

# Business Management in the MIPYMES (MSMEs) Colimenses: An Exploratory Study in the Restaurant Industry

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**ABSTRACT:** *Given the dynamic environment in which Mexican micro, small and medium enterprises underlie, and the importance they have in the national economy, it is very important to obtain information on the development and mechanisms of Business Management they use. This integral knowledge allows us to take a glimpse into their horizons and increase productivity. In this work, some bases are laid out to know the Business Management of the Colima MiPYMES (MSMEs in English) in the restaurant industry, through an exploratory bibliographic study that allows designing and formulating a diagnosis of cases of the said industry in said federative entity.*

**Keywords:** *Business management, Administrative process, Hoshin Kanri Model, Productivity.*

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## I. INTRODUCTION

Faced with the current environment of globalization of the economy, national MSMEs have had to adapt to the economic dynamics that currently prevail, and evolve and incorporate new strategies and business opportunities to survive. As is known, these companies represent the main driving force of the Mexican economy and are the basis of Mexico's economic development, since it contributes 52% of the Gross Domestic Product (GDP) contributing to the generation of 72% of national employment.

In our country, there are just over 4 million 200 thousand productive units according to the INEGI Economic Census 2014 (INEGI, 2014). According to this information, the state of Colima represents 0.6% of national employability with a 0.3% impact on national production. On the other hand, figures from INEGI (INEGI, National Survey on Productivity and Competitiveness of Micro, Small and Medium Enterprises, 2015), in the state of Colima in 2015 there were 29,273 establishments considered as small businesses, representing 4.9 percent of the total established in the entity

Of the previous statistics, 138 correspond to small-sized establishments dedicated to food and drinks services with an average life expectancy of 7.5 years. Therefore, the development of the present investigation is proposed as the main objective to promote the knowledge that will allow us to increase the permanence in the local market of the establishments of the referred small industry.

Since they are the fundamental pillar of the national economy, MSMEs concentrate commercial, industrial (artisanal activities with limited use of technology) and services. This case study of the restaurant sector of the city of Colima allowed us to identify significant coincidences and differences knowing the development of its business management. Even when they belong to the Industry of Spiced Food and Restaurants, the case studies of the restaurant companies sampled for this work represent a useful research tool on trends and specific situations of economic activity, generating situational knowledge of the Colima business environment.

Considering the importance that these companies represent for the development of the state, and since in many ways they are the livelihood of countless families, it is essential to support small businesses from academic activity, always seeking that the results of the present research propose actions and technological processes that have positive impacts on these productive organisms.

## II. JUSTIFICATION

Because small businesses represent an essential basis for the development of a society, it is necessary to apply the methodology provided by the Administrative Process as a fundamental tool that allows these economic entities or agencies to be increasingly competitive. Thus, ensuring most adequate business operation.

Currently, small organizations do not have the implementation of the Administrative Process in their daily work. When applied, it does not develop correctly, as a result of adapting our culture to models not suitable for it. Therefore, this work seeks to apply an oriental model adapted to Mexican culture. This model is innovative and practical to integrate into small businesses in Colima.

This project focuses on creating a new management concept generated from several administration systems with special emphasis on the philosophy of Hoshin Kanri, but adapting it to the needs of Mexican culture. We believe it will be highly convenient to push the small businesses of our state to a more competitive degree, with more ethical bases, which will foster a better administrative development of the organizations. This will support them to have a higher standard of competence, optimizing resources, maximizing profits with clear benefits for entrepreneurs, workers, customers and society in general. It will seek to positively impact organizations that adopt the new model because it will change paradigms in relation to the ways and styles of managing their companies, making them more productive. In sum, it is intended to transform the traditional ways - unsuitable in many cases - of carrying out the administrative process so that small businesses establish this proposal for improvement in their systems, modifying their business culture, and thus achieving a greater degree of quality of products and services.

Although the study focuses exclusively on small businesses in the state of Colima, we cannot ignore that micro, medium, large and macro enterprises could also obtain positive results with the implementation of the proposed methodology. Including a broader vision in areas of national or international level. This Hoshin Kanri model practiced in Japan allows each region to have its modifications (such as the proposal) to achieve satisfactory results according to the organizational culture of each region. The starting point requirement is the commitment of senior management of small businesses to implement the proposal, because resources are limited. So the greater optimization of available resources is necessary.

### **Kind of investigation**

This research is of a qualitative type, focused on a non-experimental case study. Seeks the review and information of the administrative models used by small businesses. As defined by Cortes (2012), the present study is carried out without deliberately manipulating the variables, so that the phenomena are not provoked. You must wait for them to occur and then study them. The researcher does not provoke the phenomenon, just observe and analyze it.

## III. THEORETICAL FRAMEWORK

### **Origin of Business Management.**

The origin of Management dates back to the oldest societies when the need for a process to manage the human community was evident. It was not something well established, but an empirical tool for the needs of the time. Over the years, this process became more complete, adding a variety of innovative techniques for their times. Later, the creation of accounting was a great complement to the achievement of a more complete stage of planning and control.

As organizations emerged more comprehensively, these processes were included in a way that could be considered scientific. For some scholars of this subject, the management as such in the organizations began in the 19th century and followed into the 20th century as it continued to evolve at the same time as the organizations did, becoming a more complex process.

### **Administration**

A company, no matter its turnover or size, needs the management factor. Therefore, it is important and fundamental to know the concept of administration to understand the degree of impact and influence that it has within business entities. In this regard, Henri Fayol points out that "To administer is to provide, organize, direct, coordinate and control through management." Although this concept is one of the most common, there are other definitions that similarly bring us closer to the meaning and importance that said scientific activity represents:

"The Administration is the systematic set of rules to achieve maximum efficiency in the ways of structuring and managing a social body." (Agustin Reyes Ponce). This author adds that the Administration is the technique of coordinating things and people that make up a company.

- "The Administration is the direction of a social organization, and its effectiveness in achieving its objectives, based on the ability to lead its members." (Harold Koontz and Cyril ODonnell).
- "The Administration is a distinctive process that consists of planning, organization, execution and control, executed to determine and achieve the objectives, through the use of people and resources." (George R. Terry).
- "The Administration is a social process that carries with it the responsibility of planning and regulating efficiently the operations of a company, to achieve a given purpose." (E.F.L. Brech).

- "Management is the process of planning, organizing, directing and controlling the use of organizational resources to achieve certain objectives efficiently and effectively." (Chiavenato)

After reviewing each of the concepts and analyzing them, it was possible to conclude that the administration is a process that plans and directs the company and its resources to achieve the organizational objectives; study the effectiveness and efficiency of an organization, while evaluating:

- Needs for continuous improvement.
- Results and performance of the organization.
- Efficiency (Order of procedures), effectiveness (goal fulfillment) and effectiveness (the whole of efficiency and effectiveness).

#### **Administration characteristics.**

- Universality The administrative phenomenon is presented and applied wherever there is a social organism, since there must always be systematic coordination of media.
- Instrumental Value Administration is a means to an end (efficiently achieve administrative objectives).
- Interdisciplinarity. The administration makes use of principles, procedures and methods of other sciences, which are related to work efficiency. It is related to all disciplines or sciences in which the human being participates.
- Specificity. The administration has characteristics that distinguish it from other sciences or disciplines.
- Flexibility. It adapts to the needs of the company.

#### **Importance of administration**

With the previous concepts and characteristics of the Administration, we can agree that in accordance with the conditions that currently prevail, as well as the need for coexistence and group work, organizations require an efficient application of this discipline. Resulting in productivity and performance efficiency as Reyes Ponce argues; the success of a social organization depends, directly and immediately, on its good administration and only through it, on the material, human, etc. elements that agency has. In addition, it should be noted that:

- The administration applies to all types of Companies.
- The success of an organism depends directly and immediately on its good administration.
- Proper administration raises productivity.
- The efficient administrative technique promotes and guides development.
- In large agencies of the administration is indisputable and essential.
- In the small and medium business the only possibility of competing is applying the administration.

#### **Administrative theories**

Since the last century, there was a need to take a step forward in the way to guide a company where methods were included to stop directing through the thoughts, attitudes, feelings or experiences of each person in charge of an organization. There have been several methodologies that have been generated over the years in order to provide better results to companies. Here these main theories are presented:

##### ***Theory of scientific administration***

The theory of scientific administration began in 1911 published by Frederick W. Taylor (who is considered the "father of administration"). Being the first time that the administration is taken as a science it begins to use methods. This theory is based on times and movements, on the training of workers and on fair remuneration. It proposes four fundamental principles; planning, preparation, control and execution.

##### ***Classical Administration Theory***

This theory was created by Henri Fayol, who for the first time proposed an administrative process that included planning, organization, direction, coordination and control<sup>31</sup>. Fayol presented 14 principles of administration. In classical theory, it is based on the organizational whole and its structure to guarantee efficiency in all the parties involved, be they organs (sections, departments, and others), or people (occupants, positions and task executors).

##### ***Mathematical theory of administration***

It originated in England and was created by Johann Van Neunan. It is an analog theory which uses Operations Research (queuing theory, linear programming, etc.), and mathematical logic in order to minimize costs and increase productivity. This theory brings an enormous contribution to the administration by offering planning and control techniques in the form of material, financial, and human resources, among others. As well as formidable support in decision-making, by optimizing the execution of work and reducing the risks involved in plans that affect the short and long term future.

##### ***General systems theory***

Ludwing von Bertalanffy is considered the creator of this theory. The General Systems Theory states that the organization should be studied as a global system, involving all interdependencies of its parts. It seeks to produce theories and conceptual formulations that can create conditions of application in empirical reality.

##### ***Administrative theory of contingencies or situationally.***

For contingency theory there is nothing that can be considered absolute in organizations. Everything is relative. Everything depends on the circumstances. It also considers organizations as open systems, which are in continuous interaction with the environment. It proposes the environment and technology as independent variables and the organizational characteristics as the dependent variables in the analysis. This theory starts with new, more flexible and organic organizational models emphasizing the complex main model and contingent approaches on motivation and leadership. Managers have the obligation to investigate all possible solutions and apply them according to the circumstances. Before the emergence of this theory, the administration was believed to be a universal system with which all the problems presented were resolved in the same way.

#### ***Management theory by objectives (APO)***

Its appearance occurred in 1954 with Peter F. Drucker who identified the importance for an organization to establish the correct objectives for its success and that it promotes self-supervision. This administration develops a process where managers and subordinates identify common objectives, define the areas of responsibility of each in terms of expected results, and use those objectives as guides for their activity.

Management by objectives has criteria for the selection of objectives. As organizations pursue several objectives, the decision problem arises as to which are the most important and have the upmost priority. The objectives need to be staggered in an order of priority according to their contribution to the organization. Therefore they are classified as strategic, tactical and operational. The strategic objectives are above the tactical ones and these above the operational ones.

#### ***Organizational Development Theory (DO)***

The organizational development movement emerged from 1962 as a set of ideas about man, organization and the environment, with the purpose of facilitating the growth and development of organizations. The main point of the DO Theory is to change the culture of the organization.

#### ***Quality theory***

It should be mentioned that throughout history a large number of people have been involved in the study of quality and its application in organizations. W. Edwards Deming, Joseph M. Juran, and Philip Crosby, made great contributions to the theory and practice of quality management. The main author is Deming, who mentions that "A product or service has quality if it helps someone and enjoys a good and sustained market."

#### **Administrative process.**

However, the administration involves a multi-faceted process where the objectives are coordinated with the facts necessary to fulfill them. Therefore, it is of great importance that the entire work team is focused on this process, since this will depend on the result obtained. Currently, the administration is divided into four primary functions, around which all the principles, concepts, theories, methods and techniques of administration are grouped:

***Planning.*** It is the stage of the administrative process where the objectives and goals that are sought to be achieved are defined and will serve as the basis for the choice of action strategies, which at the same time serve as the basis for research and elaboration of a detailed scheme. The company's philosophy is included, in addition to policies, procedures and budgets. This stage makes use of several support tools, for example, Gantt and flow charts, among others.

***Organization.*** It implies the design and establishment of the most appropriate structure to carry out the plans, determining the activities to be carried out, how they will be grouped, who will perform them and indicates the positions and hierarchies within the organization. At this point in the process, the organization charts are elaborated, which are organizational systems that reveal the divisions of functions, the hierarchical levels and the lines of authority. In addition, to establish the lines of communication and the relationship between the various positions of the company. Likewise, manuals considered essential for a good structure and performance of the organization are developed.

***Management.*** The management is the element of the administration in which the effective realization of everything planned by the authority is achieved. It is monitored so that all the issued orders are fulfilled in the appropriate manner. This is the central and most important point of the administration, at this stage the execution of the plans is seen according to the function of effectively directing and coordinating the collaborators, including motivation, leadership, communication, negotiation and conflict management.

***Control.*** The control consists of the timely follow-up of the execution of the plans, in order to detect and anticipate deviations, in case it is necessary to make the appropriate corrections. To achieve this, four essential factors are considered: quantity, time, cost and quality.

#### **Hoshin Kanri strategic planning model**

Hoshin Kanri is a system for planning based on the cooperation of all members and sectors of the organization to achieve the achievement of long-term strategic objectives and the short-term management plan. This model has been adopted by companies with great success, such as Toyota (its maximum exponent) and Honda.

Hoshin Kanri comes from two Japanese words. "Hoshin" which means Compass and "Kanri" that can be translated as strategic planning and policy control. Therefore, it can be said that Hoshin Kanri is a method that will help the entire company and all its members (on their own initiative) follow the right direction. Through a planning process with an enriched optics, to achieve their objectives starting from the leadership of the managerial level supported by the experience to support the course of the lower levels. Part of the idea in every company, has forces that are oriented in different directions face each other, then the challenge of reorienting them towards the same objective arises with a complement of quality control and benchmarking tools. It implements a review method that allows continuous evaluation to perform corrective actions. The Hoshin represents the guidelines that are followed in the fulfillment of the objectives, while the "Catch ball" refers to the people responsible for the Hoshin being well developed at each level of the organization.

The creator of Hoshin Kanri is Professor Yoji Akao, who in 1950 introduced the QFD (Quality Function Deployment) system, whose Spanish translation would be (sería Despliegue de las Funciones de Calidad, apoyándose profundamente en el marco del Sistema de Calidad Total), relying heavily on the framework of the Total Quality System (TQC, Total Quality Control)

For the proper functioning of Hoshin Kanri, three fundamentals are necessary:

1. That the process of the operation of the objectives has been designed thanks to the contributions of all the members of the organization.
2. The creation of strategies based on valuable images that seek the enrichment of people as a whole within the scope of the company's objectives.
  - Training and enrichment of people is achieved with reading, travel and observation; these types of activities make the person design the valuable images that will later be adapted to the strategies that allow the proposed objectives to be achieved.
3. Presentation of the attitude of commitment by all members of the company.
  - It is at this point that it is essential that senior managers know how to engage and involve everyone.
  - In the same way it is necessary to integrate games and activities to generate involvement, which can be drawing, letters, criticizing movies, leaving the company, etc.

The Mission in the Hoshin Kanri system is the union between two factors:

1. - What makes the company valuable? If the focus is on the activity, it will not grow more than that. The focus must be on how valuable the activity grows in every way.
2. - What makes it possible to grow in new business and how will it be achieved?

The Vision in the Hoshin Kanri system is the vision of the company. Unlike other models, it is not based on dreams or distant futures. It focuses more on the near, therefore you have to answer the following three questions: How do they look at the present? How does the company want to see in the future? What has to be done to reach that desired future?

The Values of the company in the Hoshin Kanri system must accurately describe, not just stated. This clarifies the purpose so that the entire organization understands them in the same way. In addition, it must be clear what will be done for the entire entity to practice and believe in them, following a process of analysis of commitment to them.

The Horizon in the Hoshin Kanri system. The horizon is a hallmark of Hoshin Kanri because it is not used in any other administration processes. In the statement of the horizon of the company, the dream of the organization will be presented without dates, limits or restrictions; established for a long term, but with the intention of being achieved.

The diagnosis in the Hoshin Kanri system. It is based on the SWOT analysis (Strengths, Weaknesses, Threats and Opportunities). It is important to make a great focus on the Opportunities part, for which an observation should be made of what is happening in the environment, with their respective research to know the possibilities of implementation. It is also necessary that a SWOT diagnosis (also emphasizing their opportunities) of the rival is made, in order to know how to counteract it.

#### **Hoshin Kanri administrative process design**

Hoshin Kanri uses a scheme called "Double Z", which integrates the objectives as non-measurable concepts, causing a change in the person; the strategies through the question How are concepts to be achieved?; the goals, which make the strategies quantifiable; the tactics, policies and procedures.

It is important to define who will be involved in each design process, because not everyone can participate in the design, but decide representatives of all so that, through them, everyone's ideas are taken into account. However, everyone must be synchronized and act participatively. The use of tools that facilitate the evaluation of processes and results is recommended; for example, it may be Pareto diagrams.

(Pareto diagrams - also called ABC Diagrams or Diagrams 20-80 - are graphical representations of the available data on a problem used in order to find the priority aspects to be treated. It is based on considering that a small percentage of the causes (20%) produce the majority of the effects (80%) and thus find the vital points at which they should be marked more important.)

#### IV. CONCLUSIONS AND RECOMMENDATIONS

For Chagala (2011), a diagnosis is intended to explain the operation of the organization, its central elements and the forms of relationship between these elements. Based on this concept we can determine that an organizational diagnosis is an analytical technique of the direction of comparison between the real situation and the desired one to find the faults present in the organization to make the necessary adjustments and resume proper functioning to improve its performance.

From globalization, organizations have faced more constant changes in the environment that often hinder their survival. Therefore, an organization must recognize indications necessary to carry out transformations to move forward. The best way to achieve it is through the use of diagnosis.

##### I. Study limitations

As a limitation, we mainly have the lack of cooperation by some employees of the sample companies, as well as, the time in carrying out this investigation.

##### II Instructions for future research

Continue with future research regarding the work environment.

##### III. Sources of study financing.

This research was conducted with resources from the National Technological Institute of Mexico Technological Institute of Colima.

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