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Scientific articles

El e-commerce como estrategia de internacionalización y la rentabilidad en la industria del sector textil en el estado de Hidalgo, México

E-commerce as an internationalization and profitability strategy in the textile industry in the state of Hidalgo, México

O comércio eletrônico como estratégia de internacionalização e rentabilidade na indústria têxtil no estado de Hidalgo, México

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Resumen

La industria textil en México y en Hidalgo ha representado un sector relevante en términos económicos, considerando el contexto histórico de los últimos 30 años, se vislumbra una disminución en su aportación al Producto Interno Bruto. La presente investigación tiene como objetivo determinar si el comercio electrónico (e-commerce) como estrategia de internacionalización se relaciona con la rentabilidad de las pymes enfocadas al sector textil del estado de Hidalgo, México. En un primer acercamiento se observaron indicadores que presenta el Instituto Nacional de Estadística y Geografía en México. El estudio se orientará al enfoque cuantitativo de alcance correlacional con un diseño no experimental. De igual



manera, la importancia social de este trabajo de investigación radica en su capacidad para abordar problemáticas de la actualidad relacionadas con la implementación del e-commerce y la rentabilidad de las pymes de la industria textil en el estado de Hidalgo, uno de los objetivos planteados en el Plan México 2030. El e-commerce como estrategia representa una alternativa que puede resultar innovadora, puesto que ha ganado un amplio alcance entre la población, lo que resalta la relevancia de este estudio para comprender la relación de dichas variables.

Palabras clave: e-commerce; rentabilidad, estrategias, Pymes, sector textil.

Abstract

The textile industry in Mexico, and specifically in Hidalgo, has historically been a significant economic sector. However, considering the last 30 years, a decline in its contribution to the Gross Domestic Product is anticipated. This research aims to determine whether e-commerce, as an internationalization strategy, is related to the profitability of SMEs focused on the textile sector in the state of Hidalgo, Mexico. Initially, indicators published by the National Institute of Statistics and Geography (INEGI) in Mexico were examined. The study will employ a quantitative, correlational approach with a non-experimental design. Similarly, the social importance of this research lies in its ability to address current problems related to the implementation of e-commerce and the profitability of SMEs in the textile industry in the state of Hidalgo, one of the objectives set forth in the Mexico 2030 Plan. E-commerce as a strategy represents an alternative that can be innovative, since it has gained a wide reach among the population, which highlights the relevance of this study for understanding the relationship between these variables.

Keywords: e-commerce, profitability, strategies, pymes, textile sector.

Resumo

A indústria têxtil no México, e especificamente em Hidalgo, tem sido historicamente um setor econômico significativo. No entanto, considerando os últimos 30 anos, prevê-se um declínio em sua contribuição para o Produto Interno Bruto (PIB). Esta pesquisa visa determinar se o comércio eletrônico, como estratégia de internacionalização, está relacionado à rentabilidade de pequenas e médias empresas (PMEs) do setor têxtil no estado de Hidalgo, México. Inicialmente, foram examinados indicadores publicados pelo Instituto Nacional de Estatística e Geografia (INEGI) do México. O estudo empregará uma abordagem quantitativa e correlacional com um delineamento não experimental. Da mesma forma, a importância social desta pesquisa reside em sua capacidade de abordar questões atuais relacionadas à implementação do comércio eletrônico e à rentabilidade de PMEs do setor têxtil no estado de Hidalgo, um dos objetivos estabelecidos no Plano México 2030. O comércio eletrônico, como estratégia, representa uma alternativa potencialmente inovadora, dada a sua ampla adoção pela população, o que ressalta a relevância deste estudo para a compreensão da relação entre essas variáveis.

Palavras-chave: comércio eletrônico; rentabilidade; estratégias; PMEs; setor têxtil.

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Introduction

The Mexican textile industry is a major job creator and contributes significantly to the country's economy. However, in recent years, the contribution of the textile and apparel industry to the Gross Domestic Product has declined, falling by 8.4% in 2023 compared to the previous year (INEGI, 2024).

Furthermore, the Mexican government has established various programs and policies to support and strengthen the textile industry, aiming to improve its competitiveness and promote its growth and development. The Mexico 2023 Plan includes strengthening and expanding the manufacture of consumer goods that generate employment: textiles, footwear, furniture, clothing, toys, as well as steel and aluminum, among other sectors (Government of Mexico, 2025). E-commerce is considered a key tool in new business models; innovation, creativity, internet expansion, and mobile technology have driven growth.

There are some challenges such as data security, logistics, and international expansion, among others. Rivas (2023) mentions that e-commerce is revolutionizing and offers perspectives on the future, highlighting its growing market share, personalization with

artificial intelligence, mobile shopping, and the rise of social e-commerce, and anticipates its continued influence on the business world.

Matute (2023) highlights that in SMEs in the textile sector, e-commerce and transactions of goods or the provision of services occur between the company and the client or final consumer, and suggests channeling the exit to the international market through their different sales methods that allow them to obtain international expansion, increased market share, digital export; however, they apply social networks, but they are not focusing it on their internationalization process.

In Ecuador, the textile and apparel industry is the third largest in the manufacturing sector, contributing 7% to the Gross Domestic Product (GDP). It is also the second largest generator of formal employment, according to data from the Ecuadorian Institute of Statistics and Censuses (INEC), employing approximately 158,000 people directly in companies, not counting thousands of indirect employees. In 2020, sales in the sector decreased by 36% compared to 2019, as did the number of jobs (Llanos and Salazar, 2023).

Similarly, in Ecuador, e-commerce is considered a strategy in the textile industry, and to achieve this goal, in-depth interviews were conducted with executives from textile companies. These interviews were carried out online and focused on analyzing the modifications, approaches, and internal and external challenges in the implementation of e-commerce (Orozco et al., 2023).

On the other hand, in Colombia, companies use methods that contribute to achieving their objectives of self-sustainability and perseverance in the market. They try to apply the use of information technologies to increase the flow of information between customers and suppliers, and thus obtain a greater movement of inventories reflected in sales that provide better growth opportunities to small and medium-sized enterprises that are part of the sector.

Despite having an orthodox growth method such as physical stores, with technological advancement companies have more opportunities for self-sustainability, which has consequently allowed them to save on storage, rental or transportation costs; even with its use it has boosted many manufacturing stores, facilitating the opening of digital stores where customers can have access 24 hours a day, advertising on networks, Agamez et al (2023).

Also the application of digital marketing through the chain of data and media (email, social networks, text messages, calls, among others), application of e-commerce and information flow, however; within the work strategies are proposed to improve the use of the

tools and make the sector more competitive against the largest textile exporters globally, Agamez et al (2023).

Usnayo (2023) in the context of COVID-19 in Arequipa, Peru argues that the impact of e-commerce on SMEs was high with 83.6%, as well as the level of productivity, sales and innovation with 72.1% and 72.8% and the level of competitiveness with 71.2%.

Thus, the impact of the COVID-19 pandemic on the textile sector of SMEs in Bogotá brought socioeconomic and cultural consequences, according to a study conducted by ISDI EDUCATION (2021) aimed at identifying the different factors and explaining the situation in the face of this problem. The study identified that Facebook (96.2% of investment), Instagram (92.5%), Twitter (90.6%), YouTube (86.8%), and LinkedIn (83%) were the most used platforms as technological tools to boost their business; however, companies also used other platforms such as Pinterest (28.3% of investment), TikTok (22.6%), WhatsApp Business (13.2%), and Snapchat (9.4%), among others, although with a much lower level of investment in terms of time and effort than that dedicated to the main social networks (Cited by Chiriví et al., 2022). Similarly, it is emphasized that, due to the closures and measures generated by the national and district governments, the income levels of micro-entrepreneurs have been affected, which impacts the liquidity, debt and profitability ratios, which perhaps the largest in the sector have not been affected as much because they were already formal businesses with great financial strength to deal with the periods of the pandemic.

Villa and Seguro (2022) at the Technological University of Antioquia in the Faculty of Administrative and Economic Sciences Medellín, Colombia, carried out the analysis of descriptive correlational data and identified the impact of the adoption of electronic commerce and digital marketing on the financial performance of small and medium-sized enterprises and the findings show that electronic commerce is significantly associated with the financial performance and sustainability of small and medium-sized enterprises in the textile sector after the pandemic.

Diaz and Trejos (2022) mention that the economic crisis resulting from the closure of borders, ports, and airports, along with the various measures taken to combat the spread of the virus, caused significant disruptions, leading to countless delays and cancellations in import and export transactions worldwide. This notably affected the supply of goods and raw materials, forcing Colombian textile companies to take measures to survive in the market. The pandemic is yet another problem that has impacted the textile sector, making it necessary to analyze the industry's level of competitiveness.

The National Chamber of the Textile Industry (2024) highlights that small and medium-sized enterprises in the textile industry are a crucial component of the Fiber-Textile-Apparel-Footwear chain. These companies not only contribute significantly to the country's economic development but also play an essential role in innovation, job creation, and boosting local economies. They are considered an important source of employment, offering a wide range of job opportunities, from production and manufacturing to design and marketing.

The textile industry generates over 1,200,000 jobs in the country, more than 60% of which are held by women heads of household. Furthermore, small and medium-sized enterprises (SMEs) are a driving force for innovation and creativity. Their smaller size and agility allow them to experiment with new materials, techniques, and designs. Their ability to adapt quickly to market trends and consumer demands enables them to launch innovative and sustainable products.

Therefore, it is understood that they contribute to local economic development and, by establishing themselves in specific communities, they create value chains that include raw material suppliers, manufacturers, and local distributors.

Zambrano and Ortega (2023) argue in their study that company size, cash sales, having a website, and intranet access have a negative relationship with e-commerce adoption; while access to and use of email, computers, and the internet have a positive relationship. This demonstrates that technological, organizational, and environmental characteristics affect e-commerce adoption by SMEs in Mexico.

Rivas (2023) highlights the impact of the implementation of e-commerce on the permanence of SMEs in the textile sector of Bucaramanga Santander, where through this it was intended to identify which companies were able to remain in the market during the Covid-19 pandemic period and the results determined the importance and degree of knowledge of technological adoption of the companies and the main e-commerce strategies.

Zambrano and Ortega (2023) highlight the importance of the factors influencing the adoption of e-commerce in Mexican micro, small, and medium-sized enterprises (MSMEs) in the textile sector. These factors relate to technological and organizational characteristics. Their findings can be helpful for owners and managers, as well as for Mexican policymakers responsible for increasing the number of companies adopting e-commerce. This analysis is based on data from the 2019 Economic Census conducted by the National Institute of Statistics and Geography (INEGI). The sample included 135,775 companies that reported

online revenue in 2019. The analysis was based on a framework of technology and organization, and a multiple linear regression model was created using company size. The results of the same study reveal that, according to company size, cash sales, having a website, and intranet access have a negative relationship with e-commerce adoption; while access to and use of email, computers, and the internet have a positive relationship. This is because technological integration loses importance as the company grows, going from being a facilitator to an inhibitor of the acceptance of online sales.

Benítez (2023) mentions that the COVID-19 pandemic accelerated consumer adoption of e-commerce, presenting an opportunity for small and medium-sized enterprises (SMEs) to expand their market. The research was non-experimental, descriptive, and correlational, with a cross-sectional design. The main findings reveal that the importance of e-commerce increases as the age of business owners decreases. Thus, the younger the SME managers, the greater the importance they place on e-commerce and the higher the likelihood of its adoption.

Just as the Covid-19 pandemic has accelerated the entry of consumers into electronic commerce, which has become an opportunity to expand the market for small and medium-sized enterprises, e-commerce in the State of Mexico is considered a discovery in the digital world, since some companies have a website, however, that does not mean that they make online sales, however, it is not a priority for now (Jaimes and Benítez, 2020).

The textile industry represents 1.9% of small and medium-sized manufacturing enterprises (SMEs) in Mexico, underscoring its importance within the manufacturing sector. This percentage highlights the textile industry's significance not only as a source of essential products but also as a key economic driver. In 2021, SMEs had a profitability rate of 24.4% (2021 Economic Census).

Justification of the research

Convenience

This paper describes the relationship between e-commerce as an internationalization strategy and the profitability of textile SMEs in the state of Hidalgo. The relationship between e-commerce and SME profitability in Hidalgo will be determined through inferential analysis, providing explanatory insights for SME entrepreneurs.

Social relevance

The social importance of this research lies in addressing current issues related to the implementation of e-commerce and the profitability of textile SMEs in the state of Hidalgo. E-commerce represents an innovative alternative that has gained widespread acceptance, highlighting the relevance of this study for understanding its relationship with profitability and impact. Furthermore, this research aligns with the Sustainable Development Goals (SDGs), specifically Goal 8, "Decent Work and Economic Growth."

Practical implications

This research will undoubtedly address practical situations related to e-commerce as an internationalization strategy and will aim to contribute to the development of small and medium-sized enterprises (SMEs) in the textile sector in the state of Hidalgo. It will also present a correlational study. Furthermore, it will provide a general overview of e-commerce as an internationalization strategy and its relationship to SME profitability.

Theoretical value

The theoretical importance of this research seeks to contribute to knowledge by identifying the relationship of e-commerce as an internationalization strategy with the profitability of SMEs in the textile sector in the state of Hidalgo.

In Mexico and in the state of Hidalgo there are few research studies on the aforementioned line and with this study it is intended to go beyond the results to generate a theoretical debate that allows consolidating the various approaches already proposed from a particular vision. The operationalization of the variables will be determined, and the correlation between the dependent and independent variables will be known with precision. This will allow us to predict the behavior of the phenomenon under study. Once we know the results of this scientific exploration, we will have solid and robust elements to propose new scenarios.

Methodological utility

This study employs a correlational methodology within a quantitative approach to analyze the relationship between e-commerce as an internationalization strategy and the profitability of textile SMEs in the state of Hidalgo. This methodological choice leads to a deeper understanding of the hypotheses, supported by reliable and valid methods. A data collection instrument will be used to identify the correlation between the variables, resulting in a non-experimental, correlational research design.

Aim

To determine if e-commerce as an internationalization strategy is related to the profitability of SMEs focused on the textile sector in the State of Hidalgo, Mexico.

Method description

The research proposal starts from the research question: Does e-commerce as an internationalization strategy relate to the profitability of SMEs focused on the textile sector in the State of Hidalgo, Mexico?

Subject and technique

According to the National Directory of Economic Unit Statistics (2024), there are 1,423 SMEs in the textile sector in the state of Hidalgo. SMEs are defined as economic units with 0 to 50 employees. The study will focus on organizations from different regions of the state of Hidalgo, using non-probability sampling. A Likert scale will be used as the data collection instrument, and data will be collected using SPSS version 23. A descriptive and correlational analysis will be employed. This research will have a non-experimental, cross-sectional design. A correlational study that will describe or analyze the variables and determine the relationship between them is In other words, e-commerce as an internationalization strategy influences with The profitability of SMEs in the textile sector in the state of Hidalgo. Data were collected Data on both variables were collected, and an attempt was made to establish whether a correlation exists between them. In this type of design, the variables are not deliberately manipulated, but rather... They observe and analyze how they naturally relate to one another.

Variables

Table 1. Conceptualization of variables

Variables	Conceptual definition
E-commerce (Independent)	It is defined as the production, distribution, marketing, sale or delivery of goods and services by electronic means, World Trade Organization (1998) as cited in Peralta (2024).
Profitability (Dependent)	The capacity that a company has to generate profits (Ali et al., 2019) as cited in Zambrano and Ortega (2021).

Note: Prepared by the authors.

Table 2. Operational definition of the variables

Independent variable	Dimension	Indicators	Operational definition
E-commerce	Electronic services	Electronic sales	The number of online sales exceeds the number of physical sales.
		Card payments	Their clientele prefers to make payments using credit/debit cards or applications such as PLIN, YAPE; rather than making cash payments.
		Use of platforms	It is user-friendly to use digital platforms (banking services, social media, websites) to carry out your sales.
	Customer experience	Customer loyalty	It has increased customer loyalty since implementing e-commerce.
		Online shopping	Their clientele prefers to make purchases electronically, rather than in physical stores.
		Good comments	It receives good feedback from its clientele regarding the system implemented to carry out electronic transactions.

Independent variable	Dimension	Indicators	Operational definition
	Digital marketing	Digital channels Marketing Invest in advertising	Use digital channels to promote your products. (e.g., websites, social media, email, etc.) Marketing or advertising strategies are effective for promoting your business. He is willing to invest in a digital advertising agency to have better competitive strategies.
Profitability	Revenue generation	Sales increase Customer expansion New products	Sales through e-commerce have increased since its adoption. E-commerce has helped expand its clientele and generate higher revenues. E-commerce has facilitated the introduction of new products and new lines of business for the company.
	Cost reduction	Reduce personnel costs Reduce advertising expenses Reduce inventory costs Additional technology costs	Adapting to e-commerce has managed to reduce expenses for sales staff and customer service. Advertising and promotion costs for the physical store have been reduced due to e-commerce. E-commerce has minimized expenses related to inventory and storage. The additional costs of technology or infrastructure to support e-commerce have noticeably impacted overall savings.

Independent variable	Dimension	Indicators	Operational definition
	Operational efficiency	Process optimization	It involves a combination of lower costs and superior quality.

Note: Prepared by the authors

Target population

According to the National Directory of Economic Unit Statistics (2024), there are 1,423 SMEs in the textile or manufacturing sector in the state of Hidalgo. SMEs are defined as economic units with 0 to 50 employees. The employee size ranges used to determine the size of establishments are as follows: micro (up to 10 employees), small (11 to 50 employees), medium (51 to 250 employees), and large (251 or more employees).

Results

In recent years, Mexico has become one of the leading e-commerce markets in Latin America. In 2023, it was estimated that over 70% of the population purchased goods or services through digital channels. Various studies predict that by 2029, e-commerce penetration in Mexico could reach 90%. Based on these figures, Mexico has positioned itself among the seven nations with the highest digital sales penetration in the world (Statista Research) . Department , 2024).

The textile industry represents 1.9% of SMEs in Mexico, underscoring its relevance within the manufacturing sector. This percentage highlights the importance of the textile industry not only as a source of essential products but also as a key economic driver. SMEs in Mexico reported a profitability rate of 24.4% in 2021 (2021 Economic Census). According to INEGI (the Mexican National Institute of Statistics and Geography), e-commerce is considered a gross value-added component in the measurement of the digital economy and shows significant growth from 2019 to 2023.

According to data from INEGI (2023), in Mexico, e-commerce of goods and services accounted for 6.4% of the national GDP. The Gross Value Added of E-commerce (GVACOEL) was 2,047,362 million pesos at current prices. Of the Gross Value Added (GVA) generated by e-commerce in 2023, 23.2% corresponded to retail trade of goods; 25.7% to wholesale trade of goods; and 51.1% to other services.



The VABCOEL (Value Added from Energy and Fuels in the Electricity Sector) reached 1,677,503 million pesos at 2018 prices. This represents a real annual variation of 8.5% compared to 2022, a higher percentage than the 3.3% variation shown by the overall economy. Furthermore, from 2020 to 2023, e-commerce maintained a real annual variation above that shown by GDP.

According to the National Chamber of the Textile Industry (2024), the drop in the gross domestic product of the clothing industry in 2020 (29.3%) was of greater magnitude than that shown by the economy as a whole (8.1%), and both were due to the restrictions and closures of establishments, registered at the beginning of the COVID-19 health crisis. According to the National Chamber of the Textile Industry (2024), textile SMEs are a sector that has lost importance in recent years, not only in the region but also at the state level. Many SMEs are family or community-based businesses operating in different regions of the state, generating local jobs and offering unique products that often reflect the cultural heritage of their communities (National Chamber of the Textile Industry, 2024).

According to data from INEGI (2024), the manufacturing industry registered approximately 1.2 million jobs, of which 67% are informal and 33% formal. The textile industry plays a crucial role in job creation, with the labor-intensive garment manufacturing process accounting for 67% of formal employment in this sector. The textile industry represents 1.9% of small and medium-sized manufacturing enterprises (SMEs) in Mexico, highlighting its importance within the manufacturing sector. In 2021, SMEs had a profitability rate of 24.4% (2021 Economic Census).

According to the National Chamber of the Textile Industry (2024), textile SMEs experienced operational challenges due to the health emergency and the federal government's "temporary shutdown" measures. COVID-19 has impacted all aspects of the textile sector, from sales and distribution to garment manufacturing in the state and surrounding regions. Of the approximately 1,500 textile workshops and factories that were located regionally, only about 400 are currently operating. The lack of sales, along with the deaths of owners, led to the closure of approximately two-thirds of these textile SMEs (National Chamber of the Industry 2024).

Therefore, according to INEGI (2023), the textile SMEs that survived received financial support from COVID-19 and used it for various actions, see table 3.

Table 3. Financial support received by SMEs in the textile sector that survived COVID-19

Action	% Main uses given to the financial support received
Acquisition of supplies	73.06
Payment of debts to suppliers	19.31
Equipment, expansion or remodeling of the establishment	9.38
Rent payment	9.57
Payment in cash or in kind for staff	7.73

Note: INEGI. EDN 2023

Of the approximately 1,500 textile workshops and factories that were located in Cuauhtepc de Hinojosa, only about 400 are currently operating, according to a report given by the municipal director of Business and Commercial Development. Lack of sales, as well as the death of owners, are the main causes that led to the closure of approximately two-thirds of the textile companies in the municipality (Martínez, 2023).

The pandemic forced SMEs to take various actions to survive. In 2023, it was found that 7.73% used social media to promote their products and/or services, while 10.04% offered home delivery. In contrast, 50.03% of SMEs did not implement any such actions (see Table 4).

Table 4. Actions implemented as a result of COVID-19

Action	% Contribution of e-commerce to national GDP
Price adjustment	19.86
Home delivery	10.04
Production reduction	9.38
Use of social media	7.73
Other	10.04
No actions implemented	9.38

Note: INEGI, System of National Accounts of Mexico.

During the pandemic, support was provided to SMEs. They used it in different ways, the main ones being: the acquisition of supplies (73.06%), payment of debts to suppliers (19.31%) and equipment, expansion or remodeling of the establishment (12.95%) see table 5.

Table 5. Financial support received by SMEs in the textile sector that survived COVID-19

Action	% Main uses given to the financial support received
Acquisition of supplies	73.06
Payment of debts to suppliers	19.31
Equipment, expansion or remodeling of the establishment	9.38
Rent payment	9.57
Payment in cash or in kind for staff	7.73
Purchase of premises or vehicle	1.04
Other	9.52

Note: INEGI, System of National Accounts of Mexico.

Finally, it is important to highlight that, despite the loss of over 80,000 formal manufacturing jobs in March 2024, the textile industry remains a key driver of job creation. The industry's capacity to generate employment is outstanding, as up to four jobs in garment manufacturing can be created for every job generated in the textile sector. This growth potential underscores the fundamental role of the textile industry in the value chain and in revitalizing employment in the sector, demonstrating a promising future for the development and expansion of this vital industry.

Based on this information, INEGI only considers significant indicators from which one can start to identify the importance of determining if e-commerce as an internationalization strategy is related to the profitability of SMEs focused on the textile sector in the State of Hidalgo, Mexico, through statistics that allow us to observe with greater certainty and see which variable is related to profitability.

Discussion

The various studies mentioned previously on e-commerce in the textile industry indicate that it not only contributes significantly to the country's economic development, but also plays an essential role in innovation, job creation, and boosting local economies. It is considered an important source of employment, encompassing everything from production and manufacturing to design and marketing; this is reflected in its contribution to GDP, which is 4.2%.

The data presented in the research, alluding to e-commerce and profitability of SMEs focused on the textile industry sector in the State of Hidalgo, Mexico, allow us to conclude that they are significant, highlighting that Mexico has positioned itself among the seven nations with the greatest sharpness of digital sales in the world.

Several studies considered by Benítez (2023) agree with the importance and probability of the increase of e-commerce in SMEs, which is an opportunity to expand the market of small and medium-sized enterprises, such as those located in Tulancingo.

In recent years, Mexico has become one of the leading e-commerce markets in Latin America. In 2023, it was estimated that over 70% of the population purchased goods or services through digital channels. Various studies predict that by 2029, e-commerce penetration in Mexico could reach 90%. Currently, according to the figures, Mexico ranks among the seven nations with the highest digital sales penetration in the world (E-commerce Industry Report, 2024).

As Zambrano and Ortega (2023) establish, depending on company size, cash sales, having a website, and internet access have a negative relationship with the adoption of e-commerce; while access to and use of email, computers, and the internet have a positive relationship. This is because technological integration becomes less important as the company grows, shifting from being a facilitator to an inhibitor of online sales adoption. This study demonstrates that technological, organizational, and environmental characteristics have significant effects on the adoption of e-commerce.

Conclusions

This research aimed to determine the importance of e-commerce as an internationalization strategy and its profitability in the textile industry in the state of Hidalgo, Mexico. It is noteworthy that the textile industry, particularly small and medium-sized enterprises (SMEs) in Mexico, has become one of the main drivers of e-commerce markets in Latin America.

Another point identified is that the use of e-commerce accelerated because consumers have changed their perspective when making purchases, adopting the use of technological devices to find the best products and services that suit their needs, and this has allowed the expansion of the market for SMEs in the Mexican textile sector, although COVID-19 left very clear marks on production and profits.

The textile sector will have to take various actions to survive. Many businesses have found themselves needing to use social media to promote their products and/or services, or to offer home delivery, simply to stay afloat. In the last two years, it was found that more than 50% of SMEs did not implement any such measures.

Furthermore, it can be considered that although e-commerce is not a new strategy, it is a tool that many companies are using, and in the current market there is a considerable number of companies which are successful only by applying online commercial activities.

Future lines of research

Identify e-commerce strategies that have already been implemented and define mechanisms or processes that allow SMEs in the Tulancingo region to adopt them, considering the benefits of each one.

Design an e-commerce model and its profitability, distribution channels, target market, among other things.

To propose the e-commerce tool as an internationalization strategy for Mexican SMEs in the textile sector in the international, national and regional context.

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