




The relationship that exists between market analysis and sales management carried out by microentrepreneurs in Santa Cruz de Juventino Rosas, Gto

La relación que existe entre análisis de mercado y la gestión de ventas que llevan a cabo los microempresarios de Santa Cruz de Juventino Rosas, Gto

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





Abstract

This article is the result of a research study aimed at identifying the relationship between market analysis and sales management among micro-entrepreneurs in Santa Cruz de Juventino Rosas, Guanajuato. This was done through a statistical correlation, using Pearson's correlation coefficient with data from a sample of 593 micro and small enterprises, applying the quantitative research method, transversal exploratory, in which the relationship between market analysis and sales management of the micro-entrepreneurs was analyzed. The following hypotheses were defined: H0: there is no relationship between market analysis and sales management of the micro-entrepreneurs in Santa Cruz de Juventino Rosas, Gto., and H1: there is a relationship between market analysis and sales management of the micro-entrepreneurs in Santa Cruz de Juventino Rosas, Gto. With a Spearman's Rho of 0.314 and a significantly small p-value, the correlation between both variables was confirmed, validating hypothesis H1. It is concluded, therefore, that there is indeed a relationship between market analysis and sales management.

Resumen

El presente artículo es el resultado de un trabajo de investigación, que tiene como objetivo identificar la relación que existe entre el análisis del mercado y la gestión de ventas de los microempresarios de Santa Cruz de Juventino Rosas, Guanajuato, la cual se realizó mediante una correlación estadística utilizando el coeficiente de correlación de Pearson, considerando una muestra de 593 micro y pequeñas empresas, aplicando el método cuantitativo de investigación, transversal y exploratorio, en el que se identificó la relación que existe entre el análisis del mercado y la gestión de ventas de los microempresarios. Se definieron las siguientes hipótesis, H0: no existe relación entre el análisis del mercado y la gestión de ventas de los microempresarios de Santa Cruz de Juventino Rosas, Gto. y H1: existe relación entre el análisis del mercado y la gestión de ventas de los microempresarios de Santa Cruz de Juventino Rosas, Gto. Obteniéndose como resultado una Rho de Spearman de 0.314 y un p-value significativamente pequeño, se comprobó la correlación entre ambas variables, validando la hipótesis H1. Se concluye entonces que sí existe una relación entre el análisis de mercado y la gestión de las ventas.

Objetive	Methodology	Contribution
Research study aimed at identifying the relationship between market analysis and sales management among micro-entrepreneurs in Santa Cruz de Juventino Rosas, Guanajuato. 	This research was carried out under a quantitative approach, considering a correlational and cross-sectional design.	The existence of the relationship between sales management and market analysis in microentrepreneurs of Santa Cruz de Juventino Rosas, Gto. was demonstrated. 

Objetivo	Metodología	Contribución
Identificar la relación que existe entre el análisis del mercado y la gestión de ventas de los microempresarios de Santa Cruz de Juventino Rosas, Guanajuato. 	Esta investigación se realizó bajo un enfoque cuantitativo, considerando un diseño transeccional de tipo correlacional y corte transversal.	Se demostró la existencia de la relación entre la gestión de ventas y el análisis de mercado en los microempresarios de Santa Cruz de Juventino Rosas, Gto. 

Market analysis, micro entrepreneurs, sales management

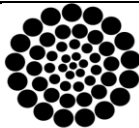
Análisis de mercado, gestión de ventas, mypes

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Introduction

Today's business world is changing at a rapid pace. Therefore, the intelligent and reasoned use of information derived from market analysis by entrepreneurs is essential to keep pace (Malhotra, 2008).

This poses great challenges for the SME ecosystem, among which is the management of effective sales by this category of business. Management begins when a potential customer's attention is captured and ends in the concrete action of a sale of the goods and services offered by a company (Valdés, 2017). This makes it possible to identify the patterns or trends of its customers, implementing specific strategies that respond to their needs, tastes or preferences, thus improving its positioning in the market.

On the other hand, the sales manager is the person who assumes personal responsibility for ensuring that each of the stages of the process are carried out on time. It is therefore advisable to make a sales plan in order to fulfil all the stipulations. Therefore, proper sales management should find new opportunities, make sales forecasts, manage reports and appropriate techniques. All these tasks will help those involved to achieve their objectives (Quiroga, 2021).

It can be seen from the review of the state of the art that it is important to identify how market analysis is connected to the sales management performed by microentrepreneurs in the above-mentioned context.

The present study refers to the research carried out in the municipality of Santa Cruz de Juventinos Rosas, Guanajuato, where 3,295 micro and small enterprises are located (INEGI, 2024), information was collected from 593 small and medium enterprises, to answer the question: Is there a relationship between market analysis and sales management of microentrepreneurs in Santa Cruz de Juventino Rosas, Guanajuato?

Literature Review

Small businesses acquire special importance for the economic and social structure of the country as they are immersed in a new globalising context, as they face new problems, new challenges, which oblige them to adopt or develop new action alternatives in order to be able to remain and join competitive markets. The effective management of small enterprises (SEs) can detonate the country's potential for social and economic well-being and development.

Undoubtedly, SMEs play an important role in the global economy, and their participation is becoming increasingly important given their dynamism and simplicity in carrying out activities that generate income and resources, which in turn can be reinvested and lead to the strengthening of enterprises. Valdés & Sánchez (2012) consider that the necessary elements of an enterprise are: capital, labour, land and entrepreneurial skills, aspects that allow the objective to be achieved through the manager's decision-making.

According to the Economic Commission for Latin America and the Caribbean (ECLAC, 2016), SMEs represent about 99% of the total number of companies and generate about 67% of jobs, thus constituting a relevant component of the productive scaffolding in the region and key actors to increase the potential growth of Latin America.

On the other hand, according to the Foundation for the Strategic Analysis and Development of Small and Medium Enterprises, the benefits perceived by companies, derived from the adoption of sustainable policies in the business, are related to the improvement of the image and reputation, the increase in the degree of customer satisfaction, the generation of advantages over the competition, the increase in the profitability of the company or the increase in the motivation of employees (Guardado, 2023).

Sales management is efficient as long as these four objectives are met, such as: control in sales procedures, sales planning, hiring competent personnel and training the team (Johnston & Marshall, 2009). Arteaga & Molina (2022), state that sales management is a dynamic process where different elements interact and contribute to the sale being made, with the premise of satisfying the customer's needs. All the driving forces of an organisation must be brought together, as they are an important source for achieving the objectives, this process starts from the first contact with the customer and it will depend on the business strategies whether or not a sale is closed. Guadarrama & Rosales (2015) mention that customer relationship management is one of the strengths of management today, since knowing the needs, preferences, tastes and capabilities of the consumer leads to the development of a communication system in order to generate information to make decisions that benefit both parties.

Sales management is a dynamic process where different elements interact and contribute to the sale being made, with the premise of satisfying the customer's needs. Likewise, Torres (2014), quoted by Díaz, Salazar & Vernaza (2019), mention that it also involves administrative, strategic, tactical or operational procedures or activities. In sales management, a distinction is usually made between retail and wholesale. The former consists of the activities necessary to sell goods or services to final consumers for their own consumption. The latter consists of wholesale sales, which are purchased for resale or for business, industrial or institutional uses. According to the type of distribution channel, strategies of product, price, place, promotion, people, processes and physical elements that meet the customer's expectations must be complemented.

Sales management focuses on the performance of the members of a company, who support the achievement of objectives, including economic ones. For this, performance evaluations must be carried out, which reflect the results obtained by the participating personnel, as well as their contribution to the achievement of the established goals; otherwise, when there is poor sales management, this is reflected in the results of the organisation, which can influence inadequate decision making.

Jobber & Lancaster (2012) mention that it is a simple way of thinking about the role of sales, but it really disguises a process that is sometimes complex, as it encompasses principles, skills and techniques that are essentially personal.

Albarracín, Jalon & Martínez (2022), emphasise that, in order to access the market, sales tactics must be developed that guarantee the achievement of planned estimates, adding that sales management is a whole process that a company generates in order to increase its market share through these strategies.

Today, the sales representative plays a much more strategic role by participating in the company's planning, including sales forecasting activities, budgeting, marketing aspects, among others, in order to ensure that all activities are integrated into the process.

The relationships with the customer that are carried out in SMEs are different in comparison with large companies, considering that the marketing of small companies has been characterised by being casual, informal, unstructured and spontaneous, this spontaneity with which the marketing process is carried out in SMEs, allows to show the type of relationship that is generated within these organisations, which often do not know how to treat consumers to turn them into profitable customers and not into customers that only generate a transaction. Peppers & Rogers (2006), cited by Guadarrama & Rosales (2015) suggest that giving value to the customer allows obtaining value from customers, but that efforts should not be spent on the most loyal customers, but on the most profitable ones.

While market research captures what consumers want them to hear, market analysis will help identify patterns or trends. Both approaches can be used to validate that the data match, i.e. the analysis reflects the research and vice versa.

In many cases, MSEs are preoccupied with generating a transaction, leaving aside the issue of marketing, which is fundamental to any business.

Regardless of the size of the company (micro, small or medium), the issue of marketing and customer-oriented relationships are of utmost importance, since it is through these that customer information can be collected for segmentation, and with this, differentiation value can be generated, and therefore, customer profitability can be managed.

Within the productive and commercial activity of goods and services, there are factors that influence the realisation of a project such as: the client, the competition, the prices, the commercialisation and the marketing plan that will be applied to increase the volume of sales. The study of these variables takes the name of market research, which encompasses the collection, recording, processing and analysis of information, which when interpreted will serve to discover opportunities and reduce risks in decision-making.

Consumer analysis seeks to identify consumer preferences, consumption habits and unsatisfied needs, in order to obtain a profile on which the commercial strategy can be based in order to know the quantity of goods that the consumer is willing to purchase.

Fischer & Espejo (2016) mention that it is important that company managers adopt systematic procedures to collect ideas or information from the environment for the generation of new products, the reasons why sometimes they are not successful when they are launched to the market must be taken into account, among the different aspects to consider are the price, an inadequate analysis of the market, product defects, competition, product distribution, etc.

Kotler & Armstrong (2016) states that in the first place companies decide what to offer, including the product and price, followed by how to offer, i.e. the place and promotion; the place where to distribute the product must be determined in order to make it more accessible to the market. Companies must also communicate information about the product or service to the target audience using different methods, including advertising, public relations and sales promotions.

He highlights the fact that there is a difference between sales and marketing and states that many companies focus on achieving the fundamental objective of increasing sales in the short term, but in the medium and long term they fail to achieve marketing objectives, such as maintaining continuous sales growth and increasing market share, making profits on sales and other indicators that actually measure success in marketing management.

Zapata, E. (2001) cites research carried out in the United States (Indiana, Michigan and Illinois), which was based on Philip Kotler's theory, with a sample of 177 small, medium and large companies, defining that marketing activity is directly proportional to the size of the company, i.e. the larger the company, the greater the marketing activity. The main objective of Kotler's article is to propose a way of determining whether a company assimilates and practices marketing and, if so, how well it does so. He states that it is not so simple to establish marketing effectiveness, since a company can obtain good sales results as long as it is in the right place at the right time, without this meaning that it has been the product of effective marketing management, and, on the contrary, have poor results despite having carried out excellent marketing management.

Thus, market orientation can be defined as the set of efforts that companies make to create value in target markets.

Slater & Nerver (1998) defined market orientation as the organisational culture that most effectively and efficiently creates the behaviours necessary for the provision of superior value. For buyers it is the generation of market information, dissemination of firm information and firm responsiveness.

Effectiveness has been generally understood as the achievement of objectives, but Arias (1988) emphasises that a very important precision must be made: effectiveness must be understood as the degree to which objectives are achieved, given that two organisations that achieve their objectives could be classified as effective, but if one of them achieves its objectives to a greater degree, the truth is that it must be considered more effective than the other.

Efficiency is conceptualised as the ratio between the objectives achieved and the resources used to achieve them. An organisation may achieve its objectives, but using fewer resources than others and therefore could be categorised as more efficient. Drucker (1979) in defining these concepts is referring to the management of a company as a whole. Different functions are performed in the company: administration, marketing, finance, production and research and development (usually only in large companies). The manager's administrative task is to achieve the overall effectiveness of the organisation, which will be possible if effectiveness and efficiency is achieved in each particular area.

In marketing theory, several definitions of marketing are known, which include an explicit reference to marketing effectiveness.

Marketing enables MSEs to effectively communicate the value of their goods and services, thus generating repurchase and increasing profitability. But this function of marketing within MSEs is hampered by limited access to resources and a lack of training or prior knowledge of marketing on the part of the business owner or manager. It is recognised that the owner of an MSE is committed to marketing activities, but in reality the way they are implemented is not done properly.

Methodology

This research was conducted under a quantitative approach, considering a cross-sectional, correlational, cross-sectional design (Hernández, Fernández & Baptista, 2014).

The variables considered for the study are, in terms of market analysis: price, product quality, customer knowledge, quality of customer service and strengths and weaknesses of the competition, and in terms of sales management, activities to detect and add new customers have been considered; in order to know the relationship between them.

Using Pearson's correlation coefficient, the following research question was determined: Is there a relationship between market analysis and sales management of microentrepreneurs in Santa Cruz de Juventino Rosas, Guanajuato?

For which the following hypotheses were defined H0: there is no relationship between market analysis and sales management of microentrepreneurs in Santa Cruz de Juventino Rosas, Gto. and H1: there is a relationship between market analysis and sales management of microentrepreneurs in Santa Cruz de Juventino Rosas, Gto. The data considered to carry out the corresponding analysis is the result of the application of 593 questionnaires to microentrepreneurs. From the instrument that was applied, the market analysis and sales management were considered. The variables analysed for the study are the market analysis considered as a dependent variable, including: price, product quality, customer knowledge, quality of customer service and the strengths and weaknesses of the competition, and the sales management as an independent variable, mainly considering the activities to detect and add new customers. Both variables with response options on a 5-point Likert scale.

A maximum sampling error of 5.0 % and a confidence level of 95.0 % was considered. A sample of 593 questionnaires was defined, which were applied to the directors of the mypes of Santa Cruz de Juvetino Rosas. They were randomly selected to form a sample of MSMEs with different activities or business lines. This type of sampling allows us to test the hypotheses and obtain sufficient data to achieve the research objective. The statistical analysis of the data was carried out using Minitab 2016 and SPSS software.

The reliability of the research was determined by applying Cronbach's alpha statistical method, as shown in table 1, obtaining internal consistency in the results, according to Nunnally & Bernstein (1994).

Box 1	
Table 1	
Alpha de Cronbach	
Alpha de Cronbach	
.869	

Results

In order to select the optimal strategy for the statistical analysis, the process was started by performing a normality test on both constructs, which allowed determining the best methodological approach for Market Analysis and Sales Management.

The Kolmogorov-Smirnov and Shapiro-Wilk tests were performed. In the case of the Market Analysis construct, the results presented in table 2 showed very low values for the significance level of both tests. This finding indicates that it is very likely that the distribution of the data is not normal.

Box 2

Table 2
Normality Test for Construct 10

Constructor 10	Kolmogorov - Smirnov		Shapiro-Wilk	
	Statistician	Sig.	Statistician	Sig.
	.163	.000	.867	.000

This evidence is strengthened by looking at the visual distribution of the information, which does not follow a normal pattern:

Box 3

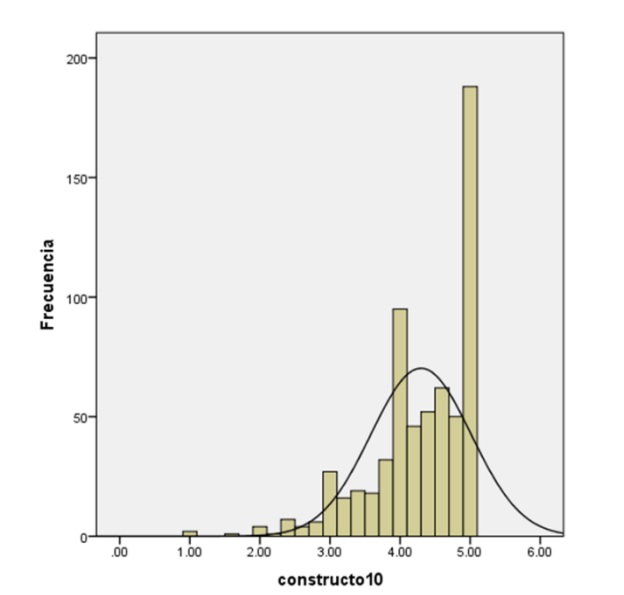


Figure 1
Market Analysis Distribution
Source: Own elaboration

In the case of the Sales Management construct, normality tests also showed very low values for the significance level.

As in the previous construct, this suggests that it is very likely that the data set does not fit a normal distribution.

Box 4

Table 3
Normality Test for Construct 13

Constructor 13	Kolmogorov - Smirnov		Shapiro-Wilk	
	Statistician	Sig.	Statistician	Sig.
	.089	.000	.950	.000

Graphically it can be seen that it does not follow the shape of a normal distribution, clearly marked by the normal line.

Box 5

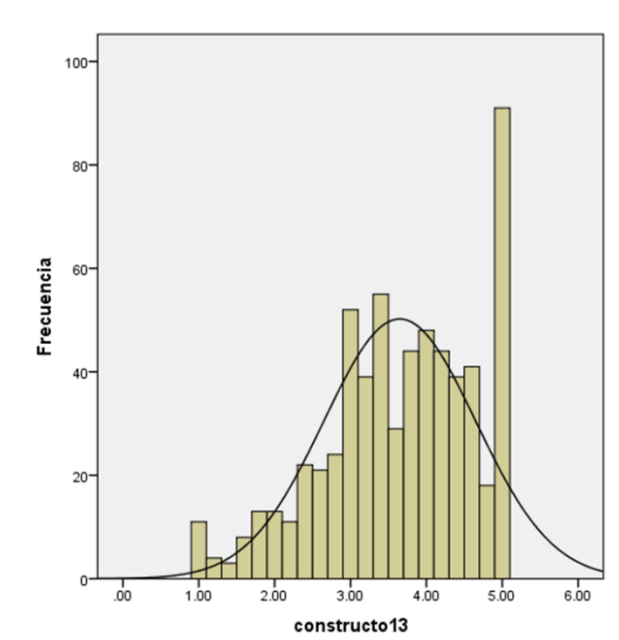


Figure 2
Distribution of Sales Management
Source: Own elaboration

For both constructs it was found that they are data sets that do not follow a normal distribution, so the statistical analysis must be done with non-parametric tests.

The next step is then to show whether or not there is a relationship between the two constructs and how strong this relationship is. In the case of non-parametric tests and when two ordinal variables are being considered, the most appropriate test is the application of Spearman's correlation.

This calculation was carried out using the SPSS software, obtaining the following results:

Box 6

Table 4

Spearman correlation		Constr. 10	Constr. 13
Spearman	Constr. 10	Coef.	1
		Sig.	.000
	Constr. 13	Coef.	.314
		Sig.	.000

The correlation table yields several results. Firstly, the significance level is so low that it is not computable, and is presented as 0.000, which puts the value below 0.05, which is the level of comparison. This means that there is indeed a relationship between the two constructs, and that it is statistically significant.

Also, the Spearman correlation value of 0.314 shows that there is a relationship between the two constructs. This value is indicative of a positive relationship of moderate level.

Conclusions

The objective of this research was to identify the relationship between market analysis and sales management of microentrepreneurs in Santa Cruz de Juventino Rosas, Guanajuato. The application of 593 questionnaires to these micro-entrepreneurs was carried out, and the following hypotheses were put forward:

H0: there is no relationship between market analysis and sales management of microentrepreneurs in Santa Cruz de Juventino Rosas, Gto. and H1: there is a relationship between market analysis and sales management of microentrepreneurs in Santa Cruz de Juventino Rosas, Gto. Market analysis was considered as the dependent variable and sales management as the independent variable.

A normality test was carried out which showed that both sets of information do not follow a normal distribution, therefore, it was decided to carry out non-parametric tests.

Subsequently, in order to determine the possible correlation between the data, Spearman's Rho was calculated by bivariate analysis, obtaining as a result a p-value of less than 0.05, which is evidence to confirm the acceptance of Hypothesis 1, and to determine that there is a correlation between the data. This value indicates a statistically significant relationship between the variables.

Spearman's coefficient also indicated that the correlation is moderate due to its value of 0.314. The data analysed above were obtained from the results of the RELAYN database (2024).

Declarations

Conflict of interest

The authors declare no interest conflict. They have no known competing financial interests or personal relationships that could have appeared to influence the article reported in this article.

Author contribution

The contribution of each researcher in each of the points developed in this research, was defined based on:

Valdez-González, María Isabel: Contributed to the research design, the systematization of the background for the state of the art. She also contributed to the writing of the article.

Cano-Ramírez, Eliseo: Contributed to the research design, the type of research, the approach, the method and the writing of the article. He also carried out the data curation.

González-Escoto, Claudia: Contributed to the research design, the type of research, the approach, the method and the writing of the article.

Availability of data and materials

The statistical information comes from the results of the RELAYN database (2024), which can be found in the References section.

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