



Niveles de emprendimiento social: propuesta generada para adaptar capacitaciones a las necesidades de aprendizaje de grupos organizados en Yucatán

Levels of Social Entrepreneurship: A Generated Proposal to Adapt Training to the Needs of Learning of Organized Groups in Yucatan

Níveis de empreendedorismo social: proposta gerada para adaptar a formação às necessidades de aprendizagem dos grupos organizados em Yucatán

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Resumen

La presente investigación tuvo el objetivo de crear una metodología para la orientación dirigida y el asesoramiento necesario para los procesos de producción, comercialización y venta de bienes creados por grupos organizados de mujeres artesanas en el interior del estado de Yucatán, México.

Este trabajo académico surge a raíz de la identificación de necesidades de capacitación dentro de grupos de artesanos, los cuales se encuentran conformados por una diversidad de personas con diferentes conocimientos del proceso de producción de artesanías. Al conformarse los grupos de trabajo de emprendimiento social en los municipios de la entidad mencionada, los integrantes varían en conocimiento y en las capacidades técnicas de dicho proceso. En consecuencia, se vuelve lento el procedimiento para estandarizar los productos generados y alcanzar la calidad deseada. Por el contrario, cuando hay una preparación anticipada y adecuadamente enfocada, se alcanza un resultado de mayor valor en menor tiempo. A sabiendas de que el reto es introducir los productos al mercado a la mayor brevedad posible para que las familias pronto registren ingresos económicos y así inviertan en su sano desarrollo, esta propuesta permite reducir tiempos en la unificación de los conocimientos y habilidades.

Aunque está basada en el trabajo artesanal de grupos de artesanos legalmente no conformados y cuenta con una alta orientación de género, los resultados obtenidos abren la posibilidad de aplicar esta metodología en múltiples contextos. Así, pues, puede ser aplicada en grupos de comunidades rurales que pretenden emprender ya sea en la artesanía o en cualquier otra de actividad, por ejemplo, servicios turísticos. En suma, este trabajo sienta las bases necesarias para el adecuado diseño de los materiales que requieren los emprendedores sociales, según el nivel en el que se encuentran al momento de generar sus productos o servicios.

Palabras clave: emprendimiento rural, emprendimiento social, mujer artesana.

**Abstract**

The present investigation had the objective of creating a methodology for the directed orientation and the necessary advice for the processes of production, commercialization and sale of good created by organized groups of artisan women in the interior of the state of Yucatan, Mexico.

This academic work arises from the identification of training needs within artisan groups, which are de made up of a diversity of people with different knowledge of the production process of handicrafts. When working groups of social entrepreneurship in the municipalities of the aforementioned entity, the members vary in knowledge and the technical capacities of said process. As a result, the procedure to standardize the products generated and achieve the desired quality becomes slow. On the other hand, when there is an anticipated, and adequately focused preparation, a higher value result is achieved in less time. Knowing that the challenge is to introduce the products to the market as soon as possible so that families soon register economic income and thus invest in their healthy development, this proposal allows to reduce times in the unification of knowledge and skills.

Although it is based or the artisan work of groups of artisans legally unformed and has a high gender orientation, the results obtained open the possibility of applying this methodology in multiple contexts. Thus, it can be applied in groups of rural communities that intend to undertake either in the crafts or any other activity, for example, tourist services. In short, this work provides the necessary bases for the adequate design of the materials required by social entrepreneur, according to the relevant to the level at which they are at the moment of generating their products or services.

Keywords: rural entrepreneurship, social entrepreneurship, artisan women.

Resumo

A presente investigação teve como objetivo criar uma metodologia para a orientação dirigida e o assessoramento necessário aos processos de produção, comercialização e comercialização de bens criados por grupos organizados de mulheres artesãs no interior do estado de Yucatan, no México.

Este trabalho acadêmico surge da identificação de necessidades de formação dentro de grupos de artesãos, que são compostos por uma diversidade de pessoas com diferentes conhecimentos do processo de produção de artesanato. Quando grupos de trabalho de empreendedorismo social nos municípios da entidade acima mencionada, os membros variam em conhecimento e nas capacidades técnicas do referido processo. Como resultado, o procedimento para padronizar os produtos gerados e atingir a qualidade desejada se torna lento. Por outro lado, quando há uma preparação antecipada e adequadamente focada, um resultado de valor mais alto é alcançado em menos tempo. Sabendo que o desafio é apresentar os produtos ao mercado o mais rápido possível para que as famílias logo registrem renda econômica e, assim, invistam em seu desenvolvimento saudável, essa proposta permite reduzir tempos na unificação de conhecimentos e habilidades. Embora seja baseado no trabalho artesanal de grupos de artesãos legalmente não formados e com alta orientação de gênero, os resultados obtidos abrem a possibilidade de aplicação desta metodologia em múltiplos contextos. Assim, pode ser aplicado em grupos de comunidades rurais que pretendem empreender no artesanato ou em qualquer outra atividade, por exemplo, serviços turísticos. Em suma, este trabalho fornece as bases necessárias para o desenho adequado dos materiais exigidos pelos empreendedores sociais, de acordo com o nível em que estão no momento de gerar seus produtos ou serviços.

Palavras-chave: empreendedorismo rural, empreendedorismo social, mulheres artesãs.

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Introduction

In Mexico, economic growth in recent years has been strong thanks to the macroeconomic strategy of the last administration. However, the context generated by that same public policy has left great challenges of inequality in the country. Development has not been inclusive: the economies of the north and center of the country have been modernized, while in the south traditional models and low productivity have persisted (Organization for Economic Cooperation and Development [OECD], 2017). As a result, the states of this region have had to deal with various obstacles that have impeded their economic growth, including low wage and employability indexes (OECD, 2017; National Council for the Evaluation of Social Development Policy [Coneval], 30). August 2017).

Furthermore, with strategies aimed at boosting entrepreneurship between 2010 and 2016, governments in turn managed to reduce poverty rates from 48.3% to 41.9% and extreme poverty from 11.7% to 6.1% (Coneval, 2017).

However, building an entrepreneurial ecosystem is not an easy task (Falcone, Jiménez, Tinajero and Serna, 2016). Entrepreneurship means planning, execution, identification of distribution channels, market research, among other actions aimed at knowing the customers, the product and its marketing. The entrepreneur is, then, who discovers, evaluates and exploits profitable opportunities, always taking into account an economic risk (Roberts and Woods, 2005, page 46, quoted in Guzmán and Trujillo, 2008, page 107). Thus, whoever undertakes requires mastering specific skills and knowledge that allow them to achieve all these actions in a successful manner. Respect specifically to social entrepreneurship, it is considered as such to arise as an initiative to the needs identified by entrepreneurs in their communities and families (Pérez, Jiménez and Gómez, 2017, p.7).

Whatever it is, according to Langowitz y Minniti (2007; citados en Nicolás y Rubio, 2012):

The start-up of a new business, even the success of it will depend, both on a set of external and uncontrollable conditions related to culture, education and information, dominant and available technology, social norms, legislation or government policies, among other issues, in addition to other individual variables related to the personality and capacity of the entrepreneurs themselves (p. 40).



This slogan becomes an even more challenging task when those who should benefit from this knowledge come from rural or indigenous communities, since they represent complex work processes. For the most part, these groups have a strong educational gap, communication barriers and a considerable variety of sociocultural factors that influence their production and obtain a fair payment (Lafarga, Gómez del Campo and Serrano, 2016; Education Evaluation [INEE] / United Nations Children's Fund [Unicef], 2018).

Indeed, on the one hand, work with rural groups, mainly indigenous, entails consideration of their sociocultural characteristics that include their cultural worldview. This, in previous decades, was considered a barrier to its development, but at present it represents the key capital for the construction of its sustainable development. However, to achieve this successful competitive advantage, it is necessary to incorporate the "indigenous vision" of the community, which entails a greater work than working with groups belonging to the hegemonic culture (Muñoz, nd; United Nations Organization for Food and Agriculture [FAO], 2008). On the other hand, in the specific case of Mexico, an estimated educational delay of three decades in the indigenous population (INEE / Unicef, 2018) results in communities with basic skills at different levels of educational development or non-existent to carry out essential tasks of entrepreneurship. Thus, this complex process of undertaking is different from that of any common endeavor.

Taking into account the above and delving into the distinction between a commercial and a social enterprise, according to Falcone et al. (2016): "Social ventures differ from commercial ventures in that their social or environmental objective is always at the center of their operations" (page 325). In other words: instead of having the purpose of generating a positive impact on their shareholders, they have as main focus to generate benefits for their social or environmental causes. In this way, entrepreneurship in disadvantaged rural communities, by placing economic development at the heart of their operations in the hand of social development for the welfare of the community from which it arises, is considered social entrepreneurship.



In Mexico, the social entrepreneurship of rural groups, mainly indigenous, is an important source of work. In 2014, the single handicraft sector generated around 12,000 direct and indirect jobs (National Fund for the Promotion of Handicrafts [Fonart], 2014, cited by Jácome, Sosa and Sarmiento, 2018). Currently, the country has a population of 1 207 810 artisans, of which 762 138 live below the welfare line (Ministry of Social Development [Sedesol], 2018).

For all the aforementioned, this research aims to deliver, as a proposal, the levels of social entrepreneurship and a methodology for the diagnosis of organized groups in rural communities that allows the design of materials adapted to the needs of artisans for a better understanding and acquisition of entrepreneurial knowledge and skills that, in turn, result in faster and more efficient marketing of their products.

The entrepreneur and its characteristics

An "entrepreneurial activity is done by a person by himself or in teams, inside or outside of an organization; he perceives and creates new economic opportunities and introduces his idea to the market despite the uncertainty "(Henkerson, 2007, cited in Gutiérrez, Cordero, Masís, Silberstein and Galli, 2017). The entrepreneur, therefore, "is that person with innovative ideas develops and markets in the market, perceives an opportunity and creates a new business" (Kuratko, 2008, cited in Silveira, Cabeza y Fernández, 2015). That is to say, the entrepreneur looks in detail for the generation of profits through the offer of the products or services that he generates; He is an eminently entrepreneurial researcher.

Then, in table 1, the characteristics of the entrepreneur are listed:



Tabla 1. Características del emprendedor

Factores generadores	CONTIENEN LAS CARACTERÍSTICAS ESENCIALES EN EL ESPÍRITU EMPRENDEDOR DE ÍNDOLE INTRAPERSONAL.
PRIMER NIVEL	Creatividad Fuerte voluntad Vanidad
SEGUNDO NIVEL	Nivel de profesionalidad alto Confianza en las personas al inicio Selección de personal adecuado
TERCER NIVEL	Buen carácter Independencia
Factores potenciadores	Contienen las características que contribuyen a desarrollar el espíritu emprendedor.
PRIMER NIVEL	Ambición Buscar personas para el equipo Espíritu de sacrificio
SEGUNDO NIVEL	Arriesgado Insatisfacción laboral Necesidad
TERCER NIVEL	Audacia Entusiasmo Ilusión

Fuente: García del Junco, Álvarez y Reyna (2007; citados en Bucardo, Saavedra y Camarena, 2015)

There is also another classification that focuses on the reason why it is undertaken and according to the type of company that develops: it is identified that it is primarily due to an opportunity, due to necessity or due to being in an unfavorable situation (see table 2).



Tabla 2. Clasificación de los emprendedores según el tipo de empresa que desarrollan

Tipo de empresa	Interpretación
EMPRENDEDOR SOCIAL	Busca a través de la creatividad, entusiasmo y trabajo, generalmente sin fines de lucro, producir un cambio social en beneficio de un sector de la población, pero que ese beneficio sea sustentable.
EMPRENDEDOR POR ÁREA	Busca destacar en cierta área y ser modelo para otros (deporte, cultura, ciencia, etc.).
EMPRENDEDOR INTERNO (INTRAPRENEUR)	Persona que actúa al interior de una empresa ajena (recibe un salario).
EMPRENDEDOR EXTERNO (ENTREPRENEUR)	Persona que actúa en su propio negocio con fines de lucro.

Fuente: Elaboración propia con base en Alcaraz (2015)

A further classification considers the actions carried out by entrepreneurs (see table 3).

Tabla 3. Tipos de emprendedores

EMPRENDEDOR	CONCEPTO
SOCIAL	Su enfoque es social (bienestar), multiplicador (impacto) y a largo plazo (sostenibilidad) buscando resolver una necesidad de la comunidad.
ECOLÓGICO	Realiza acciones en beneficio del medio ambiente (protegiéndolo, capacitando, re-utilizando, etc.), situación que es su fuente de ingresos.
ARTÍSTICO Y CULTURAL	Hace llegar sus ideas, mediante la difusión, y busca cómo hacerla realidad.
DE NEGOCIO	Personas innovadoras que crean empresas a partir de la apertura de nuevos mercados, a partir de nuevos mecanismos o productos y/o servicios.
DEPORTIVO	Acciones enfocadas a actividades deportivas; emprende constantemente en el rubro (buscando crecer y destacar).

Fuente: Elaboración propia con base en Alcaraz (2015)



Needs of the entrepreneur and the social entrepreneur

According to Shane (2000) and Shepherd and DeTienne (2005), prior knowledge can be understood as the distinctive information that an individual has on a particular topic and that enables him to identify certain opportunities (Ruiz, Sanz and Fuentes, 2015). Following the above, if we want to start, we must have prior information about what we intend to do; ideas that allow different existing scenarios to land and specify where to direct efforts to offer products and services, with characteristics that customers want to find. With information supported, areas of opportunity can be detected in products or services, but above all, the scenario in which a new company can be installed with the identified offer. That is, the experience in what is intended to be undertaken gives the guidelines for the results to be positive in less time. Additionally, it requires attitude and desire to undertake, be unemployed or in search of alternatives to the work that is counted, prior knowledge of what you want to do (research of the competition, what it does, what it offers, under what conditions, where it is located, who buy it, among others) and have a notion of the way in which to carry out what is intended to be undertaken, but mainly the prices, the conditions in which the products are offered and with what characteristics the companies have those that you want to compete. It should be noted that while the absence of information dent the desire to undertake of people, the attitude and desire to overcome are able to eliminate this and other obstacles that arise along the way.

On the other hand, the abandonment of business activity is associated with the perception of new and better opportunities in the workplace, where it seeks to leave aside a greater responsibility, settle for a salary and perform based on what is needed, covering a schedule (comfort zone). When there is a constant generation of new companies and closures, it is known as market turbulence or business rotation, which responds to a natural cycle of renewal of the business structure. You can find benefits with the opening of new companies such as competition and the quality of products or services that are directed to customers. The closing of the companies implies, in turn, expenses of the invested capital and loss of assets. As for Segarra and Callejón (2002, cited in Taxis, Ramírez and Aguilar, 2016) survival in the market represents business success.



International studies reveal that the emergence of entrepreneurs out of necessity represents a category more and more frequent in Latin America than in other more developed regions (Kantis, Ishida and Komori, 2002). Of these ventures, the majority is related to the microenterprise sector that lacks planning and operates at a disadvantage in terms of business training, social security and financing. (Taxis *et al.*, 2016, p. 555).

However, entrepreneurs by necessity are those who are more prone to close in a short time the company undertaken, due to the disadvantage indicated in the operation of the same.

Social entrepreneurship seeks knowledge of "social needs", which are defined as a series of common requirements shared by a population (Valentín, 2017). In other words, for an enterprise of this type to be carried out, it is necessary to know what people need, what they lack, and the ways in which they can improve the conditions in which they find themselves with respect to other inhabitants.

Parsons (1951) it does not adopt a sequence of needs that are satisfied over time. Its systemic approach resides in the premise that human needs, according to how they are met -or frustrated-, have specific ways of influencing each other, so it is not scientifically necessary to formulate a long taxonomy of fundamental needs considered (el caso de Maslow) (Valentin, 2017, p. 105).

What people require will vary over time, considering economic, housing, employment or occupation, age, academic preparation, gender, psychological conditions, among others.

Unlike non-governmental organizations (NGOs), civil associations (CA), foundations and other organizations that seek to reach the disadvantaged population or reach people with deficiencies or needs with co-responsibility (the responsibility of both parties, of the person "Needed" mainly and the organization), the social entrepreneur seeks to reach these same people, empower them or empower them so that, from the first momentum, they can continue on their own in a way that allows them to obtain income from an activity, idea, project or company (this is where the link plays a fundamental role), starting from the observed deficiencies and what is required by a segment of the population, circumstance that may be the generation of income.



According to a study conducted by the Inter-American Development and Social Bank Enterprise Knowledge Network; "Effective management of social enterprises. Lessons learned from companies and civil society organizations in Ibero-America" (BID y SEKN, 2006), The concept of social entrepreneurship is directly related to the action of contributing to accelerate the process of improving humanity (Radrigán, Dávila y Penaglia, 2012, párr. 16)

At this point it is important to point out the duality of skills proposed by Radrigán et al. (2012), who describe that in the social entrepreneur there must be "entrepreneurial ability", defined as "the capacity of an individual to identify and take advantage of opportunities that allow him to start an enterprise" (paragraph 16); and the "diagnostic ability", which they define as the competence to educate themselves and understand social problems as a set of causes and consequences in the short, medium and long term.

Importance of entrepreneurship and social entrepreneurship

Why is it important to start? Based on the classification of the types of entrepreneurs of Alcaraz (2015), it becomes important to carry out a social enterprise because the identified need is reduced, which is why the proposal is generated. An income is obtained, which allows to continue with the work, which is not always remunerated for the one who directs the social enterprise: the benefits are through the conscience and the dreams of the people to turn the planet into a better place of coexistence.

Women's social entrepreneurship

The present investigation has the objective of generating a methodology without importance of gender, applicable in an equal way, that allows to deliver knowledge in an undifferentiated way to organized groups of rural communities. However, due to the nature of the group studied, predominantly female, it is important to consider significant gender factors that will influence the analysis of the data.

To generate inclusive tools in the gender aspect, concept understood as "the set of behaviors, attitudes and values of men and women, which is the product of a historical, social and cultural construction" (Quevedo, Izar and Romo, 2010); to generate inclusive tools, as it



was said, it is important to consider the sociocultural aspects that regulate the relationship between men and women, and the influence of it in the constitution of their enterprises (Quevedo et al., 2010, Muñoz, s.

Historically, due to its characteristic of being reproductive, the woman plays a role that from Chile to Germany has placed her in the center of the family. As a result, when venturing into work environments, it is natural that a dialogue and attempt to balance between their historical role at home and work begins. However, to a large extent the complexity of this balance has been underestimated. At present, societies of several nations and geographical locations place the female population in contexts without institutionalized social practices that allow them to overcome the challenges implied by the social responsibilities assigned to their gender. Women from urban and rural communities are called, by different factors, to participate in the labor world without a clear social infrastructure to support them in balancing the family sphere. They must relate to both despite "the different times, spaces and logics of social interaction" that imply both roles (Cárdenas y Yévenes, 2018).

Entrepreneurship as a social practice, especially when it is a result of a need, will not be an exception to the influence of the previously mentioned social factors. Although gender studies in this area are gaining greater social relevance, the entrepreneurial spirit continues to be associated with the masculine gender, delimited in a sociocultural manner in several countries (Bruni, Gherardi and Poggio, 2004, cited in Quevedo et al., 2010).

While, on the one hand, studies advocate the similarity in the capacities of men and women in entrepreneurship based on their experience, education and access to financing; on the other, other studies argue for an inalienable objectivity existing in men based on facts, while women are subjects of sentimentality (Gendron, cited in Inc, 1994, cited in Quevedo et al., 2010). However, despite the previous differences, the majority agrees that the closer the women's university preparation is, the greater will be their success in entrepreneurship and in achieving social and political structures that allow women to have equitable access to resources. undertake. "Their main obstacles to creating companies are the financial, the lack of a business culture, lack of training, considering business activity a tough task with few rewards and the low propensity to take risks" (Sánchez, 2003, cited in Quevedo et al., 2010). In Latin America, as in the rest of the world, the role of women is continually associated with the bosom of the

family. And although it is not the region with the greatest gender disparity, it presents a gender gap of 29.8%, with an expectation of 79 years to eliminate gender inequality if it continues at the current rate.

México

The gender gap is particularly alarming in Mexico. It disproportionately affects the populations of young and adult women, who participate less in the labor market and in a more interrupted way than men. The country is one of the highest with the worst gender gap in Latin America (World Economic Forum [WEF], 2017).

The importance of women for the economy lies in their economic production value, as well as their role as family fabric builders (Cárdenas and Yévenes, 2018). In the particular case of rural women, it means that this gender inequality is translated into wider inequalities (OECD, 2017, Economic Commission for Latin America and the Caribbean [ECLAC], 2018). Taking into account that, in Mexico, it is estimated that 1 in 10 Mexicans is indigenous and lives in rural communities, the negative impact on rural women has a direct and indirect negative impact on a significant population of the country.

As a result, throughout the transformation of rural women and their victories in the social field, challenges persist while new ones emerge. Unlike men, rural women not only face the obstacles of rural enterprises that particularly prevail in Mexico, namely, the lack of infrastructure and the isolation of communities; rather, women's social entrepreneurship in rural areas also confronts its implications: the lack of infrastructure borders the need for forced labor of which they are historically vetoed, and the isolation results in the lack of influence towards new ways of thinking oriented toward gender equity that reinforce their growing desire to be treated with the same respect as their male counterparts. For example, their educational backwardness is poorly combated, which influences their abilities to initiate ventures, which includes the mastery of Spanish in the case of indigenous women and the basic skills that formal education provides for the practice of commercial activities. (Muñoz, s. f.; Cepal 2018).



Social entrepreneurship in Latin America

Latin America and the Caribbean are the second most represented area in the Global Entrepreneur Measure [GEM] (Amorós, 2011). In terms of entrepreneurship and economy, there is great potential in the region. In 2009, the area reported a gross domestic product (GDP) of approximately \$ 6600 million (Amorós, 2011). The territory has two of the largest economies in the world (one of them is Brazil), as well as countries that, despite their internal conflicts, have made advances that favor the generation of companies and economic growth (Amorós, 2011). Contrasting this positive reality, it is worth noting again the persistent inequality and poverty in the region, which presents the needs for improvement in various areas such as education, the creation of knowledge and the aforementioned gender gap. Thus, in terms of social entrepreneurship, it is not surprising that the region has been increasing its knowledge and practices in this exercise focused on social change, and that it has generated its own methodologies. Such is the case of Brazil, with the Fundação Dom Cabral (FDC), which generated its Parceria com Organizações Sociais (POS) methodology (Fisac, Alves de Carvalho, Moreno, Moreno and Rojas, 2012).

Social entrepreneurship in Latin America is characterized by a strong membership and commitment that mobilizes entrepreneurs, as well as a strong need, which varies according to the country, to increase the professionally trained staff to perform the activities that entails social entrepreneurship: entrepreneurial ability and diagnostic ability (Fisac et al., 2012; Radrigán et al., 2012; Falcone et al., 2016). Although more and more countries are generating training programs for social entrepreneurs (Fisac et al., 2012), the challenge continues.

Social entrepreneurship in Mexico

In Mexico, social entrepreneurship has its beginnings with the boom of entrepreneurship as a new way to encourage the national economy (Falcone et al., 2016). In the country there are many actors such as accelerators and incubators that are allowing the growth of these initiatives; in addition to factors such as a potential market of 23 million people, a relatively advanced economy with young tech-savvy entrepreneurs and a government that supports these initiatives, all of which have allowed Mexico to gradually grow as an investment center (GEM, 2017 Falcone et al., 2016). However, there are important challenges to strengthen this ecosystem,



especially in the structuring of social enterprises and in regard to labor productivity and tax and legal aspects that favor traditional entrepreneurship and make clear the role of those with a social nature (GEM, 2017; Falcone *et al.*, 2016).

Yucatán

Yucatán, like the rest of the country, presents significant needs for entrepreneurship. The need for financing is the biggest obstacle to the profitability of this activity in the entity. However, it should be noted that the Yucatec state has an entrepreneurial ecosystem with great potential. In 2017, the value of this ecosystem was 4.98, above the 4.29 valued for Latin America (GEM, 2018). On the other hand, it is also noteworthy that, unlike the rest of the country, Yucatán presents an entrepreneurial environment with the participation of women superior to that of men (GEM, 2018). In this way, while presenting the shared social challenges in Latin America and the rest of Mexico, such as the gender gap and poverty, it has a cultural richness that makes it stand out internationally, as well as generating significant sources of work through social entrepreneurship, such as artisanal production and agriculture, highlighting the participation of women in the enterprises (Muñoz, *sf*; Jácome *et al.*, 2018; Lafarga *et al.*, 2014; GEM, 2018).

Social innovation

The term innovation refers to the search and generation of a differential in the services or products to be developed, in this case, in entrepreneurship. In order for it to be undertaken, it is necessary to know that differentiation existing in the product or service to be offered in the market.

Innovation is considered as a synonym to produce, assimilate and successfully exploit a novelty, in the economic and social spheres, in a way that provides unprecedented solutions to problems and thus allows responding to the needs of people and society (Libro Verde de la Innovación. Comisión Europea, 1995; citado en CEIM Confederación Empresarial de Madrid-CEOE, 2000, p. 21).



That is, establish clearly what differs (what is different), what marks the pattern between my product or service and that of the competition; know what I have, how I am and in what way I will improve what exists.

An innovation is the introduction of a new or significantly improved product (good or service), a process, a new marketing method or a new organizational method, in the internal practices of the company, the organization of the workplace or external relations (OCDE / Oficina de Estadística de las Comunidades Europeas [Eurostat], 2005, p. 56).

The interesting thing about the positions is how to identify a change, when this is a service based on what. Because it is not the product that has the most ingredients capable of achieving success in the demand, but it is one that manages to fully satisfy the wishes of customers. In this sense, it becomes necessary to consider a greater observation in the services to be able to grant that differentiation, without exceeding the offer (taking into account from the greeting at the time of the arrival of the clients to the company, the form of the offer of the services, up to the type and form of attention and speed of attention, etc.).

For this reason, by innovating and clearly establishing the variation in products and services with respect to competition, procedures can be established to undertake, that is, to carry out what has been proposed, identified and registered, always seeking the benefit of the people or organization.

Methodology

The methodology used has a mixed research approach (Creswell, 2013a, Lieber and Weisner, 2010). Mixed methods use evidence of numerical, verbal, textual, visual, symbolic and other kinds of data to understand problems in the sciences (Hernández, Fernández and Baptista, 2014, p.534). In this sense, and due to the interpretation of the data obtained based on the numbering, by means of percentages, they are represented through tables and graphs, to then explain the data generated as results of the statistical analysis (of an instrument, the questionnaire) and the case study (the structured interview) was conducted and addressed to the trainers and coaches of the women artisans (interpreting the results in a theoretical and explanatory way, excluding the numerical data in the results); however, for the present study

the results of the application of the questionnaire are presented, which had a quantitative approach.

The instruments elaborated for the present study were a questionnaire that integrated 30 items, and a structured interview with 15 items. The questionnaire was applied to women artisans by trainers or trainees; women located in the towns of Peba (Abalá), Tipikal (Maní) and Colonia Yucatán (Tizimín). The localities were selected randomly and the participating women were recruited by invitation through the local authority and selected by presenting the commitments and scope of the project; the most responsible were the chosen ones. The instrument was applied to 100% of the women attending, that is, no sample was taken (see table 4).

The criterion that was established to be summoned in the localities was the following:

1. Be a woman
2. Carry out some type of craft.
3. To live in the locality.

The artisan women were part of the training and training activities given by the Metropolitan Technological University (UTM). The courses were the following places:

- Workshop on the design of new products and awareness (Abalá and Maní).
- Marketing and awareness of entrepreneurship (Tizimín).

Tabla 4. Cuestionarios aplicados a las mujeres artesanas

LOCALIDAD	MUNICIPIO	MUJERES ARTESANAS CONVOCADAS	CUESTIONARIOS APLICADOS
PEBA	Abalá	10	5
TIPIKAL	Maní	30	31
COLONIA YUCATÁN	Tizimín	20	19
TOTAL		60	55

Fuente: Elaboración propia

By way of proportions, 35% of the questionnaires were applied in the town of Tipikal, Maní; 56% in the locality of Colonia Yucatán, Tizimín, and remaining 9% in the town of Peba, Abalá.



The structured interview was aimed at trainers and coaches of women, in order to complement the information obtained from the subjects of study. In the present material the results of the questionnaires applied in the localities of Peba (Abalá), Tipikal (Maní) and Colonia Yucatán (Tizimín) are shown in a descriptive way.

Results

As results, the following data were obtained, considering the first segment of the instrument called Generalities, applied to the artisan women attending the training events programmed by the UTM.

The total of the assistants were of the feminine gender. Of the participants, 87% of the women were married, 4% were single and 9% had some type of union (not endorsed by the laws). In relation to the mastery of the Mayan language, 84% of the artisans spoke the language perfectly; 3% understood everything, but had an oral language proficiency of 50%, and 9% of the interviewed indicated that they did not speak it but did understand the language.

The family income of 31% of the study subjects ranged from \$ 501 to \$ 1000, 16% received between \$ 1 to \$ 500 and another 16% from \$ 2501 to \$ 3000 (if we consider that in 2018 the monthly minimum wage in Mexico was \$ 2686.14, it can be mentioned that a proportional part of that 16% is above a minimum wage, specifically 5%); families that have incomes above the minimum wage of artisan women, but could not reach two minimum wages (\$ 5372.28) represented 9%, and only 4% generated family income of more than two minimum wages. When relating the age with respect to the family income of people aged 65 and over, they obtain a total of \$ 1500 per month, an amount that is less than a minimum wage (see table 5).

Tabla 5. Ingresos según rangos de edad

Ingreso	20 a 24 años	25 a 29 años	30 a 34 años	35 a 39 años	40 a 44 años	45 a 49 años	50 a 54 años	55 a 59 años	60 a 64 años	65 a 69 años	75 a 79 años	Tota l
\$1 a \$500	1	1			1	2			2	1	1	9
\$1001 a \$1500				1	2		1			1		5
\$1501 a \$2000			1		1							2
\$2001 a \$2500	1				2	1		1	1			6
\$2501 a \$3000	1	1			3	2	1		1			9
\$3501 a \$4000	1	1		1				1	1			5
\$5501 a \$6000	1											1
\$501 a \$1000			1	2	3	1	3	6	1			17
\$9501 a \$10 000							1					1
	5	3	2	4	12	6	6	8	6	2	1	55

Fuente: Elaboración propia

The labor activity carried out by the head of the family of the artisan women was preponderantly that of peasant (60%), followed by masonry (16%). In addition, 5% was engaged in trade and served as the police authority in the same percentage (5%). Among the most outstanding data, however, is the activity of the field, which generates income below a minimum wage, and although it excels a figure that records income between \$ 5501 to \$ 6000 and performs the work of peasant, as indicated , are family income, that is, more than one member that contributes to family spending (see table 6).

Tabla 6. Actividad laboral según ingresos

Actividad laboral (Jefe de familia)	\$1 a \$500	\$100 a \$150	\$150 a \$200	\$200 a \$250	\$250 a \$300	\$300 a \$350	\$350 a \$400	\$400 a \$550	\$550 a \$950	Tota l
Albañil		1		1	3	2		2		9
Campesino	7	1	2	4	3			1	15	33
Carpintero				1						1
Chofer		1								1
Comerciante					1	1				3
Conductor de moto taxi	1									1
Jubilado		1								1
NA		1								1
Pensionado					1					1
Policía					1	2				3
Taxista	1									1
	9	5	2	6	9	5	1	17	1	55

Fuente: Elaboración propia

On the other hand, 24% of the women to whom the instruments were applied did not perform another work activity: 18% were dedicated to the home (housewife) and the remaining percentage did not carry out activities. Highlights the work activities carried out by women as a house arrangement, washing and ironing in other homes for a fee; support in tortillerías; street selling and sale of food, additional to the sale of handicrafts. Continuing with the previous, 27% of the artisans made blouses painted, embroidered by machine, embroidered by hand and cross stitch. In addition, 31% generated embroidery in cross stitch, machine; 16% carried out the making of hipiles with machine embroidery, cross stitch or painted; 5% used to make hammocks or produce napkins, fabrics and finishing pieces, among others. Finally, 29% have the opportunity to make more than one craft.

However, 98.2% of the artisans carried out activities (handicrafts) in their homes. The house with the same percentage is its own. The women interviewed did not have employees.

In terms of sales, 3% of artisan women sell between one and three pieces; 42% of between four to six garments; 7% concrete between seven to nine pieces sold; 9% sell between 10 to 12, and 17% of women over 12 garments (although they were smaller pieces, so production was faster, such as napkin rings, or painted blouses). On the other hand, 22% of the participants



do not sell, that is, they carry out the garments because they like to do it, because they know how to do it, and they do it for their relatives, without a payment in between. However, something important detected in this area is that 15% of artisans do not know the precise cost of production and, in turn, the usefulness of the products (since they do not include all costs, including labor, the transfer for the acquisition of the materials, for example, it was identified that the women of Colonia Yucatán move to Tizimín for the purchase, those of Peba and Tipikal to the city of Mérida); In other words, the effort is retributable, but not always with the expected gain.

In relation to learning to make handicrafts, 89% indicated that a relative provided guidance, 5% received training (however, had the notion of the process for development), 4% learned through observation and percentage The remaining one did not answer the question.

Based on the description of the handicraft development process, the levels of entrepreneurship can be established to assign a weighted value to determine a qualification as a result of the training process (initially) (see figure 1).

Figura 1. Niveles de emprendimiento social

Básico	Intermedio	Medio	Avanzado
<ul style="list-style-type: none"> • Se encuentran en un proceso de aprendizaje • Realizan sus propias figuras o imágenes (a manera de copia) • Utilizan técnicas básica o rudimentarias para la elaboración • Utilizan la recomendación para la difusión de sus artesanías • Investiga los diseños que puede hacer • Los materiales son locales 	<ul style="list-style-type: none"> • Sabe elaborar sus productos, • Tiene variedad de imágenes, figuras, pero no diseña nuevas, copia de otros • Hacen uso de equipos para su elaboración, pero no industriales • Utilizan medios tecnológicos básicos para su difusión • Los materiales son de otras localidades • Está en contacto con otras artesanas • Intercambian ideas y diseños con artesanas de la localidad 	<ul style="list-style-type: none"> • Sabe elaborar sus productos, • Los materiales se adquieren en la entidad • Tiene variedad de imágenes y figuras basados en sus propios diseños • Hace uso de equipos semi-industriales para su elaboración • Utiliza variedad de medios tecnológicos para su difusión y genera mayor cantidad de ventas • Investiga que hacen otras artesanas y dónde venden • Intercambian ideas y diseños con artesanas de otros municipios • Participa en exposiciones o concursos 	<ul style="list-style-type: none"> • Sabe elaborar sus productos, • Los materiales son adquiridos en la entidad y fuera de ella. • Cuenta con otros empleados que le hagan sus diseños • Tiene gran variedad de imágenes y figuras basados en sus propios diseños • Hace uso de equipos industriales y manuales para su elaboración • Utiliza variedad de medios tecnológicos para su difusión y genera mayor cantidad de ventas, basado en otros medios para su difusión • Es proveedor a empresas y/o exporta • Participa en exposiciones o concursos

Fuente: Elaboración propia

Tabla 7. Niveles de emprendimiento con propuesta de ponderación

Nivel básico	Ponderación	Calificación
Se encuentran en un proceso de aprendizaje	0.10	
Realizan sus propias figuras o imágenes (a manera de copia)	0.25	
Utilizan técnicas básica o rudimentarias para la elaboración	0.15	
Utilizan la recomendación para la difusión de sus artesanías	0.22	
Investigan los diseños que puede hacer	0.08	
Los materiales son locales	0.12	
Realizan sus productos para sus familiares y amigos, a veces venden	0.08	
	1.00	
Nivel intermedio	Ponderación	Calificación
Sabe elaborar sus productos	0.12	
Tienen variedad de imágenes, figuras, pero no diseñan nuevas, copia de otros	0.17	
Hacen uso de equipos para su elaboración, pero no industriales	0.13	
Utilizan medios tecnológicos básicos para su difusión	0.22	
Los materiales son de otras localidades	0.10	
Están en contacto con otras artesana	0.05	
Intercambian ideas y diseños con artesanas de la localidad	0.13	
Venden sus productos a familiares y amigos	0.08	
	1.00	
Nivel medio	Ponderación	Calificación
Saben elaborar sus productos	0.12	
Los materiales se adquieren en la entidad	0.09	
Tienen variedad de imágenes y figuras basados en sus propios diseños	0.15	
Hacen uso de equipos semi-industriales para su elaboración	0.08	
Utilizan variedad de medios tecnológicos para su difusión y genera mayor cantidad de ventas	0.13	
Investigan qué hacen otras artesanas y dónde venden	0.09	
Intercambian ideas y diseños con artesanas de otros municipios	0.12	
Participan en exposiciones o concursos	0.13	
Venden sus productos en la localidad y otros municipios	0.09	
	1.00	
Nivel avanzado	Ponderación	Calificación
Saben elaborar sus productos	0.05	
Los materiales son adquiridos en la entidad y fuera de ella	0.12	
Cuentan con otros empleados que les hagan sus diseños	0.09	
Tienen gran variedad de imágenes y figuras basados en sus propios diseños	0.14	
Hacen uso de equipos industriales y manuales para su elaboración	0.08	
Utilizan variedad de medios tecnológicos para su difusión y generan mayor cantidad de ventas, basado en otros medios para su difusión	0.13	
Proveen a empresas y/o exportan	0.15	
Participan en exposiciones o concursos	0.09	
Venden sus productos en la entidad y otras entidades	0.15	
	1.00	

Fuente: Elaboración propia

Based on the levels of entrepreneurship and the weighting that was established, it was applied to women artisans, to identify the level of social entrepreneurship in which they were and the following results were obtained (see table 8).

Tabla 8. Niveles de emprendimiento con ponderación de las mujeres artesanas

Nivel básico	Peba, Abalá	
	Ponderación	Calificación
Se encuentran en un proceso de aprendizaje	0.10	0.08
Realizan sus propias figuras o imágenes (a manera de copia)	0.25	0.19
Utilizan técnicas básicas o rudimentarias para la elaboración	0.15	0.13
Utilizan la recomendación para la difusión de sus artesanías	0.22	0.16
Investigan los diseños que puede hacer	0.08	0.04
Los materiales son locales	0.12	0.12
Realizan sus productos para sus familiares y amigos, a veces vende	0.08	0.08
	1.00	0.80
Nivel intermedio	Tipikal, Maní	
	Ponderación	Calificación
Saben elaborar sus productos	0.12	0.10
Tienen variedad de imágenes, figuras, pero no diseñan nuevas, copia de otros	0.17	0.11
Hacen uso de equipos para su elaboración, pero no industriales	0.13	0.11
Utilizan medios tecnológicos básicos para su difusión	0.22	0.18
Los materiales son de otras localidades	0.10	0.07
Están en contacto con otras artesanas	0.05	0.05
Intercambian ideas y diseños con artesanas de la localidad	0.13	0.07
Venden sus productos a familiares y amigos	0.08	0.08
	1.00	0.77
Nivel intermedio	Colonia Yucatán, Tizimín	
	Ponderación	Calificación
Saben elaborar sus productos	0.12	0.09
Tienen variedad de imágenes, figuras, pero no diseñan nuevas, copia de otros	0.17	0.10
Hacen uso de equipos para su elaboración, pero no industriales	0.13	0.10
Utilizan medios tecnológicos básicos para su difusión	0.22	0.17
Los materiales son de otras localidades	0.10	0.09
Están en contacto con otras artesanas	0.05	0.05
Intercambian ideas y diseños con artesanas de la localidad	0.13	0.06
Venden sus productos a familiares y amigos	0.08	0.08
	1.00	0.74

Fuente: Elaboración propia



Discussion of results

With respect to the results generated in the application of the levels of entrepreneurship with weighting, applied to the artisan women, the following was obtained:

The characteristics of the entrepreneur according to the generated factor (García del Junco, Álvarez and Reyna, 2007, cited in Bucardo et al., 2015): In the first level willpower is identified; in the second level, the confidence of the people to attend and participate in the activities for the learning of a type of craft, or to improve the products that are already being made. The third level is associated with independence, which for the present study is the faculty that is granted to women based on knowledge and training (empowerment). The potentializing factor is associated with the first level, the spirit of sacrifice; in the second level, the need, and in the third level, the illusion. According to the entrepreneurial reason (Alcaraz, 2015), it is established that it is for an opportunity (in this case income) and because women are in an unfavorable economic situation. Based on the same author, it can be mentioned that they are social entrepreneurs, because they only obtain the recovery of the materials from the production process of the crafts to continue with the activity; still they do not glimpse like traders and producers (for the results that were obtained of Peba, Abalá). On the other hand, the data obtained in Tipikal, Maní, according to the generated factor (García del Junco, Álvarez and Reyna, 2007, cited in Bucardo et al., 2015): In the first level, creativity is identified; in the second level, the confidence of the people to attend and participate in the activities for learning to improve the products that are already being made. The third level is associated with independence, but above all with good character. The factor of empowerment is associated in the first level, the ambition and the spirit of sacrifice (in this sense the artisans mention that they make their products to support their relatives, or improve the family / income economy); in the second level, the need (income does not exceed a minimum wage by more than 50%), and in the third level, the illusion and enthusiasm. According to the entrepreneurial reason (Alcaraz, 2015), it is established that it is for an opportunity (in this case income) and because women are in an unfavorable economic situation. Based on the same author, it can be mentioned that they are social entrepreneurs and start with business entrepreneurship (the commercial opportunity in other municipalities of the state is what generates the rotation of the profits).

In the town of Colonia Yucatán, Tizimín, the characteristics of the entrepreneur are associated according to the factor generated (García del Junco, Álvarez and Reyna, 2007, cited in Bucardo et al., 2015): Creativity is identified on the first level; In the second level, the confidence of the people, however, is not always answered by the artisan women before the calls to courses. In the third level, independence, but above all good character (that allows to market the product, that is, to know how to reach customers). The factor of empowerment is asocial in the first level, the ambition (for improvement of the family economy, could be established the desire to overcome) and the spirit of sacrifice (in this sense the artisans mention that they make their products to support their families , or improve the family / income economy); in the second level, the need (the income does not exceed a minimum wage in more than 90%), and in the third level, the enthusiasm (the desire or impetus to carry out the actions of undertaking). According to the entrepreneurial reason (Alcaraz, 2015), it is established that it is for an opportunity (in this case income) and because women are in an unfavorable economic situation. Similarly, it can be mentioned that they are social entrepreneurs and start with business entrepreneurship (the commercial opportunity in other municipalities of the state is also what generates the rotation of the profits). The type of learning used for the production process of the artisans is the empirical one based on the experience of their relatives and the orientation directed towards the artisan women, but, above all, that during their childhood and youth they observed the elaboration of the crafts, what allows them to have the facility and agility for the production in short time of their handmade products.

Conclusions

It can be concluded that with the levels of entrepreneurship that are established and the integrated weighting will facilitate the design of the programs to direct the organized groups, for the independent people who want to undertake socially and in a business way. That is, you can count on the support that allows you to design the courses, workshops and programs according to the needs of the entrepreneurs.

On the other hand, it is recommended for the women studied to direct trainings and trainings to reach the niche markets, to the profiles of the clients that demand their handicrafts,



to properly conduct the quality mechanisms that allow the crafts to be valued much more, but that also access to improve prices (does not mean lower prices, means assigning the real price according to the correct calculation of costs), reducing costs without sacrificing the quality thereof, and properly identify the profits by product. Artisan women ask for information to know how to sell more, know how to improve the quality of what they do, but above all they are open to the innovation of the designs.

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