



University of Azuay

Faculty of Legal Sciences

International Studies Career

**DIAGNOSIS OF THE NON-TRADITIONAL
EXPORTABLE OFFER OF SMEs IN MORONA
SANTIAGO**

Author:

Bárbara Rosita Salinas Morocho

Director:

Eng. Xavier Ortega Vásquez

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DEDICATION

I dedicate this degree work to my parents for their support on this long road, mainly to my mother, Rosita Morocho, for her unconditional love, infinite patience, unwavering support throughout this process because she has been my light throughout this academic journey. Thank you for being my inspiration every day, for instilling me with excellent values and courage to achieve all my goals in this world, always thinking clearly and with my feet on the ground. I thank you for being my everything and for being the best mother I could ever wish for.

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Diagnóstico de la oferta exportable no tradicional de las pymes de Morona Santiago.

Resumen

El estudio analizó el diagnóstico de la oferta exportable no tradicional de las pymes en Morona Santiago, con un enfoque cualitativo para identificar productos por cada sector potencial productivo y exportador. Se cumplió con los objetivos establecidos al desarrollar un análisis situacional de la Provincia, obteniendo el estudio de mercado donde se indicó todos los productos del sector y se determinó la oferta exportable. Los resultados indican la diversidad de productos locales que son 19 empresas derivadas en Asociación de Productores Agropecuarios Naitiak; Huamboytas; Chuchuguazo D'María; CAMFER; Antuquito; Proamec; SASAMA; Toronjado; Kamilacer; Hendrix; Sukuita; Perla estación del sur; Native Sacha; La vieja molienda; ACANA; MATVIL; Luciana; NUNKA TSUER y Mar de flores. También se encontraron diferentes desafíos, que se tomaron en cuenta para dar las recomendaciones para mejorar cada una de las empresas, desarrollar la capacidad exportadora y apoyo gubernamental para impulsar la competitividad de las Pymes.

Palabras clave: Oferta exportable no tradicional, Pymes (pequeñas y medianas empresas), Morona Santiago, Capacidad productiva y Diagnóstico.

Diagnosis of the Non-Traditional Exportable Offer of SMEs in Morona Santiago

Abstract

The present study analyzed the diagnosis of the non-traditional exportable offer of SMEs in Morona Santiago, a qualitative approach was used to identify the products for each sector with productive and export potential. In this way, the objectives established by developing a situational analysis of the province were met, obtaining the market study where all the products of the sector were indicated, and the exportable offer was determined. The results indicate the diversity of local products, which are 19 companies derived from the Asociación de Productores Agropecuarios Naitiak; Huamboytas; Chuchuguazo D'Maria; CAMFER; Antuquito; Proamec; SASAMA; Toronjado; Kamilacer; Hendrix; Sukuita; Perla estación del sur; Native Sacha; La vieja molienda; ACANA; MATVIL; Luciana; NUNKA TSUER and Mar de flores. Different challenges were also found, which were considered to give recommendations to improve each of the companies, develop export capacity and government support to boost the competitiveness of SMEs.

Key words: Non-traditional exportable offer, SMEs (small and medium-sized enterprises), Morona Santiago, Production Capacity and Diagnosis.

Diagnosis of the Non-Traditional Exportable Offer of SMEs in Morona Santiago

1. Introduction

In this research, the current power of small and medium companies, as they play a relevant role in the development and stability of the country's economy. In Morona Santiago, Ecuador, SMEs are important for the generation of jobs and economic activity in the province. Therefore, it has been considered that these SMEs should be recognized in international markets, which is essential to understand and properly diagnose each of them, to measure their exportable offerings.

The motivation of this research arises from the importance of demonstrating the potential of the different SMEs of Morona Santiago, considering that in its different areas there is an excellent production and raw material to make a product. We will try to investigate and analyze the topic presented through an empirical approach to explore the distinct aspects of each of the SMEs. On the other hand, the diversity of products, being important their quality, innovation, and marketing. In addition, it is necessary to understand and show the current situation and in a certain way the perspective of future SMEs, with the sole purpose of promoting economic growth, recognition, and new opportunities in the national or international market.

Through gathering all the information from the research, it is expected not only to contribute to the academic knowledge on the given topic but also to provide practical, important, and relevant information so that it can be used by the mentioned companies, entrepreneurs, economic or business support institutions, for future opportunities and even initiatives that will boost the sustainable economic development of the province.

As a result, information was obtained from 19 companies, which are derived from the Asociación de Productores Agropecuarios Naitiak; Huamboytas; Chuchuguazo D'Maria; CAMFER; Antuquito; Proamec; SASAMA; Toronjado; Kamilacer; Hendrix; Sukuita; Perla estación del sur; Native Sacha; La vieja molienda; ACANA; MATVIL; Luciana; NUNKA TSUER and Mar de flores to diagnose the non-traditional exportable offer.

1.1 Objective

Make a diagnosis of the non-traditional exportable offer of SMEs in Morona Santiago.

1.2 Specific Objectives

- a) Develop a situational analysis of the province of Morona Santiago.
- b) Conduct market research to identify the non-traditional exportable offer of Morona Santiago.
- c) Determine the non-traditional exportable offer of SMEs in Morona Santiago.

2. Theoretical framework

In the 1950s, SMEs emerged as significant contributors to the production of textiles, wood, and food, playing a crucial role in generating employment opportunities and reducing poverty. However, this sector encountered obstacles to its development, such as the lack of support schemes and the absence of legal regulations that hindered their establishment. Over the years, multiple tools have been implemented to facilitate their growth, including government policies directly targeting SMEs in Ecuador, along with initiatives by multiple entities aimed at promoting their development (Carranco, 2017).

In support of this, the Constitution of Ecuador also focuses on the prioritization and importance of SMEs "Art. 288.- Public procurement shall comply with criteria of efficiency, transparency, quality, environmental and social responsibility. Priority will be given to national products and services, particularly those from the popular and solidarity economy, and from micro, small and medium-sized productive units" (2008).

And also, in "Art. 311.- The popular and solidarity financial sector shall be composed of savings and credit cooperatives, associative or solidarity entities, communal savings banks and savings banks. The service initiatives of the popular and solidarity financial sector, and of micro, small and medium-sized productive units, will receive differentiated and preferential treatment from the State to the extent that they promote the development of the popular and solidarity economy" (Asamblea Nacional del Ecuador, 2008).

On the other hand, the National Customs Service of Ecuador, (2010) states the concept and classification of MSMEs in " Art. 53.- Definition and Classification of MSMEs.- The Micro, Small and Medium-sized enterprise is any natural or legal person that, as a productive unit, exercises an activity of production, trade and/or services, and that complies with the number of workers and gross value of annual sales, indicated for each category, in accordance with the ranges that will be established in the regulations of this Code..."

In Ecuador, SMEs generate employment significantly, with 39% of this employment coming from micro-enterprises, 17% from small enterprises and 14% from medium-sized enterprises. These SMEs play a crucial role, because they are responsible for creating several jobs and boosting the economy. In the economic context, they are of special importance in Ecuador due to their ability to adapt to new technological and social changes and job creation. These companies drive the country's economic development and wealth generation but are sometimes limited by factors such as value-added production, tax regulations, and exports (Chávez & Delgado, 2018).

Despite the significant participation of SMEs in economic activity, most of them do not actively participate in international trade and their main disadvantages are access to finance, technology, human resource development and *networking*. International trade is often associated with large multinational companies, whose brands and products can be found all over the world (Orlandi, 2006).

The internationalization of SMEs allows them to be competitive, obtaining economic growth with products and services, a product of globalization Segura et al, (2016). Exports are divided into petroleum (crude oil, derivatives) and non-petroleum: a) traditional b) non-traditional. The main traditional products exported by Ecuadorian SMEs are bananas, cocoa and processed products, coffee, shrimp or prawns, tilapia, cobias; and among the non-traditional: handicrafts, products from the metalworking sector, natural flowers, cosmetics, wood or derivatives, leather, textiles, plastic products, canned products, among others (Banco Central del Ecuador, 2017).

Internationalization is described as the development of business activities at an international level, encompassing all business transactions involving two or more countries. These international operations represent a significant and ever-growing proportion of the total set of business activities globally (Bustamante & Calle, 2005).

SMEs have their origin in family wealth, with the intention that the owners are independent from external organizations. According to the 2010 National Economic Census, companies are classified according to the number of people that comprise them. A microenterprise is one made up of 1 to 9 people, while small enterprises have 10 to 49 employees. On the other hand, a medium-sized company has between 50 and 199 employees, and a large company has more than 200 employees by National Institute of Statistics and Censuses, (2021).

Micro, small and medium-sized enterprises in Ecuador are responsible for the growth of production, job creation, innovation, and productive activity in the country, INEN promotes "My first INEN Certificate" with the aim of growing and strengthening the quality system of companies. MSMEs are involved in productive activities of the economy such as commerce, agriculture, forestry, fishing, manufacturing industries, construction, transportation, storage and communication, real estate, among others. In 2016, data indicate that 843,745 companies were incorporated in Ecuador, of which 99.5% represented MSMEs by Ecuadorian Standardization Service, (2011).

When taking into account the research carried out by the National Institute of Statistics and Censuses (INEC) on Small and Medium-sized Enterprises (SMEs), it is evident that these companies are characterized by their workforce, scarce application of current technology, reduced capital, limited productivity and limited use of financial and non-financial services, but despite this it mentions that SMEs play a strategy in the commercial sector in order to boost the economy This was due to the fact that its investment costs are low, which allows it to face in a positive way the different changes that occur day by day in the market (Carlos Yance Carvajal, 2017)(Burgos et al., 2017)

To define non-traditional exports, it is important to be able to first mention traditional exports in the context of Latin America as those products that throughout history have constituted a substantial part of the foreign exchange earnings generated by exports from the countries of the region. Non-traditional products are considered as an extension of this list of traditional products, but special attention is given to those agricultural products that meet certain qualitative criteria related both to the dynamics of world demand for these products and to the particularities of their offer (Kouzmine, 2000).

As he mentions, the potential of non-traditional products in the international market stands out as an opportunity for the diversification of the exportable supply and the dynamism of several agricultural sectors that have not yet been adequately exploited. In addition, it is noted that, in recent years, the export of traditional

products such as bananas, cocoa and industrialized coffee has increased more than the export of certain non-traditional products (Andrade & Verdugo, 2018).

3. Literature Review

The concept presented by Arteaga et al., (2020) of SMEs is that they are for-profit business entities operating autonomously and focused on offering products or services that meet the needs and desires of consumers. They contribute significantly to the generation of wealth in each country and are key drivers of employment. In fact, it is important to note that throughout history strategic planning has been commonly associated with large companies in terms of size and sales volume, contributing step by step to their progress and improving the efficiency of their operations.

Perez, (2020) highlights that is mentioned that the company stands out for being the one in charge of providing goods and services, through the use of production, assuming in a certain way its own risks according to the level of corporate responsibility it wants to reach, on the other hand, it is emphasized that not everyone goes through the same conflicts. It is emphasized the importance that SMEs have shown to have great importance in the development of countries. At present, international markets are more demanding, so that small and medium-sized companies are unable to enter them because they have a small production capacity, making it difficult for them to meet the required demand. This is a relevant factor because it is precisely the area in which inter-company collaboration is attractive for SMEs, since it provides them with a competitive advantage in the face of the great challenges posed by international markets.

One of the obstacles that SMEs have is financing for the growth of their companies, but Gonzalez et al, (2022) mention that entrepreneurs that entrepreneurs should take advantage of certain facilities for compliance with requirements if they maintain a good technical and administrative assistance which will allow them to meet the requirements established for banks to access productive credits, also taking into account that you can see other financing alternatives to which they could access with good advice. The State currently emphasizes that SMEs play a fundamental and essential role in the beneficial development of the country, which demonstrates support and benefits for companies. Therefore, the financing of SMEs has gained equal importance.

Mendoza et al. (2019) highlight the difficulties of SMEs in exporting at an international level, due to factors such as technological limitation, insufficient product quality, absence of advice, high costs, lack of knowledge of the procedure, access to credit. On the other hand, the policies and strategies designed to be able to develop at the national or international level are not properly managed, which generates obstacles to their growth.

Avilés & Rodríguez, (2020) note that on an international scale in recent years, priority has been given to the development of microenterprises because they play an important role in reducing unemployment and poverty, through innovation and the creation of different products. It is also mentioned that SMEs focus on solving a social problem by contributing directly to the family environment and improving the household economy. Their activity is fundamental in certain areas for their contribution to a solution to the problems and needs that arise in the different localities, taking advantage of the commercial management of the products, according to the quality and their demand in the market presented.

Central Bank of Ecuador, (2020) expresses that non-traditional exports of primary products have been increasing and showing their development from 1990-2019, the products are derived from: natural flowers, mining producers, wood, fruits, abaca, raw tobacco, and other primary products. Likewise, non-traditional industrialized products are made up of 15 classified products: canned fish, other industrialized products, other metal manufactures, vehicles and their parts, chemicals and pharmaceuticals, fruit juices and preserves, leather, plastic and rubber manufactures, vegetable extracts and oils, plywood and pressed wood, other textile manufactures, fishmeal, banana products, paper and cardboard manufactures, textile fiber clothing, and other sea products. As the evolution of exports in Ecuador has evolved, the main destinations for non-traditional primary products in the 1990-2019 period are the United States, Russia, Colombia, the United States, Colombia, the United States of America, the United States of America, the United States of America, the United States of America, the United States of America, and the United States of America: United States, Russia, Colombia, Netherlands, China which are the most representative countries.

A 26% growth in Ecuador's exports of non-traditional products in 2021 stands out, according to data from the Central Bank. This indicates an increase in its value, confirming its importance in the number of exportable products in the country. In Ecuador, there were unconventional exports totaling \$7.897 billion. Ecuador's non-traditional basket includes a variety of products, and it is important to note that the increase is a favorable indicator for the Ecuadorian economy, as it demonstrates the diversification of the exportable supply and the ability to enter new international markets (Coba, 2022).

Economic Commission for Latin America and the Caribbean, (n.d.-b) about 10% of small and medium-sized companies in Latin America export part of their production. In Latin America, small and medium-sized enterprises are made up of a wide range of self-employed micro-enterprises in informal situations to innovative enterprises with high productivity and export capacity. SMEs have the capacity to participate in structural change through their contribution to increasing productivity through the implementation of coherent and coordinated policies, this could complement the economies of scale of large enterprises, encourage the formation of productive agglomerations and foster social inclusion, while increasing the income of microenterprises and decreasing their vulnerability. On the other hand, ECLAC promotes financial inclusion and innovation policies of the Development Bank so that SMEs improve and perfect their financial system as the main actors to be beneficiaries of this.

It General Secretariat of the Andina Community, (2021) indicates that micro, small and medium-sized enterprises (MSMEs) are important for the Andean countries because of their productivity and social impact, taking into account that 90% of companies in the Andean Community (CAN) are MSMEs, and the most important thing is that they represent 60% of employment and often operated by families aiming for a better future. These enterprises are prevalent in sectors such as manufacturing, textiles, food, beverages, wood and metalworking. The report emphasizes that Andean intra-community trade offers benefits for trade in the region and presents opportunities for its expansion in the international market due to its magnificent participation and representation in joint trade promotion events. As an important fact it is also indicated that in 2020 the CAN promoted virtual training to continue promoting SMEs in front of COVID19, with the sole objective of strengthening technical capacity and development of various topics of interest to each of the areas that are necessary and had as a result that about 22.000 participants.

It is also important to mention that in the COVID-19 pandemic, SMEs in Ecuador have faced several additional challenges due to the global crisis, that is, many entrepreneurs managed to increase the adaptation of technology to adapt to the new market conditions presented at that time. What was also generated is that remote work increased significantly in the segment of small and medium-sized companies, granting facilities to their collaborators to work from home and provide schedules according to their needs, it would guarantee better performance and allow optimizing their resources (Toranzos, 2020).

It exalts the importance of strategic alliances between producers and other actors to increase the presence of non-traditional products in the international market, these partnerships can include commercial agreements between producers and exporters, considering that they must have collaborations with research and development institutions to improve quality, productivity and competitiveness of products. In addition, the importance of collaboration between producers, government organizations or trade promotion agencies, such as PRO-ECUADOR, is highlighted in order to access export support programs, identify potential markets, participate in international fairs and promote non-traditional products around the world. Through the facilitation of the generation of alliances to improve products in promotion and commercialization, these strategic alliances have the potential to significantly increase the presence of Ecuadorian non-traditional products in the global market (Herrera, 2013).

On the other hand, the Ministry of Production, Foreign Trade, Investment and Fisheries of Ecuador mentions that they have experienced a remarkable growth of 10% per year in the last 5 years of exports from Ecuador. Considering that the Quito Chamber of Commerce states that 75% of Ecuadorian SMEs currently have new technologies in their operations to carry out their production, which improves their efficiency in the market and makes them more competitive in the market, this shows us their agility and ability to adapt, which is a key characteristic of Ecuadorian SMEs (Primicias, 2023).

Morona Santiago is a province located in Ecuador, in the Amazon region. The province has a variety of non-traditional products that have potential for export, including sugar cane, naranjilla, tea, coffee, bananas, handicrafts, honey and cassava. These products are an important source of income for the province, contribute to the economic development of the region and are characterized by being of high quality, which makes it attractive for international markets. The climatic conditions are favorable for the cultivation of tropical fruits, vegetables, etc. GoRaymi, (n.d.)

In the province of Morona Santiago, the population has been increasing over the years, along with the growth of SMEs. The population was recorded as 1,470,940 in the 2010 census conducted by "INEN Censuses". This province has 12 cantons: Pablo Sexto, Tiwintza, Huamboya, Taisha, Morona, Logroño, Sucúa, San Juan Bosco, Santiago de Méndez, Gualaquiza, Palora and Limón Indanza (Gobierno Autónomo Descentralizado de la Provincia de Morona Santiago, 2019).

The Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP) has been working on the development of projects for agricultural organizations in Morona Santiago. These projects include the research and development of various products in the province, applying technology transfer to improve their quality and

resistance to pests and diseases. The province, with ideal conditions for the processing of products, offers new production alternatives for farmers, including them in industrialization processes. This makes it possible to maximize the use of waste, according to the official (Ministry of Agriculture and Livestock, 2023).

4. Methods

This study will be descriptive research that Hernandez et al. (2010) indicate seeks to specify the properties, characteristics and profiles of people, groups, communities, processes, objects or any other phenomenon that is subjected to an analysis. In other words, they only aim to measure or collect information independently or jointly about the concepts or variables to which they refer, that is, their objective is not to indicate how they are related. Considering the above, the non-traditional exportable offer of Morona Santiago's SMEs will be analyzed and exposed to demonstrate their production capacity and product quality. All this will be done through the qualitative method, that states that it is recommended when the topic of the study has been little explored or no research has been done on it in any specific social group, so it will be used for this research because at present there is no data or information on the subject.

The province of Morona Santiago comprises 12 cantons, among which the following production sectors will be considered: Sucúa, Morona, Gualaquiza, Limón Indanza, Santiago de Méndez and Taisha. Information will be gathered from these sectors through fieldwork. In- interviews will be conducted with owners of selected SMEs to gain a comprehensive understanding of their business activities, product, and exportable supply. The interviews will be used to demonstrate common trends and challenges in the non-traditional exportable supply of SMEs in Morona Santiago. Each of them will be considered for their different characteristics and established ranges.

The data provided by GAD PROVINCIAL DE OF MORONA SANTIAGO lists SMEs categorized as active, suspended, inactive and initially registered. During the fieldwork, a total of 19 interviews were conducted in the canton of Morona with 5 companies: Naitiak Association of Agricultural Producers; Huamboytas; Chuchuguazo D'María; CAMFER; Antuquito. In Sucúa, interviews were conducted with 6 companies: Proamec, SASAMA, Toronjado, Kamilacer, Hendrix, Sukuíta. Gualaquiza had 4 companies interviewed: Perla estación del sur, Native Sacha, La Vieja Molienda, ACANA. Limón Indanza had 2 companies interviewed: MATVIL and Luciana. Santiago de Méndez and Taisha each had one company interviewed: NUNKA TSUER and Mar de flores, respectively. The purpose of collecting this information is to demonstrate the non-traditional exportable capacity of various SMEs in the province of Morona Santiago.

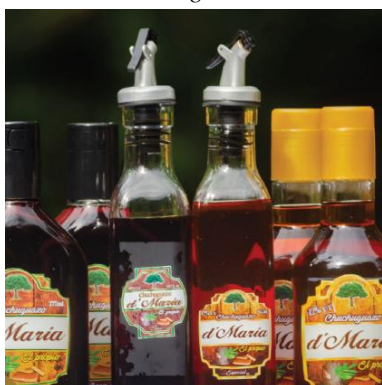
5. Results

5.1 Morona

5.1.1 Chuchuguazo de D'María

Figure 1

Product: Chuchuguazo d'María



Description origin

Di María is the first 100% natural Amazonian artisan liqueur. Its owner, María Lucía Virano Zabala, is considered the first in the province of Morona Santiago to obtain a seal from the Ministry of Agriculture for having the production of Chuchuguazo in her factory in excellent conditions. It all started with her father Juan Bautista Virano Garrillo, an enterprising man who left his legacy of making liquor. In his house he prepared several wines from different fruits such as orange, tangerine, grapefruit, naranjilla, wild grape. Many people in Macas consumed it, the wine was sold by the glass at that time and was served with bread. Mrs. Maria never

missed having Chuchuguazo and wine at her house. Chuchuguazo was made at home for several years and was sold to friends or acquaintances. However, over time, it gained popularity and attracted more buyers, encouraging Mrs. Maria to turn it into a business. Initially, Chuchuguazo was sold in plastic bottles, and it gained attention from buyers abroad. Motivated by this success, Mrs. Maria decided to expand her business and invested in the necessary equipment to scale up production. In 2015, she took a significant step by obtaining sanitary approval and the SIMAR seal for her products.

It has its physical premises located in Morona Canton, in the city of Macas, at the address May 24 between Gabino Rivadeneira and Tarqui. The factory is situated on the farm on the banks of the Jurumbaino River in the Jurumbaino breezes sector.

Product: Content, Characteristics, Packaging

Chuchuguazo D'Maria offers two products: natural dry liquor and a special variety with honey, available in sizes of 375ml and 750ml. Each product has its own sanitary approval, and the bottles are sealed with the SIMAR seal. Both variants contain 42% alcohol by volume, with permits renewed annually. The liquor has a clear color and is a 100% natural. The distillation process uses purified water with its own sanitary approval, obtained from either Sinai or Azuay. It undergoes dry maceration with the bark, and all materials used in production are stainless steel. To streamline operations, a bottling machine has been acquired, ensuring consistent product availability. Chuchuguazo D'Maria maintains its own plantation to guarantee a stable supply of raw materials. Each bottle is packaged in a personalized box, reflecting the brand's commitment to quality and presentation. The factory follows strict cleanliness standards, with manual processes extending to labeling and packaging. Additionally, beyond its role as a beverage, the product serves as an ancestral medicine, offering a dual purpose to consumers.

Marketing: potential destinations, distribution

Its main point of sale is the physical store located in the center of the city of Macas. It is distributed at the national level depending on the requirement for shipments, and also, since this liquor is already recognized, it is sent abroad to the United States, Canada, and Spain.

Production Capacity

It has a high production capacity, with around 600 bottles produced every 6 months, depending on the stock. However, in the years 2023-2024, sales have decreased due to the various problems the country has faced and the constant prohibition of liquor sales.

Strategic Alliances

Now, it does not rely on any alliances.

Competence/level of competitiveness

Competition does not harm it because several brands focus on unfair competition and produce inferior products. As a result, Chuchuguazo D'Maria's product has earned a strong reputation in the market for its quality and being 100% natural. The level of competitiveness is good as it adds an extra touch by decorating it with crafts from the province and gives it a unique identity compared to other products.

Support from public and private institutions

Support has been received from the Ministry of Agriculture and Livestock (MAG), as well as from the Municipality and Provincial Gad of Morona Santiago. This support involves being invited to participate in fairs held during festivities.

Export Opportunity

No export opportunity has been presented for the product.

Future projection

Continuing to provide employment and improving the quality of life for those working in the company. Supporting Amazonian culture. One aspiration is to begin placing the product in large shopping centers outside the province. Additionally, a proposal has been made for authorities to assist small and medium-sized enterprises in placing the product in airports.

5.1.2 Asociación de Productores Agropecuarios Naitiak – Panela

Figure 2

Product: Panela



Description of origin

Its owner is Marco Kajekai, president of the Naitiak Agricultural Producers Association in the Morona and Taisha Canton. This association has been operating since 2019 and is dedicated to cultivating sugarcane, which they sell in Baños, Cuenca, and Ambato. They had sugarcane that was not sold as fruit, so they began selling it as raw material to bakeries in Puyo. The idea emerged to process and industrialized this discarded sugarcane into sugarcane molasses, with each of the members doing it gradually from their homes, seeking a market for commercialization. They have a large amount of raw material, and it is also a community project of the Secretary of Peoples in agreement with the San Vicente Parish Board to help the citizens of the parish. Its location is in Macas, in the San Vicente parish, where it has its factory. The cultivation is in San Vicente, Santa Clara, and San Luis.

Product: Content, Characteristics, Packaging

Panela is sold locally in an artisanal manner, as pure as possible without any alterations or chemicals. It is made from sugarcane.

Marketing: potential destinations, distribution

It is marketed to cantons such as Taisha, Morona, and the Sevilla parish. Prior to this, the association had already commercialized and exported the product "Peanut" from the Taisha canton, but under a different management structure directed there. Primarily for panela, a market was sought, and now production is solely dedicated to meeting that demand.

Production Capacity

The factory is undergoing several modifications and has been undergoing renovations and adjustments for the past 3 months. Currently, work is carried out in three areas, with a quality technician, a production technical manager, a food engineer, an agricultural promoter, and four operators. In the plant, the quality technician oversees fieldwork, plant operations, raw materials, and post-harvest maturity. The process is carried out in artisanal cauldrons and small mills, then processed in pinansillos, sealed with an industrial sealer, and finally packaged in thermo-sealed bags. The current capacity is 10 tons per month. In the field, there are 44,000 units of sugarcane harvested monthly to produce panela, resulting in 180 cubic meters of sugarcane.

Strategic Alliances

The association primarily relies on allies from the Sinaí and Sevilla parishes to meet the required volume for the presented export. The German Society for International Cooperation (GIZ) assists with all quality procedures and production certification.

Competence/level of competitiveness

At the moment, there is no direct competition affecting their product. In terms of competitiveness, they have highly skilled experts trained in the production of the product. They are also constantly supported with training to continue improving in their professional field. Another important factor is that they have excellent professionals within their association who are part of the team.

Support from public and private institutions

It doesn't receive support from the Municipality and the provincial GAD..

Export Opportunity

They already have a forthcoming export to the United States scheduled for April, with the first batch of panales set to be sent.

Future projection

Pushing forward with this project and meeting the established goals for exporting the product is crucial. Becoming recognized and putting the Morona Santiago Province on the map globally is a significant aspiration. Additionally, improving the quality of life and the economy of the San Vicente parish is a key objective.

5.1.3 Huamboyitas

Figure 3

Product: Huamboyitas



Description of origin

The story of Huamboyitas snacks begins with the initiative of the owner, Alexis Quezada and his parents. After studying production engineering in the city of Cuenca, the idea of potato snacks was born. Alexis decided to pursue the idea of creating a product. With no local production of potatoes, the idea of potato snacks was born, along with banana snacks. Thus, the production of both potato and banana snacks emerged. Many trials were conducted to start generating the product, creating the image, the brand, the processes - everything related to a company. There were several setbacks regarding product shelf life and quality. They received a lot of support from friends in the city of Cuenca regarding the quality and approval of the product. The first brand launched was not Huamboyitas snacks, but the "Nantú Papas" brand, which did not receive much reception. Failing to achieve good results, they preferred to give the banana snack a chance, as there was excellent banana quality in Macas. They have been in the market for 5 years. It is in Macas, in the General Proaño sector, with its factory and distribution.

Product: Content, Characteristics, Packaging

The snack has a certification of origin, and its brand and product identity have been created. The product line includes Huamboyitas natural, which is the plantain chip with salt, Huamboyitas sweet, Spicy Huamboyitas, Lemon Huamboyitas, and Patacón snack. They are priced at \$0.60 and packaged in 150g bags. The bestseller is the Huamboyitas natural Snack, which stands out for its unique and characteristic taste of the jungle.

Marketing: potential destinations, distribution

The product in Morona Santiago has almost 45% of sales in this type of products, making it the best-selling plantain chip in the province. Currently, the product is on par with large companies; it is the first company to have successfully placed the product on shelves, competing with major brands within stores. At the moment, the strongest demand comes from Morona Santiago.

It is distributed in the 11 cantons, except in Gualaquiza, with the main buyer is the Sucúa Canton. The company has its own vehicles for distributing to stores and shopping centers, making new product deliveries every 15 days.

Production Capacity

The raw material is sourced from various suppliers, creating a community circular economy where all the raw materials are available. They organize themselves through a calendar so that harvesting is done seasonally. The product is organic, and a group of women from a community in the Sevilla Don Bosco parish are involved in the peeling process. After peeling, it is taken to the plant where it is fried before being packaged and stored.

The process itself is very fast; they work every week, and the entire process takes about 5 minutes until it reaches packaging. Bags are constantly being produced. Production occurs on Mondays, Tuesdays, and Wednesdays, then moves to storage, while distribution of the product continues every day. On production days, they produce around 4000 bags. Consumption varies greatly, but they have already controlled the required demand because they have good production control. The product has faced challenges due to its difficulty in handling and maintaining shelf life.

Strategic Alliances

An alliance is maintained with the Seville Don Bosco community.

Competence/level of competitiveness

The company feels very secure in the face of competition because the product has had a great acceptance in the market, and you even preferred it over large companies in Ecuador. And in Morona Santiago it is preferred and there is a difference in terms of the quality of the product.

Support from public and private institutions

It has not had any support from private or public institutions.

Export Opportunity

There was a proposal from Chile requesting a fixed monthly quantity, and the client specifically requested the sweet Huamboiyitas snack. Samples were sent, and they were delighted with the sweetness of the snack. However, a problem arose because it is the least feasible to produce on a large scale, as the banana must have a specific ripeness to make the snack, which is difficult to achieve during harvest.

Future projection

Fully expanding to other provinces and obtaining support from other sources to guide the brand in the best possible way. Crossing borders with the brand to bring pride to the eastern region. There are plans to expand the product within the next four months.

5.1.4 Antuquito

Figure 4

Product: Antuquito



Description of origin

Antuquito is a family legacy because for several years, they were dedicated to selling Ishpingo cinnamon and turmeric of that type; they had a forest full of them. The aim was to provide a natural product to generate economic income from what nature provides. It was important to add value to the family's work and, above all, to gain brand recognition, positioning the brand at a national level. The owner is a lawyer by profession.

Its location is in the city of Macas, it has its own premises in Benjamín Delgado and Luis Felipe Jaramillo.

Product: Content, Characteristics, Packaging

They have trademark registration and sanitary notification for all products. At the moment, there are 7 products with all permits and barcodes. These include spices and condiments such as cinnamon sticks, ground cinnamon, dehydrated hibiscus, ground ginger, ground turmeric, and dehydrated pitahaya. The products are well-received because they are unlike any others. Their flagship product is dehydrated hibiscus, but all their products are well-received depending on the target market or, in this case, the city where they are distributed. The packaging is environmentally friendly as it is biodegradable, made from recycled material, with a minimal internal plastic layer to preserve the product, and has a ZIP closure for reuse. It is available in large bags of 150 g and small bags of 50 g.

Marketing: potential destinations, distribution

In Macas, the products are available in several stores and at the Chankuap Foundation distributor. Nationally, they are distributed to Cuenca, Riobamba, Azogues, and Cañar. Distribution to these areas is consistent but varies in the quantity of orders. They are also sold at Salinerito, located in Salinas de Guaranda. Additionally, they have been sent abroad through shipping agencies.

Production Capacity

The raw material is bought in Macas and other nearby cantons because it would not supply family production. The product is always available for dispatch, and by working with local farmers, the supply is ensured 100% in the area, keeping the farmers constantly harvesting. The dehydrating machine processes 4 quintals at a time, producing one batch per week. This means there is a weekly schedule for each product.

Producers are 100% fixed as they have the raw material. Contract documents are drawn up, with written agreements and commitments from both parties.

Strategic Alliances

The company has an association called the Antuquito Agricultural Production Association.

Competence/level of competitiveness

There is indeed strong national competition with major companies. However, the significant difference lies in the organic marketing approach and the story behind the brand. The company focuses on providing fair competition and guaranteed products to stay competitive in the market.

Support from public and private institutions

It doesn't have any support.

Export Opportunity

Two proposals have been put forward to expand into Europe. But at the moment they do not have the necessary resources to invest as they have to generate procedures due to the demands of the European market and also what the investment would entail at the time of exporting it. But the possibility of exporting it in the future remains.

Future projection

There is a goal to introduce new products to the city because people sometimes request a variety of fresh products. Currently, there is a project to establish a fixed distributor for nationwide sales, which is in negotiation. They hope to finalize the negotiation soon and have a larger reach and new staff for administration. Throughout 2024, the focus will be on further improving nationwide distribution through the agreements being reached. Next year, the company will be more focused on exporting to Europe.

5.1.5 CAMFER

Figure 5

Product: CAMFER



Description origin

CAMFER is named after the initials of the owner's children, Camila and Fernando. It has been in the market for 8 years because the owner has a hectare of cocoa and started to harvest it. Initially, he wanted to commercialize the cocoa, but the market did not have a fair price, so later he investigated what could be done with the cocoa to give it an added value. The owner became involved in chocolate making by taking courses to gain more knowledge until he made it by trial and error. The owner is a certified artisan. CAMFER is located in the canton of Morona, in the city of Macas, towards Soasti and Riobamba.

Product: Content, Characteristics, Packaging

All products have received sanitary notification. In its catalog it has 8 products, the first is the 100% pure cocoa paste bar; Gourmet bars come in different percentages of cocoa, from sweet to bitter. The sweetest is 52% cocoa, then 60%, 70%, 80% to 90% cocoa, also an 82% bar sweetened with stevia for diabetics. Additionally, they offer a line of chocolates.

Marketing: potential destinations, distribution

80% of the production is sold at fairs, while the remaining 20% is distributed through specialized stores or marketing centers. Their products are available at specialized stores in Macas, Puyo, Tena, and Riobamba. Particularly, the Gourmet and stevia bars are stocked at all branches of the Coral hypermarkets chain.

Production Capacity

The raw material is on the farm and the production is carried out at home. Its capacity is 60 kg of chocolate, it is made once a month depending on the stock. About 100 bars are processed, depending on the percentage. Additionally, they produce approximately 6000 chocolates per month. However, sales have declined due to various circumstances affecting the country.

Strategic Alliances

No.

Competence/level of competitiveness

At the moment it is the only one in chocolate production in Macas. Being the actual product without any alterations, it has a lot of buyers.

Support from public and private institutions

Public institutions have contributed by inviting them to fairs to showcase their product..

Export Opportunity

Not with the CAMFER brand. However, another brand is being created to start exporting it.

Future projections

The plan is to continue improving established sales and to seek additional distributors. In the coming months and years, there are plans to expand infrastructure and acquire new machinery for exporting purposes, in collaboration with their partner company in Quito, called Chocoloto. Distribution will begin in Russia.

5.2 Sucúa

5.2.1 Toronjado

Figure 6

Product: Liquor Toronjado



Description of origin

It all started out of a need to have more income and one day at the proclamation of the festivities of his Sucúa he bought 10 dollars of grapefruit and a little huanchaco, mixed it and made his Grapefruit, making 2 liters as an initiative, but friends found out and he began to sell more together with his wife. From the end of November 2022 to December, it already obtained the brand, bottle, presentation and everything necessary to launch the product on the market. It has managed to obtain the requirement of the mark in SENADI and is currently building its factory that allows it to obtain the sanitary registration. It is located in the Sucúa Canton, terminal neighborhood sector.

Product: Content, Feature, Packaging

The product comes in two presentations: cold and frozen. The frozen version is like a slushy, while the cold one can be consumed like any other liquor. Initially, production was artisanal, done by hand at home. Gradually, all earnings were reinvested, acquiring industrial juicing machines, and now the owner has two assistants. The production process involves juicing the grapefruit, and the owner oversees the ideal process and the mixing itself. Importantly, the product can be consumed by people with diabetes. Additionally, they can make liqueur from naranjilla, tangerine, etc.

Marketing: potential destinations, distribution

At the moment, the product is sold and distributed directly by the company. Sucúa is considered its main sales territory, and it is well received by stores, typically purchasing between 5 to 20 bottles. Additionally, significant achievements have been made as the product is often shipped to the United States, Cuenca, and Ibarra.

Production Capacity

Production of Toronjado in the area is very limited, and furthermore, grapefruits are known for having more peel than citrus. They are obtained from the coast through some suppliers. Now he finds himself without product because in December, January, February, March to April there is no grapefruit production, so you can find a little bit of the product, but it is very expensive. It is made only with ripe grapefruit, it does not contain sugar because it causes chuchaqui. The consumer market has been growing a lot because a factory has had to ask a friend who produces yogurt, then he produces the Grapefruit on Fridays and Saturdays. Then it produces about 1000 liters. A liter of Grapefruit costs \$6. The product seasonal and is available during events such as Sucúa festivities, New Year's Eve, Christmas, and Carnival.

Strategic Alliances

The owner has the support of a friend who rents the factory to him in order to produce his liquor.

Competence/level of competitiveness

At the moment the product is very accepted in the market and does not have any fenced or direct competition, the important factor is to give that extra belonging and remember experiences or important moments when taking it.

Support from public and private institutions

It doesn't have any support.

Export Opportunity

He hasn't had any chance, but like every entrepreneur he is able to expand and also fulfill the production in the quantity they ask for. Continue to invest in order to be able to produce more and achieve high production volumes.

Projection for the future

Now the main objective for the product to start growing more is to have the sanitary registration to be able to sell it in stores and supermarkets, to have exact places of sale such as Sucúa, Logroño, Méndez, Limón, Gualaquiza that is no longer only seasonally but a constant sale. So when you already have your own factory, it is produced all the time. The objective is to generate profits to meet needs, generate employment and for the brand to be recognized at a national level. Another important point is to have fixed places in each canton to have better marketing.

5.2.2 Sasama

Figure 7

Product: SASAMA



Description of origin

SASAMA dried fruits began during the pandemic out of necessity to generate its own income. The idea of creating dried fruits arose. Through a friend, we began to learn about the process to make the product, but the owner decided to focus on the production of dehydrated fruits since at that time there was no similar product adapting it to consume with drinks or the fruit tea that is normally drunk. The owner prepared himself in the City of Quito. It is located in the city of Sucúa, it has no premises.

Product: Content, Characteristics, Packaging

At the beginning of the production, only packets of pineapple or apple were sold, but they were not combined or mixed with other fruits and only for consumption as a snack. Then, in the post-pandemic period, the idea of working making fruit tea was considered. The products do not contain preservatives, so they are 100% natural. Several combinations were made and now it has 6 combinations of dehydrated fruits. Fruits are procured from established suppliers because they use fruits of all kinds: apple, kiwi, strawberry, orange, mango, hibiscus, etc. The product does not have health notifications, so it cannot be sold in commercial premises. As for the trademark of the product, it is registered. The products have a shelf life of up to 6 months, from 6 months it starts to become soft.

Marketing: potential destinations, distribution

The products are purchased directly from the owner as he does not have any premises. Some cities in the country such as Guayaquil, Quito, Ambato and Cuenca purchase the products and even several consumers have already taken them to the United States. In the province it is distributed or sent to Macas, Palora and Gualaquiza.

Production Capacity

The process is carried out entirely at home, initially using a homemade dehydrator and later, a larger one was built after researching on internet pages to expand production to meet market demand. Production is

ongoing but varies depending on the combination or flavor, as certain fruits are seasonal. For example, mangoes and hibiscus have specific seasons, resulting in production fluctuations. Each week, 50 to 100 packs of various combinations are made, priced at \$1 per pack.

Strategic Alliances

It doesn't have any alliances at the moment.

Competence/level of competitiveness

In Sucúa it is well established and has no direct competition. A new product is being created to offer, which is the flour derived from plantain, cassava and chonta.

Support from public and private institutions

They have an association of entrepreneurs from Sucúa where they organize and see opportunities to grow their companies, through the association there are courses and new ways to prepare and improve the product. They are now taking a course with MIPRO to get their artisan certification. Some cooperatives receive benefits in terms of loans for business improvements.

Export Opportunity

They have had the opportunity to expand into the European market because the product fits perfectly with the taste and content preferences there. They also had a proposal for the Asian market, but due to the high export prices, it did not materialize.

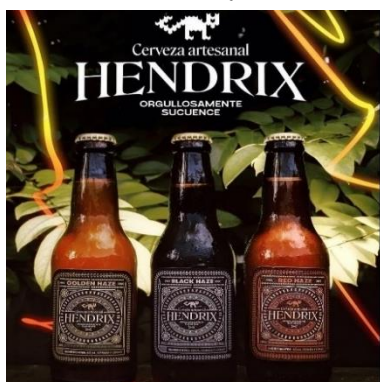
Future projections

At the moment, it is in the process of acquiring the health notification because it is important since the objective is to place the products on a hanger.

5.2.3 Hendrix

Figure 8

Product: Hendrix Craft Beer



Description origin

Its name, Hendrix, was chosen in honor of an artist admired by the owner. The idea of brewing beer started primarily from the owner's passion for the beverage, and it was also encouraged by the needs that came up during the pandemic. Initially, experiments were conducted at home. The first beer samples were sold based on how they tasted.

Product: Content, Characteristics, Packaging

They have three mainline styles and two additional experimental styles. The styles are named with pseudonyms, all following the theme of the Hendrix bar. The first ones are Purple Haze, Red Haze, Black Haze, and Passion Fruit Haze. Only Red Haze has sanitary registration and its own bottle for public sale. A half-liter glass costs \$3.50, and a 300ml glass costs \$2.50. In bottles of 300ml, it is also \$2.50.

Marketing: potential destinations, distribution

The product is distributed in bottles and barrels, it is distributed more to what are bares in the city of Macas, Sucúa. It is also available directly from the owner's bar.

Production Capacity

Initially, small batches of 20 liters were experimented with, but then larger batches were started. The construction of the factory was designed to accommodate large-scale production. Currently, beer production occurs three times a week, producing 200 liters per batch, totaling 600 liters in bottles.

In bottles, 1 batch represents the total of 600. Production is constant, the process is carried out only in the factory with all the permits, the beer is stored in the factory itself since they have their own refrigerator. The process takes between 6 hours, then it rests for 3 days and 1 batch is released. 7 to 10 barrels are sold per week. There are two assistants in production who are in charge of the entire process.

Strategic Alliances

It belongs to the Entrepreneurs Association of Sucúa.

Competence/level of competitiveness.

There are several competitions nearby in Sucúa and Macas, however, a very good and pleasant beer has been created for consumers, so they prefer their products directly and are not affected by the competition. It is very important that you also focus on giving a good atmosphere in your bar for people to enjoy.

Support from public and private institutions

It doesn't.

Export Opportunity

No opportunity has presented itself.

Future projection

Registering the brand to distribute on a larger scale and locate the beer in each canton of Morona Santiago. They are thinking of making a new presentation that would be to give the product in a can to make it more attractive to the customer and distribute it more easily. Currently, it is already obtaining the sanitary registration of all the products to market them in a better way.

5.2.4 Sukuita

Figure 9

Product: Chocolate Sukuita



Description origin

Sukuita is a brand from the canton of Sucúa, it started its business because they had a cocoa plantation. The owner's husband initially conceived the idea of making chocolate, but they ended up producing a cocoa paste primarily for household consumption, consisting of 100% cocoa. This whole idea started in the pandemic precisely out of necessity due to the crisis that is happening worldwide. After them, this small business actually had its packaging, branding and went on sale.

First the cocoa paste was made first, the owner already had knowledge of how to make chocolate from courses she had taken. The product was promoted by presenting it at a fair representing the Canton Sucúa. However, it currently lacks sanitary registration or a registered trademark. It is located in the canton of Sucúa, in the direction of Kiruba and Luis Sangurima.

Product: Content, Characteristics, Packaging

Chocolate and sometimes coffee are made. The whole process is by hand, it's organic and 100% pure. It has a sugar-free presentation for diabetics. Some presentations contain nuts, peanuts, blueberries, walnuts, etc. Its production is every 3 or 4 months depending on how the product comes out. The process is controlled as it is very important to maintain its quality by customers. It has two presentations of chocolate bars: the large one costs \$3 dollars and the medium one \$2.50. Another of his presentations is a bombonera with liquor.

Marketing: potential destinations, distribution

The product is obtained directly from the owner as she does not have any premises. We ship to the United States on special dates such as Christmas. It has also been sent to Argentina.

Production Capacity

Its production capacity is 4 kl of chocolate, which is a pot and about 80 bars come out, it is done two days a week in which 140 bars come out. It packs up right away because it gets wet and damages the chocolate.

Strategic Alliances

It has none.

Competence/level of competitiveness

Sukuita is well established in the Sucúa canton, even having a direct competition with other similar products, however, it differentiates itself and has acceptance for its quality and organic process, which earns a lot in the market.

Support from public and private institutions

None.

Export Opportunity

No opportunity has presented itself at the moment.

Future projection

Having the trademark registered, being a hobby, the owner does not plan to grow with her company.

5.2.5 Proamec

Figure 10

Product: Proamec Chili Pepper



Description origin

The brand proamec means Ecuadorian Amazonian products, it has been on the market for 16 years. The product is recognized and competitive. He began his vision when he saw that in his canton there were several Tabasco pepper crops. We then proceeded to grow and process this chili pepper. It is located in the canton of Sucúa, in the direction of Victorino Abarca and María Troncatti.

Product: Content, Characteristics, Packaging

As the main product we have the chili pepper, it has others such as chili jam it is sold in 250 g at \$3 dollars. Another product is dried turmeric, ginger and cocoa cream. It has a cocoa liquor that is called nectar of the route. The product has a shelf life of 2 years. A kilo of dried chili peppers costs \$20.

Marketing: potential destinations, distribution

The different products are only available from the owner, in the same way shipments are made nationwide.

Production Capacity

The raw material is obtained in Ambato, since it is no longer cultivated in his canton. Production is done at home or there is a provincial government factory that lends itself to producers. The maximum capacity depends a lot on how much raw material you have. The maximum production capacity of 1 t per month specifically with the chili pepper product.

Strategic Alliances

No.

Competence/level of competitiveness

As it is a new product, there is no direct competition, which means that its market is very wide and it does not have any problems in marketing.

Support from public and private institutions

Support has been received for courses, invitations to fairs throughout the country.

Export Opportunity

The product has been taken to Canada to very important fairs, so the opportunity to export to Australia was presented, but when negotiating an agreement was not reached in terms of monthly shipping quantities of the product

Future projection

To continue growing with the brand, to have new international markets to export the product. Improve the machinery to be able to produce on a large scale.

5.2.6 Kamilasér

Figure 11

Product: Kamilasér Handmade



Description origin

It all started because he made some furniture for a restaurant, and on several occasions, people asked where to get them or who made them, that's when the company started with the production of carved furniture. After that, different handicrafts were made such as plaques, key chains, personalized decorations, signs, all this handwork and it is quite well received, it is 100% handmade. When it began to have high demand, machinery was acquired to be able to carry it out faster and of greater magnitude. By having a rustic wooden workshop, in this case the leftovers are used to make their handicrafts. It is located in the canton of Sucúa, at the address of Daniel Flores and Juan Sangurima.

Product: Content, Characteristics, Packaging

The company has different handicrafts, depending on your taste and even each product is personalized. Products are derived into keychains, decorations, boxes, plaques, signs, medals. In furniture we have carved beds, armchairs, dining sets are customized, the whole cost is around \$500 to \$1,000 depending on the design.

Marketing: potential destinations, distribution

It has its premises located in the canton of Sucúa, where you can purchase the different products, also through social networks it has all of them, it is made to order, it distributes nationally depending on what is required. It has even shipped to the United States and Europe. And he also has several contacts from abroad who place orders for villas or country houses.

Production Capacity

Its maximum capacity depends a lot on the craftsmanship you make, in this case in most you can make up to 1,000 thousand of each craft depending on the size and other factors. It is produced every day depending on the demand acquired.

Strategic Alliances

The owner is part of the association of entrepreneurs of Sucúa in which they receive several benefits such as training, access to loans with low interest rates to acquire necessary machinery. Through it he qualified as a craftsman.

Competence/level of competitiveness

It has no competition when making different crafts and having the raw material, in this case wood, being 100% handmade, is highly valued and important.

Support from public and private institutions

No, none.

Export Opportunity

There were several opportunities for handicrafts and rustic furniture, but since it is a very heavy product, it has a very high cost that does not benefit the owner.

Future projection

Expand the business due to its demand, acquire new machinery to be able to produce more due to the demand. Open a branch in the city of Macas because it is more commercial and has several customers there.

5.3 Gualaquiza

5.3.1 Native Sacha

Figure 12

Product: Native Sacha



Description origin

Native Sacha was born about 8 years ago, first with the cocoa plantation and then specialized in chocolate. First the name Native Sacha is the combination of 2 languages, the English native and Sacha from the Quechua word that means from the bush or jungle. Thus, giving a combination as native of the bush or native of the jungle. It starts with cocoa plantation and in 3 years they obtained the first crop. It was decided to invest to be able to give an added value to the raw material. At the Gualaquiza fair in 2019, the first chocolate presentations will be shown. It is a family business that is already almost 3 years with the realization of chocolate with semi-industrial preparation, already purely with specialized machinery. Located in the canton of Gualaquiza, address: Calle Tiwintza S/N and Condor Mirador.

Product: Content, Characteristics, Packaging

Native Sacha offers three main products: energy bars, powdered chocolate, and bonbons. The energy bars are made with 70% cacao and come in six varieties with a mix of fruits, seeds, and dried fruits such as peanuts, walnuts, almonds, and berries. They are a healthy option for consumers. The powdered chocolate is made from chocolate tablets that are grated and packaged. The bonbons feature different natural fruit fillings such as passion fruit, lemon, tequila, among others, and are completely organic. They contain 60% cacao and come in various flavors. The energy bars and powdered chocolate have sanitary registrations, while the bonbons are produced and sold without formal registration as a glossy product. Future includes launching new products such as energy bars with passion fruit, lemon, and coffee flavors. Additionally, they have other seasonal products like truffles, booms, or cocoa honey.

Marketing: potential destinations, distribution

For now, the products can be found in stores in Gualaquiza, Cuenca, Guaranda, Cotacachi and soon in Quito. Around 150 to 200 bars have also been shipped to the Czech Republic and the United States. In the city of Cuenca they are presented at several fairs as a marketing strategy in which they publicize the product to continue expanding and making the brand known as a company. For about 3 years now, well-known fairs such as the Otorongo Fair and the Mercart Fair have been attended.

Production Capacity

At the moment they do not have a very large demand, however, they work with two people who are in charge of the care, treatment and harvesting of the cocoa purely in the plant. As far as factory manufacturing is concerned, there are only 3 people who are dedicated to the elaboration. The production capacity is around 500 bars per month, in chocolates around 3,000 chocolates are manufactured per month approximately and in terms of chocolate powder around 200 covers are made.

The production plan is to produce chocolate twice a week, practically depending on the demand, so the first week starts with energy bars, from there it is chocolate, then grated chocolate. A certain quantity of 12 units in stock is reached and immediately the production process begins, the product has sanitary registration lasts on hanger 6 months.

Strategic Alliances

The company belongs to two associations, the muleteer's association is a group of entrepreneurs from Gualaquiza, what is done is to be able to publicize the products of the area and to be able to participate in the organization of fairs. The Augusto Perón association works purely for the benefit of its members, in this case on issues with public entities in agriculture.

Competence/level of competitiveness

In terms of competition, there are several similar products, but what differentiates them is having several products and continuing to innovate in terms of flavors, presentation and quality. It is also a matter of seeing and perhaps looking for certain weaknesses that the competition has in order to take advantage of them and improve the product.

Support from public and private institutions

Support has been received from the Government on the issue of subsidies for agricultural products, precisely for the care of the cocoa plantation. The MAG supports with training, plantation consulting, chocolate production consulting.

Export Opportunity

He hasn't had any at the moment.

Future projection

The company's short-term goal is to position itself 100% locally. Another strategic plan that is being created is to start looking for partnerships to supply raw materials and be able to produce a large amount of chocolate. By already fulfilling a large production, we will begin to have the vision that in about 3 years maximum, it would begin with the first export. The company is making a product catalog, that is, not only to have 3 products but to make new products, start looking for new ideas and start manufacturing them.

5.3.2 Perla Estacion Sur

Figure 13

Product: Wine Perla Estacion Sur



Description origin

Perla was born in honor of Gualaquiza, which is the pearl of the Amazon and the southern station, referring to the south where the city of Gualaquiza is located. The company has two owners, Xavier Patiño and Verónica Patiño, who are siblings. When Xavier migrated to the United States, he started working in a wine factory and that is where the idea of producing wines in Gualaquiza was born, because there was a lot of fruit production, and it was wasted. Then there was the opportunity to enter the market as a new product, in this case grape wine. Xavier, having already been informed by working in the factory, went to the factory. In 2021 the first production was carried out and it was launched on the market with labels with everything. It has a sanitary registration and registered trademark. It is located in the city of Gualaquiza, at the intersection of Velasco Ibarra and Pasaje Norte.

Product: Content, Characteristics, Packaging

They have a variety of wines, their main one is the wine called X18, it is a red wine which has two presentations: the dry which is considered the bitter and the semi-sweet. The White Wine is in a presentation that is dry. Another type of wine was that of wild grapes from the east in red, pineapple wine and passion fruit wine. It focuses on consumer taste, as it is aimed at young people and adults. Wines have different degrees of alcohol, i.e. reds are between 12 and 15° alcohol. It is usually the range that is maintained and the semi-sweets are between 9 and 12°. The sanitary registration is held by a wine, which is X18 at the moment.

Marketing: potential destinations, distribution

The product is sold in the shopping centers of Gualaquiza. It is marketed to Cuenca and Loja. It is also acquired through social networks, Facebook and Instagram, permanent promotions are carried out. They have specific seasons where the product sells the most at Christmas, New Year's Eve, Cuenca festivals, fairs.

Production Capacity

The product is sold in boxes of 12 units. It produced 55 gallons of each of the red wines, 55 gallons of white wine, 30 gallons of passion fruit wine and 20 gallons of pineapple flavor. Production is carried out every 6 months since the 55 gallons produce about 264 bottles at the end of each flavor. It does not have a factory at the moment, but it is planned to establish the factory in the city of Cuenca, in Santa Isabel.

Strategic Alliances

No.

Competence/level of competitiveness

They lead in terms of competition because there is no similar product, especially in Gualaquiza, and it is very well-received due to its quality.

Support from public and private institutions

Support from institutions has been provided in terms of assistance at fairs and facilitating transportation to ensure that all staff can attend.

Export Opportunity

None.

Future projection

Starting by already having their factory located in Santa Isabel, a long-term goal would be to produce in large ways to start exporting their high-quality wine. Introduce new varieties of wine to gain more market.

5.3.3 La Vieja Molienda

Figure 14

Product: Granulated Panela



Description origin

Its origin stems from a family legacy of sugar cane cultivation, which has been present in the market for about 10 years. In the third generation of producers, they began producing panela in an empirical manner. Then, they started acquiring stainless steel equipment to produce granulated panela. The brand is registered and located in the city of Gualaquiza at Zapotillo Vía Gualaquiza - Km 1.

Product: Content, Characteristics, Packaging

Granulated panela has been registered for 6 years. The product contains 1kg and its packaging is in a sleeve with all the labels. It is 100% pure as it does not have any chemical formula, it lasts for 90 days. Its cost is \$1.75.

Marketing: potential destinations, distribution

It is mainly sold in all the stores of the Gualaquiza canton, it is the main market, and the product is well established. We also work with shipments to the nearby cantons or to Cuenca, 100 bags per month are sent to 2 suppliers, most of the production stays in Gualaquiza. In the same way, several buyers take it to the United States.

Production Capacity

A full week is produced each month, with a large team in the factory. Production is 7 quintals per day.

Strategic Alliances

It is a member of the Gualaquiza producers' association, which works for the benefit of all.

Competence/level of competitiveness

It does not have much competition at the provincial level because it is the only one to make this product, it is differentiated by its quality and is considered the best in the area.

Support from public and private institutions

It has not received any support.

Export Opportunity

There have been opportunities in two different countries, but the required production was not available.

Future projection

For the time being, keep the product on the market and continue to grow because as it is being presented it is going very well in the market, the owner feels satisfied with what has been established so far.

5.3.4 ACANA

Figure 15

Product: Natural Seasoning



Description origin

The Acana company is a natural dressing. This whole idea started in the pandemic because in their land they had the raw material. They conducted tests, mainly shared within the family, to see how the product evolved. Once they had a good product, they launched it to the market with their brand and registration. The company is located in the city of Gualaquiza at 16 de Agosto between Gonzalo Pesantez and Cuenca.

Product: Content, Characteristics, Packaging

They offer a high-quality product, both in terms of its raw materials and its manufacturing process. They have two presentations: Acana Verde, ideal for seasoning meats, soups, seafood, legumes, and more; and Acana de Cúrcuma, excellent for seasoning yellow rice, dressings, stews, and as a natural coloring agent. It costs \$2.50 and is available in 477g and 212g sizes.

Marketing: potential destinations, distribution

The product is well established in Gualaquiza in several stores, they also find it in Zamora. Due to the distance from the canton, it is very difficult to market as it is a delicate product because it comes in glass.

Production Capacity

It is produced two or three times a month depending on how the product comes out. They also work through pre-orders. About 50 to 100 bottles come out of this production, a new machine was acquired to be able to produce more.

Strategic Alliances

No, none.

Competence/level of competitiveness

At the moment, Acana faces no competition, as it is the leading distributor of fresh and natural dressings.

Support from public and private institutions

There was support from the provincial council to issue the health notification.

Export Opportunity

It hasn't had a chance.

Future projection

To continue promoting the product to expand into new markets and also to attend fairs to promote the product further. Additionally, they aim to achieve consistent production levels and improve the distribution of the product.

5.4 Limón Indanza

5.4.1 MATVIL

Figure 16

Product: Matvil Liqueur



Description origin

It was originated by family taste of making handmade burning water, since the owner's father made it, but always wanted to do it in large quantities, a trapiche is purchased and begins to produce Matvil which is a set of family names Matute and Villa. It is located on the beautiful junction road at km45, little by little the place became known.

Product: Content, Characteristics, Packaging

Matvil has two products which are the Matvil Blanco which is like a tequila type rum and the other is Matvil reposado, it is stored in oak barrels. It comes in a 375- or 750-ml bottle.

Marketing: potential destinations, distribution

The product, having sanitary registration, is marketed to different cantons Macas, Sucúa, Logroño and Gualaquiza, depending a lot on consumption, but it is distributed to each place around 200 bottles every 15 days it is distributed to the different stores. It distributes nationwide to Gualaceo and Chordeleg.

Production Capacity

Its production is two hundred bottles per month, the raw material is obtained from different suppliers in the Limón canton.

Strategic Alliances

No, none.

Competence/level of competitiveness

Its direct competition is already the large national companies, however, being natural and having a good quality it is very well received in the market.

Support from public and private institutions

It hasn't had any support.

Export Opportunity

No opportunity has presented itself, however, it has the productive capacity to export the product.

Future projection

The company's future goals are to continue growing in the market with more national and international distribution.

5.4.2 Luciana

Figure 17

Product: Luciana Craft Beer



Description origin

The name Luciana comes from the owner's Daughter. It was born out of a love for beer. The brand is already registered and has its sanitary registrations for all products. It is a family business since the owner has his 5 brothers and 1 cousin as partners. The owner began to prepare himself first with basic courses in the city of Quito and then studied at the University of Alicante in Spain, purely about craft beer. It is located in the canton of Limón Indanza, at the address of 10 de Agosto and Simón Bolívar.

Product: Content, Characteristics, Packaging

Luciana has 5 beer styles, and each style has a school, one American school beer, one German school beer, two Belgian school beers and one English school beer. Their names are Blonde Ale, Belgian Golden Ale, American Pale Ale, Belgian Ipa and Foreign Extra-Stout, they are presented in a 300 ml bottle and contain 5.8% alcohol. Its shelf life is 6 months.

Marketing: potential destinations, distribution

It is mainly distributed to the bars of the Limón area and sophisticated food restaurants, In the city of Cuenca it has been established in different stores, restaurants and liquor stores have the product. It has a small distribution in Gualaceo.

Production Capacity

To be able to make it, all beers use their raw material, as well as their components, are imported from Germany, Belgium, and Denmark. Production occurs three times per month, with each batch yielding 130 liters. The beer is stored in barrels: a 10-liter barrel produces 30 bottles, a 15-liter barrel produces 45 bottles, and a 19-liter barrel produces 60 bottles. Bottling takes place at a rate of 80 to 120 bottles per day. Luciana has its own brewery, equipped with all the necessary facilities for beer production.

Strategic Alliances

It is part of an association called ASOCERO where it acquires the tapas.

Competence/level of competitiveness

Now, its direct competition includes large companies. However, it sets itself apart through its unique styles of beer and the high quality of its products.

Support from public and private institutions

It has not received any support.

Export Opportunity

No opportunity has presented itself.

Future projection

Maintain your brand in the market, distribute to new markets, acquisition of a canning machine.

5.5 Santiago de Méndez

5.5.1 NUNKA TSUER

Figure 18

Product: Jamaican Wine



Description origin

The name Nunka Tsuer means hot land in Shuar, the product holds a sanitary registration and has been on the market for 6 years. Its origins start from a large plantation of Jamaica, with the aim of adding value by producing wine in a handmade manner. The owner's passion for the art of winemaking led her to acquire the necessary skills for production. "Nunka Tsuer" is located in the canton of Santiago de Méndez, on the Guarumales road, approximately 200 meters from the gas station.

Product: Content, Characteristics, Packaging

The product is 100% pure hibiscus wine, free from additives or preservatives, available in 375 ml or 750 ml bottles. It has a shelf life of 1 year and contains 8 grams of alcohol.

Marketing: potential destinations, distribution

Nunka Tsuer is well known in the province, it is distributed to the 12 cantons, in the same way it is shipped nationally and internationally. It is also distributed in established stores in Méndez and Gualaceo or the product is obtained directly from the owner.

Production Capacity

The product is usually purchased from 80 pounds of hibiscus, from which 14 large drums are obtained. Its maximum capacity is 1,000 thousand bottles, it is produced monthly depending on the stock.

Strategic Alliances

No strategic alliances.

Competence/level of competitiveness

There is no competition for the product, because it is new in the market, so being also a fruit that helps health, it is very well received in the market.

Support from public and private institutions

It had the support of the MAG to obtain the sanitary registration.

Export Opportunity

It has not had any.

Future projection

The company plans to grow, improve its distribution, and already have a plan in place for exporting. To have its own plant located in the canton of Méndez.

5.6 Taisha

5.6.1 Mar de Flores

Figure 19

Product: Dehydrated Flor de Jamaica



Description origin

It has a small historical review because the product was not known in the locality. It started with people being very skeptical, in fact, at first when introducing the hibiscus plant, the seed was introduced to Taisha from Mexico City in 2006 by a relative who lived in Mexico and who usually brought the product. After this, planting was done in the Taisha area and excellent production. In fact, it was one of the main producers of Jamaica. The name Sea of flowers was inspired by seeing the mother's crops in full bloom. It is located in Taisha at Km 12 via Pupuentza-Taisha.

Product: Content, Characteristics, Packaging

The company has its own processing plant, everything involved in the production line, packaged to obtain the product, contains sanitary registration. The star product is the dehydrated hibiscus flower, but there are plans to create new products such as tea, jams, etc. They are working with the Chinese gooseberry, which is called the purple Jamaica because it is stronger in color and flavor.

Marketing: potential destinations, distribution

Currently, it is a leading product in all local stores in Macas, such as Jalisco, the emperor among others that have 80% of sales. In Cuenca it is found in supermarket of the olive tree and has been expanding more. In fact, there have been opportunities to engage in business rounds with large food chains and stores. Outside the province, there is a small distribution in Loja and Quito.

Production Capacity

The owner prepared to transform raw material, but he had difficulties when he did not have knowledge about production in the field and his biggest problem was not being able to multiply the raw material. The production is done every day, it has a capacity of 300 Jamaican flower packaging sleeves, the product yields 15 liters.

Strategic Alliances

It doesn't.

Competence/level of competitiveness

The company is currently not affected by competition because the product is well-established and recognized, being sold in established stores. The company's strategy differentiates itself in terms of packaging, yield, quantity, and quality.

Support from public and private institutions

It has not received and support.

Export Opportunity

There are no export opportunities now.

Future projection

First, to make the brand known even though it is already known nationally, to have new stores that distribute the product. Creation of a wider catalogue of the brand in order to be able to offer more products.

6. Discussion

With the results found, first, it is possible to observe the variety of products found by the different SMEs in Morona Santiago, which thus contribute to local economic development. On the other hand, you can note in detail the capabilities and limitations that each of them has for an export or future export opportunity.

This research leads us to determine the diversity and quality of the non-traditional exportable offer of SMEs in Morona Santiago, for which a series of points were obtained:

- The diversity of products is a very important factor because there will be several opportunities in different international markets where the product will be hosted, the innovation of the products is very notorious because each of the products reflects its added value by its handicrafts, processed foods, artisanal beverages, among others.
- The challenges that arise are very relevant at this point since it is necessary to consider the lack of access to financing, limitation of raw materials, lack of knowledge of export processes and lack of support from local and national authorities.
- On the other hand, the competitiveness of each of the products has also been considered because it gives us a clearer perspective of it, by having a diversity of products they can be strategically used as it is a 100% natural product, sustainable production of agricultural production, promoting ecological tourism, etc.
- It is essential to consider that all SMEs have developed individually and are agile to adapt to the different demands of the market compared to other companies, which allows them to have the ability to meet current consumer needs both in national and international markets or offer customized products depending on the requirement.

Considering all these factors, recommendations will be made to improve the development of SMEs:

- Essentially, the support policies for SMEs must be improved, specifically in listening to all owners with their ideas to improve their company. Several owners mentioned that they have asked for benefits for them not economically but taking into account that the product they present is representative of the area in which they are located, so their products should be placed in strategic places such as airports so that tourists already get to know a little about the Province and in this way even improve tourism. Another important point is to promote their products on the social networks of the municipality and provincial council to reach new consumers. It is also important to receive support in training, access to financing for being artisans or entrepreneurs.
- In public entities, there are departments that can contribute to owners with technical advice in the areas of agriculture, marketing, national and international regulations, and strategies to improve product performance.
- It is taken into account that an important factor in the road is why the transport and logistics infrastructure should be improved to facilitate the distribution of products.
- Promote strategic alliances with the public and private sector to train the owners of different SMEs to improve knowledge about the customs process when exporting a product.

It is essential that all recommendations be implemented in a coordinated manner and that various follow-up mechanisms be put in place to ensure that the measures taken meet their objective. Active collaboration between the local municipality, provincial GAD, business organizations and the academic community will be key to ensuring the success of these initiatives and the sustainable growth of the SME export sector in Morona Santiago.

In summary, the recommendations presented have a single purpose, which is to address the main challenges identified in the diagnosis and enhance the competitive advantages of SMEs in the international market. By implementing these strategies collaboratively, Morona Santiago can take advantage of its export potential and contribute to the economic and social development of the region.

7. Conclusions

In this study, the non-traditional exportable offer of SMEs in Morona Santiago has been demonstrated, the objectives set have been met, thus obtaining mainly the situational analysis of Morona Santiago by carrying out an exhaustive analysis of economic and business conditions, so that the 12 cantons of the areas with the most production were taken into account since this province is characterized by being rich in natural and cultural resources, thus demonstrating its potential resulting in 19 companies found derivatives in different products.

In the market study, we can see that information was obtained from companies that belong to the Association of Agricultural Producers; Naitiak; Huamboytas; Chuchuguazo D'María; CAMFER; Antuquito; Proamec; SASAMA, Grapefruit, Kamilacer, Hendrix, Sukuita; South Station Pearl, Native Sacha, The Old Mill, ACANA; MATVIL, Luciana; NUNKA TSUER and Mar de Flores have a remarkable variety of products that can be offered in different international markets, which highlights their extensive production capacity to face any challenge presented.

On the other hand, the exportable offer is notable for its innovation, creativity, capacity, quality and business adaptability, identified as key characteristics that can enhance the competitiveness of SMEs in international markets. However, some companies at the moment do not have their productive capacity to present themselves before an export opportunity, but they are still working on them, so it is considered that the companies are 50% unsuitable for export and the other 50% are suitable for export and even have proposals to export the product at present.

This study represents the basis for future research and actions that promote sustainable economic development in Morona Santiago. The focus on non-traditional exportable supply and strengthening SMEs as major players in the economy will contribute not only to economic growth, but also to the cultural and environmental preservation of the province.

In conclusion, the diagnosis of the non-traditional exportable offer of SMEs in Morona Santiago offers a promising vision for the business and economic development of the province. By implementing the proposed strategic recommendations and promoting the scope of all that is proposed, Morona Santiago can consolidate itself as a relevant actor on the global stage, generating direct benefits for its inhabitants and contributing to long-term sustainable development.

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9. Appendices

Appendix 1

Informed Consent

INFORMED CONSENT

You have been invited to participate in the study entitled "DIAGNOSIS OF THE NON-TRADITIONAL EXPORTABLE OFFER OF SMES IN MORONA SANTIAGO", which is part of the degree work prior to obtaining the degree of Bachelor in International Studies at the University of Azuay of BARBARA ROSITA SALINAS MOROCHO, directed by ING. XAVIER ORTEGA VÁSQUEZ.

The objective of this study is to carry out a diagnosis of the non-traditional exportable supply of SMEs in Morona Santiago.

Participation in this activity is voluntary and does not involve any harm or danger to your physical or mental health. The data obtained will be used for academic purposes only. The data will be in charge of the student and director of this study for the subsequent development of reports and the indicated degree work. The information collected will not be used for any purpose other than those indicated above, without your prior written authorization.

I have read the document, I understand the statements contained therein and the need to register my consent, for which I sign it freely and voluntarily, receiving on the spot a copy of this document already signed.

I,, identity card....., company name, consent to participate in the research entitled: Diagnosis of the non-traditional exportable offer of SMEs in Morona Santiago.

- I have been informed of the objectives of the research.

Name and Surname

Signature

Date

Participants:

Miriam Cárdenas N° Cedula:1400778625
 Brian Abad ID No.:1400772441
 Nerio Jara N° Cedula:1600345928
 Carlos Orellana ID No.: 1400247068
 Alexis Quezada N° Cedula: 1400691661
 María Virano N° Cedula: 1400151260
 Mari Parra N° Cedula: 1400301543
 Miguel Torres N° Cedula: 1400174684
 Miguel Cárdenas N° Cedula: 1400474357
 Franklin Guncay ID No.: 1400802078
 Diego Matute ID No.: 1400590509
 Elizabeth Noguera N° Cedula: 0104819453
 Marco Kajekai ID No.: 1400875348
 Freddy Cabrera ID No.: 1400729669
 Fausto Chávez N° Cedula: 1001623188
 Verónica Patiño N° Cedula: 1400961239
 Franz Guamán ID No.: 1900505874
 Ruperto Rodas N° Cedula: 0101560621
 Raquel Espinoza ID No.: 1400632574