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Topic:

Elaboration of a Managment Plan for the competitiveness of MSMEs in Azuay, case study: Golosinas DIKATY

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DEDICATION:

I dedicate this graduation project to my family, who have been support in every stage in my life and have always motivated to give the best of me in order to achieve my goals, always helping me with every obstacle that has been presented.

Wendy Brigss

I dedicate this thesis to my parents for being fundamental pillars that have supported me throughout my life, for all the effort they have done to reach this important stage. In addition, to my close friends who were also part of this process.

Jim Rengifo

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RESUMEN

Este trabajo forma parte del proyecto que busca lograr la internacionalización de las MIPYMES del Azuay; La primera etapa del proyecto de vinculación con la comunidad consistió en un diagnóstico de las empresas, para medir su potencial de exportación, la segunda fase, se basó en un benchmarking de las empresas con empresas colombianas. Finalmente, este trabajo de titulación consiste en la elaboración de un plan para mejorar la competitividad de la empresa Golosinas DIKATY. Basándose en la recopilación de información directamente de la empresa, así como de las etapas previas del proyecto y un análisis con el Ministerio de Producción, Comercio Exterior, Inversiones y Pesca, se detectó que la empresa necesita de mejoras en las áreas administrativas con una reestructuración de la planeación estratégica y en el área de ventas con la elaboración de un plan de marketing.

Palabras clave: Competitividad, Plan de marketing, Planeación estratégica, Áreas estratégicas, MIPYMES.

ABSTRACT

This work is part of the project that seeks to achieve the internationalization of MSMEs in Azuay; The first stage of the community engagement project consisted of a diagnosis of the enterprises measure their export potential escended escended escended was based on a benchmarking of the companies with Colombian companies. Finally, this degree work consists of the elaboration of a plan to improve the competitiveness of the enterprise Golosinas DIKATY. Based on the compilation of information directly from the company, as well as the previous stages of the project and an analysis with the Ministry of Production, Foreign Trade, Investments and Fisheries, it was detected that the company needs improvements in the administrative areas with a restructuring of strategic planning and in the sales area with the preparation of a marketing plan.

Key words: Competitiveness, Marketing plan, Strategic planning, Strategic areas, MSMEs.

INTRODUCTION

Currently, the MSMEs of the country and the region face great challenges, since they have international companies that are in a better situation to satisfy all the needs of the market. For this reason, MSMEs must begin to improve their competitiveness, in order to face this international companies and achieve a position in the local and national market.

In Azuay there are approximately 2360 MSMEs, which generates an income for the province and for the country (El Tiempo, 2017). Additionally, it generates several jobs, since it employs approximately 70% of the country's economically active population (Ron Amores & Sacoto Castillo, 2017).

One of the MSMEs in Azuay with export potential is Golosinas DIKATY company, founded approximately 20 years ago as a family business that is dedicated to the production and marketing of chocolate-based with fine aroma cocoa. It is one of the companies that needs to improve its competitiveness to face the market and also to achieve its internationalization in the future.

The DIKATY candy company is working to improve its competitiveness. Currently, it has a Good Manufacturing Practices (BPM) certification and the INEN process management certification, obtained in 2017 and valid until December 2020. However, the company still has several aspects to improve, such as the strategic planning.

For the sales area, a marketing plan has been drawn up, adjusting to the needs of the company and the conditions of the local market. To develop the strategic plan, it is necessary to restructure its foundations, such as the company's mission and vision. In addition, it was considered necessary to establish objectives and goals to guide the company.

CHAPTER 1: THEORETICAL BASE OF INTERNATIONAL TRADE

1.1. Theories of International Trade

1.1.1. Theory of Absolute Advantage (Adam Smith

One of the most important foreign trade theories is the theory of absolute advantage, which was stablished by Adam Smith in 177 he author argued that trade is a zero-sum game, so countries should specialize in goods that produce more efficiently and import those that another produces. The country with the highest efficiency in producing a good was considered the one with the absolute advantage. With this theory, Smith sought to clarify that countries should not produce products that were less expensive if purchased abroad and thus use resources much more efficiently.

Hi his book International Business Competition in the Global Market explains clearly what the absolute advantage consists of, the example of France and England in the time of Adam Smith. He proposed that France, having a favorable climate for growing grapes, should specialize in the production of wines. While England had the resources and knowledge for the manufacture of textiles, it had to specialize in this field; therefore, England had to import wine and France textiles. (Fig. 2011)

1.1.2. Theory of the Relative Advantage (David Ricard

David Ricardo as from London. Since his 14 years was already immersed in the world of the stock market. Despite his lack of professional studies, his experience in the economic area led him to not base his opinions on real foundations, he managed to capture people's attention with his wit and natural intelligence scartín González, 2004).

The theory of comparative advantage is the most important contribution to the economy that he has among his writings, despite the fact that his concept is limited to a bilateral agreement under specific circumstances. Under supposition we are going to propose a modernized example to explain David Ricardo's theory; two countries are going to be considered: Nicaragua and Honduras; and two products: t-shirts and liquor. On the one hand, it is going to be consider that Nicaragua uses 15 people to produce 3 dozen T-shirts and uses 30 people to produce a dozen bottles of liquor. On the other

hand, Honduras uses 30 people to produce a dozen T-shirts and 15 people to produce a dozen bottles of liquor. In this way we can say that there is a bilateral relationship in which it is convenient for the Nicaraguan T-shirt's producer to sell their products to Honduras, and, on the other hand, for the Honduras's liquor producer to sell them to the Nicaraguan market. (Rosa Polanco, 2012)

David Ricardo recommends under these terms that each country should specialize in the production of the good in which it has a comparative advantage, in which it uses fewer resources and work force to produce the good, so that in this way the two countries enjoy more quantity of goods for the same cost. As an extension to the concept of the absolute theory of Adam Smit Ricardo proposed as a fundamental axis the opportunity cost that a country has when it chooses to produce the good in which it has a lower manufacturing cost or has to sacrifice fewer resources for its obtaining. Although more factors were considered at the time of an exchange between countries, they remain bilateral, applicable in a barter, but not in a modern and multilateral trading system. Although this because it continues without considering that costs and returns are not always constant, the durability, the capital mobility, the structure, or the perfect workforce are factors that David Ricardo does not take into account. (Escartín González, 2004)

1.1.3. Theory of Heckscher and Ohlin

This model was designed and published by Eli Heckscher in 1919 and would be modified and studied in depth in 1933 by his student, the Swedish economist Bertil Ohlin, is called the Heckscher-Ohlin model, name by which it is known today. This model has as fundamental theory before of the comparative advantage proposed by David Ricardo, it tries to explain and find a solution to the problem that was discussed in the final paragraph about David Ricardo's theory, regarding the number of existing factors, for which he proposes in his theory the following assumptions: Two nations, two commodities and two factors of production, labor and capital (Quiroz, 2012).

Hecksher and Ohlin propose a very optimistic scenario where there are constant returns in both nations, preferences are the same for both countries, competition is perfect in the markets and there is perfect mobility of factors within each country. In this way, we can start with a simple example with country A and B. The model tells

us that country A will export the products that require the intensive use of the factor that is abundant in that country, and will import the products that require the intensive use of the factor that is scarce. On the other way ountry B will do the same, thus making it clear that there must be an abundant factor and another scarce untry A will operate under the assumption of abundant labor, country B will operate under the assumption of abundant capital and scarce labor. Taking this assumption into account, we conclude that country A, which is rich in labor, will export labor-intensive products and import capital-intensive goods that are not abundantly available, and vice versa in the case of country B. (Quiroz, 2012)

The empirical validity of this model is highly contrasted by predicting a scenario full of perfect expectations between the two countries very difficult to fulfill in the real scenario of international trade. Perhaps if we consider Leontief's work, we can see that it was not fully complies with these principles of theory. Leontief, in his famous paradox, thoroughly investigated this situation in 1953, and points to the United States as the most important example to prove that the model was wrong. He took data from the year 1947 and with this he concluded that the United States, of course, was a powerful and abundant country of large capitals, no one could deny it. The interesting thing about this research comes at the moment when it analyzes that the United States was also a power in labor and work. It is finally concluded that with the abundance of capital and money to be able to export capital intensive products, the United States, by this time was already using its capital to be able to intensify the national labor force and destroy the Hecksher and Ohlin model, demonstrating absolute power in all the factors studied by this model (Cuevas, 1994). In this way, this theory also failed to provide an efficient explanation of the methods of international trade between countries, showing that there were many more factors that were not being taken into account when making an exchange of products. (Cuevas, 1994)

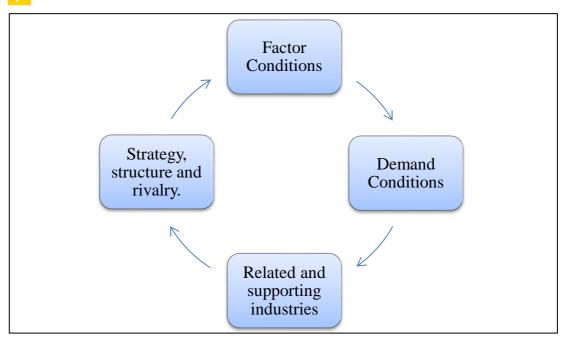
1.1.4. Porter's Diamond Model

Porter's diamond is a system, in which the analyzed company areas are related to each other, however, each one of the areas can be understood independently. This theory was make by Michael Porter and published by Harvard in 1979. Porter's diamond is directly related to Adam Smith's theory of absolute advantage, as it seeks that

companies and countries have a competitive advantage to obtain the absolute advantage. (Porter, 1986)

Porter's system analyzes four important aspects to determine the competitive advantage of companies, which are:

stration 1: Porters's Diamond



Source: (Porter, 1986)

Produced by: The authors

eally important to analyze Porter's Diamond, because is the current tool that enterprises use in order to improve its competitiveness. To me more rentable and to elaborate strategies based on their realities and capacities.

1.1.4.1. Factors conditions

In this aspect, Porters Diamond analyses the important factors needed for the production. It includes labor, capital, infrastructure and others. According to Michael Porter the factors condition is fundamental for the competitive advantage, this is because it determines who is the one who has the absolute advantage at the production of a service or a good. Porter considers who has the biggest availability of factors is the one who have a competitive advantage.

1.1.4.2. Demand Conditions

The second aspect to consider at Porters Diamond in order to obtain a competitive advantage is to know the local demand of the product. This means, that it is necessary to consider the characteristics of the local market in order to satisfy its needs. Also, it is important to consider the size and the growth rate of the demand.

Within the composition of the demand exists three significant characteristics to obtain the local competitive advantage:

- Segmented structure of demand
- Knowledgeable and demanding buyers
- Precursor needs of the buyers

Additionally, Porter considering portant the size of the demand because it can represent the competitive advantage. When the number of buyers is bigger a better environment of innovation can be created.

1.1.4.3. Related and supporting industries

In this aspect, Porters Diamaond anlyse the sectors that help in the production or the ones that are linked to an enterprise. As an example, the suppliers or clusters that born because of the interaction that exists between enterprises. Labor in conjunction with all the related and supporting industries can lead to obtain the competitive advantage to the sector.

1.1.4.4. Strategy, structure and rivalry

This last factor of Porters Diamond analyses the environment in which enterprises can manage, organize and manage the same sector. Additionally, it analyzes the internal competitiveness, goals and objectives of each. Porter affirmed that the more competitiveness and rivalry exist the more innovation should too, therefore, a comparative advantage could be developed at the enterprise (Porter, 1986).

1.2 Internacionalización theories

1.2.1. Uppsala Model

Upsala model was developed by Jann Johanson and Finn Wiedersheim-Pau ho developed an investigation at Uppsala University in Switzerland. The international process of local and American enterprise that produced on their countries were analyzed. With this investigation they found that four enterprises used the same process. At the beginning, the enterprise grows locally and when it obtains an economic capacity as well as enough knowledge it starts with sporadic exportations to neighbor countries because they do not have enough information from other markets. After arriving to the success in a near country, the second phase start. This second phase consist on lead the exportations with a forwarder. Later, exportations by franchises will be developed. Finally, the enterprise will be able to stablish production strategic locations in other countries (Johanson & Wiedersheim-Paul, 1975).

This model is locally forward the internationalization of enterprises, but in stages. This is because the enterprise could gain experience and resources to keep evolving on these stages. On the Upsala model exist four stages.

1. Non regular activities of exportation

This first stage starts when the enterprise has all the necessary resources to start its internationalization. This is the most important one because the enterprise is starting in the international market.

2. Exportation through forwarders

In this stage exportations are more of This step is done when the Enterprise has more stability in the international market, also, it does have the necessary knowledge about the market, what it is going to be exported and more over about the process to follow.

3. Establishment of a franchise outside the local market

This stage can start when the enterprise has obtained enough experience and knowledge about the international market. With this information, the enterprise can decide which of the markets is more productive and tempting to stablish a commercial franchise. To start this stage, the enterprise should have enough resources.

4. Establishment of productive units outside the local market

This last stage the enterprise should have developed in knowledge, experience, and capital; this because a big part of the production of the enterprise will stablish outside the local market. In this stage the enterprise will obtain the maximum level of internationalization (Cardozo, Chavarro, & Ramírez, 2007).

1.2.2 Born Global theory

Enterprises consider as born global are those that since its creation have been focus on global markets because their production factors obey a world Wire view. This means, that these enterprises are focus on satisfying the needs of consumers from all over the world. These enterprises can be developed because of three important global factors: the market conditions, technological development, and the developed capacities of the people (Cardozo, Chavarro, & Ramírez, 2007).

1.2.2.1 Market conditions

Currently, markets are more specialized, so niche markets are too. That is why enterprises should keep specializing in just one product and focus in a market niche at the local and national level, because of these new conditions is that local enterprises cannot satisfy the need of new specialized niches.

1.2.2.2 Technological development

The increase of available technologies in a worldwide level has benefited trade, this is because it exists easier ways to develop business through the net. Additionally, information access allows enterprises to have new data about new markets to access and this make easier transaction between countries. That is why exists more born global enterprises.

1.2.2.3 People developed capacities

Nowadays, people as enterprises are looking to specialized in one action field. That is why the knowledge they obtain in an international level are required by born global enterprises. Additionally, people's mobility has provoked that markets became homogenous in a local and international level.

1.2.3 Theory of Cultural Dimensions by Hofstede

Geert Hofstede is a sociologist who in 2003 identified five variables to buy cultures between countries. Within the foreign trade, this is a useful tool while buying societie in different countries in order for them to take better decisions at the moment to get inside a foreign market. Additionally, the variables that Geert Hofstade stablished the comparison of cultural dimensions of each country are countable, that is why in objective tool for the enterprise decision making (Hofstede, 2003).

1.2.3.1Power Distance Index – *PDI*

This dimension is the degree that any society accepts power inequalities inside institutions and organizations which are the base of any society as families and communities. When a society have an elevated PDI mans that inequalities are accepted the other hand, if the PDI is low means that society does not accept power and richness inequalities in these institutions.

1.2.3.2 Uncertainty Avoidance Index – UAI

This index refers to the society preferences about structures and non-structure situations. For Hosftade a high UAI means that societies have a big tolerance situations that cause uncertainty is means, they like to have control over things. On the other hand, societies that possess a low UAI are used to uncertainty and ambiguity. This can be seen on societies that are not used to follow rules.

1.2.3.3Individualism – Collectivism

The individualism dimension refers to the preference that people from a society have to work by themselves rather than in a community. A high individualism index means that the society prefers the autonomy and independence over the values of the group or society. Societies with a low index of individualism give preference to the values and interest of the group over the individual ones.

1.2.3.4 Masculinity – Femininity

This cultural dimension reflects the values of a society. A society is more masculine if it reflects values as assertiveness development, success and challenge. Meanwhile, a feminine society reflects values quality, personal relations or life quality.

1.2.3.5 Long term Orientation

This dimension that was proposed by Hofstade refers to the degree in which individuals of the societies have in order to postpone the perks of their needs. A high index reflects that the society appreciate engagement in long term, on the other hand, a society with a low index considers that long term compromises are not an impediment to do changes (Hofstede, 2003).

1.3 MSMEs Theories

1.3.1. Challenges of the MSMEs

The concept of MSMEs is related and denhances the small and medium industries of a country. In Economic are from different shapes and dimensions, you can found under the management of an owner, a society, an anonymous society or investors. All of this MSMEs have the freedom to develop the type of activity they consider better, it can be production, commercialization, provision of services, all of them that look for a benefit. In Ecuador this type of companies represents around the 95% of the existent productive units (Ron Amores & Sacoto Castillo, 2017). In order to find a meaning of MSMEs we are going to refer to the Internal Revenue Service in Ecuador, who describe them as "the group of small and medium enterprises that, according with their sales volume, social capital, quantity of workers and its level pf production or actives represent characteristics of this type of economic entities" (SRI, 2012).

On this way, it also includes the classification of enterprises according with its size, here we sum up in this way: microenterprise have revenues of less than \$ 100,000 per year and range from one to nine workers. The small business has revenues between \$100,001 and 1,000,000 and must have 10 to 49 workers. Medium-sized companies should have an income between \$1,000,000 and 2,000,000 and have from fifty 50 to 99 workers (Comunidad Andina, 2008). Taking this on account, we can allege that MSMEs are a fundamental pillar of the Ecuadorian economy. This companies represent the 90% of the productive units, give around 60% of employment to the country, they participate of a 50% on the Ecuadorian production and offers nearly 95% of the services that citizens use on their daily lives. It can be found on the convenience

store at the neighborhood, a restaurant, a pharmacy, a mini market, or a place that offers any type of product (Ron Amores & Sacoto Castillo, 2017).

Ecuador is the second country, followed by Peru, that he more MSMEs. For the year 2011, according with the Internal Revenue Service existed 27,646 from which 35% were medium and 65% small companies. For the year 2018, according with the INEC, the National Institute of Ecuadorian Statistics, the Enterprise directory; MSMEs raised in 899, 208 MSMEs in which 816, 553 are micro, 61, 117 are small, 14, 278 are medium and 4, 260 are big enterprises (INEC, 2018). In this way, we have the certainty that we are one of the Latin American countries with more quantity of MSEMs, what influence the Ecuadorian government to take effective and immediate measures to support this sector that keeps growing (Ron Amores & Sacoto Castillo, 2017). The multi-party agreement with the European Union is a clear example that the government took on account the MSMEs in order for them to keep growing without having barriers in its development because of the competition with other European products. In this agreement they potentiated them to have more facilities to internationalize their goods in the European market, through this way they can achieve a significant growth that could arrive to a bigger input to the Ecuadorian GDP (Hoyos Zavala & Lasso de la Vega, 2017).

1.3.2. Enterprise Competitiveness

While time has been passing, the word 'globalization' has become really strong. The Residescribe it as "the process in which the economies and markets, with the development of communication technologies obtain a worldwide dimension, so it depends more with external markets and less with government actions" (RAE, s.f.). Globalization has created interconnections between the whole world, proving that expanding into new markets is already an achievable dream for companies. However, the internationalization of MSMEs, according to data from the World Trade Organization, are the most vulnerable type of companies when expanding their product portfolio to the international market due to factors such as fixed entry costs for foreign markets, access to information on international distribution, in addition, the standards, certifications and regulations that enterprises must fulfill. That is why the World Trade Organization recommends electronic commerce as it is a more accessible way for this

kind of companies due to the lower costs SMEs are able to access to the international market and their distribution networks. Even so it continues to be a challenge for these companies because of logistics issues and the way in which the merchandise must be delivered to the customer, so SMEs have several disadvantages to be able to internationalize (Azevedo, 2016).

Although the concept gives us an idea that the world is getting smaller, SMEs have not had the same fate, unfortunately there are small and medium-sized companies that see the internationalization of their products as utopia due to different factors that limits them to participate in new markets. Ecuador has a wide variety of SMEs in different areas, and just as they contribute to the economy, we have also been able to identify that they suffer from various difficulties to progress and internationalize.

SMEs have been greatly affected by the lack of factors to compete in a given market, many of these do not have enough support to grow and stay within the competitive parameters of a market. Many times, this is caused by a government that leaves in a second level the sector and get engaged in other activities, or support other sectors of large companies, due to their impact on the GDP. SMEs are similarly limited in the social, commercial and productive fields, and also the most important, access to new markets. All of these together make this sector of companies less competitive, compared to large companies that monopolize the majority of the market both local and international. The path that a SME must follow to expand internationally has several challenges, including production costs, the obligation to have international certifications that are essential to enter the European market, export volumes and the lack of financing for be able to increase and extend the production capacity, (Maldonado, 2017). These are factors that the Ecuadorian government, through Pro Ecuador, has been working together to promote and provide the necessary tools and take them to the international field when they are ready for it. It should be stressed that the essential function of PROECUADOR with MSMEs is being in charge of executing policies and regulations for the promotion of exports and investments of the country in order to promote the supply of products and markets of Ecuador for its strategic insertion in international trade (PRO ECUADOR, s.f.).

1.4 Conclusión

To achieve a broad context at the time of analyzing the specific case study, it is necessary to remember the foundations that were the fundamental pillars on which the first theories that gave rise to the origin of both large and medium-sized companies were settled. In the same way It is vital to understand that trade is a topic that has been practiced for centuries and how it has evolved to such an extent from the globalization that it currently has. All these theories, starting with Adam Smith, laid the foundations that are now essential for any company when it comes to launching its product on the international market; until finalizing with the Diamond of Michael Porter, a theory that reunites and refines the theories mentioned in the chapter.

In the same way, there must be a context of what the internationalization of a company supposes with the Uppsala theory. This is kind of a manual that allows companies to take the necessary measures to survive in the international market, all this, detailed in steps to be carried out by companies until they achieve total success through production units in different countries of the world. The theory of SMEs, and more specifically in Ecuador is the final topic that was discussed, which is linked to the theory of Born Global. The studies conducted by the research projects prior to this degree work, in which was described and identified through research, a group of small companies that meet specific requirements to be eligible for an early internationalization of their products. The case of Golosinas DIKATY is one of these MSMEs that, oriented in an efficient way, can offer its products to the international market.

CHAPTER 2: INTERNAL ANALYSIS OF THE COMPANY

2.1. Introduction

The company Golosinas DIKATY has been selected to carry out an improvement management plan for its subsequent process of exportation. This company is located in the city of Cuenca and has participated in previous diagnostic projects, so it already has knowledge of the process that must be taken into account to reach its internationalization. In order to develop an improvement management plan, it is necessary to carry out an internal analysis of the company to identify its strengths and weaknesses so they can correct them and reach the internationalization of the company.

The information was collected during visits to the manufacturing site of Golosinas DIKATY company, where the production manager Roberto Rodríguez who was aware of the current situation of the company, was interviewed. Within the company, the general aspects, the strategic areas were analyzed and additionally diagnoses were carried out with the collaboration of the Ministry of Production, in order to analyze the situation of the company with national standards.

2.2. General aspects of the company

2.2.1. History

The company was born as a family business that was mainly focused the production of artisan chocolates. Its owner Pablo Pauta, who had obtained his knowledge working with master chocolatiers together with his wife, was in charge of the administration of the company and the elaboration of the products.

After approximately five years of operating in an artisan way, an opportunity arises that allows the company to expand. An international company places an order of approximately 12,000 units. With the profit from this sale, it was possible for the owners to acquire new capital to invest in machinery that would help the company grow significantly.

Currently, Golosinas DIKATY is a mighty-company that has five distribution points around the city. Additionally, it has certifications that allow it to position itself in the international market as a quality product.

2.2.2. Mission

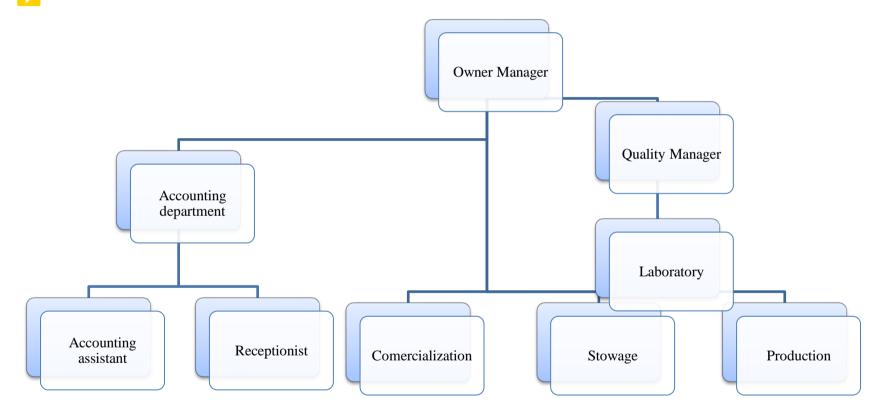
Beyond the elaboration of chocolate based on fine aroma cocoa, with unique flavors in the region, we have created the need to have an impact on society through the development of new techniques, which result in experiences and sensations that only a good chocolate can offer.

2.2.3. Vision

Distinguish our brand and product over the competition at national and international level, achieving that our clients recognize us for our products with an excellent taste and the best quality.

2.2.4. Organizational Structure of the company

stration 2: Golosinas DIKATY Organization Chart



Source: (Rodríguez, Internal Diagnose of the enterprise, 2019)

Elappated by: The authors

The Golosinas DIKATY company has a total of 9 people within the manufacturing site. These people play a different role to be able to carry out the productive activity. Golosinas DIKATY has an owner manager, followed by a production manager, who is in charge of supervising and carrying out the production process of the company. Additionally, the production manager is in charge of organizing and supervising the marketing of the products and the winery. Within the accounting department there is an accounting assistant and a secretary.

2.2.5. Analysis of the strategical areas

To facilitate the internal analysis of the company and detect in a better way the internal problems, the company has been divided into four strategic areas, which are: productive, where the process of transformation of raw material is analyzed in the finished product; In the administrative area, will be analyzed the way in which the company is managed and if it has a strategic plan to meet the goals and objectives; In the financial area, it will be analyzed how the company handles its income and expenses, additionally, the payment facilities offered by the company. Finally, in the area of sales and marketing, it will be analyzed how the company seeks to reach customers to commercialize its products and the competition it faces locally.

2.2.5.1. Productivity analysis

Within the production area, is analyzed the process carried out to obtain the main commercialization products, such as chocolates, bars, truffles and alfajores. The process described below is the one carried out with chocolate, which is the basis of all the products offered by Golosinas DIKATY.

2.2.5.1.1. Raw material reception

In this step, the reception of cocoa and the other inputs required for the production of the product is carried out. The company demands that its suppliers have the best quality standards and that they comply with all health requirements and others that are regulated by the competent entities of Ecuador.

2.2.5.1.2. Roasting

This is an important step for the conversion of the cocoa beans, since it facilitates the crushing of the same. For this process, machinery imported from Italy is used, where the cocoa is roasted to enhance its flavor at a temperature of 135°C for an approximate time of 15 to 20 minutes.

2.2.5.1.3. Grinding

After roasting, the cocoa beans are crushed, which is carried out in industrial crushers to facilitate the process. After grinding, a cocoa paste is obtained, which has to be left for approximately two days so that it solidifies and in turn obtain cocoa butter that is also used in the chocolate production process.

2.2.5.1.4. Conching

The conching is considered the most important step in the entire production chain, since it is the process in which all the impurities contained in the cocoa paste are eliminated, in addition, the acid taste of it is eliminated and refined to contribute with the excellent quality of the product. In this process, the aim is to harmonize the flavor of the chocolate, since here the other ingredients are added to the cocoa paste such as sugar, cocoa butter and lecithin; in the shell all the ingredients are mixed in the best way to obtain a homogeneous mixture ensuring the quality of the product. This process is carried out in a machine called the conchadora, which is used in large internationally recognized chocolate companies. At the end of the conching, a semi-finished chocolate is obtained, which is used as base to make the products.

2.2.5.1.5. Tempering

This is an important process to shape the finished good, because in this process it is ensured that the semi-finished chocolate melts at the right temperature to achieve the characteristic gloss of the coatings of Golosinas DIKATY products. To achieve the shine, it is essential that the recrystallization of the cocoa butter takes place, and to achieve this, the chocolate is melted at a certain temperature, then cooled, and then given a slight heating. In this way, the cocoa butter produces crystals of an even shape that results with a unique surface shine and a consistency that, when breaking the

chocolate, the consumer can realize the quality of the final product. All of this is achieved through the high-tech machinery that is handled at Golosinas DIKATY.

2.2.5.1.6. Forming the chocolate

Once the chocolate is tempered, a liquid mixture is obtained which is molded into the different shapes that are needed to cover other products such as truffles, chocolates and others. The personnel who work in the manufacturing site are in charge of shaping the chocolate and adapting it to the model that is under request, or otherwise the model according to the promotions that go to each of the physical locations that DIKATY has. This is the step that distinguishes DIKATY from the other chocolate shops in the city of Cuenca, the plus that it asserts to differentiate itself; offering a product that satisfies different tastes and preferences, as well as a unique and distinctive product for the customer.

2.2.5.1.7. Chocolate cooling

With the molded chocolate, it is cooled, according to Roberto Rodríguez, production manager of Golosinas DIKATY, in this part of the process you must be very cautious, since there is no margin of error if you want the chocolate to be of an excellent quality and with a unique shine. It must be cooled to 6 degrees for a period of 3 to 5 minutes' maximum to obtain a good result also mentioned that the cooling of the chocolate in the machines must be soft and not long-lasting, because in this way the process is more effective and a high quality final product is ensured.

2.2.5.1.8. Packing and send to warehouse

At this stage of the production process, the products are packaged in their respective presentation. It is important to print the production date, the maximum consumption time and the product's health record, if these requirements are not fulfilled, the company risks that the competent authority close down the production plant.

In the same way, the packaged products are transferred to the warehouse with the necessary quality standards, to ensure that the products are maintained in the best way for their subsequent distribution.

2.2.5.1.9. Storage

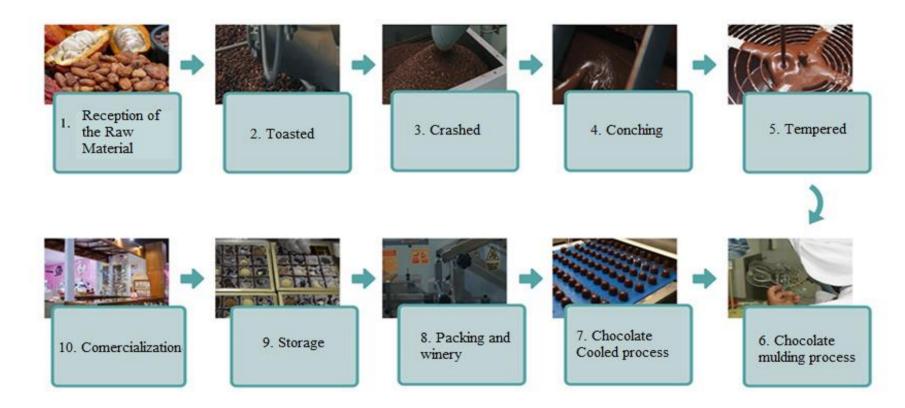
Once the packaging and labeling process is completed, the products are stored in a warehouse, within the manufacturing location. To comply with storage, it is necessary that the products are in an adequate temperature, to prevent the product from melting or getting too cold, causing the characteristic shine of Golosinas DIKATY products to be lost. Inside the winery the products are found in an orderly manner, as there is a designated space for each production line, in this way the company avoids inconveniences and saves time searching for the products, a specific order is maintained to be efficient with the time to fulfill orders.

2.2.5.1.10. Commercialization

Finally, they proceed with the dispatch, where the orders for each of the products made or the requirements to complete the necessary stock in each of the points of sale are received, and the manufacturing site delivers to the dispatch area for be subsequently send to each point of sale or depending on the case, to the place where the specific order was issued.

Below is a flowchart of the Golosinas DIKATY production process where each of the aforementioned points is summarized

Illustration 3: Production process flowchart



Source: (Rodríguez, Internal Diagnose of the enterprise, 2019)

Elaborated by: The authors

the previously detailed process is fully complied with each input of raw material to the company, it should be emphasized that a very strict health control is handled in the company and more specifically in the production plant, it has all the necessary instruments and organized to be able to manipulate the raw material until it becomes the final product.

It is also important to point out the main DIKATY suppliers at the time of receipt the raw material for the production of the product.

The line of products available at DIKATY that are offered to the public and have export potential are:

Chocolate bar

Illustration 4: Chocolate bars



Source: (Rodríguez, Internal Diagnose of the enterprise, 2019) Elaborated by: Golosinas DIKATY

Chocolate coverage

Illustration 5: Chocolate coverage



Source: (Rodríguez, Internal Diagnose of the enterprise, 2019)

Elaborated by: Golosinas DIKATY

Truffles

Illustration 6: Truffles



Source: (Rodríguez, Internal Diagnose of the enterprise, 2019) Elaborated by: Golosinas DIKATY

• Shapes

Illustration 7: Shapes



Source: (Rodríguez, Internal Diagnose of the enterprise, 2019) Elaborated by: Golosinas DIKATY

Chocolates

Ilustration 8: Chocolates



Source: (Rodríguez, Internal Diagnose of the enterprise, 2019) Elaborated by: Golosinas DIKATY

Dragees

Illustration 9: Dragees



Source: (Rodríguez, Internal Diagnose of the enterprise, 2019)

Elaborated by: Golosinas DIKATY

Within this product line it is found the star product, truffles, a product that surpassed the chocolate bar in sales. The truffle name comes from a fungus that is characterized from the rest by its particular flavor. Hence the name of truffle as a sweet with an aspect very similar to the bonbon, with ingredients such as: chocolate, cream, butter and different seasonings to be able to give a specific flavor to each truffle. Without a doubt one of the most exclusive sandwiches on a gourmet table. DIKATY has managed to give these truffles a special touch by introducing new and exotic flavors for different palates, among which are almond, hazelnut, passion fruit, mint truffles, among others.

Regarding the volume of production handled by Golosinas DIKATY, the production manager referred to the fact that it depends on the orders that are made, on average 70 kg of chocolate are produced daily. However, the production capacity of the machinery is 200 kg per day, which means that the company has great potential to increase its production level and access to more markets.

2.2.5.2. Financial area analysis

The financial management within the company is managed through the Cadillac computer system, in which all the data corresponding to the income and expenses of the company are entered. Additionally, Golosinas DIKATY is managed with daily cash flows corresponding to the income and expenses corresponding to each point of sale within the city and the sales made to business customers. The average income of

the company ranges from \$ 3,000 to \$ 3,500 per month, varying in the months in which there is a greater amount of sales.

Regarding the budget, it is assigned on a monthly basis, and it depends a lot on the level of production that has been requested. In the months that have a greater flow of sales, such as December and February, the planned budget is higher, while in the other months the budget is assigned depending on the average level of sales. To verify the cash flow with the budget, it is handled with the invoicing, both of the purchases and of the sales made at the points of sale and to business customers. In addition, the company has the costs of the products established, so the preparation of the budget is facilitated depending on the level of production that is desired.

To continue, the finance of the company is managed mainly with the same income generated by sales and with its own capital. In other words, the company is self-sufficient to manage its expenses. However, there are cases in which the company accesses banks to make loans and expand the company, in order to improve infrastructure, production and management of the company. Frently, the company has requested a loan for the expansion of the warehouse area and the loan has been granted. This means that the company is in a very good financial situation, since the bank has trusted in its ability to meet its responsibilities, as their income are greater than expenses.

Regarding the tax separation is e, the company Golosinas DIKATY is always pending to comply with its tax responsibilities and pays its taxes in the corresponding time with the respective information as support. By having a system in which all their income and expenses are invoiced, they have no problems when responding with their responsibilities.

2.2.5.3. Administrative a analysis

The Golosinas DIKATY company is managed in an orderly and coordinated manner and in harmony with the other departments, it is described as a family business, run by a natural person who acts as manager of the company. A solid and efficient administrative structure for the company was designed between the owner and the owner's wife, since each one has their responsibilities and fulfills them in the

appropriate way. In addition, the administrative process covers all the areas necessary for there to be coexistence among employees and promotion of responsibility when carrying out their work, in this case we will refer to the personnel in charge of the production and processing of chocolate. According to the interviews with Roberto Rodríguez, production manager, it was clarified that there are two product lines; The first refers to products whose main ingredient is chocolate, such as truffles, chocolates, toppings, and bars, and another line that focuses on pastry products such as cakes, ice cream, and cookies. Likewise, there is an independent form of administration of these two types of products, considering that they are under the same ownership of the company. Due to the nature of each of the products, this degree work will focus on products that have export potential, that is, the first line of products (Rodríguez, Internal Diagnose of the enterprise, 2019).

For Roberto Rodríguez in the internal administration, there is a harmonious work environment, there is a good communication relationship between the people belonging to the different departments of the company. However, there are rules, which have to be firmly respected by all employees, and in case of non-compliance, the respective sanctions are given. As we read the internal regulations of the company, we were able to realize the most important points to bring order among employers. Among the most important sections of the articles in the company's behavior manual, we find 8 pillars on which the rules to comply are presented:

1. Obligations of the workers

Respect all people at work, register and mark exit and entry times, use the uniform, report acts of theft, comply with work on time, among others.

2. Attendance at work:

I tuality to arrive at work, give prior justified notice when the persona cannot attend to the company, do not leave work until the corresponding relief occurs, among others.

3. Employer representation:

The manager Pablo Pauta, in his own representation of the company, is the only person in charge of signing or agreeing employment contracts according to the situation of

the company, likewise he is also in charge of terminating the contracts when he deems it convenient for the benefit of the company.

4. Workers admission:

Be over 18 years, have a minimum of primary education, have been verified by the mental and physical health company, have a citizenship card and a valid voting certificate, among others.

5. Trkers prohibitions:

Abandon work without legal cause previously presented to the employer, report to work in an intoxicated state or under the influence of any substance that may affect the performance of the employee at work, perform similar work outside the company using knowledge acquired internally, it is prohibited to abandon work to start working in companies adjacent to DIKATY, among others.

6. Working days and hours:

If necessary, the employee must work overtime, the employer indicates the hours and working days that each employee will have, among others.

7. Permissions, absence and vacations

Prior notification about permits, absences and requesting vacations.

8. Conduct during work:

Have a courteous, respectful and measured treatment among the workers to promote a peaceful work environment in which everyone feels satisfied and can work efficiently for the company.

To fine with the administrative area, it is necessary to emphasize that the owners seek that their staff have constant and permanent training. The production manager, Roberto Rodríguez, is the person in charge of training and then being able to instruct DIKATY's internal staff, in this way the company is constantly improving.

2.2.5.4. Sales and marketing area analysis

In terms of sales, the company operates locally with five strategic sales points located in different areas of the city, this to access a greater number of consumers from various geographical points. These points of sale are located a

- Multiplaza Miraflores
- Simón Bolívar
- Milenium Plaza
- Remigio Crespo
- Gran Colombia

It should be noted that currently the company does not have points of sale at the national level, much less at the international level. However, its products reach different cities in the country through specific order deliveries. DIKATY sweets, is in process of obtaining new certifications to be able to access an international market, where its products have a competitive price and are well received by its target audience (Rodríguez, Internal Diagnose of the enterprise, 2019).

Golosinas DIKATY mainly sells truffles, chocolates, alfajores, chocolate bars and other products made from chocolate with fine aroma cocoa. In addition, they offer their customers personalized chocolates on request, which is what differentiates them from their competition.

Currently, the company seeks to position itself as a brand at the local and national level for subsequent export, which is why they are creating a corporate brand in social networks and digital media to reach more public. Golosinas DIKATY has a web site where you can see the products they offer, emphasizing the quality of the product and its innovation.

Regarding the promotion of the products offered by the company, shortcomings have been detected, since the main form of communication is by word of mouth, also they do not have an adequate marketing plan to make the product well known locally and less internationally. In addition, they do not have a promotion plan so that more people can access their products.

2.2.5.4.1. Market analysis

The main market for Golosinas DIKATY is focused on those who buy in bulk, such as hotels and restaurants locally and nationally, they order in bulk to sell on these sites or as souvenirs for their customers. To achieve the loyalty of these clients, agreements are made between the institutions to maintain good relations between them and access different benefits, such as payment methods and to define delivery dates. For now, Golosinas DIKATY works with Hotel La Victoria, Oro Verde from Machala, Palace from Guayaquil, Jardines de San Joaquín, among others.

Currently, the company operates in a national environment. To reach the international market it is necessary to carry out a market study to determine to which country the chocolate can be exported. Additionally, to become a competitive company in the foreign market it is necessary to have a predisposition to change and innovate, so Golosinas DIKATY is innovating with products derived from cocoa butter, also they use products that are special of the country such as the golden berry and the passion fruit.

To core the the company has not carried out an adequate market study to determine its target group for the sale of its product, nor has it carried out a market study to define to which country it would be more convenient to export its product, taking into account the attributes of the product and the preferences of each market. However, the company has the points of sale distributed in strategic geographical areas where people of different ages can have access, so the company has defined the profile of its main consumers as people who enjoy good chocolate who are over 14 years. To reach this segmentation Golosinas DIKATY did a study observing the main buyers of its products at each point of sale, reaching the conclusion that its main consumers are teenagers and adults.

2.2.5.4.2. Competitor analysis

To be clear about the company's distinctive features, how to stand out and offer a high-quality product at a price, according to the market niche chosen by the company, it is vital to have knowledge of the companies that offer similar chocolate-based products. With this the company can analyze its competitors and based on the data obtained they

can have an adequate strategic plan to offer the product with an additional bonus that ensures the attraction and potential purchase of chocolate consumers.

Among the competitors in the company at the level of the city of Cuenca, the most prominent are:

- Déjame que te cuente: a chocolate shop with two branches in Cuenca that offers similar products, such as alfajores, truffles and handmade chocolates. In the same way, they offer their products in different presentations so that their clients can offer them as gifts.
- Altísimo Chocolate Coffee & Bistro: It has a point of sale in the historic center
 of Cuenca, it also offers chocolates, alfajores and truffles, as well as a cafeteria
 service.

They are the main competitors in the market of the city of Cuenca, DIKATY unlike has 5 branches of sale to the public, and an organized and efficient distribution channel for home orders, companies and institutions that have Golosinas DIKATY as suppliers in the city of Cuenca. Additionally, the company offers more competitive prices than its competition, since it uses its resources efficiently and produces in more volume, so it is possible to lower costs and lower the sale price to the public. At the national level, the strongest competition of Golosinas DIKATY is Pacari, since the company has managed to reach international markets from the beginning, positioning itself as one of the best chocolates worldwide.

2.3. Digglose of the Ministry of Production, Foreign Trade, Investment and Fisheries

This part of the project, for the internationalization of MSMEs, was supported by the Ministry of Production, Industries and Foreign Trade (MIPRO), which held a meeting with the company Golosinas DIKATY, in which a diagnosis was made. It was based mainly in an analysis of the company to verify the development of the project and the level of innovation that the company has. The diagnosis of this public entity is based on a self-evaluation of the company, assigning values of 0 or 1 depending on whether or not it complies with the different evaluation variables. This diagnosis was made through an interview with a representative of the company, where very objective

questions were asked about the management of production and administrative processes, the management of promotion, marketing and brand positioning in the company was also analyzed. Based on the answers given by the representative of the company, a weighted percentage was assigned depending on each variable. The results of the questions were recorded in a matrix prepared by MIPRO, which is detailed in Alipex 2.

Once the self-evaluation is finished, the results are totalized, that means, that the percentages obtained is added to see the state in which the company is located. Within the parameters established by MIPRO for this diagnosis of the development status of the project are:

Table 1: Project Development Status

Project Development Status		
Range of Values	Level	Actions to take
< 35%	Idea / Product	Pre – entrepreneurship
35% a 73%	Commercialization	Entrepreneurship
> 74%	Growth	Post – entrepreneurship

Source: (Ministry of Production, Foreing Trage, Invesments and Fishery, 2019)

Elaborated by: The authors

While to measure the level of innovation of the project, the same self-evaluation is carried out with the same evaluation parameters, but with a different criteria regarding the obtained results:

Table 2: Innovation level

Innovation Level		
Range of Values	Level	
< 52	Traditional	
≥ 52	Innovator	

Source: (Ministry of Production, Foreing Trage, Invesments and Fishery, 2019)

Elaborated by: The authors

In the case of Golosinas DIKATY, is a company that is at a post-entrepreneurship state, that means, is a project that has been developed correctly and is growing so it is possible to implement measures to reach the exportation of their products. Based on these parameters, Golosinas DIKATY had an assessment of 84%, which indicates that it is growing. (Appendix 2)

2.4. Diagnose of My First INEN certification

Within the framework of the project to achieve the internationalization of MSMEs in Azuay, a workshop was held together with the Ecuadorian Standardization Service, INEN. At the workshop, the procedures and parameters that companies must comply to obtain their first certificate on process management were explained. In the case of Golosinas DIKATY, the diagnosis was not carried out, because the company already had this certification for two years. In addition, the manager is aware of the date on which it must be renewed.

In this diagnosis, 10 internal parameters that every company must comply to obtain certification are analyzed, among which ar

- Legal requirements
- Financial management
- Human resources management

- Customer service
- Purchasing management
- Product or service quality
- Preservation and delivery of the product or service
- Innovation and entrepreneurship
- Health and security

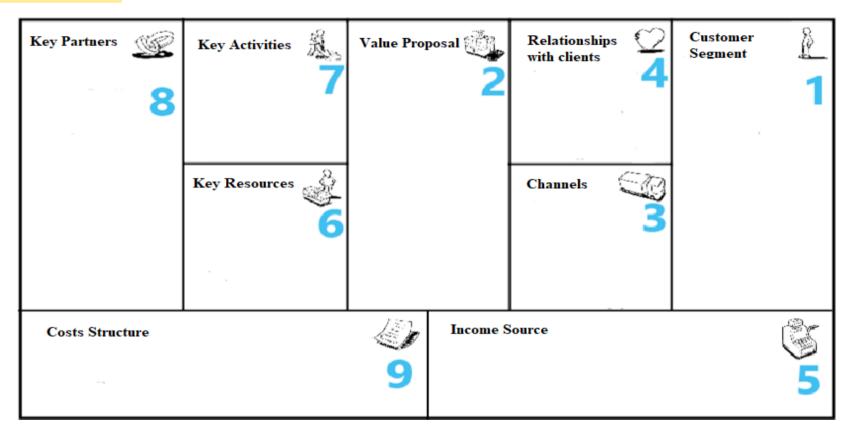
These parameters are given a score of 0, 1 or 3 for the criteria of null, good or very good respectively. Once the evaluation of the parameters is done, the values are added and a percentage is made. If the company meets 80% of the requested requirements, it can acquire the certification, but it always has to be willing to improve to reach 100% (INEN, 2019).

See annex 3 for the last audit of the certification of Golosinas DIKATY.

2.5. CANVAS Model

This tool is used to establish a business model based on the analysis of four fundamental variables: customers, supply, infrastructure and the viability of the project. These four pillars are defined by identifying 9 important aspects: the customer segment, the value proposition, the distribution channels, the relationship with the customers, the source of income, the key resources, activities, partners and the cost structure (Osterwalder & Pigneur, 2011). In this case, the CANVAS Model workshop was held with the support of MIPRO so that companies can settle the four fundamental pillars while stablishing an enterpris

Illustration 10: CANVAS



Source: (Ministry of Production, Foreing Trage, Invesments and Fishery, 2019)

2.5.1. Customer segment

In order to identify the potential clients of Golosinas DIKATY, Roberto Rodríguez, the company's production manager, has classified clients by demography, geography and psychography, this because of recommendations of the MIPRO representative in the workshop that was carried out for the development of CANVAS.

The delimited segment by demography includes men and women. Currently, age segmentation is based on the location of its distribution points in the city

Tabl3 3: Customer Segment

Point of Sale	Age Range
Milenium Plaza	12 to 18 years
Simón Bolívar	Foreigners and older tan 18 years
Gran Colombia	30 onwards
Remigio Crespo	18 onwards
Miraflores	18 on wards

Source: (Rodríguez, Internal Diagnose of the enterprise, 2019)

Elaborate by: The authors

The next segmentation that was carried out in the CANVAS workshop was geographic, which is classified in the urban area of Cuenca. Additionally, the company distributes companies that offer services such as hotels, restaurants and coffee shops in Guayaquil, Quito and Machala. Finally, in the psychographic segmentation are consider people who enjoy quality chocolate, which brings them happiness, either as a gift or for the simple fact of enjoying a candy.

2.5.2. Proposal of Value

The value proposition resolves the customer's need according to the segments identified in the previous point. One of the main needs of customers is to find quality chocolate made by hand, as well as a personalized product that adapts to their social

needs. To continue, the Golosinas DIKATY product differs from the competition as it offers an innovative and personalized product for each customer's requirement. Within the value proposition of Golosinas DIKATY is to provide new sensations and experiences when eating chocolate, since it is made with natural products and does not contain conserves.

2.5.3. Distribution channels

The distribution of Golosinas DIKATY is carried out mainly at its own points of sale within the city. However, when a merchandise must be delivered outside the city, deliveries are made through private transportation cooperatives depending on the requirements of the clients.

2.5.4. Relationships with costumers

To facilitate the relationship with customers, it has been classified into two: wholesale customers and consumers of the product. With wholesale clients that correspond to hotels, companies and other institutions that offer services, the order is made by email and a digital catalog is given. In addition, they handled tastings to get visibility of the with more companies.

For the consumers of the product, the relationship is managed only through the stores. Consumers can find out the products offered by the company through social networks.

To maintain a good relationship with the customer and ensure a customer loyalty, they are always treated well, in addition, the person in charge of taking care the customers always shows a positive attitude. Personal attention is always offered to ensure that the customer have an experience when buying and eating chocolate.

2.5.5. Income sources

The main source of income is obtained from the sale of chocolates. For wholesale customers, credits are granted that must be fulfilled after a term of one month, this are made by bank transfer or check. On the other hand, for the consumer, the payment is made instantly and is only in cash at the different stores.

2.5.6. Key Resource

The key resources have been divided into tangible and intangible resources. Among the tangible resources are the machinery for the production of chocolates, the infrastructure that the company has, the points of sale, the equipment, tools and furniture in general

Regarding the intangible resources that are essential for the company to be competitive, there is the registration of the trademark in the national entity and the knowledge regarding the process that must be followed to produce the products.

2.5.7. Key activities

Production activities: It comprises the entire production process described above, however, the most important step is the process of conching the ingredients, since it ensures that everything is well integrated to have a product with a distinctive and different flavor.

Distribution channels: The aim is to promote the product on social networks so that it can be sold electronically and subsequently sent.

2.5.8. Key partners

The main partners for the production of chocolate correspond to suppliers and wholesale buyers.

of the suppliers correspond to the following

Table 4: Main suppliers

Supplier	Raw material
Foundation Makita	Cacao
Ecuador cacao and coffee	Coffee
Guillermo Benavidez	Milk cream
Improlac	Condensed milk
La Fabril	Caofal and vegetal fat
Conroque	Sugar and tools
Ordeño S.A	Powder milk
Products Cris Cia. Ltda	Peanut
Kellogs	Crispy rice

Source: (Rodríguez, Internal Diagnose of the enterprise, 2019)

Elaborated by: The authors

While within the wholesale buyers are hotels and restaurants inside and outside the city, since they are companies that buy the product in large quantities; which means a greater amount of income for the company, in addition to having a frequent customer. The company Golosinas DIKATY has established different agreements with its business clients, to maintain the client and ensure a level of sales on a monthly basis, depending on the orders that these large companies make.

2.5.9. Costs structure

The analysis of costs is carried out according to the key activities, that is, the costs that the company has in the production process; which includes investment in machinery, raw materials, and the different inputs required to make the chocolates. Also, in the costs of sales are included, the money that the company invests for distribution and advertising. Golosinas DIKATY has a good management of fixed and variable costs, so it can be recovered at the time of selling the products, since with the sale prices they cover production and sales costs, and also leave profits for the company.

2.6. Export Audit

In the first stage of the internationalization program of MSMEs in Azuay, a diagnosis was made to MSMEs in order to measure their export potential. In this diagnosis, different parameters were established in order to evaluate each of the strategic areas of the company to see if it has an exporter profile. For the assessment of each of the areas, an interview was conducted with a representative of the MSMEs so the answers depend on the perception of each representative.

Each item can be given a variable of 0, 3 or 5. A rating of 0 is used when the company does not meet that criteria, 3 if it partially meets it and 5 if it fully meets it. In the case that the variables can only have a YES or NO answer, the assignment will be 0 for NO and 5 for YES. (Garzón Chica & Jara Jiménez, 2017)

In the diagnosis carried out, all the strategic areas of the company were analyzed, that is, the administrative, financial, production and sales areas, in order to have a more specific result and to know the areas in which some work should be done to improve.

The same diagnosis was applied again with the same variables currently, to be able to make a comparison of the company in 2017 and the company in the present. In this way, it is possible to identify if Golosinas DIKATY have had an improvement process since the first stage of the internationalization plan of MSMEs of Azuay. Based on this diagnosis there is a comparative table of the result

Table 5: Comparison of previous and current Export Audit

Export Audit Comparison			
Strategic Area	Initial Diagnostic	Current Diagnostic	
Administrative	84/105	80/105	
Production	60/70	70/70	
Finance	51/55	53/55	
Sales	73/85	70/85	
TOTAL	265/315	273/315	

Source: (Rodríguez, Internal Diagnose of the enterprise, 2019); (Garzón Chica & Jara Jiménez, 2017)

Elaborated by: The authors

Taking into account all the variables to be evaluated, the maximum that can be obtained is a total score of 315 points. If the company meets 75% of the standards, that means, if the company obtains 236 points, it can be considered a company that has an exportation capacity.

Based on this diagnosis, it is obtained that the MSME Golosinas DIKATY complies with 86.7% of the established parameters, since it currently obtained a rating of 265 points, so it can be considered that the company and its products have an exportation potential. (Annex 4)

2.7. Strategic plan to improve competitiveness

After carrying out the internal diagnosis of the company and the additional diagnoses provided by MIPRO and also by the first stage of the internationalization project of

the MSMEs of Azuay, it is considered that Golosinas DIKATY has products with export potential. However, it is necessary to carry out an improvement plan depending on the area. Through the improvement plan, the MSME seeks to improve internally in order to be competitive in international markets. The strategic plan has also been divided into the productive, administrative and financial areas and for the sales and marketing areas.

2.7.1. Production Area

According to the internal analysis that was made to the company through visits and interviews, the MSME Golosinas DIKATY has an excellent management of the production area, since they have the BPM certification and the INEN management certification. Additionally, they have updated technology and machinery that have the capacity to meet the current demand for their products and have the possibility of covering a higher level of production in the event of the internationalization of the company.

To continue, based on the Export Audit carried out recently to the company, it can be observed that in the productive area the MSME had a rating of 70/70, which means that the company has good management of the productive area with international quality standards.

It is considered that in the productive area no significant improvements are required to improve the competitiveness of the company.

2.7.2. Financial Area

As for the financial area of the company Golosinas DIKATY, it is also in an optimal state, since a new accounting system was recently implemented, which facilitates the management of the financial and accounting area. In addition, all income and expenses are accounted for and supported by invoices. Regarding the tax issue, the company is updated regarding its tax responsibilities.

In addition, the company does not face liquidity problems, since its sales levels cover the production and marketing costs. According to the Export Audit carried out to the MSME, in the financial area a rating of 53/55 was obtained, which means that

Golosinas DIKATY is in an optimal financial state, but it can still improve a little, especially in the way in which the company seeks for financing help for an initial export project.

2.7.3. Administrative area

In the administrative area of the company, an efficient system is managed regarding the internal regulations that Golosinas DIKATY has to control the behavior and performance of the workers. The MSME had a score of 80/105 in the administrative area, which means that Golosinas DIKATY has to improve its administrative management, based on international standards in order to reach internationalization later. There is a need to act in specific points that the company is not performing properly, it is essential that the company has a mission first, to have a clear reason for which the company was created, its business name and what it wants to do specifically. After this, the vision, a short text that adequately describes where the company wants to go with its activities and mission, which is what it wants to achieve in the short and long term. Finally, a modification to the objectives of the company must be taken into account because they must be in accordance with the guidelines previously proposed in the mission and vision, so in this way a harmony can be created between these administrative factors and with a view to clear and specific objectives that allow us to continue developing and growing over time.

2.7.4. Sales and marketing area

As a result of the Export Audit applied to the MSME, a score of 70/85 was obtained, so it is necessary to implement improvements within this area. The sales and marketing area is in charge of the product promotion, with its respective logo, and its own web page in order to publicize and sell it. However, a defined and structured orientation is necessary so that all of these efforts that the company make to promote its product in the local market are aimed at a specific segment of people for whom the product is going to be attractive. In this way, when the market niche you want to attract is well defined, it can be segmented with the respective market studies and creating offers to have the knowledge of how to reach certain market niches where promotions, propaganda and what is offered are not the same. In this way, the promotion of the

product is not adequate to achieve a greater volume of sales and the recognition that the company needs to reach its internationalization.

In addition, the company has not carried out a market study to identify its potential consumers, which is considered essential to be able to carry out a marketing plan.

2.8. Conclusion

To conclude this chapter, an internal analysis of the MSME has been carried out through interviews with the company representatives and other recommended diagnoses have been applied to verify the current status of the same. Within the applied diagnoses, an Export Audit was carried out, which was also applied in the first stage of the internationalization program of the MSMEs of Azuay, and it can be said that the Golosinas DIKATY has improved. Comparing the results obtained previously and currently. For the analysis of the company it was divided into four strategic areas; productive area, financial area, administrative area and sales and marketing area. Based on the results obtained in the interviews and in the diagnoses carried out, it is concluded that in the productive and financial area the MSME is in an optimal state and meets various international standards for export.

However, the company does not fulfill enough requirements in the administrative nor in the sales and marketing area. According to the analysis carried out, the company has a management process for these areas, but it has not been able to consolidate itself a successful management model, because it has several shortcomings that need to be improved in order to reach the internationalization of the company.

CHAPTER 3: IMPROVEMENT PLAN FOR THE COMPETITIVENES OD THE MSME GOLOSINAS DIKATY

Taking into account the internal analysis that was carried out to the company through interviews, it has been concluded that to improve the competitiveness of the MSME Golosinas DIKATY, it is necessary to develop a marketing plan to achieve a position in the national and international market. Additionally, the company also needs a reorganization on the administrative foundations such as mission, vision and it needs to establish both national and international objectives to redirect itself and be clear about how to reach the internationalization of the company.

3.1. Strategies for the sales and marketing area

3.1.1. Product levels

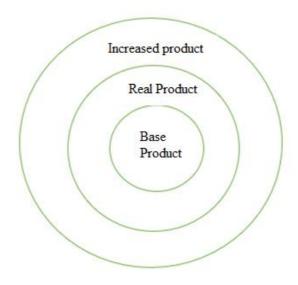
The products described below are produced based on fine aroma cocoa, the same that is desired in countries such as the United States, Holland, Germany, France, among other countries that are potential importers of cocoa-based products (Trademap, 2019). For the internationalization of the company, 4 star products have been selected due to their nature and their acceptance by the public, they have export potential.

- Truffles
- Chocolate
- Bars
- Dragees

For the correct development of the marketing plan, it is necessary to know the needs of the product, so the model of product levels is used to carry out an analysis of it. The product level refers to the scale analysis of the good, starting with the analysis of the base product, which corresponds to the basic elementary needs that the product satisfies with its consumption. Then we proceed to analyze the real product, that is, the characteristics that make the product different from others. Finally, the extended product, where the additional benefits that the buyer can acquire are observed. As

shown in the graph, it is necessary to establish the base product to proceed to the next levels. (Belío Galindo & Sainz Andrés).

Illustration 11: Product Level



Source: (Belío Galindo & Sainz Andrés)

Elaborated by: The authors

3.1.1.1. Base product

The base product within the product levels refers to the general basic needs of consumers, according to Maslow's pyramid, Golosinas DIKATY, with its portfolio of products satisfies 3 basic needs in consumers. First, it covers the physiological needs of the human being, since it is a product that provides energy value and is consumed by people as a candy. Second, chocolate, due to its medicinal and antioxidant properties, satisfies the need for safety, since chocolate has effects on increasing blood circulation which prevents thrombosis and other cardiovascular diseases, it is also proven that chocolate has positive effects on the brain, as it helps with the production of serotonin, which gives a feeling of happiness to people who consume it, helps with depression and anxiety (Valenzuela, 2007). Finally, chocolate satisfies a social need, it is a product frequently purchased for social events or as gifts on special occasions (Belío Galindo & Sainz Andrés).

3.1.1.2. Real Product

It refers to the description of the products offered, such as their physical characteristics and packaging. As mentioned previously, we are going to work with products that have exportation potential (Belío Galindo & Sainz Andrés).

Truffles:

It is a snack made of 100% fine aroma cocoa, they are pack in a box of 16 truffles or they can be purchased individually. Truffles can be found in different flavors such as

Table 6: Truffles flavours

TRUFFLES	
ALMENDRINO	Almond, crispy rice, black and White chocolate
SNOWBALLS	White chocolate, Baileys liquor
ALMOND TRUFFLE	White chocolate and almond
RUM TRUFFLE	White and black chocolate, rum
LEMON TRUFFLE	White chocolate, lemon
MINT TRUFFLE	Chocolate with 55% of cacao, mint liquor
COINTREAU TRUFFLE	Chocolate with 55% of cacao, Cointreau liquor
RASPBERRY TRUFFLE	Chocolate with 55% of cacao, raspberry

ORANGE TRUFFLE	Chocolate with 55% of cacao, orange	
NOUGAT TRUFFLE	Chocolate with 55% of cacao, honey bee	
BLACKBERRY TRUFFLE	Chocolate with 55% of cacao, blackberry	
CHERRY TRUFFLE	Chocolate with 55% of cacao, cherry	
PASSION FRUIT TRUFFLE	White chocolate, passion fruit	
TAXO TRUFFLE	White chocolate, taxo	
NUTELLA TRUFFLE	Chocolate with 55% of cacao, hazelnut, olive oil	
ALMOND BALL TRUFFLE	White chocolate, almond, olive oil	
PINEAPPLE BALL TRUFFLE	White Chocolate, pineapple	

Source: (Rodríguez, Internal Diagnose of the enterprise, 2019)

• Chocolates:

Chocolates offer by Golosinas DIKATY come in the following presentations:

Table 7: Chocolate flavors

Chocolates			
Item	Presentation		
Chocolates filled with chocolate mousse	Box of 2 chocolates Box of 4 chocolates		
Chocolates filled with dry fruits	Box of 8 chocolates		
Chocolates filled with fruit	Box of 16 chocolates Box of 20 chocolates		
Chocolates filled with liquor	Box of 30 chocolates		
	Box of 40 chocolates		

Source: (Rodríguez, Internal Diagnose of the enterprise, 2019)

• Chocolate Bars:

Table 8: Chocolate Bars presentation

CHOCOLATE BARS			
ITEM	PRESENTATION		
Bars with 75% of cacao	35 g, 100 g, 1,000 g.		
Bars with 90% of cacao	35 g, 100 g, 1,000 g.		
Bars with 55% of cacao	35 g, 100 g, 1,000 g.		
Bars with 55% of cacao, almond and salt	35 g, 100 g		
Bars with 55% de cacao and peanut	35 g		
Bars with 55% of cacao and coffee	35 g		
White chocolate bar with crispy rice	35 g		

Source: (Rodríguez, Internal Diagnose of the enterprise, 2019)

• Dragees:

These are nuts covered in chocolate and come in the following presentation

Table 9: Dragees flavors

DRAGEES			
ITEM	PRESENTATION		
CRAMBERRY DRAGEES			
COFFEE DRAGEE			
PEANUT DRAGEE			
RAISIN DRAGEE			
GOLDENBERRY DRAGEE	35 g, 50 g, 100 g		
COFFEE DRAGEE			
CACAO DRAGEE			
ALMOND DRAGEE			
CRISPY RICE DRAGEE			
COCONUT DRAGEE			

Source: (Rodríguez, Internal Diagnose of the enterprise, 2019)

3.1.1.3. Increased product

The products offered by Golosinas DIKATY have a quality insurance, because they have Good Manufacturing Practices, GMP and quality management certifications by the INEN. What consumers expect to find when purchasing the products is a quality chocolate, with a taste and shine characteristic, in addition to a new experience while eating chocolate. The main characteristics of DIKATY products is a handmade chocolate made from 100% fine aroma cocoa is given a very important added value to the product, additionally it is free of conserves and they are made with natural exotic products from Ecuadorian. It should be noted that fine aroma cocoa is an important factor at the time of future internationalization, since it is considered one of the best cacao for the production of chocolates (Belío Galindo & Sainz Andrés).

The additional service that buyers can acquire are the presentations that the products have, from their packaging is designed so that it can dispatched without the need of an envelope. In addition, DIKATY Candy is characterized by offering personalized chocolates with the flavors, designs and presentations that its clients request.

3.1.2. Segment

According to the observations made by Golosinas DIKATY staff, it is considered that the DIKATY segment is quite broad, as the usual consumers of sweets based on chocolate are men and women from 14 years old and over. It is necessary to know this segment to apply the appropriate promotion and the correct means to reach this market segment. At the national level, it is intended to reach this segment in the most important cities of the country, Quito and Guayaquil, also Machala because there are various agreements with hotels in the city. For the international segment, according to Trademap, it was found that the main countries that import chocolate and its derivatives from Ecuador in greater quantity are: Brazil, with 201 tons exported in 2019, Argentina with 167 tons, the United States, with 409 and Chile, with 257 tons exported in 2019 (Trademap, 2019). Based on this information, it was concluded that these are the main countries to which the variety of products offered by the MSME Golosinas DIKATY could be exported.

3.1.3. Target

The target is people who consume chocolate-based sweets in an age range of 14 years and older, with a high, medium-high income level.

Within the target there are also companies that distribute chocolates such as hotels, which offer event services in their facilities, because these are spaces where the product can be offered or companies that do personalized orders.

3.1.4. Positioning Statement

The positioning statement is an internal tool that helps the company to position itself in the market. It consists of establishing how the company wants its customers to perceive its brand. The objective of preparing the positioning statement is to develop a guide to ensure that the brand is present in the mind of the consumer and they prefer the brand's products over the competition. To prepare the positioning statement, it is important to highlight the target market and what you want to highlight about the brand (Kotler & Armstrong, 2007).

To make the positioning statement, it is important to point out the value proposition, which corresponds to point 2 of the CANVAS model because the added value of the products can position the brand in the minds of consumers.

In order to develop an adequate marketing strategy for the MSME Golosinas DIKATY, 2 positioning statements have been made, one for each market target. The first consists of establishing how you want to represent the brand with consumers, while the other is the representation of the brand in front of business customers, in order to know how the brand is going to be known in the minds of consumers and that they prefer these products over the competition.

Consumers are expected to prefer Golosinas DIKATY over other chocolates, due to its taste and quality in the product, so the statement of positioning for consumers is as follows:

"For chocolate lovers, Golosinas DIKATY offers a quality product made by hand with quality ingredients of natural origin, thus providing a new experience for the senses when eating chocolate, and a delight for them."

While the brand seeks to position itself as a quality and unique product at an affordable cost for business customers, the positioning statement has been established as follows:

"For business customers, Golosinas DIKATY provides greater benefits, since it offers a quality product, meeting customer demands at the best market price."

3.1.5. Market

It is essential to take into account for the marketing study the means by which the client can access the products of Golosinas DIKATY, it is important to consider the segment of consumers to which the majority of the product portfolio is destined, so in this way they are able to channel when delivering the value proposition to the target audience. DIKATY currently has 5 physical points of sale strategically located in the urban area of the city of Cuenca; in the Milenium plaza, in Simón Bolívar street, in Gran Colombia street, in Remigio Crespo street and in Miraflores sector. In this way, it occupies all the spaces in the city, and a specific market niche is set for each point of sale. Since they are located in the center of the city, they focus on the population of 30 years old and over and preferably foreigners who frequent these streets, while in other places it is stablished with the population of 18 years and older. It should be noted that in Milenium Plaza we can find the youngest public, between 12 to 18 years of age, who constantly visit the shopping center. At the moment DIKATY only has physical premises and by request for companies or corporations that asks for the product in large proportions. There is a web page in which the product is described and promoted, but there are still no online sales to facilitate the purchase of the product.

What is desired with the company Golosinas DIKATY is the implementation of online sales through the website or the Fan Page located on Facebook. Similarly, it seeks to add physical commercial premises in cities such as Machala, Guayaquil and Ambato where DIKATY maintains current contracts with companies, hotels and restaurants; so that in this way it is possible to intensify production to a greater extent with a larger segment of potential consumers.

In the international arena, DIKATY company has participated in fairs in countries such as Turkey and Switzerland as an official representative of fine Ecuadorian aroma cacao, the manager of the company has always shown the desire to export their

products to the international market, more specifically to the European Union. The pertinent studies were carried out where the mass production price of chocolate was analyzed, the safety and health standards they need to be able to commercialize the product internationally, the procedures and requirements that must be met were analyzed in order to export to the European Union, and it was found that there is not enough liquidity at the moment for a potential export of the products of Golosinas DIKATY. The manager of the company warned that at the fairs he could realize that the final price of chocolate for sale in European Union countries is vastly superior to what it was offered by local products from there. There is no margin to compete because they do not have the facilities to place their products and be competitive with price (Carolina, 2018).

Among the processes that DIKATY must comply to export chocolate to the European Union, is to have a certificate of origin of the product where its identified, gross and net weight, its category and quality must be described. In addition, a phytosanitary certificate granted by the Ecuadorian Agency for the quality assurance of Agro Quality, for which other requirements must be fulfilled, including laboratory and disinfection tests, also to provide work plans for the country of destination of the products. Continuing in the process, all customs inspections must be passed at the point of entry of the European Union, in addition the merchandise must be distributed by an importer with its own official EU registration and finally in each customs office of the member countries it must be controlled that has all the necessary requirements.

3.1.6. Price

The price is the final and most important step, because it defines the appropriate amount of money that a client must be willing to pay to acquire the DIKATY product, several factors intervene while setting a price. The price is the one that determine if a consumer opt for a product. It is certainly that the internet is a clear sign that studies and analysis should be intensified regarding the price of products. The internet has become indispensable in people's lives, and even more so in the case of sales, now a consumer can compare prices between several sellers and stay with the one that offers the same product at a cheaper price, they can customize their product, you can trade online, review auctions, and thousands of daily promotions that now exist on the web.

So, it is necessary to focus on 3 approaches that will help to obtain an answer to set the price of a product.

• Costs:

The costs are described as the monetary value of the input that intervene at the time of elaborating the final product, from obtaining the raw material, the process, the labor of the production plant, fixed and variable expenses are the ones that influence at the time of setting a price. In the case of Golosinas DIKATY the company obtains a 40% profit over the costs involved in producing the chocolate (Wyngaard, 2012).

To continue, if Golosinas DIKATY wishes to internationalize, it must calculate the logistics costs to take its products abroad. In this case, FOB (Free On Board) values have been taken into account, which includes the export process until their products reach the ship for exportation. Maritime transport has been considered due to the nature of the product and its costs, since by air the costs would rise too much and it would not be competitive with other products on the market.

• Consumers:

Every effort made by the company must be to satisfy the needs of consumers. At the time of placing a price on the product, first it is essential to be clear about the market segment to which the company is oriented in order to direct an ideal price towards them. It is necessary to be clear about a price range that can vary limited within which the consumer is willing to pay for a bar or a chocolate.

It is important to have in mind that, when managing a medium, high customer target; products should be established at the height of this niche, with prices that demonstrate that the product is made based on high quality standards.

• Competition:

Identifying the competition is a very important job for Golosinas DIKATY as there are different companies dedicated to the same activity. The prices used by the competition must be taken into account, in order to devise a pricing strategy that suits the company and keep it among the best and with the best prices on the market. It is

recommended to maintain a price level similar to the competition against similar

products. In the local and national competition is Altísimo, Dejame que te cuente and

Pacari as the strongest, while at the international level it has to compete with industrial

chocolate companies such as Ferrero.

With these parameters it is intended to penetrate the market in a significant way with

competitive prices that allow the company to increase the volume of sales and expand

into new markets within the national and international scope.

Considering that the investigation is focused on the products with the greatest export

potential, the following table is used as a reference, detailing the product, its respective

flavor and its final value.

To obtain the FOB value of products with export potential of Golosinas DIKATY, the

cost of freight from Cuenca to Guayaquil has been taken into account in the

CITRAPEFCA company, where the main port is located, in a refrigerated truck that

can transport a ton of charge at a price of \$ 220.00, in which the amount of products

requested by customers can be mobilized.

Price of chocolate bars:

• Bars with 75% of cacao: 35g (\$1,16), 100g (\$2,82), 1000g (\$11,42)

• Bars with 90% of cacao: 35 g (\$1,51), 100 g (\$3,42), 1000 g (\$17,02).

• Bars with 55% of cacao: 35 g (\$1,16), 100 g (\$2,82), 1000 g (\$11,42).

• Bars with 55% of cacao, almond and salt: 35 g (\$1,16), 100 g (\$2,82)

• Bars with 55% of cacao, coffee and peanut: 35 g (\$1,16), 100 g (\$2,82)

• White chocolate bar with crispy rice: 35 g (\$1,1)

Price of the Truffles

Truffles are presented in boxes of 16 or individual

• Individual price per truffle with any flavor: \$0,51

• Price per box of truffles: \$11,27

Price of Dragees

65

• Price per dragees box of any flavor: 35 g (1,16\$), 50 g (1,51\$), 100 g (2,02\$)

Chocolate Price

• Price of the box of 2 chocolates: \$1,26

• Price of the box of 4 chocolates: \$2,26

• Price of the box of 8 chocolates: \$3,67

• Price of the box of 16 chocolates: \$6,54

• Price of the box of 20 chocolates: \$7,55

• Price of the box of 30 chocolates: \$12,37

• Price of the box of 40 chocolates \$15,10

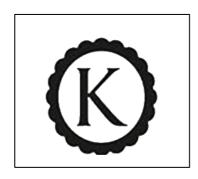
3.1.7. Branding

Branding is a fundamental issue to be dealt with by the company, as it intends to improve the average sales and therefore increase the production capacity of the manufacturing plant, it is important to know that the proper management of the DIKATY brand is a key factor when time to capture more market within the city and the country. The brand refers to the image that is on the mind of consumers and the population in general when they see the DIKATY logo, it must be managed properly so that in this way people who look at the company's logo associate it with an excellent chocolate quality, fine aroma, handmade and with an exclusive service.

Golosinas DIKATY has an official logo consisting of a K, located within a circle, all with a black color. A simple but elegant logo, easily recognizable. This logo is used on the website, on Facebook and Instagram. For any promotion that is made on social networks, or for people to know about the product, the logo is in the main image. At authorized points of sale and on DIKATY's official Facebook Fanpage you will find the corresponding logo and at the bottom the company letters in capital letters, so that people who still do not know the official logo, have as a reference that it is a company dedicated to the sale of chocolate in various presentations.

The official logo is presented be with which the brand is currently managed:

Illustration 12: Golosinas DIKATY Logo



Source: (Rodríguez, Internal Diagnose of the enterprise, 2019)

Elaborated by: Golosinas DIKATY

For promotions that are made through social networks, for special dates, for inventory rotation, among other reasons, it is done with the corresponding logo at the top accompanied by the name of the company in black letters at the bottom. In the same way the exemplary images with chocolates created by the company have the same publication mechanism so that the authorship of DIKATY Candy is recognized. What has been verified according to the interview with DIKATY's manager, the image of the company is in good condition, the management of the brand and the logo are done in an appropriate way, adhering to the rules corresponding in brand management and with exclusive images and without deception. Subsequently, at the time of a marketing strategy, much more use will be done of the company logo and the brand, so that according to how they evolve in sales and production, they can develop a brand and logo that is internationally recognized.

3.1.8. Marketing plan

Based on the interviews with Roberto Rodríguez, it was possible to identify the needs of the company. With the information obtained, a marketing plan was made to satisfy the needs of the MSME Golosinas DIKATY and improve its sales and marketing area. The marketing plan is focused on both national and international standards, with the aim that the company can reach internationalization later.

The methodology of the marketing plan is to carry out small actions that lead to a great change to the company later and be competitive in the international market, these small actions to be carried out seek to complete an objective that will improve the marketing and sales area of the company at the local and in the future international level

Table 10: Marketing Plan

Objective	Strategy	Tactics	Activities calendar
Increase the sales amount	Use of digital marketing	Presence in massive social networks such as: Instagram, Facebook and Twitter Sweepstakes through social networks to promote the product Establish delivery agreements with Serientrega in the market at the national level and Laarcourier for winners of promotions outside the country Establish the website in different languages according to potential clients from different countries, with professional translators Establish an fast methods to convert currencies from different countries so that customers can see the real	Activity to be carried out constantly Days before special dates such as: Valentine's Day, Mother's Day and Christmas. Establish agreements when the company has promotions and participations in international markets During the month of July until August, because it is a period of the year in which the company may have as its main objective to improve its website.

	price according to their exchange rate	
	Publication in Google Adwords, in order to reach international clients potentially buyers or possible distributors of the product	Activity to be carried out constantly
ctivations and promotions	Offer special promotions for a limited time	Different promotions will be offered at randomly: -Share a post and offer a specific product with a discount for 3 days. - 2x1 in specific flavors one day a week. - Deliver a customer card, which is marked with each purchase. Upon reaching a goal of the 5th purchase, an incentive is offered such as ice cream or any other product.
	Do chocolate tastings within the points of sale and at other events such as international fairs.	Prior to the high sales dates: Valentine's Day, Mother's Day and Christmas. It can also be done randomly to introduce new products

			Activity to be carried
		Establish customer service	out in the month of
		policies, in terms of	September, since it is
		attention and compliance	the low production
		with delivery dates	season, so the company
			can establish the policies
	Build customer	Comply with customer	
	loyalty	requirements in the time	
		established in shipments	Activity to be carried
		nationwide. Ensure the	out constantly, based on
		shipment of the product	customer service
		on the date agreed with	policies
		the client to avoid delays	
Ensuring		in the export process.	
customer		Set the product of the	Highlight a chocolate
retention		month with a special	flavor for a month,
	Special offers	discount for wholesale	offering discounts on
		customers	that specific product
		Celebrate company	Every time the company
		anniversary with clients.	is on its anniversary
			One week before special
	Periodic discounts	Establish discounts on	dates such as:
		special dates, which are	Valentine's Day,
		expected by customers.	Mother's Day and
			Christmas.
	Random discounts.	Cat diagrams da mala	When there is an
		Set discounts randomly,	overproduction.
		this way you attract new	Possibly after high sales
		customers.	dates
Search for		Establish alliances with	Activity to be carried
strategic	Cobranding	other companies not	out once a year to search
alliances and		related to the sale of	or renew contracts
			70

new		chocolate that handle a	
distribution		target similar to that of the	
channels		company. For example,	
		flowers shops, gift shops,	
		restaurants, and coffee	
		shops. At national and	
		international level.	
		Find new points of sale	
		nationwide with the main	
		supermarket chains. At the	
		international level,	Activity to be carried
		establish alliances with	out once a year to search
		supermarkets that operate	or renew contracts.
		in countries where	of tenew contracts.
		Ecuadorian chocolate is	
		appreciated and	
		consumed.	
		Participate in national and	
	Have a presence at events	international fairs and	Depending on the dates
		events where there is a	on which the events are
		massive presence of	and in which they can
		people who are within the	participate.
		target	
			Depending on the dates
		Sponsor events where the	on which the events are
		product can be promoted	and in which they can
			participate.
			Promotion to be
Increase the		Reduce the price of the	maintained for an
portfolio of	Build customer	product when a	indefinite time,
business	loyalty	considerable quantity is	according to the contract
clients		purchased	or agreement that exists
			with each company.
			71

	Offer incentives to clients, granting profit margins, credit notes and payment facilities.	Incentives are directly related to the level of acquisition of each client. The more quantity and variety of products you purchase and more frequently, the greater will be the incentive.
	Offer different payment facilities to make easier the purchase process such as: PayPal, credit card and transfers.	Establish facilities as soon as possible by the company, and improve as new payment methods
Search new clients	Make personalized visits to potential clients, offering chocolate tastings of the products	Activity to be carried out every year to search or renew contracts

Elaborated by: The authors

3.2. Strategies for the administrative area

The MSME Golosinas DIKATY needs to establish a strategic administrative plan, in order to improve its administrative area. With a well-established strategic management plan, it is easier for the company to develop strategies for its internationalization.

3.2.1. Mission

Peter Drucker, who is considered the father of modern management, argues that the mission of companies should answer the question, what is our business? because the mission clearly summarizes what the company does. Having a clear mission is the key to being able to set objectives and carry out strategies that help the improvement of the company (David, 2003).

3.2.1.1. Mission established by the company

Beyond the elaboration of chocolate based on fine aroma cocoa, with unique flavors in the region, we have created the need to have an impact on society through the development of new techniques, which result in experiences and sensations that only a good chocolate can offer.

3.2.1.2. Recommended mission

Produce artisan chocolates, made on the basis of fine quality aroma cocoa, extracts, fillings, developing new techniques for making chocolate in order to satisfy the palate of customers who enjoy this type of exclusive confectionery to offer a new experience while eating a chocolate

3.2.2. Vision

On the other hand, the vision is what the company wants to be, in order to define it the question what do we want to become? Needs to be answered, that is, how the company looks in the long term (David, 2003).

3.2.2.1. Vision established by the company

Through the distinction of our brand and product, we seek that the largest number of people, nationally and internationally, see our company as synonymous with excellence in taste and quality.

3.2.2.2. Recommended vision

Being recognized as a chocolate company that is characterized by its excellence, quality and flavor in the production and innovation of chocolates nationally and internationally.

3.2.3. Objectives

The company must set objectives to fulfill, which are measurable and achievable. The objectives must change as the company grows to maintain its continuous growth.

At the time of the interviews it was observed that the company did not have established objectives, so the following are recommended:

• General objective:

Become an innovative company that promotes the consumption of Ecuadorian chocolate, with added value and in some way, different.

• Specific objectives:

- o Define a strategic plan focused on the international market target.
- Improve the profit margins of the company with strategic plans in the administrative, sales and marketing areas.
- Identify the potential international market for chocolate by the application of an international market study and apply a marketing plan for the chocolate store.

3.2.4. Goals

- Achieve a 10% increase in profits by increasing sales locally and implementing sales internationally.
- Achieve permanence of 20 local business clients and 5 international clients.

3.2.5. Policies

According to the interviews carried out with Roberto Rodríguez, production manager of the MSME Golosinas DIKATY, it was perceived that the company needs to establish clear policies in order to develop strategic plans for its internationalization.

We produce our chocolate not only with theoretical knowledge, but fundamentally with experience. This guarantees that each of our clients is satisfied and obtains fine quality chocolates. We have a well-trained and prepared work team with excellent human qualities.

The enterprise is engaged with:

• Quality policies:

Delight consumers and offer a service that gives preference to customers

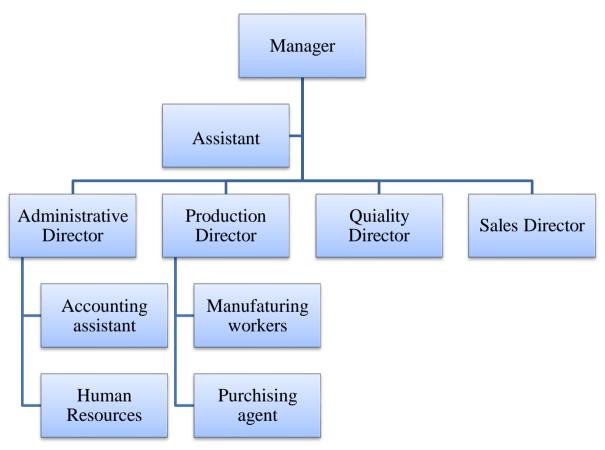
Environmental Policies

Ensure the rational use of natural resources, prevent and control environmental aspects, to reduce negative impacts on the environment, committed to using products 100% of natural origin, such as 100% fine aroma cocoa, respecting conservation policies.

3.2.6. Organization

Additionally, based on the interviews conducted with Roberto Rodríguez, a new organization chart is suggested, in order to improve the administration of the company. That is to say, that each person who works in the company plays a defined role, in this way they can develop better and do a better job in their area of specialization. Also, it is recommended that a person be assigned to manage the process of purchasing and acquiring raw materials and supplies for the manufacture of chocolate, so that there is no confusion with other areas and can be fully dedicated to the process and supervision of the purchases

Illustration 13: Organization chart recommended for the company



Elaborated by: The authors

3.3. Conclusion

To conclude this chapter, we have seen the biggest shortcomings that the company has in which its sales area and its administrative area were identified in terms of its strategic plan. Therefore, a marketing plan has been developed and recommended, especially for products that have export potential such as bars, truffles, chocolates and dragees.

Regarding the strategic plan, a restructuring of the mission and vision has been recommended. Additionally, the establishment of goals and objectives is recommended too focusing on improving its administration to reach internationalization. These objectives are also achievable for the company, in addition to policies that demonstrate to its customers the commitment they have to offer quality products and always thinking about them.

CONCLUSIONS OF THE ESIS

- MSMEs are currently facing great challenges, since in a globalized world, consumers have more access to information and a greater number of products. In Ecuador and Azuay there are several MSMEs, which in the future will have to compete with European companies, due to the recently signed trade agreement, and currently MSMEs do not work efficiently to deal with the other companies. Moreover, many times enterprises do not have the necessary training, which would help them to know how the international market is managed. On many occasions, MSMEs have products of excellent quality and at an excellent price, however, they do not know how to reach a target audience locally, much less internationally.
- The lack of resources is also one of the main impediments to the internationalization of MSMEs, since they have to face export costs and the final price of their products is not always competitive with the international market.
- Based on the previous ana sets, Golosinas DIKATY was chosen for the elaboration of a management plan to improve its competitiveness. An internal analysis of the company was carried out, collecting the information through interviews and it was detected that the company has shortcomings in the administrative area, since it does not have an elaborated strategic plan and in the sales area its product is not promoted in the right way. The MSME has a quality product that has the potential to be consumed in international markets, however.
- To improve the international competitiveness of the MSME Golosinas DIKATY, a marketing plan has been drawn up in order to improve its positioning as a brand both nationally and internationally. A restructuring of the administrative strategic plan has also been carried out, so that the MSME has a plan for the operation of the company and can develop strategies based on its reality.

RECOMENDATIONS

- In order for Ecuadorian MSMEs to be able to position themselves in the global market and become international, it is necessary that they improve their competitiveness, for that they must develop strategic plans that adapt to their realities and satisfy their needs.
- The Ecuadorian MSMEs should base on the Uppsala model, because once their competitiveness has improved they will have more income and at the same time more experience, so they can export their products through intermediaries or directly to an international market.
- In the case of the MSME Golosinas DIKATY, who seeks to internationalize, in the future it needs to improve their competitiveness and its internal strategies. It is recommended properties the administrative management in terms of the strategic plan such as mission, vision, establishment of objectives and internal policies. The MSME must also improve its promotion in the sales and marketing area, since it does not have a clear strategy on how to reach their customers, much less position themselves in an international market. To reach internationalization, the company must set international goals, in this way it satisfies the national and global markets simultaneously.
- For the MSME Golosinas DIKATY improve its competitiveness and thus face the global market, it is recommended to apply the marketing plan developed in this project, the same one that seeks for the company to position itself in the minds of its consumers as a brand that offers quality and new experiences to the palate. Once the brand is positioned nationally and internationally, it can increase its level of sales and enter new markets. It is also recommended to improve its strategic plan in the administrative area, the same one that will help the MSME Golosinas DIKATY to redirect itself towards internationalization, as well as help to establish strategies based on its reality.

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APPENIDE ES

APENDIX 1 Interview

Interviewee: Roberto Rodríguez

Professional position: production manager of Golosinas DIKATY

This interview was carried out in order to collect information about the company, which would be useful to detect the situation it is in and recommend an improvement

plan that is adapted to its needs.

1. Can you tell us how the company started?

The company started as a small family business in 2001, as Pablo, the owner, learned

about making chocolate with master chocolatiers in different cities of the country, he

wanted to start his own business. Initially, he and his wife were the only ones who

made the products in-house and sold to well-known people who wanted their products.

Later, due to the demand for their products, they decided to grow and start their

business. For Pablo, 2016 was the best year for his company because Diners Club

placed an order for 16,000 boxes of chocolate, which was a great achievement for the

company. From this business it was possible to acquire the capital to expand the

company and buy machinery to improve the production of chocolate and produce in

greater volume.

In addition, to promote the production of chocolate in October 2017, the BPM

certification was obtained, which forces us as a company to always obtain quality

chocolate.

2. Do you have a strategic plan within the organization of the company?

The company does not have a written strategic plan, however, it is managed with

policies and regulations that the people who work here must follow. In what is directly

strategic planning, the company does have a mission and a vision and a regulation, if

they wish, then all the information on strategic planning will be sent by email.

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3. We have divided the organization of the company into 4 strategic areas: productive, financial, administrative and the sales area. Can you tell us how each one is handled?

Let's start with the production area, as we already mentioned before, we have the BPM certification, so our entire production process is regulated and we have the obligation to comply with the highest quality standards. To begin, we receive fine aroma cocoa that must be roasted, crushed to proceed to extract the cocoa paste that is the base of the chocolate, then other ingredients are added, depending on the production line that we wish to follow. Then we add the mixture to the conchadora, which is the most important part, since all the ingredients are mixed in a homogeneous way, it is through this process that our chocolate has a unique shine. After the conch machine, the chocolate mixture goes to the tempering machine, where the liquid chocolate is made to give the shapes or to bathe the truffles. After molding, cooling is important, it must be in a not so low temperature so that the chocolate does not acquire that whitish color and maintains its shine. When we have the finished product for packaging and storage to be taken to the different points of sale. The whole process is done with strict quality controls, since we seek to have a quality product and that our consumers characterize us for our taste and quality.

Regarding the financial area, we cannot help you with much information, since Pablo, the owner manager, handles this with reserve. However, what we can help you with is how the company is financially managed. Currently, we are implementing a new management system called Cadillac, we hope that after a while we will be able to integrate the production process and all the areas in the same system; for now only the financial part is handled in this system. Everything that is income and expenses of the company are supported by invoices.

- How do you make payments to suppliers and how do your customers pay?

Well in the case of providers we handle credits, and generally it is paid by means of bank transfer, while our business clients also handle credit policies depending on the reliability of each client, in terms of payment methods, checks are received and bank transfer. As for consumers who go directly to the points of sale, payments are only received in cash and instantly.

- Regarding capital, are they managed with their own capital or do they acquire loans from third parties?

Generally, the expenses are covered with the same sales income of the company. As for the initial investment of the company, the majority was the owners' own capital.

- Do you handle any bank credit?

Currently, the company does have a bank loan, and it is to improve the infrastructure of the company and expand the warehouse area. The loan was granted without any problem, since the company has always been able to respond to its debt on time and responsibly.

In addition, on the tax issue, taxes have always been paid annually as they correspond according to the utility of the company. Additionally, monthly VAT declarations are made always with the support of invoices.

- Do you have a budget?

Yes, the company is managed with a monthly budget, it is not something that is written, but it is spoken. The monthly budget depends on the level of production. For example, in the months that are sold the most, which are February, May and December, the budget is a little higher than in the other months, since it is necessary to acquire more inputs to be able to produce the necessary quantity to satisfy the needs of the customers,

- Can you tell us how the administrative area is handled?

In the administrative area, the company only has a mission and a vision, but we do not have established objectives. Regarding human resources, we manage with a manual for coexistence and work rules that must be followed. Organizationally, Pablo is at the head of the company. There is a production manager, who is in charge of the production process, the warehouse area, supervises the entry of raw materials, and the person in charge of the distribution and delivery of orders. There is also an accounting assistant, who is in charge of keeping the company's accounting, additionally who is in charge of placing orders for purchases and receiving orders made by customers,

- How many people currently work in the company?

We currently have 9 people working within the plant, not counting the people who are in charge of the sale at the different distribution points.

- Can you tell us how they sell the products?

We currently have 5 points of sale in the city of Cuenca, one is in Gran Colombia, in Remigio Crespo, in Simón Bolívar in Multiplaza Miraflores and in the Milenium Plaza. In the points of sale, you can buy all the products such as truffles, chocolates, alfajores, bars and chocolates with figures. In addition, the company also manages another line of products such as ice cream, cakes and cookies.

- How do you promote your products?

There is no good promotion of our products, we have a website that is managed by a person abroad, but it is not a way in which things are published repeatedly. Like we have a Facebook page, but there are no frequent posts. We believe that it is one of the areas in which we must improve the most.

- Do you know your competition?

Within the city we do not know the competition we have, but we know that at the national level we do have quite a strong competition, including Pacari, which is a company that has already positioned itself internationally.

4. Do you intend to be international?

That will be the ideal for the company, however, we know that the company is not ready to internationalize, since we have not positioned ourselves as a brand at a local or national level. There was an occasion when an attempt was made to send the chocolates to a friend of Pablo's in France, but due to transportation costs the final price was too high and it was not competitive compared to the chocolates sold there.

APPENDIX 2 MIPRO diagnose

Self-evaluation: Project development status

No ·	Variables description	Rating	%	% accumula ted
1	Have you defined your business idea?	1	3 %	3%
2	Are you clear about the profile of your potential customers and / or users?	0	0 %	3%
3	Have you developed the prototype or minimum viable Product of your products?	1	3 %	6%
4	Has conducted consumer evidence or market testing	1	3 %	10%

Self-evaluation: Innovation level

No	Variables description	Rating	%	% accumulated
1	Has the feasibility of the project been proven? Is it possible to manufacture the product or provide the service? A prototype of the proposal have been elaborated?	1,00	8 %	8%
2	The product, process or service comes from scientific and technological research by the entrepreneur?	0,00	0 %	8%
3	The product, process or service can be patented or	1,00	8 %	17%
4	The prodcut, process or service represent something new	0,50	4 %	21%

					for the loc	al market?			
5	It has a brand and / or logo design or has developed the corporate image of its enterprise?	1	3 %	13%	5 service re	new for the	0,00	0 %	21%
6	Do you have a business model or canvas?	0	0 %	13%		uct, process or presents g new	0,00	0 %	21%
7	Do you know the market for your product and the competition?	0	0 %	13%	market? Is or was r type of spe academic, technologic	necessary some ecialized technical or cal training for	0,50	4 %	25%
8	Do you have a business profile or perspective?	0	0 %	13%	product, process or	pment of the service?			
	poropoulvo:		70		the produc	ct, process or pecialized or	1,00	8	33%
9	Do you know your production costs in detail?	1	3 %	16%	was need			/0	
10	Do you know what is the investment amount required to implement your business?	1	3 %	19%	The project 9 developed and national re	d with machinery	0,50	4 %	38%
11	Have you received technical support for the formulation of your business idea?	1	3 %	23%	The production or service real need?		1,00	8 %	46%
12	Do you have infrastructure and machinery for the production process?	1	3 %	26%	1 Can the Pi		1,00	8 %	54%

13	Do you know what your production capacity is?	1	3 %	29%
14	Do you have or are you in the process of obtaining the respective permits and / or authorizations for the operation of your business (RUC, Trademark Registration, LUAE, etc.)?	1	3 %	32%
15	Have you registered your trademark / patent in the IEPI?	1	3 %	35%
16	Do you know the costs and expenses you incur to formalize your business?	1	3 %	39%
17	Do you have your own working capital?	1	3 %	42%
18	Do you have a financing line for the development of your productive activity?	1	3 %	45%
19	Have you started your sales formally?	1	3 %	48%
20	Do you have a portfolio of clients who buy on a recurring basis?	1	3 %	52%
21	Have you carried out accounting and / or financial studies and analysis of your project?	0	0 %	52%
22	Have you participated in trade shows and events to test or market your products?	1	3 %	55%
23	You have received support and / or technical accompaniment for the start-up of your business?	1	3 %	58%

Implement the idea of the business?			
	Total:		58%
	INN	OV.	ATIVE

Decisions Table

Self-evaluation: Innovation level				
Range values Level				
< 52	TRADITIONAL			
≥ 52	INNOVATIVE			

24	Do you require technology (technical laboratories, infrastructure) to develop new products or improve the processes of your company?	1	3 %	61%
25	Are you registered as an exporter?	1	3 %	65%
26	Do you know how to present your product and / or service to potential clients or investors?	1	3 %	68%
27	Do you consider that your business is positioned in the market?	0	0 %	68%
28	Do you have knowledge about warehouse management, inventories, layouts?	1	3 %	71%
29	Have you identified the growth potential of your business?	1	3 %	74%
30	Have you made any kind of approach with clients from international markets?	1	3 %	77%
31	Have you received mentoring or technical support for the acceleration of your project?	1	3 %	81%

Total: 81%

POST-ETREPRENEURSHI P

Decision Table

<u>-</u>					
Self-evaluation: Project development status					
Values Range	Level	Action to take			
< 35%	Idea / Product	PRE - ENTREPRENEURSH IP			
35% a 73%	Comercialization	ENTREPRENEURSHI P			
> 74%	Growth	POST - ENTREPRENEURSH IP			

Conclusion:

According to the information provided by the Entrepreneur, it is concluded that the development status of the enterprise has a percentage of 81% and is at the Growth / Post-Entrepreneurship level.

Likewise, the level of innovation reaches a percentage of 58%, qualifying as an innovative enterprise

Source: (Ministry of Production, Foreing Trage, Invesments and Fishery, 2019).

APPENDIX 3 Verification sheet of compliance with MY FIRST INEN CERTIFICATE

CHECK LIST DE VERIFICACIÓN DE CUMPLIEMIENTO DE REQUERIMIENTOS PARA "MI PRIMER CERTIFICADO" INEN	6	MINISTERIO DE PRODUCCION. OMERICO EXTERION, RIVERSIONIS Y PESCA GOBBINO DE YCCOS
Golosinas Dikaty Nombre de la Empresa:		N° de visita
Dirección de la Empresa: Autopota San Joaquin - Calle	Jengibie	Teléfono_4120156
Correo electrónico Mosinas di ka@ vahoo. com		Celular: 0391845112
Técnico asignado por la empresa: Robeilo Rodique ?		cargo: Generate
Fecha de la visita: 30 / 10 / 19 (aaaa/mm/dd)	Hora Inicio:_	Hora fin:
EVALUACIÓN CALIFICACIÓN	DESCRIPCIÓN	
NULA 0 No se encuentra ninguna evidencia del requerimier	nto	
BUENA 1 Se encuentra evidencia del requerimiento pero no	está implementado completam	nente
MUY BUENA 3 Cumple con el requerimiento y mantiene registros		
N/A No aplica el requerimiento en los procesos de la en		
The aprice of requestiments of 100 processor de la cit	npresu	
Requisitos Generales		OBSERVACIONES
RUM RUA EPS		
RUC RISE		
Registro Mercantil SI X NO NO		
Nombramiento del Representante Legal SI X NO		
1 Requisitos legales	Valoración	OBSERVACIONES
1.1 Mantiene contrato de trabajo legalizados (plataforma SUT)	3	
Cumple con lo establecido en la ley de Vinculación, de talento		
humano con discapacidad	No aplica	
1.3 Evidencia de no contratación de menores de 15 años	1	
1.4 Registro de marca comercial en el SENAI (Ex-IEPI)	3	
2 Gestión Financiera		
2.1 Proyección financiera anual (presupuesto)	1	
2.2 Balances financieros	3	
3 Gestión de Recursos Humanos	S PROGRESHES TO SHEAR AND DOS	
Evidencia de canacitación al personal enfocados al	3	
cumplimiento de los compromisos del cliente	3	
3.2 Mantiene registros de capacitaciones del personal	3	***
3.3 Evalúa periódicamente el desempeño de sus trabajadores	3	
4 Servicio al cliente	Aluminum series	
4.1 Registra los compromisos o cualquier modificación o compromisos adquiridos con los clientes	3	
4.2 Informa al cliente sobre las propiedades de los productos	. 3	
4.3 Gestión de quejas, reclamos y sugerencias	0	a declaration of
5. Gestión de compras		
5.1 Cuenta con un proceso de compras que asegure la provisión	3	1
oportuna de la materia prima e insumos	-	

5.,3	Check de condiciones de recepción de las materias primas e insumos	3	
5.4	Cuenta con mecanismos para gestionar los inventarios	3	
5.5	Mantiene contratos o convenios con los proveedores	3	
5.6	Mantiene mecanismos de calificación y selección de proveedores	1	
6	Control de producción		
6.1	Disposición de infraestructura adecuada (servicios básicos)	3	
6.2	Proceso de Planificación de la producción	3	
	Ha identificado los requisitos legales y reglamentarios aplicables al producto o servicio proporcionado (normativa)	3	
64	Trazabilidad de producto	3	
_	Calidad del producto o servicio	HALL SEE	
7.1	Mantiene mecanismos de verificación de cumplimiento normativo del producto	3	
	Mantiene mecanismos de verificación del cumplimiento del servicio proporcionado con las especificaciones técnicas definidas por el cliente	λ	
7.3	Mantiene equipos de inspección y ensayo calibración	3	
7.4	Tiene laboratorio de control de calidad o proceso	3	
8	Conservación y entrega del producto o servicio		
8.1	Mantiene sus productos almacenados, manejo y entrega al cliente en condiciones que prevengan su deterioro	3	
8.2	Preserva los documentos que evidencia la prestación de servicio y cumplimiento de requisitos especificados por el cliente	1	
9	Innovación y emprendimiento		
9.1	Evidencia Innovación y/o emprendimiento al corto o mediano plazo (al menos mejora continua documentada)	3	
10	Solud y seguridad		
10.1	Proporciona a sus trabajadores equipos de protección personal (EPP) de acuerdo a las necesidades de la empresa	3	
10.2	Capacita y entrena a sus trabajadores en temas de seguridad e higiene del trabajo	3	
	PUNTAJE TOTAL	77	
	PORCENTAJE DESEMPEÑO		

APPENDIX 4 CANVAS business model

Key partners Key Activities - Conching of ingredients for 🗅 a better flavour - Makita Foundation - Distribution Chanels - Ecuador Cação and Coffee - Usage of social networks - Guillermo Benavidez - Relationship with the - Improlac clients - La Fabril Good treat - Conorque -Positive Atittude - El ordeño S.A. -Personalized attention - Produscts Cris Cia, Ltda. Key Resources Kellogs - Intangible - Brand registration Knowledge - Tangible -Machinery

Value proposal 📸



- Quality
- Flavour
- New and personalized
- Generate new sensations and experiences with the chocolate - Use of natural ingredients

Relationships with clients

- Wholesalers
- It is managed with catalogs and it can be asked by email
- Tasting to order the product
- Consumer
- Access to the store and promotion in social networks

Channels

- Distribution channels
- Facebook page - Web page
- Email
- Distribution
- Transportation cooperative
- Servientrega
- External agents
- Company's own car within the ci
- Own points of sale

Customer Segment

- Geographic: B2C
 - Cuenca urban area 🕡
- B2B: Guayaquil
- Urban Zone: Quito,

Machala, Cuenca

- Service companies like:
 - Hotels
 - Restaurants
 - Coffee Shops
- Demographic segmentation
 - Millenium Plaza
 - 12 to 8 years
 - Simon Bolivar
 - Foreigner
 - People over 18 year

old

- Gran Colombia
- 30 years an older
- Remigio Crespo
- 18 years an older - Miraflores
- 18 years and older
- Students

Costs Structure

- Key resources - Machinery
- Tools
- Key Actitivites
- Production expenses
- Salaries

- Intraestructure

-Equipment and furniture

- Machinery maintenance

-Tools

in general

- Basic Services (light, water)
- Infrastructure



Income Source

- For wholesalers, credits, bank transfers and cheks are grantes and for the consumer only cash



APPENDIX 5 Export Audit

ADMINISTRATIVO	Valoración
1. Type of enterprise	5
2. Strategic business planning with mission, vision, and values	3
3. Fulfillment of objectives	5
4. Exportation in the strategic planning	3
5. Consideration of the needs of the local and international market	5
6. Differentiation from the competition	5
7. Organization chart efficiency	5
8. Current procedure manuals	5
9. Current functions manual	5
10. Level of instruction of the manager	5
11. Experience in the management industry	5
12. Level of instruction required in the headquarters	5
13. Data and production management system	5
14. Application of continuous improvement processes in all areas	5
15. Personnel trained in Foreign Trade	0
16. Staff who speak English	3
17. Information on potential foreign markets	3
18. Purchase process	5
19. Associations or guilds	0

20. Promotion of exports in the union	0
21. Mechanisms used to identify potential markets	3
TOTAL ADMINISTRATIVE	80/105
PRODUCTION	
1. Potential of product design to internationalize	5
2. Use of patents and industrial designs	5
3. Percentage of National raw material suppliers	5
4. Use of supplier qualification record	5
5. Infrastructure capacity to increase inventories and machinery	5
6. Ability of the Company to increase its production volume	5
7. Efficient application of product flow charts	5
8. Use of mechanisms for the registration of raw materials, inputs and finished products	5
9. Knowledge about packaging processes for foreign markets	5
10. Negative impact caused to the surrounding environment	5
11. Compliance with environmental management requirements	5
12. Use of guaranteed clean prodcution systems.	5
13. Using programs to reuse and reduce waste	5
14. Certifications owned by the company	5
TOTAL PRODUCTION	70/70
FINANCIAL	
1. Budget planning	5

2. Analysis and review of cash flow reports	5
3. Analysis and review of financial reports	5
Analysis and revise of costs generated in production and breakeven point	5
5. Sources of financing of the company	5
6. Willingness to commit your resources to an exportation project	5
7. Type of mechanism to be used to finance an exportation project	3
8. Credit time offered to foreign clients in a case of exportation	5
Maximum time for which the Company is willing to borrow for an exportation project.	5
10. Budget assigned for the improvement in production, both product and process	5
11. Budget determined to the marketing and sales area	5
TOTAL FINANCIAL	53/55
SALES	
Specific exportation plan	3
2. Perceives added value of the product	5
3. Registration of the trademark in the competent body	5
4. Use of slogan	5
5. Company staff focused on marketing and sales	3
6. Staff focused on product and Brand design	5
7. Information of the prodcut demand in foreign markets	5

8. Capacity of the company's logistics	5
9. Trust in international logistics services	3
10. Information of the distribution channels in the target countries	3
11. Advertising material for the principal product	0
12. Use of advertising media	5
13. Image of the Company towards the client	5
14. Policies defined for the application of guarantees and returns	5
15. Usage of web page	5
16. Information about possible prices of products outside the country	5
17. Knowledge of INCOTERMS	3
TOTAL SALES	70/85
TOTAL VALUATION OBTAINED	273/315

Source: (Garzón Chica & Jara Jiménez, 2017)