

## TECHNICAL ACADEMIC PROCEDURE TO FOLLOW WHEN IT IS PRETENDED TO OBTAIN THE MANAGERIAL REACTIVATION IN MIPYMES

### SUMMARY

The objective of this work is to transmit the academic-technician procedures to continue when it is expected to determine the Mipymes' Managerial Reactivation. The successful and model case in the Universidad Tecnológica de Pereira developed by the Industrial Engineering faculty to supported enterprises Financially by the INFIDER "Financial Institute for the development of Risaralda" achieved to consolidate the growth and permanency of them through time, generating initially and on the way new employments in short term. Framed vision inside the National government policies.

**KEY WORDS:** Mipymes ( Micro enterprises ), model , successful , INFIDER "Financial Institute for the development of Risaralda" , supported , managerial reactivation.

### ABSTRACT

*El objetivo de este trabajo es transmitir los procedimientos Técnico-Académicos a seguir cuando se pretende determinar la Reactivación Empresarial de las Mipymes. El caso modelo y exitoso en la Universidad Tecnológica de Pereira desarrollado por la Facultad de Ingeniería Industrial a Empresas Apalancadas Financieramente por el INFIDER "Instituto Financiero para el Desarrollo de Risaralda" logró consolidar el crecimiento y permanencia de éstas a través del tiempo, generando inicialmente y dentro de la marcha nuevos empleos en el corto plazo. Visión enmarcada dentro de las políticas del Gobierno Nacional.*

### KEYWORDS:

*Mipymes (Micro enterprises), I model, successful, INFIDER "Financial Institute for the Development of Risaralda", managerial reactivation*

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## 1. INTRODUCCIÓN

Approximately, 90% of the enterprises in Colombia are Mipymes, whose philosophy has been distinguished by generating a high degree of employment, and whose starting point is the family where the productive activities are initiated and are kept for a long time in their own residence place

The Financial Institutes for the development in Colombia, are the most interested in the name of the government in generating employment through the enterprise creation and the Mipymes permanency, which are already established. It was like this, when the Industrial Engineering faculty committed by the INFIDER "Financial Institute for the development of Risaralda" ( Institution that supports the Mipymes credits before the Financial System which acts as a regulator organ between the bank and the manager ) by means of a contract signed for \$37.720.000.00, It was delegated to the Industrial Engineering faculty to develop a whole process of apprenticeship and to begging immediately with the professional academic-technician

advice by means of a group of engineers and students that are in the last semester of Industrial Engineering, and who were taking care of the most vulnerable necessities of each specific enterprise, in this way, achieving satisfactory results in 30 Mipymes of different sectors of Risaralda.

## 2. TO CONTINUE WHEN IT IS EXPECTED TO OBTAIN THE ENTERPRISAL REACTIVATION IN MIPYMES

When we want to sell an intangible, as it is the case of an academic-technician to obtain Enterprise Reactivation to 30 Mipymes, and mainly when the commitment has a monetary component, with public funds it is a professional challenge. The task of looking for 61 managers ( According to the date base Infider ) in its place of productivity, it is complex, because it is a segment of the population which has a high mobility caused by its human behaviour, its economic, and cultural conditions, and its lack of conceptual formation with the desire to produce in order to sell. It is not an

easy task for the micro-entrepreneurs and family-entrepreneurs to achieve an initial diagnostic, according to the real conditions, because it is an atypical population. The privileged managers who were pre-classified and classified by the three most important executives of the Infider, subsequent to a detailed analysis, in which the reason of their rewards with great benefits was requested, due to the fact that these managers did not have to pay in order to achieve the expected objectives by the Uribe Velez government. The standards of selection by the Infider were:

- To take into account the different economical sectors, making emphasis on those that presented an exportable offer.
- To Incentive the managers who pay their credits punctually in the financial institutions which have constituted them.
- To value the antiquity of the micro enterprise in the sectors, and its permanency in the market.
- To involve the directors, preferably the owners in the process of training.
- To determine the manager's desire, not to quit during the 8 months of training.
- The desire to provide in a confidential way the information that the enterprises had in their different inter-functional areas.
- The managers should receive the best treatment. From the refreshments at the university to the integrative meetings, with the aim of constituting strategic alliances and mutual benefits.
- To have the enough confidence to ask for additional advice, when it is considered necessary.
- The managers should fulfil with the assigned tasks every week and under the tutoring of the student.
- The manager should not have a non-attendance for more than 20% of the training without any excuse; it would be a reason for not receiving the attendance certificate.
- The advice and training would be without any cost for the manager.
- The manager would receive the advice corresponding to the topic during the following 6 days. A delay would hinder the development of the program.

### 2.1. ¿How did the process function to have a total success?

In order to do that, a valuable human group was created:

**A GENERAL COORDINATOR** ( with expertise in Enterprise management approved by the "Life and Future Foundation" - Universidad Eafit - Fenalco Risaralda )

Industrial Engineering faculty's teacher, responsible of the logistic and the pursuit of the program, the same as the permanence of the participants in it. Achieving attendance levels of minimum 93% weekly.

**SEVEN PROFESSORS** of the Industrial Engineering faculty, who were responsible for the following areas:

#### **Administration:**

The administration determined why the current organizations used processes and why the administrators had to follow the cycle of planning, organization, direction and control. In regard to this, there was a great lackness, which led enterprises to adjust and create a specific case. Trainees were enlightened on how keeping the discipline in a logical way, and always work taking into account the mission and vision.

#### **Production:**

The production unit and the equilibrium point cost were finally determined. There were sad and disappointed managers when they found that they were wasting money for a long time in some of their items. They were taught to make some studies on their working methodology and the importance of occupational health in a productive process.

Labour methodological principles and time for developed activity were managed successfully, as well as the importance of the distribution in the facilities.

#### **Marketing & Merchandizing:**

The majority of the managers produced to sell and they did not do marketing. They were taught to do marketing to produce and then to sell.

It was clearly identified the business in which they were, in which one they should be and in which they should not.

The manager learnt the importance of the segmentation of markets, the customer's behaviour, the management of the merchandizing variables, and it was determined the Strategic Plan of marketing in a short, medium, and long term.

#### **Financial:**

The majority of the managers managed their finances on their pockets. Some of them just had an income and expenditure notebook, and some other people who were more organized had an accountant, but they did not know how to interpret the information. At the end, some entrepreneurs achieved to carry out a general balance, they interpreted it and made decisions. Besides, some Mipymes achieved carrying out the analysis and evaluation of investments.

## Systems and Internet:

Entrepreneurs knew about the benefits of the computer as well as internet for commercial, researching and development purposes. A psychological component was also managed and it was based on trust for many of them to lose their fear to the mouse.

Members were enlightened on the use of Internet cafes and the advantages of the searchers.

### Exporter Plan:

An exportable offer, adjusted to the productive and economic and financial needs of the companies was projected in every single company. Micro entrepreneurs were taught on how to offer their products and how to identify their competition. Additionally, the most creative client receive the benefit of an exportation project in the country the entrepreneur chose as viable and attractive.

### Conference about Legal Aspects on the Informality of Mipymes.

From the point of view of legal aspects, managed at the informality of Mipymes, entrepreneurs were enlightened about the importance of recruitment of personnel, the importance of taxes, the importance of reading, especially the small letter and the importance of whatever document.

**FIVE STUDENTS OF TENTH SEMESTER** of Industrial Engineering, who were the responsible of the accompaniment to each of the managers in their minimum spans of time of two hours a week.

Each Saturday, the managers were trained in the UTP (Universidad Tecnológica de Pereira) during 4 to 5 hours, it was assigned a task according to the topic worked in class. The responsibility of the manager was to apply the task in their enterprises. When the student visited the manager, he/she presented what he/she had done, the student adjusted to the practice according to the theory, and then he/she received the approval of his/her professor and the approval of the General Coordination in the elaboration respective inform.

When the manager had not carried out the correspondent task, the manager had to sit with the student in the mipyme to do the task.

**2.2. The intervention** was in charge of INFIDER – ALMA MÁTER corporation.

### 2.3. Participant sectors of the economy.

Clothing making , food , services , wood and bamboo, plastics , metal crafts, handy-crafts and shoemaking. Some agreements were signed among the Industrial Engineering Faculty, the entrepreneur, infider with the condition that interchanged information would be strictly confidential.

## 2.4. Enterpenuing link with the industrial engineering faculty

With a great devotion, our 30 entrepreneurs came to the center every Saturday from 8 am to 12 m very punctual. Entrepreneurs ( with the corresponding identification and shield of our faculty ) who were waited by the team, (who wore the same uniform of the UTP). This group consisted on General coordinator, the teacher in charge and five students.

The training was held in a specialized room. A room endowed with audiovisual aids necessary for a learning process.

In every single class, they received the corresponding material, they were offered a delicious refreshment and were assigned tasks for the next week.

At the end of the session, the entrepreneur made a pact as to the schedule with the assigned student for him/her to visit him in his own enterprise, and help him/her with the task.

The student had to validate the work carried out in every enterprise with the teacher chose for that occasion.

### 2.5 Managers' tesmony

Some managers bore testimony about the program and before the representatives of the Governing house of Risaralda, the representatives of Infider, the representative of the principal office of the Universidad Tecnológica de Pereira, the dean of the Industrial Engineering Faculty, the executive direction of the Alma Mater corporation and it was gratifying the fact of listening people saying the following: "I am the owner of an enterprise and thanks to it, I have generated x number of direct work positions, X number of indirect work positions. At the beginning, I said I had a small business and now have a big one", Another entrepreneur claimed "when I started with the training, I bought 90 litres of milk weekly and now I buy 600 litres weekly. I have open connection with carrefour and I will buy 3000 litres weekly to make my products." Another entrepreneur said "thanks to the program and the student that helped me, I am processing my ISO certification.

## 3. CONCLUSIONS Y RECOMMENDATIONS

To reactivate an enterprise, it is necessary to receive a good training but it is essential a good and steady accompany as the work done by the students of tenth semester and with the approval of the teacher.

In any enterprise whether it belongs to the same economic sector, is unique and similar to other processes.

When the entrepreneur sees that theory in practice really works, when the sales increases, when the projection of short, medium and long term really functions. The entrepreneur becomes aware that it is urgent to form

academically or to received help from a professional, who understands that a company is not possible to exist for a long time.

The entrepreneurs understood that they must do a marketing process before, to then produce and then to sell their products.

They also understood that knowing the financial states are vital to determine the company indebtedness.

Mipymes member saw that becoming exporters was not as difficult as it w as thought.

Micro entrepreneurs became multipliers of knowledge in their own enterprises.

Entrepreneurs compared the philosophy in the sense that training within accompaniment and continuity is not effective, and does not guarantee the solution of the problems in different inter-functional areas.

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