

12

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MODEL OF MARKETING

TO COUNTERACT THE ECONOMIC CRISIS IN SECTOR OF FOOTWEAR ARTICLES IN CÚCUTA, COLOMBIA

MODELO DE MERCADOTECNIA PARA CONTRARRESTAR LA CRISIS ECONÓMICA EN SECTOR DE ARTÍCULOS DE CALZADO EN CÚCUTA, COLOMBIA

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SUMMARY

The main objective of this article was to design a digital marketing model with a competitive approach to counteract the economic crisis caused by the Covid-19 in the footwear sector of the city of Cúcuta. The methodology used was descriptive with a quantitative approach. Likewise, statistical methods and metrics necessary to evidence the results of the surveys were used, as well as in the calculation and application of the sample since these sections are objects of numerical qualification and statistical interpretation to know different patterns of behavior. As a result, it was obtained that the formalization of these companies is essential, in some cases they do not conform legally in order to avoid taxes, it is believed that in that way in the long term they will be more profitable, but to prepare footwear entrepreneurs to export, the initial thing is that they know that a legalized company gives identity and seriousness to do business, provides confidence for their customers and ensures compliance with their obligations. In conclusion, manufacturers must learn to make use of digital marketing, especially those belonging to SMEs. On the other hand, it is essential to establish decision making regarding marketing and digital marketing since they are fundamental tools for the success of any organization, but due to the lack of knowledge it is impossible for owners to make the right decisions.

Keywords: Digital marketing, competitive approach, economic crisis, design, footwear sector, cluster.

RESUMEN

El presente artículo estableció como objetivo principal diseñar un modelo de marketing digital con un enfoque competitivo para contrarrestar la crisis económica por el Covid-19 en sector calzado de la ciudad de Cúcuta. La metodología utilizada fue descriptiva de enfoque cuantitativa. Asimismo, se utilizó métodos estadísticos y métricas necesarias para evidenciar los resultados de las encuestas, así como también en el cálculo y aplicación de la muestra ya que estos apartados son objetos de calificación numérica e interpretación estadística para conocer diferentes patrones de comportamiento. Como resultado se obtuvo que la formalización de estas empresas es primordial, en algunos casos no se conforman legalmente para poder eludir impuestos, se cree que de esa forma a largo plazo serán más rentables, pero preparar a los empresarios del calzado para exportar, lo inicial es que ellos conozcan que una empresa legalizada da identidad y seriedad para realizar negocios, brinda confianza para sus clientes y asegura el cumplimiento de sus obligaciones. En conclusiones, los fabricantes deben aprender hacer uso del marketing digital, especialmente los pertenecientes a las PYMES. Por otro lado, se hace indispensable que se establezcan toma de decisiones en cuanto al marketing y el marketing digital puesto que son herramientas fundamentales para el éxito de cualquier organización,

pero debido a la falta de conocimiento es imposible que los dueños puedan tomar decisiones correctas.

Palabras clave: Marketing digital, enfoque competitivo, crisis económica, diseño, sector del calzado, clúster.

INTRODUCTION

The containment ordered by most of the nations of the world to face the health crisis of the Coronavirus (COVID-19) has allowed mitigating its effects and preventing in many cases the collapse of health services (Santana et al., 2023), but the rigorosity of this measure has also brought multidimensional consequences with which we are just beginning to deal, among which it is possible to mention the paralysis of the economy, the collapse of the industry and the significant increase in unemployment. It also generated a complex situation in the health system as mentioned by Espinosa et al. (2019).

Therefore, the arrival of COVID-19 has occurred in the midst of a context of global economic weakening that has been affecting the world since the housing crisis of 2008 and 2009; this can be seen by comparing the growth rate of the volume of trade in goods between 1990 and 2007, with that between 2012 and 2019, being respectively 6.2% and 2.3% as reported by the World Trade Organization. Similarly, the share of exports of goods and services in the world GDP has remained at 28% since 2015, when already in 2008, it reached 31% (Economic Commission for Latin America and the Caribbean- ECLAC). This problem generated by the COVID generated from a positive aspect that will enter into development social marketing in health as raised by Ruiz, et al. (2021).

The global outlook is devastating, since, according to the World Bank in 2020, since the beginning of the pandemic and confinement period, global product figures have been recorded that have not been seen since World War II. For its part, ECLAC announced a 17.7% drop in the volume of world trade in goods between 2019 and 2020 alone, which especially affected developing countries, as the world powers managed to control the outbreak in a sufficiently timely manner to resume their productive activities before the effect was greater.

With respect to the value of exports and imports of goods, there was a 17% reduction between January and May 2020, compared to the same period during 2019, although these two flows plummeted towards the end of the five-month period in 2020, with a year-on-year drop of 37% for May; In the two-month period between April and May 2020 alone, the year-on-year decrease in trade volume exceeded that of 2009 during the housing crisis, with 20% in exports and 25% in imports, the former being affected

by the partial closure of the productive apparatus and the economic contraction of the main markets in the region; while the situation of the latter is attributed to the ongoing recession, for which a contraction of 9.1% in its product is expected (ECLAC, 2020).

Similarly, the value of shipments within the same region experienced a 24% drop between January and May 2020, given the decrease in demand due to the recession; the industries most affected by this phenomenon have been manufacturing industries, among which we can mention the automotive sector with a drop of about 55% in the value of trade between January and May 2020; in the case of footwear, according to ECLAC (2020), the drop will depend on the measures adopted by each country with respect to quarantine.

Meanwhile, in Colombia, according to the Chilean-Japanese company FollowUP, the period between the last week of March and the first week of June 2020 was catastrophic for the textile and footwear sectors, since for both men's and women's fashion, there was a drop in sales of 84.6%; footwear, for its part, had already been presenting problems, since in the same period of the previous year it had already experienced a drop in sales of 85.8%, the same happened with underwear and children's fashion whose sales fell by 82.6% and 84.6% respectively (Becerra, 2020).

This report took into account national brands such as Offcorss, Leonisa, Punto Blanco, Velez, Gef, Studio F, Lili Pink and Koaj, as well as foreign brands such as Mango, Bata, Americanino and GAP. One of the data considered as the most important to take into account to understand the slump in sales was the foot traffic in physical stores, which dropped as much as 93.3% in the textile sector and 94.4% for the footwear sector (Becerra, 2020).

As observed in the previous study, one of the reasons why the footwear sector was so affected is because during the period of confinement, the public was not encouraged to invest in footwear, since most of the time they were at home and therefore did not require this article generally designed for urban life; however, it can be mentioned that a balance was maintained in the sale of sports footwear, which turned out to be a very attractive option to stay at home.

Likewise, footwear production in the last six years has been declining as can be seen in Figure 1, having a large slump between January to April 2018 and January to April 2019. It can be said, that since 2017 the footwear sector

began to suffer a decline in its production. In 2020, taking into account the pandemic said sector continues to decline to date, as noted by the newspaper La Economía in 2020:

In view of the COVID 19 situation, the footwear sector presents a complex scenario: factories are closed, commerce does not open and buyers, for the most part, are still at home, avoiding the contagion, which is usually very easy (p. 4). (See Figure 1)

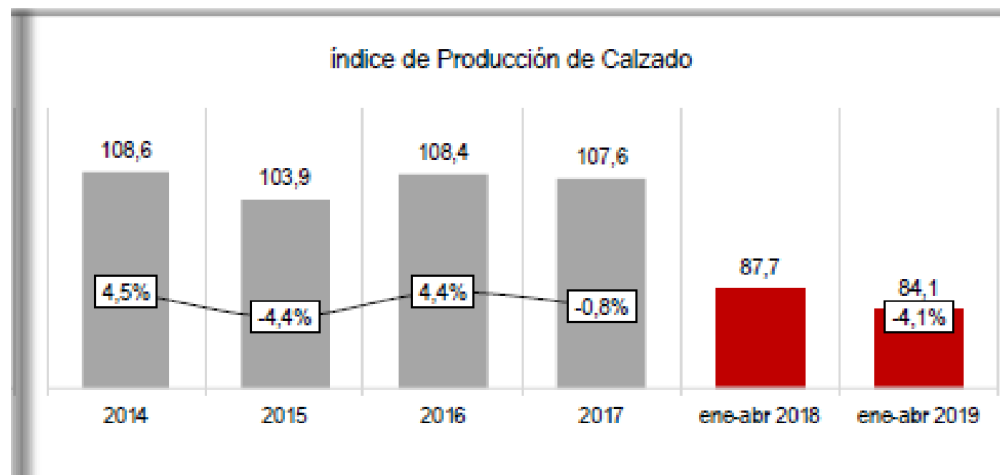


Figure 1. Footwear production index for the last six years.

Source. Inexmoda sector analysis with information extracted from DANE (2019).

On the other hand, there are figures for the drop in footwear exports over the last six years, as shown in Figure 2.



Figure 2. Falling footwear sales index

Source. Inexmoda sector analysis with information extracted from DANE (2019).

As it happened in the production of footwear, it can be seen that the consecutive six years sales had a surprising drop for the years 2018 and 2019. In the same vein, it is important to take into account the statements of Becerra (2020) who considers that the footwear sector is experiencing a slump in Colombia, due to the fact that this economic sector does not have the support or promotion of local production. In part this is due to the arrival of free trade agreements, which gave free rein to foreign companies to export their products to the country, when the reality is that the footwear sector is not prepared to compete with these products entering the country for three reasons as explained by Uribe and Arango (2020): the labor force in Colombia is less productive; second, the raw material has high prices. Third,

most microentrepreneurs do not have technological innovation in footwear production, which is still done by hand, in addition to the informality of some manufacturers.

In fact, according to the Asociación Colombiana de Industriales del Calzado, el Cuero y sus Manufacturas (ACICAM, 2021), only during 2020, about 2,000 companies were forced to cease their activities, since 14.4 million pairs of shoes had to stop being produced, given the low demand, since 29 million pairs stopped being consumed and 15 million stopped being sold. This in turn resulted in the loss of 34,000 direct jobs, which in a country like Colombia, where unemployment was already a social problem, is particularly dramatic.

In addition to all of the above, the balance of footwear production and trade in the country in the last quarter was greatly affected by the strike and restrictions. According to the National Administrative Department of Statistics (DANE, 2021), in the first five months of the year 2021, the footwear sector experienced a 53.8% growth in production, while sales only reached 27%; figures that are well below normal averages, but which, according to positivist variations, represent a change. Now, before the pandemic, there was a continuous growth of the productive units in the city of Cúcuta, in terms of production and commercialization to such an extent that for the year 2011, the sector experienced a growth of 20.7%, but this growth has been reduced not only due to market conditions and society in general during the 2020 and 2021, but also due to the sudden increase in the price of inputs with which these companies work (DANE, 2021).

During the month of February 2021, while the footwear fair was held in which 90 companies participated, only 378,000 sales were achieved, equivalent to 10,967 million pesos, which in comparison with the average million pairs sold before the pandemic, equivalent to 28,000 million pesos, in other similar events, represents a 60% drop in the sector's profits (Corporación de Industriales del Calzado y Similares de Norte de Santander- CORPOINCAL, 2021). Thus, little by little, all companies that hope to survive the situation, have seen the need to explore the means of marketing goods and services through digital environments, as indicated by the director of CORPOINCAL (2021), who notes in turn that about 20% of entrepreneurs in the region have already managed to make sales in these environments, "We hope to continue increasing these percentages every day, because these types of sales are cash and would be the sales of the future".

On the other hand, it has become evident for many companies the importance of marketing in the way markets are dynamized, especially within the new digital environment;

for this reason it is of great importance that Colombian entrepreneurs recognize the importance of this tool for the fulfillment of their objectives, because regardless of the quality and performance of their products, it will be impossible for the public to know and appreciate these characteristics unless a marketing campaign is conducted where the value proposition can be delivered.

Currently, in all economic activity, the innovation of goods continues to be promoted throughout the production chain, which specifically impacts the challenge currently faced by the footwear manufacturing sector in Colombia, especially in the city of Cúcuta, where the global nature of its markets and the need to face the growing competitiveness must be considered. Therefore, marketing directly influences the sales of companies, this tool allows a correct dissemination of the products and brand that are offered, according to Baryshnikova et al. (2021) marketing in SMEs (Small and Medium Enterprises), allows generating opportunities, related to increased sales, thanks to the approach it makes with its customers, strengthening distribution channel, making the organization better known, that is why, a proper management of marketing variables in the footwear sector would bring as results the obtaining and improvement in their income.

Now, according to Delgado et al. (2023), digital marketing consider the application of marketing tools, strategies or tactics carried out in digital media currently presented, in other words, it is the electronic media used strategically, with the objective of reaching and creating a transaction with the buying and selling customer. Therefore, the adaptation of innovative strategies focused on SMEs and specifically to the footwear manufacturing sector in the city of Cúcuta, through the application of digital marketing, would open new commercial and advertising channels that allow them to maintain their positioning in the local, regional, national and international market.

MATERIALS AND METHODS

It should be noted that for several years, there has been a transition from traditional commerce, in which the customer went to a physical point of purchase, to a digital commerce model, in which both advertising and the purchase of products take place through electronic devices; although this has not been the case for populations relatively lagging behind in technology such as Cúcuta, where there is still not the level of comfort, security and reliability to make purchases from home.

Meanwhile, one of the main problems observed that these companies attached to the footwear sector in the Chamber of Commerce of Cúcuta, is that they continue to

use the same advertising media that have been used historically in Colombia, which represents a problem, since the vast majority of the public is in the digital media and it is in these that have developed the most effective resources in history to provide visibility to companies and thus a potential for growth never seen before.

The Information and Communication Technologies (ICT) in their most sophisticated form, which are search engines and social networks, have allowed companies to develop new advertising strategies that are more effective than traditional invasive advertising; In this way, companies achieve better sales results in a much more effective and economical way, since they can monitor the process continuously and in real time, in addition to the fact that they can obtain instant feedback from the market and can make personal contact with their customers, significantly improving their attention, and generating traction thanks to the effective exposure that is achieved within these platforms.

Faced with this scenario it is clear that if companies in the footwear sector in Cúcuta, do not adapt to the use of new media to exercise trade, they risk decreasing their market share and even end up being irrelevant in the market, disappearing. Taking this into account, the main challenge to be faced is the development of a competitive digital marketing model that allows companies in the aforementioned sector to obtain a new market share within digital environments and overcome their problems of technological lag. In addition to integrating to the demands of an increasingly informed and demanding public that, having so many options, is increasingly reluctant to make purchases with a specific brand and instead benefits from market competition.

For the development of the research was developed with a quantitative approach, which sought to design a digital marketing model with a competitive approach to counteract the economic crisis due to the Covid-19 in the footwear sector in the city of Cúcuta. The target population allowed a marketing strategy in which 100 companies attached to the footwear sector in the Chamber of Commerce of Cúcuta were taken as a sample.

Guckenbiehl & Corral (2022) describe the survey as a technique of questions directed to a representative segment of the studied population, with the objective of obtaining options, identifying characteristics to be measured or collecting data on concrete facts.

This allowed the development and analysis of the results in the form of matrices, tables and statistical graphs.

RESULTS AND DISCUSSION

Identification through a matrix of internal and external factors and POAM, the current situation of the companies dedicated to the footwear industry in the city of Cúcuta.

For the development of the second objective, the SWOT matrix, internal factors matrix (EFI), external factors matrix (EFE), PEYEA and POAM were applied in order to complement the first objective, which was developed through a survey applied to manufacturers in the footwear sector in Cúcuta, a total of 72 companies were included in the sample. The survey was applied observing the safety protocols.

Table 1. Matrix of external factors (EFE).

Factors	Weight	Rating	Weighted Rating
THREATS	40%		
Climate change	0,1	4	0,4
Low-cost imports from China	0,1	4	0,4
3. Smuggling and illegal trade	0,1	4	0,4
4. Business closures due to the pandemic caused by covid19	0,05	2	0,1
5. Unemployment in the region	0,05	2	0,1
OPPORTUNITIES	35%		
Clustering initiative	0,1	4	0,4

Implementation of the Internal Control Standard Model "MECI".	0,1	4	0,4
3. State investment in the economic development of the region	0,05	3	0,15
4. Strategic alliances	0,05	4	0,2
5. Clustering initiative	0,05	3	0,15
Totals	75%		2,70
Rate between 1 and 4	4	Very Important	
	3	Important	
	2	Not very important	
	1	Nothing Important	

Source: own elaboration.

Table 1 showed the results given in the EFE matrix, where the sum was greater than 2.5 (2.70), which indicates that there are strong threats and therefore the opportunities to take corrective measures are greater (See Table 2). (See Table 2).

Table 2. PEYEA Matrix.

Internal Strategic Position		External Strategic Position	
Financial Strength (FF)	from 1 to 6	Stability in the environment (EA)	from -1 to -6
Solvency	2	Technological changes	-2
Leverage	3	Inflation rate	-2
Liquidity	2	Demand variability	-3
Working Capital	3	Competitive pressure	-2
Total FF:	2,50	Total EA:	-2,25
Competitive Advantage	from -1 to -6	Industrial strength	from 1 to 6
Market share	-2	Abundance, diversity of inputs and suppliers	3
Product quality	-5	Growth Potential	2
Customer loyalty	-3	Technological Knowledge	2
Control over suppliers and distributors	-4	Productivity, capacity utilization	3
Total VC:	-3,50	Total FI:	2,50
	Value X		Y-value
	0		0
	0,25		-1,00

The value of X results from the balance between financial strength and environmental stability.

The value of Y results from the balance between Competitive Advantage and Industrial Strength.

Source: own elaboration.

Footwear factories in the city of Cúcuta must make use of competitive strategies, among which are: vertical and horizontal integration, market penetration, market development, product development.

These strategies can be configured through an appropriate digital marketing campaign (See Table 3).

Table 3. Profile of opportunities and threats (POAM)

Factors	Grade			Grade			Impact		
	Threats			Opportunities			High	Medium	Under
	High	Medium	Under	High	Medium	Under			
Economic Investment	X	X		X	X			X	X
Policy	X								
Standards	X				X			X	
Performance			X			X			X
Technological			X			X			X
Geographic Location		X			X			X	
Weather		X		X				X	
Access roads		X				X		X	
Competitive advantages	X			X			X		
Pricing strategies	X			X			X		
	X			X			X		

Source: own elaboration.

The productive conditions of the footwear manufacturers are mostly producers with machinery that requires technological reconversion.

Weaknesses: It was observed that most of the footwear factories lack competitiveness, mainly due to their informality, poor management capacity, low educational and vocational training of employees, deficient productive structures with little business/productive organization, obsolete machinery, poor design, quality and finish, etc.

The promotion of knowledge and technology transfer mechanisms should be an integral part of the industrial development of footwear factories in the future, as well as incentives for exports and financial products suited to the needs of small industrialists.

Opportunities: An increase in the competitiveness of footwear manufacturers, thanks to the availability of raw materials and capital goods (machinery) at lower costs.

Job creation resulting from increased export activity and increased competitiveness.

Greater diversification in the sectoral composition of Colombian foreign trade.

Strengths: Small manufacturers will be forced to increase their skilled labor force and acquire new machinery that will enable them to improve their production processes, thereby strengthening their productivity and efficiency in order to become more competitive and thus be able to compete with well-known U.S. companies in the footwear sector.

Threats: Most small footwear manufacturers have no incentive to train, improve the quality of their products, or compete with the foreign market. Due to the economic situation in the Cucuta region, footwear manufacturers are increasingly opting to hire fewer workers.

In recent years, human civilization has undergone significant changes thanks to advances in technology, especially in the digital and virtual environment, which has made disciplines such as marketing need to be transformed in order to continue to function within these environments. According to Martínez-Mora & Merino (2021) marketing is the tool that allows companies to produce and make visible value propositions for the public, in addition to strengthening the relationship with it, since this discipline starts from the needs and expectations of customers to develop strategies aimed at satisfying them. Nowadays, marketing has become very important in the management of commercial activities of organizations, since it is a resource through which companies know and study the buying behavior of the public, in order

to implement strategies to persuade buyers to choose the good or service that is expected to be marketed.

In this sense, marketing is immersed in much of the social and economic life of human beings, to the point that people use the laws of marketing in their daily activities without noticing it. In this regard, Mokter et al. (2023) point out that it is imperative in these times to create value and customer satisfaction, as well as to make people know the brand and the product. When the brand achieves prestige, it is much easier to penetrate new and different markets.

From the point of view of this marketing renewal known as 2.0, the focus of attention is the public, so that marketing actions are mainly oriented to meet the needs and expectations of consumers; a task that has become increasingly easier thanks to digital platforms in which people have no problem to share aspects of their lives and identity that offer companies a good idea of what they should offer.

Digital Marketing

In reference to Noroña et al. (2023) defines it as the use of technological resources and more specifically those of a digital nature, to meet the profitability objectives of a company and achieve high levels of growth through the increase and loyalty of a market share. This change in marketing tools responds to the need to maintain the level of competition, since traditional advertising is not as dynamic as digital, since the latter allows not only to know in a much closer way to the public, but also to interact with it and meet their needs in a much more agile and effective way. Marketing is an anglicism that has been adapted to the Spanish language as *mercadeo* and is interpreted as the work through which an analysis of the behavior of the market and its members is performed in order to present value propositions with a high probability of success, allowing the company to position itself as a source of goods or services within the market and to have opportunities to grow.

For his part, Arévalo et al. (2023), points out that marketing is a resource of great importance for any company, but especially for those seeking to position and establish themselves within a market, as is the case of microenterprises, whose fundamental vision is to become profitable. Thus, digital marketing began in a modest way through web pages, with little differentiation from the methods of visibility offered by non-digital alternatives, although with the advantage of being a novel and more interactive resource. Subsequently and with the emergence of new services such as streaming platforms, social networks and internet search engines, is that the discipline of digital marketing would acquire importance by itself, offering

increasingly sophisticated tools to know the specific experience of each user on the internet and through it, develop a profile of the same from which it was possible to know their needs and desires.

The cluster

The cluster was a concept proposed by Ruis et al. (2021), in the early nineties, which defines it as a cluster is a geographically dense group of related companies and institutions, belonging to a particular field, united by common features and complementary to each other. However, many other authors have developed their own interpretation of industrial concentrations as Alfred Marshall did during the 19th century, when all production units were to be concentrated in a single location; however, it also raised the possibility of agglutinating several smaller factories in a given geographic space, in order to distribute some activities of the same production process. This principle was conceived for industrial operations with high production volumes. In this way, the division of labor went beyond endogenous vertical integration to the specialized operation of several companies that are agglutinated in a given space and carry out operations that, ultimately, are part of a larger purpose.

With Marshall's approach to industrial districts, business networks began to develop at a geographical level, which allowed the implementation of expansion strategies with the help of small factories that allowed streamlining production, which in turn implies a significant decrease in costs for large industries and increased job opportunities. This postulate was supported by Becattin's theory developed in Italy that makes use of the subcontracting of small companies, managing to specialize them in processes that are usually performed by large industries.

In this sense, it can be stated that clusters have been distributed around different regions of the world for many years, the most representative examples being the industrial districts of Italy or England after the Industrial Revolution, countries that have experienced great economic growth thanks to the existence of these complexes. Mokter et al. (2023) points out, clusters can originate spontaneously, to later focus their efforts on a motivated cluster strategy, or they can arise as a response to certain needs or problems that take place in the region. However, regardless of their origin, these agglutinations of companies focus on the development of networks, synergies and cooperation strategies to achieve significant economic growth and increased competitiveness, although the achievement of these objectives is strongly influenced by political and legislative aspects of each nation, so that not all clusters achieve the same level of success.

Competitiveness

The most recent schools of international trade are based on the conclusions of Smith and Ricardo to postulate innovative trade theories. It is precisely in the new trade theory that they seek to frame what could be a “theory of competitiveness”. In fact, the New Trade Theory postulates that economic agents can create comparative advantage through private strategies or public trade policies. Similarly, explain Guckenbiehl et al (2022) the phenomenon of globalization has transformed local markets into part of a much larger one, the global market, to which everyone has access and thanks to which consumers now have a huge multitude of options that allow them to increase their bargaining power. This phenomenon has motivated both productive and socioeconomic changes that have taken place at different levels, regional, national and international, resulting in the same priority, the search for competitive attributes.

Martínez-Mora & Merino (2022) think that notion of comparative advantage is based on the factor endowment position of a country where no participating firm within an industry has an advantage over another based on its factor endowment (public goods characteristics). Unlike comparative advantage, competitive advantage is created and appropriated by individual firms (private good characteristics). Clearly, one should not choose between one of the two paradigms, as they are neither mutually exclusive nor explicitly separable. It can then be argued that it is inappropriate to present competitive advantage as an alternative (substitute) to comparative advantage. The two theories have to be properly viewed as complements rather than competitors in the formulation of trade and industrial policies.

For their part, Smith et al. (2020), set out nation's prosperity depends on its competitiveness, which is based on the productivity with which it produces goods and services. Sound macroeconomic policies and legal institutions and stable politics are necessary, but not sufficient, conditions to ensure a prosperous economy. Competitiveness is grounded in a nation's microeconomic fundamentals: the sophistication of a company's operations and strategies and the quality of the microeconomic business environment in which companies compete. Understanding the microeconomic foundations of competitiveness is vital for national economic policy.

Meanwhile, in Colombia during the last twenty years, efforts have been made to increase the competitiveness of regional and national companies, guiding entrepreneurs towards participation in the global market. WTO (2004) emphasized that the improvement of the competitiveness

of companies was necessary for the increase in economic development. This improvement in competitiveness would exponentially increase Colombia's exposure to the world market.

However, despite the pressing need for competitiveness development since 1991, the efforts implemented have been isolated and not very cohesive. After the creation of the Ministry of Foreign Trade in 1991, this institution became responsible for certain specific functions oriented to the development of the Productivity and Competitiveness Policy, which is part of the Strategic Export Plan. Since then, this Ministry has been formulating policies to diversify export materials, focusing its efforts to increase competitiveness on optimizing production processes and improving quality (World Bank, 2020).

In this respect, competitive advantages are factors that allow the creation of their own spaces for improvement and innovation, Competitiveness Diamond model (see Figure 3).



Figure 3. Diamond Model

Source: The Competitiveness of Nations. Buenos Aires, Argentina.

The first quadrant of this diamond refers to the administrative aspects that are known as company strategy, structure and rivalry; in this aspect it is concluded that the success of a given industry will depend on how alienated is the competitive advantage of its forms with the system that is favoured in the country (Baryshnikova et al., 2021). The second quadrant refers to demand conditions, especially

local demand, since this is a market segment to which the local company has much better access than foreign companies, allowing the former to more easily identify the needs and expectations of the public in question, especially the most existing niches, in order to proceed to generate innovative value propositions that manage to meet those needs.

Production Chains

Production chains are independent of states, since they reflect the way in which relationships are established between the production system, the means of marketing and market access platforms (Van Der Heyden and Camacho; 2006). Therefore, production chains have the power to analyze and collaborate in the development of competitiveness attributes of various products, thus encouraging the issuance of consensus-based sectorial policies that involve all the actors involved in the chain. In this way, it is possible to create an articulated network between production, marketing and distribution organizations, supporting the capacity of companies to respond to global and local market demand, improving competitive attributes such as quality and scale of production.

From this perspective, chain analysis is a tool that helps to identify the relevant aspects that have a definite impact on the development of competitive attributes and the potential competitive advantages of linkages, in order to proceed to implement collective action strategies driven by the main actors in the chain. The United Nations Industrial Development Organization (UNIDO, 2004) understands production chains as a systematic set of production processes that converge in a market, whose techno-productive characteristics in each link have an impact on production results in general. For this reason, production chains are usually divided into links made up of groups of companies that play a specific role in the production process.

Sector Analysis

Market competitiveness has increased to the point that the most consolidated companies in the region have had to make efforts to remain competitive in the face of the emergence of so many competitors with innovative and efficient value propositions. For Becerra (2020), the way in which a company manages to remain in force in a highly competitive environment is by adapting in a timely manner to the changes in its environment in areas such as technology and its impact both on operations and on the life of human beings in general, in addition to taking into account the strategic options that are emerging to face the competition, such as the innovative management of the value chain within a globalized context and of course recognizing the importance of social, cultural, economic

and political changes that are taking place in the world; and thus find the way to use all these phenomena in favour of the organization.

In order to identify these opportunities in the form of trends and anticipate them, it is important for the company to be able to understand the nature of its market and to gather information on the potential needs that the public has or may have, as well as on the weaknesses it may find in its competitors in order to exploit them; In general, it is a matter of knowing the sector's products and services well in order to optimize them and identify the possibilities for growth, thus achieving small disruptive innovations in the form of new service niches or new ways of offering the company's value proposition within the sector (see Figure 4). (See Figure 4)



Figure 4. Five forces model.

Source: The Competitiveness of Nations. Buenos Aires, Argentina.

The 5 forces model is a system developed by the economist and Harvard University professor, Michael Porter; this model consists of conducting an exhaustive analysis of the company in question, in order to determine its position vis-à-vis the competition as indicated by Uribe & Arango (2020); the so-called 5 forces allow to know the best way to implement a competitive strategy, in addition to estimating the level of profitability that the company can reach in a specific period of time; these are: the threat of new competitors, the bargaining power of suppliers, the bargaining power of customers, the threat posed by substitute products and rivalry among competitors.

The PEYEA matrix showed that the footwear manufacturing sector in the city of Cúcuta maintains important variables that impact its strengths, such as solvency, liquidity and cash flow, although there are external factors that have a direct impact on its income and cash flow, such as the current critical situation of the economy in northern Santander, which leads to delays in economic compliance on the part of customers. In addition, the company has a high growth potential, which allows it to expand its market share and turn this factor into an opportunity.

Similarly, it was observed that the highest impact for the footwear manufacturing sector in the city of Cúcuta is represented by competitive factors, competitive advantages and pricing strategies. Factors related to policies and standards have a medium impact; performance and technology factors have a low impact; and geographic factors, location, climate, and access routes have a medium impact.

CONCLUSIONS

For footwear manufacturers in the city of Cúcuta to be successful in a competitive market, they must fully understand the context in which they find themselves. In this regard, the footwear manufacturers located in the city of Cúcuta are mostly made up of small companies with low working capital, low technological development that leads them to develop handcrafted production processes so limited that in some cases (two of them) do not allow them to generate weekly production.

Now, a vicious circle arises: because the employer is demotivated by not being able to compete in the market, he does not give incentives to the worker, to which the worker lives with the uneasiness generated by being fired and not having job stability, he loses interest in improving the quality of his work and improving his skills, he is an increasingly less competitive worker, disengaged with the company and continuous improvement. Knowing this, footwear manufacturers, for their part, opt to seek greater competitiveness, not in human capital, but in lower labour costs, when it is not possible or not profitable to increase productivity with greater capital investments or technological improvements. This, in turn, accentuates labour mobility, labour precariousness, low wages, and the reduction of labour costs as the main strategy to gain efficiency.

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