



Proposal for the restructuring of the production and marketing area of the online lady's bakery in the city of Guayaquil, Urdesa sector.

Propuesta para la reestructuración del área de producción y marketing de la pastelería online Lady's Bakery en la ciudad de Guayaquil, sector Urdesa.

Ilma Verónica Holguín Cedeño ¹ * ; Lady Alejandra Mariscal Panchana ²

Recibido: 12/05/2022 – Recibido en forma revisada: 26/06/2022 -- Aceptado: 07/09/2022 – Publicado: 08 / 11 / 2023

*Autor para la correspondencia.

Abstract

In the present work you will find relevant information about the Lady's Bakery online pastry shop that will help the development of the proposed project through which the aspects to work on are determined, such as the marketing area and the production area, both areas present many possibilities of improvements, same for which an improvement proposal has been sought through previous studies on the POES, e-commerce, infrastructure standards, among others, coming to consider it appropriate to internally examine the small business. The investigation has stimulated the creation of the administrative area of the small company from the constitution of this starting from the mission to the corporate image, which is potentiated with a marketing study that responds to the results obtained from the surveys carried out on 336 people between customers and those immersed in online purchases. In addition to this, the aspects to be improved in the production area have been determined, from how the area should be adapted for better work to its lighting and ventilation system. The following degree work is developed through a mixed methodology with the technique of online surveys, as it is a pastry shop that performs its work activities on social networks.

key words: restructuring, marketing, production, safety, past

Resumen

En el presente trabajo se encontrará información relevante sobre la pastelería online Lady's Bakery que ayudará al desarrollo del proyecto planteado mediante el cual se determinan los aspectos a trabajar como son el área de marketing y el área de producción, ambas áreas presentan muchas posibilidades de mejoras, mismas por las que se ha buscado plantear una propuesta de mejora mediante estudios anteriores sobre las POES, el e-commerce, las normas de infraestructura, entre otros, llegando a considerar apropiado examinar internamente la pequeña empresa. La investigación ha incentivado la creación del área administrativa de la pequeña empresa desde la constitución de esta partiendo de la misión hasta la imagen corporativa, la cual se potencializa con un estudio de marketing que responde a los resultados obtenidos de las encuestas realizadas a 336 personas entre clientes y aquellas inmersas en compras en la red. Además de ello se ha determinado los aspectos a mejorar del área de producción desde cómo debe adecuarse el área para un mejor trabajo hasta la iluminación y sistema de ventilación de esta. El siguiente trabajo de titulación se desarrolla mediante una metodología mixta con la técnica de encuestas de modalidad online al tratarse de una pastelería que desempeña sus actividades laborales en las redes sociales.

Palabras clave: reestructuración, marketing, producción, inocuidad, pastelería.

1. Introduction

The purpose of this work is to determine the feasibility of restructuring the production and marketing area of the artisanal bakery Lady's Bakery.

Society is constantly evolving, possessing new skills and demands, markets are becoming more and more competitive and needs are changing, which is why today one cannot stop. The internet has evolved so quickly that it has become a necessity for humanity and therefore for businesses, becoming a key piece for any artisanal business by creating interpersonal relationships around the company, customers, the target market and other competing brands. This is why we can see how social networks have become commercial marketing [1].

According to the book social media marketing "businesses through social networks have had a great impact on society in a positive way, demonstrating

through a study that for the year 2004, 92% of businesses were transcendental social media".

This work is developed by the economic repercussion of the activities that provide food services, according to the last economic census conducted in 2010 by the National Institute of Statistics and Censuses of Ecuador (INEC) in the country there are 11,549 establishments dedicated to food and lodging services of which 37,553 people are involved in these commercial activities [2].

In 2015, INEC showed that these services produced 10.34 billion dollars in production, in intermediate consumption these rise to 6.06 billion, the value added of these companies increases to 4.28 billion, they contribute 824 million to fixed capital, they cost 2.34 billion to make payments and hired 159 thousand people [3].

¹ Universidad de Guayaquil; ilma.holguinc@ug.edu.ec

² Universidad de Guayaquil; lady.mariscalp@ug.edu.ec



The Emprende study states that in Guayaquil there are 46 establishments that specialize in the production of cakes, appetizers and products with fruits, a market that moves approximately 3.9 million dollars per year [4].

Gourmet or fine pastry shops today are present in pastry shops outside hotels and online pastry shops, leaving behind the notion that high quality pastry is exclusive to prestigious hotels, this is reflected in Guayaquil by the existence of locations dedicated to this specialty and entrepreneurs who from their homes offer higher quality pastry and have customers from a middle to high economic level.

Today it can be seen that this statistic has not decreased and is empowering great market brands as well as small gastronomic businesses that can and cannot have a premises, working from a home address. The vast majority of networks are in the field of pastry that has reached a great boom in social media. [5]

Lady's Bakery, whose name was acquired six months ago, was previously known under the name Candy Shop Cupcakes, is a pastry shop that provides personalized artisanal desserts since 2011 in the city of Guayaquil, Urdesa central sector at the home of the owner of said small business, which carries out commercial activities through social networks. The menu offered represents pastry in general, from cakes to appetizers, everything necessary for celebrations and special occasions.

The pastry shop emerged from the desire to generate income to pay for a trip to the world youth day, this was the purpose but through this it was discovered that this establishment had great reception, that people liked it and most importantly that it passionated its owner and that is how the business was born that over the years has remained thanks to an established clientele and new clients willing to give their trust to the venture, despite not generating large revenues it has managed to stay afloat through the star product with which it started, that is, cupcakes.

Although the business has been in the market for eight years, it is only in recent years that it has carried out its activity to a greater extent and seeks to become known by other means, making use of the gastronomic fairs that are generated in the city of Guayaquil [6].

In August 2018, the venture participated in the Rio Fest fair at the Riocentro la Puntilla, the presence at this fair bore fruit by helping to acquire new clients, generating work, showing the face of the pastry shop, generating trust, making itself known and knowing what the client wants and considering where it can reach.

Despite being an online pastry shop, restructuring the production area is essential since having an adequate space for the elaboration of the products is a fundamental requirement to provide a safe product to the consumer. Currently restructuring is an area in which every business focuses periodically. By improving the physical area of production and designating an adequate space for it, Lady's Bakery seeks to produce better quality products.

The object of study of the degree work on the restructuring of the advertising and production area is the online pastry shop Lady's Bakery, whose establishment carries out its commercial activities from the home located in Urdesa central, Balsamos street 221 between the first and Victor Emilio estrada since 2011. This study is conducted because the establishment has many shortcomings in the physical area of production and the promotion of the business on the internet [7].

The owner wants to make the respective changes so that the business continues to grow and in the future have the essential bases to take her pastry shop physically. Like this business, many recognized pastry shops in the city of Guayaquil have emerged in the same way, working on demand.

The project presented responds to the fifth axis of the national development plan which has been presented by the National Secretariat for Planning and Development, through which the interest in promoting productivity and competitiveness in sustainable, redistributive and supportive economic growth is announced by creating ventures that offer a differentiation in their products, in this sense, the restructuring of the online pastry shop Lady's Bakery responds to the present needs in Ecuador to generate work, innovate, be more productive and generate competitiveness. [8]

1.1. Online businesses.

Online businesses are small businesses or ventures that work on demand from their homes and are services contacted via the internet. They have social networks or web pages where they publicize the specialty they perform. This type of business is increasingly present in Ecuador since these models are profitable by not generating expenses of a physical establishment, which is why entrepreneurs before considering the idea of putting up a premises decide to venture into this virtual medium. On the other hand, in addition to being profitable, it also demands double responsibility for positioning and dissemination, it is important to invest, plan a strategy to publicize, acquire customers, sell and provide security to future clients.

The thought that a business model of this type is simple is a misconception since it goes far beyond simply

creating a page on the internet, it requires like any other physical business a market study to respond to the needs of society and the environment's competition. Certainly anyone can venture into that branch, but that does not mean that the business will succeed, being simple and cheap does not ensure that it is accepted or that it requires less dedication or commitment. It requires commitment, work and investment.

It is said that these businesses on the one hand require a smaller investment due to the fact that they do not have a physical location, this is false, investment must be made in the adequacy of the place where what is offered will be produced and they require a strategic marketing plan for positioning, a skill that requires a large investment. Internet business models require good marketing since the business is the letter of introduction, it is the only thing the customer has to give a vote of confidence and request the services offered [9].

It is necessary to emphasize that network businesses are no different from any other business with their respective management, the difference lies in the customer attraction portal.

1.2 Advantages and disadvantages of an online pastry shop.

The advantage of an online pastry shop is that it can position itself in the food world quickly through good advertising since the scope on the internet is higher. Another advantage is that by not having a premises the economy increases, having a physical space is not essential.



Fig. 1. Facebook page.

It should be said that there is no investment in employees; the creativity and originality present in the decorations highlights this pastry shop from others that are based on traditional presentations, a presentation that catches the eye for its finishes is a plus.

Among the disadvantages we have is that without good promotion on social networks the business can fail since there is a lot of competition on the internet, other

businesses with experience, regular customers and offering a similar service are a disadvantage.

Another disadvantage is that income is acquired through sales and these are not fixed month by month, that is, they vary, there are months where more is sold and others where less is sold, that is, there is no fixed budget for profit. Customers distrust businesses that do not have a premises and require an advance payment to produce the requested order.



Fig. 2. Instagram page

1.3 Competition.

This business model has two types of competitions which are online pastry shops that are on social networks without having a physical location and pastry shops that have a physical location and have a virtual space. Social networks contain countless pastry shops that offer classic and gourmet pastry products that stand out for the dedication present in each of their products.

There is a high degree of competition since the owners of this business model are empirical or people who have studied in an artisanal way. There are many working from their homes, this is reflected in the increase in pastry shops that work on demand.

Another of the main recognized competitions are the owner's fellow students in a culinary art school, some of whom are dedicated to pastry as a business but not as hobbies, they are the most direct competition since they have received the same training.

1.4 Products offered by the online bakery

This online bakery offers pastry products in general such as hot, cold and mousse cakes with citrus and sweet flavors, nine flavored cupcakes with frosting, fondant, nutella icing, decorated butter cookies and flavored cookies and fruits, fruit and chocolate shots, and varied savory and sweet appetizers using ingredients such as shrimp, meat, chicken and pork. The plus of this business is in the flavor of its products since these are very intense and in the decoration that is very detailed and

personalized, it seeks to capture what the client wants to see in a dessert.

1.5 Marketing area.

Marketing focuses on three fundamental aspects for the operation of a business which are the economic scope, customer loyalty and positioning through which techniques are used around goods and services, seeking to satisfy customer needs and venturing into markets.

To raise the aforementioned aspects, approaches must be made of global offers, market demand and sales, the product offered, the price, its distribution and dissemination. Marketing in simple terms can be defined as the culture of the company [10]. Around the marketing approaches mentioned above is born what is known as the marketing mix that seeks to achieve the objectives of the company, so the following concepts will be defined: product is what is offered in its entirety, that is, the physical product plus the presentation of it and all the essential characteristics.

Table 1. Cupcakes offered by the bakery.

CUPCAKES
Oreo
Chocolate
Vainilla
Vanilla with sprinkles
Orange
Orange with almonds
White chocolate with milk chocolate
Banana
Red velvet
Cítrus

The price is the value that the customer must deliver in exchange for the product. And the diffusion includes the accessibility that customers will have to acquire the desired product at the time it is required is here where the so-called distribution channels and logistics come in; it should be emphasized that having a marketing area is essential in companies regardless of the size it has and the commercial activity that it performs, the area helps to reach a previously stated objective, determines a path to follow to achieve the goals set within the objective vision and mission of the company.

Through research on the success of both individuals and businesses, it has been shown that one can move forward, but without ensuring that in the long term it can stay afloat and not miss opportunities to expand. For this it is essential to define what type of marketing best suits the needs of the bakery since there are many types of marketing that can be employed. [11]

2. Materials and methods.

The following chapter describes the aspects that an establishment dedicated to food and beverages should have through an evaluation of Lady's Bakery, an evaluation that helps to determine the areas that need to be improved, which have been defined as the production area, i.e. the physical space where the products are made, and the marketing area, i.e. the means of dissemination of the business on the Internet.

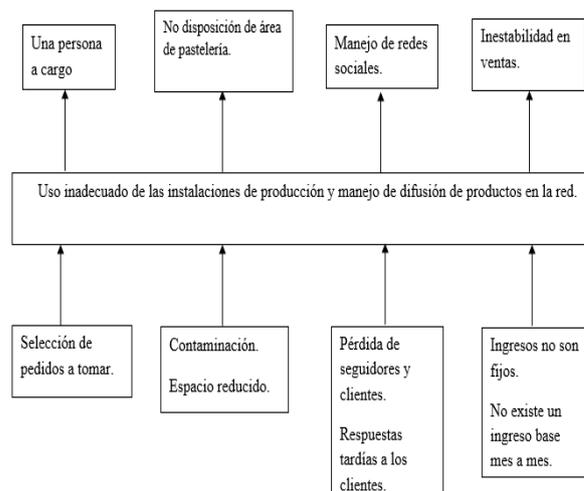


Fig. 3. Diagrama causa y efecto.

2.1 Data collection method and technique.

The main technique to be used in this work is the collection of information through direct observation, observation focused on the previous knowledge of sanitary norms of the Good Manufacturing Practices. In the aspect of the marketing area, the technique is not only observational but also descriptive, since it reveals each of the shortcomings and potentialities that the online bakery has and should improve, the detailed aspects will be obtained through online surveys. In addition to this, the application of surveys will be used.

2.2 Good manufacturing practices.

The so-called (GMP) are an instruction of the processes and operations to be taken into account to prevent contamination risks around the hygiene and handling of the facilities and equipment of the establishment and the workers of the entity. The purpose of this manual is to ensure food safety so that food is fit for human consumption, reducing health risks. This manual is an obligation for companies that provide any service related to food, i.e. it is a requirement whose certification is granted by inspection bodies of the Ecuadorian Accreditation Service (SAE) [12].

This manual and certification must be known and applied since the risks of contamination can occur in any food production process, in this sense it is recognized that the

health of consumers is in the hands of the producing entities. This accreditation will take time depending on the size of the company and the number and degree of difficulty of the activities carried out in it, if this inspection is approved, the SAE body that has carried it out will send a report to the owner of the establishment, who must register it in the ARCSA. Pastry products are among the main products produced in Ecuador.

2.2.1 Food quality control.

Ecuador has a law regarding quality systems that promotes the quality of food products by complying with standard measures at the national and international levels that seek food safety, consumer safety and protection, productivity and national growth. This is how this law is called the National Quality Plan that adapts international regulations and regulated techniques for the responsible operation of these establishments. In addition to those already mentioned, this plan also aims to generate a competitive advantage to venture into international markets [13].

The FAO Food and Agriculture Organization of the United Nations is an agency that seeks to end hunger, food security and the acquisition of quality food that meets the needs to live in a healthy and active way. One of FAO's achievements is developing international standards to ensure food quality and safety, whose standard is called the Codex Alimentarius. This is a standard that is in constant change since the Codex commission in charge meets every year to review any changes that may occur.

The Food and Agriculture Organization of the United Nations, that is, FAO, and the World Health Organization, that is, WHO, are the intergovernmental bodies that make up the Codex Alimentarius commission. WHO provides scientific advice on chemical and microbiological hazards that serves as the starting point for developing the standard. Chemical risks refer to chemicals present in food intentionally or accidentally through contamination. Microbiological risks are a global problem generating high rates of diseases transmitted by these microorganisms. WHO states that "For food to be healthy it must be kept clean, separate raw foods from cooked foods, cook thoroughly, keep foods at safe temperatures and use water and raw materials [14].

3. Results.

In this chapter, the proposal is developed for the restructuring of the production and marketing area of the online bakery Lady's Bakery located in the Urdesa Central district of the city of Guayaquil. For this development, the aspects that the owner wants to improve and the characteristics proposed by the clients

have been considered, obtained through the surveys carried out [15].

3.1 Organizational feasibility.

Company or product name: Lady's Bakery

3.1.1. Mission.

We are a responsible online company that makes all kinds of pastry in general by customizing your orders. What you dream we make.

3.1.2. Vision.

To become one of the best online bakeries by 2024 in constant technological growth and positioning with our clients.

3.1.3. Values.

Honesty, responsibility, trust, loyalty and teamwork.

3.1.4. Company organization chart.

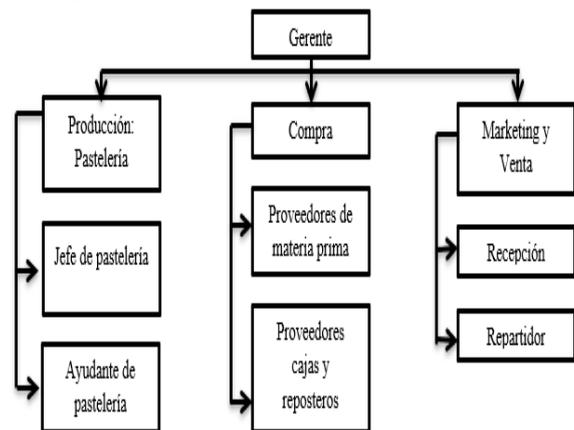


Fig. 4. Company organization chart.

3.2 Technical feasibility.

3.2.1. Location.

The home where production takes place is in Urdesa Central, which benefits the establishment since this district is a northern area that allows clients from different points to reach it without traveling very long distances, in addition to being a commercial area.

3.2.2. Business size.

The business is small, in the IRS it is registered as a small business, a modality acquired by artisanal businesses that do not have an established premises, they work from their homes. The business does not have employees, that is another reason to consider it small, in addition to the place destined for production being the home kitchen.

3.3 Operating processes.

It is suggested that suppliers distribute the raw material directly to the home, supplying the business twice a

month and that the supply be on Monday afternoons since this is the day of lowest production. Upon arrival, the raw material must be stored in the pastry containers [16].



Fig. 5. Raw material reception diagram.

3.5. Production.

This process seeks to avoid the risks of contamination of both the raw material and the finished products.

- **Request for raw material:** To prepare the orders of the pastry shop, it must be supplied with the raw material.
- **Acquisition of raw material:** Once the request has been made, the products are supplied.
- **Reception:** 5 samples of the order that has arrived are randomly examined, if it is not in optimal conditions it must be returned.
- **Storage:** Store the raw material in pastry containers.
- **Preparation of mise en place:** According to the preparation to be made, select the ingredients needed and proceed to weigh them and have them ready to be mixed.

3.6 Proposal for the new corporate image.

The company's image has been changed by 95%, preserving the idea of presenting a cupcake in the isologo, because the previously established logo did not capture the customer's attention and used a color combination that opaque the image of the cupcake that was seen. The previous logo played with the colors black, white and turquoise with thin turquoise lines that were not distinguished from the background and the tones were opaque, in addition to the fact that the cupcake in the logo was lost between the interplay of colors and size, what stood out the most was the white color of the name. The colors defined for the proposal are brown, red and light blue, which are found in faded tones.



Fig. 6. New Isologo.

The decision on the isologo has been made by the bakery's clients by conducting an online survey on the business account and the owner's personal Instagram account in which the different options to consider for the new corporate image were presented. It was done this way because the client is the most important and it is thanks to them that the business is maintained and it is them who must be pleased, which is why they decided on the logo [17].

3.6.1 Menu.

The establishment has a range of products to offer, but not a physical menu to be published on social networks so that customers can know everything offered, thus responding to one of the suggestions reflected in the surveys. A product menu has been created to be published, this menu has the brand's representative colors in the background, colors that represent the coatings and textures. The represented colors are brown, red and light blue in different shades providing a cheerful, warm and fun atmosphere.

Customers requested that product prices be disclosed, this has not been considered in the website menu indicating prices for each product from a base value since the orders are customized, it is based on the modifications and adjustments the client wishes to make that will determine the final price of their order [18].

3.7 Production

The production area focuses on the preparation of pastry orders, in this area there are two people who must be in charge, a pastry chef and an assistant. The assistant works the days his services are required and on a rotating schedule.

Below are the functions of the production area :

- Preparation of doughs.
- Preparation of coatings.
- Cleaning of utensils, equipment and the production area.
- Create new products once a month and implement more flavors to each offered product on the menu.

- Establish a fixed day for the supply of raw materials.
- Keep track of existing raw materials and request supply from the purchasing department.
- Preparation of standard recipes for the entire menu.
- Establish product prices according to standard recipes and 60% profit..

3.6.2. Online menu proposal.



Fig. 7. Mousse cakes



Fig. 8. Hot cakes.

The service offered online must have a person in charge of constantly checking social networks to respond to messages and requests made by customers and potential customers. He will be governed by the company's values, especially with respect and patience to answer concerns. It should be noted that the service does not end until the customer picks up the order or it is delivered home, so it is important to train the distributor and the person in charge of deliveries at the premises. The establishment



Fig. 9. Cookies

3.8 Marketing strategies.

The proposed strategies are first the creation of the website, which will help create the corporate image of the small business, allowing it to be more formal. In response to what customers have requested reflected in the surveys, the website will have access to the business's social networks. When entering the page, an image will slide for subscription to the page itself that will generate exclusive promotion benefits for those people. The website will have the personal data acquired through the domain lady.ladysbakery.online email to which they can contact to make quotes and through which campaigns will be made. In addition to this, it will have the events section, galleries and personalized orders whose options will display photos of customers and product photo shoots.

You can find information such as social media and WhatsApp business hours and a frequently asked questions section with their respective answers, which is very useful for those customers who want to make inquiries and through this section they can be answered even those questions that had not been raised. The Instagram social network will have a direct link space to WhatsApp so that customers can communicate more easily without having to manually add the number to their contacts. This strategy helps to see how many people are interested in contacting the business since through the same link it is revealed how many people enter it [19].

The website has been created on the Wix professional site portal, this portal allows you to create web pages for free. The web portal is at the following link:

https://oscarampudia.wixsite.com/test?fbclid=IwAR0ZjYQuUBwZhBfzrjmU1NBh7LL5oQI5pM6_SMEqWhR1U0ljQ8SYU9-RbeY.



The Facebook page should provide other information that is not visible on Instagram such as posting promotions and promotions proposed to be carried out once a month.

These promotions will be based on discounts on certain products and on obtaining a new product as a gift on the purchase made; the news to be informed will be according to the fairs in which it will participate, which are proposed to carry out at least two fairs a year in shopping centers such as Rio Fest and gastronomic festivals such as Yummy Shop in Samborondón, fairs with a large number of visitors; In addition to the aforementioned, it is proposed to relaunch the brand, that is, to hold an event in which the new image and the products to be offered are exhibited.

The re-launch should have the participation of advertising and newspapers to publish a note about the pastry shop and what is evident in the event. For this it is important to delegate functions, therefore, it is recommended to hire a community manager who is in charge of all marketing strategies and the prompt response to customers and potential customers in addition to advertising campaigns. Inés Felipa Saname Noa is a University expert in certified Coaching, Transition coaching and digital marketing who charges \$250 for managing each social network.

3.9 Technology.

The use of technology is essential for businesses that do not have premises, which is why special attention must be paid to this aspect. For it to be a useful tool, time must be dedicated to it and knowledge of it, so it is advisable for the pastry shop to hire a community manager, a person specialized in network management and brand positioning on the internet.

3.10 Purchases.

Purchases to supply the establishment will be made with reliable companies, companies that have food safety permits and approvals. Ludafa, Línea Maestro and Fleischmann are companies present in Ecuador recommended for pastry products, both finished products and raw materials. It is advisable to work with Línea Maestro to supply flour and butter; with Fleischmann to supply confectioner's sugar, essences, dyes, etc... In the case of boxes for finished products Lady's Bakery Candy Shop Cupcakes has previously worked with M&J Souvenirs a company dedicated to cardboard boxes for pastry food products a company with which it has worked irregularly, it is advisable to continue working with this distributor that has economical prices, good products, is close to the premises and has home delivery

service. In the case of plastic pastry containers, work with distributors in the city center.

3.11 Internal logistics.

The owner will be in charge of internal logistics for the correct application of the proposal, who will ensure that the business adapts this plan and delegates functions to the two employees that have been suggested for both the marketing and production areas. Internal logistics includes the distribution of products under the home delivery modality, which the owner together with the pastry assistant will make the deliveries.

3.12. Kitchen.

The kitchen will consist of the owner as the pastry chef as it has been handled so far, but with a pastry assistant whose work will be performed when required, that is, work on demand in rotating shifts.



Fig. 10. Depth view of the kitchen.

3.13. Quotation at Fritega S.A.

The following quote is equivalent to a sum of \$10,777.87.

10 BAN 110V gas cyclonic oven at ACE +2 pans. Total value of \$4,755.08

5 pound capacity KitchenAid artisanal mixer. It has three accessories. Total value of \$582.40

200x1.10x0.90 steel center table with drain. Total value of \$1,350.00

110V 1 P/imported glass vertical refrigerator, white. Total value of \$1,099.99

0.85x0.65x1.90 cold display cabinet. Total value of \$2,800.00

Three-tier black service cart measuring 80*53*90. Total value of \$190.40

Table 11. Equipos de fritega.

Equipment	Capacity	Cost
T/C gas cyclonic oven	10 BAN	\$ 4,755.08
KitchenAid artisanal mixer	5 pounds	\$ 582.40
Steel central table	200x1.10x0.90	\$1,350.00
Vertical refrigerator	110V	\$2,800.00
Cold display cabinet	0.85x0.65x1.90	\$2,800.00



3.14 Thermalimex quotation

The following quote is equivalent to a sum of \$7,268.6 LAINOX ICET051 direct steam electric mixed oven. It is Italian-made with a capacity for five gastronomic pans. It has ten stored cooking programs and memory for 89 additional programs. It has two ventilation speeds and convection temperatures from 30 to 260 degrees Celsius, steam temperatures from 10 to 130 degrees Celsius and mixed convection and steam temperatures from 30 to 260 degrees Celsius. Total value of \$4,512.41.

3.15 Projection of investment in restructuring the production area.

It is estimated to make the suggested changes in infrastructure in a period of six months, at the end of these months an evaluation will be carried out to recognize if the established improvements have been useful for the productivity of the company. In the aspect of marketing it will also be evaluated considering an increase in customers and unlike the proposals of the production area these proposals have already been put into operation since the creation of the new corporate image, the web page, a system of promotions month by month and a better management of networks.

4. Conclusions

In the present work, an analysis of the food production and marketing areas of the Lady's Bakery online pastry shop has been carried out in which it has been observed that the production facilities are not adequate for the activity carried out, showing many possibilities for improvement both for the owner and for customers and there is no strategic marketing plan to increase customers, this being the critical factor to take into account.

The results obtained from the surveys have shown that the frequency of consumption of pastry products is divided by 50% between those who only consume on special occasions and those who consume weekly and monthly, the percentage of consumption of food at Lady's Bakery is 57.9%. Customers are interested in seeing on social networks more extensive material in terms of publishing the menu, videos of the preparations, previous work, and promotions, they want businesses that convey trust and transparency, that constantly innovate, that show new products, that capture their attention. 336 people provided this information, who are followers of the small business and based on the requests of the respondents, the restructuring proposal was made.

Based on the proposal developed, it is concluded that Lady's Bakery will have a marketing plan and social media management in charge of a digital marketing Coaching that will improve the corporate image by increasing its positioning on the network, and carrying out advertising campaigns which is the best for digital businesses, while the infrastructure corresponding to the production area will ensure the safety of the elaborated products and reduce downtime in the production line.

References.

- [1] X. A. Abril Ezeta, K. M. Román Sánchez y F. J. Duque-Aldaz, «Diseño de un modelo de negocio usando la metodología canvas para una galleta nutricional a base de moringa,» Universidad de Guayaquil, Guayaquil, 2019.
- [2] INEC, «Encuestas Industriales,» Instituto Nacional de Estadísticas y Censos, 2015.
- [3] M. E. Jácome Córdova, C. N. Pincay Moreira y F. J. Duque-Aldaz, «Desarrollo de modelo de negocio aplicando la metodología Canvas para bebida a base de quinoa,» Universidad de Guayaquil, Guayaquil, 2019.
- [4] Líderes, «El cliente atiende más a sus gustos gourmet,» Líderes, 2014.
- [5] J. Walker, Marketing de medios sociales, 2018.
- [6] P. Borja, Como montar un negocio online, Almuzara, 2017.
- [7] A. S. Mora Almea y F. J. Duque-Aldaz, «Diseño de un modelo de negocio basado en la metodología canvas para la comercialización de smoothie bowls en la ciudad de Guayaquil,» Universidad de Guayaquil, Guayaquil, 2019.
- [8] d. P. Consejo Nacional, «Plan Nacional de Desarrollo,» CNP, Quito, 2017.
- [9] X. E. Aguayo Morante, A. L. Bravo Córdova Adriana y F. J. Duque-Aldaz, «Modelo de negocio aplicando Lean Canvas para un licor artesanal a base de jengibre,» Universidad de Guayaquil, Guayaquil, 2020.
- [10] M. Artal, Dirección de ventas: Organización del departamento de ventas y gestión de vendedores, Madrid: ESIC, 2017.
- [11] R. Hoyos, Plan de marketing: Diseño, implementación y control, Bogotá: ECOE, 2016.
- [12] L. D. Beltrán Mestanza, T. L. Carpio Figueroa y F. J. Duque-Aldaz, «Propuesta de un modelo de negocio basado en la metodología Canvas para la microempresa It's Healthy Food,» Universidad de Guayaquil, Guayaquil, 2020.
- [13] y. P. Ministerio de Industria, «Ministerio de Industria y Productividad,» Enero 2017. [En línea]. Available: <https://www.industrias.gob.ec/wp-content/uploads/2017/02/Plan-de-Calidad-2017.pdf>. [Último acceso: 10 Diciembre 2018].



- [14] B. R. López Franco, K. A. Pérez Baque y F. J. Duque-Aldaz, «Propuesta de un plan de marketing para mejorar posicionamiento de una microempresa de chocolates personalizados durante la emergencia sanitaria Covid-19,» Universidad de Guayaquil, Guayaquil, 2021.
- [15] OMS, «Organizacion Mundial de la Salud,» 2018. [En línea]. Available: https://www.who.int/foodsafety/areas_work/food-standard/es/. [Último acceso: 10 Diciembre 2018].
- [16] M. Mesa, Fundamentos de Marketing, Bogota: ECOE, 2016.
- [17] FAO, «Organizacion de las Naciones Unidas para la Alimentacion y la Agricultura,» 22 Julio 2017. [En línea]. Available: <http://www.fao.org/news/story/es/item/1024743/icode/>. [Último acceso: 10 Diciembre 2018].
- [18] R. D. Corozo Chancay, B. J. Pita Maldonado y F. J. Duque-Aldaz, «Diseño de un modelo de negocio basado en la metodología Canvas de cake's para personas diabéticas,» Universidad de Guayaquil, Guayaquil, 2020.
- [19] SAE, «Servicio de Acreditacion Ecuatoriana,» 19 Julio 2018. [En línea]. Available: <http://www.acreditacion.gob.ec/buenas-practicas-manufactura-alimentos-procesados/>. [Último acceso: 09 Diciembre 2018].