

The Importance of Using Strategic Models and Other Management Tools for Bakery Microenterprises in Tlaxcala, Mexico

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Abstract. This article analyzes the current conditions that micro-bakery industries in Mexico are going through, focusing on key points such as strategic models, management tools and the variables of competitiveness, finance, and strategic administration as keys to continue in the market.

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1. Introduction

Throughout history, the state of Tlaxcala, Mexico has experienced various economic changes because of globalization, however, this has caused different micro-enterprises to face negative situations in the market without knowing how to get ahead. This research focuses on one of the main areas of Tlaxcala where there is a greater concentration of bakery microenterprises to learn more about them and how a strategic model and management tools can make them continue in the market.

2. Backgrounds

The Mexican bread that we know today is a food that came to Mexico through the Spaniards, however, this does not take credit away from our ancestors, bread is a worthy representative of Mexican culture, however, society has changed and with it brings new needs. The last ones already mentioned are those that are forgotten by the producers and a factor as important as bread for Mexicans cannot be lost sight of.

3. Methodology

The objective of this research is to investigate the current situation regarding the lack of administration in micro-enterprises in the Mexican bakery sector.

The types of research are: Quantitative, descriptive, and documentary.

4. Development

4.1. Strategic Models

Currently, a strategic model provides help to any company to be able to plan, implement and analyze the

results obtained, considering the environments (internal and external), the strategic planning of companies and their main objectives. For García (2019), a strategic model is that guideline that provides the tools to be able to define the objectives, the resources, and improve decision-making in the organization to facilitate management. Likewise, for Vargas-Hernández and Guillén Mondragón (2005), they states that organizations and their role have changed due to the political, economic, and social contexts in the environment, which is why for him the essential components in a strategic model are the following: 1) Structure organizational, 2) Human behavior, 3) Processes/Technologies, all accompanied by complexity, culture, strategy, and uncertainty.

Today it is very common to find various models from different authors that can help us obtain what is required within the company. Among the best known and easiest models to follow for micro-enterprises are the following:

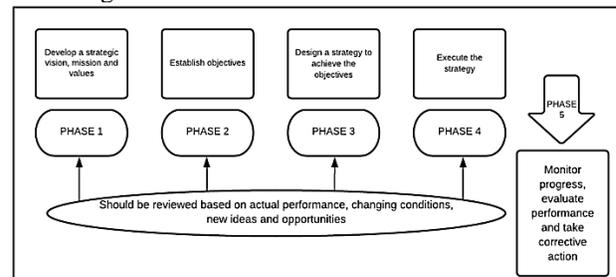


Image 1. "Thompson's 5 phase model".

Source: Own elaboration, by (Thompson & Strickland, 2001)

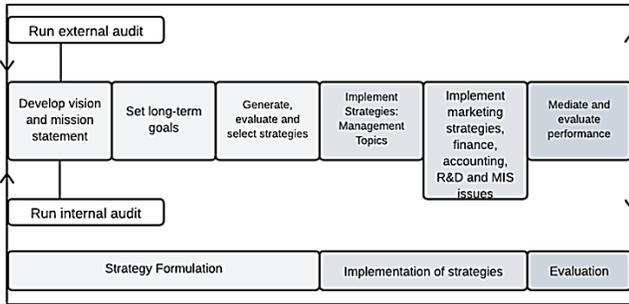


Image 1.2. “Comprehensive strategic planning model”.
Source: Own elaboration, by: David (2013, 14).

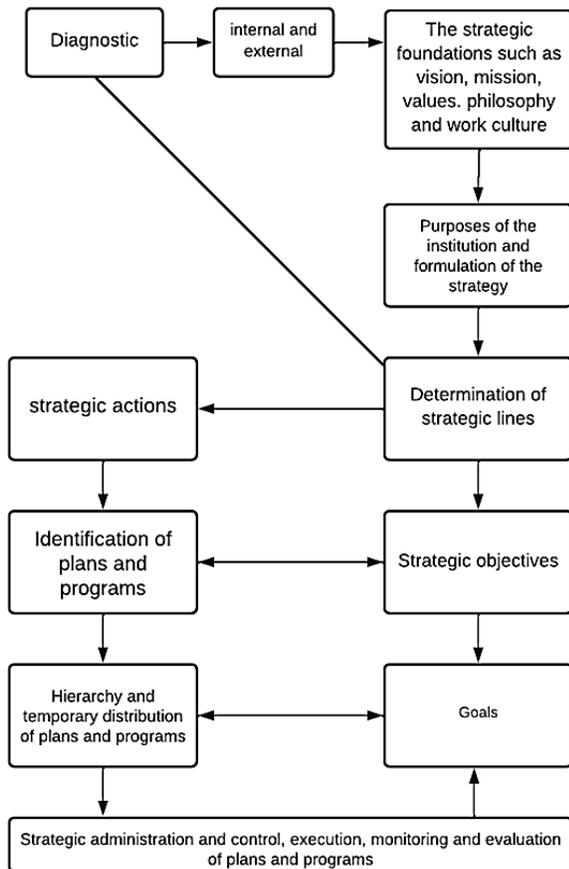


Image 1.3. “SHKG strategic planning model”
Source: Own elaboration, by Kauffman G. (2003)

The models presented previously in figures 1,1.2,1.3 meet the main characteristics that every business must follow in order to have a better function, such as implementation of mission, vision, objectives and values, since without them it will not be known where you want to get there as an organization, the diagnosis of the internal and external environment should not be forgotten because thanks to these last mentioned is that an organization is in need of making the necessary changes and being able to

continue being part of the market, unlike the first two models.

The SHKG model includes more points to be able to manage, implement and analyze the results, all this to fulfill the same objective that all the models must fulfill: to design the best route to fulfill the wishes of the organization.

4.2. Tools for a strategic model

The models could not be carried out without the help of different strategic planning tools that have been created throughout the history of the administration and have helped thousands of projects, such is the case of Porter's five forces

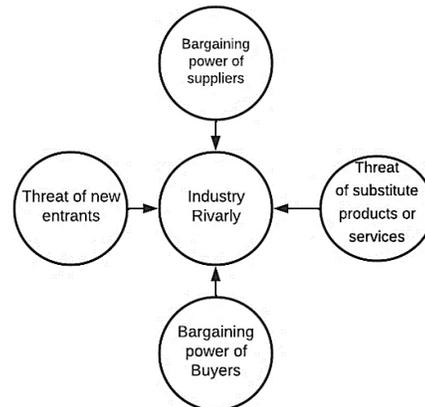


Image 1.4. “Porter’s five forces”
Source: Own elaboration,by Porter (1900).

Porter's five forces is a strategic model that serves to analyze the strengths of each organization, Porter's five forces are the following:

- Threat of new entrants
- Threat of substitute products or services
- Bargaining power of buyers
- Bargaining power of suppliers
- Rivalry among existing competitors

4.3. Diamond model

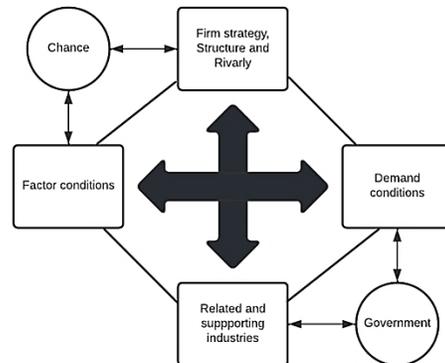


Image 1.5. “Diamond model”
Source: Own elaboration, by Porter (1900).



Also known as the diamond of competitiveness, it is a methodological element which is vital for understanding the analysis of any other model where those organizations that have the capacity to compete depend on the environment and internal and external conditions, as well as the interrelation of four groups of attributes are determinants that must be considered for the competitiveness capacity of companies; These determinants are: the conditions of the factors; the conditions of the demand; suppliers and related and supporting industries; the strategies, structures and rivalry of companies.

4.4. Balance Scorecard

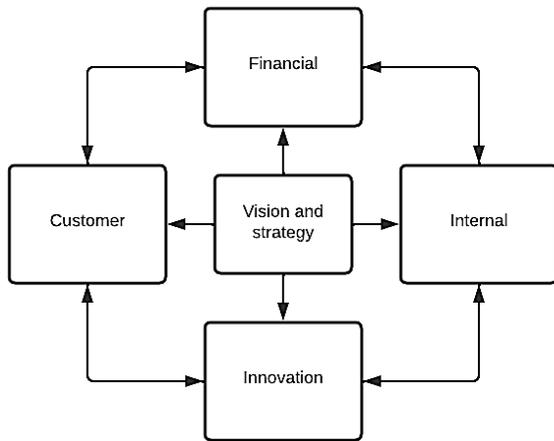


Image 1.6. “Balance Scorecard”
Source: Own elaboration, by Kaplan *et al.* (2009).

It is a tool that demonstrates the performance of the organization towards a better vision of it thanks to the different indicators that at the same time establish the approach that must be pursued to obtain the desired results, the BSC indicators help all parts of an organization to guide the company in making the right decisions to obtain optimal performance.

5. Tlaxcala case

As mentioned at the beginning of this investigation, fieldwork was carried out in the north central area of the state of Tlaxcala to learn more about micro-bakery companies, it is necessary to emphasize that this state is characterized by the large number of micro-bakery companies that exist. , the National Statistical Directory of Economic Units (DENUE, 2022) takes into account 694 bakery microenterprises, of which 89 were studied because it is the number of bakeries that exist in all the municipalities of the north central zone (Apizaco, Cuaxomulco , Muñoz, Teacalco, Tecopilco, Tetla, Tocatlán, Tzompantepec, Xaloztoc, Xaltocan and Yauhquemecan.) The municipalities that have the highest concentration of bakery micro-enterprises are: Apizaco, Tetla, Tzompantepec, Xaloztoc and Yahuquemecan).

To carry out the field study and obtain the expected results, an instrument with 20 questions was made, divided by four variables (competitiveness, finances, strategic management and quality) and with a Likert scale which was validated by experts and a pilot test. performed with Cronbach's Alpha that is presented below

$$a = \frac{20}{20 - 1} \left[1 - \frac{\sum 0.24}{2.3068889} \right] = 0.9431198$$

Source: Own elaboration, licensed by the excel software (2021)

An alpha coefficient of 0.94 was obtained, which indicates that the instrument is reliable.

The results obtained by the 89 bakery microenterprises are as follows:

		Competitiveness	Finance	Strategic management	Quality
N	Valid	89	89	89	89
	Lost	0	0	0	0
Average		2.8404	2.9513	22.88502	4.3408
Median		2.8	2.8333	2.8333	4.3333
Variance		0.311	0.402	0.414	0.311
Rank		3	3	3.17	2.67
Min		1.2	1.5	1.17	2.33
Max		4.2	4.5	4.33	5

Source: Own elaboration, licensed by the SPSS software (2022)

As can be seen, the values as mean and median in the first three variables are close to the null value (3) that was used in the scale to be answered, which means that for all administrators or owners the variables of competitiveness, finance and strategic management do not give it the importance it deserves, on the contrary, the quality variable is the highest, this is due to various reasons, a). First, bread is a product for everyone, this means that there is no specific flavor, price or size to be able to consume it. b). The "quality" variable within the instrument was designed so that the quality of the product and raw material was answered from the perspective of the owner or administrator, therefore, each subject decided to answer it in the highest way.

6. Conclusions

The strategic models, as has been seen in all the research, work for all types of companies, but mainly for the smallest ones, because thanks to the results of the instrument, the lack of administrative knowledge is demonstrated, causing many companies to find themselves in crisis, mainly financial and cause their profitability to fall. The models serve as a guide to know which path the organization should follow and if a change needs to be made due to the environment in which the company finds itself, the tools that support the implementation should not be left aside, because with that it will be known what kind



of changes in the strategies and the model should be incorporated.

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