a certain degree of mistrust for the formation of alliances with other economic units.

Rodríguez V. (1994) indicates that, in contrast, large companies have a widely developed and robust structure capable of meeting the challenges of modernity and globalization more easily. Therefore, managerial tasks are increasingly complex and at the same time of great social significance, because their effects are transmitted and multiplied in a chain.

Some of the most common and important problems of MSMEs are that they generally operate with a great shortage of resources, therefore, it places them in a very difficult situation in a globalized environment that consumes them until they become extinct.

In addition to this, micro, small and medium entrepreneurs suffer from problems in areas such as finance, management, marketing, technology, among others. These problems are largely caused by the fact that entrepreneurs do not always have a team, but on the contrary, they carry out various functions themselves, for this reason some of them are simply not carried out in their entirety.

Consequently, to achieve a higher level of product innovation activities, greater competitive advantages in the market in which they participate, and a significant increase in the level of economic and financial performance, micro-enterprises need to manage and exploit other factors to the maximum internal, such as human capital and knowledge generated both inside and outside the organization.

However, it is also important to consider that several of the micro-companies established in the national territory have implemented entrepreneurial strategies that have allowed them not only to increase their level of competitiveness but also to successfully apply economies of scale that have enabled them to have a higher level of control over the organization, a significant growth in market share and a significant level of investment in the development of new products and services (Treviño-Rodríguez and Chamiec-Case, 2012).

In summary, MSMEs are mainly characterized by their slow growth, as well as the fact that executive activities are carried out by a single person; production relies on labor using little technology, and the majority of the company's capital is almost always individual. It is for all this, that applying different factors of competitiveness in MSMEs will help to consolidate them within any market, ensuring their growth and permanence in the country.

Competitiveness of MSMEs

The conceptualization of some theoretical specialists in the subject of competitiveness define it as the ability of a company to supply goods and services equally or more effectively and efficiently than its competitors. It generally refers to the advantages that this company acquires over others and that allow it to reach a higher level of productivity.

Competitive companies are those that successfully develop through best business performance practices, which allow them to establish themselves at the forefront of a specific industry. (GEP, 2004).

Loyola (1994) argues that competitiveness, in its most general aspect, refers to the comparative performance of a country, region or industry with respect to others. In its broadest sense, competitiveness is defined, explicitly or implicitly, as the ability of a country, region, industry or company to compete effectively in the markets in which it participates, while achieving improvements in the living standards of the population, in the case of countries or regions, or in its economic benefits in the case of the company in particular.

For Sánchez (2007) competitiveness is defined as "the ability of a company to penetrate, consolidate or expand its market share", which is expressed by factors such as ability, administrative action, maximization of installed capacity, optimization of financial, human and material resources, without losing sight of the market signals that, when implemented in a timely manner, allow the company, on the one hand, to identify the needs of consumers and, on the other, to resize its scale of production or supply of services, as well as redesigning market strategies that allow you to position yourself in the market through new sales forces, increase or decrease your sales points, change the composition of the product or service, resize its volume.

Saavedra (2012) quotes Padilla (2006) who mentions that competitiveness is related to the ability to increase the standard of living of the inhabitants, to generate sustained increases in productivity and to successfully insert themselves in international markets, among other things.

Depending on the way of analyzing it, competitiveness can be understood as a type of phenomenon in which understanding and understanding the problem to which it refers are practically synonymous with identifying its solution. For this reason, defining competitiveness becomes in itself a research problem, from which significant questions regarding the type of public and private responses to improve it are derived.

Porter's competitive forces

Bateman and Snell (2004), Hill and Gareth (2009), Dess and Lumpkin (2003), among others, cite Porter (1980, 2008) as one of the main exponents of the analysis of competitive forces. In this view, there are five forces that determine the long-term profitability consequences of a market segment, the underlying idea is that the company must evaluate its objectives and resources against these five forces that govern industrial competition.

1. **Threat of entry of new competitors.** The market or segment is not attractive, depending on whether or not entry barriers are easy for new entrants to cross.
2. **The rivalry between the competitors.** It will be more difficult for a corporation to compete in a market where the competitors are very well positioned, they are very numerous and the fixed costs are high.
3. **Bargaining power of suppliers.** A market will not be attractive when suppliers are unionized, have strong resources, and can impose their price conditions and order size.
4. **Bargaining power of the buyers.** A market will not be attractive when the clients are very well organized, the product has several or many substitutes, the product is not very differentiated or is low cost for the client.
5. **Threat of entry of substitute products.** A market or segment is not attractive if there are actual or potential substitute products.



Figure 3: Porter's five forces model

Source: Taken from the book: "Introduction to strategic management", (2008)

But the configuration of these five competitive forces will have specific differences depending on the industry being analyzed, because there are no universal consumption habits and the weight values for each force are different in each context. The total importance of the five forces determines the profit potential in an industry. It must be remembered that the goal of any competitive strategy for a business unit, company or organization is to reach a position that allows it to defend against or exploit these five competitive forces (Porter, 1980).

MSMEs in the State of Tlaxcala

The state of Tlaxcala, due to its geographical location, is located in the midst of large cities with a high consumption of products and which benefit around it from regions that produce raw materials, also having good social and economic stability. Currently, it has a high annual growth rate of employment above the national average, and it is one of the safest places in the country according to the 2018 Mexico Peace Index, which is why the American Chamber of Mexico ranked it as the second Safer state in Mexico to invest since 2013.

These factors make this State an attractive option for any investment; in addition to also having a large number of micro, small and medium-sized companies that seek sustained and dynamic growth that allows job creation.

According to data from (INEGI, 2015) Tlaxcala has a population of 1,272,847 inhabitants, of which 628,282 are women and 614,565 are men, which leads to occupy the 28th place nationwide. Likewise, and in accordance also with said study, the entity registered 58,245 economic units (representing 1.4%) and 179,035 people employed in the private and parastatal sector (0.8% of Mexico's employed personnel). Of the total employed in the entity, 94,741 are men (53%) and 84,294 are women (47%).

According to the Mexican Business Information System (SIEM), the municipalities of Huamantla, Apizaco, Tlaxcala and Chiautempan registered the highest number of companies in the state.

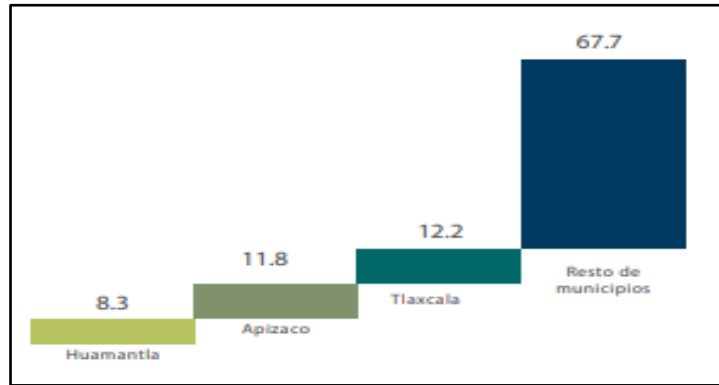


Figure 4: Employed persons of the State of Tlaxcala, (2015)
Source: (INEGI)

The activities in which women predominantly participated were: commerce, services and manufacturing industries with 56.2, 45.8 and 43.1%, respectively. While men predominated in Mining; Building; Transport, mail and storage; Electricity, water and gas; and Fishing and aquaculture.

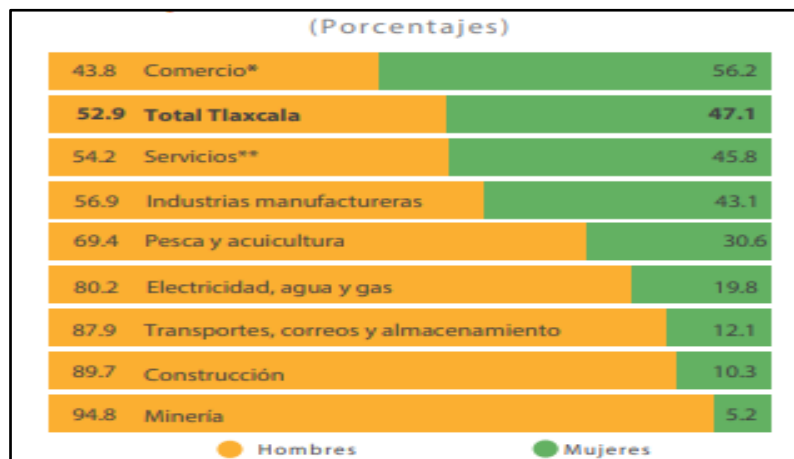


Figure 5: Total employed personnel, by sex, by economic activity
Source: INEGI, (2015)

From the Manufacturing sector, parts for motor vehicles was the main activity in the state; the second place corresponded to Iron and steel Products.

Actividad económica	Participación porcentual			Lugar de importancia		
	2003	2008	2013	2003	2008	2013
Partes para vehículos automotores	2.3	4.8	7.2	15	5	1
Productos de hierro y acero	2.8	2.9	7.2	11	10	2
Combustibles y lubricantes al por menor	7.8	5.2	5.0	1	4	3
Resinas y fibras químicas	2.9	5.2	4.7	9	3	4
Productos de carbón y papel	2.7	6.0	4.3	12	2	5
Tiendas de autoservicio al por menor	2.1	2.9	4.3	18	11	6
Abarrotes y alimentos al por menor	4.4	3.8	3.9	6	7	7
Industria del hierro y acero	ND	4.0	3.7	ND	6	8
Productos a base de arcillas y refractarios	7.6	7.3	3.5	2	1	9
Productos de plástico	2.6	2.6	3.2	13	12	10

ND = no disponible.

Figure 6: Main economic activities in the State of Tlaxcala
Source: INEGI, (2015)

With an update date of January 14 of the current year, at the national level Tlaxcala is one of the entities with the least number of companies registered with the SIEM (11 thousand 2015), ranking above states such as Morelos, (2 thousand 127), Aguascalientes (3 thousand 587) and Colima (2 thousand 026), in counterpart Mexico City (85 thousand 818), Michoacán (60 thousand 084) and Veracruz (59 thousand 903) were located among the entities with the highest number of companies.

Regarding the panorama in Tlaxcala, among the most frequent activities of these companies are: Commerce with 9,109, transport, communications and services with 1,800, manufacturing industries with 178, construction 26, agriculture 10 and 5 electricity and water. Nationally, the activity with the most companies is commerce, followed by transport, communications and services. The municipality with the largest number of companies to date is Huamantla with a total of 1,515 (among which companies dedicated to trade stand out), followed by Apizaco, Tlaxcala and Chiautempan, in counterpart among the municipalities with the fewest companies. They find cases like Teacalco's, which barely registers 4, Amaxac de Guerrero with 7 and Contla de Juan Cuamatzi with 15.

ACTIVITIES	TOTAL
(11) Agriculture, animal husbandry and exploitation, forestry, fishing and hunting	168
(21) Mining	12
(22) Generation, transmission and distribution of electrical energy, water and gas supply through pipelines to the final consumer	170
(23) Building	198
(31 - 33) Manufacturing industries	12599
(43) Wholesale trade	2053
(46) Retail trade	36567
(48 - 49) Transport, mail and storage	296
(51) Information in mass media	226
(52) Financial and insurance services	619
(53) Real estate and rental services of movable and intangible assets	1008
(54) Services professionals, scientists and technicals	999
(56) Business support and waste management services and remediation services	1152
(61) Educational services	1899
(62) Health and social assistance services	2651
(71) Cultural and sporting recreation services and other recreational services	999
(72) Temporary accommodation and food and beverage preparation services	8274
(81) Other services except government activities	10494
(93) Legislative, governmental, law enforcement and international and extraterritorial organizations activities	921
TOTAL	81305

Figure 7: Breakdown of MSMEs registered in the State of Tlaxcala, (2018)
Source: INEGI

Factors that determine business success or growth

In all corners of the world, in different latitudes, countries and cultures, micro, small and medium-sized companies play a fundamental role in local economies; not only from an economic point of view, but also social and cultural. Therefore, it is important to analyze the factors that contribute significantly to business to achieve success.

Human Resources. The success of a company depends a lot on the human resources and the strategies that are proposed in this field. The challenge for companies is to innovate and develop attractive projects and services that meet the demands of their clients, for which entrepreneurial workers are needed, with values, qualities and capacities strengthened with a view to projection.

Capital. With working capital, you can meet the needs of a business and the market to which it is directed, as well as face current changes and challenges due to the constant and rapid evolution in business.

Quality of the product and / or service. It represents a determining factor in the success of a company, since if a good product or service is offered you will have satisfied customers, which will mean that you have effective advertising. In addition, the company must invest in all the necessary resources to offer a quality service, with the key elements such as updating, innovation, seriousness, honesty and responsibility.

Effective advertising. Advertising is used as the art of persuading potential consumers with a commercial message through various media, to make the purchase decision. With this resource, the consumer can become familiar with the product or service, its attributes and advantages, aimed at satisfying a constant customer need and contributing to building a brand for the future (Muñoz, 2011).

Sales Improving. performance by increasing or generating permanent contact with the market through a focus on product / service training; as well as clearly and clearly identifying the value of products and services, both for sales staff and customers.

The innovation. SMEs are an alternative for economic and social development, their importance in the generation of jobs, as well as their participation in the gross domestic product make it highly strategic, for these reasons innovation must be considered as a competitive advantage that has different barriers according to the size of the companies. Innovative companies are those companies whose competitiveness is based on their mastery of a certain technology or group of them, this allows them to maintain high rates of innovation (Sanchez, 2007).

III. METHODOLOGY

Methodology for the analysis of the factors that impact the competitiveness of MSMEs in the State of Tlaxcala

Once the previous information has been analyzed, the methodology to be followed for the analysis of the factors that impact the competitiveness of MSMEs in the State of Tlaxcala will be established; This methodology evaluates the variables of technology, financial and growth aspects of the company, human factor, costs, production processes, innovation and information systems, as well as the aspects that define marketing (price, product, place and promotion), all this under the principles of Porter.

IV. RESEARCH MODEL

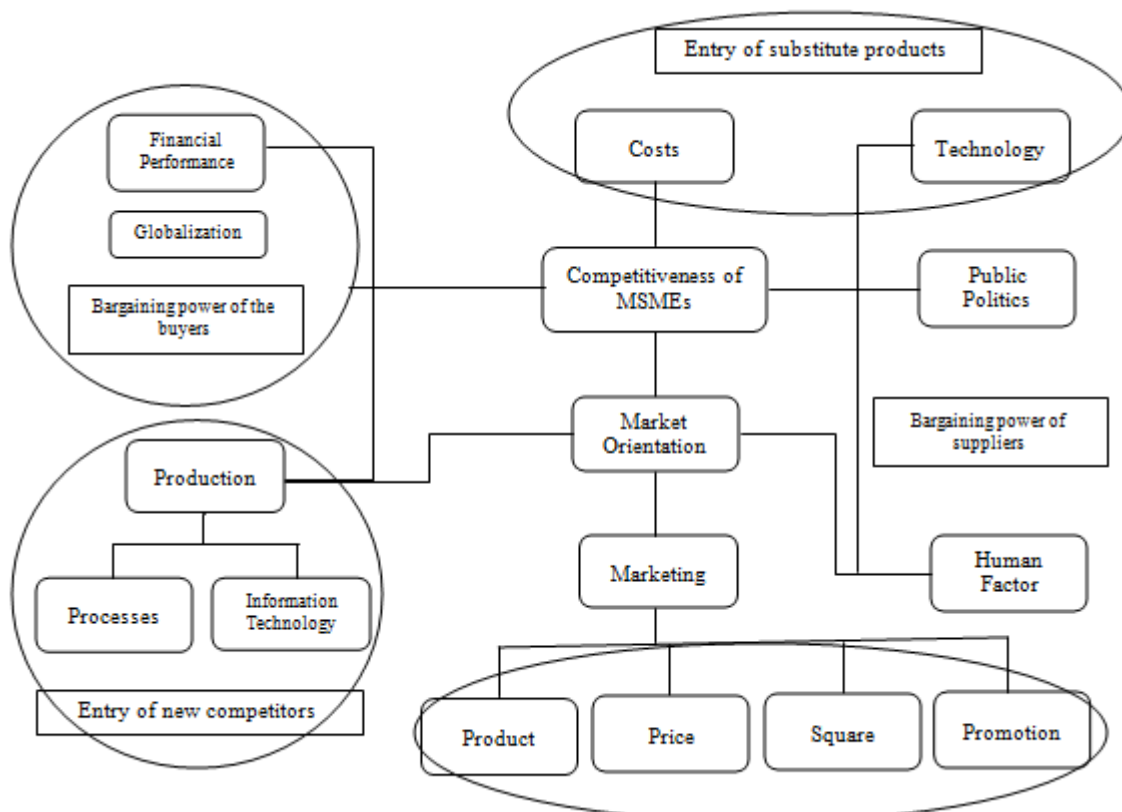


Figure 8: Methodological proposal
Source: Aguilera, (2008)

A field investigation was carried out, which consisted of applying a structured questionnaire with questions containing 13 items, where the information referred to the perception and / or evaluation of the competitiveness variables through personal interviews applied to owners / managers of these establishments, conducting a pilot test of 15 MSMEs in the City of Tlaxcala, Tlaxcala. The sample size was 150 valid questionnaires, representing a sample value of 5% for a finite population with a confidence level of 95%.

V. RESULTS:

The main findings found in the application of the surveys are:

Table 1. What is the main turn of MSMEs in the State of Tlaxcala?

	Frequency	Percentage	Valid percentage	Accumulated percentage
Commercial	103	68.60	68.60	68.60
Services	42	28.00	28.00	96.60
Industrial	5	3.40	3.40	100.00
Total	150	100.00	100.00	

Source: Own elaboration, (2020)

With the results obtained through this question, it can be seen that with 68.60% of the MSMEs in the State of Tlaxcala they are commercial, while 28% are service, so there is a predominance of the commercial and service sector.

Table 2. I consider that the key to success of my business is:

	Frequency	Percentage	Valid percentage	Accumulated percentage
Sufficient capital	13	8.70	8.70	8.70
Sales	61	40.60	40.60	49.30
Product and / or service quality	39	26.00	26.00	75.30
Human resources	15	10.00	10.00	85.30
Innovation	12	8.00	8.00	93.30
Antiquity	10	6.70	6.70	100.00
Total	150	100.00	100.00	

Source: Own elaboration, (2020)

40.60% of the MSMEs in the State of Tlaxcala have sales as the main determining factor for the success of the company, followed by the quality of the product / service they offer. However, only 8% consider capital and innovation as the main determinant. Regarding the antiquity or age of the company, it is not perceived as a primary factor of success.

Table 3. I consider that my clients perceive:

	Frequency	Percentage	Valid percentage	Accumulated percentage
Satisfaction	82	54.60	54.60	54.60
Trust	68	45.40	45.40	100.00
Total	150	100.00	100.00	

Source: Own elaboration, (2020)

What was obtained as a consequence of this question was to measure the percentage of MSMEs that consider that their clients perceive satisfaction and trust in their company. With 54.60% and 45.40% respectively, it was defined that the majority think that their customers feel satisfaction when purchasing their product or service, which indicates that according to these Navojoa companies, they are meeting customer expectations and consider that the company is cares about the welfare of its customers.

Table 4. What is the main means of dissemination used for advertising your business?

	Frequency	Percentage	Valid percentage	Accumulated percentage
Internet	16	10.60	10.60	10.60
Radio	56	37.40	37.40	48.00
Newspaper	17	11.40	11.40	59.40
Fryers	61	40.60	40.60	100.00
Total	150	100.00	100.00	

Source: Own elaboration, (2020)

It was possible to determine that the main form of contact with its clients is through flyers, at 40.60%, followed by radio, the medium that occupies the second place with 37.40% in the dissemination of business. Likewise, only 10.60% of the time they use internet technology, an aspect that denotes the limited use of new communication technologies to establish relationships with customers.

Table 5. Which of the following is close to your monthly profit margin?

	Frequency	Percentage	Valid percentage	Accumulated percentage
\$10,000-\$20,000	4	2.60	2.60	2.60
\$20,001-\$30,000	5	3.40	3.40	6.00
\$30,001-\$40,000	6	4.00	4.00	10.00
\$40,001-\$50,000	120	80.00	80.00	20.00
More of \$50,001	15	10.00	10.00	100.00
Total	150	100.00	100.00	

Source: Own elaboration, (2020)

The result shows that 80% of MSMEs in the State of Tlaxcala have a profit margin of more than \$ 40,001. Given which it can be deduced that most of these companies may be in financial conditions to consider strategies for improvement and growth.

Table 6. When you hire new staff, what do you take into account?

	Frequency	Percentage	Valid percentage	Accumulated percentage
I take the necessary time before deciding	108	72.00	72.00	72.00
I am looking for the cheapest option	5	3.30	3.30	75.30
I focus more on personality	24	16.00	16.00	91.30
I am willing to pay the best person	13	8.70	8.70	100.00
Total	150	100.00	100.00	

Source: Own elaboration, (2020)

It can be seen that 72% of MSMEs take all the necessary time before deciding on the right person to hire. This denotes a good practice of human resources entry policies.

Table 7. What type of technology do you currently use in your business?

	Frequency	Percentage	Valid percentage	Accumulated percentage
Payment terminal	63	42.00	42.00	50.60
Mobile application	27	18.00	18.00	68.60
Internet page	60	40.00	40.00	100.00
Total	150	100.00	100.00	

Source: Own elaboration, (2020)

With a minimal difference in this question, it was defined that the majority of managers or owners of MSMEs (42%) have payment terminals within their businesses, while with only a 2% disparity according to the businesses that have an internet page.

Table 8. In financial terms, the business currently:

	Frequency	Percentage	Valid percentage	Accumulated percentage
It is in a controlled position	70	46.60	46.60	46.60
Has better earnings than last year	73	48.60	48.60	95.20
You are not achieving your goals as expected	7	4.80	4.80	100.00
Total	150	100.00	100.00	

Source: Own elaboration, (2020)

The number of MSMEs that are not achieving the goals as expected is minimal. According to the results obtained through this question, it was defined that more than 90% are in a controlled position all the time or have better earnings than last year, which is consistent with the result obtained in generating the profit margin. , thus placing itself in a stable financial condition.

**Table 9. How often do you make improvements to your establishment:
(Maintenance, furniture, remodeling)?**

	Frequency	Percentage	Valid percentage	Accumulated percentage
Every year	78	52.00	52.00	52.00
Every 3 years	32	21.30	21.30	73.30
Every 5 years	30	20.00	20.00	93.30
Every 10 years	10	6.70	6.70	100.00
Total	150	100.00	100.00	

Source: Own elaboration, (2020)

Most of the MSMEs that make changes or improvements to their establishments at least once a year, indicating that 52% of these have adequate spaces, good conditions of structure and physical image, and equipment updating.

Table 10. How often do you train and / or update your employees?

	Frequency	Percentage	Valid percentage	Accumulated percentage
Every 6 months	68	45.30	45.30	45.30
Every year	65	43.30	43.30	86.60
Every 2 years or more	17	11.40	11.40	100.00
Total	150	100.00	100.00	

Source: Own elaboration, (2020)

It was defined that more than 85% of MSMEs train their employees at least 1 or 2 times per year, in this way it is observed that they are in a good level of updating, promoting support and advice to their subordinates for a good performance and job development.

Table 11. Have you recently made changes to your logo or slogan?

	Frequency	Percentage	Valid percentage	Accumulated percentage
Yes	71	47.30	47.30	47.30
No	79	52.70	52.70	100.00
Total	150	100.00	100.00	

Source: Own elaboration, (2020)

52.70% of the companies studied have not made changes to the logo and slogan, therefore it was determined that most of these remain constant in the image of their business.

Table 12. Does your business have branches?

	Frequency	Percentage	Valid percentage	Accumulated percentage
Yes	77	51.30	51.30	51.30
No	73	48.70	48.70	100.00
Total	150	100.00	100.00	

Source: Own elaboration, (2020)

51.30% of MSMEs in the State of Tlaxcala have one or more than one branch, which denotes their stable economic capacity.

Table 13. Does your business have ISO 9001: 2015 certification?

	Frequency	Percentage	Valid percentage	Accumulated percentage
Yes	74	49.30	49.30	49.30
No	76	50.70	50.70	100.00
Total	150	100.00	100.00	

Source: Own elaboration, (2020)

Approximately 50% of the MSMEs in the State of Tlaxcala have an ISO 9001: 2015 certification, which shows their effort to be more competitive following parameters and standards to guarantee quality in the performance areas, a determining aspect that must reflect on their productivity levels and the opportunity to achieve satisfaction and build trust with their customers.

V. CONCLUSION

As we can see, today MSMEs must excel in a globalized world, that is, they must emphasize innovation and its role in facing the challenges of competitiveness, given that these organizations have a majority role in the productive fabric and existing business, which should be reinforced by the adaptability potential they have. Specifically in the State of Tlaxcala, decision makers must evaluate the current situation of the company in question and, in light of the information presented, determine if they want to follow the trend or take some other measure to obtain some competitive advantage.

The second recommendation is the analysis of your business environment to determine the reasons why automated processes have not been developed, projecting the level of investment required against the possible benefits. In the same way, the existence of the current information system should be reconsidered within each organization, since it will be the desire of employees to have the latest in technology and software environment, as a measure of innovation, although this does not necessarily increase the results or the achievement of goals for the company.

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