

Social Management through a Business Incubator for the Generation and Operation Permanence of Companies

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Abstract

In the Business Incubator of the Accountancy and Administration Faculty of the Autonomous University of Chihuahua of Mexico, there are 101 companies registered, divided in three sectors: commerce, industry and service. The objective of the research work was to determinate the impact generated by the Business Incubator in the operation permanence and consolidation of the companies created and maintained in incubation. The research focus was quantitative, descriptive, explorative and correlational; of transectional design. The variable to measure was the operation permanence of the companies; the indicators considered were the number of companies by sector, which are grouped in three categories: commerce, industry and service; number of companies which are currently in operation and utilization of the services provided by the Business Incubator. There were obtained the following results: most of the companies which had entered are in operation, more than half of them belong to the service sector, the higher mortality of the total of the companies is in the service sector, the higher growth is in the commerce sector, the time of permanence in the Business Incubator influences in the company stability, plus, affects in

the operation permanence. The companies' growth attended by the incubator is higher than the national average, also the companies' mortality is lower compared to the national average. At the more use of the services given by the incubator, the increase of companies' probability to continue operating.

Key Words: *Incubation, Operation, Commerce, Industry, Services.*

Introduction

Given the characteristics of the social demographic environment where is necessary to generate opportunities for the young people' development, in Mexico, inside the Accountancy and Administration Faculty (FCA) of the Autonomous University of Chihuahua (UACH) of Mexico, becomes imperative to boost the enterprising spirit of the hand of a capacity for the development of companies, for which the Incubator of the Business Centre FCA - UACH was created, officially initiating operations in august of 2013, by accomplishing the National Institute of the Enterprising (INADEM) accreditation as part of its incubators net. The Business Incubator gives attention to all the entrepreneurs who desire putting in run a company, with the purpose of supporting the community through consultations in the administration, finances, accountancy and marketing areas; contributing to the economic development, supporting the conservation and creation of employments thorough accessible schemes of training, consultation and entailment to schemes and programs of business support.

The Business Incubator brings attention to entrepreneurs who desire to start their own company, it attends from those who only come with the idea in its initial phase to those who already have a business operating in an early stage, with the purpose of achieving its formalization and consolidation in the market, this is accomplished throughout training, consultation in the elaboration of their plan business and entailment for the obtainment of support and financing. The service is offered to the community in general, but it is majority the internal market of students and graduates from the FCA of the UACH.

The purpose of the research work was to determinate the impact generated by the Business Incubator in the operation permanence and consolidation of the companies generated and maintained in incubation. The raised question is if the more claimed supports to the Business Incubator of the FCA - UACH, affect directly for a newborn company to remain in operation. The raised hypothesis is that social management through Business Incubator affects in the operation permanence of the newborn companies. The creation of new companies constitutes a social responsibility inside the community in which it is established; hence the importance of proportionate professional supports within an institutional planning through the counseling to the new entrepreneurs.

Multiply functions, such as the formulation of measures leded to the creation of local companies and the social and economic encourage taking as reference the territory potentiality, originate the local development for the creation of companies. In consequence, the agents of local development, which are integrated in their majority in the propelling institutions of the local development, act themselves as activators of the politics implemented by these institutions, contributing with their work to the creation and subsequent development of companies, in addition to affecting local society throughout culture and social mobilization. Nowadays, this functions acquire relevance, due to the economic crisis, accompanied by a raise in unemployment and where it becomes necessary implementing actions directed to the reanimation of the economic activity, as well as incorporate new tending values to an economic sustainability (Cantarero S., Sanchis P., & Comeche M., 2011).

A high percentage of newborn companies remain a short time in operation, giving place to a high mortality rate and in consequence, a low growth in the number of companies. In the state of Chihuahua, to the year

2013, there was a negative growth of companies due to the high mortality level of these at 37 months of their creation, summarized in Table 1.

Table 1. Growth and mortality of companies in Mexico

Federal Entities in México	Proportions			Coefficients of variation	
	Biths	Deaths	Growth	Biths	Deaths
	A	B	A-B		
Total	23.8	22.0	6.2	2.0	1.7
Aguascalientes	31.8	23.3	8.5	8.1	6.4
Baja California	25.5	25.0	0.5	9.6	8.9
Chihuahua	22.2	27.0	-4.7	10.3	7.0
Distrito Federal	16.4	16.1	0.3	9.0	8.1
Guanajuato	30	16.3	13.7	6.1	6.8
Jalisco	32.1	23.2	8.8	7.3	6.0

Source: (Instituto Nacional de Estadística y Geografía , 2015)

The growth of small companies can occur in very dynamical economies and with big entrepreneurial capacity, due to in times of economic boom permit the development of newborn companies through the benefit of the new market niches and the availability of business talent; however, in times of economic recession, the entrepreneurial capacity testes itself to give an answer, throughout creativity, to new business options capable of insert themselves in slumped markets. It is necessary to count in both cases, with a public politic that encourages the business development in an inclusive way; ergo, that on one side rewards the innovative capacity of the medium and big national companies, and even foreigners, always under clear processes of social arbitration, and on the other side, incorporates the micro and small companies as efficient options to create employments, but above everything, that allows consolidate its development throughout training, financial access and entailment with companies of bigger size that assist them to strengthen their growth and development (Mungaray, Osuna, Ramírez, Ramírez, & Escamilla, 2015).

A permanent innovation and development must join the creation of new companies, so they can contribute to the development and permanence of the companies. One of the most important factors that will determinate the success of the activities and the results of the research and development is the research area workforce, since it contributes knowledge and improvement in the processes; other resources are important as well, such as equipment, laboratories and infrastructure in general. Both factors are affected by the organization, since it represents the process by which the economic forces act on the system, they act on the operations performed in the research and development departments to accomplish the fixed goals, for the departments mentioned and for the company in general as well (García & Mulero, 2007).

The government grants public funds, such as direct supports, tax deduction, credits, capital of mixed risk, scholarships, demand support, creation of public or mixed companies, and the promotion of business cooperation nets for the innovation and local development. The direct support is a traditional way the government uses to perform a non-refundable input that finances part of the cost of the innovation project, for which it is needed an evaluation of the project (Bravo, 2012). Young people today, have started to think more in being employments generators rather than being employees, so confirms it Forbes (2013) in its publication for Mexico where details that the 85% of the Mexican university students would like to undertake despite the fears and the challenges that entails doing it, revealed the last 2013 employment survey made in teamwork by the Universities net “Universia México” and the labor community “Trabajando.com” in nine countries to 8170 people. The 38% of the university students surveyed assure that their main goal to undertake, is to be able to have more freedom in their professional action, 29% think that undertake will allow them to perform what they like the most, the 26% affirm that being an

entrepreneur will give them the possibility of a better economic income and the 7% opine that they would undertake to not having a boss.

At national level it is registered the proportion (at the year 2013) of the births, deaths and growth of establishments by industry, commerce and service sectors; where the services present the highest growth, followed by the commerce sector and finally the industrial sector, this in a period of 37 months, shown in Table 2 (Inegi, 2015).

Table 2. Index of companies' growth by sector

Federal Entities in México	Proportions			Coefficients of variation	
	Births A	Deaths B	Growth A-B	Births	Deaths
Total	28.3	22.0	6.2	2.0	1.7
Manufacturing industries	20.4	16.7	3.7	7.0	6.9
Commerce	28.4	22.9	5.5	2.8	2.4
Private non-financial services	30.7	22.6	8.0	3.0	2.4

Source: (Instituto Nacional de Estadística y Geografía , 2015)

In Mexico, of the newborn companies created, 65% disappear in less than two years and even worse, 50% bankrupt in the first year and 30% the second year. At the tenth year of their creation only the 10% survives. Ergo, they shift to a decreasing rate of 22.6% by year. The Mexican companies' mortality only allows that of every 100 new companies, only 10 can achieve having possibilities of consolidate themselves in the formal market in their tenth year of operation. A hypothetical approach is that Mexican companies do not accomplish surviving or shifting to upper stages (from micro to small company and so on), because they cannot resolve three basic problems: technological and innovation insufficiency, the low organizational level, and the lack of financing; impacts generated by the first and second problem are significant, as they not only express a fragility in the company structure and in the capacity of facing the market, they break their leverage capacity as well, as if they were corrected, they would be two valuable intangible actives to access to the financing (Morales, 2011).

The academic system constitutes a magnificent opportunity for a quality, intelligent and with values entrepreneurship, and that nowadays is understood like this by universities, which have developed multitude of programs and actions (Igual, Melia, Villalonga, & Carnicer, 2015).

Nowadays, companies can be under crisis conditions, which leads them to intensify the search of new alternatives that allow them to grow and to consolidate. Different factors such as the development of new capacities, the strengthening of the ones already existing, the progress in the learning processes and the perfecting of a global vision that leads a company to compromise more resources with the objective of approaching adequate adaptation and competitiveness levels, which can allow them to interpret the world and approach them to a selection of strategic options adjustable to circumstances that minimize the risk and guides them to obtain positive numbers of growth (Puerto, 2010). Business incubators can be considered as structures capable of creating and transmitting knowledge, through their incubation process, and through multiply interactions with entrepreneurs, another incubators, governments, companies and universities as well (Canales & Vergara, 2013).

Programs of business creation are institutional mechanisms capable of accelerate the development of new companies, as long as they allow the access to the university sphere workforce, to the ideas, technological

opportunities, consultants and researchers. Many universities had taken an active role developing programs to impulse the birth of new companies, especially those with elevated innovative character. While in the first moment the creation of companies was left mainly in hands of those people with business vocation, in the last decades a series of actions had been created for the promotion of business spirit and companies creation (Montiel, 2014).

The Business Incubator management is contribute to the operation permanence of the companies. The president Enrique Peña Nieto announced on February 11th, 2015, the program “Mi primer crédito (my first credit)”, in which they look for the banks to grant to the young people, credits that will go from 50,000 to 150,000 Mexican pesos with an interest rate of 9.9% in a period of four years. He announced as well, credits to established business even for 2.5 million of Mexican pesos. The program is focused on young people from 18 to 30 years old that want to open their own business or amplify the one they already have. The development banking (especially National Financial) will be the endorsement that backs up the young people so they can access to a credit even if they lack credit history. The Entrepreneurs National Institute will join the young people who receive credits with counseling and technical support to guarantee the success of their companies. Also, there is a credit modality for young people who already have their business established and who might receive even 300,000 Mexican pesos from the commercial banking with the backup of the development banking. Hence the importance of counting with the financial access counseling that provides the Business Incubator of the FCA - UACH. In the stage of pre-incubation it is provided the counseling of areas such as administration, finances and accountancy, when the companies are not in operation yet, in the second stage, which is the incubation, companies are already in operation, where they have access to all the services provided by the Business Incubator, such as financial management, brand registration, barcode elaboration, and becoming a UACH provider.

Materials and Methods

The research work objective was to determinate the impact generated by the Business Incubator in the operation permanence and consolidation of the companies created and maintained in incubation. Social management is necessary for the accomplishment of an inclusive society, an important factor in this is the creation of companies. Inside the Accountancy and Administration Faculty (FCA) of the Autonomous University of Chihuahua (UACH) operates a Support Centre for the creation of companies, called Business Incubator, which management is to support in the planning and initiation of operations for the newborn companies, providing services to the society in general.

It was considered the total of the population registered in the incubator, with a total of 101 companies. The investigation focus was quantitative, starting from the database provided by the FCA - UACH Business Incubator. The research was descriptive, exploratory and correlational; with a transactional design, made from the months May to July of 2015. The variable to measure was the operation permanence of the companies; the indicators considered were, number of companies by sector, which are grouped in three categories: commerce, industry and service; number of companies which are currently in operation and, while in the incubation process, the utilization of the services provided by the Business Incubator, which are financial management, brand registration, barcode, and becoming a UACH provider.

From the companies incubation dimension time measured in months inside the Business Incubator, it was obtained the average, standard deviation and variation coefficient of companies' of three samples, of different size each one; the first sample was obtained from the total of companies of which we have the exact incubation time, being a total of 90 companies, the second sample comprehended the companies that have remained in incubation between 10 and 45 months and the third sample included the companies that have remained in incubation between 22 and 45 months; since in Mexico, of all the newborn companies generated, 65% disappear in less than two years and 30% the second year, as mentioned previously. It was

obtained a linear regression model, as well as the correlation between the variables incubation time and current operation percentage of the companies, obtaining a trend graph.

The information was processed through a Microsoft Excel spreadsheet for Windows version 2010, plus the statistic program SPSS version 20.0. There were obtained graphs in percentage with the indicators; from a representative sample of 32 companies, with an incubation time between 10 and 45 months, there were obtained the following results: average, standard deviation, variation coefficient, median and mode. Also, there were obtained the proportions of birth and death of the companies, as well as their growth percentage, where it could be performed a comparative analysis with the national data by sector or activity turn and by entity, introduced by the Statistics and Geography National Institute (INEGI) of the year 2012 and 2013, where it is considered an average of 37 months of companies operation.

The employed methodology was supported in the methodology set by Storopoli, Pereira & Maccari (2013), in an exploratory case research and supported by bibliography presented by the authors.

Results and Discussion

From a total of 101 companies located in incubation inside the FCA - UACH Business Incubator, the highest percentage is located in the service sector with a 54%, followed by a 33% in the industry and a 13% in commerce.

Considering the total of companies registered in the Business Incubator, 64% of them are in operation. Of the total of companies registered in operation, 78% have less than a year receiving support and counseling from the business incubator.

The three sectors or companies' activity turns show a high percentage of them with less than a year of register inside the Business Incubator, the industry sector is the one with the highest percentage of companies with more than a year of register in the incubator, as shown in Table 3.

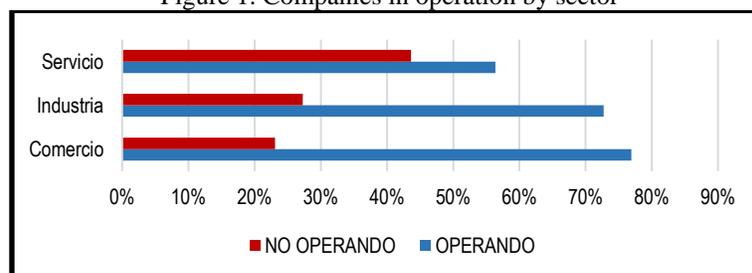
Table 3. Time of register in incubation by sector

Sector	Less than a year	A year or more
Commerce	82 %	18 %
Industry	68 %	32 %
Services	83 %	17 %

Source: Own elaboration

By analyzing the companies that are currently in operation against the ones who are not, taking in consideration the sector or activity turn, it is observed that the companies from the commerce sector are the ones with the highest percentage of them in operation, followed by the industry sector, as shown in Figure 1.

Figure 1. Companies in operation by sector



Source: Own elaboration

Most of the companies in incubation, utilize the services offered by the incubator of the Business Centre (CN), especially the ones who are currently operating, as shown in Table 4.

Table 4. Utilization of the services from the Business Centre Incubator

	Utilize the services CN	Does not utilize the services CN	Total
Commerce Op	9 %	1 %	10 %
Commerce NoOp	1 %	2 %	3 %
Industry Op	18 %	6 %	30 %
Industry NoOp	4 %	5 %	9 %
Services Op	19 %	13 %	32 %
Services NoOp	14 %	7 %	22 %
Total	65 %	35 %	100 %

Source: Own elaboration

It was performed a comparative analysis between the average, standard deviation and variation coefficient values of the companies, considering the three different samples, according to their time of permanence in the incubator business. There were not considered the companies, which there is not a register of their ingress date into the Business Centre. It was observed that the sample that considers incubation from 22 to 45 months, was the one who showed the lowest variation coefficient, what is presented in Table 5.

Table 5. Statistical comparative according to incubation time

Total of companies	Value	10 a 45 meses	Value	22 a 45 meses	Value
Mean	7.1888	Mean	15.4062	Mean	30.5
Standard deviation	8.2160	Standard deviation	8.4122	Standard deviation	9.2032
Variation coefficient	1.1428	Variation coefficient	0.5460	Variation coefficient	0.3017

Source: Own elaboration

The Linear Regression Model obtained from the 90 companies of which there is a register of the incubation time is: $y=0.4695+0.0134x$ percentage of companies operating.

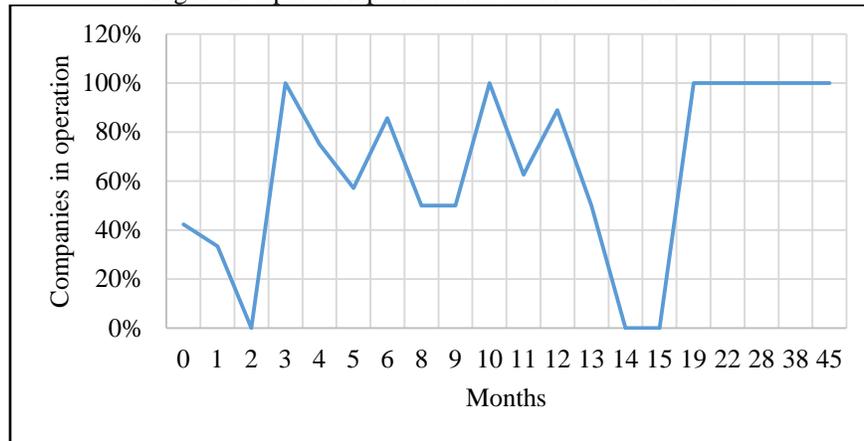
With the model values it is observed that the growth trend of the percentage of companies operating in relation with the incubation time is minimal. It was obtained a variables typical deviation of 0.3299, with a correlation coefficient of 45.11% which is relatively low.

The Linear Regression Model obtained from the companies of which it is registered an incubation time of 10 to 45 months is $y=72.4386+0.7578x$ percentage of companies operating;

Therefore, it is observed that the growth trend of the percentage of companies operating in relation with the incubation time is minimal. It was obtained a variables typical deviation of 17.68, with a correlation coefficient of 50.07% which is a little bit higher than the one obtained considering the total of companies, which includes the ones who just started operating. Based on the previous results it can be deduced that at the longest time in incubation, it tends to increase in relation to the operation permanence of the companies. The correlation coefficient from Pearson obtained from the total of companies, confirms the existent correlation between the incubations months and the financing granted to the companies, resulting a value of 0.575.

By graphing the percentage variables of the companies operating against the incubation months, it got confirmed that the operation permanence in companies, tends to establish at the 20 months of incubation, as shown in Figure 2.

Figure 2. Operation permanence vs. incubation months



Source: Own elaboration

Companies who request support to the Business Incubator for the creation of companies, initiate with a register date, based on this date, it was carried out diagnostic analysis in months in regard to the sector and operation of the companies generated through descriptive statistic. In regard to the ingress months to the Business Incubator from the total of companies, the average of the companies in operation (10) is higher compared to the ones who are no longer operating (8.2). The variation coefficient is lightly higher in the companies in operation (81%) in comparison to the companies who are no longer operating (78%). The difference rate in regard to the incubation months is 4 times higher in the companies in operation rather than the ones who are no longer doing it, with 44 and 11 months respectively.

Table 6. Descriptive Statistic in the creation of companies by sector and operation permanence

Dimension	Mean	Median	Standard deviation	Coefficient of variation	Rank
Months of income in total of companies	9.7	7	7.9	81 %	44
Months of total income from operating companies	10	8	8	80 %	44
Months of income in companies operating in the commerce sector	9.6	8	6.7	70 %	21
Months of income in companies operating in the industry sector	10.2	8	8.1	80 %	44
Months of income in companies operating in the services sector	9.1	7	6.4	71 %	13
Months of total income from non-operating companies	8.2	7	6.3	78 %	11

Source: Own elaboration

In the diagnostic of the companies in operation of the commerce sector, it show us in the months of register an average of 9.6, with a variation coefficient of 70%, with a rate in the incubation time of 21 months. Inside the industry sector, the months of register show an average of 10.2, a little higher than the commerce sector average; the variation coefficient is higher than the commerce sector, with 80% and a rate much higher, which is 44 months. In the service sector, the average in the incubation months is 9.1, the lowest of the three sectors considered; the variation coefficient (71%), it is quite similar to the commerce sector. Contrary to what happened with the companies in operation generated in the commerce sector and industry sector, in the service sector, the incubation time rate is much lower, with only a rate of 13 months, shown in Table 6.

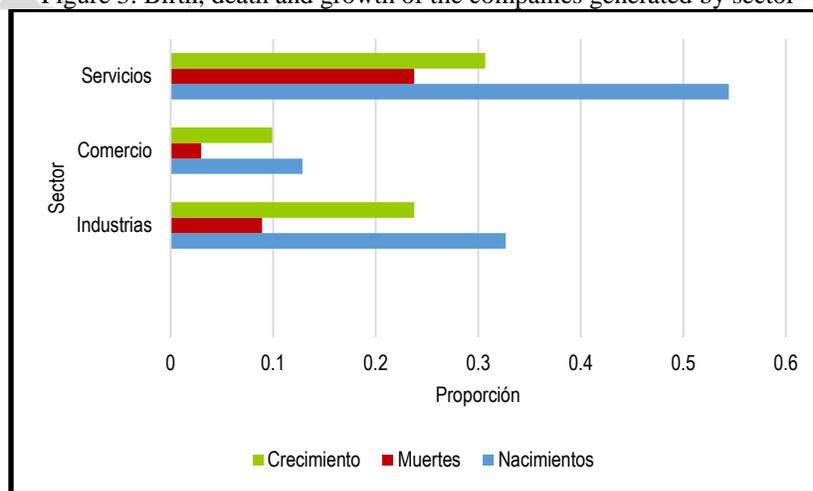
By establishing the correlations through the Coefficient of Linear Correlation from Pearson between the companies with more than a year of register in the Business Centre, five of the correlations obtained were significant, as presented in Table 7.

Table 7. Correlation between companies and support services in the Business Incubator

Correlación entre meses ingreso y operación	Correlación entre operación y financiamiento	Correlación entre operación y registro de marca	Correlación entre operación y código de barras	Correlación entre operación y ser proveedor UACH
0.5681	0.7698	0.559	0.559	0.6708

It was measured the intern consistency of the measurement instrument, obtaining the measure of sample adequacy from Kaisen-Meyer-Olkin (KMO), resulting a value of 0.5, wherewith it is demonstrated being significant. Besides, it was obtained a 62.048% accumulated variance, as an explanation of the components. By analyzing the percentage of birth, death and growth of the companies in incubation by sector, it is obtained that the service sector is the one who presents a higher birth of companies, but with a higher mortality rate, as it is demonstrated in Figure 3.

Figure 3. Birth, death and growth of the companies generated by sector



Source: Own elaboration

By considering the total of companies registered in the Incubator of the Business Centre, the mortality rate behaves conversely to the growth rate, having with lower mortality and higher growth at the commerce

sector, followed by the industry sector, and the service sector is the one that presents a higher mortality rate and lower growth rate, shown in Table 8.

Table 8. Growth rate and companies mortality generated by sector

Sector	Death rate	Growth rate
Industry	27 %	73 %
Commerce	23 %	77 %
Services	44 %	56 %

Source: Own elaboration

It was analyzed a sample of 32 companies with a longer time of permanence inside the Business Incubator, considered as a normal distribution; with an incubation time between 10 and 45 months; it was obtained an average of 15.40, which indicates that in average in this sample, companies have an average of 15 months of permanence in the incubator, with a standard deviation of 8.41, where if the empiric rule of statistic is considered, we will have that the 68.3% of this companies have between 6.99 and 23.81 months of counseling in the Business Centre incubator, which would it be a little closer to the time considered by the INEGI to estimate the companies growth, of 37 months. The variation coefficient obtained from the standard deviation in regard to the average in this sample is 55%, quite high. The median of 12 takes us to consider that half of the companies evaluated in this sample have less than a year in the business centre, and that most of them have a year, as the mode indicates, data is presented in Table 9.

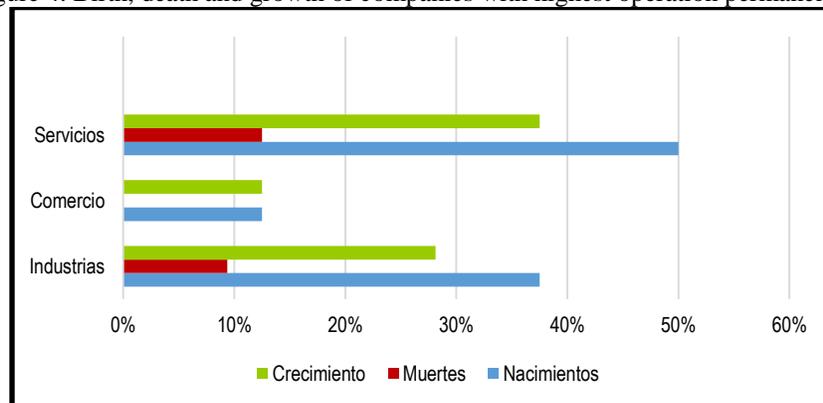
Table 9. Statistical data from companies with longer time in operation

32 Companies	10-45 Months in operation
Mean	15.4062
Standard deviation	8.4122
Coefficient of variation	55 %
Median	12
Mode	12

Source: Own elaboration

Inside the companies which have between 10 and 45 months of incubation, it was done again a comparative between birth and death of the companies to obtain a growth rate, where the highest percentage was presented by the service sector, followed by the industrial one and finally the commerce turn, in a very similar way at which was obtained at considerate the total of companies with registration in their incubation time, as it is observed in Figure 4.

Figure 4. Birth, death and growth of companies with highest operation permanence by sector



Source: Own elaboration

Conclusions

Most of the companies registered in the Business Centre Incubator from the FCA – UACH, are in operation, they constitute almost two-thirds parts (64%). More than half (54%) of mentioned companies are found in the service sector, the least amount it is in the commerce sector, being the industry sector the intermediate. At national level, the sector with highest birth of new companies coincides with the service sector, however, in second place it is found the commerce sector and finally the industry sector, being these last two sectors converse inside the companies registered in the Business Centre incubator. By analyzing the percentage of new companies which continue in operation by sector inside the incubator, the commerce sector is the one which presents a higher proportion of companies operating in relation to the ones without operating, followed by the industry sector; the service sector is the one which in proportion has less companies that are currently operating. In the three sectors is presented high percentage of companies that have less than a year in incubation.

By comparing the total population of companies with two samples, it is concluded that as the 20 months go by inside the Business Incubator, all of the companies remain in operation, plus, the variation coefficient of the average in relation to their standard deviation is less. However, at considering the correlation between incubation time and the operation permanence from the total of companies, it is not significant, as a high percentage of the companies are initiating the counseling inside the Business Incubator, where most of them (78%) have less than a year in incubation; by analyzing them by commercial turn, the service and commerce sector are the ones which count with the highest percentages of companies with less than a year in incubation. Companies which are operating, present more time in incubation than the companies who are no longer operating, with notorious differences in the statistical parameters considered. The diagnostic analysis by sector shows no significant differences between all of the statistics parameters.

Inside the Business Centre Incubator, the highest mortality from the total of the companies it is presented in the service sector, followed by the industry sector and the sector with the lowest mortality of companies is the commerce sector, in contradistinction to the information provided by the INEGI (2015) where the highest mortality is presented by the industry sector; the service sector is the one with less number of companies in operation inside the ones registered for the incubation. In consequence, the sector or activity turn that presents highest growth rate is the commerce sector, and the one that presents the lowest growth rate is the service sector, even when is the one that presents a higher birth of companies.

Analyzing the above, it is concluded that the incubation time inside the Business Incubator, influences in the company stability and in consequence that a company continues in operation. The companies' growth, is higher than the national average, ligated to the lowest companies' mortality compared to the national average, presented by Morales (2011). As the more the companies make more use of the services provided by the Business Incubator, the more the probability of the companies to continue operating increases. The services provided by the Business s Incubator of the FCA – UACH, is serving with its social management function for the creation and maintenance in operation of new companies.

Based on the results obtained, just as Montiel (2014) indicated, it is recommended to companies which plan initiating or well, have initiated operations in the ambit of the influence of the Business Incubator of the FCA – UACH, register in the incubator. Services and counseling provided by the incubator can contribute in a positive way to the probability of success and permanence of a new company generated.

Social management realized by institutions such as the Business Incubator, will be a factor that contributes to the consolidation of a society more and more inclusive that affects in the integral development of the economy and the population, coincident with the Canales and Vergara (2013) affirmation. The raised hypothesis affirms that social management through a Business Incubator affects in the operation permanence of the new companies, it is accepted based on this research work, which is endorsed by Arias

and Giraldo (2011), who indicate that entrepreneurship, needs complement itself with politics and initiatives of public and private character that potentiate and invigorate the enterprising action. Besides, Canales and Vergara (2013) conclude that companies' incubators are structures capable of creating and transmitting knowledge through their incubation process and throughout various interactions with entrepreneurs, other incubators, governments, companies and universities.

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