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Digital Marketing Strategies for the Survival of Micro-Businesses in Tulancingo de Bravo, Hidalgo, Mexico

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Abstract: Currently, technology has changed and has led each business to stay in the digital age. The advertising media have changed enormously. Previously the use of the press and TV were the most recurrent. This is how marketing has had to evolve along with this change so much that today digital marketing has become a valuable mechanism to improve the quality of life and access to goods and services to meet the population's needs. This research aims to design digital marketing strategies that contribute to the survival of microenterprises in Tulancingo de Bravo Hidalgo, Mexico, as the main tool for doing business. The scientific and technological impact is that the Internet has become the best way to carry a brand everywhere since it does not have territorial or cultural limits, unlike other media. The method used was with a quantitative approach, with a non-experimental, trans-sectional correlational research design. What was sought was to see the relationship digital marketing strategies have with the survival of microenterprises in Tulancingo de Bravo Hidalgo, Mexico. Digital marketing has become one of the fundamental pillars of any business since it offers unbeatable advantages, ranging from basic advertising to improving sales. Large companies have made digital marketing one of their strategic axes, and for micro, small and medium-sized companies, it is essential that they also carry out digital marketing strategies to get ahead in the market, face competition, and it will last in time. For this research, the SPSS statistical package was used with the confirmatory factor analysis inference statistic, with the Principal Component Analysis technique, which allowed measuring the association between the digital marketing variables with survival. The main results showed that the digital marketing strategy plays an important role for survival among the strategies that can be cited: use of WhatsApp, Facebook, Instagram, email, profile on google, website, use of advertising videos, Facebook watch, Periscope, Servifast alliances, content generation, Google Ads.

Keywords: digital marketing, micro-business, small businesses, survival.

墨西哥伊达尔戈图兰西戈德布拉沃微型企业生存的数字营销策略

摘要: 目前技术已经发生了变化, 导致每个企业都停留在数字时代, 广告媒体发生了巨大的变化, 以前媒体和电视的使用最为频繁。这就是营销必须随着这种变化而发展的方式, 以至於今天数字营销已成为改善生活质量和获得商品和服务以滿足人口需求的寶貴機制。本研究的目的是設計有助於墨西哥 图兰辛戈德布拉沃伊达尔戈微型企业生存的数字营销策略, 作为開展業務的主要工具。這就是科技的影響, 互聯網已成為將品牌傳播到任何地方的最佳方式, 因為與其他媒體相比, 它沒有地域或文化限制。所使用的方法是採用定量方法, 採用非實驗性、橫斷面相關研究設計, 旨在了解數字營銷策略與墨西哥 图兰辛戈德布拉沃伊达尔戈微型企业的生存之間的關係。數字營銷已成為任何類型業務的基本支柱之一, 因為它提供了無與倫比的優勢, 從基本廣告到提高銷售額。大公司已將數字營銷作為其戰略軸心之一, 對於中小微企業而言, 實施數字營銷戰略以在市場上領先, 面對競爭, 並及時行銷是必不可少且必要的。在這項研究中, 数据统计系統統計軟件包與驗證性因素分析的推理統計量一起使用, 主成分分析技術允許衡量數字營銷變量與生存之間的關聯。主要結果表明, 數字營銷策

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关键词： 數字營銷、微型企業、小型企業、生存。

1. Introduction

Digital marketing today needs to develop new business strategies in globalization appropriate to the communications and technology market advances. In addition to online visibility for the company, other factors show the importance of digital marketing since it helps build a qualified audience for the brand, has a lower investment than traditional marketing, and provides real and measurable results [1].

Digital marketing has allowed companies to reach markets that traditional marketing tools had not reached [2]. The popularization of the Internet has brought with it a digital economy in which traditional marketing practices are not very effective. Now the population can choose the specific content they want to consume and the place and time to do so. A study [3] on the factors that promote the closure of micro and small businesses in Tulancingo, Cuauhtepac, Santiago, and Acaxochitlán in the state of Hidalgo, as a result, that the financial factor was the factor with the greatest impact that causes the closure of MSMEs, and another factor was the lack of use of digital technologies to carry out trade.

Today, many companies close, and one of the problems does not know how to manage all their resources, starting from the premise that the administration is the process of planning, organizing, directing, and controlling the activities of the company members. Organization and the use of all other organizational resources, in order to achieve the objectives established for the organization, [4] managing is a process through which the resources of a social group are coordinated and optimized in order to achieve maximum efficiency, quality, productivity and competitiveness in the achievement of its objectives.

An even bigger problem that micro-enterprises face is the lack of financing, [5] only 39.8% of medium-sized companies obtained financing; followed by small firms, with 27.8%, and only 10% of micro-enterprises, the lack of income verification being the main reason for denying them the grant.

Currently, the use of information and communication technologies (ICT) has made it possible to improve the efficiency of companies, especially in the field of marketing. However, this phenomenon occurs largely in large companies in contrast to micro-enterprises since ICT management in marketing is less given their particular characteristics.

Under the previous context, it becomes essential that companies that want to survive in the market can adapt to new constant changes, and one of them is digital marketing.

2. Literature Review

2.1. Digital Marketing

The Internet has allowed consumers and business partners access an enormous amount of information, which completely changed the way customers discover, search, learn, evaluate and recommend products and services. Perhaps that is why the term Digital marketing is frequently confused with online marketing. However, as [6] points out, digital marketing involves more channels than online marketing due to the great boom of mobile devices.

Two fundamental aspects characterize digital marketing: personalization and massiveness [7]. Digital systems allow the creation of detailed user profiles in terms of sociodemographic characteristics and tastes, preferences, interests, searches, and purchases.

Digital marketing is the adaptation of the characteristics of traditional marketing to the digital world, using the new digital tools available in the Web 2.0 environment. Therefore, it is a method to identify the most efficient way to produce customer value that can be perceived through digital tools [8].

2.2. Digital Marketing Tools

In Figure 1, the Mexican Internet Association identifies eight digital marketing tools [9].

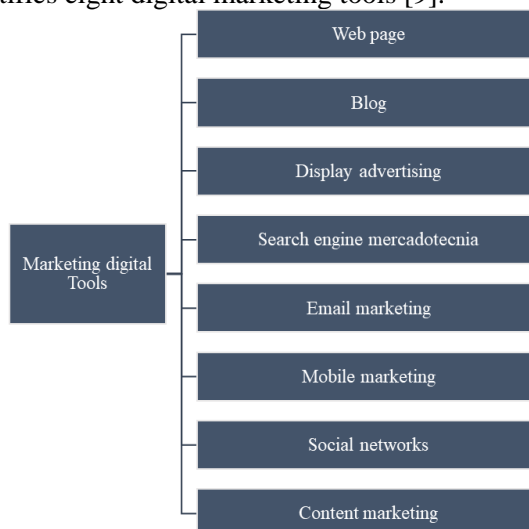


Fig. 1 Digital marketing tools (Author's elaboration [9])

Adapting the new language of digital media to the marketing plan will not be difficult if we focus on the knowledge of the product, our audience, and the objectives that do not necessarily lead to a sale but in increasing loyalty and retention through attention [9].

Unlike traditional or “offline” marketing, where the trigger of a strategy is normally the “insight” of the consumer, in the case of building an effective digital marketing strategy, one must begin with the understanding of what he calls “Customer journey” or customer journey before, during and after a purchase [10].

2.3. Survival of Companies

The enduring organization must understand that to be a viable social fabric. It must have shared expectations, values, and constitutive principles, in addition to a collective work of joint efforts (cohesion), in order to be able to face the differences and internal oppositions that already arise. The crisis is coming from the environment [11]. Survival, profitability, and growth define the framework for studying business strategy and the imperative of top management: survive today and grow tomorrow to survive tomorrow [12].

The first responsibility of the company administrator is to ensure the organization's survival for which he is responsible. In this sense, the microenterprise entrepreneur ensures the organization's survival that he started [12]. It also identifies six factors of business survival that are within the literature on business survival and from various theoretical perspectives have been pointed out as important. These are Product, Market, Technology, Capital, Personnel, and Competition. Therefore, this research will analyze digital marketing and its relationship with business survival from the product, market, technology, capital, personnel, and competition.

Companies have had to implement five strategies to survive the coronavirus contingency, and these are [13]:

1. Know how to communicate
2. Make their services available to health workers to health authorities, free of charge.
3. Continue communication (invest in marketing)
4. Know the audience to know the consumers
5. Prepare the future in the short and medium-term.

Marketing trends will advance as follows [14]:

Non-opportunistic communication:

- Show promotions, which will be essential, since the consumer will have less purchasing power;
- Provide content and reputation;
- Bet on transmedia communication, with great relevance to the short video.

E-commerce strategies must be more cognitive than ever:

- Digitization must be accelerated to the maximum
- Data is the center: Big data and predictive buying become essential.

- Personalization will be more radical and, for this, it is necessary to know the consumer well.

- Retail must compete against (Amazon).

Logistics and transportation:

- Logistics is paramount, and the supply chain must be agile and secure.

- Physical operations vary and become contactless.

- Increase the car shopping experience (click and collect, pick up, and similar).

- The presence of methacrylate and Plexiglas in physical stores also increases.

- Some physical stores will be reused as an e-commerce logistics warehouse.

- Parking (which, by the way, will also be a real estate investment that will gain relevance) is a critical success factor since public transport will be avoided.

In employees, the tendency will be to train people to provide a good service from a distance and achieve a differential human team in the omnichannel relationship. We will talk about humanized digitization.

3. Method and Materials

3.1. Applied Methodology

The type of research was quantitative, with a trans-sectional and correlational design that made it possible to measure the association between the variables of digital marketing with survival in order to establish strategies for the microenterprises of Tulancingo de Bravo Hidalgo. At first, a small interview was conducted with micro-entrepreneurs on the use of digital marketing where they gave their perceptions, which served to build the applied questionnaire. Likewise, the design of the research was non-experimental. Since it was carried out without deliberately manipulating the variables, it was only given to through the study of phenomena as they occur in their natural context to be later analyzed trans-sectional and correlational since it seeks to collect information in a single moment from the study subject population, inferential statistics were used through Exploratory Factor Analysis [15].

3.2. Population and Sample

The population comprises businesspersons from the trade sector, specifically retail trade, from Tulancingo Hgo, México, whose microenterprise has been registered in the National Statistical Directory of Economic Units (DENUE) since 2010. During this year in which this tool began and until 2018, considering that they have at least eight years of life on average, and that they have a range of 0 to 10 workers with what there is a total of 8: (2,195) economic units, and they do not belong to large corporations nor are they franchises, so it is considered a finite population [16].

It was applied to a representative sample of 328 research subjects, a result that was obtained after applying the finite sample statistical formula. The

research techniques used was a questionnaire with a Likert scale that ranged from 5 “Totally agree”, 4 “Agree”, 3 “Neither agree nor disagree”, 2 “Disagree”, and 1 “Totally disagree”. The reliability of the research instrument was through Cronbach's alpha, which gave a result of 0.899, Table 1. Therefore, it is concluded that the information collection instrument is reliable.

Table 1 Cronbach's alpha (Author's elaboration. Statistical package SPSS® v.22)

Cronbach's Alpha	N of items
0.899	23

4. Results and Discussion

This section reflects the main findings on the variables of digital marketing and the survival of microenterprises in the commerce sector of Tulancingo de Bravo Hidalgo, México.

Exploratory factor analysis (EFA) was used through the Principal Components technique. The fundamental characteristic of this statistic is to determine the number of factors it has, so it is necessary to know its dimensions so that it is feasible to measure a construct properly.

4.1. Exploratory Factor Analysis

Factor analysis is a technique that allows testing the dimensionality of an instrument. In this technique, two approaches are distinguished: Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). The purpose of the EFA is to search for dimensions using the correlations between the items or variables observed [17]. This analysis does not start from a previous number of factors but is carried out to know the factors that arise from a group of observable variables [18]. This analysis is a multivariate interdependence technique that requires that the sample size be large, as is the case for this study, where the sample is significant at 328. The minimum necessary is between 200 and 300 cases, although to achieve greater precision, must take into account the number of variables to be analyzed [19].

4.2. Principals Components Analysis

The Principal Component Analysis method, based on the idea that the factors to be extracted do not need to have theoretical validity and is used especially when it is required to reduce the number of items to represent the minimum necessary factors [19]. For this study, the main component analysis was carried out, which are mentioned below, the steps to follow.

4.3. KMO Determination

The first step developed in this analysis was to identify if it is possible to perform the EFA, which is why the correlation matrix was carried out. The values of the KMO index (Kaiser-Meyer-Olkin) and the

Bartlett sphericity test were verified. The KMO index has values between 0 and 1. The closer it is to 1, the better it is for factoring [20]. For its part, the Bartlett sphericity test estimates the significance of the correlation matrix. A p-value less than 0.001 is expected. The matrix is adequate if this value is obtained, and factors can be extracted [17]. Likewise, the exploratory factor analysis was performed with the Maximum Likelihood extraction method and Oblimin rotation. The data showed a good fit for this type of model, which was evidenced in the results of the Bartlett sphericity test ($X^2 = 2565.234$, $p < .000$) and the Kaiser-Meyer-Olkin (KMO) value of .954 [19].

Table 2 Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity to test the appropriateness of factor analysis (Author's elaboration. Statistical package SPSS® v.22)

A measure of factor analysis applicability	Measured values
Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy	.954
Bartlett's Test of Sphericity	12674.440
Approx. chi-squared df	780
Significance	.000

Second, the values of the commonalities selected as a criterion for the inclusion of the items were analyzed, and factorial weights greater than 0.41 were considered, reflecting the theoretical solidity of the items [21] Table 3.

Table 3 Commonalities (Author's elaboration. Statistical package SPSS® v.22)

	Initial	Extraction
My company's Facebook	1.000	.558
Instagram of my company	1.000	.643
WhatsApp of my company	1.000	.588
Email of my company	1.000	.481
My company has a Google profile my business	1.000	.447
My company has a website	1.000	.731
Video platforms such as YouTube, Facebook Watch, Instagram TV, or Periscope to advertise my business	1.000	.664
Friendship links in social networks with my clients	1.000	.674
Reactions on social networks when launching promotions of my products	1.000	.679
Reactions on my company's social networks when I share information about my products	1.000	.697
New ways of communicating with my clients because of the COVID-19	1.000	.697
Intensification of communication with clients through digital media such as Facebook, Instagram, WhatsApp, email, profile on Google my business, I advertise my business online, Google Ads, Facebook, WhatsApp, or some other	1.000	.639
Advertising videos on various digital communication channels such as YouTube, Facebook Watch, Instagram TV, or Periscope	1.000	.678
I generate content of interest to my clients and publish it on social networks	1.000	.665

I pay for advertising in some digital medium such as banners or Google Ads	1.000	.751	Intensification of communication with clients through digital media such as	1.000	.584
New forms of advertising for my company and my products due to COVID-19	1.000	.625	Facebook, Instagram, WhatsApp, email, profile on Google my business		
Intensification of advertising of my company and products through digital media such as Facebook, Instagram, WhatsApp, email, profile on Google	1.000	.600			
Alliances with home delivery services such as Servifast or others to deliver my products at home	1.000	.475			
Incorporation of digital marketing strategies in the face of contingency	1.000	.429			
Digital marketing strategies helped my company have recognition in the market	1.000	.539			
New ways to market my products for COVID-19	1.000	.589			

Note: Extraction method - principal component analysis

The twenty-three items of the scale were grouped into two factors that jointly explained 61.07% of the variance of the scale scores. The first factor, made up of twelve items, explained 30,974 of the variance, and the second factor explained 30.12% of the variance, Table 4.

According to the arithmetic mean criterion with standardized variables, those components with eigenvalues greater than one are selected (Kaiser Criterion). Therefore, two main components are considered, which explains 61.07 of the total variance.

Table 4 Total variance explained (Author's elaboration. Statistical package SPSS® v.22)

Component	Initial eigenvalues			Squared load extraction sums		Rotation sums of charges squared			
		% variance	% accumulated	Total	% variance	% accumulated	Total		
1	11.38	49.499	49.499	11.385	49.499	49.499	7.118	30.947	30.947
2	2.661	11.572	61.070	2.661	11.572	61.070	6.928	30.124	61.070
3	.959	4.168	65.239						
4	.906	3.940	69.179						
5	.814	3.541	72.720						
6	.658	2.861	75.581						
7	.633	2.754	78.335						
8	.579	2.517	80.852						
9	.503	2.189	83.041						
10	.467	2.033	85.074						
11	.421	1.832	86.906						
12	.385	1.674	88.580						
13	.343	1.490	90.070						
14	.321	1.394	91.464						
15	.283	1.229	92.693						
16	.276	1.200	93.893						
17	.253	1.099	94.992						
18	.238	1.036	96.027						
19	.235	1.021	97.048						
20	.210	.912	97.960						
21	.199	.865	98.825						
22	.150	.651	99.476						
23	.121	.524	100.000						

Note: Extraction method - principal component analysis

Table 5 shows the matrix of rotated principal components, which presents indicators ordered according to the absolute value of the correlation coefficients with the successive components, which indicate the two factors that explain the variance. The items were grouped into different components. For the first factor, 12 items are related that could be called digital marketing strategies for the commercialization of products. Likewise, component number two comprises eleven items that can be called advertising through marketing strategies—digital, which allow the survival of micro-enterprises.

Although the matrix of rotated main components is true, it can be visualized that the first component is given by new forms of communication with customers with .832, company WhatsApp with .766, new forms of marketing with .745, new forms advertising products with .740, implementation of vital strategies that

facilitate communication with .721, having email with .675, incorporation of digital marketing strategies with .651, links to social media traces with .642, communicating products in digital marketing with .620, recognition of the company through digital marketing .611, promotions through social networks .596 and advertising of products with digital marketing with .555 for the first factor called digital marketing strategies and for the Second factor is advertising through banners with .865, website with .846, advertising videos of .808, platforms to advertise the company .790, Instagram .781, alliances with home delivery, .659, reactions in social networks .592, Facebook account, .592, content of interest in social networks, .585, business announcement by Google Ads .576, and profile business google .532.

With the preceding, it can be seen that digital marketing strategies are revolutionizing businesses by

being incorporated for their survival and their importance in the business world.

Table 5 Rotated component matrix (Statistical package SPSS® v.22)

Component		
	.832	.073
I have a WhatsApp from my company	.766	-
		.021
New ways of marketing my products	.745	.184
New forms of advertising for my company and my products	.740	.278
Implementation of communication with clients through digital media such as Facebook, Instagram, WhatsApp, email, profile on Google my business,	.721	.307
I have an email from my company	.675	.159
Incorporation of digital marketing strategies in the face of the changes we are experiencing	.651	.065
I have created friendships in social networks with my clients	.642	.512
Implementation of communication with clients through digital media such as Facebook, Instagram, WhatsApp, email, profile on Google my business,	.620	.446
Incorporation of digital marketing strategies for the recognition of my company in the market	.611	.407
I get reactions on my company's social networks when I launch promotions for my products	.596	.569
Implementation of advertising of my company and products through digital media such as Facebook, Instagram, WhatsApp, email, profile on Google m	.555	.541
I pay for advertising in some digital medium such as banners or Google Ads.	-	.865
My company has a website	.047	.122
I use advertising videos in various digital communication channels such as YouTube, Facebook Watch, Instagram TV, or Periscope	.157	.808
I use video platforms like YouTube, Facebook Watch, Instagram TV, or Periscope to advertise my business	.200	.790
I have an Instagram account of my company	.182	.781
I have alliances with home delivery services such as Servifast or others to deliver my products at home	.203	.659
I get reactions on my company's social networks when I share information about my products	.588	.592
I have a Facebook account of my company	.455	.592
I generate content of interest to my clients and publish it on social networks	.568	.585
I advertise my business online, Google Ads, Facebook, WhatsApp, or some other	.554	.576
My company has a Google profile my business	.405	.532

Notes: Extraction method - a principal component analysis
Rotation method - Varimax with Kaiser normalization

5. Discussion

From a theoretical perspective and the results of data analysis, we find that work motivation plays a significant role in predicting employee performance improvement. Work motivation plays a role in mediating work culture to improve employee

performance. However, work motivation does not play a role in mediating training to improve employee performance. Individual work motivation has a strong influence. Work culture has a strong predictor in influencing work motivation to improve employee performance. Thus, leaders need to provide an organizational culture that encourages the performance of each employee and emphasizes the importance of organizational goals so that each individual can display better work performance.

Based on the researcher's direct experience in the research process, there are some limitations experienced. Several factors can be given more attention to future researchers in further refining their research because of course. The COVID-19 pandemic situation is a significant obstacle in the data collection process. Questionnaires can only be left and taken the following week, so face-to-face interviews are not possible. Therefore, the information provided by the respondent through the questionnaire may not show the respondent's genuine opinion, this happens because sometimes the thoughts, assumptions, and understandings of each respondent are different, as well as other factors such as the honesty factor in filling out the respondent's opinion in the questionnaire., and because of the COVID-19 pandemic situation, it is also not possible to retrieve many data. Therefore, many data can reflect the actual position. Hopefully, the further researcher can correct this limitation, which has the same concern.

Based on the research findings, it can show a new originality/value that organizational culture has a powerful influence on motivation, the implications of which can improve employee performance. With high employee performance, it is easier for State-Owned Enterprises to achieve organizational performance. A strong corporate culture in the organization increases employee motivation to achieve organizational goals [32]. Therefore, it is beneficial to improve employee performance. Personal beliefs differ from corporate values when an employee enters the organization. In a strong culture, employees are on the same path towards achieving organizational goals and growth opportunities.

After analyzing main components, as a method to correlate the variables of digital marketing strategies that contribute to the survival of micro-enterprises, the importance of the incorporation of these digital marketing strategies in the companies to continue in the market, this is why from the first step for this statistic, it could be observed with the KMO test, that the result was significant, so this study can be carried out through the main component technique, as it showed a good fit. Subsequently, the Principal Component Analysis was carried out, the extraction of the rotated factors that try to ensure that each of the original variables correlates with the value close to one, which was achieved for each of the factors very high correlations with a group

of variables, the Varimax normalization was used, converging the rotation to two factors mainly, indicating that two components carried out the extraction. The variance could be explained by 61.07%. To carry out the validation, we worked with 23 indicators, so it was useful to obtain reliable and standardized information.

After performing the inferential statistics procedure of Principal Component Analysis, digital marketing strategies are tools that must be incorporated into businesses since they allow the survival of micro-enterprises, and that is how they are being incorporated globally as marketing strategies to continue operating in the market.

6. Conclusions

One of the great concerns of companies is to survive in the market despite the contingency they have faced and have been able to eradicate slowly. The main purpose of this research was to show that digital marketing strategies contribute to the survival of microenterprises in Tulancingo de Bravo Hidalgo, Mexico, so the research instrument was digested to micro-entrepreneurs who remain in the market and who have implemented various digital marketing strategies, the study was carried out with the Principal Component Factor Analysis statistic. Under this context and when using the Principal Component Analysis technique as a very useful tool to describe the great diversity of the variables that were included in this research; It made it possible to measure the influence of digital marketing strategies on the survival of micro-enterprises, which is why it is evident that they are indispensable tools that all types of business must adapt.

It can be affirmed that the statistical technique of Principal Components had a good fit of the model to be applied to the research since, as mentioned, the KMO test was significant since it gave as a result .954 and is the first parameter that one has to decide whether to apply this type of statistic. Likewise, it is concluded that through the Principal Component Analysis, the variables were reduced to two factors that explain the relationship that digital marketing strategies have with the survival of the micro-enterprises under study. It is important to mention that the study's limitations were that the entrepreneurs of the companies studied were reluctant to answer the instrument in person, so it was decided to send it online. Another limitation is the resistance to change on micro-entrepreneurs who do not want to adapt to new online technologies.

This is how the main results that the authors obtained were that the strategies that small and micro-entrepreneurs could use to rebound in trade are the use of web pages with content and advertisements, interaction with online consumers, establishing promotions with applications online, managing Facebook, using email to market the product, application of the WhatsApp are tools of greater use

that can be applied to businesses and achieve survival in the market.

Studies carried out by other authors point out those digital strategies are a necessary tool in companies. However, something that we could detect in the research carried out that the companies studied have deep-rooted cultures and are mainly family companies and are resistant to change, so some companies were limited to applying digital marketing strategies in their organizations and disappeared from the market, this research lies in the awareness of the micro-entrepreneur mainly for the application to the use of easy strategies to incorporate into their businesses.

It is important to mention that the main limitation of the research was that businesspersons did not want to answer the instrument due to the pandemic, as well as the resistance to change in the use of digital marketing in companies. Likewise, the strengths that we had in the study were that through the present COVID-19 contingency, the companies were interested in making known the results of the investigation in order to apply digital marketing strategies, if they considered it *Adhoc* to their organizations and being able to survive in the market.

It is concluded that digital marketing strategies are currently essential for companies globally because of the research. It is shown that the companies that implemented digital marketing strategies survive in the market and that those that did not bet on digital marketing disappeared.

The main recommendations are that companies must learn to adapt to change, they must have contingency plans, especially digital marketing tools in these times so that they can continue to exercise trade since it is evident that online tools are necessary and mandatory to incorporate in the companies of Tulancingo de Bravo Hidalgo Mexico so that they can have a competitive advantage and survive in the market.

As future lines, the variables product, market, personnel, competition, and capital can be incorporated for a survival study, which are variables that can be measured with digital marketing and see how it influences each of these variables, as well as specifically adapt a digital marketing for micro-entrepreneurs in a particular sector.

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