

"Diagnosis of External Factors in the Restaurant Bar "Trueque"

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ABSTRACT: The methods to analyse the external factors that affect companies cover a large field of study, so it's important to carry them out properly and analyse each factor in order to have a more complete analysis. In Trueque restaurant-bar there isn't strategic organization, so there's no form of foreseeing political, cultural, social, technological and economic problems, and this happens when there is no strategic organization (PESTEL) applied in a correct manner. Trueque is a restaurant-bar dedicated to offering the best artisanal drinks to its clients, as well as, offering them unique and quality products, in order to be able to position itself within the market as the best restaurant-bar in the region, in addition this the restaurant offers a wide variety of Mexican food with unique and special touches. The instrument to be used for this analysis is the matrix of external factors, which will be helping us to analyze through an exploratory study, what are the trends that could possibly affect our business in every aspect, most of all the Matrix of external factors will tell you specifically what could affect the business and how plans can be created to combat these possible problems. As a general objective, a tool must be applied to process information from the external factors which allow to improve decision making within the restaurant bar Trueque. The problem with the bar is that it doesn't have a strategic organization, so there is no way in which we can foresee political, cultural, social, technological and economic problems, and this happens when there is no strategic organization (PESTEL) applied correctly on the business. The objective is to apply a tool to process information of the external factors that will allow us to improve decision-making within the restaurant bar trueque. Once the analysis of external factors was completed, we were able to detect factors that would undoubtedly affect the proper development of the business, the matrix of external factors is a

simple technique, but, although it is easy to carry out, it gives us very broad and specific results about the possible effects that the business or company could have.

KEYWORDS: Methodology, external factors, analysis, analysis, organization.

I. INTRODUCTION:

Due to the wave of violence that is plaguing Guanajuato and the high levels of insecurity, the municipality of Irapuato determined to modify the hours of night establishments that operate in the town, in order to safeguard the integrity of citizenship. (INFOBAE, 2022). The municipal president thus justified the reduction in the working hours for bars, nightclubs and canteens in the city, from 3:00 a.m. to 2:00 in the morning, and in some cases at 12 at night. (El financiero, 2022).

The president of the Association of Night Clubs, Bars and Restaurants of Irapuato (Abari), Ángel Lozano, said that, during the last quarter of 2022, three businesses were closed definitively and more than 50 employees were dismissed due to lack of resources to keep operating. He explained that, if there is no opening with the Municipality, they will have to knock on the state doors to ask for support, as measures such as restricting schedules, has hit the business since the pandemic and has prevented the reactivation and balance with which they can keep working and earning their keep (El sol de Irapuato, 2023).

One of the industries that has been hit the hardest by COVID-19 is the one of restaurants - bars in Mexico. According to Canirac, so far this year the closure of almost 2 thousand businesses dedicated to the sale of food and alcohol has been reported. This is observable in the number of losses in affiliations that the Chamber has suffered. (Konfio, 2023).

In the second half of the year violence in the cities has been increasing, but especially in the

capital Cuernavaca, where a series of assaults were recorded in bars and restaurants. This has upset the tranquillity of the inhabitants and, according to the

On the other hand, Blanca Pedrín Torres, businesswoman and founder of the Association of the Historical Center of San José del Cabo, indicated that the high level of music in the clubs in the downtown area of the municipal seat of Los Cabos affect the image of the destination and the relaxation of tourists. According to the Nom 081 SEMARNAT 1994, which establishes the maximum limits of sound emission allowed in Mexico, you shouldn't exceed the 65 decibels in industrial and commercial places. (TRIBUNAL DE LOS CABOS, 2023).

In Mexico, the collection of rights per floor forced different restaurants to close in the last 15 days, revealed Marcy Bezaleel Pacheco, president of the national chamber of the restaurant industry, in accordance with the chef, cases have been detected where restaurants are asked for a charge for operating in any capacity, so the camera already monitors the situation, this is a crime that occurs above all in the municipalities of Solidaridad and Tulum. (Por Esto, 2021).

In the international arena, the Dutch labor market is bleeding and the country needs people who want to work. Salaries in the most qualified jobs can't stop rising, either due to inflation or the lack of specialized labour. But the shortage of staff is widespread. Many Dutch saved a lot in the pandemic and now they spend it on businesses where they can't get enough employees to cover the demand. The crisis is noticeable in bars, restaurants and even the Amsterdam airport. (El confidencial, 2022).

Instead, Ronnie Heckman, the 31-year-old owner of a restaurant on the outskirts of Washington DC, said he decided to stop buying and serving Russian vodka in solidarity with Ukraine, besieged by Moscow forces since last week in a conflict that is shaking the world. Behind the bar,

businessmen, this makes tourism harder and due to the losses for the restaurant industry greater. (Cuernavaca, 2023).

Heckman now dispatch "Kyiv Mules" and "Black" or "White Ukrainians" instead of their Russian counterparts (White Russian, for example, is a cocktail with coffee liqueur, vodka, and cream over ice), and part of the proceeds from the sale of those drinks goes to the Relief Fund for Ukrainian children. Because of the specializations that have been created with the entry of the coronavirus, which seeks to enhance outdoor spaces, many of which have been established especially for help the hospitality industry will have to say goodbye to being able to be annoying for their space or atmosphere. (Diario Sevilla, 2022).

The fall for the bars and restaurants of Seville has been dizzying. It was announced this week by the Association of Hoteliers of Seville and Province: a hundred bars and restaurants in the province have closed in the last three months, and many others are in the process of being transferred or closed. The amount worries both the owners and the employees, who see how the unemployment figures have shot at the guild during the month of August, which has left the province with almost more than 1,400 unemployed, being the second sector that has lost the most jobs during this summer. The alarming rise in the electricity bill seems to be the main problem that affects the accounts of establishments, but it is not the only cause (El Economista, 2022).

In Trueque restaurant-bar we couldn't detect a strategic organization, so there's no form of foreseeing political, cultural, social, technological and economic problems, and this happens when there is no strategic organization (PESTEL) applied in a correct manner. The objective of this research is to be able to apply a tool to process information of external factors which allows to improve decision-making within Trueque bar - restaurant.

II. METHODOLOGY:

The first industrial organizations arose with the Industrial Revolution, from the eighteenth century, and with them comes competition for raw materials (commodities),¹² such as cotton, iron, steel and agricultural products. Said competence establishes early applications of strategy as a means of controlling the forces of market and to model the competitive environment. With the advance of capitalism industry increases the supply of capital and credit and with the expansion of transport railway and highway construction, there is an expansion of the markets, which allows companies to act in an economy of scale, which is characterized by the mass production (Chivenato, 2017).

In the present work an analysis of external factors will be presented with which it will allow us to achieve an evaluation matrix that would grant the strategists the capacity to summarize and evaluate economic, social, cultural, demographic, environmental, political, governmental, legal, technological and competitive information. A MEFE matrix is developed in five steps: We prepared a list of key external factors as identified in the audit of the external process, to obtain a total of 10 to 20 factors, including both opportunities as well as the threats that emerge to the company and its industry, first the opportunities and after threats, by being as specific as possible, using percentages, proportions, and comparative numbers whenever possible. For which a weight was assigned to each factor ranging from 0.0 (not important) to 1.0 (very important). (David, 2008). A Competitive Profile Matrix is a graphical representation of the most important business in a given industry, which provides a reasonably detailed description of the competitive landscape. In the matrix, companies are classified according to the critical success factors with a numerical score. (Cuofano, 2022). The competitive profile matrix is an analysis tool that will allow you to visualize quickly and efficiently the strengths and weaknesses of the company. This instrument will identify the main competitors of your venture, as well as its strengths and particular weaknesses, all in relation to a sample of the strategic position of the company.

The factors of a CPM include internal and external issues; the ratings refer to strengths and weaknesses. (Epreu, 2021). Within the political-legal factors, based on the measures and laws adopted by the government of a country and affect business development: fiscal policy, necessary bureaucracy for the creation of companies, etc. (Lopez, 2020).

Therefore, the economic policies of the

government and the different laws that regulate the economic activity can be key for the company. This refers to all legislation that a company must comply with, such as occupational risk prevention, safety regulations, rules of competition, advertising, environmental protection etc. Of course taxes and social security that must be paid are also key. Thus, the confinement and the application of many restrictions with COVID-19 has been key so that people don't travel and stay less in hotels. (Argudo, 2018). Therefore, we must keep in mind the economic development of the country, how much is industrialized the era where we are located, the existing financial network, etc. (LOPEZ, 2020).

The general situation of the economy, interest rates, existing unemployment, the level of development of the country etc. are factors that can make a company sell more or less, or that can produce more or less cheaply. There is no doubt that the crisis economy, which led us to 27% unemployment in 2013, harmed hundreds of thousands of companies in Spain (such as construction). On the other hand, countries with little development may not be attractive to sell, but to produce. This explains why many large companies are going to produce in underdeveloped countries. (Argudo, 2018).

- A) Population or universe/sample: Trueque is a restaurant-bar dedicated to offering the best artisanal drinks to their customers, as well as offer them unique and quality products, so in this way being able to position itself within the market as the best restaurant-bar of the region, this restaurant also offers a wide variety of Mexican food with unique and special touches. It has 6 base employees, who are the manager or general manager, the kitchen manager, the bar manager, the two waiters and the cleaner.
- B) Type of study Trend analysis: Trend analysis is a method of analyzing statistical data and the behavior of the market recorded during a defined period of time and used to generate valuable information. By doing an analysis of market trends, strategies can be carried out and we can project future plans for business. Exploratory Research an exploratory research serves as the basis to continue with a descriptive and in turn with a correlational and then with an explanatory one. (Sampieri, 2014).

Qualitative research: Qualitative research is the one that uses the collection and analysis of data to refine research questions or reveal new

questions in the interpretation process. The qualitative approach is also guided by significant areas or themes of investigation. However, instead of the clarity on the questions of research and hypotheses that precede data collection and analysis (as in most quantitative studies), qualitative studies may develop questions and hypotheses before, during, or after collection and data analysis. Frequently, these activities serve, first, to discover what the most important research questions are; and then, to refine and answer them. The investigative action moves in a dynamic manner in both directions: between the facts and their interpretation, and it results in a rather "circular" process in which the sequence is not always the same, since it varies with each study. (Sampieri, 2014).

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Mixed research: Mixed methods represent a set of processes systematic, empirical and critical research and involve the collection and analysis of quantitative and qualitative data, as well as their integration and discussion combined, to make inferences as a result of all the information collected (met inferences) and achieve a better understanding of the phenomenon under study. (Sampieri, 2014).

Phenomenological designs Its main purpose is to explore, discover and understand people's experiences of a phenomenon and discover the common elements of such experiences. The difference between narrative design and phenomenological design is that the former focuses on the connection or succession of events (the chronological point of view or sequential history) and the second focuses on the essence of the shared experience. The phenomenon is identified from the approach and can be as varied as the extensive

human experience. (Sampieri, 2014).

Likewise, the versatility of the profiles will be required and consequently the economic crises and financial conditions that have been experienced in recent years have broken the rhythm of growth in new management hires, the formation of new leaders having been neglected for some time and the replacement being inescapable sooner rather than later, this situation for organizations has delayed the retirement of leaders and the development of human capital, being a factor that will become more important than the investment. (Diaz Garcia, 2015).

"Competitive advantage grows fundamentally because of the value that a company is able to generate. The concept of value represents what buyers are willing to pay, and the growth of this value at a higher level is due to the ability to offer lower prices in relation to the competitors for equivalent benefits or provide unique benefits in the market that can offset the higher prices. (...) A company is considered profitable if the value of it it's capable of generating is higher than the costs caused by the creation of the product. At a general level, we can state that the purpose of any business strategy is to generate an attached value for the buyers that is higher than the cost used to produce the product. By which instead of costs we should use the concept of value in the analysis of competitive position. (Porter, 1985).

Competitiveness analysis is a process that consists of relating the company with your environment. Competitive analysis helps identify the strengths and weaknesses of the company, as well as the opportunities and threats that affect it within your target market. (Islands, 2013).

Competitiveness analysis is the field of research that deals with collecting and reviewing data from rival firms. Let's you know what are the competitors doing, how do they do it, and how much of a threat they pose for the organization. (Esan, 2021). A sixth force must be added to Porter's list: the various groups of interested parties who are present in the task environment. Some of these groups are governments (if not explicitly included in some other group), local communities, creditors (if not included with vendors), shareholders and complementors.

According to Andy Grove, president and former general director of Intel, a complementor is a company (for example, Microsoft) or industry whose product works well with another company's product (for example, Intel) and without which said product would lose much of its value. An example of complementary industries is the tire industry and the automobile industry. The key international

stakeholders who determine many of the regulations and standards of international trade are the World Trade Organization Trade, the European Union, NAFTA, ASEAN and Mercosur. (L. Wheelen,2007).

Why is it important to analyze the industry structure? The success of the company's competitive strategy depends on how it relates with your environment. Although its relevant environment is very broad, covering economic and social aspects, and also the key aspects in the industry or industries in which it operates. (Gonzalez, 2018).

The environment in which a business organization develops, such as that of any organic entity, is the pattern or model of all decisions and environmental influences that affect their life and development. (Mintzberg,1993).

The organizational environment is the set of forces that surround an organization. and that have the ability to affect the way you operate, as well as access to scarce resources. These resources include raw materials and employees that have the kills you need to produce goods and services; the information that you need to improve your technology or decide about your competitive strategy; and support from external stakeholders,

such as customers who buy your goods and services or the banking and financial institutions that provide the capital to sustain it. (Jones, 2008).

III. RESULTS:

Table 1:

In the following graphs of the political factor it can be observed that there are data from 2006 until 2002, this information is based on hours laboured by workers, Between 2006 and 2008 it is stable at 100 - 105 hours worked, however from 2008 to 2009 there is a decrease in hours worked which is reflected around 95 hours, as soon as it falls we can observe that the part of the working hours increases again from 2009 to 2016 is and do it considerably, but in 2016 it sees again a small decrease, and rises again, remaining stable until part of 2018, but it falls again until the year 2020, in this year there is a very high peak that exceeds

110 hours worked, but from then until 2022 it drops to 95.3 hours worked.

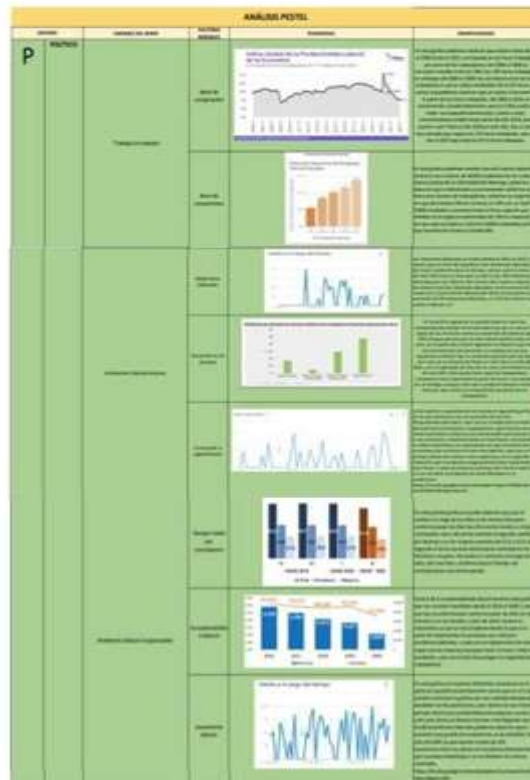


Illustration 1: analysis of the political factor pestel Source: own authorship

Table 2:

In the following image we illustrate the part of expanding the business in which they are inputs and we have the following graph which introduces us to the behaviour of these and we can see that in October 2021 it starts at zero, instead there is a period from December 2021 to January 2022, in which we have a considerable increase reaching the highest level of reported inputs. In the part of the alternatives we see how they behave in

the first period and are maintained with not constant variations in the year 2021. In the existence of plans, shows a constant behaviour, but at the same time varied from 2021 to 2022. The financial availability is analysed from October to September 2022 there is increases and decreases throughout the period, the graph shows an increase in the on May 15, 2022 which reaches 100 financial availabilities.

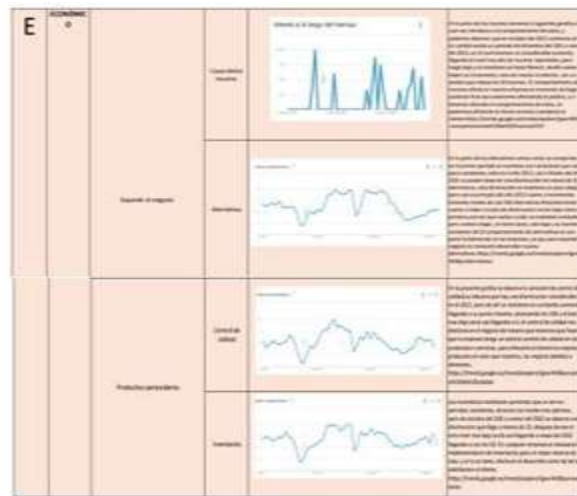


Illustration 2: economic factor pestel analysis source: own authorship

Table 3:

In the social factor part, we can observe a market segmentation, we have this graph where a segmentation is observed on the part of men and women of different ages, it can be seen that the percentage is a little higher in the upper part of

women, but we see that most of them are in the section of 15 to 29 years old, meaning that the largest population is found in young people, having a total of 649 thousand inhabitants including young men and women, that conform the segmentation.



Illustration 3: social factor pestel analysis source: own authorship

Table 4:

In the following image we show the technological factor which can be observed with constant increases and decreases, the largest increase reaching levels of 100 and the largest decrease reaches levels of 0. Instead, the sales of new products is a key factor to give a yes or no to the new implementation in the present graph we can observe that in January to May 2022 there is

the most considerable increase since this one reaches levels of 100, the lowest levels of increases are the two that it reaches levels of 25 and is between May and August 2022, we also see that in 2021 we can observe the longest decrease. This percentage affects us within the phase of offer the client new services and would not affect us as much as other factors.

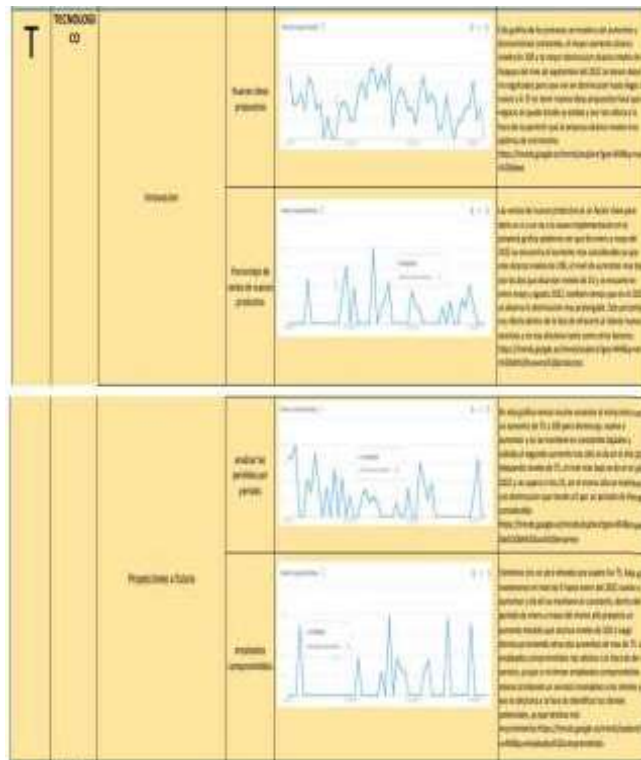


Illustration 4: technological factor pest analysis source: own authorship

Table 5:

In the ecological factor, waste management remains constant from the initial peak that reaches levels of almost 75, at the end of 2021 it has a decrease that reaches almost lower levels of the graph, at the beginning of the year 2022 it increases again until it reaches levels of 75 constantly and in mid-April it decreases again, reaching levels almost 25. Addressing the same issue, we talked about the fines of companies that start at zero then around November 2021 has an increase, but returns to decrease, remaining

constant at the beginning of the following year, increases and reaches higher levels that are 100 and from there it maintains constant increases and decreases from February to May remains at zero, which is a very good sign, then in May it increases again and immediately decreases, remaining at zero. The census population helps us to identify how many thousands of inhabitants are in a determined country, how much of this percentage is attributed to men and women and what ages they are as shown in the graph.

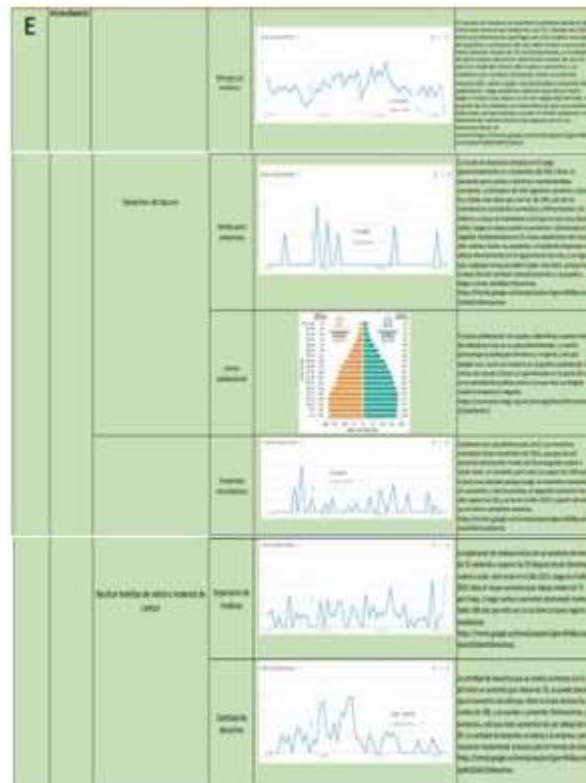


Illustration 5: ecological factor pest analysis source: own authorship

Table 6:

In the legal factor in which when an employee is satisfied the client is also satisfied, it can be seen that in the graph there are two considerable increases which exceed the levels of 75 and one reaches 100, a lower increase can be seen in the others, that is below 25, this being the lowest level and is in the year 2022. Implementing incentives begins to increase exceeding the 75 but

in October falls again to then increase and remain in constant change, the most significant increase occurs in the first year, and this reaches levels of 100 although it decreases right away at the end of the same year, then in 2022 it begins to have increases that almost reach 100 and from there it remains somewhat constant since there are more decreases than increases.



Illustration 6: legal factor pestel analysis source:own authorship

IV. CONCLUSIONS:

The challenges that establishments currently go through, such as in this case the restaurant-bar El Trueque are getting bigger and above all complicated because if they don't carry out a good planning and organization, they remain stagnant, reaching the final shut down of its operations. Trueque had several challenges, from the beginning of the pandemic to its decrease and later control, due to the fact that the demand for food in person lowered down even after the pandemic. The restaurant even closed for a while*and when it reopened it was already unbalanced, but it continued operating despite the situation. Analysing the Trueque situation, we realized that it does not have a good strategic organization, has many deficiencies in the social, technological, economic and political sector. With the methods of analysis that were carried out, we realized how it is very It's important to know both internal and external factors to take them in consideration and be able to maintain a balance in terms of the entire organization and thus achieve the continue developing of the establishment and the goal that this can continue to be highly competitive in the area.

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