

Mexican micro and small family-owned enterprises with a model of continuity in a globalised environment

Las micro y pequeñas empresas familiares mexicanas con un modelo de continuidad en un entorno globalizado

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DOI: 10.35429/JES.2020.4.6.17.29

Received March 15, 2020; Accepted June 30, 2020

Abstract

Family businesses in our country are the main source of income and therefore provide us with social stability. Unfortunately the failure rate presented is very high; its origin is a combination of different interests or purposes of those involved in its organizational structure. Informality is one of the major specific and common problems of family businesses and the lack of rules to support conservation and create harmony among the family members, generating competitiveness and profitability in the company, according to the documentary and field research conducted by Hilario Díaz (Ph.D.), Thesis 2011, survey on family businesses in manufacturing, commerce and services of Tehuacan, Puebla. Family businesses are an engine of the economy of every country in the world. Family firms perform better than non-family, both sales growth and return on shareholder value.

Resumen

Las empresas familiares en nuestro país son la principal fuente generadora de ingresos económicos y por lo tanto nos proporcionan estabilidad social, desafortunadamente el índice de fracasos que se presenta es muy elevado, esto tiene como origen la conjugación de los diferentes intereses o fines de los involucrados en su estructura organizacional. Siendo la informalidad uno de los principales problemas propios y comunes de las empresas familiares, así como la carencia de reglas que apoyen a conservar y generar armonía entre los familiares participantes, al mismo tiempo generar competitividad y rentabilidad en la empresa, esto según la investigación documental y de campo realizada por el Dr. Hilario Díaz, Tesis 2011, en la que se encuestó a empresas familiares de manufactura, comercio y servicios de la ciudad de Tehuacán, Puebla. Las empresas familiares son un motor de la economía de todos los países en el mundo, las empresas familiares tienen un mejor desempeño que las no familiares, tanto en crecimiento de ventas como en retorno de valor para los accionistas. (Kachaner, 2012).

Citation: COLMENARES-OLIVERA, Esperanza & FLORES-OLIVERA, Ismael. Mexican micro and small family-owned enterprises with a model of continuity in a globalised environment. *Journal-Economic Systems*. 2020. 4-6: 17-29

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Introduction

Family businesses are businesses in which all or most of the owners are members of a single family, including those who are linked by blood, but also those who are spouses. In this type of business it is generally observed that its members tend to get into less debt than those who are not family members, one of the characteristics is that they have great liquidity and are even over capitalised and manage to keep money idle.

Family businesses usually arise with the dream of being generators of their own employment and income and sustainability of many families, so the members of these, put all their effort, mind, body and soul to grow that microenterprise, with a view to achieving prosperity and success, both their business and the family, this subsists until the second generation, This subsists until the second generation, where the members form their own families when they get married and these begin to pursue personal interests with different approaches, this results in various problems when the rules and organisational structure are not defined, directly affecting the company, because the families put their personal wellbeing before that of the company in question.

Therefore, in order for the company to continue to function, it is necessary to correctly establish the guidelines, the philosophy and the lines of authority and responsibility as well as communication, all of which are focused on the benefit of the company and, as a consequence, that of the family.

Development

Definition of family business

"A company controlled and/or managed by a family group or nucleus that shapes the vision of the same, in such a way that it seeks the sustainability of the company through the generations". (Sandoval, 2013)

Family businesses are considered to be the backbone on which the economy of all countries worldwide is based; they perform better than non-family businesses in terms of sales growth and return of economic value to shareholders (Katcher, 2012). (Katcher, 2012)

Exaudi de Investigación (www.exaudionline.com) in combination with distinguished academic institutions, business associations and consulting firms from different Latin American countries, carried out a study on 750 family businesses in the countries of Argentina, Colombia, Costa Rica, Mexico, Peru, Uruguay and Venezuela, with the objective of determining both the demographic characteristics and the impact of the local environment on the managerial and strategic decision-making of family businesses in the region.

As a result of this study, it was found that 85.20% of private companies in Latin America are family-owned and were founded during the last two decades, have on average between 11 and 50 employees with gross annual sales of approximately US\$3,000,000 and 12.38% of the companies generate more than US\$23,000,000 in annual sales. Globally, family businesses are considered fundamental for the development of countries and regions, as statistics show. (Gomez, 2012)

In the USA:

- 95% start out as family-owned
- 70% of the Fortune 500 are family-owned according to Fortune magazine.

In Europe:

- 86% in the South
- 75% in the North
- 60.5% in France
- 75% in Italy
- 82% in Germany
- 76% in the UK
- 80% in Spain
- 76% in Great Britain

In Latin America

- 75% in Argentina
- 70% in Colombia
- 90% in Chile
- 86% in Mexico

C. Porras and M.L. Nalda, La Empresa Familiar, un motor de riqueza, 21 May 2008, Gaceta.es, C.Porras and M.L.Nalda, "La Empresa Familiar, un motor de riqueza", 21/05/08. J. Amat, La continuidad de la Empresa Familiar (Barcelona: Gestión 2000, 2001).

According to statistics reported by Mario Rizo, partner of the firm Salles, Sáinz-Grant Thornton, in Latin America, 9 out of 10 companies are family businesses, and unfortunately 2 out of 3 fail.

In Mexico, more than 87% of existing businesses are family businesses, but 8 out of 10 fail and die before they are two years old.

Decision-making in this type of organisation is less bureaucratic than in non-family businesses, because there are few managers in whose hands the decision-making powers are concentrated, so it is more flexible and adapts more quickly to changes in the environment. Mario Rizo, partner of the firm Salles, Sáinz-Grant Thornton, said. (CNNExpansion 29/01/2013).

Mexican micro and small family businesses in the national context

In Mexico 97 % of the commercial activity is given by microenterprises, let's take into account that 86 % of the companies in Mexico are family businesses, of seven economic activities that are registered in the State of Puebla, Secretary of Economy (SE, 2013) there are 108481 economic units, of which 106537 are microenterprises, small 1391, medium 410 and large 143. INEGI (2009) In Tehuacán there are 9640 economic units of the commerce sector. INEGI (2008)

SE. Ministry of Economy, federal institution. It promotes and implements public policies and programmes aimed at creating more and better jobs, more and better companies and more and better entrepreneurs.

INEGI. The National Institute of Statistics and Geography is an autonomous organism of the Mexican government, dedicated to the coordination of the National System of Statistical and Geographical Information of the country.

In Mexico there are 95.5 percent of microenterprises 4.1 percent are small and medium-sized enterprises while 0.3 percent are large.

Sector económico	Número de empresas	Porcentaje	Número de empleados	Porcentaje
Comercio	1013743	93.0%	5215808	32.1%
Servicios	1580587	2.6%	4997366	30.8%
Manufactura	328718	0.9%	4198579	25.9%
Totales	2921011	97.2%	14411753	88.8%

Table 1 Number and percentage of enterprises by economic sector and employment

Tamaño de empresa	Total Absoluto	%	Distribución porcentual				
			Persona física	Sociedad mercantil	Coop y asociac.	Serv y admón. Pub.	Otras
Micro	1533865	97.0	94.3	5.2	0.3	0.1	0.1
Pequeñas	33031	2.1	20.9	75.8	1.1	1.9	0.3
Medianas	9976	0.6	5.9	90.5	1.2	2.0	0.4
Grandes	3715	0.2	0.8	97.6	0.6	0.8	0.2
Totales	1580587	100	89.8	7.4	0.3	0.3	0.2

Table 2 Legal category by company size and branch (commerce)

Various studies on the initial duration of new enterprises show that there is a high rate of closure; only 20 per cent will reach the age of two years.

Causas de fracaso	Porcentaje
Conflictos familiares	17%
Mala administración	16%
Ausencia de liderazgo	14%
Inadaptación al cambio	11%
Falta de claridad en el objetivo	10%
Falta de capacitación	10%
Ausencia de planeación	9%
Falta de actualización del empresario	9%
Ignorancia de la problemática del país	5%
	100%

Table 3 Causes of micro and small enterprise failure
Source: (valencia, 2010)

Another research carried out by the author of the book Administración de Pequeñas y Medianas Empresas (CONACYT, reference 0880-59110), whose purpose was to determine the causes of failure in micro, small and medium-sized enterprises:

Causas de fracaso	Porcentaje
Falta de estudios de prevención (estudios de mercado, financiero y fiscal)	29.0%
Falta de experiencia en el ramo	18.0%
Falta de habilidad administrativa	22.0%
Escasez de personal calificado	14.0%
Inflación	12.4%
Fraudes	3.6%
Desastres	1.0%
	100%

Table 4 Cause of failure
Source: (Valencia, 2010)

The most successful Mexican family businesses at the national level

Main problems of family businesses

There is a popular saying that mentions that the first generation is the founder, the one who creates and grows the family business; the second generation, the one who enjoys the benefits of the family business; and the third generation, who spends all the profits of the family business.

The second generation enjoys the benefits of the family business and the third generation spends all the money and leads it to bankruptcy. (Sandoval, 2013). A recent study carried out by Banamex together with a consulting firm called Profit Consulting, shows us a broad x-ray of family businesses in Mexico. The aim of this study was to understand the profile of family businesses by identifying the level of compliance with the best business practices that family businesses should carry out. To carry out this study, seven challenges were defined, on which the level of compliance of each company was evaluated in order to determine the extent to which each challenge has or has not been met.

With the seven challenges of the Banamex and Profit Consulting study, the level of compliance of each company was defined according to a list of "best practices". The study shows that 68% of the companies are at 50% or less of compliance with the practices, which means that there is much to be done to ensure the continuity of these companies.

Main challenges for family businesses

The "succession" challenge is the most critical, as 40% are at a critical level as they have not planned for the succession of the family business. This is followed by the "governance" challenge, the "finance" challenge, the "strategy" challenge, the "wealth" challenge, the "family" challenge and the "business" challenge. With this information we can realise the main issues of the family business. The following table shows the name of the challenge and the main problem or practice not carried out by the majority of the family businesses surveyed in the Banamex study.:

Reto	Problema o practica no llevada a cabo
Empresa	Vulnerabilidad ante la ausencia del líder
Familia	Ausencia de reglas escritas y mecanismos de comunicación que mejoren las relaciones entre la familia y la empresa
Estrategia	Falta un plan estratégico por escrito
Finanzas	No hay un plan financiero por escrito
Gobierno	No tienen Consejo Familiar y un grupo directivo profesional
Sucesión	No hay un plan de sucesión
Patrimonio	No hay un plan patrimonial por escrito

Table 5 Problems and challenges of family businesses

With all this information, we can conclude that there are three main areas in which we can work with family businesses on the basis of their specific problems:

The professionalisation of management practices (strategy). The development of communication and negotiation skills of the members of the business family.

The dissemination and application of models for the sustainability and succession of the family business (innovation and continuous improvement).

Competitive advantages, success stories of family businesses in Mexico

Family businesses, including those of dynasties such as Slim, Servitje and Azcárraga, represent between 70% and 90% of all businesses in Mexico.

Case 1 Grupo Bimbo

The "teddy bear" firm started out as a powerful company from its inception, when in 1945 the Servitje family began to market bread. From that moment to date, it has managed to multiply its workforce to 73,000 employees, spread across 74 plants and seven sales companies in 16 countries.

In recent years, the company has worked hard to expand its branches by acquiring small companies in the sector, as well as strengthening its portfolio by adding sweets and biscuits to its traditional dough sales. It has also increased its international market share through acquisitions such as Sara Lee.

Case 2 Grupo Televisa

Although Emilio Azcárraga Vidaurreta first experimented with radio and then television broadcasting in 1930, officially Televisa began operations in 1972, with the merger of Televisión Independientes de México (TIM), Canal 8 and Telesistema Mexicano. Soon after, the latter became the owner of all the firms, passing into the hands of Emilio Azcárraga Milmo for the next 25 years, which was enough time for it to become the most important Spanish-speaking television network. Currently, it is Emilio Azcárraga Jean (Milmo's son) who is at the helm of the business group, showing business power and a strong influence in the public media. Proof of this is the large number of companies that the conglomerate owns, among them Club de Fútbol América, Cablevisión and Editorial Televisa. Despite strong criticism for his so-called monopoly and the media revolution facing television, following the emergence of the internet, social networks and other electronic platforms, Azcárraga Jean recently assured that his business has not only not declined but is at its best.

Case 3 Grupo Carso

The success of this conglomerate is directly linked to Carlos Slim Helú's business skills. The Mexican businessman is today considered the richest man in the world, with a fortune that Forbes estimated in 2010 at 54 billion dollars, and that according to an update made at the beginning of this year has grown to 74 billion dollars. Slim and his family currently own shares in companies such as América Móvil (Telcel), Telmex, Grupo Carso, Inbursa, Ideal and US Com, but they are looking for more. Of all of them, América Móvil stands out, which has become one of the four mobile operators with the most lines in the world. Participating in 18 countries and serving more than 250 million customers.

Case 4 Cemex

The Zambrano family, originally from Monterrey, has managed to transform Cemex into one of the largest cement companies in the world, thanks to its 51 plants in 11 countries on four continents. Lorenzo Zambrano, its leader, had an annual production capacity of close to 78 million tons of cement and sales of more than 5.6 billion dollars a year until the beginning of 2010. Unfortunately, the cement company has suffered one of the sharpest falls in recent years, accumulating an immense debt of more than 18 billion dollars, which has forced it to take drastic measures. In the fourth quarter of 2011, Cemex plans to sell between 100 million and 200 million dollars, which it will use to pay off its financial obligations. In any case, the company continues to be one of the most important in the country.

Case 5 Mexican commercial

Carlos González Nova, together with Antonio González Abascal, created Comercial Mexicana in 1930. After all these years, and with the leadership of Guillermo González Novoa, today the company is the third largest chain store in the country. According to its own figures, it operates 227 shops throughout the country, but divided into brands such as Comercial Mexicana, Mega, Bodega Comercial Mexicana, Costco, Sumesa, City Market, Alprecio and Fresko, all of which it owns. Like Cemex, Comercis currently has a large debt (1.5 billion pesos), although it hopes to reduce it this year.

And it seems that it will succeed, as a few days ago the company reported that after three years of low growth it will resume its expansion thanks to investments of two and a half billion pesos to open new shops and renovations. In this way, the company presided over by Guillermo González Novoa has set itself the objective of opening a total of 22 units for the following year.

Case 6 Wal-Mart Stores, Inc.

A family-owned company founded in 1962 by Sam Walton. Wal-Mart's winning strategy is based on selling products at consistently low prices. (Anthony, 2008) It performs a daily analysis of the performance of all shops on items such as sales, expenses, profits and losses. The data from the top shops is used to improve operations in problem shops.

In a very simple way, the daily sales performance is compared with the previous year's figures.

I always had the soul of an operator, of someone who wants things to go well, then better and then as well as possible.

Their organisation is a "shop within a shop" and managers are encouraged to be creative and incentivised. The three-metre attitude of looking at customers and asking "can I help you with something" is a big help and has helped to support customers and reduce shoplifting.

Pay increases based on performance rather than seniority and an open door policy. He instilled frugality as part of Wal-Mart's DNA.

Frugality: is the quality of being thrifty, prosperous, prudent and economical in the use of consumable resources (such as food or water), as well as optimising the use of time and money to avoid waste, profligacy and extravagance. (Jhon, 1999) In behavioural science, frugality has been described as the tendency to acquire goods and services in a restricted manner, as well as the optimised use of economic goods and services one already possesses in order to achieve one or more long-term goals.

Case 7 Carlos Kasuga, CEO of Yakult Mexico

Carlos Kasuga, a Mexican entrepreneur of Japanese origin who is currently Chairman of the Board of Yakult Mexico, has a business philosophy based on hard work, trust and cooperation. (Herrero, 2013) These values have made him a sought-after and inspirational speaker, as well as a role model in the world of business and social responsibility. Here are 10 inspiring insights he has shared in interviews and lectures:

On being a good leader

1. "Being the head, the entrepreneur has the responsibility to lead people. It is very important to set goals that are not exaggerated and, when those goals are achieved, to deploy them in a big way".

2. For Kasuga, it is important that executives make their employees feel needed, useful and respected. This is what the businessman calls the "moral wage".

On failure

1. "We know that there can be mistakes because we understand that people have qualities but also flaws. Therefore, you have to teach people to grow like bamboo and show them that in storms or failures you can be down but you can never break, and then get up again".

On entrepreneurship

1. "We must educate companies, because the only way to generate wealth is through education".
2. "The best seasoning for a restaurant and the best merchandise for a store are the owner's footsteps. By this I mean that you have to keep an eye on the shop every day, even on Saturdays and Sundays".
3. "If we earn one peso, we should spend only 80 cents, and if we can't have everything we want, we should take care of what we have.
4. Kasuga argues that the success of SMEs is linked to constant investment in training, courses or workshops.
5. He is also emphatic about the importance of having good relationships with all stakeholders, especially with suppliers, as they will reciprocate with on-time deliveries, better prices, etc.

On personal values

1. Values are what make the individual a quality person. To have quality as an entrepreneur, as a person and as a company as a whole, four steps must be followed:

Well-being: Being honest, punctual, clean, responsible and hardworking.

Doing well: Doing everything right from the start.

Well-being: Give more than you get: to your family, to your work, to society. In the end it makes one feel well being, which is synonymous with full happiness.

The good to have: If the above three steps are followed in that order, you will achieve the well-being of money and material things.

On environmentalism

1. "When you get married, plant a tree; when your child is born, plant a tree; when you enter primary school, plant a tree; before any really important event, plant a tree."

Continuity model

Formal presentation of the continuity model for family micro-businesses.



Figure 1 Continuity model for family micro-businesses

Description of the continuity model

All the elements revolve around the business, in the first level there are three factors directly related to the business, which are the economic factor, the product factor and the most important factor, the customer, where competitive advantages must be developed for each factor. Secondly, there are five elements of analysis: strategy, leadership, innovation, institutionalisation and continuity, where a diagnosis is made by means of an X-ray of the business and work is done on the weakest points.

In the external line we find the transgenerational potential that is divided into the family factor, which are the unique resources and capacities that family businesses have when interacting the family, individuals and the business itself, the entrepreneurial orientation refers to those dimensions to be continuously undertaking, developing organisational learning and innovative performance. The proper functioning of all these elements generates continuity in a family business.

The deming cycle as a tool for applying the continuity model



Figure 2 Deming Cycle

Case study: Real application of the continuity model to a family micro-business in Tehuacán

Plan

Identify the process to be improved: Continuity for family micro-businesses that only work with empirical procedures: Name of the micro-business: "Carmen" Grocery Store.

Collect data to deepen the knowledge of the process.

a) Application of a questionnaire that will provide information for the analysis of the following aspects:

- General data of the company
- Strategy
- Leadership
- Innovation
- Institutionalisation
- Continuity

CUESTIONARIO PARA EL NEGOCIO FAMILIAR	
DATOS GENERALES	
NOMBRE DE LA EMPRESA	TIENDA DE ABARROTES CARMEN
DIRECCION	AV PEÑAFIEL 507 COL. SARABIA
ESTADO	PUEBLA CIUDAD TEHUACÁN
CARGO DE QUIEN CONTESTA LA ENCUESTA	ADMINISTRADOR GENERAL
	* ADMINISTRADOR GENERAL
	* EMPLEADO FAMILIAR
	* EMPLEADO NO FAMILIAR
NUMERO DE PERSONAS QUE LABORAN EN EL NEGOCIO	5
AÑO DE FUNDACION	2007
GENERACIONES DE FAMILIA AL FRENTE DEL NEGOCIO	PRIMERA Generación
MODELO FAMILIAR DE LA EMPRESA	CAPITAN
	* CAPITAN
	* EMPERADOR
	* Equipo Familiar
	* Familia Profesional
	* Corporación
	* Grupo de inversión familiar

Table 6 General data

CUESTIONARIO	
ESTRATEGIA	
Conteste las preguntas en una escala de 1 a 5, de acuerdo al grado de cumplimiento si contiene el elemento preguntado.	
El modelo de negocio de la empresa está planteado en la mente del director y por escrito	1
En qué grado el modelo de negocio es entendido por los demás integrantes	2
En qué grado la estrategia del negocio está más enfocada recuperación de la inversión o seguir innovando	3
Su plan estratégico está enfocado a cumplir objetivos de corto plazo o largo plazo.	3
La elaboración del plan estuvo más enfocada a una metodología informal o formal	1
Para la elaboración del plan estratégico se utilizaron herramientas de análisis externo e interno de la empresa	1
Qué tan benéfico para la empresa ha sido haber desarrollado el plan estratégico	1
¿El plan de trabajo de la operación/comercialización está alineado al plan de estratégico?	1
¿Se está realizando una medición constante sobre el cumplimiento del plan estratégico?	1
¿El plan estratégico se actualiza constantemente?	1
Cuando ha revisado la estrategia de su empresa ha implicado un fortalecimiento de su modelo de negocio o un cambio en el mismo	2
Los cambios en el modelo de negocio han sido motivados por necesidad o por aprovechar una oportunidad, o ambas	5
PROMEDIO	1.83

Table 7 Strategy questionnaire

CUESTIONARIO	
LIDERAZGO	
Conteste las preguntas en una escala de 1 a 5, de acuerdo al grado de cumplimiento si contiene el elemento preguntado.	
¿En su empresa, en general, quienes ocupan los puestos de la alta dirección, cuentan con la capacidad y experiencia para el puesto	5
El estilo de liderazgo está enfocado tanto a logro de la tarea y resultados como a la satisfacción de las personas	5
La motivación al personal está basada más en técnico de control que en la inspiración	5
¿El director es consciente de que debe ser líder ante su gente?	5
El reconocimiento de los logros generalmente se hace más al esfuerzo grupal que al individual	5
Qué tanto beneficio le ha dado a la organización capacitar y desarrollar al personal:	3
En general, la toma de decisiones es llevada a cabo por la máxima autoridad o por consenso	5
El considerado líder, da la libertad para tomar decisiones y acepta otras opiniones	5
Ante una situación de crisis, las decisiones son tomadas por la una sola persona o por un equipo.	5
En las decisiones importantes se toma tanto en cuenta la experiencia e intuición como el análisis de datos e información.	5
La alta dirección es proactiva/conciente, que asume el control/al tomar acciones	5
El liderazgo ha impactado positivamente el crecimiento del negocio	
En la toma de decisiones se toman en cuenta la responsabilidad social y el respeto por la dignidad de las personas	5
PROMEDIO	4.83

Table 8 Leadership questionnaire

CUESTIONARIO	
INNOVACIÓN	
Conteste las preguntas en una escala de 1 a 5, de acuerdo al grado de cumplimiento si contiene el elemento preguntado.	
La empresa tiene un alto grado de innovación/actualización en los productos o servicios	4
La empresa tiene un alto grado de innovación en los procesos y procedimientos	1
Existe una preocupación constante por la calidad y la mejora continua	5
La empresa es agresiva competitivamente hablando	5
Las nuevas oportunidades de negocio son aprovechadas generalmente por la empresa	5
Se promueve la generación de ideas nuevas	5
Se aplican las nuevas ideas en la empresa	5
Se aprovecha el capital social (relaciones o redes) que ha establecido el fundador y los miembros de la familia	5
Existen sistemas de mejora continua establecidos en la empresa	1
Se tiene asignado algún presupuesto a la innovación	1
Las innovaciones y generación de ideas ha tenido un impacto positivo en el crecimiento de la empresa	1
PROMEDIO	3.8182

Table 9 Innovation questionnaire

CUESTIONARIO	
INSTITUCIONALIZACIÓN	
Conteste las preguntas en una escala de 1 a 5, de acuerdo al grado de cumplimiento si contiene el elemento preguntado.	
¿Qué tan informal o formal es su consejo de familia en su empresa?	3
¿Qué tan bien funciona el consejo de familia de su empresa?	3
¿Qué tan informal o formal esta planeada como es la dirección en su empresa?	1
¿Qué tan bien funcionan la dirección de su empresa?	3
¿En su empresa, en general, quienes ocupan los puestos de la alta dirección, cuentan con la capacidad y experiencia para el puesto?	4
¿En su empresa, en general, quienes ocupan los puestos de la gerencia media y niveles de supervisión, cuentan con la capacidad y experiencia para el puesto?	5
Cuenta su empresa con sistemas de información integrales (ERP, SAP, MCR, Particular etc.) que facilitan el control y el uso de la información	1
El nivel de formalización (reglas, políticas y procedimientos) se encuentran por escrito en la organización	1
Existe un mecanismo eficiente de comunicación (a quien dirigirse) entre familia y empresa	1
¿Cuál ha sido el impacto de no contar o de contar con un órgano de gobierno	1
PROMEDIO	2.5

Table 10 Institutionalisation questionnaire

CUESTIONARIO	
CONTINUIDAD	
Conteste las preguntas en una escala de 1 a 5, de acuerdo al grado de cumplimiento si contiene el elemento preguntado.	
Existe un plan de sucesión formal de la empresa familiar	1
Hay una visión compartida de futuro de la familia empresaria	4
Los miembros de la familia se pueden comunicar de manera efectiva	4
Se llevan a cabo mecanismos para involucrar a los potenciales sucesores y compartir el conocimiento entre generaciones	1
Los miembros de la familia pueden trabajar en equipo armónicamente	5
Existen mecanismos y políticas familiares para tratar los asuntos de la familia relacionados con la empresa	1
Han impactado los valores y las creencias de la familia en el desarrollo y crecimiento de la empresa	5
Existe un plan de futuro para las generaciones senior luego de su retiro o nuevo rol en la empresa.	1
La incorporación de las nuevas generaciones en el crecimiento de la empresa ha sido positivo	3
Existen mecanismos para la resolución de conflictos entre familiares	3
El impacto del prestigio de la familia en el crecimiento de la empresa ha sido positivo	5
Ha impactado positivamente las relaciones y redes (capital social) de la familia con su entorno en el crecimiento de la empresa	5
PROMEDIO	3.17
PROMEDIO GENERAL	3.23

Table 11 Continuity questionnaire

An average result is obtained for interpretation in graphical form in the following step.

a) Transgenerational Potential Analysis



Table 12 Transgenerational potential analysis

Do

1. Draw up an X-ray.
2. Elaborate an analysis of the transgenerational potential of the family business.
3. Elaborate competitive advantages of three aspects directly related to micro-businesses.

ANÁLISIS DEL POTENCIAL TRANSGENERACIONAL

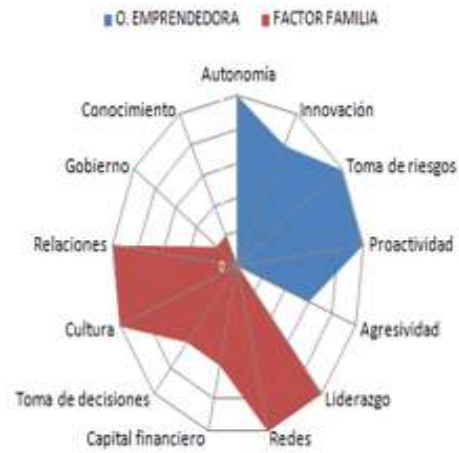


Figure 4 Analysis of transgenerational potential, grocery shop

In this business there is no governance as there is no organisational structure, so this analysis allows defining a work plan for the family business to maintain the elements that facilitate continuity, and to develop those that are unfinished and in progress.

Check

1. Carry out a diagnosis of the X-ray of the family business.
2. Conduct a transgenerational analysis and identify the areas to work on in conjunction with the X-ray diagnosis.

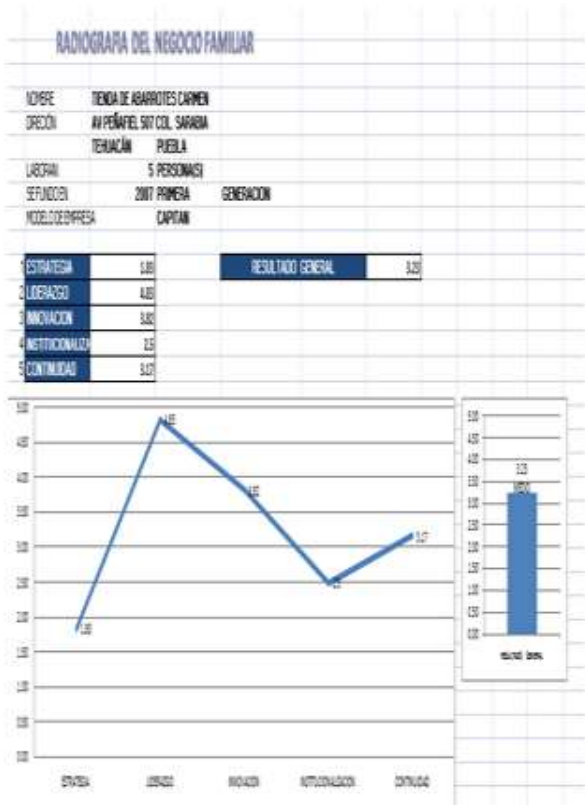


Figure 3 X-ray of Family business, grocery shop

Bajo <= 1 a 2.99	Medio = 3 a 4.29	Alto = 4.3 a 5		
ESTRATEGIA	LIDERAZGO	INNOVACION	INSTITUCIONALIZACION	CONTINUIDAD
BAJO	ALTO	MEDIO	BAJO	MEDIO
DIAGNOSTICO	DIAGNOSTICO	DIAGNOSTICO	DIAGNOSTICO	DIAGNOSTICO
Significa que el negocio familiar cuenta con una estrategia que no ha impactado el crecimiento de la organización.	Significa que el liderazgo en el NF ha impactado positivamente el crecimiento de la empresa.	Significa que la EF fomenta algunas veces la innovación y esta ha impactado medianamente a los objetivos de la organización.	Significa que no cuenta con órganos de gobierno (consejo de familia, de empresa y de dirección).	Significa que el NF cuenta con algunos planes, reglas y recursos competitivos de familia empresarial para sostenerse en el futuro.
Cuenta con un Modelo de Negocios definido usualmente en la mente del Director pero no es entendido por los demás integrantes.	Se cuenta con un estilo de liderazgo proactivo, orientado a las personas y los resultados.	Se promueve algunas veces la generación de nuevas ideas y la preocupación constante por la calidad y la mejora continua no es una prioridad.	Los puestos en distintos niveles en su mayoría no son ocupados por personas competentes para la posición.	Puede existir un plan de sucesión, o un proceso de administración del conocimiento entre generaciones, pero no ambos necesariamente, y la
No existe un plan estratégico.	En donde se fomenta la libertad para tomar decisiones, el trabajo en equipo y el reconocimiento distintos niveles.	emprendedora de la EF es media al aprovechar algunas veces las oportunidades que se presentan y se es defensivo competitivamente hablando.	No existen sistemas de administración y de tecnologías de información que ayuden una buena gestión.	La comunicación y el trabajo en equipo entre los miembros de la familia es algunas veces sano y armónico

Table 13 Diagnostic X-ray of the family business

Source: Own

Act

1. Modify the processes according to the conclusions of the previous step to achieve the objectives with the initial specifications, if necessary.
2. Implement further improvements, if errors have been detected in the previous step.
3. Document the process.

Elaborate and document the requirements according to the analysis of the model.

Strategy

Elaborate a strategic plan for the business

Institutionalisation

Elaborate the organisational structure of the business and establish rules and regulations. The mission, vision and values as a corporate image help us to commit to meeting objectives and satisfying needs.

Develop an information system to help improve the management and storage of knowledge, which contributes to the growth of the company. This should contain: information on prices, product, product stock, percentage of profits, suppliers, customers.

Perform daily analysis of business performance

Continuity

- Propose how to develop a succession plan
- Develop the competitive advantages of the integral part of the model with three factors
- Economic factor
- Product factor
- Customer factor

Product factor

Product display per block. This means that it is necessary to take into account the brand and the characteristics of the product that are similar, this will help the customer to easily identify the areas of the products. Hydrating drinks area, cleaning products, sweets, etc.

Clutter makes the customer think that the product is not available in addition to the bad image it conveys.

Complementary products for necessities

In the product management of the Carmen grocery shop, this scheme was analysed and applied in order to cover a customer need in the best way possible.

By complement: this means that the sum of several products must be available to satisfy one or more needs.

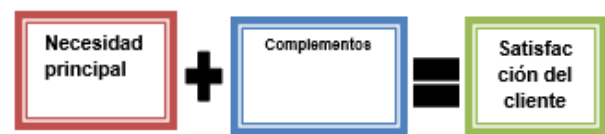


Figure 5 Diagram of client's needs plus complementary products

For a cure, basic commodities such as band-aids, alcohol, adhesive tape, syringes, painkillers, hydrogen peroxide are needed.

Economic factor

In the grocery shop an analysis of daily sales was applied which shows very important information, a database was designed where we can observe the cash flow of every day, results are shown that can be observed and analysed by all members of the business.

The development of the economic factor was based on the following formula:

$$\text{Cost (\$)} + \text{Profitability (\%)} = \text{selling price(\$)}$$

80% reinvestment
 10% economic buffer
 10% Remuneration

TOTAL	\$ 159,836.00	\$ 146,299.00	\$ 151,779.00
PROMEDIO	\$ 5,156.00	\$ 4,876.63	\$ 4,896.10
REINVERSION 80%	\$ 127,868.80	\$ 117,039.20	\$ 121,423.20
UTILIDAD 20%	\$ 31,967.20	\$ 29,259.80	\$ 30,355.80
AMORTIG. ECON.	\$ 15,983.60	\$ 14,629.90	\$ 15,177.90
REMUNERACION	\$ 15,983.60	\$ 14,629.90	\$ 15,177.90

Table 14 Economic performance grocery shop

Customer factor

Customer perception test: Analyse and Improve your performance to get a better perception. In the grocery shop the following test was carried out to improve personal performance, attitude and with others, which are reasons that the customer is always aware of and put into practice to develop competitive advantage.

A NIVEL PERSONAL		SI	NO
» Tiene buen humor y sonríe con frecuencia	+		
» Cuida su apariencia personal	+		
» Trabaja duro pero sin olvidar a su familia y amigos	+		
» Gusta de las ventas: esta contento con lo que hace y eso lo notan los clientes	+		
» Se considera socio de los proveedores. Aprovecha su información comercial, innovaciones y promociones para incrementar las ventas	+		
» Valora su trabajo. Sabe la importancia de poner al alcance de sus clientes los productos y servicios que ellos necesitan	+		
» Conoce su mercancía	+		
» No habla mal de sus competidores con sus clientes	+		
CON LOS DEMAS		SI	NO
» Conoce a su clientela. Sabe con quien promover una venta	+		
» Tiene una buena relación con sus clientes .es paciente con los indecisos y rápido con los que llevan prisa	+		
» No tiene clientes pequeños. Atiende igual a un niño que a un adulto, a compradores ocasionales que a clientes frecuentes, a quienes gastan mucho y a quienes gastan poco	+		
EN CUANTO A SU ACTITUD		SI	NO
» Tiene una mente positiva. No se queja de los problemas ; trata de resolverlos .	+		
» No es conformista. Una buena temporada de ventas no lo paraliza; por lo contrario lo motiva a esforzarse mas	+		
» Es realista. Se conoce a si mismo, esta consiente de sus alcances y limitaciones	+		
» Aprende de sus errores	+		

Table 15 Customer perception test

Final result obtained after applying the continuity model for family micro-businesses

After modifying the processes according to the findings of the previous step:



Figure 6 X-ray of the micro-business, grocery shop after applying the model

The previous average was 3.23 which meant that we were at a medium level. Now it is 4.79 after the application of improvements which means that we are now at a high level. The current average gives us the following conclusions:

Bajo <= 1 a 2.99		Medio = 3 a 4.29		Alto = 4.3 a 5	
ESTRATEGIA	LIDERAZGO	INNOVACION	INSTITUCIONALIZACION	CONTINUIDAD	
ALTO	ALTO	ALTO	ALTO	ALTO	
DIAGNOSTICO	DIAGNOSTICO	DIAGNOSTICO	DIAGNOSTICO	DIAGNOSTICO	
Significa que el negocio familiar cuenta con una estrategia que ha impactado positivamente a la organización.	Significa que el liderazgo en el NF ha impactado positivamente el crecimiento de la empresa.	Significa que la NF fomenta la innovación y esta ha impactado positivamente a los objetivos de la organización.	Significa que el NF cuenta con órganos de gobierno (consejo de familia, de empresa y de dirección) que funcionan bien.	Significa que el NF cuenta con los planes, reglas y recursos competitivos de familia empresaria para sostenerse en el futuro.	
El Modelo de Negocios está definido con claridad y es entendido por la gerencia media.	Se cuenta con un estilo de liderazgo proactivo, orientado a las personas y los resultados.	Se promueve la generación de nuevas ideas y hay una preocupación constante por la calidad y la mejora continua.	Los puestos en distintos niveles son ocupados por personas competentes para la posición.	Existe un plan de sucesión, un proceso de administración del conocimiento entre generaciones y la incorporación de nuevas	
Existe un plan estratégico que funciona y es revisado continuamente.	En donde se fomenta la libertad para tomar decisiones, el trabajo en equipo y el reconocimiento distintos niveles.	La orientación emprendedora de la NF es alta al aprovechar las oportunidades que se presentan y ser agresivo competitivamente.	Existen sistemas de administración y de tecnologías de información que ayudan a una buena gestión en el NF.	La comunicación y el trabajo en equipo entre los miembros de la familia es sano y armónico.	

NF= negocio familiar

Table 17 Final diagnosis of radiography after improvements

Source: Own

The transgenerational potential analysis is carried out again after the business needs have been realised and the results obtained are observed:

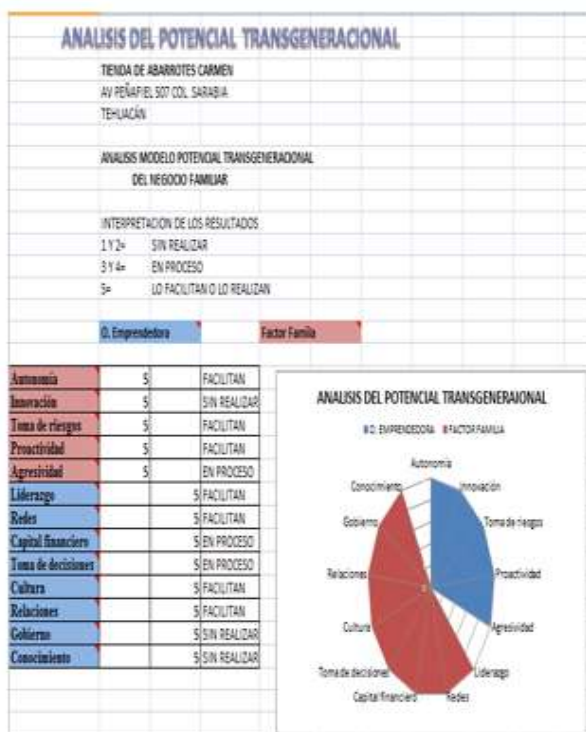


Figure 7 Final result of the transgenerational potential after applying the continuity model for micro-businesses

In this business there is a governance structure, and the leader has captured and documented the knowledge and can share it with all members.

It has an aggressive business strategy to face its competitors.

It maintains a good relationship with its external (networks) which will help it to solve future contingencies.

Its cash flow is stable and maintains its economic stability.

The new results indicate that the continuity of the family business is facilitated.

Conclusions

Thanks to the 100% practical application of the proposed continuity model for family micro-businesses, it helps us to identify problems, make a diagnosis and carry out the necessary improvements or implementations to achieve the objectives set, thanks to the final results we obtain a high degree of satisfaction with the functionality of the model.

The application of the model results in the fulfilment of each of the objectives set out in the project.

The finished project presents a proposal for a "continuity model for family micro-businesses that only use empirical procedures" to improve their performance and management.

It helps to identify, through an x-ray, the current situation of the business and to work on the most vulnerable points.

It provides an at-a-glance and interactive document with all the data necessary for the proper functioning of the business through the application of developed strategies.

It helps to differentiate the problems that arise in the two systems of a family business - company-family relationship.

Improves communication between family members and employees inside and outside the business.

Making a strategic plan for the family business in the most important areas.

Establishes a governance system of the family business documented in outlines (organisation chart) together with its policies and regulations, through a prior analysis of the needs of the business.

It explains the importance of innovation to improve the functioning of the business.

The model supports with a recommendation of a succession plan for the next generations.

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