

La gestión estratégica en las mipymes del estado de Yucatán

The strategic management in the MSMEs of the state of Yucatán

Gestão estratégica nas MPMEs do estado do Yucatán

Ruth Noemí Ojeda López

Universidad Autónoma de Yucatán, México

Ruth.ojeda@correo.uady.mx

<https://orcid.org/0000-0002-7137-120X>

Jennifer Mul Encalada

Universidad Autónoma de Yucatán, México

jeni.mul@correo.uady.mx

<https://orcid.org/0000-0003-0034-8165>

Olivia Jiménez Díez

Universidad Autónoma de Yucatán, México

jdiez@correo.uady.mx

<https://orcid.org/0000-0002-4514-5241>

Resumen

Las micro, pequeñas y medianas empresas (mipymes) en México contribuyen de manera significativa a la economía nacional a pesar de las diversas problemáticas que enfrentan en la actualidad, entre las que destacan la falta de planeación y estrategia. Por ello, el objetivo del presente trabajo es analizar la manera en que llevan a cabo la gestión estratégica las mipymes del estado de Yucatán. En este sentido, se realizó un estudio cuantitativo, descriptivo y correlacional. Para la obtención de la información se aplicó de manera personal una encuesta a una muestra de 390 empresas; el procesamiento de la información se hizo con el *software* Statistical Package for the Social Sciences. Los resultados demuestran que la mayoría de las mipymes estudiadas no cuentan con una estrategia de negocios formal y conocida por las personas que deben ejecutarla.

Palabras clave: estrategia, gestión, mipymes, planeación.

Abstract

The micro, small and medium enterprises (MSMEs) in Mexico contribute significantly to the national economy despite the various problems they face. One of these problems is related to the lack of planning and strategy. Therefore, the objective of the work presented was to analyze the way in which strategic management is carried out by the MSMEs of the state of Yucatán. A quantitative, descriptive and correlational study was carried out. To obtain the information, a survey was applied to a sample of 390 companies in a personal way, the processing of the information was done with the Statistical Package for the Social Sciences software. The results showed that most MSMEs studied do not have a formal business strategy and are known by the people who must execute it. Their planning is not based on an internal and external knowledge in which they develop. A favorable aspect is the involvement of its personnel in the achievement of the objectives.

Keywords: strategy, management, MSMEs, planning.

Resumo

As micro, pequenas e médias empresas (mipymes) no México contribuem significativamente para a economia nacional, apesar dos vários problemas que enfrentam hoje, entre os quais a falta de planejamento e estratégia. Por esta razão, o objetivo deste artigo é analisar a maneira pela qual a gestão estratégica é realizada pelas MPMEs do estado de Yucatán. Nesse sentido, foi realizado um estudo quantitativo, descritivo e correlacional. Para obter as informações, uma pesquisa foi aplicada pessoalmente a uma amostra de 390 empresas; o processamento das informações foi feito com o software Statistical Package for the Social Sciences. Os resultados mostram que a maioria das MPMEs estudadas não possui uma estratégia formal de negócios e é conhecida pelas pessoas que devem executá-la.

Palavras-chave: estratégia, gestão, mipymes, planejamento.

Fecha Recepción: Julio 2018

Fecha Aceptación: Noviembre 2018

Introduction

Globalization and the new knowledge economy are phenomena that increasingly generate greater competition among companies around the world, regardless of the sector to which they belong or the product or service they offer, which has caused everyone to strive for generate strategies to improve the quality of their products without causing damage to natural resources.

However, in the case of micro, small and medium enterprises (MSMEs), these constitute in Mexico an important pillar of the national economy due to its high impact on the generation of jobs and contribution to national production. with data from the National Survey on Productivity and Competitiveness of Micro, Small and Medium Enterprises (National Institute of Statistics, Geography and Information Technology [Inegi], 2016), 97% of them are microenterprises, 2% small companies and 0.4% medium-sized companies , which concentrate 75.4%, 13.5% and 11.1% of the total employed personnel, respectively.

Also, according to the stratification employed by the Ministry of the Interior (2009), Mexican MSMEs have a maximum of 250 workers, have annual sales of up to 250 million pesos and are family businesses managed by their respective owners (Belausteguigoitia, 2010). . For this reason, the present study aimed to analyze the way in which the strategic management of MSMEs in the state of Yucatan carry out strategic management. To verify the achievement of the objective, the following hypotheses were proposed:

- Hypothesis null 1: There is no statistically significant relationship between the level of studies of the owner when comparing if the company carried out a strategic planning process in the last two years.
- Hypothesis null 2: There is no statistically significant relationship between the level of studies of the owner and the fact that the company owns and applies a basic business strategy written and known by all who must execute it.
- Hypothesis null 3: There is no statistically significant relationship between the level of studies of the owner and the fact that in planning an analysis is developed that considers the strengths, opportunities, weaknesses and threats of the company and its market.

- Hypothesis null 4: There is no statistically significant relationship between the level of studies of the owner and the fact of frequently analyzing the sector where the company operates, considering the new changes that could be introduced in it.

The state of Yucatan is located in the southeast of the country and its economy is mainly based on trade and services activities, which contribute the most to the gross domestic product (GDP) of the state; However, due to its generation of employment and contribution to added value, the industrial sector -especially manufacturing and construction- could be considered the strongest (Secretaría de Fomento Económico, 2018). According to the latest data from the Inegi economic census (2014), there are 126 272 MSMEs in the Yucatan, representing 99.87% of the total number of establishments, of which 94.05% can be located in the category of microenterprises. Therefore, it is vital to know how they carry out their strategic management and identify the aspects that could be improved.

Conceptual aspects

One of the main concepts that MSMEs must take into account is that of strategy, which has its origins in the military and later appears in game theory. For von Neumann and Morgenstern (1944) this refers to the set of actions that the company must decide based on a particular situation. Within the scope of the administration the concept arises with Drucker (1954) and Chandler (1962), who refer to the allocation of resources to apply certain action plans. Subsequently, concepts such as strategic direction (Porter, 2008) or strategic planning emerge. The latter, according to Steiner (2003), refers to the efforts that a company systematically invests to define its objectives, policies and procedures, for which it must also be flexible, because in this way the company adapts to a changing environment (Mintzberg and Waters, 1985). Likewise, a strategist is required, which must be in charge of facilitating the execution and implementation process of the designed plan (Hill and Jones, 2009).

For Mintzberg and Quinn (1993) a well-formulated strategy helps to put in order and allocate the resources of an organization considering its internal environment; This allows you to achieve a desirable situation to anticipate changes in the environment and the actions of opponents.

Strategic planning suffered severe criticism, given the errors that were incurred at the time of implementation, so that authors such as Kaplan (2004) raised the need to have measurement and control mechanisms. Therefore, when referring to strategic management, three phases must be distinguished: the formulation of the strategy, its implementation and its evaluation (Davis, 2003). The formulation must be based on an internal and external diagnosis of the current situation of the company, for which the analysis of strengths, opportunities, weaknesses and threats (SWOT) is usually used. As Mintzberg (1994) points out, the formulation requires the transformation of strategies into action programs. In contrast, in the implementation phase the human resource is the fundamental factor, while the evaluation focuses on reviewing the external and internal factors on which the current strategies are based to measure their performance and take corrective measures.

Methodology

The present work was based on a positivist approach, hence it is a quantitative study of a non-experimental, transversal and mainly descriptive and correlational nature. Descriptive studies identify facts, situations, features and characteristics of an object, although without giving explanations of the phenomena; likewise, the correlation examines associations, but not the causal relationships, where the change of one factor affects another (Bernal, 2010).

The population of this investigation was constituted by 126 272 MSMEs of the state of Yucatan, which mostly, according to the Inegi Economic Census (2014), are located in the city of Merida and its metropolitan area.

The sample size was obtained by estimating the proportion of micro, small and medium establishments. Based on these results, and considering a confidence level of 95% and an estimation error of 5%, 383 establishments were chosen. To achieve the representativeness of the sample, we tried to select the units of analysis proportionally to the number of companies by size according to the Inegi economic censuses (2014). Because it was not possible to have a sampling

frame, non-probabilistic sampling was used to choose the MSMEs (Angulo, 2008), which allowed obtaining valid information from 390 establishments.

As a technique for collecting information, the survey was used, since it can be administered massively and allows gathering information from a large group of subjects quickly and inexpensively. In addition, it provides relative ease and speed when it must be applied and processed. For Anderson, Sweeney and Williams (2008) there are surveys by mail, telephone and personal; the latter are more expensive, but they allow for higher response rates compared to the others, which is why we chose to use it in the present investigation.

The survey was made up of two sections: one included the general data of the companies as economic sector (if it was of family type, fiscal regime, as well as the age, sex and educational level of the owner), and the other was made up of ten items focused on the process of strategic planning and implementation of the strategy. For this, a Likert scale was used that included the categories never, rarely, regularly, quite frequently and always. This type of scale allows the intensity or degree of feelings to be measured with respect to a specific trait or variable, which is why they are usually referred to as attitude measurement scales (Bernal, 2010). That is, they collect qualitative information with a numerical scale, which gives strength to the study when inferring the results, since it allows statistical treatment.

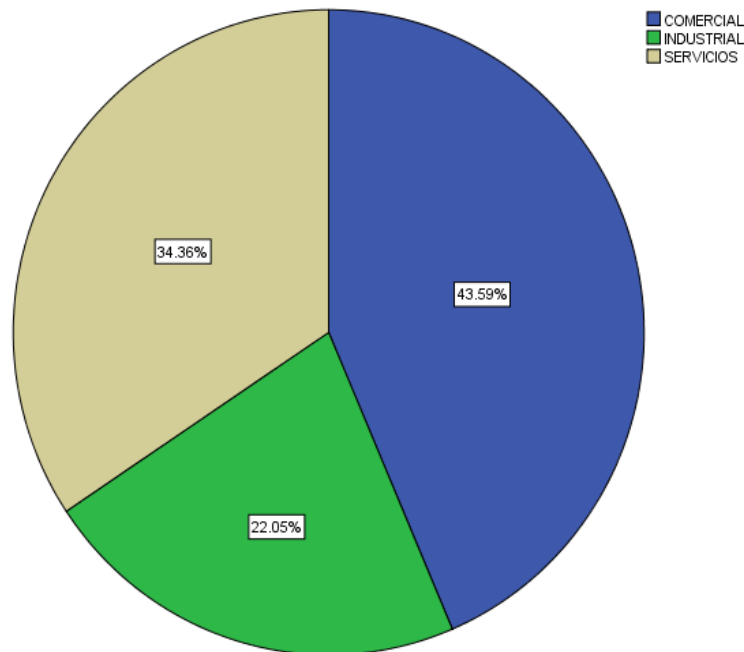
The data collected were processed in the Statistical Package for the Social Sciences (SPSS) software in version 21. Statistical tests of Tau-b and Tau-c of Kendall were used, as well as the Somers d to identify if there was a relationship between the educational level of the owner of the company and the various aspects of its strategic management. The answers were coded with numerical scales to facilitate their processing.

Results

Regarding the characteristics of the MSMEs that participated in this study, it can be said that the majority (77.95%) was operating in the commerce or service sectors (figure 1). Likewise, 76% were family businesses and 79% were registered as individuals. The average age of the owners was 34.3 years, with a minimum age of 17 years, a maximum of 86 years, and a standard deviation of 12.3.

Regarding the level of studies, it was found that 37.4% had a baccalaureate, 27.4% secondary, 24.6% had a bachelor's degree, 9% had primary education and the others had no studies or had a master's degree. Likewise, 56% of the owners of MSMEs belong to the female gender.

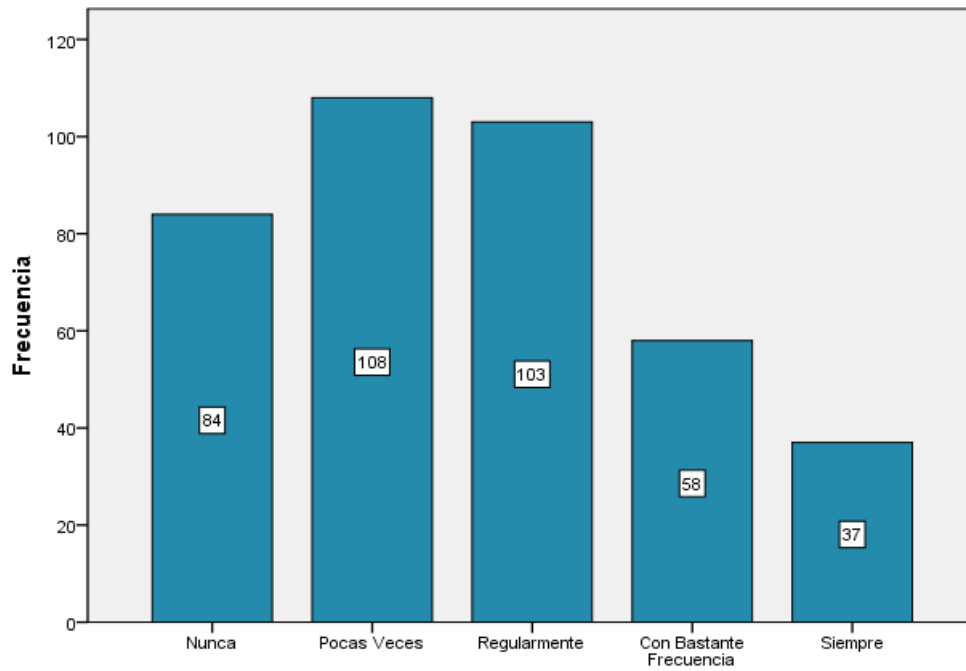
Figura 1. Porcentaje de mipymes por sector económico



Fuente: Elaboración propia

When the owners were asked if the company had carried out a strategic planning process in the last two years, almost half (49.2%) indicated that they had never or never done it, while 26.41% indicated that they had done so. regular way (figure 2).

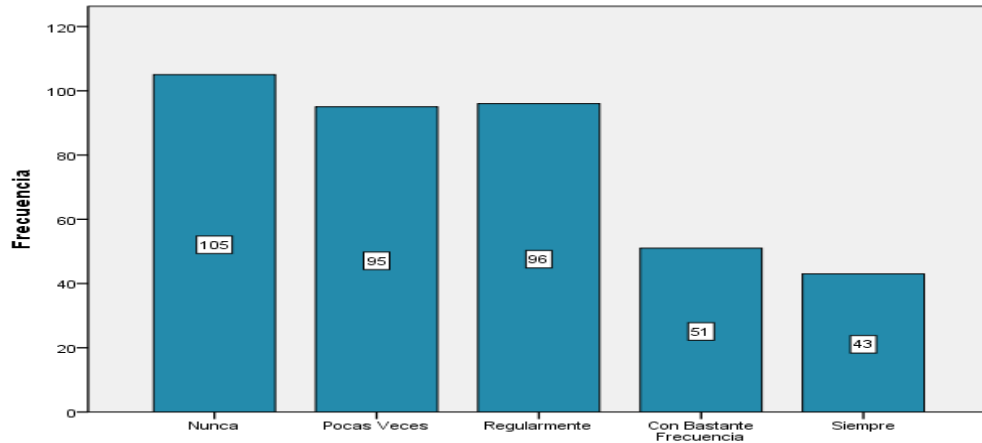
Figura 2. Frecuencia con la cual la empresa ha realizado el proceso de planeación estratégica en los últimos dos años



Fuente: Elaboración propia

It was also consulted if the company had a basic business strategy written and known by all who should execute it; the results show that 51.3% responded negatively (never or rarely), while 24.5% indicated that they regularly had a basic strategy (figure 3).

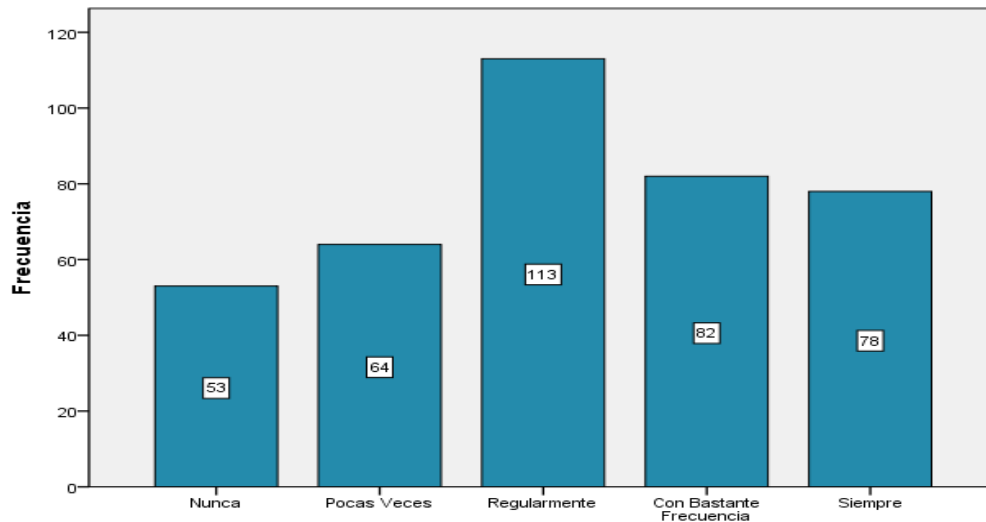
Figura 3. ¿Las empresas tienen una estrategia básica de negocios escrita y conocida?



Fuente: Elaboración propia

On the other hand, 41% of the respondents explained that always or quite often the company involved the people responsible for the execution and fulfillment of the strategic planning process, while 29% did it regularly (figure 4).

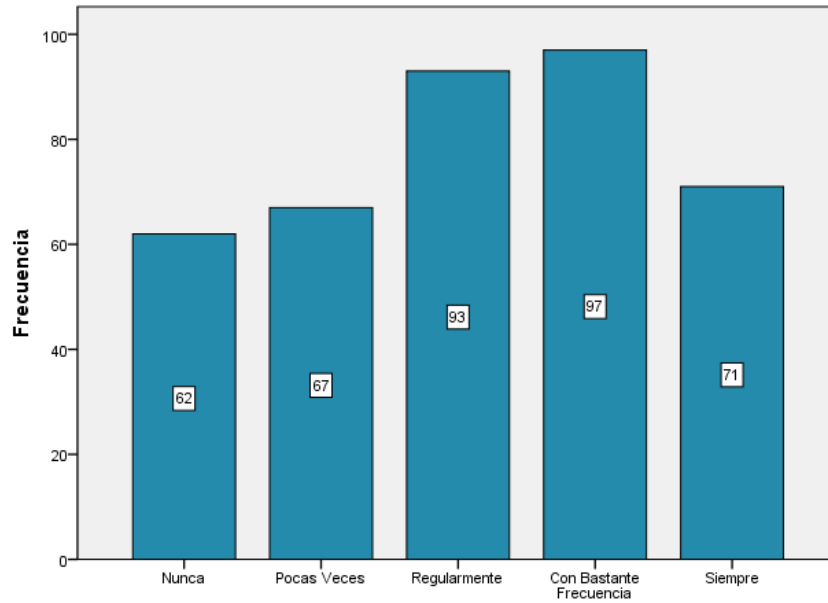
Figura 4. ¿Se involucra a las personas responsables en la ejecución y cumplimiento del proceso de planeación estratégica?



Fuente: Elaboración propia

Likewise, 43% indicated that strategic planning always or quite often was the result of a team effort in which those responsible for its execution and compliance were involved, while 23.8% indicated that this work was carried out regularly (figure 5).

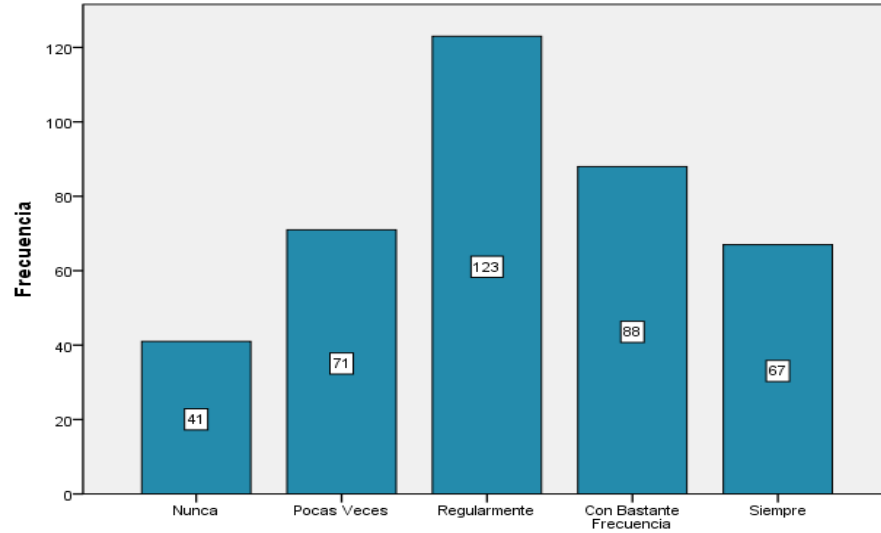
Figura 5. Trabajo en equipo y participación de responsables



Fuente: Elaboración propia

Likewise, 39.7% said that the objectives of the company were always or often defined, taking into account that they were measurable and that they were met within a defined period of time, while 31.5% thought that this was done regularly (figure 6).

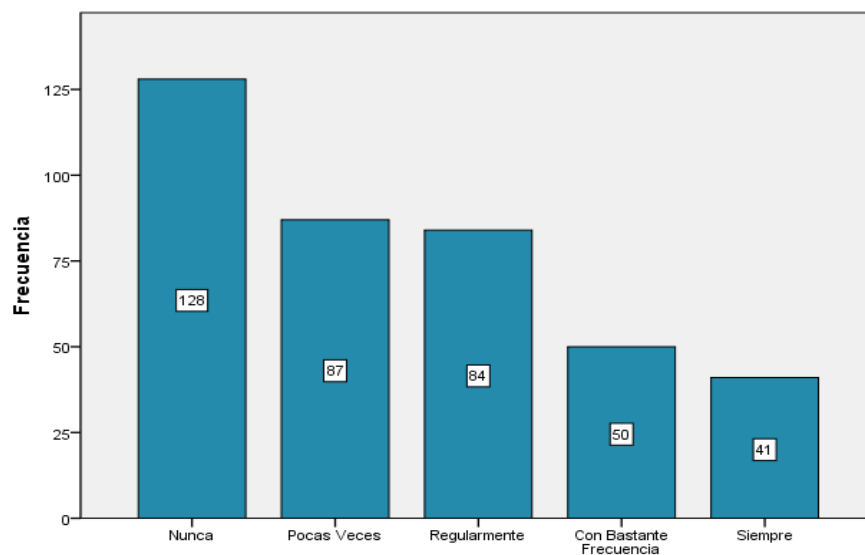
Figura 6. ¿Se definen objetivos medibles y alcanzables?



Fuente: Elaboración propia

On the other hand, in Figure 7 it can be seen that most of the respondents (55.1%) indicated that never, or rarely, when planning, an analysis was carried out to estimate the strengths, opportunities, weaknesses and threats of the company and its market. Only 23.3% said that this was always or often.

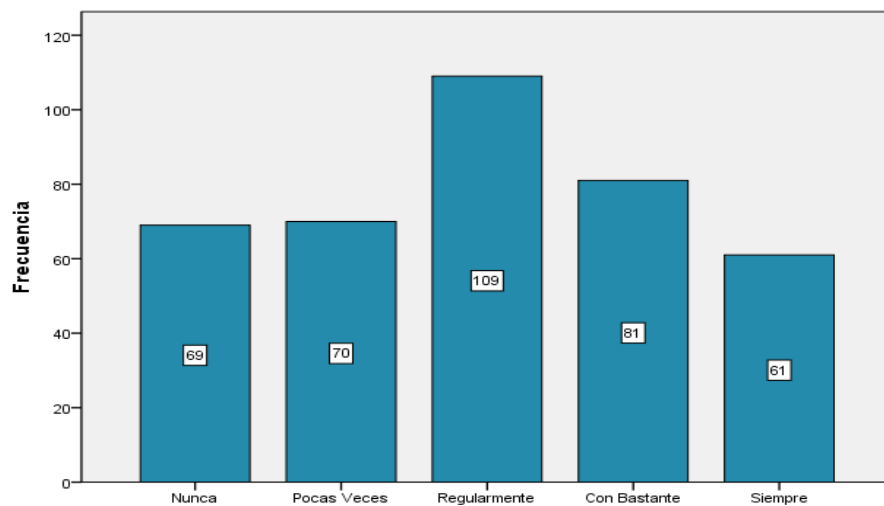
Figura 7. ¿En la empresa se realiza el análisis FODA?



Fuente: Elaboración propia

Likewise, 35.6% of respondents said that the sector where the company operated was never or rarely analyzed, so it is not usual to consider the new changes that may be introduced. A similar percentage (36.4%) stated that this was always or fairly frequently observed, while 27.9% mentioned that they did it regularly (figure 8).

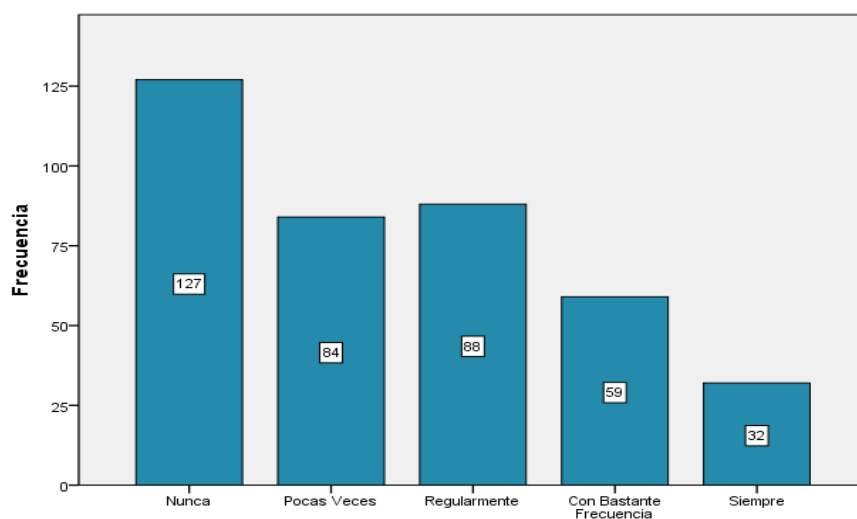
Figura 8. ¿Se analiza el sector donde opera la empresa?



Fuente: Elaboración propia

It is worth noting that 54.1% stated that never before or rarely analyzing the performance of the company did they use the comparison technique with the leader of the sector (benchmarking) (figure 9).

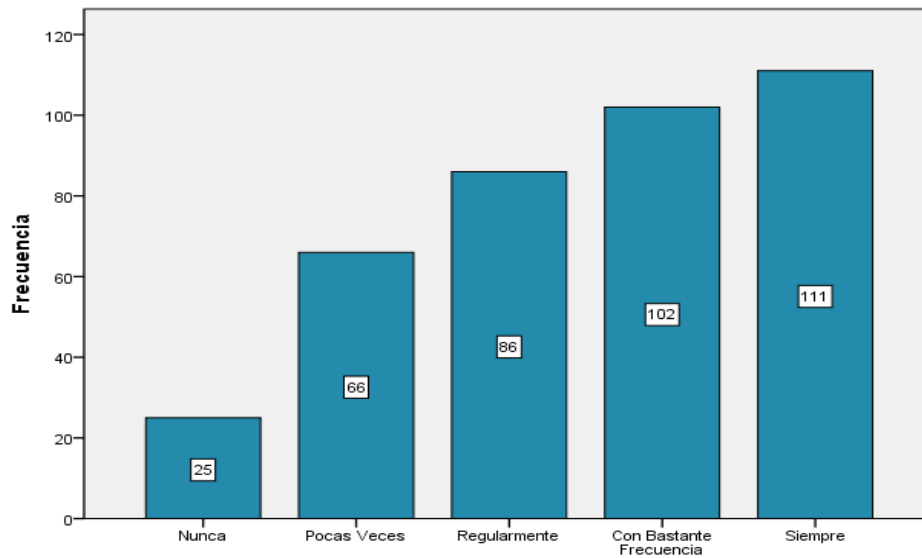
Figura 9. ¿La empresa se compara con la líder del sector?



Fuente: Elaboración propia

It is also highlighted that the majority of the respondents (54.6%) indicated that always or quite frequently the staff was involved in achieving the company's objectives (figure 10).

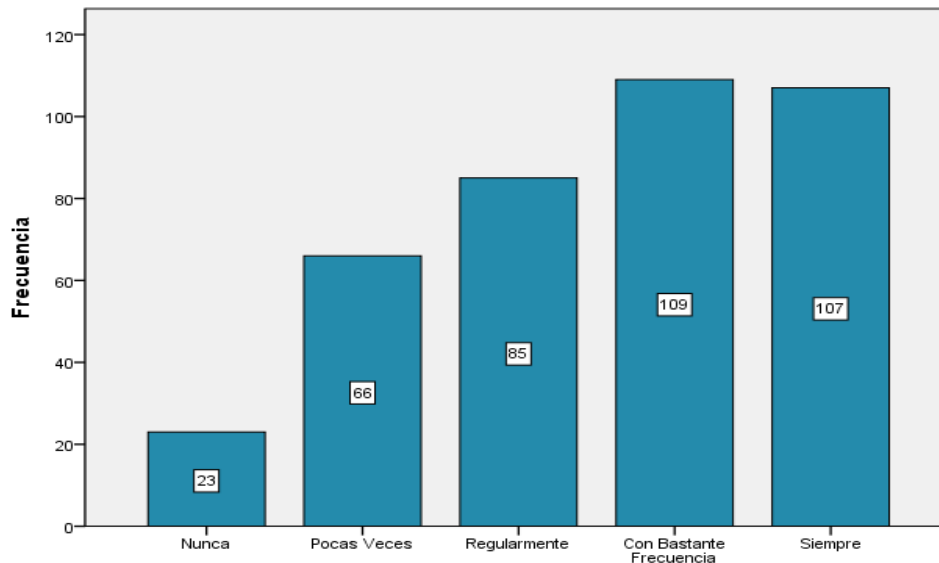
Figura 10. ¿El personal se involucra con los objetivos de la empresa?



Fuente: Elaboración propia

The majority (55.4%), on the other hand, considered that the necessary resources were always or often assigned to achieve the company's objectives (figure 11).

Figura 11. ¿Se asignan recursos necesarios para alcanzar objetivos?



Fuente: Elaboración propia

Given the above percentages, the hypotheses and results of the correlation tests between the educational level of the company owner and the various variables of strategic management are presented below.

- Hypothesis null 1: There is no statistically significant relationship between the level of studies of the owner when comparing if the company carried out a strategic planning process in the last two years.

When applying the Tau-b and Tau-c test of Kendall, as well as the Somers d (tables 1, 2 and 3), the degree of significance was less than .05; likewise, the value of Kendall's Tau-c was .124. Therefore, the null hypothesis is rejected, that is, there is a statistically significant relationship between both variables, although the degree of association is low.

Tabla 1. Pruebas de chi-cuadrado: nivel educativo y proceso de planeación estratégica

Pruebas de chi-cuadrado			
	Valor	gl	Sig. asintótica (bilateral)
Chi-cuadrado de Pearson	38.506 ^a	20	.008
Razón de verosimilitudes	39.125	20	.006
Asociación lineal por lineal	9.804	1	.002
N de casos válidos	390		

a. 11 casillas (36.7 %) tienen una frecuencia esperada inferior a 5. La frecuencia mínima esperada es .28.

Fuente: Elaboración propia

Tabla 2. Medidas direccionales: nivel educativo y proceso de planeación estratégica

Medidas direccionales						
			Valor	Error típ. asint. ^a	T aproximada ^b	Sig. aproximada
Ordinal por ordinal	d de	Simétrica	.133	.042	3.146	.002
	Somers	Nivel máximo de estudios dependiente	.128	.041	3.146	.002
		Pregunta 1.1 dependiente	.138	.044	3.146	.002

a. Asumiendo la hipótesis alternativa.

b. Empleando el error típico asintótico basado en la hipótesis nula.

Fuente: Elaboración propia

Tabla 3. Medidas simétricas: nivel educativo y proceso de planeación estratégica

Medidas simétricas					
		Valor	Error típ. asint. ^a	T aproximada ^b	Sig. aproximada
Ordinal por ordinal	Tau-b de Kendall	.133	.042	3.146	.002
	Tau-c de Kendall	.124	.039	3.146	.002
	Correlación de Spearman	.159	.050	3.182	.002 ^c
Intervalo por intervalo	R de Pearson	.159	.050	3.167	.002 ^c
N de casos válidos		390			

a. Asumiendo la hipótesis alternativa.

b. Empleando el error típico asintótico basado en la hipótesis nula.

c. Basada en la aproximación normal.

Fuente: Elaboración propia

- Hypothesis null 2: There is no statistically significant relationship between the level of studies of the owner and the fact that the company owns and applies a basic business strategy written and known by all who must execute it.

The results obtained when applying the Tau-b and Tau-c tests of Kendall, as well as the Somers d (tables 4, 5 and 6) show that the degree of significance was greater than .05. Therefore, the null hypothesis is accepted, that is, there is no statistically significant relationship between both variables.

Tabla 4. Pruebas de chi-cuadrado: nivel educativo y estrategia escrita

Pruebas de chi-cuadrado			
	Valor	gl	Sig. asintótica (bilateral)
Chi-cuadrado de Pearson	25.898 ^a	20	.169
Razón de verosimilitudes	27.668	20	.117
Asociación lineal por lineal	2.808	1	.094
N de casos válidos	390		

a. 12 casillas (40 %) tienen una frecuencia esperada inferior a 5. La frecuencia mínima esperada es .33.

Fuente: Elaboración propia

Tabla 5. Medidas direccionales: nivel educativo y estrategia escrita

Medidas direccionales			Valor	Error típ. asint. ^a	T aproximada ^b	Sig. aproximada
Ordinal por ordinal	d de Somers	Simétrica	.062	.043	1.429	.153
		Nivel máximo de estudios dependiente	.060	.042	1.429	.153
		Pregunta 1.2 dependiente	.065	.045	1.429	.153

a. Asumiendo la hipótesis alternativa.

b. Empleando el error típico asintótico basado en la hipótesis nula.

Fuente: Elaboración propia

Tabla 6. Medidas simétricas: nivel educativo y estrategia escrita

Medidas simétricas			Valor	Error típ. asint. ^a	T aproximada ^b	Sig. aproximada
Ordinal por ordinal	Tau-b de Kendall		.062	.043	1.429	.153
			.058	.041	1.429	.153
		Correlación de Spearman	.075	.052	1.483	.139 ^c
Intervalo por intervalo	R de Pearson		.085	.052	1.680	.094 ^c
N de casos válidos			390			

a. Asumiendo la hipótesis alternativa.

b. Empleando el error típico asintótico basado en la hipótesis nula.

c. Basada en la aproximación normal.

Fuente: Elaboración propia

- Hypothesis null 3. There is no statistically significant relationship between the level of studies of the owner and the fact that in planning an analysis is developed that considers the strengths, opportunities, weaknesses and threats of the company and its market.

The results of the tests of Tau-b and Tau-c of Kendall, as well as the d of Somers (tables 7, 8 and 9) that were applied to confirm the hypothesis null 3 show that the degree of significance was less than .05 ; likewise, the value of Kendall's Tau-c was .139. Therefore, the null hypothesis is rejected, that is, there is a statistically significant relationship between both variables, although the degree of association is very low.

Tabla 7. Pruebas de chi-cuadrado: nivel educativo y desarrollo de análisis FODA

Pruebas de chi-cuadrado			
	Valor	gl	Sig. asintótica (bilateral)
Chi-cuadrado de Pearson	32.864 ^a	20	.035
Razón de verosimilitudes	34.779	20	.021
Asociación lineal por lineal	13.966	1	.000
N de casos válidos	390		

a. 12 casillas (40 %) tienen una frecuencia esperada inferior a 5. La frecuencia mínima esperada es .32.

Fuente: Elaboración propia

Tabla 8. Medidas direccionales: nivel educativo y desarrollo de análisis FODA

Medidas direccionales						
			Valor	Error típ. asint. ^a	T aproximada ^b	Sig. aproximada
Ordinal por	d de	Simétrica	.150	.043	3.449	.001
ordinal	Somers	Nivel máximo de estudios dependiente	.145	.042	3.449	.001
		Pregunta 1.6 dependiente	.156	.045	3.449	.001

a. Asumiendo la hipótesis alternativa.

b. Empleando el error típico asintótico basado en la hipótesis nula.

Fuente: Elaboración propia

Tabla 9. Medidas simétricas: nivel educativo y desarrollo de análisis FODA

		Medidas simétricas			
		Valor	Error típ. asint. ^a	T aproximada ^b	Sig. aproximada
Ordinal por ordinal	Tau-b de Kendall	.150	.043	3.449	.001
	Tau-c de Kendall	.139	.040	3.449	.001
	Correlación de Spearman	.178	.051	3.555	.000 ^c
Intervalo por intervalo	R de Pearson	.189	.051	3.801	.000 ^c
N de casos válidos		390			

a. Asumiendo la hipótesis alternativa.

b. Empleando el error típico asintótico basado en la hipótesis nula.

c. Basada en la aproximación normal.

Fuente: Elaboración propia

- Hypothesis null 4. There is no statistically significant relationship between the level of studies of the owner and the fact that the sector where the company operates is frequently analyzed, considering the new changes that may be introduced in it.

To confirm this hypothesis, the aforementioned tests were applied (tables 10, 11 and 12); the results show that the degree of significance was less than .05; likewise, the value of Kendall's Tau-c was .157. Therefore, the null hypothesis is rejected, that is, there is a statistically significant relationship between both variables, although the degree of association is very low.

Tabla 10. Pruebas de chi-cuadrado: nivel educativo y análisis del sector

Pruebas de chi-cuadrado			
	Valor	gl	Sig. asintótica (bilateral)
Chi-cuadrado de Pearson	38.641 ^a	20	.007
Razón de verosimilitudes	39.815	20	.005
Asociación lineal por lineal	17.876	1	.000
N de casos válidos	390		

a. 10 casillas (33.3%) tienen una frecuencia esperada inferior a 5. La frecuencia mínima esperada es .47.

Fuente: Elaboración propia

Tabla 11. Medidas direccionales: nivel educativo y análisis del sector

Medidas direccionales			Valor	Error típ. asint. ^a	T aproximada ^b	Sig. aproximada
Ordinal por d de	Simétrica		.166	.040	4.113	.000
ordinal Somers	Nivel máximo de estudios dependiente		.158	.038	4.113	.000
	Pregunta 1.7 dependiente		.175	.042	4.113	.000

a. Asumiendo la hipótesis alternativa.

b. Empleando el error típico asintótico basado en la hipótesis nula.

Fuente: Elaboración propia

Tabla 12. Medidas simétricas: nivel educativo y análisis del sector

Medidas simétricas		Valor	Error típ. asint. ^a	T aproximada ^b	Sig. aproximada
Ordinal por ordinal	Tau-b de Kendall	.167	.040	4.113	.000
	Tau-c de Kendall	.157	.038	4.113	.000
	Correlación de Spearman	.203	.048	4.080	.000 ^c
Intervalo por intervalo	R de Pearson	.214	.047	4.323	.000 ^c
N de casos válidos		390			

a. Asumiendo la hipótesis alternativa.

b. Empleando el error típico asintótico basado en la hipótesis nula.

c. Basada en la aproximación normal.

Fuente: Elaboración propia

Conclusions

Given that the environment where MSMEs are developing is increasingly uncertain, it would be important for the MSMEs of Yucatan studied to incorporate technological and business tools that allow them to adequately carry out their strategic planning, since most do not have a formal business strategy and known by the people who must execute it.

In this regard, and as could be seen in the results of this study, most of the MSMEs do not perform strategic planning, an aspect very similar to the results achieved by the CUMEX-SMEs Network (2010) in the states of Mexico, Hidalgo, Puebla, Tamaulipas and Sonora, where it was found that only 47% of MSMEs evaluated carry out the strategic planning process.

In general, the MSMEs of this study have as a policy to involve the people responsible for the execution and fulfillment of the strategic planning process, and consider team work important, so they involve those responsible for its implementation. Likewise, most of the owners of these MSMEs, when defining their objectives, consider that these are measurable and achievable.

It is also highlighted that the majority of MSMEs studied do not base their planning on a SWOT analysis, that is, they do not take into account essential internal aspects of the company and the market where they operate, which often leads to failure, as they try to launch strategies without foundation. As Mintzberg and Quinn (1993) point out, a well-formulated strategy serves to organize and allocate resources in favor of a desirable situation.

On the other hand, it is necessary that those respondents who stated that they regularly analyze both the sector where the companies operate and the changes that occur in it, do so periodically; In fact, those who said they did not do so suggest that they incorporate this evaluation into their practices, because that way they can be more proactive and make better decisions, which will help them position their companies against their competitors. Similarly, the performance of the leading company (benchmarking) should be considered, since in this way they can identify best practices to be more productive and develop better.

It also stands out that in a large percentage of MSMEs staff is actively involved in achieving the company's objectives and that they are assigned the necessary resources to achieve the objectives set, which is vital to develop the strategies (Chandler, 1962; Drucker, 1954).

On the other hand, it can be affirmed that several MSMEs consulted do not have formal strategic management processes; This can be justified because several companies arise based on the need of their owners to self-employ themselves, so that the schooling of their founders does not

necessarily correspond to what is required to be an entrepreneur. To this must be added that some of these initiatives emerge with the support of other members of the family, who also do not usually have the required profiles for each position held.

These weaknesses, however, can be remedied with the help of the different measures granted by the State (which should be strengthened), through the formation of networks, belonging to business chambers or through another strategy that allows them to acquire the necessary skills to consolidate your companies. In short, strategic management, seen as a process, must allow MSMEs to be competitive, adapt to contextual changes and continually renew themselves.

References

- Anderson, D., Sweeney, D. y Williams, T. (2008). *Estadística para administración y economía*. (10.^a ed.). México: Cengage Learning.
- Angulo, Y. (2008). Muestreo. En Pérez Tejada, H. (ed.), *Estadística de las ciencias sociales, del comportamiento y de la salud* (3.^a ed.) (pp. 181-208). México: Cengage Learning.
- Belausteguigoitia, I. (2010). *Empresas familiares: su dinámica, equilibrio y consolidación*. México: McGraw-Hill.
- Bernal, C. (2010). *Metodología de la investigación* (3.^a ed.). Colombia: Pearson Educación.
- Chandler, A. (1962). *Strategy and structure: chapter in the history of American industrial enterprise*. USA: Massachusetts Institute of Technology.
- Davis, F. (2003). *Conceptos de administración estratégica* (9.^a ed.). México: Pearson Educación.
- Drucker, P. (1954). *The practice of management*. New York, USA: Harper Collins.
- Hill, C. y Jones, G. (2009). *Administración estratégica*. Texas, USA: McGraw Hill.
- Instituto Nacional de Estadística y Geografía (Inegi) (2014). *Censos económicos 2014 Yucatán*. México: Inegi.
- Instituto Nacional de Estadística y Geografía (Inegi) (2016). *Encuesta nacional sobre productividad y competitividad de las micro, pequeñas y medianas empresas*. México: Inegi.
- Kaplan, R. (2004). *Strategy maps: converting intangible assets into tangible outcomes*. USA: Harvard Business School Press.
- Mintzberg, H. (1994). The fall and rise of strategic planning. *Harvard Business Review*, [Reprinted 94107], 107-114.
- Mintzberg, H. and Waters, J. (1985). Of strategies, deliberate and emergent. *Strategic Management Journal*, 6(3), 257-272.

Mintzberg, H. y Quinn, J. (1993). *El proceso estratégico: conceptos, contextos y casos* (2.^a ed.). México: Prentice Hall Hispanoamericana, S. A.

Porter, M. (2008). *Estrategia competitiva* (38.^a reimpresión). México: Grupo Editorial Patria.

Red PYMES-Cumex (2010). Un estudio comparativo del perfil financiero y administrativo de las pequeñas empresas en México: entidades del Estado de México, Hidalgo, Puebla, Sonora y Tamaulipas. Resultados finales. *Revista del Centro de Investigación. Universidad La Salle*, 9(33), 5-30.

Secretaría de Fomento Económico (2018). *Sectores productivos*. Recuperado de <http://www.sefoe.yucatan.gob.mx/secciones/ver/sectores-productivos>.

Secretaría de Gobernación (2009). *Acuerdo por el que se establece la estratificación de las micro, pequeña y mediana empresa*. Publicado en el *Diario Oficial de la Federación* el 30 de junio de 2009. México: Secretaría de Gobernación.

Steiner, G. (2003). *Planeación estratégica* (29.^a ed.) México: Cecsá.

Von Neumann, J. and Morgenstern, O. (1944). *The theory of game and economic behavior*. USA: Princeton University Press.

<i>Rol de Contribución</i>	<i>Autor (es)</i>
Conceptualización	Ruth Noemí Ojeda López (Principal) Jennifer Mul Encalada (Igual)
Metodología	Ruth Noemí Ojeda López (Principal) Jennifer Mul Encalada (Igual)
Software	NO APLICA
Validación	Jennifer Mul Encalada
Análisis Formal	Ruth Noemí Ojeda López (Principal) Jennifer Mul Encalada (Igual)
Investigación	Ruth Noemí Ojeda López (Principal) Jennifer Mul Encalada (Igual) y Olivia Jiménez Díez (que apoya)
Recursos	Ruth Noemí Ojeda López

Curación de datos	Jennifer Mul Encalada.
Escritura - Preparación del borrador original	Olivia Jiménez Díez
Escritura - Revisión y edición	Ruth Noemí Ojeda López (Principal) Jennifer Mul Encalada (Igual)
Visualización	Olivia Jiménez Díez.
Supervisión	Ruth Noemí Ojeda López
Administración de Proyectos	Ruth Noemí Ojeda López
Adquisición de fondos	Jennifer Mul Encalada