

# Exploratory Analysis Using Voples Method within a Departmental Company in the City Of Irapuato Guanajuato.

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**ABSTRACT:** The small business of departmental company Judith White presents problems that are identified and others that have not been detected, which prevents the fulfillment of its business objectives in the short and long term, in addition to putting at risk its position in the market, its prestige with the public and stability in the face of uncertainty in the future.

The threats presented have affected internally and externally various areas of the organization, for which an analysis of internal and external factors was carried out to identify the problems and subsequently be able to offer a program of strategic solutions that guarantee the correct functioning and its application.

What are the internal and external threats of the Judith White company? An answer was sought through the application of the VOPLES methodology, which are focused on analyzing the external and internal factors of the company.

**KEYWORDS:**Threats, departmental, methodology, objectives, problems, solutions

## Problem

Several factors are affecting companies in the departmental sector. Among them are the effects of high inflation, which will touch us more or less all, of purchasing power for consumers. For which, they have to resort to credits to buy televisions, houses, cars, among others with higher interest rates. (Ramirez, 2023) In addition, shares of department store chains have plunged more than 35%, after financial problems were announced to pay their creditors. Last week, Grupo Famsa informed the investing public about the failure to pay principal and interest corresponding to the second amortization of the Restructuring Agreement

derived from the Bankruptcy Agreement. (MX Expansion, 2023)

The closure of department stores in the southern area of Tamaulipas, as well as in the north of Veracruz during 2021 and 2022, has represented for the region, loss of hundreds of sources of employment, as well as the unemployment of suppliers. In the southern region of Tamaulipas, the six branches were closed while, in Pánuco, in the north of Veracruz, the brand also stopped operating, estimating that more than 600 jobs were lost. (Macay, 2023) The state of Guanajuato is among the top 10 nationally where entrepreneurs face the most obstacles to opening and operating a business. Mainly due to fiscal issues and insecurity. (Web Editor, 2022)

Companies believe that problems in global supply chains, stemming from the pandemic and exacerbated by the war in Ukraine, will be the main threat to global trade in 2023. The pandemic disrupted the supply of raw materials and finished products and magnified already existing vulnerabilities, such as export restrictions or the concentration of production in just a few countries, and the war has worsened the situation, they explain. (Forbes STAFF, 2023) One of the main concerns of the Government in terms of inflation in recent weeks had a name and surname: clothing and footwear. Clothing prices accumulate a rise of 118% in the last 12 months, well above the 83% year-on-year variation of general inflation published by INDEC last week, inputs such as cotton, polyester or nylon suffered increases of more than 50% in dollars between 2020 and 2022. In the case of cotton, despite having a strong national participation, international prices pushed up its rise because it is a commodity. (GO News, 2022)

In addition, financial risks are beginning to take their toll on Spanish SMEs. Among the biggest financial risks that are affecting businesses are interest rates. The central banks of the large economies, both the Federal Reserve (Fed) and the European Central Bank (ECB) and other monetary authorities of different countries, are increasing the price of money to mitigate the risk of inflation. These increases imply serious problems for companies that are financed, which see their businesses threatened. (Madrid, 2023)

The world restarted, changed and was configured. Consumer needs changed, companies had to reinvent themselves to implement more skillful and digital processes. Remote work was imposed as a fashion, that made them change the skills that organizations need from their talent.

In a survey of 42,000 CEOs and HR directors worldwide, we asked if they had trouble finding the candidates they needed, 69% of employers said they could not find talent, the highest percentage in the last 11 years. In the case of Mexico, 74% of employers said they do not find the profile they need in their candidates to implement their business strategies. (Heróles, 2021)

It should be noted that in Acapulco there are more than ten department stores that suffer from the invasion of sidewalks and streets by hundreds of street vendors who build their stalls with metal structure to market all kinds of merchandise irregularly. Informal commerce in the streets of Acapulco has had an excessive growth in recent days, where there have been stalls ranging from the sale of basic necessities, to clothing, toys, food, fruit and household appliances, to products that emerged as a result of the Covid-19 pandemic such as masks and face masks. (The Sun of Acapulco, 2022)

The labor market in Mexico is mainly affected by five problems: informality, low wages, high staff turnover, talent shortage and working conditions, says the Mexican Association of Human Capital Companies (AMECH). You work a lot, but you produce and earn little. The average salary of all Mexicans in the IMSS (Mexican Institute for Social Security) is 14,333 pesos per month. In addition, here we have to add that it is very common for employees to be hired as freelancers and paid through many modalities to evade taxes and avoid employer responsibilities. On the other hand, the shortage of talent and the high turnover of personnel have an impact on the stability of employment rates. (REFORMA GROUP, 2021)

Up to 90,000 small and medium-sized enterprises (SMEs) are currently in technical bankruptcy and many will simply disappear if measures are not taken to alleviate the current economic situation. Icoгам estimates that in Spain there are 700,000 small and medium-sized companies with solvency problems as a result of the paralysis of activity during and after the covid-19 pandemic, a circumstance that has now been aggravated by the consequences of the Russian invasion of Ukraine. (Fernandez, 2022)

The liquidity that has taken 35 percent of small and medium-sized enterprises (SMEs) out of circulation is one of the major concerns of Mexican companies, as it allows them to face immediate challenges such as high inflation and high interest rates without sacrificing their operations. Today small and medium-sized companies face a complex economic landscape in which inflation and interest rates have become the number one concern of companies, says the director of the platform that offers online loans for small and medium-sized companies in Mexico. (Hernandez, 2022)

66% of small and medium-sized enterprises (SMEs) consider inflation as one of their major problems to digitize. A study prepared by YouGov for IONOS, shows that 88% of SMEs in Spain consider digitalization as quite important to guarantee the viability of their businesses. However, inflation makes it difficult for them to take this step. Among those surveyed, 57% of Spanish companies claim to have a website, 55% use a business email and 54% make use of social networks in their company, among other factors analyzed. (Gonzales, 2023)

SMEs face major challenges in 2023. This was stated by the executive director of the Colombian Association of Micro, Small and Medium Enterprises (ACOPMI) Bogotá – Cundinamarca, María Alejandra Osorio, who made a general balance of the economic conditions with which the year begins for these companies. Small and medium-sized enterprises not only have the perception, but now they also have the certainty of the process of economic slowdown that has been occurring in our country. (More Colombia, 2023)

Therefore, human talent must be sheltered so that they not only fulfill their functions, but can develop their own skills and there is a higher level

in the development of employees in Mexico. During the last months, startups and small businesses have faced numerous economic and social challenges, from high inflation rates, as well as the unemployment rate that grows every day in Mexico. However, there are certain benefits that have helped to invest and, above all, to undertake in the country, is not such a crazy idea. (Hoda, 2023)

#### Problem

Insipienca on the internal and external problems of the departmental company JW that prevent the fulfillment of its business objectives.

#### Objective

Conduct an exploratory investigation to identify the problems of the Judith White department store and offer a possible solution to the factors that affect the fulfillment of the Business objectives.

#### Method

##### Research Method:

For this idea of analysis, it is intended to carry out an exploratory investigation that allows to identify the internal and external factors that are preventing the fulfillment of the objectives of the company.

##### Tools used.

Exploratory research is one that is carried out on an unknown topic or object, little disseminated, or when information is lacking, so its results constitute an approximate vision of said object, that is, a superficial level of knowledge. In the same way, exploratory research aims to achieve a general and approximate vision of the subject under study. (Bernal, 2014)

##### Frame of Reference

The business environment. It can be difficult for several reasons. First, "the environment" includes many different influences; The difficulty lies in understanding this diversity. Second, the problem of complexity, which arises because many of the independent issues of the business environment are related.

For example, a technological development (such as information technology) changes the way we work. In turn, this affects lifestyle which then alters consumer behavior and purchasing patterns of many goods and services. Therefore, understanding these relationships is important to be able to see the strategic picture of the business environment. Finally, there is the question of the speed of change.

Many executives believe that the pace of technological change and the speed of global

communications mean faster and more numerous changes than ever before. (Johnson, 2006)

All companies operate in a larger environment that far exceeds the industry in which they operate; This microenvironment includes seven main components: demographic characteristics; societal values and lifestyles; legal, political and regulatory factors; ecological and environmental factors; technological factors; general economic conditions, and global forces. Each component has the potential to affect the competitive and industry environment in which the company operates, although some are likely to have a more significant effect than others.

As macroeconomic factors affect different industries in various ways and degrees, it is important for managers to determine which ones represent the most strategically important factors outside the boundaries of the industry to which the company belongs.

By important from the strategic point of view we mean that they have enough weight to affect the final decisions of the company on its direction, objectives, strategy and business model.

Strategically relevant influences from the external area of the microenvironment sometimes have a strong effect on a company's business situation and a very significant impact on the company's direction and strategy. (Thompson, 2012)

The concept of strategy has had over time many different uses and applications, from the military field -in which it is said to have had its origin-, through the political, administrative, economic, religious, cultural and social; In each of them it is located as a reference for the way it has been used. The strategy is a very important aspect in the decisions that must be made by the people who are in charge of the management of an organization, in which there are resources of all kinds that must be used optimally to comply with the policies and goals set.

Likewise, the strategy is a bet in a globalized world in which companies struggle to stay in the market using all the tools they have, establishing flexible and aggressive management policies that allow them to position themselves and have continuity in the future. (Sierra, 2013)

Strategy formulation is the task of selecting strategies, while strategy implementation is the task of putting them into action, which involves designing, delivering and supporting products; Improve the efficiency and effectiveness of operations, and design the organizational structure of a company, its control systems and culture. (Hill, 2023)

**Technique and Instrument**

**External Factors Evaluation Matrix (EFE)**

The first phase of the process allows to identify and evaluate variables associated with the context that generate both positive and negative impact on the company; These variables can be cultural, social, environmental, political, economic, governmental, legal, competitive, among others. In order to identify this set of factors, it is necessary to develop a thorough external audit process that allows approximating the reality of the environment to the characterization of the tool. (David, 2008)

**Internal Factor Assessment Matrix (EFI)**

One step that summarizes conducting a strategic management internal audit is to build an internal factor assessment (EFI) matrix. This strategy formulation tool summarizes and evaluates

important strengths and weaknesses in a company's functional areas and also forms a basis for identifying and evaluating relationships between them.

When developing an EFI matrix, intuitive judgments are required so that its appearance of scientific approach does not imply that it is interpreted as an all-powerful technique. It is more important to understand the factors included well than the figures (David, 2008).

**VOPLES Analysis**

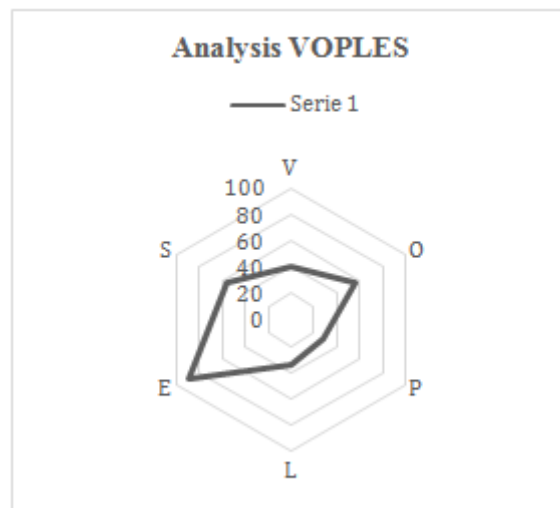
It is a new tool used to analyze the internal factors of a company, focusing on the vision, objectives, essential processes, personnel, leaders, structure and systems, in order to deliver a diagnosis that shows us the state and operation of the organization.

**RESULTS**

**Table 1.** VOPLES analysis percentages

FACTOR	%
V	40
O	57
P	28
L	35
E	90
S	57

**Graph 1.** Tabulation of VOPLES analysis



The JW Company had previously identified the factors that were affecting it externally, however they did not take into consideration the size of these and how it was affecting its operation.

The factors considered, apparently affected in individual ways, however, after conducting the investigation it was found that they were involved in more factors within the company

The VOPLES analysis helped us to go deep into the problems in order to identify them at the root and the results were deficient. The leaders and employees spoke candidly and supported us in successfully conducting the analysis.

All the aspects evaluated turned out to be less than 50% showing deficient percentages which gives us an overview of the company and its problems said by the same employees and leaders.

The structural part of the company turned out to be its strongest and most important point and what keeps it afloat in the face of all the diversities that it faces. Good structure allows all your other areas to present functionality, even if they are not perfect.

Seeing all these deficiencies identified at the root both external and internal, we can make a plan of strategies to implement.

Selected strategy: Begin to create the basic elements of the organizational structure, and support staff with training to improve customer service.

Phases for implementation:

1. Internal analysis of the company through the VOPLES and DAFO methodology.
2. Establishment of institutional ideology.
3. Establishment of roles and responsibilities in the company.
4. Setting short and long-term goals.
5. Carry out staff training to cover their deficiencies in the different areas.
6. Implement more professional advertising designs.

Resources required:

1. Willingness on the part of the leaders to generate the pertinent analyses.
2. Availability for the creation of institutional ideologies.

3. Contribution of the organizational documents available so far.

4. Provide appropriate place and dates to begin training.

5. Provide access to social networks for statistical analysis and strategy creation.

The departmental company JW did not have any aspect of organizational design previously established in his company.

Creation of Business Ideology

Mission

Offer our customers quality products, at affordable prices that meet their needs and demands, taking into account their style and way of seeing life.

Vision

To be a leading and recognized brand in the sale of clothing and footwear, extending our portfolio of teeth nationwide, providing an excellent service to our customers and competing with the best prices in the market.

Values

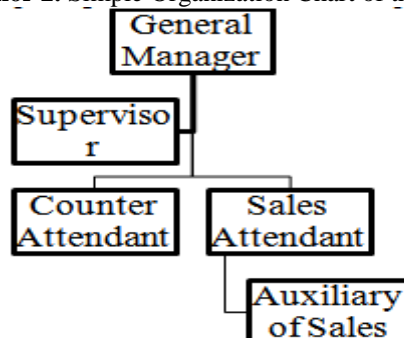
- Responsibility
- Proactivity
- Teamwork
- Reliability
- Passion
- Honesty
- Commitment
- Excellence

Creating Roles and Responsibilities

Job Descriptions

To begin to describe the type of positions that have been established within Judith White it is necessary to know the organization chart of these positions, which is presented below:

**Graphor 2.** Simple Organization Chart of the Company



Once we have the organization chart developed, we will move on to the presentation of the positions that are currently held.

Below are the various JW profiles:

1. Store Supervisor

Table 2. Store Supervisor Position

<b>Area</b>	<b>Supervision</b>	<b>Date of elaboration</b>	<b>03/11/2022</b>
<b>Department</b>	Management	Level	2
<b>Job title</b>	Store Supervisor	Working time	Full time
<b>Report to:</b>	Management		

<b>Objective</b>	<b>Oversee business activities, such as store operation, budgeting, inventory, and customer service.</b>
<b>Hierarchical level</b>	Adviser
<b>Staff in charge</b>	N/A
<b>Responsibilities and decision-making</b>	They are responsible for the proper functioning of the stores, in accordance with the regulations and policy of the company
<b>Educational training</b>	Professional in business administration, business management or related.
<b>Work experience</b>	Minimum 1 year in a similar position.
<b>Basic or essential knowledge</b>	<ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Performance evaluation</li> <li>• Dispute resolution</li> <li>• Negotiation skills</li> </ul>
<b>Competences</b>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Management control</li> <li>• Decision making</li> <li>• Leadership and staff development</li> <li>• Results orientation</li> <li>• Transparency and commitment</li> <li>• Effective communication</li> <li>• Ability to delegate tasks</li> </ul>
<b>Description of functions</b>	<ul style="list-style-type: none"> <li>• Manage workflow</li> <li>• Train new employees</li> <li>• Manage the efficiency of your work team.</li> <li>• Report to management and human resources.</li> <li>• Feedback and recognition programs.</li> <li>• Identify areas for improvement.</li> <li>• Help resolve conflicts between team members.</li> <li>• Apply company policies.</li> <li>• Oversee customer service.</li> </ul>

2. Sales Manager

Table 3. Sales Manager position

<b>Area</b>	<b>Sales</b>	<b>Date of elaboration</b>	<b>03/11/2022</b>
<b>Department</b>	Sales	Level	3
<b>Job title</b>	Sales Manager	Working time	Full time
<b>Report to:</b>	Supervision		

<b>Objective</b>	<b>Plan and coordinate actions in order to effectively establish the company's goals in terms of sales.</b>
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<b>Hierarchical level</b>	Adviser
<b>Staff in charge</b>	Counter and floor assistants
<b>Responsibilities and decision-making</b>	They are responsible for directing specific actions to ensure commercial achievements in the market.
<b>Educational training</b>	Professional in business administration, business management or related.
<b>Work experience</b>	Minimum 1 year in a similar position.
<b>Basic or essential knowledge</b>	<ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Marketing</li> <li>• Dispute resolution</li> <li>• Customer Support</li> <li>• Effective communication</li> <li>• Delegate activities</li> <li>• Tact and diplomacy</li> </ul>
<b>Competences</b>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Initiative</li> <li>• Decision making</li> <li>• Leadership and staff development</li> <li>• Results orientation</li> <li>• Transparency and commitment</li> <li>• Ability to delegate tasks</li> <li>• Enthusiastic</li> <li>• Persuasive</li> <li>• Sure</li> </ul>
<b>Description of functions</b>	<ul style="list-style-type: none"> <li>• Manage the efficiency of your work team.</li> <li>• Raise the goals that must be achieved in a specific time.</li> <li>• Actions necessary to achieve the achievement of the objectives.</li> <li>• Design of strategic plans and sales techniques for new products.</li> <li>• Create innovative strategies to meet the needs of today's market.</li> <li>• Encourage the work team for the best performance of tasks.</li> <li>• Train and train sales staff.</li> <li>• Distribute the work among all the personnel in charge.</li> <li>• Resolve problems, complaints or queries that arise related to your department.</li> <li>• Report to the supervisor the current problems with the client to reach a solution.</li> </ul>

### 3. Counter Manager

**Table 2.** Counter Manager Position

<b>Area</b>	<b>Sales</b>	<b>Date of elaboration</b>	<b>03/11/2022</b>
<b>Department</b>	Sales	Level	3
<b>Job title</b>	Counter Manager	Working time	Full time
<b>Report to:</b>	Supervision		
<b>Objective</b>	<b>Receive orders and customer sections, in addition to accepting payments.</b>		
<b>Hierarchical level</b>	Adviser		

<b>Staff in charge</b>	Counter assistants
<b>Responsibilities and decision-making</b>	They are responsible for closing the sale with the client, offering an extraordinary quality in the service and solving all their doubts.
<b>Educational training</b>	Professional in business administration, business management, marketing or related.
<b>Work experience</b>	Minimum 1 year in a similar position.
<b>Basic or essential knowledge</b>	<ul style="list-style-type: none"> <li>• Marketing</li> <li>• Dispute resolution</li> <li>• Customer Support</li> <li>• Effective communication</li> <li>• Delegate activities</li> </ul>
<b>Competences</b>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Initiative</li> <li>• Decision making</li> <li>• Leadership and staff development</li> <li>• Results orientation</li> <li>• Transparency and commitment</li> <li>• Ability to delegate tasks</li> <li>• Enthusiastic</li> <li>• Persuasive</li> <li>• Sure</li> </ul>
<b>Description of functions</b>	<ul style="list-style-type: none"> <li>• Manage the efficiency of your work team.</li> <li>• Support in the delivery of goods.</li> <li>• Customer service at the closing of the sale.</li> <li>• Receive payments in cash, credit or debit cards.</li> <li>• Pack the goods sold or if necessary make arrangements for their shipment.</li> <li>• Keep a record of sales for inventory control.</li> <li>• Distribute the work among all the personnel in charge.</li> <li>• Resolve problems, complaints or queries that arise related to your department.</li> <li>• Report to the supervisor the current problems with the client to reach a solution.</li> </ul>

#### 4. Sales Assistant

**Table 2.** Sales Assistant position

<b>Area</b>	Sales	<b>Date of elaboration</b>	<b>03/11/2022</b>
<b>Department</b>	Sales	Level	4
<b>Job title</b>	Sales Assistant	Working time	Full time
<b>Report to:</b>	Sales Manager		

<b>Objective</b>	<b>Provide personalized and continuous attention to customers, to help them identify and buy the products they want.</b>
<b>Hierarchical level</b>	Auxiliary
<b>Staff in charge</b>	N/A
<b>Responsibilities and decision-making</b>	They are responsible for the level of customer satisfaction through excellent sales service.
<b>Educational training</b>	Baccalaureate / Professional
<b>Work experience</b>	Minimum 6 months in a similar position.



<b>Basic or essential knowledge</b>	<ul style="list-style-type: none"> <li>• Dispute resolution</li> <li>• Customer Support</li> <li>• Effective communication</li> <li>• Tact and diplomacy</li> </ul>
<b>Competences</b>	<ul style="list-style-type: none"> <li>• Initiative</li> <li>• Enthusiastic</li> <li>• Persuasive</li> <li>• Commitment</li> <li>• Proactivity</li> </ul>
<b>Description of functions</b>	<ul style="list-style-type: none"> <li>• Keep the store in exceptional condition and meet visual promotion standards.</li> <li>• Keep the store stocked.</li> <li>• Determine the wishes and needs of the client.</li> <li>• Recommend and display items that suit customers' needs.</li> <li>• Greet and welcome customers.</li> <li>• Be actively involved in the reception of new products.</li> <li>• Follow company policies and processes.</li> </ul>

### DISCUSSION

JW is a company that is in the middle of a change from organic to mechanical organization. Friedrich Nietzsche quotes in "Thus I Speak Zarathustra" that Man is the rope stretched in the void that separates the Beast from the "Superman". Similarly, JW finds itself as a rope lying in a vacuum about to become a mechanized organization.

JW is born entirely from an entrepreneurial spirit and grows based on empirical knowledge about management and sales to the point of having 10 branches and projecting a much greater demand in terms of organization.

Conducting training and beginning to create the basic elements of the organizational structure was the strategy selected in the strategic SWOT, and a month after its application in the company, it has changed radically in terms of organization and work environment.

Employees felt too strong an injection of motivation as they felt taken into account and empowered by their leaders.

The ideology of the organization is a factor that empirically may not be taken into account by different variables, mainly resistance to change, but once it is adapted and used in the company, the changes begin to be noticed little by little.

It is important to emphasize the importance of having a well-detailed organizational structure, as

it is what allows companies to survive the current business world. Entrepreneurs often live in the erratic thinking that their businesses "work well" and that there is no need to go to perform a good organizational design process, however, the reality is that companies are surviving.

JW is a young company that bets to position itself among the big ones in its business future, however, it did not have the tools, but with the resources to be able to make a difference.

Implementing a VOPLES analysis can save a company, as simple but important details of how the interior of the organization is working come to light.

How can I save my company? Beginning to formalize their functions and departments.

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