

Strategies oh the marketing of the footwear industry in San Mateo Atenco Plaza Azul

Estrategias de la Mezcla de Mercadotecnia de la Industria del Calzado en San Mateo Atenco Plaza Azul

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Abstract

The manufacture of Mexican footwear is a very prestigious and well-known commercial activity, since it has a history of more than 400 years. The state of Mexico represents 5% of the national value of production. The most representative municipality of this state is San Mateo Atenco. At present, its sales fell between 50 and 60%, according to the producers; this represents a serious situation since ca. 70% of the inhabitants are devoted to this activity. So, this work is focused to identify some elements of marketing used by the footwear industry of San Mateo Atenco and to propose new strategies to positively impact its sales. The research is of an exploratory type, the footwear producers of the Plaza Azul were considered, and a random probabilistic sampling was applied. Some of variables considered were: innovation, quality, guarantee, own brand, credit plan, exhibition, advertising. It was found that: physical location of the Plaza Azul, product quality, accessible and competitive price were some of the strengths. On the other hand, some of the recommendations for this sector are: innovation in design, online sales, diversification of payment methods and to generate customer service standards.

Footwear, Marketing, Strategies

Resumen

La fabricación de calzado mexicano es una actividad comercial de renombre y prestigio, ya que tiene una historia de más de 400 años: el estado de México representa el 5% del valor nacional de la producción. El municipio más representativo de esa entidad es San Mateo Atenco. En la actualidad las ventas cayeron entre un 50% y un 60%, de acuerdo con los productores; situación grave ya que alrededor del 70% de los habitantes se dedica a esta actividad. Por lo que esta investigación identificó los elementos de la mezcla de mercadotecnia utilizados por la industria de calzado de San Mateo Atenco y se propusieron estrategias para impactar positivamente en las ventas. La investigación fue de tipo exploratoria, se consideraron a los productores de calzado de la Plaza Azul y se aplicó el muestreo de forma probabilística aleatoria. Entre las variables consideradas estuvieron: innovación, calidad, garantía, marca propia, plan de crédito, exhibición, publicidad, entre otras. Las fortalezas encontradas fueron: ubicación física de la plaza, calidad del producto, precio accesible y competitivo. Por otro lado, entre las recomendaciones para este sector se encuentran: innovación en el diseño, venta online, diversificación del pago y establecimiento de estándares en atención al cliente.

Calzado, Mercadotecnia, Estrategias

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Introduction

The manufacture of footwear in Mexico has a history of more than 400 years, according to data published by the Ministry of Economy, and has been perfected to become an industrial chain in leather-footwear-renowned and prestigious nationally and international. The main states where production is concentrated are Guanajuato, with 78%, Jalisco 12%, 3.5% in the State of Mexico and Mexico City, with 2.4%. However, and according to the figures of the National Institute of Statistics and Geography (INEGI), in 2017 the total productivity of the factors and contribution to the economic growth of Mexico in this sector had a rate of -0.33% annual growth and In January 2019, based on the Monthly Survey of the Manufacturing Industry (EMIM), the percentages of personnel employed in the production of footwear were -1.5 and 0.5 referring to the plant capacity used. Alarming situation that highlights the crisis facing this economic activity.

That is why it is necessary to generate a market analysis that allows defining the most viable strategies to positively impact the sales of these industries, specifically those located in the municipality of San Mateo Atenco, State of Mexico having Keep in mind that most of them are classified as micro, small and medium enterprises (MSMEs). The variables of the marketing mix are considered: product, price, place and promotion.

The sections of which this research is composed are: frame of reference, where the antecedents, problems, theoretical foundations and an approximation of the general characteristics of the object of study are approached, later the methodology used is described, the results and the conclusions are presented..

Framework

The first antecedents that are had regarding the manufacture of footwear in Mexico correspond to the 17th century. In the state of Guanajuato, the oldest data recorded by the Municipal Historical Archive regarding the manufacture of footwear in the Villa de León is from the year 1645. And Andrés González Cabildo is the name of the oldest shoemaker artisan, according to the information from the archive of the Chamber of the Footwear Industry of the State of Guanajuato (CICEG).

It is important to retake the history and evolution of the footwear industry in Mexico. Some facts from the CIGEC file will be highlighted. In the year of 1719, the first census of the Villa de León, where the existence of 36 houses in which shoe was made, both by Spaniards, as by Indians and mulattos, is built. Subsequently, in 1869, 50 "shoe stores" were found, that is, workshop houses in which families formed artisanal production units. The first formal shoe factory that is registered began work in 1872. By 1900, 17% of Mexico's economically active population worked in the footwear industry, becoming, together with the textile industry, the most important economic activity of León.

Small-scale manufacturing establishments were the pivot to develop footwear manufacturing in Mexico between 1920 and 1930. Production workshops begin to be created vertiginously due to demand, where local capitals act as the main responsible for thereafter those spaces becoming the main regions of the national footwear industry.

On May 24, 1926, the Union of Footwear Manufacturers of León was constituted, whose founding president was Mr. José Padilla Moreno and the first secretary Mr. Ignacio L. Hernández.

"It should be remembered that the propagation of small domestic establishments does not necessarily follow the logic of reproduction, where only the consumption needs of the domestic unit are taken into account, but in many cases, it is also reconstructed from of the situation that the storekeeper himself handles in the market.

The proximity between productive units that produce footwear and productive units or people who make up certain processes support the emergence and reproduction of productive units without a technological base." Iglesias (1998)

The consolidation of the footwear industry in Guanajuato came with World War II, because the United States was one of its main consumers.

By 1941, 47.39% of the economically active population was engaged in this activity and the city of León had 1,315 establishments occupying a total of 19,940 people.

In the 50's the mechanization of the production process begins and the technical principles brought from abroad are integrated. Footwear manufacturers individually promoted their products.

At the end of the decade, the directors of the National Chamber of the Footwear Industry began to organize a sample of the product, following the example of the North American model of trade fairs. The first national exhibition was held in Mexico City in the year 1956.

In 1966, when it was necessary to reactivate the sale of footwear, the X National Exhibition of Footwear was held in León, already known as the Exhibition of the Mexican Footwear Industry, an event that the local press announced as the one that would show "all its potential industrial in the most ambitious exhibition realized until then".

The event, the result of the efforts of several visionaries, ceased to take place due to differences between the representatives of the different Chambers. However, the model was so successful, that the Leon producers decided to continue it.

The manufacturers of the Chamber of the Footwear of the State of Jalisco began in 1977 their "National Spring Exhibition", being the city of Guadalajara, Jalisco. Five years after SAPICA opened its doors in León, ANPIC was born in 1979, the first international exhibition of suppliers.

Thanks to this road and the structure that was established over the years, the Chamber of the Footwear Industry of the State of Guanajuato planned and scheduled the implementation of a special department that would serve as support for the activities that the committee in turn will determine to perform.

Based on this programming, in 1980 the first steps were taken to incorporate human and material resources, which would constitute the department in charge of the exhibition.

That was how, from the 8th. Hall of Leather and Footwear (SAPICA), the Chamber already had the foundations to achieve the objective set. It is in 1982 that SAPICA is called the National Footwear Fair.

The acceptance of this product in the national market is such that the National Chamber of the Footwear Industry (CNIC) reaches its maximum historical level of production when 317 million pairs of footwear are made, of which 7.5% were exported to US market. However, the crisis at national level that occurs in the eighties, inevitably affects this sector and says Zarur (1993) "While in 1980 per capita consumption was estimated at 5.6 pairs; in 1989, at the end of the decade it was 2.5 pairs of shoes, which resulted from the loss of the purchasing power of consumers while footwear prices rose markedly, given the increases in production costs." In 1999, at the age of 25, SAPICA expected 10,000 buyers with the visit of 25 countries around the world, and signed an agreement with CUOROMODA, then the first fair in Latin America, in order to publicize the two fairs in the neighboring countries and on their own.

According to INEGI figures, at the end of the 1990s, 70 million pairs were produced per year and there were 73,439 workers in that direct job, and to get the sector to position itself as a globally recognized producer, actions had to be taken to boost it, which they tried to carry out businessmen, cameras, research centers and government. Due to this and being an article of basic consumption and an important source of employment in the country, the footwear industry occupied a priority place within the National Industrial Development Plan of the Federal Government 2000-2006, during the period of President Vicente Fox Quezada.

The economic censuses of 2009 (INEGI) captured 7,398 economic units dedicated to the manufacture of footwear, representing 1.7% of the total manufacturing industries. They employed 112,727 people, contributing 2.4% of total manufacturing sector employment. The micro establishments in this sector accounted for 78.5%, employing 19% of total staff and generated 6.2% of total gross production. Compared to large companies, which represented only 1%, they employed three out of ten people employed and generated almost 40% of production. As for the total footwear production, 87% was destined for private consumption and the rest was for intermediate demand (national or foreign) regarding trade, freight transport, fabric manufacturing, the manufacture of footwear itself, manufacture of paint, coatings, adhesives and sealants, among others.

Compared to the years 2013, 2014 and 2015, the footwear industry only generated revenues in the amounts of \$ 17, 436, \$ 17, 462 and \$ 18,013 (millions of pesos) and in terms of employed personnel, the figures were 93, 291; 92,877 and 94, 601, respectively. Noting a decrease in its contribution to GDP, since on average in those years it was 0.6%. According to data provided by the federal government.

The slowdown in the economic figures generated by the footwear industry is evident, and some situations that have contributed to this can be observed. The first important fact is the entry of the country of China into the World Trade Organization (WTO), at the end of 2001 and the other, the entry of Mexico to the Trans-Pacific Economic Cooperation Agreement on February 4, 2016, called the Comprehensive Treaty and Progressive Transpacific Association (TPP).

Referring to China and its incursion in the WTO, this country has managed to enter and maintain important advantages in sectors such as footwear, textiles, electronics, toys, information technologies, among others.

The strategy generated by this country according to Kerber (2002) “[...] in cases of labor-intensive industries, many times focused on learning modus operandi to replace external producers with domestic producers in the medium term and displace them after the markets they dominate.

This is the case of the footwear industry where Chinese brands have been progressively incorporated.” Other data highlighted are set forth below.

Esquivel (2015) “China is the world's largest footwear producer, manufactures 5,500 million pairs of footwear and exports 3,100 million pairs annually. In order of importance, China occupies the first place, in sales abroad, it is followed by India with 682 million, Brazil with 520 million, Italy with 425 million, Indonesia with 318 million, Turkey with 270 million and Mexico occupies seventh place with 170 million.

Ten years ago Mexico imported only 3.0% of its consumption of internal footwear, now that consumption has increased to 20% of the total.”

Olvera (2018) “The commercial exchange between Mexico and the United States fell from 81 percent in the 90s to 63 percent in 2016, one year after Republican President Trump issued a protectionist speech since the campaign. In contrast, Mexico's trade with China rose from -1 percent to 10 percent in 2016, according to the China-Mexico Studies Center of the National Autonomous University of Mexico that has investigated the US-China trilateral relationship -Mexico.” And he adds that in 2017 while China sold us 67 thousand 741 million dollars (computer products and communication technologies, clothing, footwear, electrical appliances), Mexico only exported 6 thousand 61 million dollars (computer, electronic, communication and auto parts products).

It is important to mention the Asia-Pacific Economic Cooperation Forum (APEC) and whose member countries adopted the Bogor objectives, and the commitment is that by 2020, the economies of the region must have carried out public policies aimed at to the total liberation of the markets to aim at free and open trade. Mexico, like China, are members of APEC. As for the TPP, the member countries are: Australia, Brunei, Canada, Chile, United States, Japan, Malaysia, Mexico, New Zealand, Peru, Singapore and Vietnam. Which represented around 40% of world GDP and 25% of international trade and intended to create a new economic bloc in the Pacific by reducing approximately 18,000 customs tariffs. The objective: to change the rules on the exchange of goods and services. However, at the end of January 2017, the United States withdraws. What causes a rearrangement of the treaty and on March 8, 2018, is signed again, but with the name of Integral and Progressive Treaty of Transpacific Association (CPTPP), with the eleven remaining countries.

In an interview with the Expansion Magazine in February 2018, Mr. Alejandro Gómez, executive president of the Chamber of Industry of the State of Guanajuato, commented “We are more concerned about the CPTPP, because as it is written it will allow Vietnam produce footwear using inputs from China (which are up to 50% cheaper than those obtained in Mexico), and export them to the Mexican market duty free. In addition, in Vietnam salaries are up to 50% lower than those paid in the sector. We are not going to be able to compete with this mix with cheap inputs and low salaries.”

And it is highlighted in the published article that Vietnam is the second largest footwear manufacturer in the world, after China. And the bulk of its production is for export. Until now, Vietnamese footwear pays a fee to enter Mexico, which allows balancing low costs. But once the CPTPP is signed, Vietnamese footwear will enter a phase of tariff relief. This concerns Mexican manufacturers, as the Asian product could displace the 235 million pairs sold in Mexico.

Given this panorama, Ernesto Acevedo Fernández, Undersecretary of Industry and Commerce of Mexico, said at a conference (February 25, 2019) that the following actions were immediately proposed in the face of the adverse situation facing the economic activity of footwear : the signing of two Presidential Decrees that temporarily establish a tariff of 25 percent or 30 percent on footwear imports. Which was published in the Official Gazette of the Federation on April 10, 2019.

After this report of background and facts that have impacted the footwear industry, we proceed to describe the object of study that is composed of 366 manufacturers and merchants of footwear established in the Blue Square, which is located in the Municipality of San Mateo Atenco, State of Mexico.

The State of Mexico is divided into 125 municipalities, of which only 6 are in the economic sector of footwear and house 81% of the establishments and 80% of employment. These municipalities are Cuautitlán, Cuautitlán Izcalli, Naucalpan, Tlalnepantla, San Mateo Atenco and Toluca, among others, being the most important of them by the number of companies and by the level of employment it generates: San Mateo Atenco.

87% of the companies in the footwear industry in the State of Mexico are classified as microenterprises, almost 7% as small businesses, 4.55% are medium-sized and 1% are large. Most are located in San Mateo Atenco, which houses just over 40%.

This municipality has an approximate population of 73,000 inhabitants and 75% of the families are dedicated to the manufacture of shoes, both handmade and industrial. Regarding the history of the shoe in this jurisdiction, it is divided into three periods:

- 1900-1912, the processing was generated manually.
- 1913-1931, mechanical machines are used: the first, to sew the cut, the second, to sew the sole and the third, a pedal machine.
- 1932-1959, electric machines are used and the first shoe factories are established.

At present, San Mateo Atenco has also suffered from the events described above concerning China and treaties with other countries. The impact is visualized in the serious decrease of sales. The president of the group of Footwear Producers of San Mateo Atenco (Procasma), Mr. Luis Gonzaga González Tapia, at the end of June 2019 has told the media that the footwear industry in this municipality is at risk due to the floods in the area and to the sale of pirate footwear from China, which has resulted in the closure of 20% of shoe shops.

"It has been very difficult to shield a border so that it does not enter the shoe in a clandestine way because, with the tariff measures, if it entered legally, prices would rise, but it is contraband and it is unfair competition, because we fight with the payment of taxes, insurance affiliations and other obligations as taxpayers," said the representative of Procasma.

Given this scenario, it is proposed with this research, to analyze the relationship of the elements of the marketing mix (product, price, place and promotion) with the sales index of the footwear companies to determine the strategies that positively influence them, generating its growth and development. Some studies concerning the subject are presented below.

Sánchez (2015) in his study, within the marketing strategies variable, he identified product characteristics, identification of the market segment, measurement of the level of customer satisfaction, systematic promotion, distribution strategy, among others; and determined that they are factors that turn out to be a latent opportunity for this type of footwear companies.

Since micro, small and medium enterprises are the weakest link in the Mexican economy, in many cases it is difficult to implement these types of strategies, due to their limited resources.

Huamán (2014) in his thesis concludes that among the factors that the consumer takes into account when purchasing footwear are the model, brand and quality; These are the most relevant points that you consider before making your purchase.

It is necessary to give importance to the points of distribution of the product considering the responses of the respondents that the point of commercialization is frequented in order to reach the target audience and reinforce the application of strategies that strengthen the image of the Association, with a brand that generates confidence in the market and excellent service that allows customer loyalty with the company.

Hijar (2017) a marketing plan for any type of company regardless of its size is of the utmost importance, since it will allow you to have a clear overview of your environment and achieve your proposed objectives. Corporate clients will be the first to perceive the changes if the proposed plan is implemented. Managers, to implement the proposal, at first (first two months) may not perceive the benefits of having a marketing plan, but then they will see the difference reflected in the increase in sales.

Álvarez (2010) concludes that, by implementing a strategic marketing plan, an advertising program, boosting new product lines, potentiating distribution channels and maintaining the prices and variety of footwear products that are made results in an increase in sales and profitability levels.

Sahui and Patron (2016) conclude in the analysis of the XYZ shoe company, the problem of not carrying out environmental monitoring is exacerbated in the case of SMEs, since they do not have the resources in time, money and / or personnel to carry out this analysis, which leads them to end up reacting simply to the changes that are presented, forgetting with this the need to assume in their business practice a proactive attitude.

As for the marketing mix, it can be said that it represents the combination and management of the four basic elements: product, price, place and promotion to meet the customer's need. Some other definitions to consider are:

Stanton et al (2007) "An effective marketing mix meets the needs of the consumer since they are the main reason for the survival and proper functioning of any company, creates a competitive advantage, adjusts to the company's resources, as well as it offers a combined good."

Kotler and Armstrong (2016) "The set of controllable tactical marketing tools that the company combines to produce a desired response in the target market. The marketing mix includes everything the company can do to influence the demand for its product."

Ferrel and Hartline (2006) "The marketing mix offers a means through which the variables of product, price, promotion and place can be assembled to meet the needs of the channel. The marketing mix is a set of tools that can be used to meet the needs and wishes of customers."

Münch (2005) "It is the set of controllable attributes (product, price, distribution and promotion) that the company uses to exert an influence on the market that it has as its object."

Arellano (2002) "The idea that underlies the design of a suitable marketing mix lies in the search for a harmonious relationship between all the elements, so that not only do not exist contradictions between the various aspects, but also each of them support the best functioning of others and the whole (synergistic effect)."

However, it is important to retake the elements of the marketing mix established in 1960 by E. Jerome McCarthy and which are still in force. The classification based on Kotler and Armstrong (2016) is:

- Product. It is the set of tangible or intangible attributes that the company offers to the target market. Its variables are: variety, quality, design, characteristics, brand, packaging, services and guarantees.
- Price. Amount of money that customers have to pay for a particular product or service. Its variables are: list price, discounts, supplements, payment period and credit conditions.

- Square. Those activities of the company that make the product available to the target market. Its variables are: distribution channels, coverage, assortment, locations, inventory, transport and logistics.
- Promotion. Activities whose objective is to inform, persuade and remember the characteristics, advantages and benefits of the product or service to the target market. Its variables are: advertising, personal sale, sales promotion, public relations, telemarketing and propaganda.

Problem Statement

Although the development of the optimal marketing mix is a construct of remarkable importance not only for the shoe industry, given its impact on the profitability of companies, the evaluation of this is difficult, due both to the complexity and to which it depends on the perceptions and attitudes of consumers.

The objective of this work is to develop a model that provides empirical support for decision-making by suggesting and validating a multidimensional model, specifically for the design of a marketing mix for footwear manufacturers in San Mateo Atenco of the Blue Square. To support the predictive validity of the model, the weekly sales index is incorporated as a dependent variable, considering that they are the end result of the marketing mix designed.

Method

The type of research that was carried out is with a quantitative approach and exploratory scope that is used when there is no previous research on the object of study or when the knowledge of the subject is so vague and inaccurate that prevents drawing the most provisional conclusions on what aspects are relevant and which not.

The first stage of the methodology was the design of a set of reagents that ensure the validity of the content of the marketing mix. For this, the four components of the marketing mix that are cited in the literature and determined by E. Jerome McCarthy were taken into account. For each of these components of the marketing mix, a certain number of reagents or questions were prepared (Table 1).

Reagents referring to the marketing mix are on a Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The reagents that constitute each of the four components of the marketing mix were integrated into a questionnaire that in total includes 24 questions organized in four sections, the first eight refer to the Product variable, the next four provide information about the second Variable that is Price, for the Plaza variable the following three questions and the following nine questions provide Promotion information that is the last variable to study; Likewise, the comments section is added so that the respondent (shoe manufacturer) can express opinions on aspects that are not considered in the previous questions and are of interest to him (see Appendix 1).

A section was added to the questionnaire that shows the main characteristics of footwear manufacturers in terms of seniority in the business, the number of employees and of course the response variable that in this case is the level of sales, since it consider this as the ultimate result of the manufacturer's effort in designing the right marketing mix to satisfy the consumer. The determination of the independent variables and the research questions associated with each of them are shown in Table 1. The dependent variable was established as the weekly sales level of the producers, in three ranges of values; 5,000 -10,000, 10,001-15,000 and 15,001-20,000.

Variable	Descripción
Producto	El producto es un factor importante de nuestra investigación, es por esto por lo que creemos que es necesario saber cuál es la calidad del producto, qué tipos de materiales utilizan, cómo se realizan los diseños de los diferentes modelos de calzado así mismo, de qué forma innovan los zapatos y cuál es el enfoque del producto.
Precio	Esta variable influye directamente en la venta del producto por lo que necesitamos conocer el proceso y los factores que influyen en la fijación de precio, como por ejemplo la calidad, intermediarios, proveedores, costos fijos y variables.
Plaza	Nos interesa conocer acerca de los factores que influyeron para decidir en la elección del lugar para establecerse de igual manera si influye su ubicación en la venta de su producto, así como también cómo fue que al decidirse por la Plaza Azul se les asignó el local.
Promoción	Para esta variable queremos saber quién está a cargo de la publicidad y cómo esta persona decide hacerlas, cómo influyen en las ventas y además, cómo lo hacen de acuerdo a las temporadas. También queremos saber en qué se basan para establecer descuentos y cuál es el impacto en sus ventas de igual manera si maquilan para alguna marca de calzado o fabrican su propia marca.

Variable	Descripción
Producto	¿Qué tipos de materiales utilizan? ¿La calidad del producto es con base en sus materias primas? ¿Existen un diseño específico para temporadas? ¿Crean nuevos diseños cada inicio de temporada?
Precio	¿Fija precio conforme a la competencia? ¿El precio está influido con los proveedores? ¿Le beneficia producir a cantidades mayores de producto? ¿Los costos unitarios varían de acuerdo con cada producto? ¿Utiliza alguna técnica para determinar su utilidad en sus productos? ¿Contempla los cargos indirectos para fijar precios?
Plaza	¿Está en un punto estratégico de venta? ¿La ubicación del establecimiento influye en las ventas? ¿Por qué eligió ese lugar para su venta? ¿Cuenta con el espacio suficiente para sus productos?
Promo-ción	¿Da conocer su negocio a través de folletos, revistas, periódicos, redes sociales? ¿La venta personal influye en las ventas? ¿Aplica algún descuento en compra mayorista de sus productos? ¿La publicidad general de la Plaza Azul incrementa los clientes? ¿Asesora a sus empleados para la venta personal de los productos? ¿Le ofrece alguna garantía para la venta de sus productos?

Table 1 Reagent Design

The measuring instrument was reviewed by ten San Mateo Atenco footwear manufacturers, who deemed it appropriate for the purposes of the study. This trial, together with the review of the literature on which its design was based and the cross-review that the researchers of this project made, ensure the initial validity of the instrument. This pre-test allowed to correct the syntax of the reagents, modify some terms that were not clear to the respondent and estimate the duration of the surveys.

The source of information by origin is primary, since the data collection was exclusively for the present investigation.

Determination of sample size

The population under study are the producers of the Footwear Industry of San Mateo Atenco that market their products in Plaza Azul, located at Av. Independencia S / N, Magdalena, 52104 San Mateo Atenco, State of Mexico. The square has 366 shops.

The sample size is determined by applying the following formula for finite samples:

$$n = \frac{Z^2 pq N}{Ne^2 + Z^2 pq} \quad (1)$$

Teniendo como base los siguientes datos:

n = Tamaño de la muestra

$Z=1.96$ Valor de Z para un nivel de confianza de 95%

p = Probabilidad de que el evento se realice (.5)

q = Probabilidad de que el evento no se realice (.5)

N = Universo (366)

e = Error de estimación, valor máximo permisible 5%, valor del (.05)

Sustituyendo en fórmula:

$$n = \frac{(1.96)^2 (0.5)(0.5)(366)}{(366)(0.05)^2 + (1.96)^2 (0.5)(0.5)} = 187.43009 = 188$$

Therefore, from the 366 merchants in the Blue Square, a sample of 188 stores was taken to which the measuring instrument was applied.

The sampling was carried out in a random probabilistic manner, this in order that all traders had the same probability of being surveyed and the sampling was not biased and reliability was lost in the information obtained. For this, all the shops were listed respecting the numbering they have in the square, values from random number tables will be taken and those corresponding to the table numbers were surveyed until the sample size is covered.

The application of the pre-test was carried out on March 22, 2018, the observations about the instrument were attended, giving guidelines to continue with the application of the same in the following two weekends, in a schedule of 11: 00-13: 00 hours and from 16: 00-18: 00 hours. Once the number of surveys was completed, the coding of the responses was performed, setting a unique code for lost data. The data so edited were entered into a spreadsheet.

Results

To contextualize the findings that will be presented in this section, the profile of the San Mateo Atenco footwear manufacturers who market their products in the Blue Square, which formed the study sample, is described. The 4,700 opinions collected correspond mainly to producers who have an average seniority of 5 to 25 years in the business and mostly have less than 11 employees, with an average weekly sales level ranging from \$ 7,500 to \$ 12,500.

With the information obtained, data coding was carried out for which the Minitab 18® software was used, since it presents the main functions necessary to perform the analytical process from start to finish. Regression analysis was used, which is described as a method to detect interactions in multiple regression models.

The first regression analysis of the dependent variable was performed with all the variables of the marketing mix contemplated in the survey, obtaining a P-Value of 0.041; It can be seen that the independent variables that have a statistically significant effect on sales are: Credit plan with a P-Value 0.023 and Exhibition at the point of sale with a P-Value of 0.058. The model has an adjusted correlation index of R-(sq-ADJ) = 20.85%, we can deduce that the sales index of footwear manufacturers are influenced by multidimensional factors, mainly by changing perceptions, which is difficult to model.

Analysis of Variance

Source	Var	Adj SS	Adj MS	P-Value
Regression		1602986039	16873537	0.046
Product	X1	36461551	9115388	0.535
Designs	X2	13709133	3427283	0.879
High quality	X3	54955533	13738883	0.322
High durability	X4	43536741	10884185	0.444
Special use	X5	50595547	12648887	0.365
Warranty	X6	71304510	17826127	0.198
Brand	X7	89002545	22250636	0.115
Making	X8	14584464	3646116	0.866
Competency	X9	74286994	18571749	0.181
Credit Plan	X10	139913425	34978356	0.023
Accessible	X11	28611446	7152861	0.65
Payment Card	X12	10123460	2530865	0.927
Location	X13	62176613	15544153	0.261
Exhibition	X14	110579201	27644800	0.050
Wholesale	X15	46894942	11723735	0.405
Sup. Personnel	X16	16382927	4095732	0.84
Section System	X17	38509916	9627479	0.508
Catalog	X18	4903593	1225898	0.98
Discount	X19	31154189	7788547	0.611
Direct Form	X20	77267023	19316756	0.165
Pub. Online	X21	36934462	9233615	0.529
Pub. Written	X22	16679011	4169753	0.835
Pub. Radio & Television	X23	37642960	9410740	0.519
Satisfaction	X24	67870772	22623591	0.127
Error		830347294	11532601	
Lack-of-Fit		717847294	12166903	0.255
Pure Error		112500000	8653846	
Total	24	2433333333		

Model Summary

S	R-sq	R-sq(adj)	R-sq(pred)
3395.97	65.88%	20.85%	*

The linear regression equation obtained is:

$$\begin{aligned}
 V = & 9727 + 0.0 X1_1 + 1755 X1_2 - 3325 X1_3 - 2966 X1_4 \\
 & - 3622 X1_5 + 0.0 X2_1 - 303 X2_2 \\
 & - 1123 X2_3 - 691 X2_4 + 281 X2_5 + 0.0 X3_1 - 9479 X3_2 \\
 & - 11842 X3_3 - 13644 X3_4 \\
 & - 11442 X3_5 + 0.0 X4_1 + 9855 X4_2 + 3643 X4_3 \\
 & + 4554 X4_4 + 2620 X4_5 + 0.0 X5_1 \\
 & + 1696 X5_2 + 938 X5_3 + 3268 X5_4 + 2176 X5_5 \\
 & + 0.0 X6_1 + 16116 X6_2 + 14741 X6_3 \\
 & + 17012 X6_4 + 18558 X6_5 + 0.0 X7_1 - 5625 X7_2 \\
 & - 6335 X7_3 - 7179 X7_4 - 6291 X7_5 \\
 & + 0.0 X8_1 + 89 X8_2 + 562 X8_3 - 1061 X8_4 - 1308 X8_5 \\
 & + 0.0 X9_1 + 3512 X9_2 \\
 & + 2080 X9_3 + 1215 X9_4 + 4395 X9_5 + 0.0 X10_1 \\
 & + 1875 X10_2 + 2607 X10_3 - 801 X10_4 \\
 & - 1827 X10_5 + 0.0 X11_1 - 1998 X11_2 + 2564 X11_3 \\
 & + 3061 X11_4 + 1877 X11_5 + 0.0 X12_1 \\
 & - 364 X12_2 + 525 X12_3 + 25 X12_4 + 1005 X12_5 \\
 & + 0.0 X13_1 + 868 X13_2 + 771 X13_3 \\
 & + 1748 X13_4 - 1066 X13_5 + 0.0 X14_1 + 5592 X14_2 \\
 & + 6730 X14_3 + 6002 X14_4 \\
 & + 10270 X14_5 + 0.0 X15_1 + 2152 X15_2 - 1739 X15_3 \\
 & - 3253 X15_4 - 2919 X15_5 + 0.0 X16_1 \\
 & + 3000 X16_2 + 2448 X16_3 + 995 X16_4 - 80 X16_5 \\
 & + 0.0 X17_1 - 3329 X17_2 + 964 X17_3 \\
 & + 532 X17_4 + 178 X17_5 + 0.0 X18_1 - 968 X18_2 \\
 & + 982 X18_3 + 596 X18_4 + 578 X18_5 \\
 & + 0.0 X19_1 - 3491 X19_2 - 5606 X19_3 - 3698 X19_4 \\
 & - 4301 X19_5 + 0.0 X20_1 + 4558 X20_2 \\
 & - 7145 X20_3 - 2788 X20_4 - 3161 X20_5 + 0.0 X21_1 \\
 & - 4696 X21_2 - 2153 X21_3 - 1990 X21_4 \\
 & - 2223 X21_5 + 0.0 X22_1 + 1150 X22_2 - 335 X22_3 \\
 & + 183 X22_4 + 1056 X22_5 + 0.0 X23_1 \\
 & - 4907 X23_2 - 1731 X23_3 - 1678 X23_4 - 3241 X23_5 \\
 & + 0.0 X24_2 - 4271 X24_3 + 226 X24_4 \\
 & + 1084 X24_5
 \end{aligned}$$

The model was tested by making a prediction with the values of one of 188 observations with a sales level of \$ 12,500 and a sales value of \$ 11993.7 was obtained as shown in the following table.

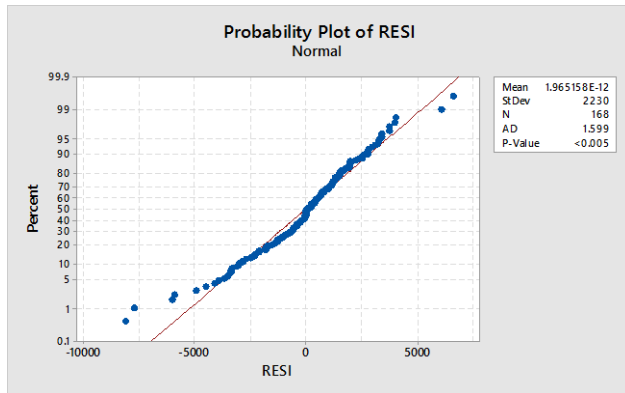
Prediction

Fit	SE Fit	95% CI	95% PI
11993.7	2355.67	(7297.74- 16689.6)	(3754.67, 20232.7)

It can be noted that the prediction of the model is very close to the real value of sales. However, the confidence interval is very wide, which is due to the relationship between the number of observations and the large number of independent variables.

The recommendation for future research would be to increase the number of observations.

Graph 1 shows the test of normality of the waste where the P-Value obtained confirms that the waste is normally distributed.



Graph 1 Normal Probability of Waste. Model with 24 variables

The 10 best variables that influence sales were determined using the Best Subsets tool, obtaining the following:

X1 = Product, X3 = High Quality, X5 = Special use, X8 = Maquilar, X9 = Competition, X10 = Credit Plan, X12 = Card Payment, X14 = Exhibition, X21 = Online Advertising and X23 = Radio and Television Advertising

The linear regression equation is:

$$V = 7245 + 0.0 X1_1 + 3296 X1_2 - 305 X1_3 - 809 X1_4 + 140 X1_5 + 0.0 X3_1 + 3137 X3_2 + 2151 X3_3 + 2665 X3_4 + 3185 X3_5 + 0.0 X5_1 + 1462 X5_2 + 378 X5_3 + 1488 X5_4 + 2077 X5_5 + 0.0 X8_1 - 631 X8_2 - 998 X8_3 - 1541 X8_4 - 3600 X8_5 + 0.0 X9_1 + 2199 X9_2 + 1861 X9_3 + 1729 X9_4 + 4252 X9_5 + 0.0 X10_1 + 1093 X10_2 + 887 X10_3 - 673 X10_4 - 1356 X10_5 + 0.0 X12_1 + 150 X12_2 + 958 X12_3 + 1969 X12_4 + 2124 X12_5 + 0.0 X14_1 - 2753 X14_2 + 458 X14_3 + 511 X14_4 + 2091 X14_5 + 0.0 X21_1 - 76 X21_2 - 2011 X21_3 - 378 X21_4 - 500 X21_5 + 0.0 X23_1 - 2062 X23_2 - 205 X23_3 - 1350 X23_4 - 2507 X23_5$$

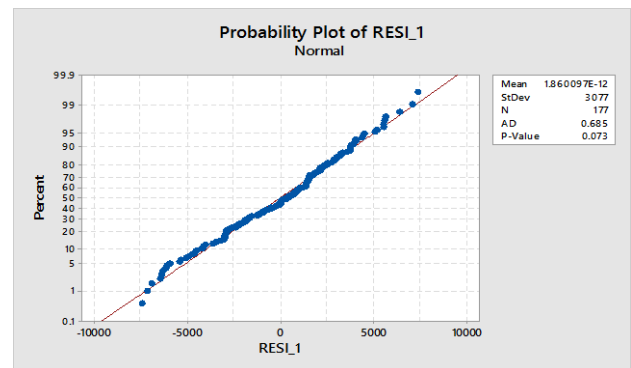
Again, it is observed that the contribution of the individual variables is limited, but as a whole they contribute in a R- (sq-ADJ) = 17.2%, which means that the remaining 14 variables contribute only 3.65%. The model was tested by making a prediction with the values of the same observation used in the first model, with a sales level of \$ 12,500. The sales value that was obtained from the prediction is \$10,969.6 as shown in the following table.

Prediction

Fit	SE Fit	95% CI	95% PI
10969.6	1562.71	(7879.27, 14060.0)	(3387.98, 18551.3)

Although the sales value is further from the real value than with the previous model, the confidence interval is shorter.

Then the normality test for the waste was carried out, it is shown in Graph 2 with a P-Value of 0.073.



Graph 2 Normal Probability of Waste. Model with 10 variables

A new analysis was performed, in which only the 6 variables that have the greatest contribution to sales were determined. Again the Best Subsets tool was used, obtaining the following:

X3 = High Quality, X5 = Special use, X8 = Making, X9 = Competition, X12 = Card Payment and X14 = Exhibition. With a contribution R- (sq-ADJ) = 9.6%, that is, the remaining 18 variables contribute in only 11.25%.

The linear regression equation for the 6 best variables is:

$$V = 5142 + 0.0 X3_1 + 4446 X3_2 + 4063 X3_3 + 3913 X3_4 + 4521 X3_5 + 0.0 X5_1 + 1448 X5_2 + 966 X5_3 + 1277 X5_4 + 1941 X5_5 + 0.0 X8_1 + 10 X8_2 - 1163 X8_3 - 1067 X8_4 - 2438 X8_5 + 0.0 X9_1 + 1421 X9_2 + 1773 X9_3 + 2128 X9_4 + 3344 X9_5 + 0.0 X12_1 - 441 X12_2 + 1010 X12_3 + 1503 X12_4 + 1352 X12_5 + 0.0 X14_1 - 4161 X14_2 - 741 X14_3 - 1316 X14_4 + 395 X14_5$$

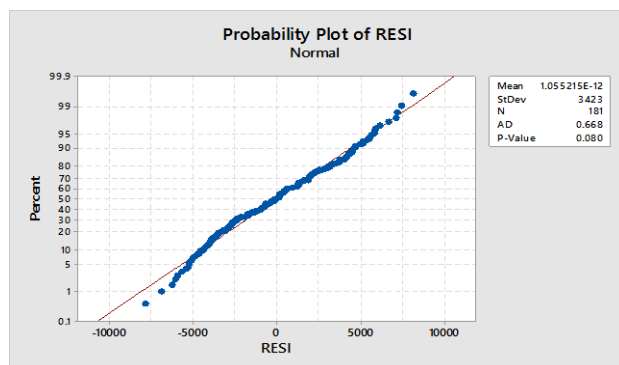
The new model was tested by making a prediction with the values of the same observation used in the first and second models. The sales value that was obtained from the prediction is \$ 11,999.5, this being the best prediction obtained.

When testing models with a smaller number of variables, it was observed that the value of the correlation coefficient (r) decreases considerably, so that the model selected was that of six variables, since with this number of variables, the model reaches a balance between predictability and size, which gives greater practical utility, since the number of variables on which actions should be taken is reduced, facilitating the design of a successful marketing mix.

Prediction

Fit	SE Fit	95% CI	95% PI
11999.5	1276.26	(9478.49, 14520.4)	(4311.30, 19687.6)

The residue normality test was performed, which is presented in Graph 3. In this it can be seen that the P-Value is 0.080, the highest value of the three models.



Graph 3 Normal Probability of Waste. Model with 6 variables

When making the run with the best results for 6 variables, it was obtained that the variables with the greatest contribution are: High quality, Guarantee, Maquilar, Competitive prices, Card payment and Exhibition in the place. With a contribution of 9.6%, that is, the remaining 18 variables contribute in only 11.25%.

To better understand the behavior of sales with respect to the variables of the marketing mix, an analysis was made about the correlations between the independent variables, the results show that the largest correlations are the following High quality with High durability $r = 0.517$; Location vs. Local display $r = 0.504$; Wholesale sales with Discounts $r = 0.448$, Direct sale with Satisfaction $r = 0.439$; Location with Wholesale Sales $r = 0.408$; Display with Guarantee $r = .405$ and High durability with Display $r = 0.405$.

It is logical that High quality, High durability, Wholesale and discount sales are highly related, however, it is interesting that Location and Exhibition are related to other variables.

Of the results obtained, it is noteworthy that the Guarantee and High Quality have a correlation index under $r = 0.23$, when a high positive correlation is expected, since with an excellent quality a high guarantee can be granted.

Conclusions

Having a model that allows them to visualize how the market responds to the different variables of the marketing mix is of vital importance for shoe manufacturers in San Mateo Atenco, since the factors that influence the acceptance of their product have been identified through the market, they can take the road to continuous improvement to increase their competitiveness in the market.

The model presented shows that consumer behavior is influenced by multiple factors.

The factors considered in the model are: High quality, reflected in the use of manufacturing materials and product manufacturing with adequate quality control; Special use, refers to the manufacturer of footwear manufactures footwear for a specific use such as: industrial footwear, orthopedic footwear, ballet shoes etc .; The Maquilar variable refers to the manufacture of footwear that is marketed under a brand different from that of the manufacturer; Competition refers to offering products at a competitive price; Payment by card, as the name implies refers to the payment of the product by credit or debit card; and Exhibition refers to the characteristics of the point of sale, space, form as the product is shown as well as the models that are in sight of the consumer.

Suggested regression models indicate that no variable alone contributes significantly to sales. However, when determining the correlation of the different combinations of variables, a model is obtained that can support the manufacturer to pay special attention to the variables whose contribution is greater.

Contrary to expectations, the high quality of the materials is not being used by manufacturers to grant a guarantee that is attractive to the consumer, in favor of an increase in sales. Product display, high quality, card payment, online advertising, as well as radio and television advertising are important factors for sales, which is why they should not be neglected. Another variable that attracts attention is maquila, a competitive strategy that is positive for footwear manufacturers, since they use their productive capacity to the fullest. On the other hand, the special use shoe is serving an important niche market.

The model that is most suitable for the prediction of sales is the one that considers the 10 best variables that influence sales using the Best Subsets tool, since it shows that the contribution to sales of the 14 additional variables have a contribution marginal (3.65%). In this model, although the predicted sales value for a particular observation is the furthest from the three models, the confidence interval is better than the model that includes the 24 variables. As for the test of normality of the residues, although the 24-variable model is better, the normality test of the model with 10 variables is acceptable. The 6-variable model contributes very little to sales.

The results of this research contribute to the literature on the marketing mix used by the San Mateo Atenco shoemakers and the effect it can have on the end consumer's acceptance. The main limitation of this study is that it worked with a single place (distribution channel) and with a limited number of small footwear manufacturers. Relevant extensions to this work include studies with footwear producers located in other parts of the Mexican Republic, assessing the impact of consumer loyalty before the entry into the national market of shoes made of synthetic materials of lower quality and lower price. The realization of these studies is relevant to generalize results and specify how the variables of the marketing mix affect the service, satisfaction and loyalty of the Mexican consumer.

Recommendations

Footwear manufacturers should consider the following aspects that have the greatest influence on sales. Pay attention to high quality, since this significantly affects sales, it is also advisable to promote the manufacture of footwear for special use.

With regard to maquila, this option does not represent a good alternative since it impacts negatively on business sales. The strategy of offering products at a competitive price results in increased sales as well as the possibility of paying by credit and / or debit card positively impacts sales. The display of the product at the point of sale has a negative contribution on sales, so it is recommended not to dedicate resources to improve this aspect.

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Apéndice 1

Cuestionamiento por variable

PRODUCTO

Mi producto es diferente de la competencia
 Mis diseños son innovadores
 Los materiales que utilizo son de alta calidad
 Mi producto es de alta durabilidad
 Mi producto es para uso especial
 Ofrezco garantía de mi producto
 Ofrezco mi propia marca
 Maquilo para otras marcas de calzado
 La variedad que tengo de producto satisface la necesidad de mis clientes

PRECIO

El precio de mi producto está por arriba de la competencia
 Manejo plan de crédito para ventas al mayoreo
 Mi precio es accesible para el público
 Acepto pago con tarjeta
 Ofrezco descuento en la compra de mi producto

PLAZA

Tengo una ubicación adecuada dentro de la plaza
 Exhibo todos mis productos en el local
 Atiendo pedidos por mayoreo
 Mi producto lo vendo de forma directa

PROMOCIÓN

Superviso al personal para realizar la venta de mi producto
 Manejo sistema de apartado
 Vendo mi producto por catálogo
 Doy a conocer mi negocio a través de publicidad en línea
 Doy a conocer mi negocio a través de publicidad escrita
 La publicidad en radio y televisión de la plaza azul beneficia a mi negocio