

XVIII Reunión Anual
Red PyMEs Mercosur
25, 26 y 27 de septiembre de 2013



EL FOMENTO DE LAS MIPYMES EN UN ENTORNO COMPLEJO

*Reflexiones basadas en las experiencias territoriales
y competitividad sistémica en América Latina*

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CONTENIDO Y METODOLOGÍA DE LA CHARLA

Contenidos

- Relevancia del territorio para la prosperidad de las MiPyMEs
- Políticas de apoyo a MiPyMEs en enfoque territorial
- Marco de dar sentido desde la complejidad

Metodología

- Presentar algunos conceptos e ideas claves
- Ejercicios grupales rápidos
- Puesta en común y debates

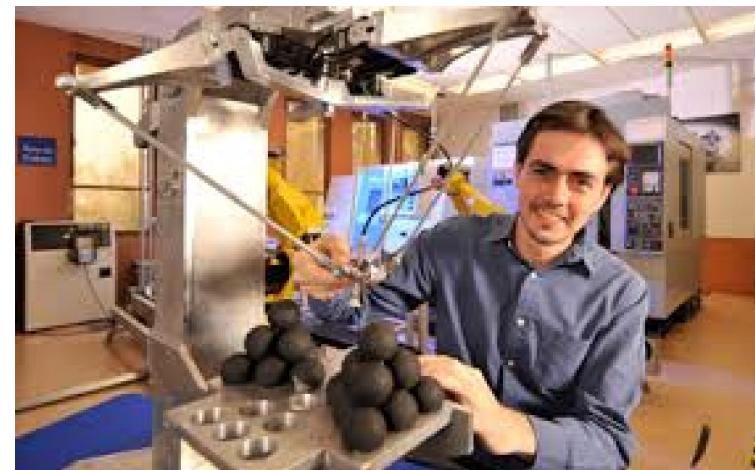
¿POR QUÉ ES RELEVANTE EL TERRITORIO PARA EL ÉXITO EMPRESARIAL?



ANTE DE TODO ¿DE QUÉ EMPRESA ESTAMOS HABLANDO?



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HASTA LAS EMPRESAS VIRTUALES TIENE LOCALIZACIÓN



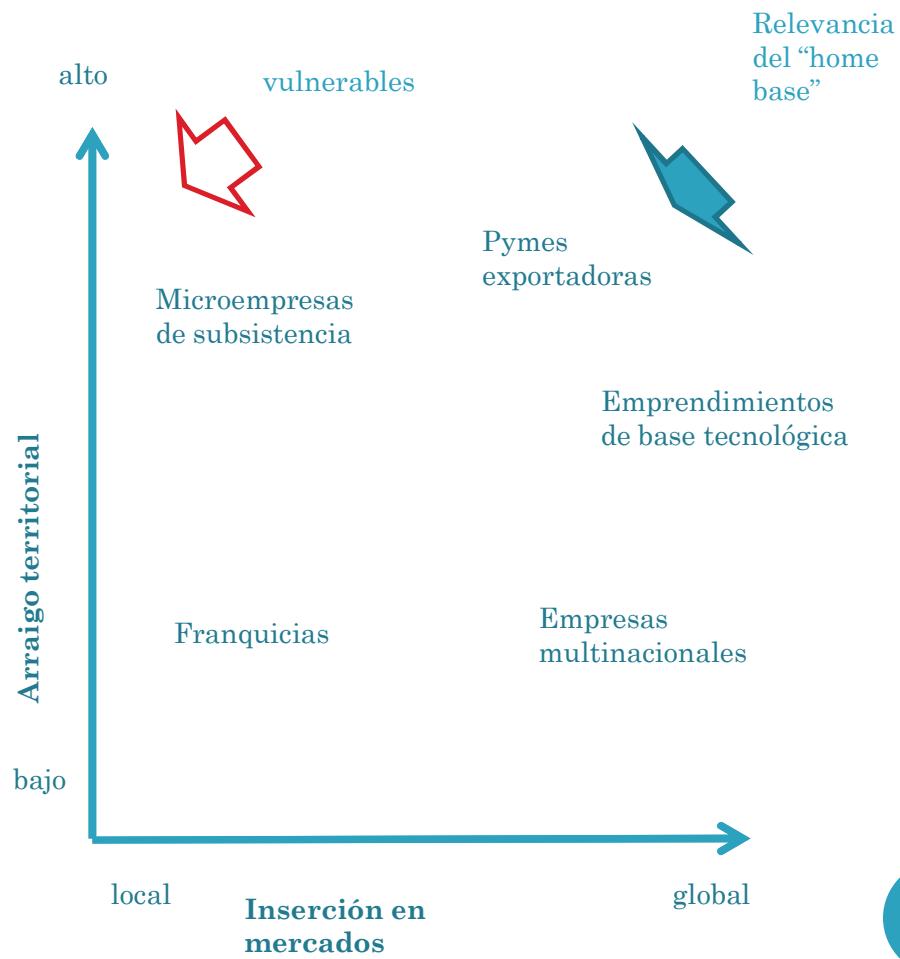
Bangalore software cluster

EMPRESAS SE DIFERENCIAN SEGÚN SU VÍNCULO TERRITORIAL Y INSERCIÓN LOS MERCADOS

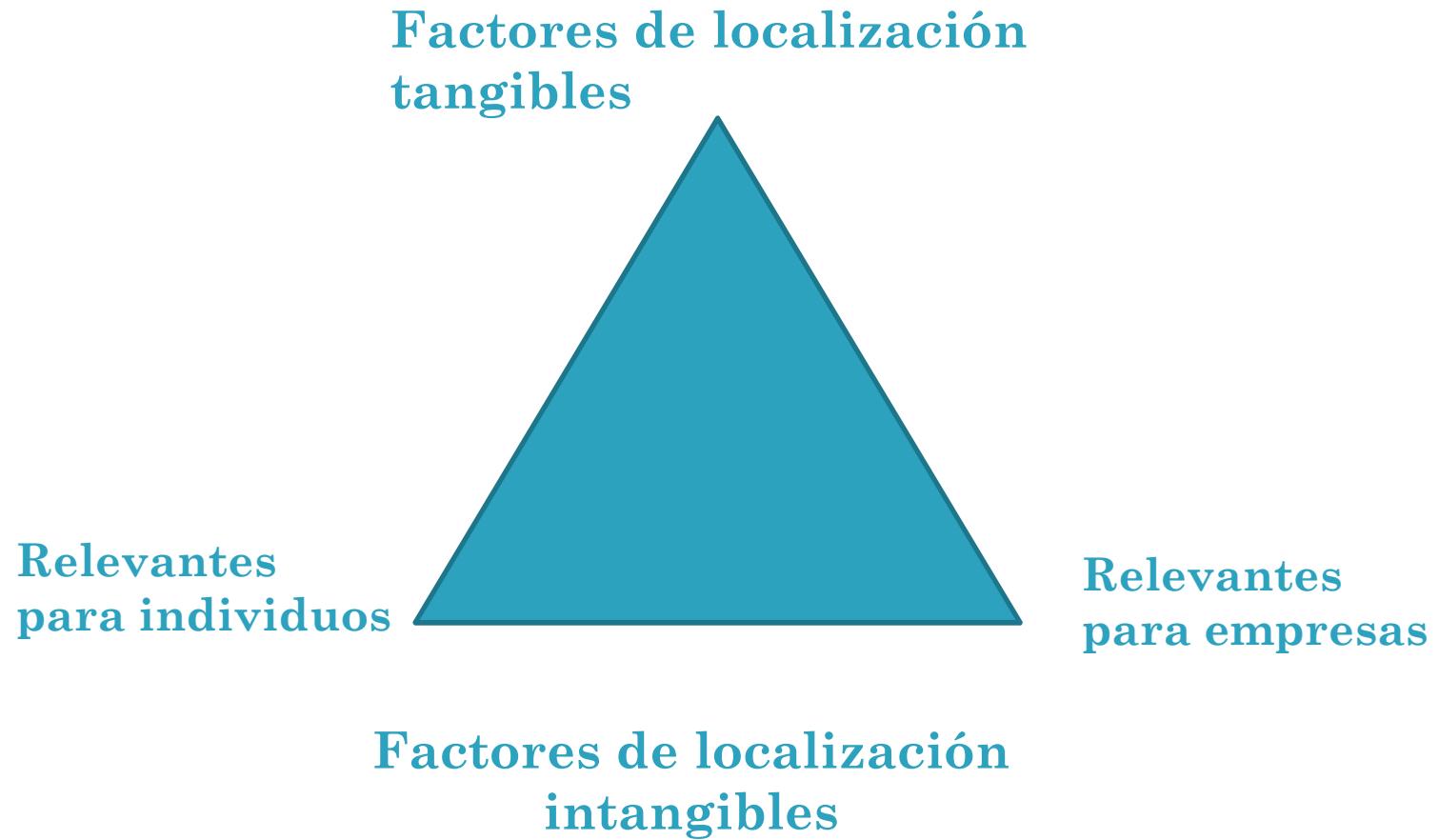


PREGUNTA PARA EL DEBATE

- Según se experiencia:
- ¿Hace sentido esta sistematización?
- ¿Cuáles son las implicaciones para políticas



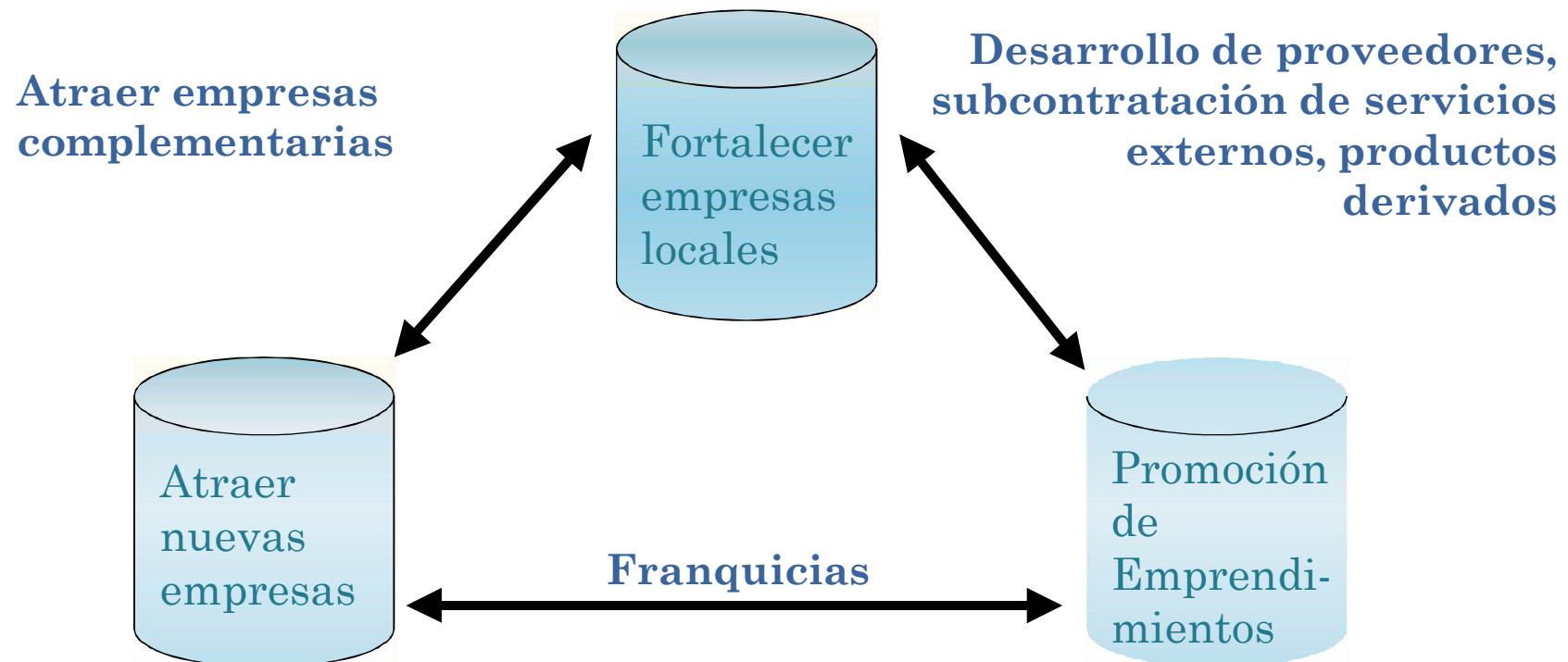
FACTORES DE LOCALIZACIÓN



MENSAJES CLAVES

- Durante una fase temprana del desarrollo, los factores tangibles son críticos.
- Cuando los factores tangibles llegan a asimilarse sobre las localidades, los factores intangibles ganan importancia.
- Los factores intangibles claves son eficacia y una orientación empresarial del gobierno local o regional.

EL GRUPO META SON LAS EMPRESAS



PRINCIPIOS GENERALES

- Identificar fallas de mercado (p.ej. Barreras de entrada).
- Impedir distorsiones de mercado y discriminación.
- Reducir barreras de entrada.
- Siga un enfoque equilibrado: mire cada uno de los tipos de empresas.
- Vea las sinergias entre los tres tipos.

LA COMPETITIVIDAD SISTÉMICA COMO MARCO ORIENTATIVO



¿DÓNDE ESTÁ LA RELEVANCIA DE LA COMPETITIVIDAD SISTÉMICA?

- Un marco macro-económico estable es necesario pero no es suficiente para la competitividad y el crecimiento
- El éxito empresarial (nivel micro) depende también de factores especializados y instituciones de apoyo (nivel meso)
- Es esencial entender la capacidad social para crear una atmósfera favorable para el desarrollo económico y la innovación (nivel meta)

EXPERIENCIA DE FOMENTO DE MIPYMES CON ENFOQUE TERRITORIAL EN EL AMÉRICA LATINA

- Over the past twenty years, governments and donor agencies have been experimenting with several approaches related to RED.
As a result:
 - Multitude of actors working in RED
 - Using a variety of concepts and models
 - Heterogeneity of approaches used
 - Through taxonomy:
 - Identification of three different models
 - Co-existing in the field at the same time
 - Sharing some commonalities

FASE 1: SERVICIO DE DESARROLLO EMPRESARIAL (SDE)

- Business development services (BDS) are a wide range of non-financial services that are critical to the entry, survival, productivity, competitiveness, and growth of MSMEs
- Examples: training, consultancy and advisory services, marketing assistance, information, technology, development and transfer, and business linkage, promotion

PROBLEMÁTICA DE LOS SDE

- Demand Side: MSMEs do not have access to the necessary services because they often: lack information; are risk adverse or reluctant to try services; or are too poor to pay for services
- Supply Side: often service providers: serve firms in urban, but not rural areas; serve medium-sized businesses, but not small or micro enterprises; offer inappropriate or undesirable services; provide appropriate services, but at a very high price; lack market information; or create a monopoly or cartel resulting in high prices for (often) inappropriate services

Fuente: FOMIN

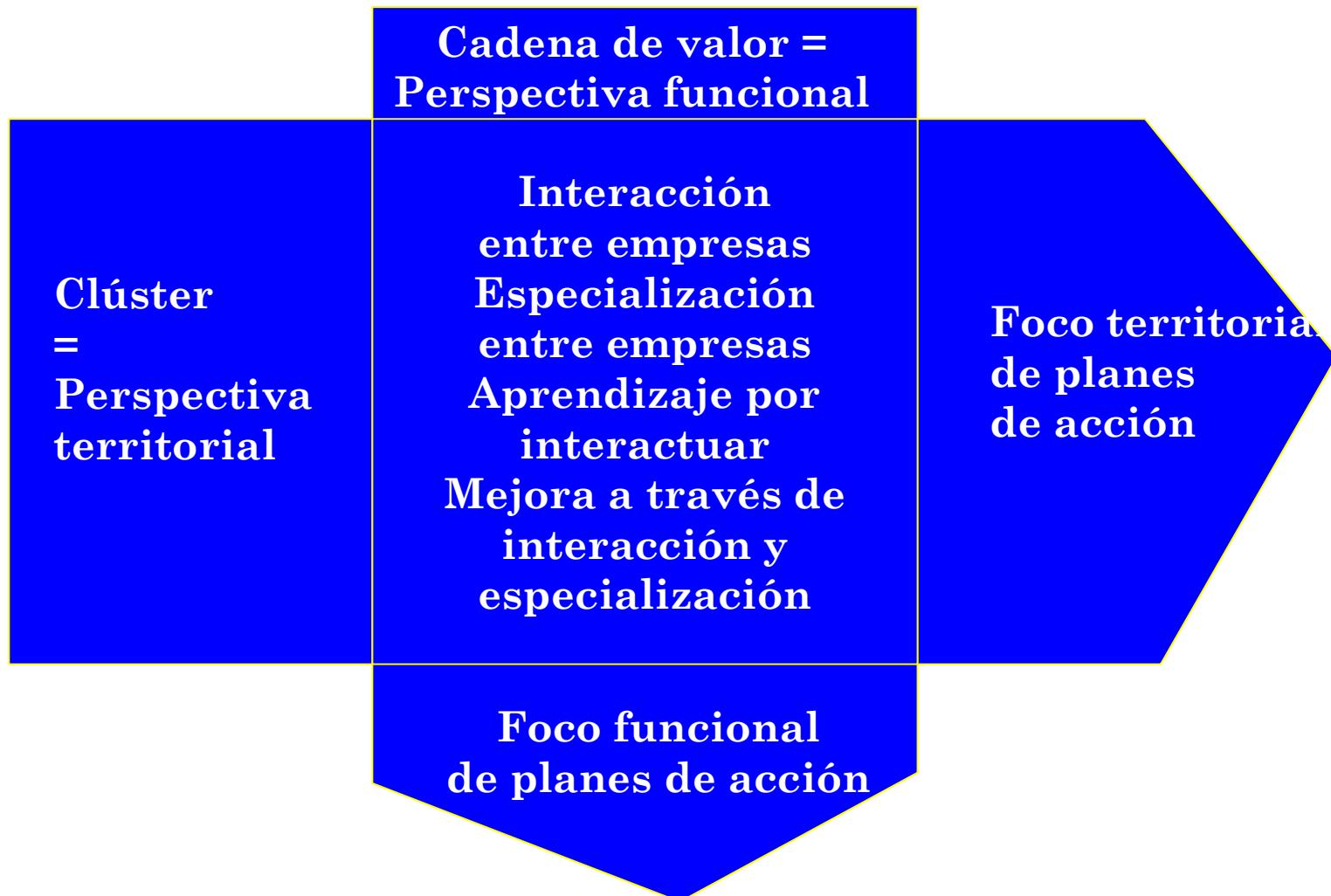
SDE: APRENDIZAJES Y RESPUESTAS

- The proximity of BDS centers to firms facilitate a better match between demand and supply of business services, and thereby increase SME productivity, growth, and access to market
- The role of donors and governments shift away from direct provision of BDS towards facilitation
- Understanding both the existing supply of BDS and the reasons why there is a gap between supply and demand for services
- Sustainability of BDS centers is difficult to achieve and come with trade-offs

FASE 2: INTEGRACIÓN PRODUCTIVA (IP)

- Improving SMEs competitiveness through the creation of horizontal and vertical business networks
- By cooperating with one another and with public and private institutions, firms can develop competitive advantages that would be impossible to achieve in isolation

PERSPECTIVA DE CLÚSTER Y DE CADENA DE VALOR



IP: LA PROBLEMÁTICA

- Small firms do not suffer from their size but rather from their isolation
 - high transaction costs are often an obstacle to engage in collaborative ventures
 - SMEs often have short-term horizon
 - low levels of trust
 - business associations politicized and dominated by few large firms
- This network failure translates into a number of bottlenecks for SMEs

IP: LA RESPUESTA

- Through linkages that firms develop with one another and with other organizations, SMEs can access a significant amount of knowledge and technology that otherwise would be out of their reach.
- Networks are thus defined as “groups of firms that cooperate on a joint business project complementing each other and specializing in order to overcome common problems, achieve collective efficiency and penetrate markets beyond their individual reach”
 - Vertical networks: Supply and Value Chains, Global Value Chains
 - Horizontal networks: Cluster

Fuente: FOMIN

LECCIONES APRENDIDAS

- The government can play a strategic role as enabler and facilitator
- Trust is a key feature of the approach
- Firm networks facilitate innovation and learning
 - In spatial agglomeration
 - In vertical networks

DESARROLLO ECONÓMICO LOCAL

- A participatory process that encourages, in a given territory, cooperation among key stakeholders (public, private and community-based), for the design and implementation of a common development strategy, with the ultimate goal of stimulating economic activity and creating quality jobs, using local resources and leveraging opportunities arising from the global context.

DESARROLLO ECONÓMICO LOCAL (DEL)

- SMEs growth and competitiveness do not depend only on factors internal to the firm; they also rely on external factors that are related to the location of the firm.
- Regions at times find it difficult to tap into their comparative and competitive advantages, and opportunities for SMEs growth and competitiveness are missed.

Fuente: FOMIN

DEL: LA RESPUESTA

- Territories may become more competitive and innovative when they take advantage of their own endogenous resources, and encourage the formation of associations and public-private-community linkages with the goal of making production processes more flexible.

DEL: LECCIONES APRENDIDAS

- Unit of analysis is the territory
- Making better use of endogenous resources while taking advantage of growth opportunities from outside
- Dependence of SMEs on the local and regional context for many factors (territorial assets)
- Territorial governance is key to improve “systemic competitiveness” and for the provision of local collective goods and common pool resources
 - local communities and private and civil society sectors need to work together for sustainable production and appropriation of “commons” (Ostrom, 1990).

Fuente: FOMIN

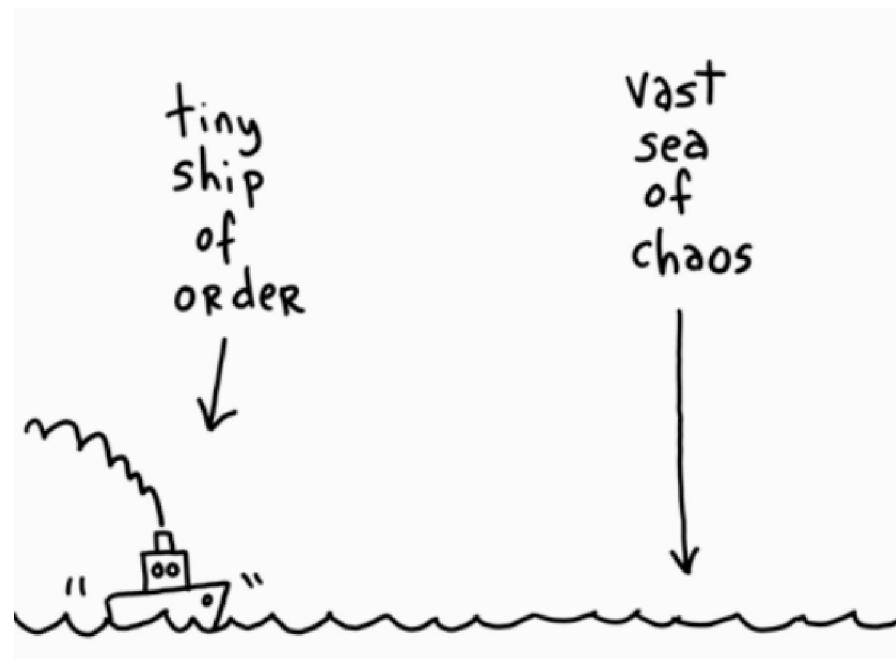
PROSPECTIVE VIEW – WHAT IS COMING NEXT?

- Additional requirements for development (i.e. environmental sustainability, gender-sensitivity, inclusiveness and pro-poor)
- Increasing complexity requires different approach and tools, i.e. Narrative Sensemaking
- More quantitative evidence and incorporation new tools like Social Network Analysis.



*What challenges
do you see?*

COMPLEX ADAPTIVE SYSTEMS



... DEFINED BY CONSTRAINTS

- Key language

- System: any network with coherence
- Agent: acts within or on the system

- Three types of system

- Ordered: system constrains agents
- Chaotic: agents unconstrained & independent of each other
- Complex: system lightly constrains agents, agents modify system by their interaction with it and each other, they co-evolve & they enable exaptation

SISTEMA ADAPTATIVO COMPLEJO (CAS)

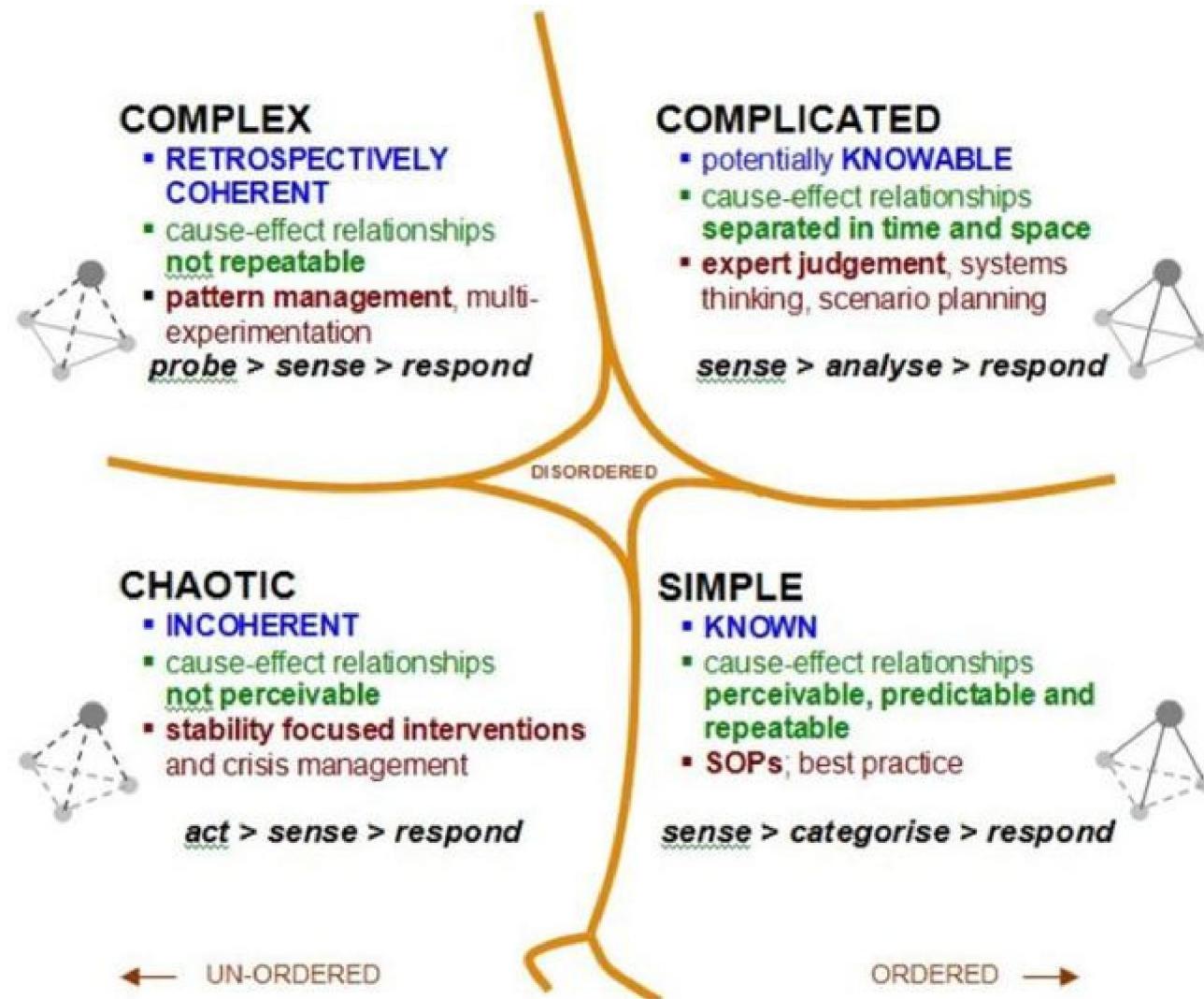
Elementos

- Complejo: diverso y conformado por múltiples elementos interconectados;
- Adaptativo: tiene la capacidad de cambiar y aprender de la experiencia.

Propiedades

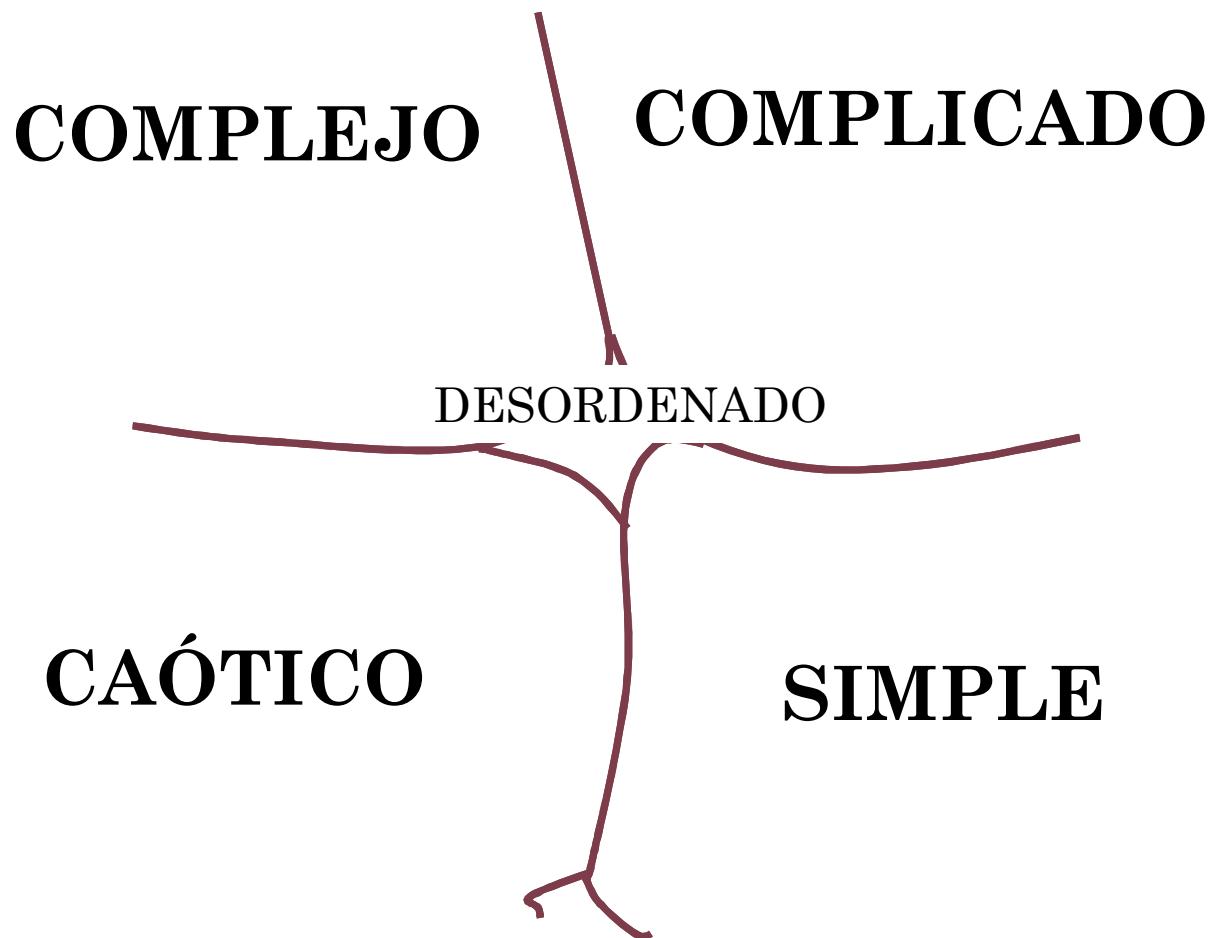
- Emergencia
- Auto-organización
- Resiliencia frente a la perturbación

CYNEFIN – SENSE MAKING FRAMEWORK



Fuente: Cognitive Edge

¿QUÉ CARACTER TIENE LA POLITICA PYMES LOS PAISES DEL MERCOSUR?



GROUP EXERCISE: RECREATE THE FRAMEWORK

- Red pymes
- Business incubator
- Management by questions
- national development strategy
- participatory process
- Short term action plan
- Process innovation
- use information and communication technologies
- Best Manufacturing Practices BMP
- Productivity gap
- Support institutions
- collective actions by businesses
- Entrepreneur training
- Business plan
- Product certification
- Sepyme
- Leadership
- Microcredit
- streamline administrative procedures
- Trade fair

INTERVENTIONS IN THE COMPLEX DOMAIN

- Each intervention should be
 - coherent
 - safe-to-fail (instead of fail-safe)
 - Finely grained, tangible
- Overall the portfolio should contain
 - some that are oblique in nature
 - include “naive” approaches
 - a few high risk/high return options
 - Contradictions are good!

MÁS INFORMACIÓN

- uhl@mesopartner.com
- www.mesopartner.com
- <http://cognitive-edge.com>



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¡Muchas gracias por su
atención y participación!