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Impact Of Commercial Know-How On The Commercial Development Of MSES In The Commerce Sector In The City Of Tacna, Peru

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Abstract:
Know-how, known as knowledge management of human talent, is defined as what distinguishes well-performing leaders - those who produce results - from others. In the same way, the commercial area focuses on the maximization of value for the consumer, and the full satisfaction of this in order to raise the profitability of the company itself to increase its market share. Consequently, there is an Impact of the know-how on the commercial development of the Mypes of the commerce sector of the province of Tacna, which is why: What is the impact of know hox in the commercial development of mypes Trade sector of the province of Tacna? The present research aims to: Determine the level of impact of a commercial know how in the commercial development in the SMEs of the commerce sector of the province of Tacna, which is why: if the know-how is applied then the development of the commercial area in the Tacna mypes is promoted. The study is descriptive, research design types no experimental. The number of participants was composed of 50 Mypes of Tacna. The instrument used to measure the variables is a survey, and the analysis of 30 items, subdivided into 6 dimensions, performance, know-how, skill, consumer value, profitability, and market share are carried out. Finally concluded: if you apply the know how commercial will have a high impact on commercial development in the mypes.
Keywords: Commercial development, know how.

1) INTRODUCTION:

In the In today's competitive environment, businesses face constant challenges to stay relevant and competitive. The need for effective leadership, adaptability to rapid change, and the ability to make informed strategic decisions is more crucial than ever. One of the key elements that distinguishes successful business leaders is "Know-how", a concept that refers to the set of skills and practical knowledge applied in business management (Willigan, 2007). Know-how not only involves having the technical knowledge, but also the ability to make sound decisions, reposition the business when necessary, and adapt to an ever-changing environment. According to Charan (2007), although personal attributes such as intelligence and self-confidence are important, Know-how is the real engine that drives leaders to achieve exceptional results.

However, Know-how does not develop in a vacuum; It is the product of a dynamic interaction between the professional skills and personal characteristics of leaders. Leaders with strong know-how are able to detect external changes and reposition their companies to adapt to new market demands (Charan, 2007). This repositioning process, as highlighted by Willigan's (2007) studies, is not just a matter of technical skills, but of how leaders manage change, identify early warning signs, and make strategic decisions to maintain long-term profitability. Thus, the importance of cognitive skills in the ability of leaders to process information, identify trends, and make quick and effective strategic decisions is recognized.

The concept of know-how also extends to the ability of companies to understand and adapt to consumer behavior, which is related to theories on market orientation (Lambin, Gallucci & Sicurello, 2008). Companies that develop an effective market orientation, where customer needs are prioritized and the competitive environment is constantly monitored, tend to achieve superior performance in the long term. According to Lambin et al. (2008), companies that best understand market trends, the needs of their customers, and the capabilities of their competitors are those that achieve a sustainable competitive advantage. The relationship between market orientation and a company's economic performance, although complex, highlights the importance of anticipating market fluctuations and having an effective system in place to continuously evaluate and adjust business strategies.

This article will focus on exploring how variables related to know-how and market orientation affect business performance. The essential skills to successfully reposition a company in a dynamic environment will be addressed, analyzing the cognitive characteristics that improve decision-making and adaptability to change. In addition, study variables such as the ability to identify and react to external changes, the effectiveness of repositioning strategies and the relationship between know-how and business performance will be presented, using a theoretical framework based on previous studies and contemporary theories on leadership and marketing.

By identifying and analyzing these variables, this study aims to provide a deeper understanding of how know-how, combined with a strong market orientation, can help companies meet the challenges of a changing environment and improve their economic performance in the long term. In this way, it seeks to contribute to the development of more effective leadership and business management strategies in an increasingly complex and competitive business world.

2) METHODS AND METHODOLOGY:

This research follows a quantitative and descriptive approach, with the aim of identifying and analyzing how commercial know-how impacts the commercial development of micro and small enterprises (MSEs) in the province of Tacna. The quantitative approach focuses on the collection of numerical data that allows the measurement of specific variables related to commercial know-how and its relationship with the commercial performance of companies. The research design is non-experimental, since the variables are not deliberately manipulated, but are observed in their natural context to obtain an accurate vision of the phenomenon studied.

Research Type and Design

This type of research is descriptive, since it aims to describe and characterize the impact of the components of the commercial know-how on the commercial development of MSEs in Tacna, without making alterations or experiments on the variables. This approach will allow to obtain a detailed understanding of the characteristics, behaviors and trends that influence the relationship between commercial know-how and commercial development in MSEs.

The research design is non-experimental cross-sectional, since the independent variables are not manipulated or controlled, but the relationship between them is observed at a single moment in time. This design is adapted to the nature of the study, whose purpose is to identify patterns of behavior and correlations between commercial know-how and commercial development, without intervening in the environment or conditions of the participating companies.

Population and Sample

The study population is composed of micro and small enterprises (MSEs) registered in the province of Tacna, specifically in shopping centers such as Mercadillo Francisco Bolognesi, Feria Lima, 28 de Julio, and Solari. According to data from the 2007 manufacturing census, there are approximately 1600 MSEs in the province, which constitute the total population of this study. A representative sample of 50 companies was selected, considering a confidence level of 95%, with a margin of error of 5% and a probability of success of 0.83, according to previous studies by Jiménez Chomba (2013).

The sample was randomly selected, considering companies with a business activity of between 3 and 5 years and a turnover of up to 150 UIT, which depend on the local market and have a significant participation in the shopping centers.

Techniques and Instruments

The main data collection technique is the survey, which is used to obtain primary information from the entrepreneurs of MSEs. The survey will consist of a structured questionnaire based on the Likert scale, which allows measuring the level of frequency of the components of the Commercial Know-how and their impact on the commercial development of companies. Responses will be rated on a scale of 1 to 5, where 1 means "Never," 2 "Sometimes," 3 "Many Times," 4 "Frequently," and 5 "Always."

The questionnaire was designed to measure the following variables:

1. Independent variable: Components of commercial know-how, with indicators such as performance, efficiency, effectiveness, institutional commitment, leadership, innovation, among others.
2. Dependent variable: Commercial development, which will be measured through indicators such as consumer perception of value, profitability and market share.

Validation and Reliability

To guarantee the validity of the instrument, the questionnaire was submitted to the judgment of experts in marketing and commerce, who evaluated the relevance and clarity of the items. In addition, a pilot test was carried out to detect possible problems in the formulation of the questions and improve the structure of the questionnaire.

The reliability of the instrument will be evaluated using Cronbach's Alpha test, which will verify the internal consistency of the answers obtained. The instrument is expected to have a reliability index greater than 0.7, which would indicate high reliability in the measurement of variables.

Information Processing

The data obtained through the surveys will be processed using descriptive statistics, which includes the preparation of tables, tables and graphs to summarize and clearly present the information collected. In addition, statistical methods will be applied to analyze the relationships between independent variables (components of commercial know-how) and dependent variables (commercial development), which will make it possible to evaluate the impact of commercial know-how on MSEs.

The results obtained will be discussed based on the hypotheses raised, with the aim of validating or refuting the general and specific hypotheses, and conclusions will be drawn that can serve as a basis for future research and for the formulation of commercial strategies in the context of the MSEs of Tacna.

This methodological approach will allow us to obtain a clear and detailed vision of the impact that commercial know-how has on the development of companies in Tacna, which can contribute to the improvement of their business practices and competitiveness.

THEORETICAL REVIEW

Know-how and Business Development

In today's business context, the term "Know-how" refers to the set of practical knowledge, skills, experiences, and capabilities that enable an organization to execute processes, make decisions, and solve problems efficiently and effectively. This concept has become crucial in the development of business strategies, as it allows companies to adapt to a dynamic and competitive environment, contributing significantly to business growth and sustainability. Know-how is closely intertwined with the commercial development of organizations, since the latter involves the set of activities that a company carries out to expand its presence in the market, improve its profitability and establish lasting relationships with its customers.

In this theoretical review, we will explore how Know-how contributes to business development, considering its importance, the key skills that make up this knowledge and its relationship with efficiency, effectiveness, leadership and other fundamental factors for MSEs (micro and small enterprises). In addition, theories that address how Know-how influences decision-making and the strategic positioning of companies in highly competitive markets will be discussed.

Know-how in Business Management

Commercial know-how can be defined as the set of practical knowledge that is not only acquired through experience, but also through continuous training and adaptation to the demands of the business environment. According to Geri Willigan (2007), Know-how is what distinguishes high-performance leaders from those who fail to meet their objectives, since it implies a deep knowledge of what must be done in business management. Leaders who possess know-how know how to generate long-range value as well as achieve short-term goals, enabling them to make more informed and strategic decisions.

Charan (2007) highlights that, although personal attributes such as intelligence, self-confidence and vision are important, these are not enough without Know-how. A leader with high intelligence but without the ability to apply his knowledge appropriately could make disastrous decisions. In this sense, Know-how is understood as an essential factor that complements the personal skills of the leader and facilitates the effective execution of business strategies. In fact, Charan mentions that know-how is not limited to the ability to make tactical decisions, but also includes the ability to reposition a business based on market changes, which becomes a key component of business development.

The Impact of Know-how on Business Development

Business development refers to the actions a company takes to improve its competitiveness, increase its sales, expand its market, and ensure consistent profitability. According to Lambin, Gallucci and Sicurello (2008), Know-how plays a fundamental role in this process, as it allows companies to understand market dynamics, anticipate trends and make strategic decisions that facilitate commercial expansion. Companies that have leaders who master know-how can identify growth opportunities, improve their market positioning, and differentiate themselves from their competitors.

One of the most relevant components of Know-how is the ability to reposition the business, which becomes a key skill for companies operating in dynamic environments. The ability to reposition a company involves identifying early signs of changes in the market and acting quickly to adjust strategies. Willigan (2007) points out that leaders must always be attentive to external changes, such as new technologies or changes in consumer behavior, in order to properly reposition their businesses and maintain their relevance in the market. This type of repositioning requires a combination of technical knowledge, strategic skills, and a deep understanding of consumer behavior.

On the other hand, Know-how is also crucial in improving organizational efficiency and effectiveness, two aspects that have a direct impact on business development. Efficiency refers to the ability to use resources optimally, while effectiveness is related to the ability to achieve business goals effectively. Commercial know-how allows companies to identify areas for improvement within their processes and adjust them to optimize resources, reduce costs and increase productivity. According to Charan (2007), leaders must have the ability to integrate both technical know-how and interpersonal skills to ensure that their teams are aligned with strategic objectives, which is essential to achieve successful business performance.

Components of Commercial Know-how

Business know-how is not limited to a set of technical skills, but also involves personal, organizational and strategic aspects. According to Geri Willigan (2007), commercial know-how includes eight interrelated components that are fundamental for the effective management of companies:

1. Positioning and repositioning: This component refers to the ability to find a central idea that meets customer expectations and generates revenue. The ability to reposition the business to adapt to new market conditions is essential to ensure the continuity and profitability of the company.
2. Identify external changes: In a complex business environment, leaders must be able to identify external trends and act quickly to put the company on the offensive.
3. Leading the social system: Know-how also involves the ability to bring the right people together and coordinate their efforts to achieve business goals effectively.
4. Assess people: Leaders must be able to assess the skills and competencies of people within the organization and assign them tasks that are aligned with their strengths.
5. Shaping a team: Teamwork is essential to the success of any organization, and know-how allows leaders to form high-performing teams that work in harmony.
6. Set goals: Define objectives that are achievable and aligned with the company's vision and mission.
7. Setting priorities: Know-how also involves the ability to set clear priorities and make sure that resources are used efficiently.
8. Manage aspects that transcend the market: In addition to competition and customers, leaders must anticipate social, economic, and political pressures that may affect the company's performance.

Know-how and Innovation in Business Development

A key aspect of know-how in business development is innovation. Innovation does not only refer to the creation of new products or services, but also to the continuous improvement of processes, the adoption of new technologies, and the company's ability to adapt to changing market needs. According to Lambin et al. (2008), companies that master Know-how are able to implement innovative strategies that allow them to differentiate themselves from their competitors and remain competitive in the long term.

Innovation is a crucial factor in business development, as it enables companies to respond quickly to market demands and overcome the challenges of the competitive environment. Companies that have leaders who possess solid business know-how are able to foster a culture of innovation within the organization, which in turn contributes to the sustained growth of the company.

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3) RESULTS

Description of Fieldwork

The fieldwork was carried out in several shopping centers in the city of Tacna, specifically at the 28 de Julio Fair, Bolognesi and Solari Market. To guarantee a representative sample of merchants, the surveys were carried out randomly among the managers and workers of the stores who were working at the time. In addition, photographs were taken of the stores, and the locations of the businesses were recorded to show the work carried out. The purpose of the surveys was to collect information about the application of commercial know-how in MSEs and its impact on business development.

Design of the Presentation of the Results

The results are presented below according to the study variables, in order to verify the hypotheses raised. The descriptive statistics corresponding to each independent and dependent variable are included, followed by the interpretations and graphical analyses that allow the trends and responses of the respondents to be observed.

Presentation of the Results

Table 2: Descriptive Statistics of the Independent and Dependent Variables

Variable	N	Minimal	Maximum	Sum	Stocking	Standard deviation	Variance
Variable 1	50	2	5	186	3,72	0,730	0,532
Variable 2	50	2	5	185	3,70	0,647	0,418

Source: Questionnaire. Winemaking: Own

In this case, the responses to the survey questions showed a distribution of responses between 2 and 5, with an average close to 3.7 for both variables, indicating a trend towards responses that affirm that commercial know-how is frequently applied, but with some doubts or variations among traders.

Table 3: Survey Average

Frequency	Percentage	Valid Percentage	Cumulative Percentage
Sometimes	2	4,0	4,0
Often	16	32,0	36,0
Often	28	56,0	92,0
Always	4	8,0	100,0
Total	50	100,0	100,0

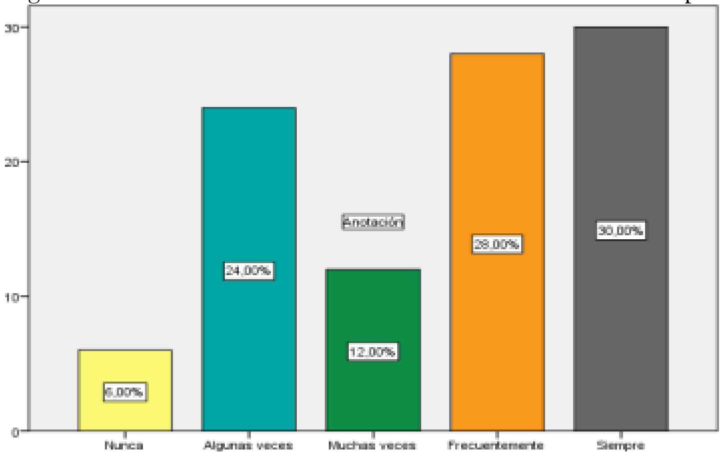
Source: Questionnaire. Winemaking: Own

The data shows that 56% of respondents stated that commercial know-how is frequently applied in their companies, while only 8% indicated that they always apply it. This distribution indicates that there is widespread acceptance of the importance of commercial know-how, but not everyone applies it consistently.

Analysis of the Dimensions

Performance Dimension

Figure 1: Is Commercial Know-how Efficient in Your Company?



Source: Questionnaire. Winemaking: Own

Interpretation: 30% of respondents indicated that commercial know-how always performs efficiently in their company. However, 6% indicated that they never observe efficiency in their application. This

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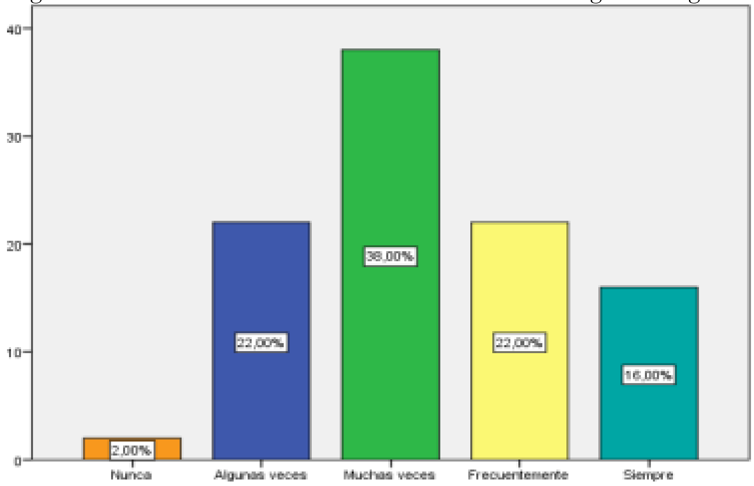
suggests that, although there is a recognition of its importance, not all MSEs manage to implement it effectively, which limits its impact on business performance.

Figure 2: Do You Notice Effectiveness in Knowledge Management?

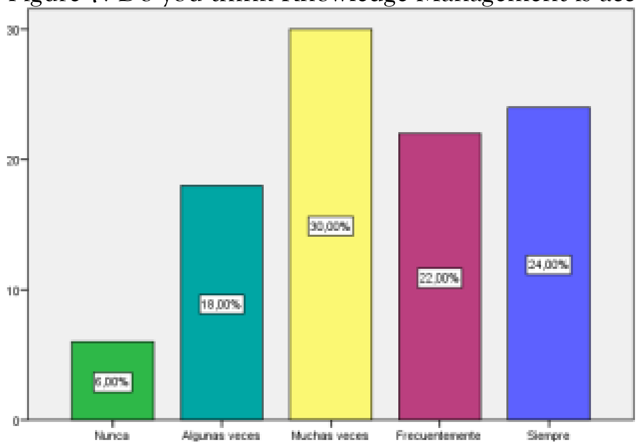


Source: Questionnaire. Winemaking: Own

Interpretation: 38% of respondents often noted the effectiveness of knowledge management of commercial know-how. This highlights that, although the effectiveness is recognized, its implementation is still not optimal in all companies, and a small percentage (2%) does not notice any improvement.

Know-how dimension

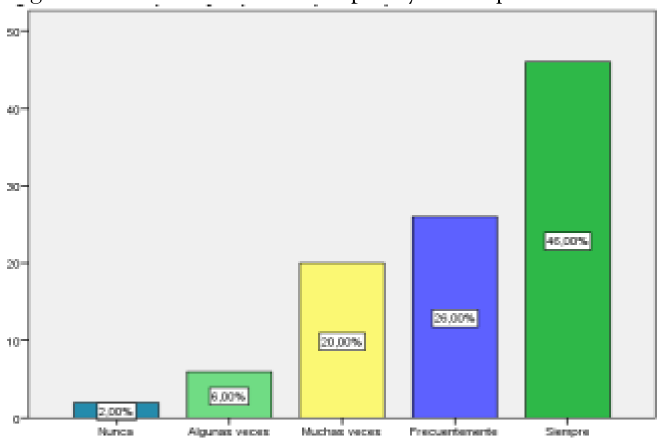
Figure 7: Do you think Knowledge Management is according to your Leadership Skills?



Source: Questionnaire. Winemaking: Own

Interpretation: 30% of respondents consider that knowledge management in their companies is aligned with their leadership skills. However, 6% indicated that they are not sure that their leadership skills influence knowledge management. This result suggests that many entrepreneurs are still not fully convinced of the importance of the connection between leadership and knowledge management.

Figure 9: Do You Perceive Capacity to Acquire New Knowledge?



Source: Questionnaire. Winemaking: Own

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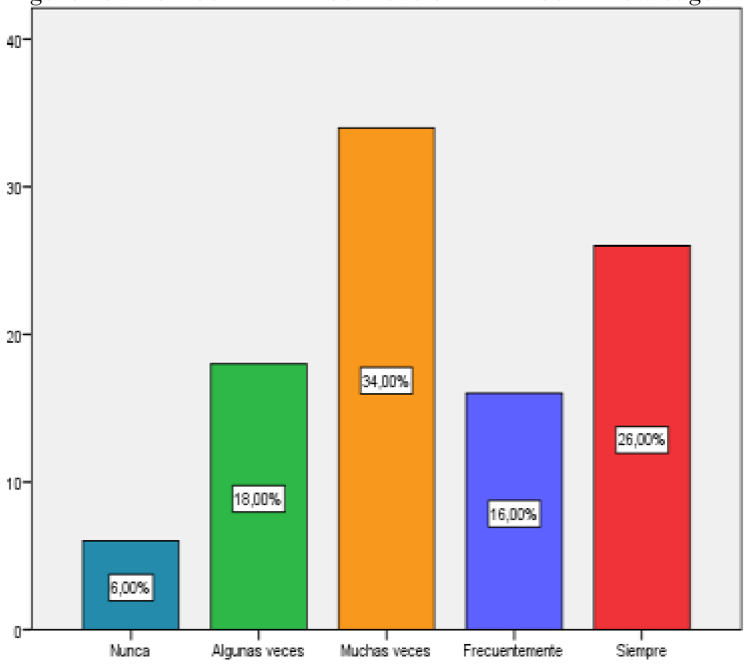
Interpretation: 46% of respondents stated that their company has the capacity to acquire new knowledge. This result reflects that, although MSEs perceive an opportunity for improvement through knowledge, there is a significant percentage (2%) that does not consider that they have this capacity.

Skill Dimension

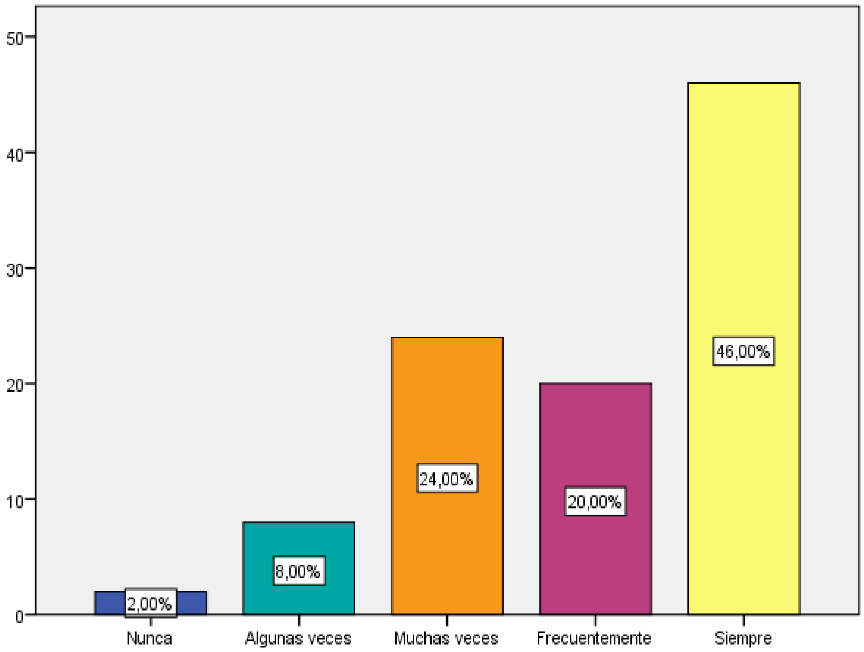
Figure 13: Do You Think You Have Skill in Your Knowledge?



Source: Questionnaire. Winemaking: Own

Interpretation: 34% of respondents indicated that they have proficiency in their knowledge. This data suggests that, although many entrepreneurs feel confident in their abilities, there is a widespread lack of recognition of the importance of knowledge management skill as a key component of business development.

Figure 15: Do you think that your company develops experience from the acquisition of knowledge?



Source: Questionnaire. Winemaking: Own

Interpretation: 46% of respondents indicated that their company develops expertise from the acquisition of knowledge, suggesting that many MSEs are using their accumulated experience to improve their business practices. However, there is still a small percentage (2%) who do not see this relationship.

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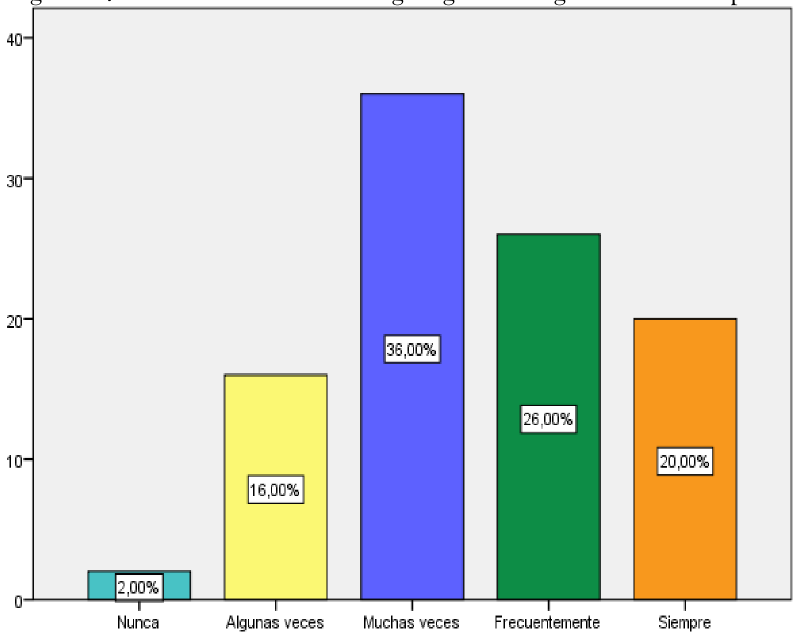
Consumer Value Dimension

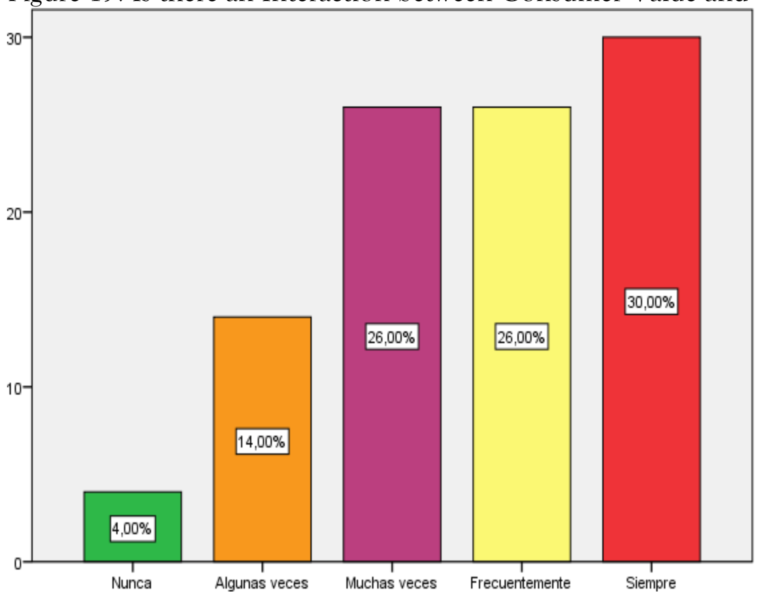
Figure 17: Have You Noticed Ongoing Planning to Produce Updated Business Area Knowledge?



Source: Questionnaire. Winemaking: Own

Interpretation: 36% of respondents indicated that they carry out permanent planning to generate up-to-date commercial area knowledge, which suggests that most MSEs are recognizing the importance of being up to date with commercial knowledge. However, 2% indicated that they do not carry out any planning in this regard.

Figure 19: Is there an Interaction between Consumer Value and Commercial Area Development?



Source: Questionnaire. Winemaking: Own

Interpretation: 30% of respondents stated that there is an interaction between consumer value and the development of the commercial area. This data reflects the importance that MSEs attribute to consumer knowledge and its impact on the commercial area. However, a small percentage (4%) do not observe this relationship.

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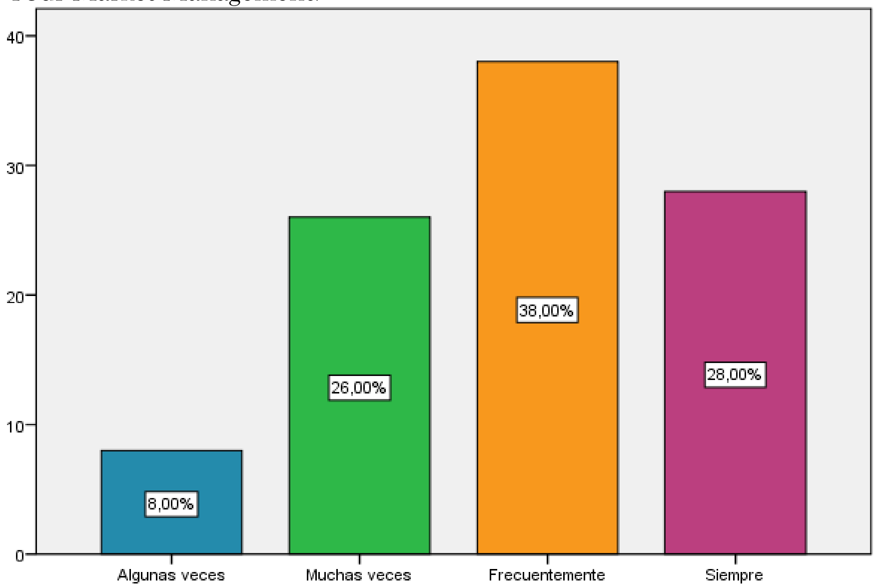
Profitability Dimension

Figure 30: Do You Think Competitive Quality Depends on the Integration of the Commercial Area with Your Market Management?



Source: Questionnaire. Winemaking: Own

Interpretation: 38% of respondents believed that competitive quality depends on the integration between the commercial area and the management of their market. This reflects a widespread recognition of the importance of this integration, although a small percentage (8%) do not consider it to be as relevant.

Statistical Test: Cronbach's Alpha

The reliability of the questionnaire was evaluated using Cronbach's alpha coefficient, obtaining a value of 0.916, which indicates a high reliability of the instrument used to measure the variables.

Hypothesis Testing

In the hypothesis test, the p-value obtained was 0.00, which indicates that there is a significant relationship between the commercial know-how and the commercial development of MSEs in Tacna. This p-value confirms that commercial know-how has a direct and positive impact on the development of companies, as had been proposed in the hypotheses.

Hypothesis Testing

The results obtained suggest that commercial know-how is fundamental for the development of MSEs, since it influences key aspects such as performance, profitability, consumer value and market share. MSEs that apply commercial know-how effectively show more robust performance, better quality in their services and products, and a greater ability to adapt to market changes.

4) CONCLUSION

This research has explored the relationship between commercial know-how and commercial development in micro and small enterprises (MSEs) in the province of Tacna. Through the analysis of data obtained through surveys of merchants in several shopping centers, significant patterns have been identified that allow validating the hypotheses raised and providing a deeper understanding of how practical knowledge influences the performance and competitiveness of MSEs.

1. Commercial Know-how is Fundamental to Business Performance

One of the key findings of this research is that business know-how has a direct impact on the performance of companies. The analysis of the responses shows that a high percentage of respondents (56%) indicated that commercial know-how is frequently applied in their companies. However, not all MSEs take advantage of this knowledge consistently, as a small percentage (6%) indicated that they do not perceive efficiency in its implementation. This suggests that, although many MSEs recognize the importance of know-how, its practical application remains limited and not homogeneous. This highlights the need for more training and practice in knowledge management within these companies.

2. The Effectiveness of Commercial Know-how in Knowledge Management

In relation to the effectiveness of commercial know-how, 38% of respondents indicated that they notice the effectiveness in knowledge management, while 2% indicated that they do not perceive any improvement. This result shows that, although some MSEs have adopted effective practices in knowledge management, there are still difficulties in their full implementation. Knowledge management not only depends on the skill of the leader, but also on the way in which know-how is transmitted and applied at different levels of the organization. This indicates that the development of an organizational culture focused on the continuous updating and application of knowledge must be deepened.

3. The Role of Leadership in the Application of Commercial Know-how

The results also highlight the crucial role of leadership in the implementation of business know-how. 42% of those surveyed believed that the leader should oversee driving the purposes of knowledge development. However, some employers believe that this responsibility could be assumed by other employees. This diversity of opinions suggests that MSEs do not yet have a unified view of the role of leadership in knowledge management. This suggests that greater clarity about the responsibilities of the leader and his role in the transmission and application of know-how could improve organizational performance and facilitate the effective application of knowledge.

4. Innovation and Human Talent in Business Development

Innovation and the development of human talent stand out as relevant factors in the commercial development of MSEs. Although 34% of respondents indicated that talent development is related to continuous innovation, a significant percentage do not perceive it this way. This finding suggests that many MSEs have failed to effectively link innovation with the development of skills and talents within the organization. Innovation should be seen as a continuous process that drives both the improvement of internal processes and the development of products and services, which in turn impacts the competitiveness of the company.

5. Knowledge Acquisition Capacity and Organizational Flexibility

A crucial aspect of Know-how is the ability to acquire new knowledge. 46% of respondents noted that their company has the ability to acquire new knowledge, reflecting a willingness to learn and adapt to market changes. However, 2% of those surveyed do not consider that they have this ability. In addition, 30% indicated that developing flexibility is essential to improve business objectives. This signals that MSEs are recognizing the importance of adapting to changes and developing skills to face unexpected challenges. Organizational flexibility, together with the ability to acquire and apply new knowledge, is key to improving competitiveness and ensuring sustained business development.

6. Consumer Value and Profitability

Regarding consumer value, 46% of respondents indicated that they develop an interaction relationship with consumer value within the commercial area. This result reflects the importance that MSEs give to customer satisfaction and loyalty, fundamental elements for their growth. On the other hand, 44% of respondents considered that the profitability of their company depends to a large extent on improving the quality of its products and services, which is directly related to knowledge management. However, 24% of respondents expressed doubts about the availability of the necessary resources to develop the commercial area, which highlights the need for greater investment in human and material resources to enhance competitiveness.

7. Market Share and Growth

Finally, in terms of market share, 44% of respondents stated that their company experiences a constant and solid participation, which reflects the positive impact of commercial know-how on the positioning of MSEs in the market. 32% also highlighted that, through interaction with its target market, the company has experienced significant growth in its business areas. These results suggest that MSEs that implement commercial know-how effectively can significantly improve their presence and competitiveness in the market.

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8) Conflict of interest: Declare potential conflicts of interest; otherwise declare "**None**" or "The authors declare that there is **no conflict of interest**".

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