

## Innovación y competitividad. Empresas CANACO Tampico

*Innovation and competitiveness. CANACO Companies, Tampico*

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### Resumen

Promover la innovación en las Mypes es una tarea difícil debido a las limitaciones económicas, de capacitación y asesoría del personal. Con base en lo anterior, se buscó estudiar la forma como se puede fomentar la innovación en estas empresas.

Este trabajo se fundamenta teóricamente en trabajos e investigaciones desarrollados por la Dra. Teresa Amabile de la Harvard Business School, en estudios sobre el ambiente creativo desarrollados por investigadores de la Universidad de Colombia-Manizales, así como en los resultados de los experimentos del Dr. Edward Deci de la Universidad de Rochester en Nueva York, Estados Unidos.

La investigación desarrollada es del tipo descriptiva, con enfoque cuantitativo y no experimental en empresas afiliadas a la CANACO Tampico, buscando determinar el nivel de impulso a la innovación. Para ello se utilizaron métodos basados en preguntas y observación para el acopio de información.

Los resultados obtenidos permiten crear un constructo propio denominado “perfil de innovación empresarial”.

**Palabras clave:** innovación, competitividad, Mypes.

## Abstract

Promote innovation in MSEs is a difficult task due to economic constraints, training and staff consulting. Based on the foregoing, we sought to explore ways how you can encourage innovation in these companies.

This work is theoretically based on work and research developed by the Dr. Teresa Amabile of Harvard Business School, studies on the creative environment developed by researchers at the University of Colombia-Manizales, as well as on the results of the experiments of Dr. Edward Deci from the University of Rochester, New York, United States.

The developed research is descriptive, with quantitative approach and non-experimental in companies affiliated to the CANACO Tampico, seeking to determine the level of promotion of innovation. It used methods based on questions and observation for the collection of information. The results obtained allow to create an own construct called "profile of business innovation".

**Key words:** innovation, competitiveness, SMEs.

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## Introduction

Currently the competitiveness, productivity and business efficiency are not enough, because the lateral support of strategies and techniques that strengthen the organization is required. One of these strategies is business innovation, which some authors define as the use of knowledge to offer a new product/service requested by customers (Albers and Brewer, 2003). According to

Sala et al (2012), the process of innovation is linked to the search, experimentation, development and implementation of new products, services, processes, ideas and new organizational forms.

In our country and all Latin America the data in relation to innovation in the MSE (micro and small enterprises) are not very well defined (Zevallos, 2003). There are no known accurate indicators on the way in which it promotes or encourages innovation. In addition to the above, current business times are very complex due to the trend towards the closure of SMEs in our country, which behaves according to the ratio 10 to 6, i.e., of every 10 companies opening 6 closed. Many businesses open, but a large number of them does not exceed 5 years of life (Moreno, Sanjinés, 2002).

Create spaces for innovation is something difficult to find in the small business, although these represent a high percentage of the business spectrum in Mexico.

Therefore, it is important to find ways to address this problem. One of many alternatives for the development of the competitive advantages (Porter, 2005) in this group of companies, It may be creating conditions in organizations that promote creative participation and innovation of employees and additionally strengthen the creation of creative environments as response elements (González and Vargas del Río, 2004). Innovation is related to competitive intelligence, as pointed out by López et al (n.d)

### **General objective**

Define the profile of impulse to the innovation of micro and small enterprises affiliated to the CANACO (National Chamber of Commerce) in Tampico, based on an own construct.

### **Specific objectives**

- a) Develop a construct to measure the impulse to innovation.
- b) Evaluate the promotion of innovation in enterprises SMEs affiliated to the CANACO Tampico.
- c) Review the relationships that might exist between the promotion of innovation and competitiveness, according to the logic of study proposed..

### **Specific objectives**

- a) Develop an own construct to measure promoting innovation.
- b) Evaluate the promotion of innovation in MSEs companies affiliated with the CANACO Tampico.
- c) Review the relationships that may exist between the promotion of innovation and competitiveness, according to the logic proposed study.

### **Object of study**

The object of the research is the "promotion of innovation of employees" in Mypes companies affiliated with the CANACO Tampico.

### **Study subjects are:**

- a) The managers or administrators of the sample under study medium and small enterprises.
- b) Employees of these micro and small companies affiliated with the CANACO Mypes Tampico with at least 2 years old (some knowledge and rootedness in the company).

### **Test Units**

The unit of analysis is per company. Companies will be obtained from a sample of MSEs in the metropolitan area of Tampico, belonging to the Tampico CANACO.

The recording unit is per person, ie, each manager or employee midlevel surveyed or interviewed.

### **Delimitation of research**

- o The project is limited to the study of a sample of companies affiliated with the CANACO MYPES Tampico, with dimensions of its own construct called "boosting innovation employees," said dimensions and indicators are defined in paragraph no. 8 of this project.
- o Or just will seek to find the relationship between the variables impulse to innovation and competitiveness, in consideration of the proposed case studies.
- o Or only they considered micro and small enterprises (MSEs) CANACO Tampico affiliated with at least 5 years old.

- The survey data only performed for 100 days.
- Only 60 companies were evaluated.

### **Research Problem**

How can you measure the level of momentum or support innovation as a competitive strategy in micro and small companies affiliated with the CANACO in Tampico with the purpose to develop proposals for improvement for these entrepreneurs?

**Variable 1:** promoting innovation in employees. **Variable 2:** competitiveness.

Conceptual definition of the variable 1. Promoting innovation in employees.

The impetus for innovation in employees is defined as the degree to which the manager, administrator and middle managers create conditions conducive to the organization that foster innovation of employees.

Operational definition of the variable 1. Promoting innovation in employees

The impetus for innovation in employees in companies under study is defined as the value obtained by measuring a number of dimensions of an own construct on promoting innovation of employees.

### **Literature review**

#### **A. Variable Study: competitiveness**

Study competitiveness being a variable with different conceptual approaches, with many applications and different levels of analysis, it is an adventure; thus it is possible to review that competitiveness has several levels of study, which are: the company, sector, region or country. This study considered only the level of analysis 1, which is the level of the company, according to Abdel and Romo (2004), leaving aside other levels.

#### **B. Theoretical models of competitiveness employees and their dimensions**

Following are ten of the theoretical models of competitiveness employees, including its conceptual dimensions, which can be seen the participation of innovation in all these models.

**Table 1. Conceptual models of competitiveness**

No.	Nombre	Autor(es)	Año	Características
1	Modelo Nacional para Mipymes Competitivas	Instituto Nacional para el Fomento de la Calidad (2010)	2010	<ul style="list-style-type: none"> <li>○ Conocimiento del entorno</li> <li>○ Alianzas</li> <li>○ Relación con clientes.</li> <li>○ Recursos y actividades clave</li> <li>○ <i>Propuesta de Valor (Innovación)</i></li> <li>○ Estructura de costos</li> <li>○ Fuente de ingresos</li> </ul>
2	Modelo de la Competitividad Sistémica	Esser, Wolfgang, Dirk, Meyer_Stamer, (1996)	1996	<ul style="list-style-type: none"> <li>○ Capacidad de la gestión</li> <li>○ Estrategias empresariales</li> <li>○ <i>Gestión de la Innovación</i></li> <li>○ Mejores prácticas producción</li> <li>○ Integración redes coop. tecnológicas</li> <li>○ Logística empresarial</li> <li>○ Interacción de proveedores y productores</li> </ul>
3	Modelo de la Competitividad Integral	López, López y Pérez (2004)	2004	<ul style="list-style-type: none"> <li>○ Papel del gobierno.</li> <li>○ <i>Acciones de la Empresa. (Innovación)</i></li> </ul>
4	Modelo del Análisis de la Competitividad	Ten Kate, citado por Garduño, Castro y Rojas (2006)	2006	<ul style="list-style-type: none"> <li>○ Factores que afectan los costos, precios, rentabilidad, permanencia y penetración de mercados.</li> <li>○ Factores de eficiencia de uso de insumos.</li> <li>○ <i>Factores relacionados con calidad y diferenciación de productos o servicios. (Innovación)</i></li> </ul>
5	Modelo de Competitividad	Hamel y Prahalad (1990)	1990	<ul style="list-style-type: none"> <li>○ Posición relativa en el mercado.</li> <li>○ <i>Ventaja competitiva sostenible. (innovación)</i></li> <li>○ Competencias centrales</li> </ul>
6	Modelo de Competitividad en el Comercio Internacional	Lerma (2000)	2000	<ul style="list-style-type: none"> <li>○ Producto vendible en el comercio exterior (diseño, calidad, presentación, tecnología, envase, precio, etcétera).</li> <li>○ Comercialización (promoción, venta, servicio, condiciones</li> </ul>

				comerciales). ○ <i>Empresa (organización, capacidad tecnológica, productiva y económica, actitud hacia la internacionalización) Innovación.</i>
7	Modelo de Desarrollo y Generación de Competitividad Internacional	Batres y García (2006)	2006	○ Desarrollo de cadenas productivas ○ <i>Capital Humano, Capacitación y Desarrollo. (Innovación entre otros tópicos)</i>
8	Modelo de las Ventajas Competitivas	Porter (2002)	2002	○ Composición del sector ○ Poder e influencia de cada fuerza. ○ Posición competitiva. ○ Cadenas de valor ○ <i>Ventajas competitivas (Innovación)</i>
9	Modelo de Competitividad	Schuller y Lidbom (2009)	2009	○ Desempeño del mercado ○ Alta eficiencia ○ <i>Factores de éxito clave. (Innovación)</i> ○ <i>Valor agregado (Innovación)</i>
10	Modelo de Competitividad de una Compañía	Vilanova, Lozano y Arenas (2009)	2009	○ <i>Capacidad de innovación</i> ○ Relaciones internas y externas. ○ Reputación ○ Recursos estratégicos

Source: elaboración propia.

**Variable: Boosting Innovation**

Create an environment in companies looking for the promotion of innovation of employees is something important for the achievement of objectives as Teresa Amabile (2003) points out, the Harvard Business School after a series of investigations in US companies who considered fundamental to the participation of workers with creative or innovative initiatives the next dimension: Influence of social environment, which established the conditions for a manager, administrator or higher generates or boosts and strengthens the creative participation and innovation employees.

Edward Deci, Koestener, and Ryan (1999) from the University of Rochester in his experiments with students from the same institution, determined the importance of extrinsic motivation to achieve, especially in innovation processes, improvement or change. For this reason, extrinsic motivation plays an important role in innovation.

a) Provide informational extrinsic motivation.

This means providing information about how to improve the important areas of the business, who knows the goals, establish recognition of their contribution, and so on.

In addition to set the dimensions in this project, information on the work done by Amabile et al (2003) and other researchers in a study with 222 employees 7 companies in 3 industries in the United States we were used.

From the above described the following dimensions are proposed:

**Dimensions variable: Promoting innovation**

a) participation practices. Employee participation in joint operation or any other events or meetings to solve problems.

b) Relationship-person task. Assigning tasks based on the interest of the employee.

c) operational autonomy. The level at which an employee can make changes and make decisions concerning your work area and the time available to solve the problems in the company and thus generate ideas.

d) Stimulating the generation of ideas. The application of techniques or strategies of any kind, in which they invite the employee to participate in situations of improvement in the company, through the generation of ideas.

e) Analysis of organizational problems. The application of techniques, tools or practices in the organization or outside it by the media managers or employees, for the employee to help solve organizational problems.

f) Practices extrinsic motivation. The existence of systems inducement or reward for the contribution of ideas and innovations in the company. Recognition of any kind verbal, written, public or private, small prizes offered in cash or in kind to the contribution of ideas, as well as promoters of participation, such as boards, posters, suggestion boxes, and so on.



g) Dissemination practices. The spread is made in the company by any means of communication of the contributions made by employees of the organization.

h) communication practices. Communication of strategic business benefits or actions that give better understanding of the organization, its products, services, etc., which is transmitted to the employee by the leader (general manager or middle managers).

i) boss-subordinate relationship. The appreciation of the boss-subordinate relationship perceived by the employee.

## **Methodology**

### **Characteristics of the study. Method.**

The study was conducted following the inductive method was a cross-sectional descriptive study, where measurements were made on a single occasion in time.

### **Information Collection**

#### a) Population

The population under study are micro and small companies in the metropolitan area of Tampico, belonging to the Tampico CANACO.

#### b) Sample design

The sample used was not representative of the population, mainly for economic and easy access to the business constraints.

The selection of sample items was developed following the judgment technique called sampling or convenience of the investigator.

#### Case Selection Criteria

In this draft agreement with other studies may have the following variables that could explain the promotion of creative participation, and are: a) age of the manager or administrator, b) educational level of the manager or c administrator) the innate creativity itself that of an individual, whether they be encouraged or not.

Age of manager or administrator. A manager or relatively young chief, less than 45 years, tends to promote more engagement with ideas from employees, an executive mature.

Studies manager level or higher. A manager or boss with undergraduate or graduate tends to further promote employee participation if you do not.

For this reason, combinations that were sought in the sample are described in the following table:

**a) Combination: Age manager- degree-No. case**

Combinación	Edad del gerente	Nivel de estudios	Número de casos
I	Menor de 45 años	Con estudios de licenciatura o posgrado	15
II	Menor de 45 años	Sin estudios de licenciatura o posgrado	15
III	Mayor de 45 años	Con estudios de licenciatura o posgrado	15
IV	Mayor de 45 años	Sin estudios de licenciatura o posgrado	15

Source: elaboración propia.

**Data Collection**

**a) Technical. Instrument design**

three different tools, questionnaires, interview and observation guide was used.

a.1 Questionnaires

two questionnaires, one oriented managers or administrators, and one second-oriented middle managers were used.

a.2 Interview. a structured interview to apply to managers or administrators of the companies in question was designed.

a.3) Observation Guide.

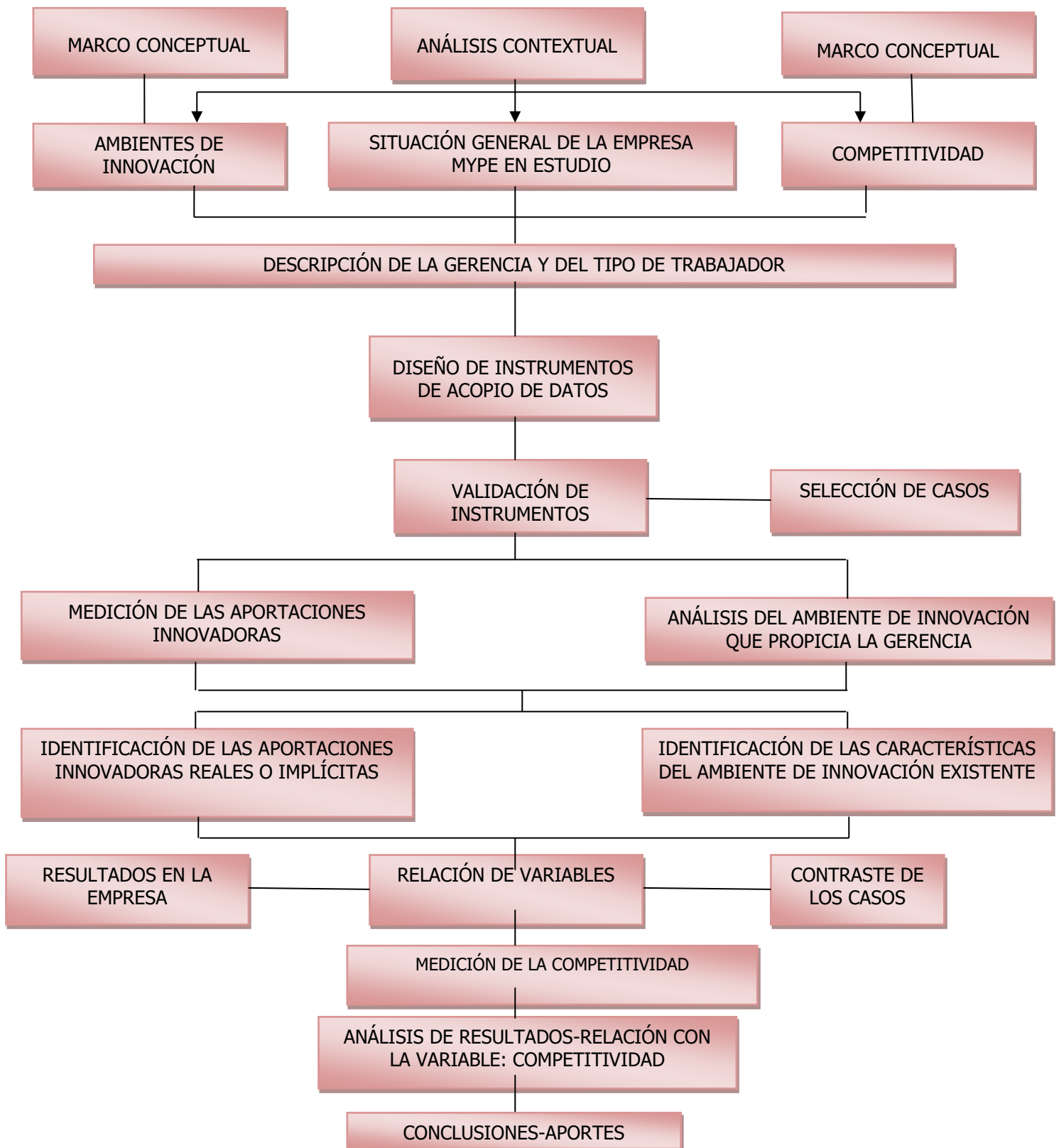
Additionally direct observation through the development of guidelines observation was used. Its use was due to the need to validate the results obtained with other techniques.

## **Validation**

Prior to the application of the instruments, these are validated as follows:

- Internally, by risks of bias, validity of constructs, with pilot.
- And with Cronbach Alpha test.

Diagram 1. Logic Research

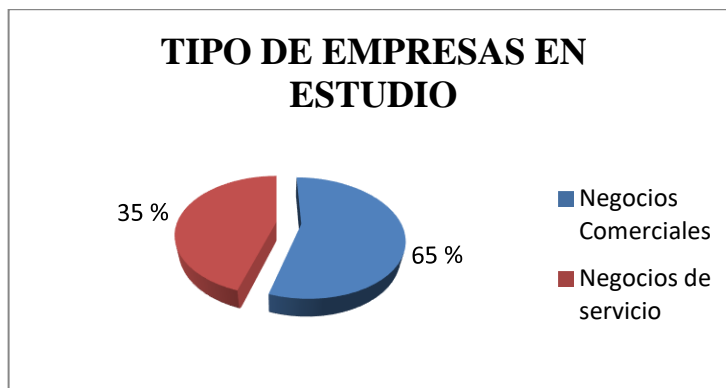


**Results**

After analyzing the data, the following results were obtained:

- a) The profile of fostering creative participation and innovation in the sample of companies is made LOW promoting participation.
- b) 40% (24 of 60 companies) with creative contributions, however, only 30% of companies (18 of 60) encourage participation, why can elucidate It was found that in 10 of these companies contributions are due to the creativity of the person and not the promotion of creative and innovative participation.
- c) Following the result of part b it can be determined that there is no significant relationship between the promotion of innovative participation and creative contributions of employees in companies in the sample.
- d) With respect to the variable "Promotion of innovative employee participation" indicators with lower average values were: Operational Autonomy, Stimulus Generation of Ideas, Practices Extrinsic Motivation and dissemination practices.
- e) It was also confirmed that managers under 45 tend to promote innovative employee participation.
- f) Similarly it is corroborated in the sample of firms that managers with undergraduate or higher promote more innovative employee involvement.

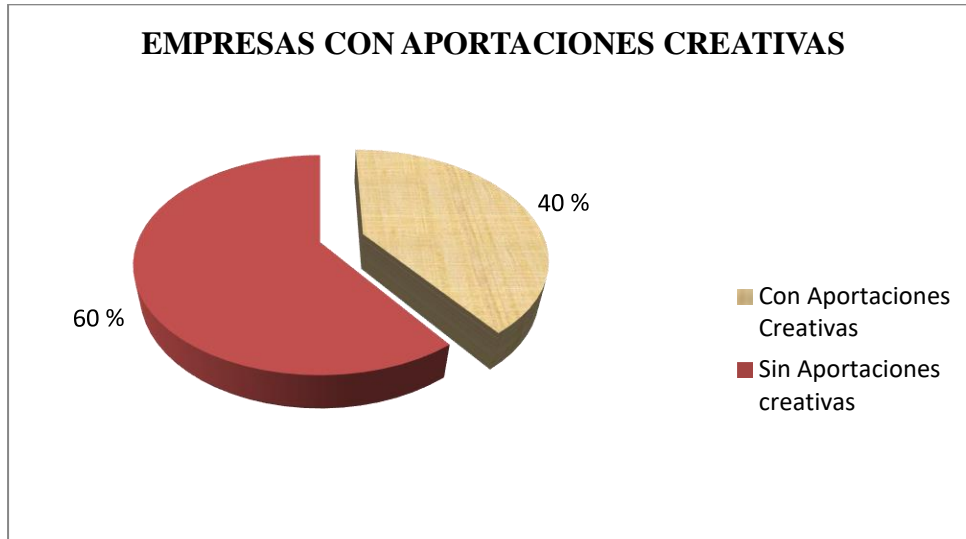
**Figure 1. Type of companies under study**



Fuente: elaboración propia.

As for the rotation there are no significant differences in outcomes between the two segments of companies studied, although most commercial enterprises (65%) were studied that service (35 %).

Figure 2 Companies with creative contributions



Fuente: elaboración propia.

In the creative contributions, 40% of companies surveyed contributions of this type are presented.

Table 1. Profile of entrepreneurs and / or managers of companies in the study sample (the sample size is 60 companies in total).

No.	Rasgo	Límite inferior de la muestra	Límite superior de la muestra	Predominan
1	Edad	25 años	65 años	Entre 35 y 45 años
2	Nivel de estudios	Carrera trunca	Posgrado (Maestría)	Licenciatura
3	Situación empresarial del administrador /empresario.	Empleado	Dueño de la empresa.	Dueño de la empresa, junto con otros socios.
4	Sexo (género)	No aplica	No aplica.	Predominan los varones. 80-20 %.
5	Experiencia en el giro	3 años	Más de 40 años.	Entre 8 y 15 años en el giro.
6.	Solvencia económica	Muy limitada, en ocasiones no tienen	Muy alta, con capacidad de reinvertir en	Solvencia económica limitada,

		para pagar nóminas.	infraestructura.	dificultades para reinvertir en ambos segmentos.
7.	Manejo de tecnología	No saben usar la computadora personal.	Experto en sistemas computacionales.	No conocen los beneficios de los sistemas computacionales.
8.	Capacitación recibida	Nunca reciben capacitación, ni asesoría alguna.	Bastante actualizados y con buena capacitación.	Capacitación reducida
9.	Visión del negocio	Anticuada, no creen en la tecnología, ni en modernización, alianzas, nuevos enfoques del negocio, etcétera.	Moderna, capacitados, con tecnología actual, buscando alianzas con proveedores, con nuevos enfoques del negocio.	Tendencia a una visión tradicional de negocios, buscan más el apoyo de Internet.
10.	Toma de decisiones	Baja, solo son empleados que reportan diariamente a los accionistas.	Muy amplia, son dueños únicos.	Media, son miembros de una sociedad de accionistas.
11.	Nivel socioeconómico al que pertenecen	Bajo, familias de escasos recursos que con el tiempo han creado una pequeña empresa.	Alta, dueños de varias empresas.	Media en ambos segmentos.
12.	Uso de instrumentos financieros	Bajo, casi ni los conocen.	Muy alto, son expertos financieros.	Medio, usan los estados financieros y ciertos indicadores de negocio.
13.	Manejo de Mercadotecnia	Solo conocen el producto.	Medio, saben tratar al cliente, manejan algunas variables.	Bajo, solo saben de precio, distribución y un poco de promoción.

14.	Conocimiento de Recursos Humanos	Bajo en ambos segmentos, desconocen la mayoría de los procesos.	Alta, conocen la mayoría de los procesos de recursos humanos.	Media, solo conocen de algunos procesos, no recurren al outsourcing.
15.	Pensamiento cuantitativo	Muy bajo, no hacen análisis numéricos para ninguna decisión.	Alta, con buenas bases cuantitativas, basan en costo-beneficio sus decisiones	Media, solo en algunas decisiones son analíticos.
16.	Estilo de liderazgo	Muy pobre, totalmente dictatorial.	Participativo, alto nivel de participación del personal.	Tendencia a ser dictatoriales en su mayoría, en los dos segmentos.

Fuente: elaboración propia.

**Table 2. Values of "Promoting innovation managers".**

No.	Dimensión de Impulso a la Innovación.	Caso I	Caso II	Caso III	Caso IV
1	Prácticas de participación	8	6	6	4
2	Relación tarea-persona	6	5	4	3
3	Autonomía operacional	5	5	4	3
4	Estímulo a la generación de ideas innovadoras	7	5	4	2
5	Análisis de problemas organizacionales	7	6	4	1
6	Prácticas de motivación intrínseca	7	7	4	2
7	Prácticas de difusión	5	3	3	1
8	Prácticas de comunicación	4	4	2	0
9	Relación jefe-subordinado	7	6	6	5
	<b>CALIF. PROMEDIO</b>	<b>6.2</b>	<b>5.2</b>	<b>4.1</b>	<b>2.3</b>

Fuente: elaboración propia.



**Case I. Managers under 45 years and graduate or undergraduate studies.**

**Case II. Managers under 45 years without undergraduate or graduate.**

**Case III. Over 45 managers and graduate or undergraduate studies.**

**Case IV. Managers over 45 years without undergraduate or graduate.**

a) In this table we can see that managers who have a greater boost to innovation is the case I, ie those under 45 years with undergraduate or graduate with a value in the construct of 6.2, with scale from zero to ten.

b) You may also notice that the case managers IV, ie, those over 45 years and no undergraduate and graduate, are the least drive innovation in their employees according to the construct and with a value in the 2.3 same, with scale of zero to ten.

**Table 3. Values of the variable "competitiveness" in the managers.**

No.	Dimensión de Impulso a la Innovación	Caso I	Caso II	Caso III	Caso IV
1	Conocimientos de administración	9	7	8	7
2	Conocimientos de finanzas	8	6	7	4
3	Conocimientos de Admón. de Recursos Humanos	7	5	5	3
4	Conocimientos de Mercadotecnia	8	4	6	4
5	Conocimientos de sistemas de información	8	5	5	4
6	Conocimientos de tecnología	8	6	7	4
7	Técnicas de control	9	6	9	5
8	Resultados de negocio	8.5	7.5	9	6
9	Crecimiento	7	6	7	5
	<b>CALIF. PROMEDIO</b>	<b>8.5</b>	<b>5.8</b>	<b>7.0</b>	<b>4.7</b>

Fuente: elaboración propia.

**Case I. Managers under 45 years and graduate or undergraduate studies.**

**Case II. Managers under 45 years without undergraduate or graduate.**

**Case III. Over 45 managers and graduate or undergraduate studies.**

**Case IV. Managers over 45 years without undergraduate or graduate.**

a) In this table we can see that managers who have greater knowledge of dimensions of competitiveness are case I, ie those under 45 years with undergraduate or graduate with a value in the construct of 8.5, with scale of zero to ten.

b) You may also notice that the case managers IV, ie, those over 45 years and no undergraduate and graduate, are those with a lower competitive level according to the construct and with a value in the same 4.0, with a scale of zero to ten.

**Table 4. Relationship "Promoting innovation - competitiveness" study managers**

No.	Variable	Caso I	Caso II	Caso III	Caso IV
1	Impulso a la innovación en los empleados	6.2	5.2	4.1	2.3
2	Competitividad	8.5	5.8	7.0	4.7

Fuente: elaboración propia.

**Case I. Managers under 45 years and graduate or undergraduate studies.**

**Case II. Managers under 45 years without undergraduate or graduate.**

**Case III. Over 45 managers and graduate or undergraduate studies.**

**Case IV. Managers over 45 years without undergraduate or graduate.**

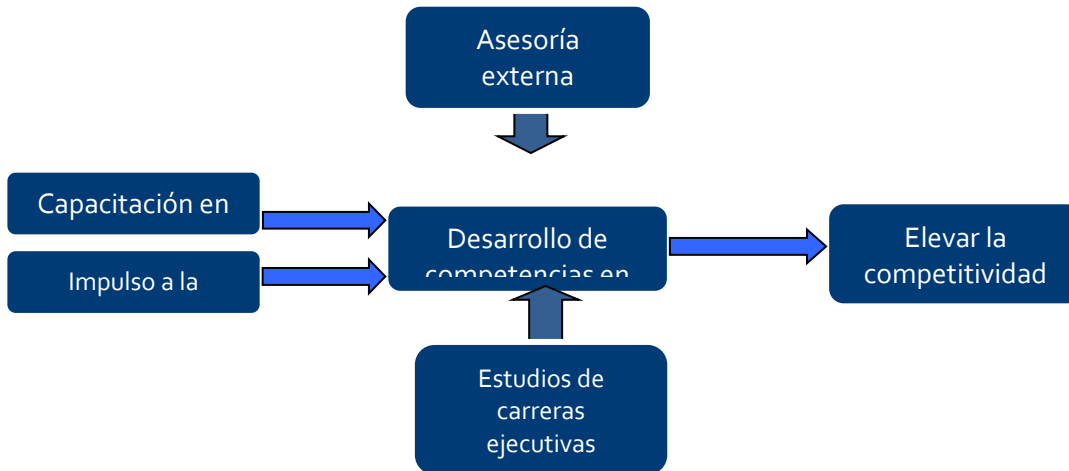
a) This table can be seen that case managers I, ie those under 45 years with undergraduate or graduate studies, are those who mostly drive innovation, but also the most competitive.

b) It is perceived that case managers III drive less innovation of employees that managers Case II, despite that case managers III are more competitive. This tells us that managers with undergraduate or graduate tend to be more competitive than those without these studies, but not necessarily drive more innovation in employees.

- c) The promotion of innovation depends more on the combination of age and studies; a younger and more studies tend manager drive more innovation in employees.
- d) On the other hand, competitiveness is more related to educational level; a higher level of competitiveness higher studies.

**Conclusions and proposals**

Some of the most important findings can be explained using the following diagram:



**Proposal for management development of entrepreneurs of the two segments of samples studied.**

Fuente: elaboración propia.

Objective of the proposal:

- o Structuring a training and development program for entrepreneurs, supported by universities with cutting-edge knowledge and external advisers or consultants, in order to prepare them in the dimensions of competitiveness studied and practices that drive innovation of employees.
- o Additionally or promote among managers or administrators who do not have the option of studies executive administrative careers, careers open administrative or continuing education courses studies to acquire the theoretical basis of the dimensions of competitiveness.

### **General conclusions of the investigation**

- a) Competitiveness depends more on the level of education of managers than age.
- b) The promotion of innovation depends on the level of education of the manager, not having very old style and administrator.
- c) The need to rebuild relationships between companies, generating productive activity in the country and the universities and institutions of higher education, is detected so that through the transfer of information, knowledge, practices and technology, designs are achieved and proposals for plans and programs that strengthen these businesses, mainly related to competitiveness.

Therefore, in universities and higher education institutions in the country have the following advantages:

- Training of teachers in high-level business knowledge.
- Teacher training or knowledge of high-level human development.
- Low cost or advice.
- Possibility of establishing agreements or partnerships with entrepreneurs.
- Availability of technology, literature, databases and software.
- Possibility research or unresolved business issues.

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