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CAPACITIES OF THE MEMBERS OF THE FAMILY BUSINESS IN THE CONSOLIDATION OF SUSTAINABLE PRODUCTIVE PROJECTS

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Abstract: Sustainable productive projects represent a means of subsistence for individuals or groups, since they allow them to improve their socioeconomic situation in a lasting way, without damaging the opportunities of future generations.

The members of a family business that has undertaken sustainable productive projects work with the purpose of starting and achieving the continuity of their ventures, a situation that requires them to work on: 1) the acquisition of technical knowledge, 2) the acquisition of economic resources and 3) the proper management of its resources; Therefore, the objective of this research focuses on identifying the capabilities that the member of the family business develops when he starts and continues a sustainable productive project. To achieve this goal, the deductive method is used with a descriptive scope. and documentary technique. The results allow us to know the way in which the members of the family business have built their capabilities in response to the implementation and consolidation of sustainable productive projects.

Keywords: Family business, Sustainable productive project, Talent, Capacities.

INTRODUCTION

From the point of view of Belausteguigoitia (2012), an EF family business can be seen as a union of subsystems, with specific functions, with attributes that can be strengths and weaknesses; From his analysis, the author determines that EFs face challenges and common characteristics regardless of their nature, which is why they tend to show particular patterns that are a function of their development, which can be emerging EF, developing EF and consolidated EF.

The EF can be classified according to its size, which ranges from micro family business, small family business and large

family business.

The 2023 EY and University of St. Gallen Family Business Index reveals that there are 500 large FBs in the world that continue their growth, Latin America contributes 6.8% of these companies, given that there are 34 outstanding family businesses, The formation is among 5 countries as follows: Mexico 15, Brazil 11, Chile 6, Colombia 1 and Argentina 1. In Mexico the main EFs correspond to América Movil, S. A. de C. V.; Bimbo group; Alpha; Mexico Group; Chedraui Commercial Group; Continental Ark; Orbia Advance Corporation; Soriana Organization SAB de CV; Elektra Group; Peñoles Industries; Televisa SAB Group; Gruma; Xignux; Lala Group; Bachoco Industries. These companies are led by a male CEO, of which 8 CEOs belong to the family group and 7 are not part of the family; The most representative characteristics of the 15 outstanding EFs in Mexico are displayed in figure 1.

The 15 EFs referred to employ 860,549 people, which means that, if in Mexico the Economically Active Population EAP is 60,200,000 people, family businesses contribute 1.4% of jobs. The EFs obtain 158,900,000 pesos, data such as the above allow us to contemplate the importance that the large EFs have acquired. The large companies mentioned above have achieved consolidation, proof of this is that they are among the most recognized and in this sense they are integrated into the economic sphere, carrying out highly relevant activities such as job creation.

The characteristics of a sustainable company

Within the principles of sustainability of socioeconomic systems, a subsystem cannot transgress the norms of the system to which it belongs, so the human economy will be sustainable when it imitates nature. Socioeconomic systems (contrary to natural

Rank	Company	Type	Foundation year	Income	Employees	Jurisdiction - Mexico	Industries	Activated	Number of directors	Woman	Members of the family	Gender	Family
35	América Móvil SA de CV	Public	2000	41.8	181.20	Mexico	Technology, media and communications	52.9%	14	3	3	No	
106	Grupo Bimbo	Public	1945	17.2	137.54	Mexico	Client Advanced manufacturing and mobility	60.0%	18	4	7	Yes	
116	Esparto	Public	1974	15.2	55.00	Mexico		40.0%	11	0	2	Yes	
121	grupomexico	Public	1890	14.8	29.70	Mexico	Energy	59.4%	13	0	2	Yes	
197	Grupo Comercial Chedraui	Public	1920	9.3	62.93	Mexico	Client	83.7%	11	2	3	Yes	
200	Arca Continental	Public	2001	9.2	62.85	Mexico	Client Advanced manufacturing and mobility	48.8%	23	2	5	No	
213	Corporación Avance Orbis	Public	1978	8.8	22.35	Mexico		77.9%	12	3	4	No	
246	Organización Soriana SAB de CV	Public	1968	7.7	88.58	Mexico	Client	57.3%	7	3	5	Yes	
257	Grupo Elektra	Public	1950	7.2	70.43	Mexico	Client	74.5%	10	0	4	Yes	
310	Industrias Peñoles	Public	1887	6.0	15.72	Mexico	Energy	68.9%	13	0	2	No	
357	Grupo Televisa SAB	Public	1969	5.1	48.70	Mexico	Advanced manufacturing and mobility Client	43.8%	20	2	1	Yes	
387	Gruma	Public	1949	4.7	22.49	Mexico		48.9%	11	1	2	Yes	
437	Xignux	Public	1988	4.1	27.21	Mexico	Advanced manufacturing and mobility	97.0%	12	1	7	Yes	
439	Grupo Lala	Public	1949	4.0	7.78	Mexico	Client Client	78.4%	10	1	1	No	
441	Industrias Bachoco	Public	1952	4.0	32.05	Mexico		73.3%	12	0	8	No	

FIGURE 1.

Family business index in Mexico 2023

Fountain. Taken from: How the world's largest family businesses are outstripping global economic growth

systems) produce enormous quantities and diversity of waste that are deposited in nature (Bermejo, 2011)

Baez, Hernández and Carrasco (2019, p.34) consider that “sustainable development is a permanent process and a perpetual search for balance between the demands generated to satisfy human needs and the capacity of Nature to cover them without degrading”, the The authors elucidate that projects aimed at sustainability do not allow knowledge of the final state, so it is necessary to use iterative processes focused on a spiral of planning, monitoring and evaluation, instead of linear processes, because in reality it is that exists is a continuous process of searching for sustainable development, in such a way that the authors consider that sustainable development is not a state, but a permanent process of inquiry. To

determine if progress towards sustainability is advancing, the authors believe it is relevant to conceptualize sustainability and in doing so determine the fact that “progress is made towards sustainability to the extent that the environmental and human situation of the geographical space analyzed improves or declines.” the less it is maintained.” (p. 36)

METHODOLOGY

In order to detect the capabilities of the members of the family business that make possible the consolidation of sustainable productive projects, the deductive method is used with a descriptive scope and documentary technique.

RESULTS

A SUSTAINABLE PRODUCTIVE PROJECT

A sustainable productive project is a business idea that, in a planned manner, seeks to achieve monetary profits and generate economic profitability useful for the continuity of the business without ignoring or transgressing nature, in the sense of achieving profitability for the purposes of achieving its consolidation. That organizations focus on allowing employees to achieve the capabilities that allow them to consolidate. The word capable refers to a person who can do something or that that person has talent or aptitudes to carry out some activity. Etymologically, capacity comes from the Latin *capacitas*, which implies skill or ability with respect to something. Likewise, it is possible to appreciate the adjective capable in Latin as *capax*. (Veschi, s/f)

Projects that are aimed at sustainability begin with a planning process, at this stage the participation of human resources must be addressed. People contribute with their talent to achieve organizational objectives, the organization for its part makes plans regarding the quantity and quality of personnel it requires, focusing on its organizational philosophy. Due to their contributions, it is relevant that people are allowed to enter the workplace, because the experience and expertise of the collaborators must be taken advantage of. Taking into account labor demographics, the INEGI (2023) reported that, in the third quarter of 2023, the Economically Active Population (EAP) of the country was 61 million people.

It is also important to consider that in the case of human beings the average age of life has increased; in Mexico, according to the INEGI (s/f), in 2010 life expectancy was 77 years for women and 71 for men, the data is

modified, and proof of this is that in 2022 the life expectancy for women is 78 years and for men it is a little more than 72 years, however, in terms of job performance the average age has decreased.

Bermejo (2011 p. 120), cites Rammel and van den Bergh 2003 to establish one of the main causes of unsustainability, in this regard the author considers that “The dominance of competition over cooperation is one of the main causes of unsustainability of SSE socioeconomic systems. For economic orthodoxy, “free competition” constitutes the only mechanism capable of achieving an efficient economy and efficiency means “minimization of costs, provision of factors and exclusion of weak agents.”

CAPACITIES OF THE MEMBERS OF THE FAMILY BUSINESS

Human talent represents the central part of the success of an organization, since it is the people who make the difference through their efforts, when companies, through their human resources department, are busy selecting certified people who are committed to each position, contribute directly to their own interests, Farias (2011, p. 20) establishes that talent “is the set of knowledge, abilities, skills, attitudes and personal values that make a person valuable in their job or activity to deliver satisfying.” The author considers that the person has the possibility of self-analysis and self-invention. The development of talent aligned with organizational strategies enables the creation of organizational capacity for the consolidation of sustainable productive projects.

The organization that has achieved consolidation has achieved it through the capabilities of the human talent of its members, based on the following:

1) The acquisition of technical knowledge

Inspiring success through continuous improvement is a phrase widely used in the field of quality, however, we cannot lose sight of the fact that learning to do it through the process of trial and error enables us to use techniques, such as: Techniques are improved over time, in such a way that in this improvement process the final result in the medium term means significant savings in natural resources, time and effort without compromising the future of future generations.

Know how to do: Intelligent personnel are required, willing to learn and adapt, who do not shy away from the possibility of training and taking responsibility for their learning.

Learn from expertise and experience. Take advantage of the knowledge and experience of those who have preceded the processes in order to avoid making the same mistakes.

2) The acquisition of economic resources.

Formalize the entity. Availability is required to begin operations in the formal system by choosing the most viable alternative, that is, whether to form a company or operate through the figure of a natural person.

Prove financial history with the chosen banking institution.

Solid financial information. The actual record of the operations carried out on a daily basis

Accredit business growth. Show positive figures that guarantee that the business has a future.

Obtain a business card under revolving credit that does not charge a disposition fee, that supports working capital

3) Adequate management of resources

An organization is made up of various resources, among them is human resources. Human resources represent the driving force of organizations and as such, special care

must be taken; therefore, to achieve this, a group development approach is required to positively impact the generation of distinctive group qualities that impact high human satisfaction oriented towards sustainability, in this regard the capabilities that the work team must seek to gather are:

- Achieve results. The members focus on achieving results by focusing on the causes that produce the problems and their consequences.
- Identify causes. Group members focus on identifying the cause and not the culprit(s).
- Experience and Expertise. The members put their knowledge into action in favor of long-term solutions with the appropriate use of resources.
- Self-regulation and self-monitoring. The members have sufficient maturity to perform efficiently in time and deliver results effectively.
- Sense of belonging. People feel part of the group and act for the collective benefit without losing sight of sustainability.
- Innovation. The members of the group are highly observant, creative and positive in order to improve what exists or invent what is necessary without harming the environment.
- Legacy or life teaching. Transmit to family members the importance of transcending excellence in everything that is done.

CONCLUSIONS AND DISCUSSIONS

Human talent is incorporeal and is present when the results can be felt, whether in the production of a good, the creation or application of a process, the offering and granting of a service, which makes the difference between all of them, it is product of people's capabilities, and not everything is offered in the same way and therefore not everything has the same results. The family business built from the bed of a nuclear or extended family includes people who, motivated to provide a result that begins with emotional ties, also requires providing a beneficial result for the future of its members, in this order of ideas, the People who join

display multiple capabilities that allow the business to have stable continuity and therefore its development.

The capabilities that a person who joins the sustainable field has have to do with the acquisition of technical knowledge, the proper management of the organization's resources and obtaining income, so in this context, those who direct or collaborate a family business represent the fundamental engine and at the same time the necessary fuel for the organization to function, because a family business can have excellent resources, but without personnel who do not achieve adequate coordination of those resources to generate economic profitability without ignoring or Transgressing nature will be doomed to failure.

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