

Design of comprehensive communication strategies for MSMEs in the face of the COVID-19 pandemic: carnicería Ariel Córdoba case, Ver.

Diseño de estrategias de comunicación integral para las MIPES ante la pandemia COVID-19: caso carnicería Ariel Córdoba, Ver.

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Abstract

Social networks have many advantages with the company because information can be made known and in the short term it can have scope and recognition in the market, which is why social networks are indispensable and necessary for micro and small companies as they lack of resources that favor to advertise their products and have an impact on their competitiveness, in the face of this problem, a project was carried out with a micro-company during the period May-August 2020-2021, with the objective of designing comprehensive communication strategies for a MYPE and achieving a position in the market. The methodology used is longitudinal, descriptive and not experimental, considering in a first approach with theoretical contributions that allowed to collect information for the evaluation of the means used by the company and its impact. After the implementation of comprehensive marketing communication strategies through the stay, as of June 2020 there begins to be greater variability in behavior both in the number of reactions, as well as in the number of times the message was shared. site on the company's social media, this can be visualized by fluctuations around the trend line.

MIPES, Comprehensive communication, Strategies, Social networks

Resumen

Las redes sociales tienen muchas ventajas con la empresa porque la información se puede dar a conocer y en el corto plazo puede tener alcance y reconocimiento en el mercado, por lo que las redes sociales son indispensables y necesarias para las micro y pequeñas empresas ya que carecen de recursos que favorezcan para publicitar sus productos e incidir en su competitividad, ante esta problemática, se llevó a cabo un proyecto con una microempresa durante el período mayo-agosto 2020-2021, con el objetivo de diseñar estrategias integrales de comunicación para una MYPE y posicionarse en el mercado. La metodología utilizada es longitudinal, descriptiva y no experimental, considerando en un primer acercamiento con aportes teóricos que permitieron recolectar información para la evaluación de los medios utilizados por la empresa y su impacto. Luego de la implementación de estrategias integrales de comunicación de marketing a través de la estadía, a partir de junio de 2020 comienza a haber una mayor variabilidad en el comportamiento tanto en el número de reacciones, como en el número de veces que se compartió el mensaje. sitio en las redes sociales de la empresa, esto se puede visualizar mediante las fluctuaciones alrededor de la línea de tendencia.

MIPES, Comunicación integral, Estrategias, Redes sociales

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Introduction

This project was carried out with a micro-business dedicated to the commercialization of beef and pork, established in Córdoba, Ver., with a market study derived from a stay at the TSU level of the educational program Desarrollo de Negocios Area Marketing, in the period May-August 2020 linked to the Academic Body 08 Business performance and innovation management of the UTCV, for the series of strategic proposals focused on strengthening its communication and marketing activities in the face of the problem caused by COVID-19. The 2021 results were evaluated in order to support the study, disseminate it and make contributions to the strengthening of micro and small companies that found themselves in the same situation, in such a way that they adopt the strategies and adapt them to their businesses.

COVID-19 as a health, human and economic crisis, today represents a challenge for micro and small companies in their commercial, distributive and application of technologies in their processes, because they are not prepared (CEPAL, 2020).

As part of the process in the development of the stay, a SWOT analysis of the company was considered to detect its needs and the problem was argued, detecting the need to implement a communication and advertising channel according to its limited resources.

Considering the evaluation of the use of a social network as a tool for advertising Marketing and customer service in the butcher shop, the theoretically supported categories were established, presenting a statistical analysis with the results obtained that show the evaluation of the company before and after the implementation of strategies, leading to impact assessment.

The hypothesis was based on the objective: Through the use of technology, the company will strengthen communication with its customers, positioning itself in the market with a view to increasing its sales.

Developing

Theoretical framework

Micro and Small companies are a business organization constituted by a natural or legal person, whose purpose is to carry out extraction, transformation, production, commercialization of goods or the provision of services. It can be conducted by its owner as an individual person or constituted as a legal person, adopting the corporate form that he voluntarily wishes (Mares, 2005).

Bavaresco (2003) consider, it is the coherence and the reinforcement of each of the communicative actions that intervenes within the organization.

In turn, Pizzolante (2006), refers that integral communication defines situations between a heterogeneous set of individuals where they exchange ideas, share principles of the organization with a global vision, which transmit information in a formal and informal, voluntary or involuntary way, adding value to the company.

On the other hand, Silva M. (2008), refers that fragmented communication puts the reputation of the organization at risk, in such a way that integral communication, as an integrating variable of all communicative actions, is inclined towards the tendency to constitute greater coherent efforts of internal and external communication of the organizational field.

For his part, Villafañe (2001), considers that such coherent efforts are based on consistent communication policies to positively favor the image of the Company.

For (Romero Silva., Manuel Tirado, 2008) Comprehensive communication expresses: both the organizational reality and the corporate identity, since comprehensive communication acts as an intermediary between the organizational reality and the corporate image. And since this is part of the corporate behavior, it appears as part of the global corporate identity, but at the same time, comprehensive communication is very involved in perceptions and therefore very close to the corporate image.

According, Garrido (2004), communicational management order the plans at the service of long-term objectives. In such a way, that organizing integral communication means that the structure will shape the communication of the company, which will depend on the purpose, the objectives and the service or product of the organization.

For Villafaña (2001), Communication management is a major factor in the organization, it is considered an emerging phenomenon and it is considered a fundamental adjective that is presented as a requirement for the competitiveness of the company, as well as a primary mechanism to better face challenges. To this end, communication management handles essential components for the development of plans and their execution.

Ghio (2018) defines that competitiveness refers to the ability of economic agents to reach and remain in a position that allows them to participate in the socio-economic environment. It is one of the most important concepts in business and one of the main indicators of prosperity for a country. The countries were in financial trouble due to the COVID-19 pandemic, since when they began to close companies there was no tax collection, which strongly threatened the economy of each country, and its ability to pay for public spending and therefore its liquidity in the face of social commitments, (McDonald, B & Larson, S., 2020).

However, as a government strategy, economic support is generated for the first months in such a way that the country's economy is reactivated and micro and small companies could mitigate the effects and avoid closure, with 53.5% supporting micro-businesses. and 15.2 for small businesses (Mondragón C., 2020), applying the resources in payment of salaries, inputs and payments of public services, which did not allow to apply it to strengthen its processes or infrastructure in the face of the demand for its products through different means.

Ortiz (2014) by Silva Narvaste (2019) comments that promoting the development of information and communication technologies provides adequate assistance to companies.

According (Murrieta J., 2014) assumes that the accelerated situation of technology has caused an opportunity to become more competitive, that The effectiveness of Social Networks as a channel to connect with the public has led 20% of companies to substitute other channels such as e-mail for social networks as the main means of fostering relationships or developing strategies to attract new potential customers (Ortiz, 2014).

Project description

To carry out the proposal, it was necessary to establish different stages that allowed to guide from the detection of the problem, the tools that helped to collect information and, therefore, to the generation of proposals for the company.

In stage 1, an analysis was carried out using a matrix for the detection of positive and negative factors, both external and internal (SWOT), with which the previous and current situation of the company is analyzed, see Figure 1.



Figure 1 Performing SWOT Analysis

Source: Own elaboration, (2021)

As can be seen in figure 1, the company did not have advertising media, and it was also found that it had no communication with its customers. Once the problem was identified, strategic options were sought together with theoretical references that helped to establish the objective considering communication and advertising and the nature of the company.

As a second stage, the collection of information was considered, for this it was necessary to analyze the relevance of the instruments to be used, the scope and type of research that would be carried out, for its choice and design.

The size of the sample was for convenience, obtaining 19 Butcher shops in the city of Córdoba, Ver, which have networks such as Facebook and positioned in the market to carry out the analysis, considering that in the colony there are 2 butcher shops such as their close competition, however, do not have Facebook. In stage three, a proposal was made to strengthen the company in advertising and generating communication channels with its customers in a comprehensive manner, so it was necessary to classify the documents and information to be used on the page and that These will be presented according to what the Facebook platform establishes that the people are familiar with this classification which will allow easy manipulation of the page.

Data capture was continued, considering for the design of the page to create a profile on the platform, this in order to feed the page, after creating the design we proceeded to capture the data (information) that were previously collected, thus According to the observation technique, the tools and functions were used considering photographs, hours, means of contact and information necessary to feed the page.

In stage four, the proposal was presented considering elements that would allow working with said platform, its updating and information that would be part of it, such as the insertion of company data, products, home delivery service, a reengineering in the logo, slogan, its institutional philosophy and policies were established.

Problem statement

During 2018, just over 4.1 million micro, small and medium-sized enterprises (MIPyMES) were registered in Mexico, classified in the sectors of manufacturing, commerce and non-financial private services.

Number of companies by size, 2018		
Size	Companies	
	Number	Participation (%)
Micro-businesses	4057719	97.3
Small and medium-sized enterprises (SMEs)	111958	2.7
Total	4169677	100

Table 1 Number of Microenterprises and SMEs in Mexico
Source: INEGI, (2018)

According to statistical data, microenterprises represent 97.3% of MSMEs, and considering that 28.2% of SMEs monitor three to five indicators keys to performance and 8.8% monitor ten or more indicators, while 66.5% of microenterprises do not monitor indicators, represents a problem that is currently denoted by the lack of tools and methods that allow microentrepreneurs to carry out to the evaluation of its administrative management and that leads to decision-making to strengthen its operations. The challenge that these companies face is that the majority are self-employed, that is, they do not have sufficient financial support or savings, which makes them depend entirely on their daily income. According to the data reported by the Mexican Institute of Social Security (IMSS) in two months 9,984 formal companies closed in Mexico, on average, 163 companies disappeared per day between April and May” (Pérez Ramírez R., & Beltrán López, R., 2020).

Considering that the use of technologies, as well as the means that microentrepreneurs use to disseminate their products are necessary to advertise their products and services, the question arose: ¿Does social networks and the use of Facebook allow micro and small companies an alternative in the generation of comprehensive communication to be competitive in the market?

Implementation process

Being a project linked to the academic body, the processes that validated the contribution of scientific knowledge in said case study were adapted.



Figure 2 Process for the implementation of the proposal
Source: Own elaboration, (2021)

Regarding the implementation of the page, it was necessary to carry out the analysis stage to detect the needs and problems of the company, the collection of information, as well as the instruments to be used, in such a way that allowed to evaluate and strengthen the page, being important the authorization for its implementation, for this reason the proposal was presented to the owner and once authorized the changes were implemented.

The diversity of products that the butcher shop has, special cuts, company information regarding the address, cell phone, direct service through WhatsApp were publicized. Likewise, strategically advertise sales of the day in which they would be special for some products such as the sale of pork rinds, golden tacos and carnitas on Saturdays and Sundays, since in the area it is customary to consume these products.

Considering that at present and in the face of the pandemic, the use of the internet and social networks became latent and in a certain way forced micro and small companies to use social networks to establish communication and thus to preserve for those who had regular customers your loyalty and fidelity (López F., 2014), For the company, it was implemented as a strategy to strengthen both the advertising of its products and the means to generate its sales.

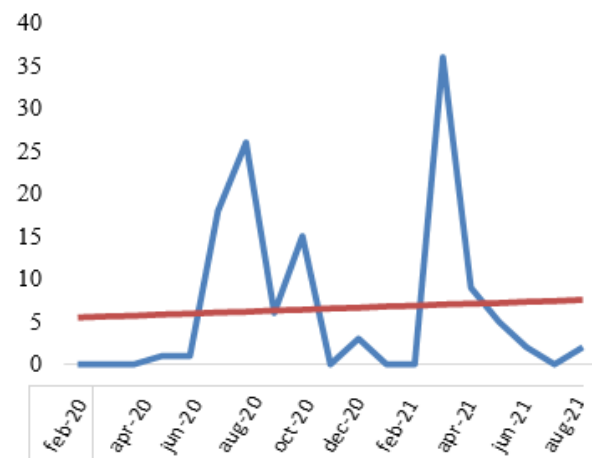
Evaluation of results

From the implementation of communication strategies and techniques based on efficient technological means and within the reach of the MIPES, favorable results were achieved in four ways:

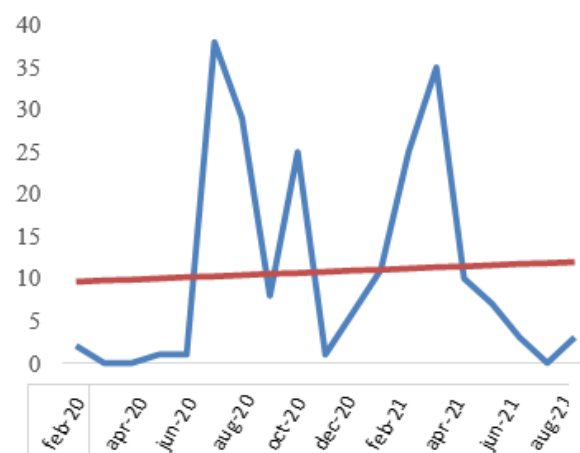
- Use of WhatsApp (client-company).
- Reactions on social networks.
- Shared publications.
- Income.

In all cases, the graphs show upward trends for the benefit of the implemented project, which is saying a lot if we consider the low costs implicit in technologies in common use today, even more so when the confinement forced by a pandemic dramatically increased social openness. in this type of marketing.

Regarding the reactions in social networks and the shared publications, although they present improvements in the interaction with the target audience, they do not show a transcendent relationship, due to their indirect condition, with the main factor: income. In fact, it is a discreet increase with palpable achievements that must be continued with the creation of content and claims of company-target rapprochement, since the positioning is maintained even if the client is not frequent.



Graphic 1 Number of reactions on the company's website, February 2020 August 2021
Source: Own elaboration, (2021)



Graphic 2 Number of times the company's website was shared, February 2020 August 2021
Source: Own elaboration, (2021)

Regarding WhatsApp, a direct social network for communication with the real client, rather than with the potential one, presents similar increases in its use compared to income.

The ease of starting a direct dialogue for information and prior orders and from the comfort of home or work, whether to pick up the product or receive it at home, makes an outstanding contribution to the butcher's sales, improving income and, of course, expanding the possibilities of taking advantage of opportunities (SWOT): keep the competition out of the range of two blocks around, satisfy the wide demand local, continue to seek the loyalty of current customers and, why not?, consider the incursion into other markets demanding meat products.

And containment of threats (SWOT): gradually win more customers who currently buy with the competition, offer services that facilitate supply activities in households despite the current and future contingencies. In the future, act as a source of employment in support of the economy of the areas of interference.

After the implementation of comprehensive marketing communication strategies through the stay, as of June 2020 there begins to be a greater variability in behavior both in the number of reactions Graph 1 section (a), as in the number of times that the site was shared on the social networks of the micro-enterprise section (b), this can be visualized by means of the fluctuations around the trend line.

Variables	Reactions	Shared
Maximum (2020)	38	26
Minimum (2021)	35	36
Average (2020)	10.09	6.36
Standard deviation of the mean (2020)	13.77	9.09
Average (2021)	11.75	6.75
Standard deviation of average (2021)	12.15	12.22
Coefficient of variation (%) 2020	136.49	142.87
Coefficient of variation (%) 2021	103.41	181.05

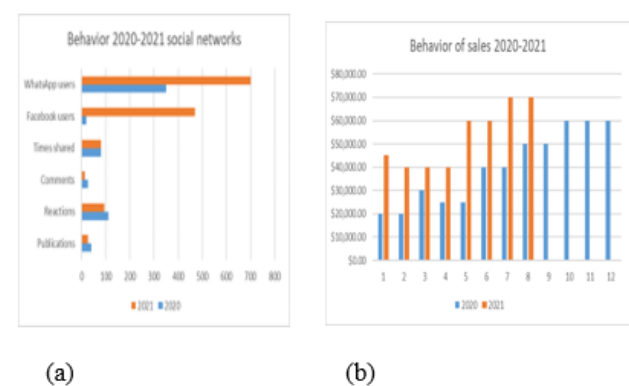
Table 2 Descriptive statistics
Source: Own elaboration (2021)

The average level of reactions to the company's site during the year 2021 has been higher than in 2020, the high levels of standard deviation in both periods show the high variability in its behavior, in such a way that the maximum value reached in 2020 it has not been generated again, as can be seen in table 2.

As part of the work carried out, an improvement proposal was presented for the Facebook page, in conjunction with the use of social networks and in the face of the COVID-19 pandemic, it was necessary to implement processes that would allow the company in addition to complying with health regulations, as distance markings and use of gel, likewise its image was strengthened.

Digital marketing has become a challenge for advertising agencies and for those companies that seek to obtain a closer relationship with their customers, generating an effective and wide-ranging reach in their marketing strategies. At present, the conventional and high-cost media, such as the press, radio and television, are still important but in many cases they become low-impact media, if a significant investment is not made to achieve the expected scope (García B., 2014).

However, the design of strategies to establish communication channels in an integral way for Micro and small companies does not require expensive investments that are out of their reach, such as television and radio; Nowadays, the use of social networks is more conventional, housewives often use WhatsApp, so it was considered as part of the design of the page said means to contact customers and perform home service.



Graphic 2 Comparative analysis of the use of social networks by year (a) and its impact on income (b)
Source: Own elaboration (2021)

Considering that the stay was carried out in the period May-August 2020, the comparison with the year 2021 is made, and analyzing that the strategies began to be implemented from June 2020, it is perceived that the income increased from that month, 62.5% with respect to previous periods, which is observed in the behavior of social networks, in the increase of Facebook users from 14 to 468 current, and in WhatsApp from 350 to 700, with this it is observed that the use of social networks if it has an impact on income, as can be seen in graph 2 (a and b).

Considering the results, the hypothesis could be verified.

Gratitude

Our gratitude to the Carnicería Ariel company for the opportunity to make the stay as part of the process for the student's qualification and the contribution in improvement for companies that found themselves in a COVID-19 situation and that allowed the strategies developed to be relevant to avoid the closure of those who allowed them to adopt said strategies in their micro and small businesses. Also, to the Technological University for allowing it to be part of a research project of the Academic Body-08 Management of business development and innovation of the Business Development educational program.

Conclusions

Considering the scenario that occurred from the design and its implementation, points were discussed that in future works for what they are recommended, such as implementing new marketing strategies due to the advances of social networks that today are constantly updated, this so that the information always reaches the consumers correctly, in such a way that the evaluation of the results obtained from indicators such as the number of visits, comments, orders using the networks, among other activities that are given as part of the management Through the use of networks and platforms it will undoubtedly have a great impact on decision-making.

It is important to continue using the Facebook and WhatsApp platform, establishing a periodicity both to feed information on products, promotions, as well as for its valuation and to continue with the sale of home delivery.

It is concluded that the project had a favorable impact on the increase in sales and its positioning, through the use of social networks and image, which is why comprehensive communication for micro and small businesses has a favorable impact and with accessible economic resources.

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