

FAMILY BUSINESSES AND THEIR SOCIAL AND ECONOMIC IMPACT IN THE TOWN OF CIUDAD SERDÁN, PUEBLA

FAMILY BUSINESSES AND THEIR SOCIAL AND ECONOMIC IMPACT IN CIUDAD SERDÁN, PUEBLA

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Abstract -- The objective of this research project is to demonstrate the social and economic impact of family businesses engaged in commerce and services in the town of Ciudad Serdán, Puebla.

The methodology was qualitative, quantitative, descriptive, and non-experimental. The population of family businesses engaged in trade and services was 40, and as this was a relatively small population, it was decided that the entire population would be taken as a sample. A survey containing 18 closed-ended, multiple-choice items was designed for this sample.

The data obtained was analysed using graphs with their respective interpretations, obtaining the following results that show the economic and social impact of family businesses in the town of Ciudad Serdán. Therefore, out of a total of 40 companies dedicated to the trade and services sector, which represent 100% in terms of **economic impact**, 53% of family businesses have revenues above \$30,000 pesos per month, 73% of them generate 1 to 5 jobs supporting the society of Ciudad Serdán, and their sales reach is local and regional with 53% and 47% respectively, even cornering sales to private companies by 80%. In terms of **social impact**, 40% of them have been able to remain in society for more than 20 years, 68% of them seek to remain in the market through family succession, 100% have adopted this activity as a lifestyle, and finally, 87% of the families that own these businesses provide them with a good social position and recognition.

In short, family businesses engaged in the trade and services sector have a significant economic and social impact on the town of Ciudad Serdán Puebla. They have even become the basis of the local economy, and many families seek to continue these businesses through generational succession.

Keywords: Family businesses, commercial sector, service sector, economic impact, social impact.

Abstract-- The objective of this research is to demonstrate the social and economic impact of family businesses dedicated to the commercial sector and services located in Ciudad Serdán, Puebla.

The methodology used a qualitative, quantitative, and descriptive approach, rather than an experimental one. The population of family businesses dedicated to commerce and services was 40, and since this was a relatively small population, it was decided to include the entire population as a sample. A survey containing 18 closed-ended, multiple-choice items was designed for this sample.

The data obtained was analysed through graphs and their respective interpretations, yielding the following results that show the economic and social impact of family businesses in the town of Ciudad Serdán, Puebla. Out of a total of 40 companies dedicated to the commerce and services sector, representing 100% of the total, in terms of economic impact, 53% of family businesses have incomes above \$30,000 pesos per month, 73% of them generate 1 to 5 jobs, supporting the community of Ciudad Serdán, and their sales reach is local and regional, with 53% and 47% respectively, even monopolising sales from private companies (80%). In terms of social impact, 40% of them have allowed them to remain in society for more than 20 years, 68% of them seek to remain in the market through family succession, and 100% have adopted this activity as a lifestyle. Finally, 87% of the families who own these companies provide them with a good position and social recognition.

In short, family businesses dedicated to the commerce and services sector have a significant economic and social impact in the town of Ciudad Serdán, Puebla. They have even become the foundation of the town's economy, and many families seek to continue these businesses through generational succession.

Keywords-- Family businesses, commerce sector, service sector, economic impact, social impact.

INTRODUCTION

A family business, as its name suggests, is an economic organisation made up of a single family or group of families. Therefore, it has its origins in the project of a pioneer who had the vision to 'see' a market niche, because they had the intuition that allowed them to develop an idea or business (Rueda, J.F. & Rueda, M. A. (2019).

Family businesses are a driving force in the global economic landscape. They represent a significant proportion of businesses worldwide, contributing substantially to employment, innovation and economic growth. (Rueda, J.F. & Rueda, M. A. (2019).

In Mexico, most companies are considered family businesses, representing 9 out of 10 formally established companies. However, most of these are new, i.e., first generation. Seventy per cent of family businesses disappear after their founder dies, while only 12 per cent of them manage to survive into the third generation. (Atlas Governance 2025).

Family businesses are not only those operated solely by the family. They may have this structure, but they are micro and small businesses that do not require many employees. On a larger scale, family businesses are characterised by the fact that a family group owns all or most of the property. This allows the identity and values of the company to be reinforced, but it also creates challenges that must be overcome to ensure the continuity of the business. (Atlas Governance 2025).

Family businesses have advantages such as great flexibility, dynamism, a well-defined culture and common goals which, if properly exploited, can drive the growth of a small business. However, they also face significant challenges that make their survival difficult in the medium and long term.

According to Cárdenas Dosal (2025), some of the main problems facing family businesses are as follows: **Dependence on the founder:** the business depends entirely on the owner, who, even as the business grows, continues to manage virtually all of its operations, neglecting the training and development of key personnel whom he can rely on in the future. **Lack of clarity of roles:** when family businesses are founded, both family members involved in the operation and other employees generally perform multiple roles that are constantly adapted to meet day-to-day operational needs. **Giving priority to family members.**

The founder entrusts the most important positions in the company to family members, even creating positions that would not exist in the organisation if they were not filled by family members. This is generally done without considering the talent, skills, knowledge, and abilities of the person, placing family members in positions for which they do not fit the profile and causing a negative impact on business performance. **Exceeding the capabilities of the business.** Family businesses experience cycles of both abundance and contraction. Businesses of this kind fail because they are used to provide a standard of family well-being to which they are accustomed, regardless of the financial situation the company is going through and without considering reinvestment capital.

In the context of family-owned commercial and service businesses in the town of Ciudad Serdán, this research was carried out due to the problem of a lack of documentary and field research that quantitatively shows the economic and social impact of these businesses. Consequently, there is a lack of information regarding the economic benefits such as the level of income they generate, the growth of the businesses themselves, job creation, and the economic position they generate for the members of the families that own these businesses and drive economic activity in the town of Ciudad Serdán Puebla. It also examines the benefits these family businesses bring to society, such as job creation, and obtaining an income that helps them meet their basic needs or improve their quality of life. For the members of the families that own these businesses, it even becomes a way of life and a tradition. Obtaining this information will make it possible to strengthen the positive aspects of creating a family business and reduce the weaknesses and challenges that family businesses currently face in order to remain longer in a market that is currently very competitive.

To this end, a survey was designed to obtain information from the subjects of the study (owners of family businesses and family members). This data was then analysed to show the economic and social impact of commercial family businesses in the town of Ciudad Serdán.

The objective of this research is to show the economic and social impact of family businesses engaged in the trade and services sector in the town of Ciudad Serdán, in order to provide information that will help other businesses make decisions aimed at strengthening them and ensuring they remain in the market for longer. Justification. This research seeks to obtain information that supports decision-making for those

seeking to set up a family business, identifying the benefits they can obtain and the challenges they may face, and to strengthen established family businesses by providing them with up-to-date information to deal with changes in customers, markets and the world in general. At the same time, this information will enable them to develop strategies that have a positive impact on the management and even the rescue of family businesses in economic and social terms.

The importance of family businesses is that in Mexico **they represent 90% of economic units and generate 75% of employment, in addition to contributing 95% to the Gross Domestic Product**, according to the Institute of Family Businesses for Mexico and LATAM (IFEM), (López Elizabeth 2022).

According to (Business-acumen.online, 2024) Family businesses offer many benefits, such as: **Job creation:** Family businesses are responsible for a large proportion of jobs in Mexico, both direct and indirect. **Contribution to GDP:** Their production and sales contribute significantly to the country's gross domestic product. **Economic stability:** As family-owned businesses, they often have a long-term vision and can be more resilient in the face of economic crises. **Regional development:** These businesses are often located in less developed areas, contributing to the economic and social growth of those regions. In terms of social benefits, we have: **Business culture:** A business culture rooted in family tradition is created, which can generate greater cohesion and a sense of belonging among employees. **Local roots:** Family businesses often have strong ties to the community where they operate, which promotes the social and cultural development of the area.

Family legacy: The company becomes a family legacy that is passed down from generation to generation, generating a sense of pride and continuity. **Greater commitment:** Employees, who are often related to the company, tend to have a greater sense of commitment and belonging.

DEVELOPMENT

Methodology

The methodology was qualitative and quantitative in nature and descriptive, not experimental.

Company database

First, family businesses in the trade and services sector were identified to create a database, in order to determine the sample and carry out the surveys, whose questions were designed to obtain information showing the economic and social impact of family businesses in the town of Ciudad Serdán.

Table 1. Family businesses.

Number	Name of the company	Sector to which it belongs
1	Fruit and vegetables Robert	Retail
2	Comprehensive health services	Services (Physiotherapy)
3	Miscellaneous Evaristo	Retail
4	Miscellaneous La Poblanita	Retail trade
5	Something Nice	Retail (accessories)
6	Ani Espinosa Nails	Services (nails)
7	Iris Barber and Hair Salon	Services (Haircuts and beard trims)
8	Nachi Piñata Workshop	Retail
9	Rosy Novelties	Retail (clothing)
10	Mora Stationery	Retail (stationery)
11	Maxi Frituras	Retail trade (sweets and snacks)

Source: Prepared internally using data from the Chalchicomula de Sesma SME Directory (2024)

Determination of Population and Sample

As for the population of family businesses engaged in trade, 40 companies were identified, according to the database that was generated for their screening and identification.

Therefore, as this is a relatively small population, it was decided that the sample would be the entire population of medium-sized enterprises, so that it would be representative and reliable, relevant and timely information could be obtained.

Design of the instrument for collecting information

The instrument designed to collect the information was an 18-item survey with closed-ended and multiple-choice questions as the basis for the answers. It was then administered in person to a sample of 40 family businesses.

Figure 1. Survey design.



Source: Own elaboration, Cortes. P (2025)

Application of Surveys

The surveys were administered and the information was entered into Excel for analysis.

Figure 2. Data entered into Excel.



Source: Prepared by the author using data from the survey, Cortes.P (2025).

Graph creation and interpretation

As a subsequent step, the corresponding graphs were created question by question, along with the corresponding interpretation, to highlight the information that responded to the research objective.

Figure 3. Preparation of graphs and their interpretation.



Source: Prepared by the author using data from Excel, Cortés.P (2025).

Discussion and analysis of results

Finally, the results were discussed and analysed to quantitatively determine and show

the economic and social impact of family businesses in the town of Ciudad Serdán Puebla.

DISCUSSION AND ANALYSIS OF RESULTS

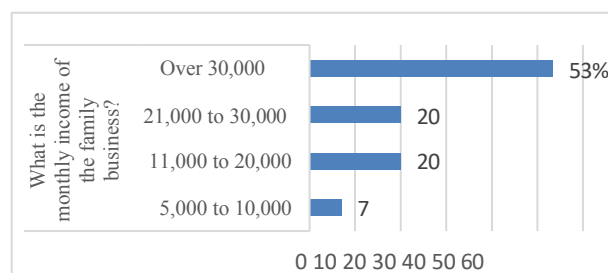
The most relevant results are presented with the answers to the most significant questions, which are aimed at showing the economic and social impact and responding to the general objective, as follows:

Question:

1. What is the monthly income of the family business?

- a) 5,000 to 10,000
- b) 11,000 to 20,000
- c) 21,000 to 30,000
- d) Over 30,000

Graph 1. Income of family businesses.



Source: Prepared internally using data from surveys compiled in Excel, Cortés. P (2025).

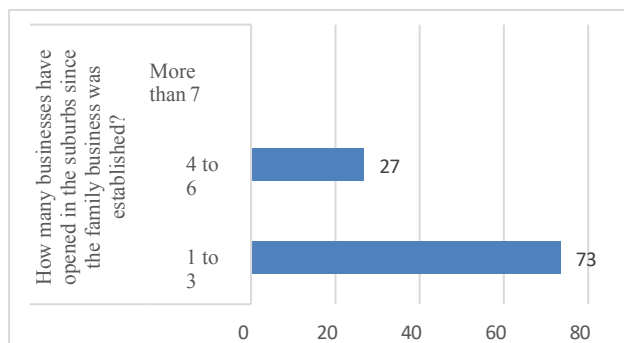
Interpretation: 53% of respondents mention that their monthly income is above \$30,000, and the remaining 47% earn between 5,000 and \$30,000 pesos. This shows that the majority earn a good income that allows them to satisfy other needs and desires, while the rest of the family businesses earn an income that only allows them to meet the basic needs of their families.

Question:

How many businesses have been created in the periphery as a result of the establishment of the family business?

- a) 1 to 3
- b) 4 to 6
- c) More than 7

Graph 2. Creation of other businesses as a result of the placement of the family business.



Source: Own elaboration with data concentrated in Excel from surveys, Cortés. P (2025).

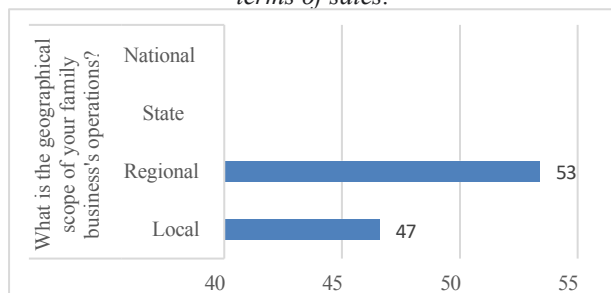
Interpretation: 73% of companies responded that 1 to 3 companies have been created, and the remaining 27% responded that 4 to 6 companies have been created, which has stimulated economic activity in the areas where they are located.

Question

What is the geographical scope of your family business's operations?

- Local
- Regional
- State
- National

Graph 3. Geographical reach of family businesses in terms of sales.



Source: Prepared internally with data from the surveys compiled in Excel, Cortés. P (2025).

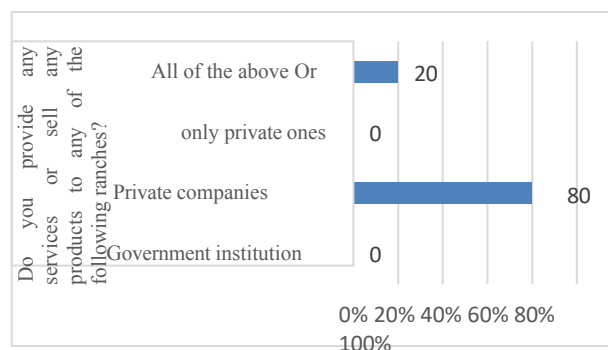
Interpretation: 53% of respondents mention that family businesses have a regional sales reach, while 47% have a local reach and do not seek to expand to other geographical areas.

Question:

Do you sell any type of product to any of the following establishments?

- Government institution
- Private company
- Or only to private individuals

Graph 4. Sales to types of businesses



Source: Prepared internally using data from surveys compiled in Excel, Cortés. P (2025).

Interpretation: 80% of respondents said they supply products to private companies and 20% to all of the above, indicating that they serve as suppliers to other companies, but to private individuals.

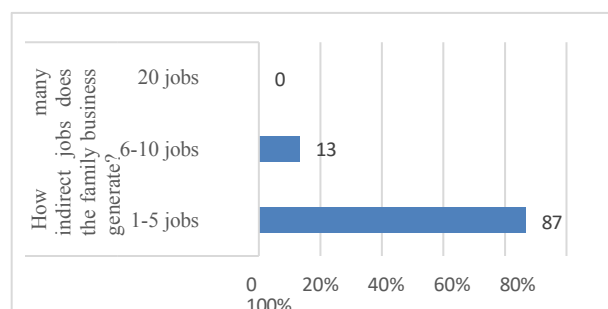
Similarly, the most significant questions, which are aimed at **demonstrating the social impact** of family businesses in the town of Ciudad Serdán Puebla, yielded the following results:

Question:

How many indirect jobs does the family business generate?

- 1-5 jobs
- 6-10 jobs
- 20 jobs

Graph 5. Generation of indirect jobs.



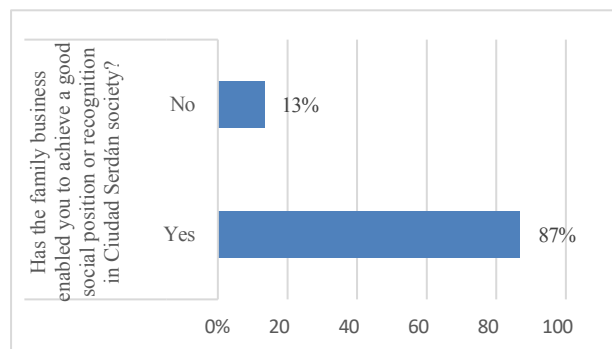
Source: Prepared internally with data from the surveys compiled in Excel, Cortés. P (2025).

Interpretation: 87% of respondents said that 1 to 5 indirect jobs are generated and 13% said 6 to 10 indirect jobs are generated when a family business is created, which helps society to have economic support and meet its basic needs.

Question

Has the family business allowed you to have a good social position or recognition in the society of Ciudad Serdán?

Graph 6. Good social standing or recognition in society.



Source: Own elaboration with data concentrated in Excel from the surveys, Cortés. P (2025).

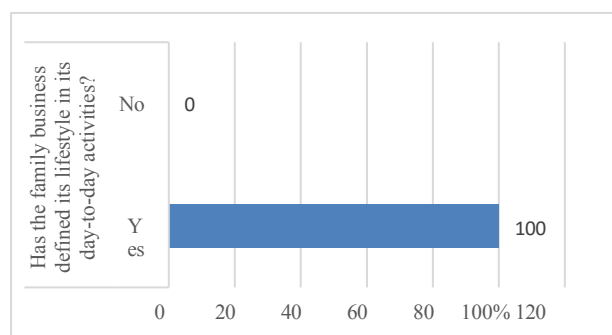
Interpretation: 87% of respondents mentioned that having a family business has allowed them to achieve a good social position or recognition in society, while 13% answered no.

Question

Has the family business defined your lifestyle in your day-to-day activities?

- a) Yes
- b) No

Graph 7. Lifestyle generation.



Source: Prepared internally using data from the surveys compiled in Excel, Cortés. P (2025).

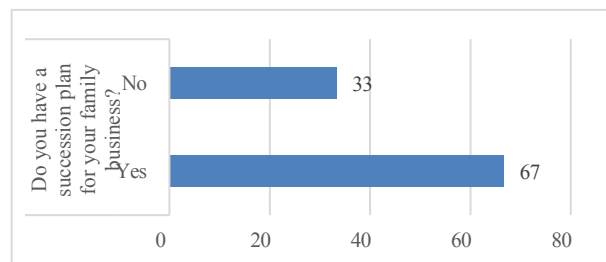
Interpretation: 100% of respondents mention that having a family business has allowed them to create a lifestyle by carrying out their activities on a daily basis.

Question

Do you have a succession plan for the family business?

- a) Yes
- b) No

Graph 8. Lifestyle generation.



Source: Prepared internally using data from surveys compiled in Excel, Cortés. P (2025).

Interpretation: in relation to the question "Do you have a succession plan for the family business?", 68% do have a succession plan that will strengthen the family business's position in the market and benefit society.

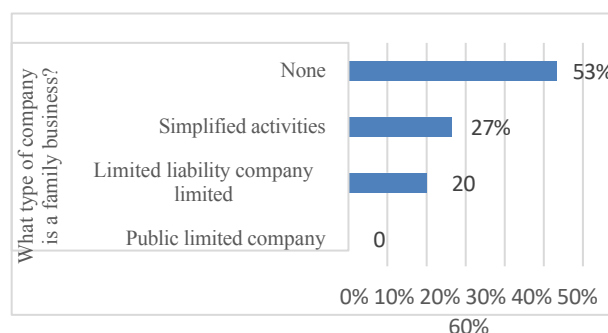
Contrast in terms of the creation of family businesses

Question

What type of company is a family business?

- a) Public limited company
- b) Limited liability company
- c) Simplified activities
- d) None

Figure 9. Type of family business company.



Source: Prepared internally using data from surveys compiled in Excel, Cortés. P (2025).

Interpretation: 53% of respondents mention that they are not constituted as any type of company because they are a family business, which means they operate outside the

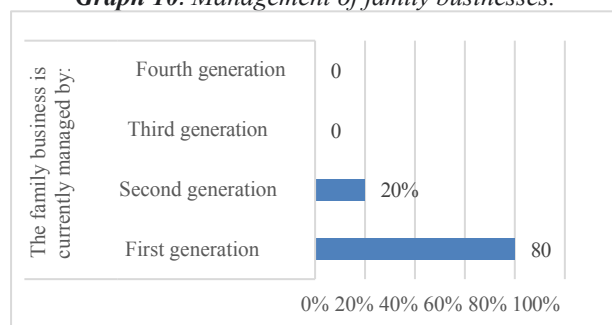
legal framework. The remaining 47% are incorporated as another type of company.

Question

Who is currently in charge of managing the family business?

- a) First generation
- b) Second generation
- c) Third generation
- d) Fourth generation

Graph 10. Management of family businesses.



Source: Prepared internally using survey data compiled in Excel, Cortés. P (2025).

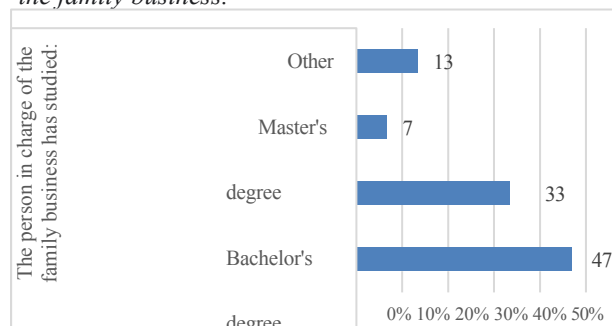
Interpretation: 80% of respondents mentioned that the company is run by the first generation, which may represent a risk to the continuity of the family business according to respondents, while the other 20% is in the hands of the second generation, establishing itself as a generational tradition.

Question

Does the person in charge of the family business have a degree in?

- a) Basic level (secondary or high school)
- b) Bachelor's degree
- c) Master's degree
- d) Other

Graph 11. Education level of the persons in charge of the family business.



Source: Own elaboration with data concentrated in Excel from surveys, Cortés. P (2025).

Interpretation: In response to the question, "Does the person in charge of the family business have a degree?", 47% have only basic education, meaning that their management style is empirical, while 53% have a bachelor's degree, master's degree, or other training that allows them to properly manage the family business.

Similarly, we can find previous research such as the article: The family business in Mexico. Current status of the research (Soto. A 2013) mentions that "At the organisational level, some analyses based on the resource-based perspective may be of great interest when dealing with issues such as tacit knowledge, the transfer of competitive advantages, entrepreneurial capabilities, as well as the study of capital (such as human, intellectual or social) in family businesses, the strategic decision-making process, or the mechanisms used to communicate organisational vision and cultures.

At the societal level, research opportunities are often related to institutional theory and population ecology, more specifically when addressing the recognition of the importance and influence of family businesses in national economies or the impact they have on their communities; the impact of tax systems on them may be equally relevant. Other topics to be developed relate to innovation, technology management, internationalisation, and globalisation. Academics also emphasise their interest in studying culture, specifically national culture, as this factor can influence family businesses.

Another study that provides relevant information and discussion in line with the results obtained in the article: Professionalisation as a determining factor for the continuity of newly created family businesses in Mexico by the author (Luna, A 2108) mentions that "Internal professionalisation, through the training strategy of the founding father and family members, increases the probability of better living conditions for the family in the future and, through the growth and economic returns of the business, prevents: the disappearance of family businesses, the deterioration of the social fabric (in the case of Mexico) and integrate rural communities into sustainability.

Among the main challenges of this research, we can mention the difficulty of sensitising the founding father to implement new management practices and rely

the perseverance and commitment of family members involved in the business. Likewise, there are fundamental communication barriers between specialists in various fields who are responsible for training people with low levels of education who may also have years of experience in their business activities.

Related to the previous point, we can mention the resistance to changing routines and working and management methods, mainly on the part of the founding father.

Finally, according to the research carried out in the article: Family businesses as the basis for local economic development in the state of San Luis Potosí by the author (González R. 2020) mentions that "Family businesses not only provide economic support for the founding family itself, but also allow for job creation and long-term professional growth, thereby sustaining the development of localities, generating a greater number of peripheral businesses around them and, with this, greater development and social welfare. In Mexico, only 43.3% of MSMEs are formalised, with the rest operating informally, either due to a lack of knowledge of the process or because of the difficulties involved in the procedures and costs. When an economic unit, however small, is in the informal market, it has less access to financial credit and training from government agencies, and the risk of its demise increases."

CONCLUSIONS

In short, the economic and social impact of family businesses in the trade and services sector in the town of Ciudad Serdán is highly significant and can even be quantified, as they form the basis of the local economy, with 53% of family businesses generating revenues in excess of \$30,000 pesos per month. They also encourage the creation of other businesses, with 73% of businesses responding that 1 to 3 businesses have been created since the establishment of the family business, and with a local and regional sales reach of 53% and 47% respectively, in addition to accounting for 80% of sales to private companies.

Similarly, it can be mentioned that **socially**, out of a total of 40 companies dedicated to the trade and services sector, representing 100%, 40% of them have been able to remain in society for more than 20 years, and 68% of family businesses seek to remain in the market through family succession from generation to generation. 100% of the members of family businesses adopt this as a way of life, and 87% responded that these family businesses provide them with

a good position and social recognition, as well as the creation of indirect jobs outside the families that own the companies, which help to improve social conditions, as 87% of those surveyed responded that 1 to 5 indirect jobs are generated, allowing them to remain in the market for longer. At the same time, the information obtained responds to the general objective, which seeks to show the economic and social impact of family businesses engaged in the commercial sector in the town of Cd. Serdán.

Finally, it is important to continue strengthening knowledge about **family businesses in Mexico** in order to obtain as much information and data as possible that will enable them to remain in the market for a long time, especially given that they are the foundation of the Mexican economy. Therefore, the following lines of research are recommended:

Digital transformation of family businesses in Mexico, whose main objective would be to analyse the adoption of new technologies (AI, e-commerce and fintech) to achieve greater competitiveness for these companies.

Succession, governance and intergenerational professionalisation, whose main objective is to study how Mexican family businesses manage the transfer of power and ownership between generations, and the formalisation of rules in a specific region.

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Table of Contribution Roles

Role	Author(s)
Conceptualisation	Pascual Cortés Rodríguez (main), Janeth Alducin Meza (support)
Data curation	Pascual Cortés Rodríguez
Methodology	Pascual Cortés Rodríguez
Project management	Pascual Cortés Rodríguez
Resources	Alan Moreno Romualdo

Supervision	Pascual Cortés Rodríguez
Validation	Janeth Alduncin Meza (same), Alan Moreno Romualdo (same)
Visualisation	Alan Moreno Romualdo
Drafting- Preparation of the original draft	Pascual Cortés Rodríguez



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