

## Mercadotecnia como elemento de planeación y permanencia en pymes comerciales

*Marketing as an element of planning and permanence in commercial smes*

**Román Alberto Quijano García**

Universidad Autónoma de Campeche

[rq6715@hotmail.com](mailto:rq6715@hotmail.com)

### Resumen

Como metodología de enseñanza, el estudio de casos ha demostrado despertar el interés del participante al evaluar la problemática planteada y proponer alternativas de solución o respuesta a las preguntas detonantes. En este capítulo se estudia el caso de una pyme del sector comercio, reconocida y ampliamente aceptada, con antigüedad mayor a 30 años y buen clima organizacional, pero que enfrenta la incursión en el mercado de nuevas y grandes empresas comerciales y supermercados que ofrecen productos y servicios similares.

El caso aborda aspectos teóricos sobre mercadotecnia, como herramienta para el posicionamiento en una ciudad pequeña con nuevos competidores. Se aplicó un diseño metodológico anidado de tipo ilustrativo, y como resultado de la intervención se obtuvo información sobre la competencia y el nivel de lealtad de los clientes así como del emprendedurismo de los socios. La organización cuenta con planeación para sus proyectos de inversión y desarrollo de estrategias de crecimiento; sin embargo, parece confiar demasiado en la fidelidad de sus clientes, sin implementar campañas de mercadotecnia efectivas que magnifiquen la calidad de los bienes y servicios que han distinguido a esta empresa y la han mantenido en el gusto del público consumidor, para evitar un posible desplazamiento del mercado.

**Palabras clave:** Pyme, mercado, posicionamiento.

## Abstract

As a teaching methodology, the case study has shown to arouse the interest of the participant to evaluate the issues raised and propose alternatives of solution or answer to the explosive questions. This chapter examines the case of an SME in the trade sector, recognized and widely accepted, with older than 30 years and good organizational climate, but face the foray into the market of new and large trading companies and supermarkets which offer similar services and products.

The case deals with theoretical aspects of marketing as a tool for positioning in a small city with new competitors. A nested methodological design of illustrative type applied, and as result of intervention was obtained information about the competition and the level of customer loyalty as well as the entrepreneurship of the partners. The Organization has planning for their investment projects and development of growth strategies; However, it appears to rely heavily on the loyalty of its customers, without implementing effective marketing campaigns that magnify the quality of goods and services that have distinguished this company and have kept it in the taste of the consuming public, to avoid a possible displacement of the market.

**Key Words:** SME, market, positioning.

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## Introduction

Innovation enables SMEs to be competitive in the field of technology, quality of product or service, direction and administration of human resources, requiring this design planning strategies (Aragón, Rubio, Serna y Chablé 2010). The formal competition between organizations to enter, stay or make inroads into new markets and even dominate and displace competitors is a challenge faced by SMEs, therefore, the formulation, development and implementation of marketing strategies are necessary for its permanence and development.

## **BACKGROUND**

This section addresses aspects of planning, marketing and design strategies in SMEs as key elements of planning for the incursion and permanence in the market.

### **Marketing as a planning tool**

Marketing is the process of defining, anticipate, create and meet the needs and desires of products and customer services, and is part of the strategic planning of service companies. Its seven basic functions are: analysis of customers, selling products and services, planning products and services, pricing, distribution, market research and analysis of opportunities (David, 2008).

The target audience is the center of attention in marketing activities; i.e. people who are considered the most likely buyers of the products and services of the company. The company should organize marketing activities by establishing a system of information and planning, that allows to control their activities and measure their ability to meet the needs of the consumer. However, it must also consider that there are external factors such as suppliers, competitors, intermediaries and interest groups and that must be served through the marketing activities classified as the four “P”: product, price, promotion and place (Kotler, House, Large and Cruz, 2000).

### **The design of strategies in SMEs**

Velasquez (2004) notes the importance of strategies, organizational structure and forms of partnerships as sources of competitive advantage in Colombian SMEs, which suffer as in other parts of Latin America competitive business practices. As an effective strategy for the development of SMEs, Lozano (2010) suggests the use of models of association (collective collaboration strategy that creates value through the achievement of common objectives) as facilitators in obtaining financial resources, penetrating new and even markets for innovation and production of new products as an alternative to mitigate the financial impact of the business cycle. According to Aguilera, Gonzalez and Rodriguez (2011), growth in SMEs has been studied from various aspects, sales being the primary

outcome factor. However, Martinez (1999), quoted by Aguilera et al., (2011), says it is important to remember that strategies must be reviewed within a dynamic process of improvement that contributes to achieving the objectives of management.

Meanwhile, Castellanos (2003) analyzed the strategies that increase the value of the products and services offered by Colombian SMEs and that is reflected in the binomial knowledge-value, considering concepts related to inclusive innovation as a competitive business activity ( Scarabino and Colonnello 2009). In this sense, Von Krogh, Roos and Sloum (1994) (cited by Castellanos, 2003) establish two types of strategies: survival (trying to maintain the current profitability) and advance guarantee of future performance the organization (sustainability) supported in future business opportunities, however, the companies analyzed showed no mechanisms to measure the performance of the staff that creates knowledge in organizations and the indicators used are related to operational aspects of production and sales and consider implicitly measuring human behavior.

Regardless of the industry or the origin, strategies must be designed each time more innovative, as suggested Gomez Llonch and Rialp (2010), who analyzed by an explanatory model the effect of either entrepreneurial strategic orientation, learning or market innovation in SMEs. Sanchez (2003) notes that a prospective, strategic and logistics management is fundamental to good business performance of SMEs and by the method of case establishes that the absence of one hinders the permanence in the long term by SMEs.

### **Economic importance of the sector**

The National Development Plan 2006-2012 (PND.2007) provides strategies for economic transformation of Mexico, founded on five strategic areas, and particularly the number 2, Competitive Economy that Creates Jobs said the purpose of achieving economic policy sustained faster growth and generate formal jobs to improve the quality of life of all Mexicans.

The diagnosis for 2007 presents the average growth of the Mexican economy has been insufficient to bring down the economic and social gaps as quickly as desired. Therefore, it

is necessary to create new conditions for the production and employment have greater than that observed in the past two decades growth. It was expected at the end of six years, a GDP growth of 5%.

Within the Strategic Axis 2 section 2.4 Promotion of employment, which posed the goal of creating in 2012, 800, 000 formal jobs is a year; for it is resort to policies that promote patterns of productivity and competitiveness, modernize labor relations and create conditions to facilitate access of the economically active labor market population, particularly the inclusion of vulnerable groups seek, 2.5 Promotion Productivity and Competitiveness recognizing that the costs of doing business with other problems in Mexico makes competitiveness lose out, so sought to boost the Mexican economy for sustained economic growth and 2.6 Small and medium enterprises seeking to continue support for the development of SMEs, with an emphasis on smaller.

The strategies established for development of Mexican SMEs are: a) promote increased productivity of SMEs in product development according to their needs, b) consolidate support schemes in a single instance, c) boost development of domestic suppliers through a higher percentage of integration of domestic inputs and consolidating productive chains that generate greater value added in the production of tradable goods and d) adjusting the support programs to scale production to manufacturing and services with high added value (PND, 2007).

In Mexico, economic development occurs in nineteen of the twenty sectors established by the Industry Classification System North America (NAICS 2009), excluding the area 91 corresponding to the activities of government and international and extraterritorial bodies; every five years, the National Institute of Statistics and Geography (INEGI), raises a census (2009), pointing to the number of economic units, the top five are: 1 Retail (Sector 46), 2. Services varied ranging from repair and maintenance to domestic employment (section 81), 3. Manufacturing (Sector 31-33), 4. Services of temporary lodging and preparation of foods and beverages (72 sectors) and 5 health and Services social assistance (section 62). As noted, the sector 46, is in the 1st place of economic units in the country, highlighting its importance. At year end 2012 the contribution to the trade

sector GDP was 5.4%, as the tourism sector, below the agricultural sector accounted for 7.2% (INEGI, 2013).

At the state level the efforts currently undertaken by the government of the state of Campeche are aimed at strengthening SMEs in promoting economic development, in compliance with the strategic axis 2 of the National Development Plan (2009-2015).

## METHODOLOGY

The case study is a major design strategies of qualitative research, which is based on the theoretical framework from which reality and issues that you want to respond analyzes and selects the actual scenarios are sources of information (Rodríguez, Gil and García, 1999).

Illustrate situations, actions or decisions as a history of events that have occurred and of which you can learn is one of the objectives of the case method, focusing on providing real means to through analysis and discussion, presenting alternative solutions that they have been applied in similar cases and which were developed based on the main concepts and theories associated with the phenomenon under study (Naumes and Naumes, 2006).

Yin (2003) defines case studies as an empirical inquiry that investigates a contemporary phenomenon in its real context, where the boundaries between the phenomenon and context are not displayed accurately, and in which multiple sources of evidence are used.

The essential feature of the case studies is that they are focused on a holistic understanding of the phenomenon under study (Feagin, Orum and Sjoberg 1991), which allows the researcher to study various phenomena that can occur in the same environment. Case studies tend to be selective, addressed to a particular issue that is fundamental to understanding the phenomenon under study (Tellis, 1997), which allows the researcher to focus its analysis objectives in a complex environment with many factors involved in the problem.

Methodological design

The methodological design used, according to the classifications of Yin (2003) is illustrative nested type, it presents or exemplifies the phenomenon under investigation under a particular theoretical approach. It consists of a single case with more than one unit of analysis: the positioning and design of marketing strategies in commercial SMEs, described through the problems of the company where they carried out the intervention.

## **RESULTS OF THE INTERVENTION**

### **Company Background**

The organization studied is located in the city of Campeche rotation whose business is the sale to wholesale and retail of goods for all kinds of parties, complemented by a catalog of alternative services including clowns, cake, music groups, children shows, light and sound, and so on.

Going back to the origin of the organization, in Mexico City in 1975, the current owner was engaged in related to the profile of their degrees in communication activities, providing training in media. However, he decided to venture into the family business as the founder of the concept, instead of choosing one of his five sons as successor to the business, accepts the offer to purchase the same by Beatriz, fourth of five children of the family, which takes continuing with the same scheme and trademark administrative control. Businesswoman belongs to the third generation of a family business tradition, as his maternal grandfather was the owner of a soap factory, with coconut oil as raw material fiber and sisal ropes and uncles had a liquor factory and fruits in syrup.

Beatriz currently runs the company with the support of his two children, one stage manager and another as managing director (both with degrees in administration and currently pursuing her graduate) and the advice of his brother in the financial area to care investment utilities, has 23 employees, 19 women and 4 men. Has among its main suppliers Barcel, Sonrics, Importer Joy, Factories of Mexico Selected Urpri, Convermex, packaging and Reyma Cuevas, among others. It is geared to the general public, however, has

diversified its services to corporate clients such as restaurants, bakeries, party planners, and so on.

Its main competitor in the city represent companies such as Santos Lugo, Stock ingredient, Groceries Baqueiro Caceres, Dulcería Gelmy and large supermarket chains such as Sam's Club, Walmart and Chedraui.

As part of its management, the organization has certain planning elements such as: Vision, Mission, Philosophy of the company that includes values promoted by the family that owns the company for 35 years: a) family unity as a fundamental value, b ) steady work as a means of self-affirmation, c) formal and informal education and continuous updating and support to grow in every way, d) the business as a means to provide a service to the community, e) work in the company as a obligation for everyone, but we must get it to play with gusto, by choice, not as a result of economic dependence, f) business as a meeting not only work but healthy living among employees, customers and suppliers, g ) respect and support for integrating human resources of the company, in order to improve their quality of life, h) the orderly, constant, leading to innovative getting results: economic growth of the company and integral growth of those who work in it and i) the client as a guideline on the requirements of specialized supply: customers require, appropriate to their needs, safe supply competitively priced, assist them to carry out their activities, either leisure , self-employment or for the practical operation of their business.

Company growth is attributed to an efficient management of product management of personal commitment of the family, the timely payment and close relationship with suppliers who know the market, which has allowed him to analyze the needs of its customers. Their marketing strategies have focused on sponsorships, supports the community and mainly personal references.

Another aspect that stands out from the administration of the company is the low rate of turnover, as employees are hired with higher than those established by labor laws



benefits. With regard to business problems, says Beatriz have faced since the strategic location of the premises for the development of activities to the lack of integration of companies the tour by an association to represent them and help them to perform administrative and financial efforts to public and private organizations.

It also notes that in terms of competitiveness and profitability as a strategy have established attractive to the general public and personalized rates and cordial relations with wholesalers and retail suppliers, and strict controls on the concepts of greater impact for the company, as the merchandise inventory.

The organization analyzed is not young, has more than 30 years in the market and remains in a competitive sector where customers demand quality and innovation in services, therefore, ask the following questions: What strategies has designed and implemented the SME so that the customer knows that always have attractive products and services? Within your planning includes any advertising campaign? Is the organization aware of the competition from the big supermarket chains with their infrastructure and advertising campaigns? Is it enough current infrastructure of the company to meet customer demand and projecting steady growth? It is marketing the solution to the competition problems currently facing the company?

### **Description of the problem of positioning**

Currently the company intends to offer novel products for organizing parties of all kinds additional to those already marketed locally. The new products offer a breakthrough strategy as stated Castellanos (2003), allowing you to ensure the future profitability of the organization (sustainability) supported in future business opportunities.

According to Castellanos (2003), innovation is an integrated activity across competitive company; He analyzed the strategies that increase the value of the products and services offered by SMEs and that is reflected in the binomial knowledge-value (Scarabino and Colonnello 2009).

The analysis of the particular case can see that the company has business and professional experience and who are aware of the need for adequate planning of the future

of the organization. But can they achieve their growth plans under current economic conditions? Are the personal characteristics of the partners and the strategies implemented are sufficient to tackle the negative effects of economic policy and globalization? Is management aware of the products and services it sells are not a priority in times of crisis?

#### Analysis of the particular problems

As primary marketing tool, has been used the prestige of the company as a personal reference and has worked to obtain lines of commercial and financial credit, however, only thermal advertising activities in the city are supported by sponsorships They do not show the diversity of products and services offered.

The company has a website where its main products are promoted, but is not authorized to service sales in this way, or handle spaces in which it allows customers to give their opinions and suggestions to provide feedback direct; It remains current basic way in the management of its main features, but has not developed a computer system that allows you to efficiently make the information generated in each of their areas and have more direct contact with customers.

Currently in the city the presence of commercial shops and supermarkets offering products similar to those offered by the SME studied increases, perhaps not with the same quality or appeal, but that attract a number of guided side offers buyers and campaigns discounts.

What should your marketing strategy to competition from large retail chains? Is it a problem of planning, cost or wit? What is the cost to be absorbed into an attractive campaign to keep the company in customer preferences?

## CONCLUSIONS

The case study provides an overview of one of the many problems that SMEs face with regard to competition for market positioning and disadvantage to the heavily advertised developing large enterprises. However, this particular case has strengths as:

- a) Experience in the sector and be virtually unique in the market with a very special twist,
- b) executive body with professional training and experience in the field, which together with the entrepreneurship of them, has allowed them to develop marketing strategies locally.
- c) Management considers necessary to implement a strategic management to develop a written business plan as a means of reducing contingency planning.
- d) they have taken advantage of the business opportunities to stay in business and expansion project; know that the major threat is the lack of personal and professional to continue business activities, or the organizational climate or the delimitation of capacity providers, but if the latent threat of being displaced from the likes of current and potential consumers by the incursion of big businesses that are backed infrastructure and attractive campaigns by offering economic benefits can get to grab the attention of potential customers and why not ?, to the organization still loyal customers.

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