

ORIGINAL

Analysis of the market orientation of leather goods companies in the municipality of Belén, department of Nariño

Análisis de la orientación al mercado de las empresas marroquineras del municipio de Belén departamento de Nariño

Harrison Castillo Bolaños^a, Claudia Magali Solarte Solarte^{a*}  

^aUniversidad Cesmag, Facultad de ciencias administrativas y contables. San Juan de Pasto, Nariño, Colombia.

*Corresponding Author: Claudia Magali Solarte Solarte 

How to Cite: Castillo Bolaños, H., Solarte Solarte, C. M. (2025). Analysis of the market orientation of leather goods companies in the municipality of Belén, department of Nariño. Edu - Tech Enterprise, 3, 131. <https://doi.org/10.71459/edutech2025131>

Submitted: 17-10-2024

Revised: 27-01-2025

Accepted: 09-03-2025

Published: 10-03-2025

ABSTRACT

Introduction: in the municipality of Belén, Nariño, companies in the leather goods sector face serious limitations to position themselves in the market. This situation is due to multiple factors such as limited economic capacity, limited availability of plant and equipment, and lack of innovation. These shortcomings have led to a low level of recognition and positioning of their products. In view of this problem, the need arises to study market orientation as a strategic tool that allows these companies to improve their competitiveness and adapt more effectively to the environment.

Method: the research is framed within the quantitative paradigm, following Auguste Comte's thinking, which favors empirical, useful, real and verifiable knowledge. A quantitative approach was adopted, which implies the collection of measurable data to test hypotheses and detect behavioral patterns through statistical analysis. The method employed was empirical, allowing a direct understanding of the leather goods environment through observation and direct experience. This is a descriptive type of research, the objective of which is to point out the relevant characteristics of the population studied. The population consisted of the 11 leather goods companies registered in the Pasto Chamber of Commerce. Given their small size, a census was applied, using surveys directed to the managers and those responsible for the marketing and finance departments. The data collection techniques included: primary sources: structured surveys of company managers. Secondary sources: review of graduate works, books, magazines and academic documentation in libraries in the city of Pasto. Tertiary sources: articles, books and web pages consulted online.

Results: the results show that market orientation is an essential component of the marketing culture of Belén's leather goods companies. Various marketing activities implemented by these organizations were identified, as well as the areas with the greatest weaknesses in the management of market information.

It was also detected that some business units have difficulties in adapting to changes in the environment, which limits their ability to respond strategically. Based on these findings, corrective actions were proposed that should be assumed by the companies to strengthen their competitiveness, both in the internal and external environment.

Conclusions: the leather goods companies in the municipality of Belén do present a customer orientation, focusing their efforts on providing adequate attention to ensure consumer satisfaction. Their corporate objectives are aligned with the implementation of strategies aimed at offering competitive advantages based on the needs of their customers. These organizations are also proactive in the face of competition, recognizing and reacting quickly to the strategies of other companies that could represent a threat. To this end, it is essential to strengthen innovation and take advantage of emerging market opportunities to maintain and increase their customer base.

Recommendations: in relation to competitor orientation, it is recommended that sales personnel effectively share strategic information about competitors in order to improve decision making. It is suggested that managers from different areas regularly visit clients, both current and potential, to strengthen the commercial relationship and detect opportunities for improvement and loyalty.

Keywords: guidance; market; leather goods; marketing; brand; quality; design.

RESUMEN

Introducción: en el municipio de Belén, Nariño, las empresas del sector marroquinería enfrentan serias limitaciones para posicionarse en el mercado. Esta situación se debe a múltiples factores como la limitada capacidad económica, la escasa disponibilidad de planta y equipo, y la falta de innovación. Estas carencias han derivado en un bajo nivel de reconocimiento y posicionamiento de sus productos. Ante esta problemática, surge la necesidad de estudiar la orientación al mercado como una herramienta estratégica que permita a estas empresas mejorar su competitividad y adaptarse de manera más efectiva al entorno.

Método: la investigación se enmarca dentro del paradigma cuantitativo, siguiendo el pensamiento de Auguste Comte, que privilegia el conocimiento empírico, útil, real y verificable. Se adoptó un enfoque cuantitativo, el cual implica la recolección de datos medibles para probar hipótesis y detectar patrones de comportamiento a través del análisis estadístico. El método empleado fue empírico, permitiendo una comprensión directa del entorno de la marroquinería mediante la observación y experiencia directa. Se trata de una investigación de tipo descriptivo, cuyo objetivo es puntualizar las características relevantes de la población estudiada. La población estuvo compuesta por las 11 empresas marroquinerías registradas en la Cámara de Comercio de Pasto. Dado su tamaño reducido, se aplicó un censo, utilizando encuestas dirigidas a los gerentes y responsables de los departamentos de mercadeo y finanzas. Las técnicas de recolección de información incluyeron: Fuentes primarias: encuestas estructuradas a los responsables de las empresas. Fuentes secundarias: revisión de trabajos de grado, libros, revistas y documentación académica en bibliotecas de la ciudad de Pasto. Fuentes terciarias: artículos, libros y páginas web consultadas en línea.

Resultados: los resultados evidencian que la orientación al mercado es un componente esencial dentro de la cultura de mercadeo de las empresas marroquinerías de Belén. Se identificaron diversas actividades de marketing implementadas por estas organizaciones, así como las áreas con mayores debilidades frente a la gestión de información del mercado. Asimismo, se detectó que algunas dependencias empresariales presentan dificultades al adaptarse a los cambios del entorno, lo cual limita su capacidad para responder estratégicamente. A partir de estos hallazgos, se plantearon acciones correctivas que deben ser asumidas por las empresas para fortalecer su competitividad, tanto en el entorno interno como externo.

Conclusiones: las empresas marroquinerías del municipio de Belén sí presentan una orientación al cliente, centrando sus esfuerzos en brindar una atención adecuada que garantice la satisfacción de los consumidores. Sus objetivos corporativos se alinean con la implementación de estrategias orientadas a ofrecer ventajas competitivas basadas en las necesidades de sus clientes. Asimismo, estas organizaciones se muestran proactivas frente a la competencia, reconociendo y reaccionando con rapidez ante las estrategias de otras empresas que podrían representar una amenaza. Para ello, es fundamental fortalecer la innovación y aprovechar las oportunidades emergentes del mercado para mantener e incrementar su base de clientes.

Recomendaciones: en relación con la orientación hacia la competencia, se recomienda que el personal de ventas comparta de manera efectiva información estratégica sobre los competidores, con el fin de mejorar la toma de decisiones. Se sugiere que los directivos de las distintas áreas visiten regularmente a los clientes, tanto actuales como potenciales, para fortalecer la relación comercial y detectar oportunidades de mejora y fidelización.

Palabras clave: orientación; mercado; marroquinería; marketing; marca; calidad; diseño.

INTRODUCTION

This study focused on analyzing the market orientation of leather goods companies in the municipality of Belén, Nariño. In this region, leather production is one of the primary sources of employment and local economic development. In an increasingly competitive environment, it became necessary to examine how these companies related to their customers, competitors, and the market in general to determine their capacity for adaptation, innovation, and commercial sustainability. To address this purpose, the research was framed within the positivist paradigm, which allowed for an objective, systematic, and quantifiable analysis of the observed reality.

From this approach, a quantitative methodology was chosen based on the collection and analysis of numerical data in order to establish behavior patterns and validate hypotheses related to market orientation. The empirical-analytical method was selected to examine observable phenomena within the business context and establish causal relationships between variables such as customer satisfaction, response to competition, internal coordination, and market information generation.

The research was descriptive and analytical, allowing us to identify the characteristics of leather goods companies and interpret the data obtained to generate proposals for improvement. The population consisted of 11 companies in

the municipality of Belén, all formally registered with the Pasto Chamber of Commerce. Due to the small number of units of analysis, a census was conducted to ensure that all relevant companies were included in the study.

Surveys were used as the primary technique for collecting information, targeting managers and those responsible for marketing and finance. In addition, secondary and tertiary sources were consulted to complement the contextual analysis. This methodological combination allowed us to develop a comprehensive view of the factors that influence the market orientation of the companies analyzed. It also provided practical recommendations to strengthen their commercial performance and projection in regional and national markets.

Can the analysis of the market orientation of leather goods companies in the municipality of Belén be used to establish strategies to improve productivity and competitiveness in this sector?

Objective

To analyze the market orientation of leather goods companies in the municipality of Belén, department of Nariño, to achieve better results in the market by opening new sales channels and thus positioning their brand, generating impact with customer needs.

METHOD

Paradigm

The research belongs to the positivist paradigm, which, according to Quijano (2015) from an epistemological and methodological point of view, the paradigm that guides quantitative research is positivism, a term coined by the French philosopher Auguste Comte to refer to scientific knowledge characterized by being authentic, practical, accurate, precise, and relative, in contrast to negative knowledge (chimerical, useless, false, vague, and absolute) typical of all practices outside science.

According to Fundación Dialet (2003), the positivist paradigm, also known as quantitative, empirical-analytical, or rationalist, seeks to explain, predict, and control phenomena; verify theories and laws to regulate phenomena; and identify real causes, whether temporal, preceding, or simultaneous.

Therefore, the research carried out belongs to this paradigm, as it is based on theories and laws to regulate phenomena arising from the leather industry, thereby achieving good profitability for companies in the municipality of Belén.

Approach

The research will be carried out using a quantitative approach consisting of:

Collecting data to test hypotheses based on numerical measurement and statistical analysis to establish behavior patterns. Be guided by the context, the situation, the resources available, your objectives, and the problem under study" (Hernández et al., 2014).

This approach is used for the research because the analysis results will be obtained in percentages and exact figures.

Method

This thesis uses the empirical-analytical method, a method of observation used to deepen the study of phenomena. It allows general laws to be established based on the connection between cause and effect in a given context (Nicuesa, 2022).

This method supports research to delve deeper into the leather environment so that, through different experiments and the knowledge gained from them, the various leather items can be manufactured to a high standard, thus ensuring their quality.

Type of Research

The type of research to be carried out is descriptive and analytical. Descriptive research identifies the characteristics of the population being studied. This methodology focuses more on the "what" rather than the "why" of the research subject (Questionpro, 2022).

Analytical research is conducted in various ways, including literary research, public opinion, scientific testing, and meta-analysis, and therefore often involves compiling articles, data, and other important facts relevant to a project (Questionpro, 2022).

The information obtained can then be described and analyzed to solve problems or weaknesses.

Population and sample

Population

According to information collected from the Pasto Chamber of Commerce database in 2018, there are 11 leather goods companies in the municipality of Belén, which are listed below:

Table 1.
Leather goods companies in the municipality of Belén

Company	Manager	Address
Marrón cueros	Ingrith Ortiz Velázquez	Cra. 1#3-31 Belén Nariño
Zamex marroquinería	Zabulón Ordoñez	Cl. 4 #2-60 Belén Nariño
M&J marroquinería	Luis Eduardo Ordoñez	Plaza municipal Belén Nariño
Figoz marroquinería	Fidel Muñoz	Cr. 1#7-6-19 Belén Nariño
Dpiel marroquinería	Jesús Zambrano	Cra. 3 #4-17 Belén Nariño
Michell leathers	Segundo Molina	Cra. 1 5-39 Belén Nariño
Jaimars marroquinería	Marden James Ordoñez Argote	Cra. 3 #7-03 Belén Nariño
Marroquinería Richard	Nixon Molina Ortega	Manzana c5 casa 17 barrio Belén
Marroquinería Ordoñez	María Nidia Ordoñez	Carrera 4 no. 4-52 San José Obrero
Herrajes Hemor	Herlado Morcillo Bravo	Carrera 1 no. 2-27 barrio Fátima
Cueros Cony	Consuelo Toro	carrera 2 casa 139 barrio María Belén

Sample

As the population is small, it has been decided to conduct a census and surveys among the managers of the 11 companies that will constitute the sample.

Information collection techniques and instruments:

Primary sources: Surveys will be used as information collection techniques. These will be conducted among company managers and those in the marketing and finance departments. This will allow us to collect the information necessary to analyze the market orientation of leather goods companies in the municipality of Belén.

Secondary sources: We will consult theses, books, newspapers, and magazines in the universities' libraries in Pasto.

Tertiary sources: We will consult articles, e-books, and websites on the internet.

RESULTS

Determining whether the market orientation of leather goods companies in the municipality of Belén is an essential element of their marketing culture.

Customer Focus

Table 2.
Company objectives focused on customer satisfaction

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	0	0
Agree	3	27
Strongly agree	8	73
Total	11	100

Table 3.
Analyze the level of commitment and orientation to serve customer needs

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	3	27
Agree	5	46
Strongly agree	3	27
Total	11	100

73% of leather goods companies focus on customer satisfaction, as they want to retain and attract new customers, making them feel comfortable and confident when choosing products. To achieve this, it is essential to innovate and improve every day to take advantage of new opportunities offered by the market to attract new customers.

Table 4.
Strategy aimed at gaining competitive advantage based on understanding customer needs

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	1	10
Agree	5	45
Strongly agree	5	45
Total	11	100

90% of leather goods companies agree or strongly agree with the implementation of strategies to gain a competitive advantage based on customer needs. This is because, as companies that provide the same service, they must add value to their products based on the needs of their type of customers in order to gain an advantage over other companies.

Table 5.
Belief-driven business strategies for creating value for customers

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	1	10
Agree	9	80
Strongly agree	1	10
Total	11	100

Business strategies based on beliefs as added value for customers are accepted by 80% of leather goods companies. This high percentage is due to the cultural, religious, political, and philosophical context of the municipality, as each company has a specific organizational culture and values that allow customers to identify with the brand, thereby increasing customer satisfaction.

Table 6.
Measure customer satisfaction systematically and frequently

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	3	27
Neither agree nor disagree	3	27
Agree	3	27
Strongly agree	2	19
Total	11	100

Systematic and frequent measurement of customer satisfaction is not accepted by leather goods companies. with 27% disagreeing, 27% neither agreeing nor disagreeing, and 27% agreeing. This presents a disadvantage as they do not have continuous monitoring of customer requirements, which vary greatly over time. This measure also allows the

company to recognize possible changes in the quality of its products, purchasing processes, customer service, etc., which are reflected in customer satisfaction. Therefore, its implementation is important.

Table 7.
Importance of after-sales service

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	1	10
Neither agree nor disagree	2	18
Agree	5	45
Strongly agree	3	27
Total	11	100

45% of leather goods companies agree, and 27% totally agree with the importance of after-sales service. Therefore, these companies are considered to have a good company-customer relationship, since after-sales service allows for the resolution of queries or timely replacement of defective products, which means that customers are satisfied not only with the products, but also with the entire purchasing process, including customer service.

Competitive Orientation

The following results were obtained for this dimension:

Table 8.
Sales staff regularly share information with the business regarding competitors' strategy

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	1	10
Neither agree nor disagree	6	54
Agree	2	18
Strongly agree	2	18
Total	11	100

Most leather goods companies sometimes consider that sales staff report on competitors' strategies within their company, as 54% neither agree nor disagree. However, 18% of leather goods companies agree strongly with this. Due to the importance of knowing competitors' strategies to determine whether it is necessary to take action against them or whether they pose a risk to the company's sales, this information should be shared with all areas of the organization.

Table 9.
Respond quickly to competitive actions that pose a threat to the company

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	1	10
Agree	9	80
Strongly agree	1	10
Total	11	100

The rapid response to competitive strategies that pose a threat to the company is accepted by 80% of leather goods

companies, with 10% strongly agreeing. This shows that it is very important for these companies to stay ahead of their competitors' strategies, taking into account the needs of both the company and its customers. Therefore, when faced with a threat from another company's strategy, they act quickly to adapt to the change and stay ahead of the competition.

Table 10.
Management regularly studies and analyzes the strengths and strategies of the competition

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	1	10
Neither agree nor disagree	2	18
Agree	5	45
Strongly agree	3	27
Total	11	100

45% of leather goods companies agree that management regularly studies and analyzes the strengths and strategies of the competition; on the other hand, 27% strongly agree. These results can be compared with those obtained in table 10, concluding that competitor analysis is mainly a function of other areas such as management and not specifically the sales area.

Table 11.
Think about customers and target them when they have the opportunity to gain an advantage over the competition

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	1	10
Neither agree nor disagree	0	0
Agree	5	45
Strongly agree	5	45
Total	11	100

Forty-five percent of leather goods companies agree, as do 45% who totally agree that customers are considered and targeted when there is an opportunity to gain an advantage over the competition. This indicates the ease of communication with customers and also the willingness to change product or service processes to ensure customer satisfaction and loyalty to the company rather than the competition.

Cross-functional coordination

Table 12.
Managers from all departments regularly visit current and potential customers

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	4	36
Neither agree nor disagree	4	36
Agree	2	18
Strongly agree	1	10
Total	11	100

Most leather goods companies disagree (36%) or neither agree nor disagree (36%) that managers from all departments regularly visit current and potential customers. This may be because they have other means of communication and dissemination through which they can notify their customers and potential customers, making face-to-face visits unnecessary for these companies.

Table 13.

Company managers report experiences (successes and failures) with customers to all departments within the company

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	1	10
Neither agree nor disagree	6	54
Agree	2	18
Strongly agree	2	18
Total	11	100

Most leather goods companies neither agree nor disagree (54%), while 18% agree and strongly agree, respectively, with sharing information about successful and unsuccessful experiences with customers with all departments of the company. This is important because the organization is a system that must strive to satisfy customers, and to do so, it is necessary to maximize successes and minimize negative situations.

Table 14.

All company departments are integrated and coordinated to serve the needs of target markets

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	4	36
Neither agree nor disagree	4	36
Agree	2	18
Strongly agree	1	10
Total	11	100

36% of leather goods companies disagree, and 36% neither agree nor disagree, that all departments within the company are integrated and coordinated to serve the needs of target markets. This indicates that these companies lack the synergy needed to achieve their objectives with the support of all departments.

Table 15.

Managers understand how each business activity can contribute to creating value for the customer

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	1	10
Neither agree nor disagree	3	27
Agree	4	36
Strongly agree	3	27
Total	11	100

36% of leather goods companies agree, and 27% strongly agree that managers understand how each activity of the

company can contribute to creating value for the customer. This indicates that these companies have studied in detail the process for manufacturing and selling their products or services, and therefore, in each of the processes, they have improved aspects to exceed customer expectations and thus generate added value.

Table 16.
The different business units help each other to contribute to the company

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	1	10
Agree	2	18
Strongly agree	8	72
Total	11	100

72% of leather goods companies strongly agree that different business units help improve the company. This demonstrates the unity between the different departments of the business, as all units are interconnected in order to meet the organization's objectives.

Company Response Capacity

Table 17.
There is a fluid exchange of opinions between departments to decide how to respond to changes in competitors' prices

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	5	46
Agree	3	27
Strongly agree	3	27
Total	11	100

Forty-six percent of leather goods companies neither agree nor disagree, 27% agree, and 27% of these agree completely that there is a fluid exchange of opinions between departments when deciding how to respond to changes in competitors' prices. This indicates that for these companies, work on responding to competitors' strategies is not carried out entirely within a single department, but rather takes into account the opinions and knowledge of all departments on the subject.

Table 18.
No reasons are accepted for ignoring changes in customer product or service needs

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	2	19
Neither agree nor disagree	3	27
Agree	3	27
Strongly agree	3	27
Total	11	100

27% of leather goods companies strongly agree that there are no valid reasons for ignoring customer product or service needs changes. This demonstrates these companies' commitment to customer satisfaction. 27% of leather goods companies agree, which could be explained by the fact that specific changes to meet customer needs can enable the company to promote its values, objectives, raison d'être, etc. Therefore, if an analysis needs to be carried out regarding the implementation of changes by the company to satisfy the customer.

Table 19.

Products or services under development are periodically reviewed to verify that they are in line with customer wishes

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	3	27
Agree	5	46
Strongly agree	3	27
Total	11	100

46% of leather goods companies agree, and 27% strongly agree with the idea of periodically reviewing what is being done regarding the products or services being developed to verify whether they are in line with customer wishes. This reaffirms that customer satisfaction is the most important thing for these companies, which is why it is necessary to update products and services to ensure that they meet customer needs and, if possible, exceed expectations.

Table 20.

Company departments meet to plan responses to changes in the environment

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	2	18
Neither agree nor disagree	2	18
Agree	5	46
Strongly agree	2	18
Total	11	100

46% of leather goods companies agree that different departments within the company should meet to plan responses to changes in the environment. This shows that these companies are aware that such changes directly affect the company, both in terms of costs and production, and can also lead to changes in customer needs. They therefore consider it necessary for all departments to plan responses to potential problems.

Table 21.

If the competitor launches an intensive campaign targeting customers, the company develops an immediate response

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	4	36
Agree	3	28
Strongly agree	4	36
Total	11	100

36% of leather goods companies in the municipality of Belén Nariño strongly agree with developing an immediate response if a competitor launches an intensive campaign targeting their customers. This shows that these situations have arisen in the past, and therefore, most of these companies have developed responses to this type of problem in order not to lose customers. Although this measure is significant, 36% of companies neither agree nor disagree, arguing that they have not experienced any loss of customers in response to this type of event, which may indicate customer loyalty.

Table 22.

The company is concerned with coordinating the activities and functions of the different departments that comprise it

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	1	10
Neither agree nor disagree	2	18
Agree	5	46
Strongly agree	3	26
Total	11	100

46% of leather goods companies agree, and 26% strongly agree that they are concerned about coordinating the activities and functions of the different departments within their organization. This shows that they have a structure in place to achieve the company's objectives and that each department has a specific role to play in order to achieve these objectives.

Table 23.

The sales potential and profitability of each of the company's products are known

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	2	18
Agree	3	26
Strongly agree	6	56
Total	11	100

56% of leather goods companies strongly agree that they are aware of the sales potential and profitability of each of their products. This indicates that it is one of the most important factors for these companies, meaning that they have detailed knowledge of the processes involved in their costs in order to understand the profitability they obtain.

Table 24.

The company has a formally structured long-term marketing plan consisting of annual plans for implementation

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	4	36
Neither agree nor disagree	3	27
Agree	1	10
Strongly agree	3	27
Total	11	100

Thirty-six percent of leather goods companies disagree, and only 27% fully agree with implementing a formally structured long-term marketing plan consisting of annual plans for execution. This indicates that the organization of most of these companies is not planned for the long term, but instead, they may have shorter-term plans or act according to immediate needs. An annual plan allows companies to meet objectives in all areas successfully, so these companies must begin to implement one.

Table 25.

If the customer wants a product or service modified to be more satisfied, the departments involved with that product or service seek to satisfy their request

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	0	0
Agree	9	82
Strongly agree	2	18
Total	11	100

82% of leather goods companies agree to modify a product or service to increase customer satisfaction. This indicates once again that meeting customer needs is very important to these companies. This result is also justified by the fact that these are not industrialized companies, so it is easy to change the product process to meet the specific needs of different customers.

Generation of Market Information

Table 26.

Customer research is frequently conducted to find out what products or services will be needed in the future

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	3	27
Neither agree nor disagree	1	10
Agree	3	27
Strongly agree	4	36
Total	11	100

27% of leather goods companies agree and 36% strongly agree that customer surveys should be conducted frequently to find out what products or services will be needed in the future. This indicates that most companies in the municipality are aware that customer needs are variable and that by knowing them in advance, they can prepare adequately to meet them, which gives them an advantage over other companies that do not have this information.

Table 27.

Market research results are used as a source for decision-making

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	4	38
Neither agree nor disagree	3	26
Agree	2	18
Strongly agree	2	18
Total	11	100

38% of leather goods companies disagree and 26% of respondents neither agree nor disagree with using market research results as a source for decision-making. This indicates that these companies do not conduct market research. Such research provides very important information on trends, preferences, market conditions, etc. It would therefore be necessary for them to start implementing this measure.

Table 28.
Managers are able to quickly detect changes in customer preferences

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	5	46
Agree	4	36
Strongly agree	2	18
Total	11	100

46% of leather goods companies neither agree nor disagree; 36% agree, while 18% strongly agree that they are able to quickly detect changes in customer preferences. This indicates that they know their target customers very well and can therefore quickly detect changes in their preferences, needs, and requirements.

Table 29.
Customers are contacted periodically to find out their perception of the quality of products or services

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	1	10
Neither agree nor disagree	5	46
Agree	3	26
Strongly agree	2	18
Total	11	100

Forty-six percent of leather goods companies in the municipality of Belén neither agree nor disagree, 26% agree, and only 18% strongly agree that customers should be contacted to determine their perception of the quality of products or services. This measure allows companies to find out how satisfied customers are with the product and whether the product's quality is adequate, needs to be improved, or has declined. Therefore, it is essential to have this contact in order to make the best decisions.

Table 30.
Systems are being developed to detect fundamental changes in the industry

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	5	46
Agree	4	36
Strongly agree	2	18
Total	11	100

46% of leather goods companies neither agree nor disagree, 36% agree, and 18% strongly agree that systems should be developed to detect fundamental changes in the industry, indicating that these companies are aware of the industry

and that these changes may present good or bad changes for the company, requiring actions to be implemented to deal with these changes appropriately.

Table 31.
The likely effect of changes in the environment on customers is reviewed periodically

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	2	18
Neither agree nor disagree	3	28
Agree	2	18
Strongly agree	4	36
Total	11	100

36% of leather goods companies strongly agree and 18% agree that the likely effect of changes in the environment on customers should be reviewed periodically. This indicates that more than half of companies are aware that changes in the environment can change customer needs and requirements, and therefore this review is important so that each company can take action on relevant changes.

Dissemination of information within the company

Table 32.
Regular meetings are held between company departments to discuss market trends and developments

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	6	54
Agree	3	28
Strongly agree	2	18
Total	11	100

54% of leather goods companies in the municipality of Belén neither agree nor disagree, 28% agree, and only 18% strongly agree that regular meetings should be held to discuss market trends and developments. The remaining companies neither agree nor disagree, indicating that most of these companies do not consider it necessary to share this information regularly and may have specific departments exclusively responsible for dealing with market trends and developments.

Table 33.
Marketing staff devote time to discussing customer needs with other departments

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	0	0
Neither agree nor disagree	1	10
Agree	8	72
Strongly agree	2	18
Total	11	100

72% of leather goods companies agree that marketing staff should discuss the company's needs with other

departments. This indicates that these companies value the different opinions within the company, as such discussions can provide more information and new ideas to meet these needs. Based on the data obtained above, these companies have synergy in meeting customer needs. However, when dealing with other customer-related factors, companies are divided between assigning this task to a specific department or making it the responsibility of all departments.

Table 34.
When something important happens to a customer, the entire company is aware of this information within a short period of time

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	2	18
Neither agree nor disagree	3	27
Agree	5	45
Strongly agree	1	10
Total	11	100

45% of leather goods companies agree and 10% of those surveyed strongly agree that all departments should be promptly informed of any important customer events. This reaffirms the good customer relations enjoyed by leather goods companies in the municipality, as it allows the entire company to become familiar with, build relationships with, and learn about certain aspects of the customer.

Table 35.
Customer satisfaction data is distributed to all levels of the company on a regular basis

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	1	10
Neither agree nor disagree	7	62
Agree	2	18
Strongly agree	1	10
Total	11	100

62% of leather goods companies in the municipality of Belén neither agree nor disagree that customer satisfaction information should be shared with all departments, indicating that they have a department responsible for this and that it makes the necessary corrections to other departments where customer satisfaction is lacking.

Table 36.
When a functional area detects important aspects about competitors, it quickly alerts other functional areas

Item	Frequency	Percentage
Strongly disagree	0	0
Disagree	1	10
Neither agree nor disagree	3	27
Agree	6	53
Strongly agree	1	10
Total	11	100

53% of leather goods companies agree, and 10% strongly agree that when one functional area detects important aspects of competitors, it quickly alerts other functional areas, as each area can detect different aspects of the

competition. This communication between areas is important for obtaining a timely response. These data justify the data obtained in table 9, where companies do not consider the sales and are responsible for reporting on competitors' strategies.

Identify the marketing activities related to market orientation carried out by leather goods companies in the municipality of Belén.

Customer orientation

In leather goods companies in the municipality of Belén, the focus is on providing favorable service so that customers feel satisfied when choosing any item made by artisans. In this case, customer orientation exists because 73% of the companies' objectives are focused on customer satisfaction, 46% of these agree with the implementation of an analysis of the levels of commitment and orientation to serve customer needs, 90% fully agree with the implementation of strategies to gain a competitive advantage based on customer needs, business strategies are guided by beliefs such as added value for customers and are accepted by 80% of companies, and 45% of companies agree with the importance of after-sales service.

Competition orientation

Leather goods companies in the municipality of Belén agree with this analysis. Eighty percent of companies accept the need to respond quickly to competitive strategies that pose a threat to the company, and 45% agree that management regularly studies and analyzes the strengths and strategies of competitors. Forty-five percent of leather goods companies agree, as do 45% who agree that customers are considered and targeted when there is an opportunity to gain an advantage.

International coordination

Leather goods companies in the municipality of Belén largely disagree with implementing this analysis. Most leather goods companies disagree (36%) or neither agree nor disagree (36%) that managers from all departments regularly visit current and potential customers. Thirty-six percent of leather goods companies disagree, while 36% neither agree nor disagree that all company departments are integrated and coordinated to serve the needs of target markets. On the other hand, 54% of leather goods companies neither agree nor disagree with informing all company departments about successful and unsuccessful experiences with customers, to all departments of the company. Likewise, 72% of leather goods companies strongly agree that the different business units help to improve the company, 36% of leather goods companies agree, and 27% strongly agree that managers understand how each activity of the company can contribute to creating value for the customer.

Responsiveness

Leather goods companies in the municipality of Belén agree with implementing this analysis, with 27% agreeing and 27% strongly agreeing that there is a fluid exchange of opinions between departments to decide how to respond to changes in competitors' prices. 27% of leather goods companies agree that there are no reasons for ignoring changes in customer product or service needs, 46% of leather goods companies agree, and 27% agree, 46% of leather goods companies agree that departments within companies should meet to plan responses to changes in the environment, 36% of leather goods companies in the municipality of Belén Nariño strongly agree with developing an immediate response if a competitor launches an intensive campaign targeting their target customers, 36% of leather goods companies in the municipality of Belén Nariño strongly agree on developing an immediate response if a competitor launches an intensive campaign targeting their customers. 46% of leather goods companies agree, and 26% strongly agree that they are concerned about coordinating the activities and functions of the different departments within the company. 56% of leather goods companies strongly agree that they know each company's products' sales potential and profitability. 82% of leather goods companies agree to modify a product or service to make the customer more satisfied.

Generation of market information

Among leather goods companies in the municipality of Belén, 36% strongly agree that customer research should be conducted frequently to find out what products or services will be needed in the future, 38% disagree that market research results should be used as a source for decision-making, 46% neither agree nor disagree that they can detect changes in customer preferences quickly, 46% neither agree nor disagree that customers are contacted to find out their perceptions of the quality of products or services, 46% neither agree nor disagree that systems are developed to detect fundamental changes in the industry, 36% strongly agree and 18% agree that the likely effect of changes in the environment on customers is reviewed periodically, indicating that, for the most part, they neither agree nor disagree with the implementation of market intelligence gathering by these companies.

Dissemination of information

Leather goods companies in the municipality of Belén agree with implementation by local business leaders, with 72% agreeing that marketing staff should discuss the company's needs with other departments, 45% agree, and 10% of

those surveyed agree that all areas should be quickly informed of any important customer events, 53% agree, and 10% of these agree that when a functional area detects important aspects about competitors, it quickly alerts other functional areas; On the other hand, some of them neither agree nor disagree with this implementation, since 54% neither agree nor disagree that regular meetings should be held to discuss market trends and developments, and 62% neither agree nor disagree that customer satisfaction information should be reported to all areas.

Therefore, it can be inferred that leather goods companies in the municipality of Belén consider it important to disseminate information to all departments of the company in order to take corrective action that benefits customers.

Table 37.

Establish actions to be taken in response to the internal and external environment directly related to market orientation

Categories	Strategies	Internal actions	External actions
Customer focus	Focus your objectives on customer satisfaction.	Implement management systems to collect, analyze, and use data on customer opinions in order to create new designs that suit customer tastes.	Staying ahead of the curve in the fashion industry by leveraging social media to meet product demand.
Market orientation	Focus business interests on customer needs and preferences. Study and analyze the company's target market segments.	Collect data directly from customers to understand their needs and preferences through surveys and interviews. Organize focus groups to obtain more in-depth opinions on products and services in order to generate more innovative ideas.	Expand the portfolio of products and designs that help keep the market at the forefront. Use data analysis tools to identify patterns and anticipate changes in the market.
Competency-based approach	Sales staff regularly share information with our business regarding competitors' strategy. Think about customers and target them when you have the opportunity to gain an advantage over the competition.	Strengthen employees' analytical and strategic skills to improve decision-making based on competitive analysis. Implement cutting-edge technology to provide a quality product that stands out from the competition.	Provide a training plan on topics such as product design, pricing, marketing, and product distribution. Optimize leather goods manufacturing processes.

CONCLUSIONS

The customer focus of leather goods companies in the municipality of Belén is on providing favorable service to satisfy customers when choosing any item made by artisans. In this case, customer focus exists because the companies' objectives are fully aligned with implementing strategies to gain a competitive advantage based on customer needs. Business strategies are guided by beliefs such as added value for customers, which are accepted by the vast majority of them.

Leather goods companies' objectives are focused on customer satisfaction. They want to retain and attract new customers by making them feel comfortable and confident when choosing products. To this end, it is essential to innovate and improve every day to take advantage of new opportunities offered by the market.

Leather goods companies in the municipality of Belén are competition-oriented. Most of these companies agree that they respond quickly to strategies implemented by competitors that pose a threat to the company.

Regarding the generation of information on the leather goods market in the municipality of Belén, less than half of the companies strongly agree that customer surveys should be carried out frequently to find out what products or services will be needed. Another significant proportion of these companies neither agree nor disagree that customers should be contacted to determine their perception of the quality of products or services. Finally, more than half of the companies surveyed strongly agree that the likely effect of changes in the environment on customers should be reviewed periodically, which indicates that, for the most part, they neither agree nor disagree with implementing market information generation for these companies.

The majority of leather goods companies do not consider it necessary to hold regular meetings to discuss market trends and developments, as they have specific departments exclusively responsible for dealing with these issues.

As for disseminating information on leather goods companies in the municipality of Belén, they agree with its implementation by the municipality's business leaders, as most of them agree that marketing personnel should discuss the company's needs with other departments. On the other hand, many of these companies neither agree nor disagree with needing customer satisfaction information to be reported to all areas. Therefore, it can be inferred that leather goods companies in the municipality of Belén consider it important for information to be disseminated to all departments of the company in order to take corrective action that benefits customers.

RECOMMENDATIONS

Leather goods companies in the municipality of Belén should measure customer satisfaction systematically and frequently.

In terms of competition orientation, it is recommended that leather goods companies in the municipality of Belén

ensure that sales staff more effectively share information with the business regarding competitors' strategies for better decision-making.

On the other hand, in terms of inter-functional coordination, it is suggested that managers from all departments of leather goods companies in the municipality of Belén regularly visit the organization's current and potential customers.

BIBLIOGRAPHIC REFERENCES

- Arias, J. (2015). Marketing / mercadotecnia. Economipedia. <https://economipedia.com/definiciones/mercadotecnia-marketing.html>
- Armario, E. M. (2001). La orientación al mercado y el rendimiento empresarial: el caso de la banca comercial española. Cuadernos de Gestión, 1(1), 33-64. <https://ojs.ehu.eus/index.php/CG/article/view/18823>
- Bena, L. (2019). ¿Empresa orientada al mercadeo o empresa orientada a las ventas? Prezi.com. <https://prezi.com/iieuslbfsgtg/empresa-orientada-al-mercadeo-o-empresa-orientada-a-las-ven/>
- Bizkaia.eus. (2023). Manual de marketing y comunicación cultural. https://www.bizkaia.eus/home2/archivos/DPTO4/Temas/producto44manual-de-marketing-y-comunicacion-cultural_web.pdf?hash=2f38985af3f09860e92915b6c23b50
- Caballero, M. (2016). Industria. Economipedia. <https://economipedia.com/definiciones/industria.html>
- Carreño, R., & Monroy, R. (2015). Trabajo TPI 2. Universidad Santo Tomás.
- Carreño, R., & Vargas, L. (2015). Trabajo TPI 2. Universidad Santo Tomás.
- Castro, D. (2021). Análisis de mercado: 6 pasos para crear una estrategia de marketing. SEMrush Blog. <https://es.semrush.com/blog/pasos-para-hacer-un-analisis-de-mercado/>
- Congreso de la República de Colombia. (2010). Ley 1429 de 2010. http://www.secretariasenado.gov.co/senado/basedoc/ley_1429_2010.html
- Díaz, D., & Guerra, J. (2016). Creación de un portal web para la venta de productos marroquinos en el sector de San Andresito local TOD. Corporación Universitaria Autónoma de Nariño. <http://repositorio.aunar.edu.co:8080/xmlui/bitstream/handle/20.500.12276/584/II.15A.pdf?sequence=1&isAllowed=y>
- Euroinnova Business School. (2023). La importancia del marketing en las empresas. <https://www.euroinnova.co/blog/11-6-1/la-importancia-del-marketing-en-las-empresas>
- Fernández, A. (2005). Marco teórico. Significados. <https://www.significados.com/marco-teorico/>
- Gerencie.com. (2023). Importancia del estudio de mercado. <https://www.gerencie.com/la-importancia-de-hacer-un-estudio-de-mercado.html>
- Gonzales, F. (2005). ¿Qué es paradigma? Significados. <https://www.significados.com/paradigma/>
- Gutiérrez, M. (2015). La orientación al mercado y su medición. Gestipolis. <https://www.gestipolis.com/la-orientacion-al-mercado-y-su-medicion/>
- Lázaro, M. J. (2016). La orientación al mercado y los resultados de la organización: influencia de los departamentos de marketing y ventas [Tesis doctoral]. Universitat Abat Oliba CEU. <https://www.tesisenred.net/handle/10803/398385#page=1>
- Lázaro, M. J. (2023). Organización: influencia de los departamentos de marketing y ventas. CEU. https://repositorioinstitucional.ceu.es/bitstream/10637/11581/6/Orientacion_Lazaro_UAOTesis_2016.pdf
- López, M. (2013). La cultura organizativa como herramienta de adaptación al entorno. Un estudio de caso múltiple en empresas murcianas [Tesis]. Universidad de Murcia. <https://www.tdx.cat/bitstream/handle/10803/117203/TESIS.pdf?sequence=>

- López, M. (2006). Definición de la orientación al mercado. 1Library.co. <https://1library.co/article/definici%C3%B3n-orientaci%C3%B3n-mercado-marco-te%C3%B3rico.7q0mjg9z>
- Melo, D. F., Palacios, L., Rojas, M. R. D., & Solarte, S. C. M. (2021). Orientación al mercado de las empresas marroquineras de Pasto. Travesía Emprendedora, 6(1), 116-127.
- Mezquita, R. (2018). ¿Qué es máquetin? Rockcontent. <https://rockcontent.com/es/blog/marketing-2/>
- Mi Noticia. (2016). La orientación al mercado. <https://mynews.es/la-orientacion-al-mercado/>
- Ministerio de Comercio, Industria y Turismo. (2008). Resolución 933 de 2008. <http://mincit.gov.co/getattachment/23554478-1203-4e28-991c-9690aefdebba/Resolucion-0933-del-21-de-abril-de-2008-Por-la-cua.aspx>
- Navarro, J. (2017). Definición de reseña histórica. Definicionabc. <https://www.definicionabc.com/historia/resena-historica.php>
- Oceguera, J. (2018). Beneficios de una organización orientada al mercado. LinkedIn. <https://es.linkedin.com/pulse/beneficios-de-una-organizaci%C3%B3n-orientada-al-mercado-oceguera-a->
- Peiró, J. (2020). Orientación al mercado. Economipedia. <https://economipedia.com/definiciones/orientacion-al-mercado.html>
- Pérez Porto, L., & Gardey, A. (2011). Cuero. Definicion.de. <https://definicion.de/cuero/>
- Stoduco. (2023). Gerencia de mercadeo Eje 3 - El análisis de las fuerzas de Porter en el sector del calzado, cuero. Studocu. <https://www.studocu.com/en-us/document/houston-high-school-tennessee/earth-space-science/gerencia-de-mercadeo-eje3/35276712>
- Technology & Innovation. (2022). Estrategia de posicionamiento: orientar las propuestas de valor perfectas. MJV Innovation. <https://www.mjvinnovation.com/es/blog/estrategia-de-posicionamiento-orientar-las-propuestas-de-valor-perfectas/>
- Traders.studio. (2022). Orientación del mercado. <https://traders.studio/orientacion-del-mercado/>
- Zamuria, M. (2012). Plan de marketing para la Marroquinería Peña con respecto al producto bolsos de cuero [Tesis de especialización]. Universidad Centroamericana. <https://1library.co/document/zp607j4q-plan-marketing-marroquineria-pena-respecto-producto-bolsos-cuero.html>

FINANCING

None.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

AUTHORSHIP CONTRIBUTION

Conceptualization: Harrison Castillo Bolaños, Claudia Magali Solarte Solarte.

Data curation: Harrison Castillo Bolaños, Claudia Magali Solarte Solarte.

Formal analysis: Harrison Castillo Bolaños, Claudia Magali Solarte Solarte.

Research: Harrison Castillo Bolaños, Claudia Magali Solarte Solarte.

Methodology: Harrison Castillo Bolaños, Claudia Magali Solarte Solarte.

Project management: Harrison Castillo Bolaños, Claudia Magali Solarte Solarte.

Resources: Harrison Castillo Bolaños, Claudia Magali Solarte Solarte.

Software: Harrison Castillo Bolaños, Claudia Magali Solarte Solarte.

Supervision: Harrison Castillo Bolaños, Claudia Magali Solarte Solarte.

Validation: Harrison Castillo Bolaños, Claudia Magali Solarte Solarte.

Visualization: Harrison Castillo Bolaños, Claudia Magali Solarte Solarte.

Writing – original draft: Harrison Castillo Bolaños, Claudia Magali Solarte Solarte.

Writing – review and editing: Harrison Castillo Bolaños, Claudia Magali Solarte Solarte.