



SUSTAINABLE LEADERSHIP IN PRACTICE OF SPANISH AND POLISH LEADERS. A COMPARATIVE STUDY

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Abstract: *Nowadays and after the pandemic of Covid-19, many companies throughout the world have had different problems related to the actual economic conjuncture. In this article, the authors describe some of the issues, that have arisen after the end of the pandemic like the inflation, uncertainty and some technological changes. The authors show the change in some sectors like: trade, construction, manufacture and services, the growth in those sectors and its importance for the economic growth of Mexico.*

Keywords: *Mexico, companies, Covid-19, innovations, growth*

Definitely, the presence of COVID-19 in the world had an impact on the economic growth of all the countries of the world, more because of the untimely nature of the event than because of the collateral damage that occurred in most companies and businesses, regardless of the havoc it wreaked on the health of the population.

Mexico was no exception and it can even be considered that it was one of the countries that was most affected from an economic point of view, because the impact generated by the commercial opening of the country to the globalization model had just been resolved, because we were not prepared to compete in any of the production and marketing processes.

According to Espinosa Espíndola Mónica et al (2022) in Mexico, by March 2021, 20.8% of all micro, small and medium-sized enterprises lost sources of employment, the quality of work and the effects on unprotected groups (which meant close to 400,000 MSMEs).

This results in that for 2020 in the real percentage variation of the gross domestic product was -18.7% with respect to the same period of the previous year, in addition to the reduction of 10 million people from the economically active population, reflected in the loss of 2.2 millions of jobs and increasing informal trade as a way to balance the loss of economic income of the population, in addition to the support that the Federal Government granted in its social programs and that allowed the reactivation of the internal economy of the country.

However, these ventures were devoid of innovation and consequently extremely basic, only in order to withstand the effects caused by the pandemic.

They themselves indicated that by March 2021 the main impacts registered were:

| Type of affectation | Percentage |
|---|------------|
| Affectation by the pandemic | 85.5 |
| Income decrease | 73.8 |
| Decrease in demand | 50.2 |
| Shortage of inputs/outputs | 29.2 |
| Staff reduction | 18.4 |
| Reduction of remunerations/benefits | 13.2 |
| Temporary closures or technical stoppages | 16.6 |

Source: INEGI 2021

As of this date, they point out that with the support of the Federal Government, a strategy was adopted for the reopening of labor, educational, and social activities, and the companies gradually restored their work, which allowed the recovery process to begin.

Even so, the expectations of the companies in relation to income were extremely pessimistic with 50.9%; while the optimists only 5.4% were confident that they would get ahead. The rest of the population manifested itself in total uncertainty. Specifically, the companies most affected by COVID-19 were those corresponding to the secondary and tertiary sectors and, unusually, those corresponding to the primary sector were little affected, and in some way, they were the ones that had an impact on a speedy recovery of the economy of Mexico.

Lavandera and Domato (2019) from the Center for Entrepreneurial Development and Innovation specify that these factors (Entrepreneurship and Innovation) constitute a tool for territorial, professional and personal development; and they point out that Innovation is a reality that must be conceptualized by those who start ventures that allow them to survive in increasingly dynamic environments, but that this becomes an opportunity as a boost in the development of any business.

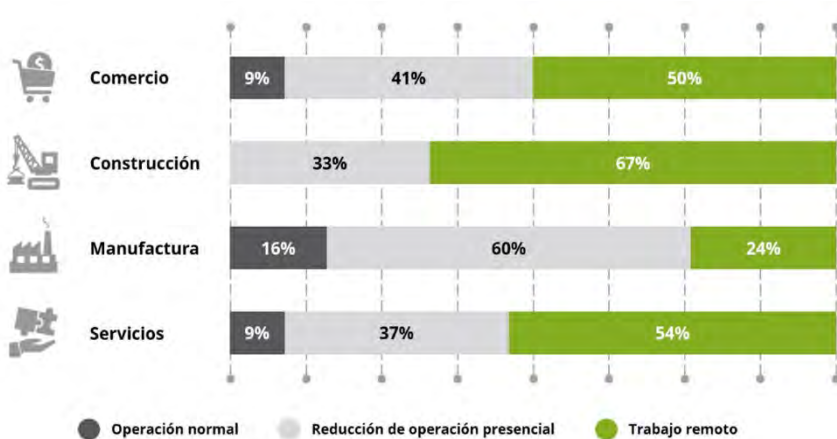
In this sense, in Mexico the presence of COVID-19 made it possible to identify various types of ventures that allowed Mexican society to expose to the world the identification of various ventures through which the companies reinvented themselves. This allowed them to start companies that ultimately became little more than 6,000,000, although many of them were actually small businesses. Most of them managed to combine the best elements to make them lasting, with high research and development content, state-of-the-art technology, social relevance, positive environmental impact and high yields with high possibilities of obtaining financing for their continuity.

*In response to the impact that COVID-19 was producing in Mexico, the organization "Best Mexican Companies" that brings together a large part of the companies in our country; applied in April 2020, a survey of 170 companies that have

a great influence on the economic production of the country, to determine the main effects and distortions and deep scars on people, in society and in companies due to the presence of the aforementioned pathogen. The survey covered the sectors: trade, construction, manufacturing and services.

It was intended to determine the challenges with the workforce, the accelerated digital transformation, the need for credibility and trust, environmental, social and governance issues, taxes and regulations, difficulties for growth and the future of work.

The results were surprising and for the purpose of illustrating them we present the graph that systematizes the information:



Source: Best Mexican Companies MEM-COVID-19

The survey also revealed that the sectors with the greatest participation in GDP are services with 64%, manufacturing with 16%, construction with 7%, electricity with 2%, mining with 5% and agriculture with 3%.

From it, it emerged that nine out of 10 interviewed executives indicated that their respective companies were experiencing high turnover in their work teams and 81% identified that this situation was a limiting factor for future growth. Consequently, the number one priority for companies focused on employee retention and for this purpose it is concluded that companies must redefine the work structure, the climate and the organizational culture, introducing flexibility of schedules, greater benefits and better compensation for the worker.

It was found that senior executives must understand and accept the adoption of new hybrid work models at the risk of losing corporate culture.

The survey also detected the trends that would mark the companies and which they would have to adhere to in order to face the serious problem. In this sense, the first thing that was concluded is that:

- The pandemic would become endemic.
- The conflict between democracy vs. autocracy.
- Inflation sharpens.
- High uncertainty occurs because the future of work is unknown.
- Techlash is introduced (Technology and backlash)
- Cryptocurrencies and the future of monetary policy unfolds.
- It is necessary to keep in mind the climate crisis.

- It is necessary to reinvent tourism.
- It is required to visualize the future of work and the challenges with the workforce.
- An accelerated digital transformation is manifested.
- It is necessary to recover the credibility and confidence of society, and
- The accelerated development of artificial intelligence and robotics.

On the other hand, the globalization of markets conditions the internationalization of economic activities, although we must recognize that the recent trend is qualitatively different because it is characterized by the intensification of economic ties that transcend national limits and reflect strategic behavior at the level of the company. This is so, because economic operations are increasingly carried out in an environment without borders, in which production, marketing and technology are linked in value-added chains.

Consequently, globalization poses a set of challenges to the business environment that make companies have to discern which are the most suitable alternatives for action, since, among other factors, the company will have to get used to operating in an area of greater strategic complexity and with a growing presence of companies in local markets, both through exports and direct investment.

For his part, Toledo R. Héctor (2020) in an article published in the memoirs of Industrial Growth Conference 2020 of the Association of Professors of Economics and Management in Industry, points out that the effect of the pandemic forces companies to consider the changes that occurred in confinement to accelerate economic growth, both in the country and in the world; namely:

- New purchasing habits that led to the digitization of processes; to an accelerated growth of electronic commerce; to an increase in home deliveries of food, groceries and minor products; to an increase in purchases during non-peak hours; to an increase in the sale of leisure products; to an increase in the sales of junk products and to an increase in sales of gym equipment.
- Change in work and study patterns that imply an exponential increase in videoconferences for work and an increase in the use of e- learning and videos for education.
- Changes in entertainment habits that lead to an exponential increase in the use of streaming social networks and video games; an increase in live art and cultural events online; to an increase in the use of digital platforms to exercise at home; to an increase in sales of books, magazines, videos and movies; to an increase in the sales of products to carry out manual arts and to an acceleration in the use of social networks.
- Healthier habits that imply an increase in the search for emotional professional intellectual growth and improvement with better eating habits.
- Changes in the way of relating, favoring the use of cell phones, tablets or any instrument that allow remote communication.

In conclusion, the strengthening of the primary, secondary and tertiary sectors in Mexico, after the mediation of the government sector through changes in commercial regulations, in the security of the labor force, in the operational capacity for the inclusion of hybrid work, to generate a value proposition that considers behavioral changes in customer habits and the reinvention of the business scheme and the way to reach the market; led Mexico to a rapid recovery and economic growth, which was reflected in a flattering 3.1% of gross domestic product.



This, despite the total environment of uncertainty and accelerated inflation, that has been occurring due to the domino effect, which caused the collapse of all economies.

Thus, the performance of economic activity in Mexico was driven, first, by industrial activities; reaching a growth not observed since 2010, mainly by the manufacturing sector.

The tertiary activities were a little more relegated, due to the consequent need for protection, to avoid or to break the pattern of the pathogen and in last place were placed the agricultural work that also registered a great growth, compared to previous cycles.

Since the pandemic began, inflation has been one of the main challenges to overcome, having been gradually reduced by the government's strategy by influencing the non-growth of the prices of hydrocarbons and energy products, in addition to the response of the Central Bank by applying a correct management of monetary policy.

Finally, this is how the Mexican economy registered a better performance than its neighboring country to the north, which in the same period only grew 2.9%. Mexico's economic growth even exceeded the forecasts of the World Bank and various international organizations that placed it in the order of 2% or less.

After the pandemic, a new concern now arises, derived from the current war conflict and the sharpening of commercial relations between the great powers; however, we are confident that if adhering to the strategy undertaken by the government, Mexico will have to overcome all kinds of obstacles and will be on the way to its economic, social, and political transformation.

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