

Characterization of Culture in Social Innovation in the Footwear Sector within the City of Bogotá-Colombia

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ABSTRACT

This article is the result of a research that aimed to determine the culture of social innovation within the analysis of micro, small and medium-sized companies in the footwear sector in Bogotá, Colombia, through a descriptive quantitative approach, developed from a survey that would characterize the organizational culture from a social innovation approach. This was applied within an exploratory study, where motivational and creativity factors were essential for an innovative venture. The culture of innovation is an instrument to influence and improve the climate of an organization that involves greater dynamics of adaptation to the needs and prospects of the institution from a knowledge economy perspective.

Keywords: culture, culture of innovation, footwear sector, microenterprise, small and medium-sized enterprise

INTRODUCTION

By 1973, the Organization for Economic Cooperation and Development (OECD) estimated that society was in a stage of constant creation, doubling knowledge approximately every six years. In accordance with the above, it is possible to identify that, with time and progress, the business field has experienced exponential growth that has led to the implementation, creation and development of techniques, technologies and opportunities that respond to the needs of the market and customers. Potential customers. However, not only must the importance of new machines be considered, but it is also important to identify that human beings have had to adapt quickly to build and expand their innovation and creativity capabilities, as the market grows.

In this same sense, social innovation has become a relevant issue for Latin America; Research that focuses on seeking initiatives that allow the development of more innovative models to achieve a positive impact on the quality of life of the population, favors the creation and strengthening of an organizational and citizen culture so that these elements can be sustainable and sustainable models. at the local and regional level.

Likewise, despite the progress in other countries, in the Colombian case the possibility of working with micro and small businesses from the perspective of social innovation and inclusive business has been left aside, which would imply finding innovative and creative to solve their own needs and improve their own sustainability conditions, in addition to the consequent improvement in the quality of life from the transformation of culture. The above implies the need to characterize the experiences of MSMEs, which in some way have developed an innovative social culture, and document them to propose elements that serve other MSMEs in the country in subsequent future research.

Along these lines, it is said that social innovation is one of the activities with which the administration of modern, flexible, intelligent and networked organizations has gone from seeing it as a marginal phenomenon of companies, to occupying a position relevant at an

economic and political level. In the last two decades, the paradigm of social innovation has changed and prioritizes state policies towards promoting said dynamics of organizations (Alonso & Echeverría, 2016). According to Turriago (1988), innovation is not a phenomenon that can be considered new since it is related to human development regardless of the time or type of advances made in a given decade. For example, he mentions, economists of the classical era talked about the innovation process, its effects and possible consequences. These new ideas turned into reality have modified behavior and the way in which man works and relates, as well as have given way to the emergence of problems and new ways of solving.

Likewise, there are social innovations that are not oriented towards the market. However, it is stated that innovation is not an end in itself, but rather it is a means to increase productivity and production, which translates into an increase in the competitiveness of companies, a decrease in investments and a more fixed presence in the markets (OECD, 2005). The fact that social acceptance of innovations is achieved allows the construction of social innovation indicator systems, taking into account sources, sizes and types of innovation, as shown in Table 1.

Table 1. Types of innovation

Product innovation	Process innovation	Organizational social innovation	Marketing innovation
It refers to the introduction of new products or the same ones, but with modifications. These alterations may be in the technical specifications, in its components or materials or in the incorporation of new functions.	This is about the manufacturing and/or logistics processes and their constant updating. The use of new methods, equipment or techniques that allow new advances in the performance of organizations is contemplated. This is about the manufacturing and/or logistics processes and their constant updating.	It is related to organizational methods either within companies or in their external relations. (knowledge management, training, evaluation and development of human resources, value chain management, quality system management, etc.).	It refers to the implementation of marketing methods and strategies: not only the aesthetic component of the product is taken into account, but also its packaging, price, positioning, distribution and promotion.

Source: Own elaboration based on Muinelo (2018).

In the 21st century, social innovation has been a constant in development plans and has become part of the policies, programs, projects and action plans of governments of developed and developing countries. On the other hand, Herrera et al. (2016) state that innovation is a set of solutions to environmental and social problems, however, it is also mentioned that the concept of innovation has resonated since 1961 with Schumpeter, who coined the term to “highlight technical or organizational novelty in the production process, with evidence of its success in the business and commercial sphere” (p. 226). Towards the end of the 20th century, the term “social innovation” becomes relevant based on the recognition of the needs of society, thanks to considerations and advances in fields such as philosophy, psychology and the human sciences. Table 2 shows the characteristics of this type of innovation.

Table 2. Characterization of social innovation

Dimension of innovation	Characterization of social innovation
Creative and transformative	It is related to the response given to the problem-situation or how the question is formulated or the procedure to achieve desired results. It represents a novelty related to a vulnerability in the community.
Strategic	It involves the formation of a diagnosis of the problem situation through the identification of causes and those responsible, as well as the planning and design of a response that provides new solutions to the situation of vulnerability.
Collective	An innovative practice contemplates the coordination between social agents that seek to develop collective processes to create indivisible goods.
Redefinition of symbolic aspects	Not only are material (or immaterial) goods produced that seek to solve situations of vulnerability, but cognitive elements are also constructed that help redefine the social situation. The above entails a vision of reconstruction of the community's knowledge based on new objectives. (Llovet, 2014, as cited in Herrera et al. (2016)).
Public redefinition	The function of Social Work understood as a reporting strategy for the communities of affected people (Pastor & Balbinot, 2021).

Source: Own elaboration based on Herrera et al. (2016).

Perhaps what most impresses identification is that microenterprises have a particular orientation to serve local markets by operating in the informal sectors of the economy, without taking into account the regulations that nations may have for the regulation of companies in any sector. According to the United Nations (UN), 74% of microbusinesses around the world operate in the informal sector of the economy (20 minutes, 2018).

This proliferation of informal business units is common in so-called emerging countries and allows the employment of an indeterminate number of people who are usually family members or have some degree of close blood relationship, where payments for the provision of the service are far from compliance with internal labor standards. of each nation. Furthermore, the levels of income generation, if not in all cases, correspond to being able to sustain coexistence, which in the long run cannot be argued to generate a “fight against poverty”, but rather a fight for survival.

Despite the vulnerability of this type of companies on the planet, MSMEs generate between 60% and 70% of employment worldwide, being considered by the UN as the “backbone of most of the world's economies.”. In this sense, the General Assembly decided to declare June 27 as the world day of these organizations, with the aim of certifying the contribution to sustainable development. According to the Organization, these business units represent 90% of all companies and account for 50% of GDP worldwide (20 minutes, 2018).

The complexity in the economic and labor treatment for this type of companies is common in all countries. In addition to the amount of paperwork for its legalization and the series of taxes that must be paid for its initiation, financial collaboration is quite precarious and expensive. Comparatively, Vázquez (2014) talks about the importance of SMEs in the world, arguing that the European Union estimated that 99.7% of active companies were SMEs and that they employed 66.6% of the workers, contributing to 57.8% of the creation of added value in the regional block.

In Colombia, the so-called MiPyMEs are business units, limited to Law 590 of 2000, issued by the National Government, (with modification in Law 905 of 2004), with the aim of encouraging and promoting the development of micro, small and medium businesses. In the country, this business group is classified into four components: micro, small, medium and large companies.

According to Article 2, definitions of business size, of Law 590 of 2000, correspond to “any unit of economic exploitation carried out by a natural or legal person, in business, industrial, commercial, or service activities, rural or urban that meets some requirements” (Congress of the Republic, 2000, p. 2). The requirements established in the regulations essentially refer to those represented in Table 3.

Table 3. Definition of companies in Colombia

Company type	Busy staff	Total assets
Micro	<10	<501 SMMLV
Small	Entre 11 and 50	>501 <5.001 SMMLV
Median	Entre 51 and 200	Entre 5.001 and 15.000 SMMLV
Big	>200	>15.000 SMMLV

Source: Own elaboration based on Law 590 of 2000 and its modifications. * SMMLV corresponds to the Current Legal Monthly Minimum Wage.

Currently, Colombia has 2,543,953 MSMEs, which represent 90% of the country's companies. The National Administrative Department of Statistics (DANE) argues that micro, small and medium-sized companies in Colombia represent 80% of the country's employment and 90% of the national productive sector, and generate 35% of GDP (El Tiempo, 2021). These companies have been recognized since 2000.

There have been several programs enacted by the governments in power to boost, strengthen and develop this category of business units in the country. It is worth mentioning the PTP and Digital MiPymes Productive Transformation Program, which is led by the Ministry of Technology and Communications; while the Ministry of Commerce, Industry and Tourism generated the “Impulsa” program with the aim of providing resources, training and business networks for the sector, which make it more active and participatory in the growth and development of the national economy. As an additional element, it should be mentioned the work that the Foreign Trade Bank (Bancoldex), as a second-tier and development bank of the Colombian government, has generated various lines of credit aimed at being used by MSMEs through commercial banking.

Characteristics of Micro, Small and Medium-Sized Businesses in Colombia

In general, these organizations, regardless of their basic classification determined by the number of employees and the volume of assets registered in micro, small or medium-sized companies, correspond to business units whose main characteristic is that they are heterogeneous and diverse; According to their classification, they have a varied number of personnel employed between the operational part and, to a lesser extent, the administrative part; There is no doubt that they have great importance in the development and growth of the economy, being practically independent units despite having a union that brings them together at the national level called the Colombian Association of Micro, Small and Medium Enterprises (ACOPI).

The investments can be classified as values that are reasonably appropriate for the type of companies formed but that, together, and comprehensively, are responsible for the generation of a large part of the formal and non-formal employment within the country,

promoting economic development and social, and seeking to improve the term of capital distribution in a large number of entrepreneurs throughout the national geography.

Their business organization is, in essence, family-based and, for the most part, the director, manager or administrator is the one who has provided the initial capital for its creation and operation. In general, it is characterized by an empirical administration, in the first instance, with the possibilities of generational replacements, over time, of personnel with university professional training. They present a use of machinery as a result of innovations in the technology market, but their business roots are rooted in the employment of labor rather than in replacing it with automated machinery (Fayol, 1987, as cited in Arboleda et al., 2019).

At the same time, most of the transactions made by micro and small businesses are in cash, where technological advances are relative to the improvement in the efficiency of business units in this financial aspect (Fayol, 1987, as cited in Arboleda et al., 2019).

Characteristics of Micro, Small and Medium-Sized Businesses in Bogotá, D.C.

In the country, the industrial sector has been of great importance in the growth of the economy, with manufacturing in the city of Bogotá D.C. standing out due to the opportunities and growing demand for goods and services. It cannot be ignored that the capital is the most important center of commerce and industry and that any anomaly that the world economy shows has an impact on the national economy, and particularly that of Bogotá D.C. The above is corroborated by taking into account that, due to the pandemic, during 2020, health and isolation measures were taken at both a national and district level, generating drops in economic growth of -9.0% for the country, and -9.1% for the city, during the third quarter of that year.

The industrial sector is the backbone of economies. According to the World Bank's Doing Business indicator, Bogotá ranked third in terms of ease of doing business, after Pereira and Manizales (La República, 2017). According to the Bogotá Chamber of Commerce (CCB, 2022), 32% of the national total companies are located in the city, which makes it the main business platform in Colombia. For its part, the city's manufacturing industry represents 17.5% of the value added in the sector in the country and 2% of the national GDP (Mayorga & Bonilla, 2019).

The Bogotá Chamber of Commerce (2019) endorses the companies legally established in the city: "the total number of active companies and commercial establishments as of November 30 reached 788,675, of which 91.4% are microenterprises; 6.1% small; 1.8% are medium and 0.66% are large" (s.p.). For its part, the value of the companies' assets reached 2,281,477 billion pesos.

The footwear sector is of great importance for the growth of the economy both nationally and in the Capital District. It simultaneously provides direct and indirect employment, permanent activity on other fronts of the economy and leads to the social well-being of many families involved in the entire process of design, manufacturing, marketing and sale of products, regardless of whether the footwear has characteristics high, medium or low price. But, like other sectors of national activity, the footwear sector encounters serious difficulties in competition with smuggling mainly from the Asian continent, with lower prices and quality in almost all cases, impossible to counteract.

Serrada and Fierro (2013) mention that the footwear sector is "key to the development of Colombia, but unfortunately it has been managed in a very artisanal way in factories located especially in Bogotá, Bucaramanga and Cúcuta" (p. 6). The surprising thing about this industry is that for some time it was believed that its production was basically artisanal and that the tradition of its manufacturing passed its knowledge from generation to generation to maintain a closed circle of the sector.

However, the reality is different. The inclusion of the innovation component for designs and for new manufacturing development processes, as well as the needs for the use of new

technologies, show that the footwear industry sector in the capital did not remain stagnant over time. , but has imposed an accelerated pace in the continuous development of its work, despite having to endure various factors of unfair competition, smuggling, higher taxes and countless obstacles that slow down its normal and legal development.

The Bogotá Chamber of Commerce, in conjunction with the United Nations Development Program (UNDP) and the Mayor's Office of Bogotá D.C., have been generating a series of studies in different sectors such as tourism, finance, creative industries, gastronomy, construction, health, music, dairy, jewelry, electrical energy, graphic communication and, of course, in the leather cluster (footwear and leather goods), on the “identification and closing of gaps in the human capital” in each of the industrial and commercial activities indicated (CCB, UNDP and Alcaldía Mayor de Bogotá, 2018).

The 2021 Annual Manufacturing Survey showed results that, far from being surprising, reaffirm what corresponds to the importance in the number of companies in the sector existing in the country's capital. Indeed, in the footwear industry, the following is the regional participation of the country's departments, where the importance of the capital is observed with 42.2% of the national total (DANE, 2023) (see Table 4).

Table 4. Participation of footwear companies at the national level

Region	% participation
Bogotá	42,2
Cundinamarca	16,5
Antioquia	15,3
Valle	14,4
Santander	5,9
Atlántico	2,5
Others	1,3

Source: Own elaboration based on DANE (2023)

On the other hand, footwear industry manufacturers have different concentration points within the city of Bogotá, mainly locality 15 of Antonio Nariño (Restrepo and Olaya neighborhoods), locality 16 Puente Aranda as an industrial zone, and locality 12 of Barrios Unidos (7 of August neighborhood). Simultaneously, the footwear sales business extends to practically all locations in the city.

From the aforementioned study, prepared jointly between the CCB, the UNDP and the Mayor's Office of Bogotá, it is worth highlighting that the footwear industry sector reflects, among others, the weakness of the so-called Human Talent, in the sense of obtaining personnel ideal to carry out positions in management processes and specifically for the areas of Design and Productive Control. One of the reasons is that higher education institutions do not have broad offerings towards these approaches for the footwear industry, which can cause a brake on professional innovation and the design of new lines of products and complementary services that the sector chase

Administrative management positions in companies are considered as gaps in quantity and quality, since there are no institutions specialized in professional programs; There are only institutions at the technological, technical, operational and undergraduate levels with approaches to some subjects, especially for product design. (CCB, UNDP and Mayor's Office of Bogotá, 2018, p. 104).

This statement is so valid that, in recent years, the ACICAM, which is the Colombian Association of Footwear, Leather and Manufactures Industries, in 2019 held the VI version of the “National Innovation Footwear Design Award for your Feet”, giving an award to a designer from Barranquilla for a project inspired by the circular economy and 3D printing, which shows

in this sector the formal intention to fully enter into the generation of innovations that make this industry a stronger pillar in the national economy.

In 2020, the phenomenon of the COVID-19 pandemic permeates the participation of the industrial sector both nationally and internationally; It affects the economy and the entire dynamics of the footwear and leather industry. An important stock remains on the shelves for a year or more that did not allow the circulation and movement of commerce. However, through Government decrees that sought to help the most affected sectors, such as the days without VAT, the footwear industrial sector regained strength by 16% in production and an increase in sales of 19.9%, according to figures from ACICAM (Echeverri, 2023).

On the other hand, in 2023, devaluation is one of the main effects that will lead to later growth. Despite this, as revealed by the same union, manufacturers are optimistic by gaining a 46% share in imports, corresponding to consumption of domestically produced footwear (Echeverri, 2023).

METHODOLOGY

The work was developed through a type of quantitative research, considered as a descriptive-exploratory study. Thus, the aim is to explore the perception of the characterization of innovative social culture in MSMEs in the footwear sector in Bogotá, understanding them as opportunities for solutions to problems related to social innovation.

The quantitative analysis corresponded to the creation of an instrument to establish the characterization of organizational culture from the social innovation approach, where motivational and creativity factors were taken into account in the production of increasingly innovative ventures.

Scope

The work was aimed at a population made up of entrepreneurs from micro, small and medium-sized businesses called MiPymes in the city of Bogotá, from the different localities, the main ones being in the footwear industry: the Antonio Nariño locality (the Restrepo and Olaya popular sector), the town of Puente Aranda (Industrial Zone) and the town of Barrios Unidos (Siete de Agosto neighborhood). However, the trade and sale of footwear extends throughout practically all locations in the city. It is then studied using a methodology derived from research based on formal knowledge and real scenarios applied to the city context.

Design

A study was carried out with 30 micro, small and medium-sized companies in the footwear sector in the town of Restrepo in Bogotá, equivalent to 10% of the total companies in the sector in this area, being the most productive companies, with the best technological advances and credibility in their products, where the instrument designed for the study (survey) was applied to the different microentrepreneurs in the town. It is important to mention that there was an approach to the three main companies in the sector, to delve deeper into the market and seek rapprochement with other companies in the area and to be able to successfully implement the instrument. The three companies have managed to position themselves due to their growth in sales and also represent different experiences based on the time they have been in the market.

Population

The population is considered to be micro, small and medium-sized companies in the footwear sector, in the period between 2018 and 2021, which represents 300 companies, distributed as shown in Table 5.

Table 5. Population of micro, small and medium-sized entrepreneurs (MSMEs) by locality

Faculty	Program	Population
Micro, small and medium entrepreneurs (MSMEs in the sector footwear in Bogotá)	Microbusinesses	160
	Small companies	80
	Medium businesses	60
Total MSMEs		300

Source: Own elaboration from the Bogotá Chamber of Commerce (2019)

Sample

The proposed sample randomly includes 10% of microenterprises, $n = 30$. It was established based on a confidence level of 95%, probability of success 95% and estimation error of 1%. This sample represents the population and the results found with it. The sample calculation was determined as follows:

$$n = (N * Z_{\alpha}^2 * p * q) / (e^2 * (N - 1) + Z_{\alpha}^2 * p * q)$$

Meaning: N = population size; Z = confidence level; P = probability of success; Q = probability of failure; and D = precision.

The sample size meets three criteria: population disposition or variability, statistical significance based on the confidence level, and estimation error.

Data Collection Technique

Data collection represents a central part of the research since they are the processes that are established to gather and mediate information from different tools that, in this case, respond to a quantitative approach. Data collection can be done using different techniques, but, to meet the interests of this study, questionnaires and forms are mainly chosen, taking into account the sample required. In the design and development of the instrument, the theoretical framework was considered as a solid conceptual basis to answer the research questions.

Instrument Design in Depth

The construction of the instrument tables was based on the questionnaire validated by Muñoz et al. (2018), in the quantitative instrument prepared with the initial 31 items, where the aspects of innovation, strategy and technology, business culture and productivity and performance were considered.

Table 6 shows four questions to establish the microentrepreneur's orientation towards innovation, strategy or technology.

Table 6. Orientation of the questions towards innovation, strategy and technology

No.	Items	Response rating scale					Question orientation
		A	B	C	D	E	
Orientation							
	Innovation and technology						
1	“The company has made some changes or improvements to its products in the last two years.”	5	4	3	2	1	Orientation towards innovation
2	“The company has made some changes or improvements in its	5	4	3	2	1	Orientation towards innovation

	management processes or systems in the last two years.”						
3	“The technological position of the company can be considered.”	5	4	3	2	1	Orientation towards technology
4	“Technological advances are decisive for the organization.”	1	2	3	4	5	Orientation towards technology

Source: Own elaboration based on surveys (2022)

Table 7 shows 15 questions that allow establishing the business culture of micro, small and medium-sized companies in the footwear sector.

Table 7. Orientation of the questions towards business culture

No.	Ítems	Response rating scale					Question orientation
		A	B	C	D	E	
Orientation							
Corporate culture							
5	“The company is like a big family.”	5	4	3	2	1	Orientation Family
6	“It is a dynamic and entrepreneurial entity.”	5	4	3	2	1	Orientation Entrepreneurial
7	“It is a results-oriented entity.”	5	4	3	2	1	Result oriented
8	“It is a very hierarchical, formalized and structured entity.”	5	4	3	2	1	Orientation Hierarchy
9	“It is characterized by promoting teamwork.”	5	4	3	2	1	Orientation towards teamwork
10	“It is characterized by promoting the initiative of the individual.”	5	4	3	2	1	Orientation towards individual initiative
11	“It is characterized by promoting aggressive competitiveness.”	5	4	3	2	1	Orientation towards aggressive business culture
12	“It is characterized by promoting employment security.”	5	4	3	2	1	Orientation safety
13	“The shared values are loyalty, commitment to the company.”	5	4	3	2	1	Orientation towards loyalty
14	“Shared values are commitment to innovation and continuous change.”	5	4	3	2	1	Orientation towards innovation
15	“Shared values are aggressiveness.”	5	4	3	2	1	Orientation towards the aggressiveness of the organization
16	“The values shared with the company are respect for rules and policies.”	5	4	3	2	1	Orientation towards business culture
17	“Success is based on teamwork.”	5	4	3	2	1	Orientation towards business culture
18	“Success in the development of unique and innovative products.”	5	4	3	2	1	Orientation towards regulations
19	“Success in market penetration and market share.”	5	4	3	2	1	Orientation towards new markets
20	“Success in efficiency.”	5	4	3	2	1	Oriented result

Source: Own elaboration based on interviews (2022)

Table 8 shows eight questions designed to establish whether the question points to an orientation towards an open organization or a closed orientation.

Table 8. Orientation of the questions towards productivity and performance

No.		Response ratingscale					Question orientation
		A	B	C	D	E	
Orientation							
	Performance						
21	“Efficiency of internal operational processes.”	1	2	3	4	5	Orientation productivity
22	“Company image of its products and/or services.”	5	4	3	2	1	Orientation productivity
23	“Increase in market share.”	5	4	3	2	1	Orientation productivity
24	“Increased productivity”.	1	2	3	4	5	Orientation productivity
25	“Increased profitability.	1	2	3	4	5	Orientation profitability
26	“Motivation and satisfaction of workers.”	5	4	3	2	1	Orientation productivity
27	“Organization of staff tasks.”	1	2	3	4	5	Orientation performance
28	“Speed of adaptation to the needs of the markets.”	5	4	3	2	1	Orientation
29	“Reduction of staff turnover.”	5	4	3	2	1	Performance Orientation
30	“Reduction of work absenteeism.	5	4	3	2	1	Productivity orientation
31	“Customer satisfaction”.	5	4	3	2	1	Performance Orientation

Source: Own elaboration, based on surveys (2022)

RESULTS

The application of surveys allowed us to obtain important data regarding the characterization of the culture of innovation that these ventures have and the main obstacles they have faced to compete in the footwear market in the period 2018-2022.

To do this, the data collected is grouped into the following six dimensions:

1. “Innovation, strategy and technology” dimension.
2. “Team and individual work” dimension.
3. “Organization and results” dimension.
4. “Values and security” dimension.
5. “Competition and penetration” dimension.
6. “Performance” dimension.

Each of these dimensions was composed of a series of indicators or items.

In the “innovation, strategy and technology” dimension, the items inquired about changes or improvements in their products or changes or improvements in management processes and systems in the last two years, as well as the importance of technology for the company. and the technical and technological advances implemented in the key to business innovation. In the “team and individual work” dimension, the items dealt with the conception of the company as

a family, its vision as dynamic and entrepreneurial, the relevance of hierarchy and forms in commercial society, as well as the promotion of work in equipment.

In the “organization and results” dimension, the items addressed the role of the business society in promoting individual initiative, aggressive competitiveness, job security, and the values associated with corporate identity. In the “values and security” dimension, the items asked about the company's respect for internal rules and policies, the development of new products, success in market penetration and market share, and efficiency. of commercial society as a whole.

In the “competition and penetration” dimension, the items revolved around the operation, profitability and productivity of the company from the products offered in the market and the concomitant demand. Finally, in the “performance” dimension, the items inquired about the motivation and satisfaction of workers, the organization of staff tasks, the speed of adaptation to market needs, the role of rotation and work absenteeism. , and customer satisfaction.

Working from productivity allows the companies studied to manage their internal resources to increase the efficiency of operations internally and externally, and thereby create comparative advantages with respect to the competition in the market. Below, in Table 9, a summary of the micro, small and medium-sized business orientations is presented.

Table 9. Summary

Dimension according to Hofstede	Orientation for micro, small and medium-sized enterprises (MSMEs)	Conclusion of the orientation of micro, small and medium-sized enterprises (MSMEs)
1	Orientation to innovation or technology	Orientation to innovation
2	Orientation to team or individual work	Orientation the teamwork
3	Orientation towards the organization or results	Orientation organization
4	Orientation towards values or security	Orientation towards values
5	Orientation an organization with competition or penetration	Orientation high control
6	Orientation towards an organization with productivity or performance	Orientation to a normative organization

Source: Own elaboration based on surveys (2023)

In general terms, the footwear industry in the city of Bogotá is one of the income pillars of the national and international economy. Despite the fluctuation that the economy has experienced since the pandemic, and now in the post-pandemic, footwear manufacturers in the city of Bogotá have managed to sustain themselves. However, a social aspect is maintained as it is a product that meets the needs of society made up of men, women, children, among others, who characterize the social sphere. The application of surveys and interviews allowed us to know the opinions and thoughts of businessmen (society) who respond to the footwear industry and with the analysis between 2018 to 2022, it was possible to observe that through innovation axes or strategies the ideal is preserved of the growth of the industry and the maintenance of industrial bases (companies) that allow the footwear industry to be projected among the country's main sources of income.

More and more social enterprises related to the footwear sector are being seen in Bogotá. These companies have a dual approach, seeking to generate economic benefits while having a

positive social and environmental impact. These ventures often work with local communities, providing training and employment, and encouraging sustainable development in the industry.

The implementation of technology and innovation in the production and marketing of footwear is also a trend in the sector. This may include the use of advanced technologies to improve quality and efficiency in manufacturing, as well as the adoption of online sales channels and digital tools to reach a broader audience. In general, social innovation in the footwear sector in Bogotá is focusing on sustainability, inclusion, equity and the use of technology. These practices are changing the way footwear is produced, marketed and consumed, generating a positive impact on both a social and environmental level.

DISCUSSION OF RESULTS

The work carried out is a study of the footwear sector in the Restrepo neighborhood, in the city of Bogotá, in which 30 micro, small and medium-sized companies in said sector were taken and a survey was applied to them to analyze the culture of innovation and the different orientations it acquires from the perspective of businessmen. In this way, the characterization of the chosen companies was achieved regarding innovation in the footwear sector and its impact with respect to organizational management as a whole, for example, productivity and efficiency.

The research also identified success stories and examples of companies that are leading social innovation in the footwear sector in Bogotá such as those mentioned above. These companies are adopting ethical and sustainable practices in their supply chain, promoting social inclusion and creating positive impact in their communities. The need to address the social and environmental challenges facing the footwear industry in the city has been highlighted. This includes issues such as labor exploitation, poor working conditions and the negative impact on the environment due to the production and disposal of footwear.

The importance of implementing socially responsible practices and business models in the footwear sector in Bogotá has also been discussed. This involves taking measures to guarantee fair wages, safe and respectful working conditions, as well as promoting sustainable production and the use of eco-friendly materials.

Furthermore, the importance of collaboration between different actors, such as businesses, non-governmental organizations, academic institutions and the government, has been emphasized to address these challenges effectively. The research has highlighted the need to establish alliances and networks that promote social innovation and knowledge exchange in the footwear sector.

CONCLUSIONS

With the application of surveys and interviews, it is possible to explore the perception of entrepreneurs in the footwear sector regarding innovative social culture, as well as characterize the main problems that entrepreneurs face to compete in the innovation market. This instrument specifically allowed us to determine the profile of microentrepreneurs according to the sociodemographic variables (gender, age, level of training, undergraduate degree, undergraduate program, activity and employment relationship), and at the same time establish the relevance and characterization of the innovation. social, regarding innovation, strategy, technology, business culture and performance in the period 2018-2022. Below are the conclusions reached, once the guidelines were analyzed:

Regarding the “innovation and technology” dimension, it can be said that the commercial companies consulted see innovation as one of the main instruments to compete in the market and consolidate their participation in the dynamics of local supply and demand. They do not see this innovation necessarily connected with the inclusion or development of new

technologies, but, perhaps, with an increasingly active role of staff who are capable of finding creative solutions with existing resources.

It is worth saying, however, that, according to the authors cited in this degree work, innovation is inextricably linked with technology, so it is difficult to differentiate the efforts of a commercial society towards the culture of innovation that are not accompanied with efforts towards the development and inclusion of new technical and technological advances in the production and marketing processes.

Now, regarding the “team and individual work” dimension, it is concluded that the culture of social innovation in MSMEs is more oriented towards teamwork. This result confirms the thesis expressed by several authors cited in this degree document, in the sense that every innovation effort is by definition collective, since the possibility of including variations in the internal processes of a company that translate into improvement in Productivity is, above all, a joint exercise of different people, most of the time with divergent visions but who agree on the same goal: increasing the competitiveness of a product or service.

Along these same lines, said culture of social innovation in MSMEs is more organization-oriented. The results show the importance of planning within commercial societies as a way of setting shared directions and goals in the short, medium and long term, based on the resources that the company has, and the alternatives and options in a market, in this case, the supply and demand of footwear in the Restrepo neighborhood.

Finally, it is concluded that the culture of social innovation in MSMEs in the footwear sector in Bogotá is more oriented towards productivity. Working from this factor allows the companies studied to manage their internal resources to increase the efficiency of operations internally and externally, and thereby create comparative advantages with respect to the competition in the market. Productivity facilitates the culture of innovation as it allows external elements to be integrated into the dynamics of companies, providing it with greater flexibility and capacity for change, such as the interests of customers, which will benefit the organization, since The final consumer of footwear will feel satisfied in their multiple needs and this will strengthen the relationship between the parties.

Greater productivity results in a higher degree of customer satisfaction; It is a cardinal value that an organization has and that has equal or greater importance than the rest of the production factors, since a client who likes the company will be a loyal consumer, and that, with his experience and reference It will influence the arrival of new customers.

In general terms, the footwear industry in the city of Bogotá is one of the income pillars of the national and international economy. Despite the fluctuation that the economy has experienced since the pandemic, and now in the post-pandemic, footwear manufacturers in the city of Bogotá have managed to sustain themselves.

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