



## Importance of Tax Planning in the Administrative Management of Entrepreneurs in the Tumbaco District

---

Patricia Rocha

EasyChair preprints are intended for rapid dissemination of research results and are integrated with the rest of EasyChair.

July 16, 2022

# **“IMPORTANCE OF TAX PLANNING IN THE ADMINISTRATIVE MANAGEMENT OF ENTREPRENEURS IN THE TUMBACO DISTRICT”**

## **Abstract**

This research is aimed to the study of the importance of tax planning in the administrative management of enterprises in the Tumbaco District, Canton of Quito. Taking into account that we have factors that demonstrate its usefulness, one of the factors is that to maintain a business and that it lasts over time is a complicated task that requires the implementation of a good control of activities, financial and tax planning that allows you to establish measures or strategies in a timely manner, which allows you to correct management errors or deviations. Since enterprises are economic units that generate income and allow the development of the economy, the State has established economic policies that encourage entrepreneurship. Thus, the Internal Revenue Service issued regulations for the application of the Simplified Tax Regime for Entrepreneurs and Small Businesses (RIMPE, by its Spanish acronym), providing tax obligations that must be met. Therefore, the presence of tax planning is necessary because it provides real, reliable and timely results for decision making by both internal and external users. It was necessary to consider the growth of entrepreneurship and for this purpose a qualitative and quantitative methodology using figures was used. Topics such as entrepreneurship in Latin America and the Caribbean, entrepreneurship and the fiscal environment and other topics are mentioned, concluding that tax planning in the administrative management of economic units is important since there are tax obligations involved and that non-compliance causes a series of inconveniences up to the closure of such economic units, which generates an unfavorable environment for both the economy of the entrepreneur and the Ecuadorian State itself, where the enterprises are domiciled. Surveys were used to obtain results that allow us to draw conclusions. In the same way, the descriptive method was used to make the entrepreneurs aware that in order to start their different economic activities, they should receive prior training in different areas such as: analysis of the environment, including the competition, market, customers, location, suppliers and especially tax policies. This will allow them to position themselves in the market and comply with their tax rights and obligations.

**KEYWORDS:** entrepreneurs, tax planning, tax management, administrative management.

## **1. INTRODUCTION**

Entrepreneurship is a key element for the development and economic growth of a country. Ecuador, in terms of entrepreneurship, is one of the countries with more entrepreneurs in Latin America and the Caribbean, according to several international reports (Global Entrepreneurship Monitor - GEM and Global Entrepreneurship Development Institute - GEDI), GEM Ecuador in 2019-2020 obtained an index of Total early-stage Entrepreneurial Activity (TEA) of 36.7% and is located in the relative position 39 of 54 countries

participating in GEM for 2019, placing us as one of the countries offering the best conditions for entrepreneurship in the world.

Ecuador established government policies due to systemic and unexpected changes as a result of COVID-19, so during 2019 and 2020 there were a significant number of closures of enterprises. On January 1, 2022, seven hundred eighty-nine thousand (789,000) taxpayers in Ecuador are part of the Simplified Tax Regime for Entrepreneurs and Small Businesses (RIMPE), of which, one hundred forty-three thousand nine hundred nineteen (143,919) are entrepreneurs and six hundred forty-five thousand eight hundred eighty-seven (645,887) are small businesses. The Internal Revenue Service (SRI, by its Spanish acronym) pointed out that taxpayers that until December 31, 2021 belonged to the Simplified Tax Regime (RISE, by its Spanish acronym), Tax Regime for Micro-enterprises (RIM, by its Spanish acronym) and General Tax Regime, are now part of the RIMPE, provided they meet specific requirements. A survey was conducted among the entrepreneurs of the District of Tumbaco and the result shows the lack of knowledge of the legal and tax responsibilities that entrepreneurs must comply with, since tax obligations have been generated and ignorance of these obligations does not exempt taxpayers from the repercussions of non-compliance. This implies that the improvement in the payment of taxes and especially adequate use of the different benefits given in the Organic Law of Tax Regime (LORTI, by its Spanish acronym) makes necessary the application of a tax planning model.

This study analyzes the descriptive assessment of some authors in the administrative, planning and tax areas, especially on the level of growth of enterprises, the impact of tax collections, rates and contributions on the financing of the General Budget of the State; indispensable information that allows us to certify the methodology indicated.

Several analogies among authors of studies are taken into consideration and the results obtained are defined. We end with conclusions, which are used to justify the application of the methodology.

In order to carry out this research, the following methodologies were applied.

Types of research according to the subject matter of the study: Descriptive, comparative, analytical, explanatory and research method: Analytical.

Taking into consideration that the enterprises play an important role since they are generators of employment and income, it was considered to develop a study to analyze the different enterprises of the Tumbaco District, especially if they have implemented tax planning, considering that this is a fundamental tool because the enterprises have tax obligations due to the existence of a taxable event and that obliges them to comply with rights and obligations according to the current legal regulations. The use of tax planning would avoid reducing actions that lead to tax evasion and would optimize resources through an adequate use of tax benefits, which implies having accurate, reliable and timely information for decision making in administrative management by the different users.

## **METHODOLOGY**

The information used in this study was primary source data obtained directly from entrepreneurs through a survey and secondary source data obtained from official government websites: Central Bank of Ecuador (BCE, by its Spanish acronym), Internal Revenue Service (SRI) and the National Institute of Statistics and Census (INEC, by its Spanish acronym).

A qualitative and quantitative methodology was used to understand how information was obtained during the development of this article, so numerical values are used for the expected results, and likewise statistical tools are used for the collection and analysis of data that worked as the basis for the tax diagnosis of entrepreneurs. It is necessary to emphasize that this quantitative and qualitative method allows to generate a high degree of confidence, it also has a documentary approach, i.e., to review sources available on the network whose content must be relevant and especially timely.

The type of research used is descriptive, which is in charge of pointing out the tax planning and its components as well as the characteristics of the population and at the same time it allows to describe in detail the different challenges that the taxpayers and entrepreneurial subjects have and especially the problems that this subject of study has. Thus, Carlos Sabino defines descriptive research in his work "El proceso de investigación" (1992) as "the type of research that aims to describe some fundamental characteristics of homogeneous sets of phenomena."

The methods used were the inductive to deductive, the same that was applied in two stages. In the first one, the theoretical general knowledge of the variables in study is directed to later establish the particular dimensions. And the historical-logical method is used in the analysis of the background and evolution of tax planning. And finally, the analytical method, which allows the decomposition of the variables in order to study each of the components and then integrate them into a whole.

The techniques used were surveys, documentary review and direct observation, all with the aim of making the research methods and the treatment of information from the collection of information to the respective analysis effective.

To obtain the sample, the number of existing enterprises in the Tumbaco District of Quito Canton was taken as a reference, and according to the EDEC EP (by its Spanish acronym) there are 1,259. For the calculation of the sample, a confidence level of 95% and a margin of error of 5% was theoretically established, with a probability of success and failure of 50%. However, after conducting a pilot test of 15 surveys, a probability of success of 20% and probability of failure of 80% was identified, maintaining the same confidence level (Orellana-Quezada D. P., 2017).

$$n = \frac{z^2 * N * p * q}{e^2 * (N - 1) + z^2 * p * q}$$

$$n = 1.96^2 * 420 * 0.20 * 0.80 / 0.05^2 * (420 - 1) + 1.96^2 * 0.20 * 0.80$$

$$n = 62$$

The survey was applied to enterprises in the Tumbaco District in the period 2020-2021. A structured questionnaire of 13 questions was used, of which 10 were multiple choice, 2 dichotomous and 1 open-ended, based on other research.

The survey was conducted randomly online. Respondents were contacted through phone calls and WhatsApp application.

To analyze the data, SPSS software was used to answer questions. The survey was applied to a sample of 62 enterprises to identify the problems that entrepreneurs consider lead to the closure of their businesses and whether they are aware of the usefulness of tax planning.

## **DEVELOPMENT**

### **Entrepreneurship at the Latin American and Caribbean level.**

In order to launch their new business project, entrepreneurs, before starting their activities, should research their environment and rely on significant sources of information such as reports from the Global Entrepreneurship Monitor (GEM) for 2019-2020 in which 54 countries participated, ranking 39th in the relative position in the 2019 GEM cycle. Similarly, it presents a study that indicates that 82.7% of Ecuadorians undertake entrepreneurship because they do not have a job, 52.7% to make a difference in society, 36.5% decide to undertake to accumulate wealth and 35.7% give continuity to family businesses. Ecuador's Total early-stage Entrepreneurial Activity (TEA) in 2019 was 36.2%, which is an increase compared to 2017, indicating that approximately 3.6 million Ecuadorians decided to become entrepreneurs, making Ecuador the country with the highest TEA in the region. (Lasio, Amaya, Zambrano, & Ordeñana, 2020).

### **Entrepreneurship and fiscal environment:**

Alvarez, et al., 2019, express that entrepreneurship is doing things differently, something new that breaks the market equilibrium, as the entrepreneur is considered as an engine of growth and economic development that through his/her skills will generate changes and innovations.

It is important to note that Palma, Arroba, Murillo & Pico, 2018, indicate that, if the culture of entrepreneurship were to be perfected in society, people would achieve their integral human development, since through the creation of a business, whether small or medium, they would improve their financial situation and could cover their basic needs making the economy dynamic.

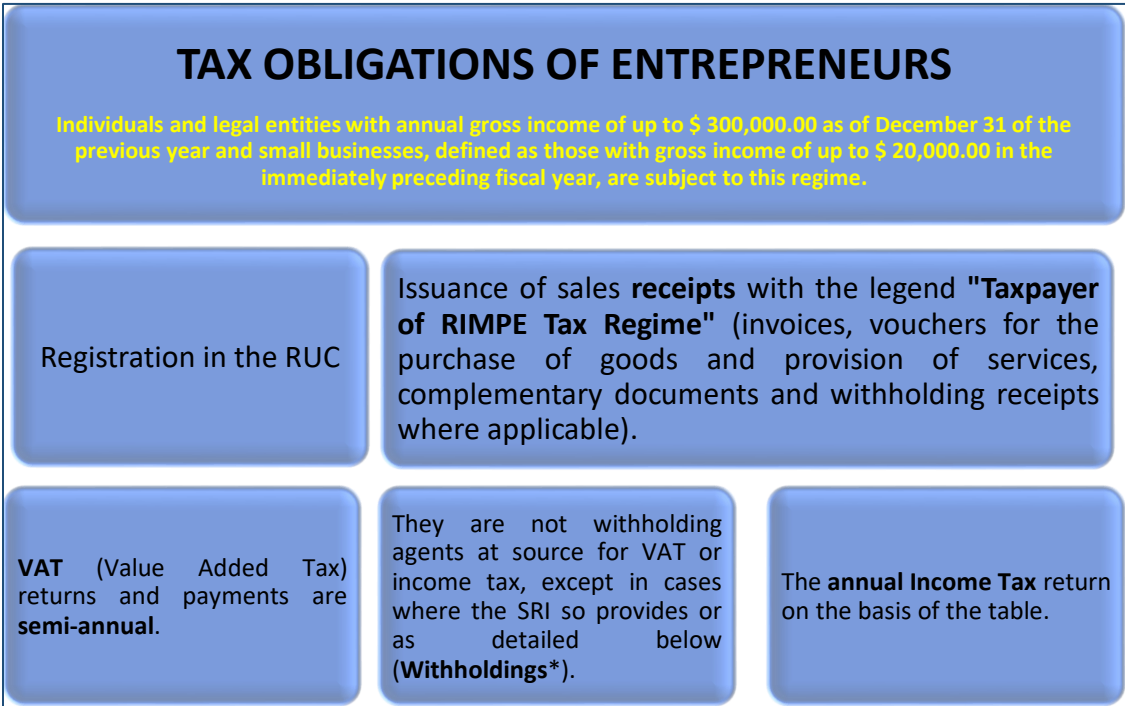
The study by Durán, 2015, states that when relating the economic development and entrepreneurship rate variables, a positive relationship is found, and points out that other aspects that influence this relationship should be taken into account, such as the labor force, state policies, creativity, unemployment rate and financing.

According to information issued by the Ministry of Finance, TAXES: VAT, foreign exchange outflows, tariffs on imports and credit transactions between fiscal years 2020 and 2021, recorded a decrease of 6.77% and its share in GDP was 2.837%. With the

establishment of government policies, programs, projects and activities, the level of undertakings can be increased, which implies revenues destined to be contained in the State's General Budget, allowing the fulfillment of current, capital and investment expenditure liabilities.

It is necessary to mention that the Tumbaco District is a sector that has been affected by dizzying changes due to the opening of the Mariscal Sucre Airport in Tababela. The peaceful rural existence is now combined with new forms of mobility, commerce, employment and industries typical of the dynamics of a place close to an airport. The modern infrastructure has become one of the development axes of the 7 neighboring parishes, where the number of enterprises has grown. This district was declared a Special Zone for Economic Development (ZEDE, by its Spanish acronym) by the City Council of the capital. Of the 1,500 hectares owned by the municipality in this sector, the airport occupies 1,300 hectares. There are 200 hectares free on the eastern side of the runway, where the Special Zone for Economic Development (ZEDE) will be built, with a technological-logistic vision. The benefits and tax incentives for the District of Tumbaco created by it being declared as a ZEDE, attract a large number of investors and entrepreneurs who wish to take advantage of these tax policies. Thus, between the years 2020-2021 in the Tumbaco District, 420 undertakings were registered. The parishes covered by this District are: Cumbayá, Tumbaco, Pifo, Puembo, Yaruquí, El Quinche, Checa and Tababela, which have a population of almost 174,000 inhabitants by 2020.

**Tax obligations of entrepreneurs:**



**Fig.1** Tax obligations of entrepreneurs

**Source:** SRI (2021)

The **Income Tax** return is made **annually** and based on a specific table, which registers a progressive tax.

### **Tax planning**

Tax planning is an administrative tool whose purpose is to determine the fair payment due to the taxpayer on account of taxes. Therefore, tax planning should be based on a budget and the action strategies projected for the future of the company, since this will be the basis and the general approach to obtain economic results (Cardona & Orozco, 2015).

Another concept of tax planning is a scheme based on solid foundations where it is intended to analyze the organization's operations, exposing opportunities, strengths, weaknesses and threats of the activity carried out. (Cardona & Orozco, 2015).

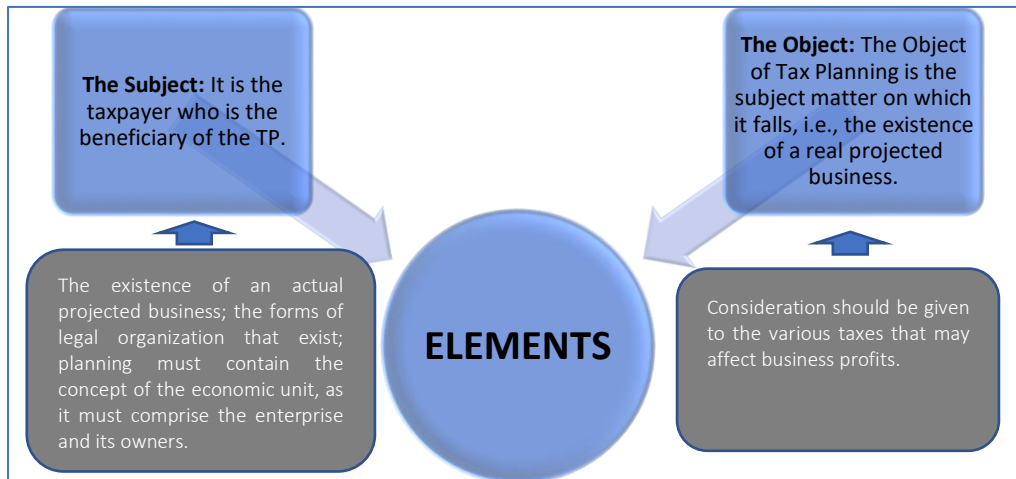
### **Economic benefits of tax planning:**

When using tax planning, it offers benefits that are reflected in the taxable base to be paid prior to compliance with requirements, for example, in the deduction for salary, the entity must be up to date with the parafiscal and social security contributions in order to be able to make the deduction and, in addition, these must have a causal relationship with the corporate purpose of the company. (Ramírez et al., 2020)

### **Elements of tax planning**

The subject of tax planning is each of the entrepreneurs, regardless of the regime tax under which they are and the object is the legal existence of the business whether it is real or projected.

Hernández (2011) considers as fundamental elements of tax planning those reflected in the following figure:



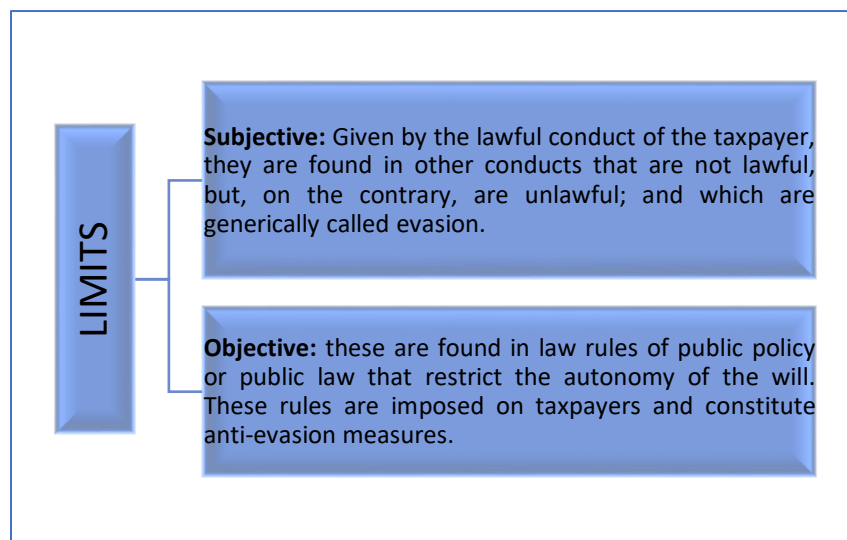
**Fig.2** Elements of tax planning.

**Source:** Hernández (2011) and Rivas (2000)

According to Rivas (2000), the elements to be considered at the time of tax planning.

### Limits of tax planning

Rivas (2000) states that the limits of tax planning can be analyzed from two points of view:



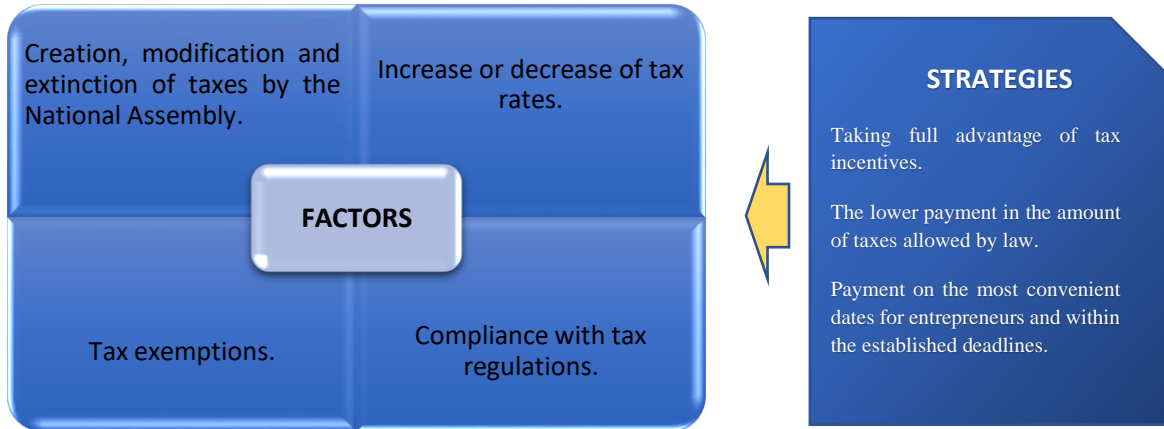
**Fig.4** Limits of tax planning.

**Source:** Rivas (2000)

### Factors of Tax Planning

Rivas (2000) states that the factors, both internal and external, affect the tax planning strategy, which is why an analysis of the company's environment is necessary before planning.



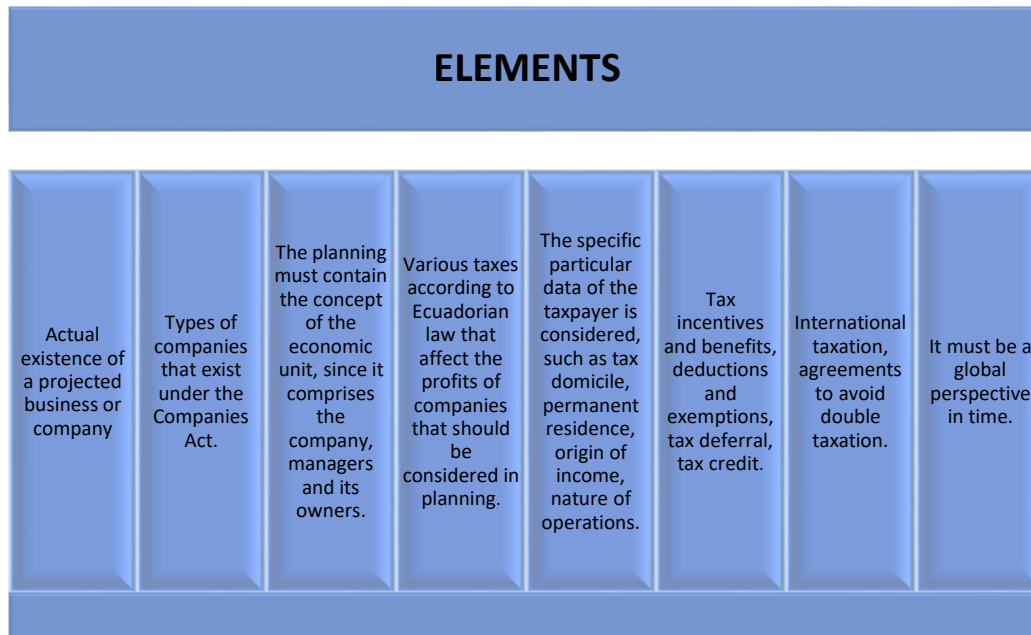


**Fig.5** Factors and Strategies of Tax Planning

**Source:** Rivas (2000)

### Elements of Tax Planning

According to Rivas and Vergara (2014) the following elements are considered to avoid tax evasion:



**Fig. 6** Elements of Tax Planning

**Source:** Adapted from Rivas and Vergara (2014).

### Administrative Control of entrepreneurs

According to Silva Gracias, 2015, for an entrepreneur to have or ensure the success of his/her idea or productive activity, it is necessary for him/her to know management, to know what it is, to know its proposals, to experience its techniques and even to enjoy the results of one of the most implicit sciences in the development of human activities.

The administrative process is a set of several stages (planning, organization, direction and control), its objective being to achieve the goals of an economic unit in the most efficient way possible. Therefore, every entrepreneur must have his/her own methodologies, studies and thoughts to be applicable in his/her undertaking. Management theories, developed in their various schools, provide the entrepreneur with a broad portfolio of methodologies, studies and thoughts that cover the needs of daily operations, from Micro-Enterprises and Small Enterprises to large global corporations (Silva Gracias, 2015).

### **Implications of not having tax planning:**

A deficient implementation of the tax benefits granted by the Law implies that tax arrears are incurred, that there is no tax control, that economic transactions are carried out based on the availability of funds and that unnecessary expenses are incurred, such as the payment of fines and interest.

## **RESULTS:**

The survey was carried out in April, 2022 to 62 enterprises in the Tumbaco District of the Canton of Quito.

This made it possible to know the current situation and identify the barriers that currently exist and whether they use Tax Planning to comply with their tax obligations.

The results obtained from the survey show that most of the entrepreneurs are between 20 and 49 years old. On the other hand, 71.10% of the entrepreneurs are women. Most of the people who decide to start a business have a high level of education, 57.70% with a university level. Among the main reasons that motivated them to start a business were lack of employment (39.60%), making a difference (25%), increasing their personal income (21.3%) and continuing a family tradition (19.40%). Of the data obtained, 66.6% do not have a person with accounting or tax knowledge, 77.60% of the respondents have started their business with their own budget, 65.6% have not received training or advice before starting their business, 86% have not received tax training, 85.5% do not comply with their tax obligations in a timely manner, 87.9% do not know about tax incentives and 89.1% have not implemented tax planning in the administrative management of the business.

## **CONCLUSIONS:**

The results of the qualitative research show that a large percentage of entrepreneurs who start their businesses are between 20 to 49 years old with a higher education level (47.70%). These

results coincide with the research of Romero & Milone, 2016 and Marulanda & Morales, 2016, which express that the entrepreneurial attitude is higher in people with university studies. The research by Lasio, Amaya, Zambrano, & Ordeñana, 2020, disagrees with the study and argues that 53.5% of the entrepreneurs are men and 46.5% are women; in contrast, the results of the research show a greater participation of the female gender.

It should be noted that 77.60% of the respondents have started their business with their own budget, 65.6% have not received training or advice before starting their business, 86% have not received tax training, 85.5% do not comply with their tax obligations in a timely manner, 87.9% do not know about tax incentives and 89.1% have not implemented tax planning. Evidencing a very high level of entrepreneurs who do not know about the use of tax planning and which is important in the economic development of the enterprise, as corroborated by Rivas, 2000, which states that the factors, both internal and external, affect the tax planning strategy, which is why an analysis of the company's environment is necessary before planning.

65.6% have not received training or advice before starting their entrepreneurship, 81% have not received training in accounting or taxation, being very necessary these actions to develop competencies and skills as pointed out by the authors Palma, Arroba, Murillo, & Pico, 2018, who express that training is important because it allows developing the competencies and skills of the entrepreneur, which allows the generation of stable and successful businesses.

81% have not received training in the tax field, 81.5% do not comply with their tax obligations in a timely manner, 87.9% do not know about tax incentives and 89.1% have not applied tax planning. Given this result, it is necessary to emphasize what was stated by the authors Mite, Lovato, & López, 2017, who express that entrepreneurs should be provided with adequate tools to contribute to the economic development of the country, improve their family environment and that of society. The higher education level makes it less complicated to raise awareness among entrepreneurs, so that they understand that tax planning is an essential control tool in organizations and that it is not carried out with the aim of excluding income or hiding, concealing or evading tax obligations, but for the fulfillment of obligations, which contributes to the optimal development of enterprises in a given tax regime. Its implementation contributes to improve cash flow, identify and reduce costs and increase business profitability and be updated on the constant changes in tax legislation, which leads to an organizational growth.

Due to the COVID-19 pandemic, 15.70% of companies located in the Tumbaco District had to temporarily close their economic units and implement new strategies to adapt to the current situation.

Entrepreneurship is the basis for the creation of new businesses that allow the generation of income and, especially, to survive in an economy with many uncertainties in all areas. Therefore, Nicolás & Rubio, 2020, state that entrepreneurs require support from the State to develop or continue with their entrepreneurship. In addition, appropriate policies must be established to encourage entrepreneurs, otherwise, unemployment rates, both formal and informal, will be higher, which will affect the State's economy. What agrees with the point

of view of Almodóvar, 2016, is that entrepreneurs in developed countries contribute to economic growth because these are created by opportunity, while in countries with weak economies, those arise out of necessity and their period of existence is short term, so it is not considered as a factor that influences economic growth; however, in the Tumbaco District, according to the results obtained, it can be stated that the entrepreneurs by the level of studies of the respondents would be given because they see a market opportunity and out of necessity due to lack of employment. It is necessary for the State, through the Internal Revenue Service (SRI), to seek new strategies that motivate and encourage taxpayers to comply with their tax obligations, under the premise that by planning their businesses and future investments and being informed of all that the IRS offers, entrepreneurship will be strengthened by the proper application of tax incentives under current Ecuadorian law, which helps to reduce the levels of tax evasion.

66.6% do not have a person with accounting or tax knowledge. Considering that an undertaking is an economic unit in which policies must be established in different aspects such as: having a person or tax department with its respective planning unit, establishing lines of action for the compliance of operating expenses avoiding arrears and interest, complying with the payment of profits to partners and employees without increasing financial costs, treatment of income through the establishment of guidelines for future investments at the lowest cost both tax and financial.

The concepts described by Cardona & Orozco, 2015, have been useful for this study, since they assume tax planning as a financial management tool, which is oriented to strategic planning and generates or delimits decision making to a period in order to optimize resources, distribute profits and return and pay taxes previously planned, considering the tax risks that may arise, if necessary, propose strategies to economize resources and strengthen the finances of the economic units. Through tax planning, the legal reduction of monetary resources to the payment of taxes is proposed, that is, it allows calculating the distribution of the tax burden of the fiscal year in order to obtain the monetary resource, comply with the amounts and deadlines established for the return and payment; in this way, the tax obligation is extinguished, which implies the implementation of administrative methods in an efficient and effective way to optimize efforts for the achievement of organizational objectives.

Tax planning seeks to optimize the resources of economic units, this is related to the use of other tools such as financial analysis, in which financial ratios are used, being necessary to mention that no separate ratio allows evaluating the performance of a financial nature (López, 2017). Another tool used is the Dupont system, which is a decisional tool that combines several financial ratios, whose results allow the measurement of the optimization in the use of the organization's resources. Dupont, 2018, points out the importance of dynamically linking the information in the Financial Statements, the formula being:

$$\text{ROE} = \frac{\text{Net income}}{\text{Sales}} \times \frac{\text{Sales}}{\text{Assets}} \times \frac{\text{Assets}}{\text{Equity}}$$

This formula is used to analyze the return on equity or ROE, which is composed of three elements: net income, asset turnover and equity multiplier. If the net income is multiplied by the asset turnover, the result will be equal to the return on assets or ROA. The DUPONT analysis is divided into two components: ROA, which indicates how productive the organization's processes are, and another related to the level of leverage. It means that the return on equity ROE is equal to the return on assets ROA multiplied by the financial leverage.

When applying tax planning in the economic units, resourceful conducts of the taxpayer are used, in accordance with the law, for the optimization of the tax burden, through the choice of multiple tax options provided in the current tax law to legally determine the configuration of the taxable event, payment of which can be deferred and, therefore, increase the level of financial profitability. It is important to avoid illicit conducts, that is to say, conducts carried out with negligence or malice, such as fraud of law, abuse of right, unjust enrichment, sham, tax fraud, etc., that is to say, conducts that in the long run are configured in tax evasion. Tax evasion involves intentional or negligent conduct by the taxpayer aimed at avoiding the payment of a tax obligation that has arisen legally.

Tax planning in undertakings must be carried out in a logical order, taking into account each of the stages of planning, especially the principles of planning such as necessity, legality, opportunity, totality, usefulness, reality, materiality, uniqueness, security, integrity, temporality and interdisciplinarity must be applied and respected. Because each undertaking is a different economic reality, each has its own characteristics and it is not possible to apply models from other undertakings in their entirety. Tax evasion has generated concern among the authorities, who have established anti-evasion measures as mechanisms to help return and pay taxes.

## References

Álvarez, C., Muñiz, L., Morán, J., Merchán, L., Conforme, G., Nevárez, E., & Romero, R. (2019). *Las ideas de negocios, el emprendimiento y el marketing digital* (Primera ed.). Área de innovación y Desarrollo S.L. Obtained from <https://bit.ly/2T4PQU4>

Cardona, L., & Orozco, S. (2015a). *Planeación Tributaria Un Beneficio Para Las Organizaciones* [Universidad de Antioquia]. <https://revistas.udea.edu.co/index.php/tgcontaduria/article/view/323404/20780594>

Durán, J. (31 de mayo de 2015). Una aproximación a la relación entre el desarrollo regional y el emprendimiento en Colombia. *Sotavento MBA*(25), 92-98. doi:<http://dx.doi.org/10.18601/01233734.n25.10>

**Dupont.com:** [http://www2.dupont.com/Phoenix\\_Heritage/en\\_US/1918\\_detail.html](http://www2.dupont.com/Phoenix_Heritage/en_US/1918_detail.html)

Hernández, J. (2011). Metodología de la Investigación. Cep Instructivo de Aplicación de Sanciones Pecuniarias, Registró Agosto del 2014. Quito- Ecuador

Lasio, V., Amaya, A., Zambrano, J., & Ordeñana, X. (17 de julio de 2020). Global armand Entrepreneurship Monitor Ecuador 2019-2020. Obtained from <https://bit.ly/3wfgLuH>

López, A. C. (2012). La Cultura Tributaria en un Grupo de Actividad Económica Informal en la Provincia de Pichincha. Quito: Departamento de diagramación CEP.

**López, K (2017). La planificación tributaria como herramienta financiera para la toma de decisiones en el sector inmobiliaria. Quito.**

Palma, H., Arroba, H., Murillo, M., & Pico, F. (Junio de 2018). La generación de emprendimientos productivos, aporte al desarrollo económico local. Observatorio de la Economía Latinoamericana. Obtained from <https://bit.ly/3v6kfzp>

Orellana-Quezada, D. P. (2017). La innovación tecnológica y su incidencia en la competitividad empresarial de las pymes de la industria manufacturera de la provincia del Azuay-Ecuador. Lima: UNMSM.

Mejía, Q. (2011). El proceso contable y su incidencia en la determinación de las obligaciones tributarias por el sujeto pasivo, hacienda Bella Jungla, cantón la Maná, provincia de Cotopaxi. Ambato, Tungurahua, Ecuador (Tesis). Recovered from <http://repositorio.uta.edu.ec/bitstream/123456789/2042/1/TA0233.pdf>

Marulanda, F., & Morales, S. (26 de Agosto de 2016). Entorno y motivaciones para emprender. Revista FAN(81), 12-28. doi:<http://dx.doi.org/10.21158/01208160.n81.2016.1556>

Romero, A., & Milone, M. (13 de Marzo de 2016). El Emprendimiento en España: Intención Emprendedora, Motivaciones y Obstáculos. Journal of Globalization, Competitiveness & Governability / Revista de Globalización, 10(1), 95- 109. doi:10.3232/GCG.2016.V10.N1.05

Serna, H. (1994). Planeación y Gestión Estratégica. Bogotá: Legis

Silva Gracias, D. I. (S/D de S/M de 2015). Academia. Obtenido de [https://www.academia.edu/16672881/TESIS\\_PROPUESTA\\_DE\\_UN\\_PLAN\\_D\\_E\\_NEGOCIOS\\_PARA\\_EMPRENDEDORES](https://www.academia.edu/16672881/TESIS_PROPUESTA_DE_UN_PLAN_D_E_NEGOCIOS_PARA_EMPRENDEDORES)

Rivas, N. (2000) Planificación Tributaria, Conceptos, Teoría y Factores a Considerar. Santiago de Chile: Magril.

SPITZ, Barry: “Planificación fiscal internacional”, Ediciones Deusto, 1992, p. 11

Velarde, C. (2006). Estrategias educativas para el desarrollo de una cultura tributaria en América Latina. Experiencias y líneas de acción. Recuperado de <http://old.clad.org/portal/publicaciones-del-clad/revista-clad-reformademocracia/articulos/017-junio-2000/estrategias-educativas-para-el-desarrollode-una-cultura-tributaria-en-america-latina.-experiencias-y-lineas-de-accion>

Villegas Héctor, en Diccionario Derecho Tributario, Quito, Corporación de estudios y Publicaciones /CEP), 2012, p. 134