

Elaboration of a proposal for the creation of a Business Incubator focused on Gastronomic Projects.

Elaboración de una propuesta para la creación de una Incubadora de Negocios enfocado en Proyectos Gastronómicos

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Recibido: 16/12/2020 – Recibido en forma revisada: 14/02/2021 -- Aceptado: 04/06/2021

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Abstract

The proposal of this work is based on a new business model based on the Canvas methodology, this is due to the high impact that incubators have in the economic area of the countries, this model focuses on providing support in gastronomic projects that are start your operations. To carry out this project, tools such as surveys, interviews, focus groups will be used, in order to carry out statistical data in which we can see the interest of the entrepreneur to carry out his project in a more stable way and what is the opinion of it. In order to achieve this objective, a structure was implemented in which the business model used in the creation of the company that focuses on incubation projects in the gastronomic sector was developed.

key words

Incubator, entrepreneurship, gastronomy, business model, innovation.

Resumen

La propuesta de este trabajo se basa en un nuevo modelo de negocio basado en la metodología Canvas, esto se debe al alto impacto que tienen las incubadoras en el área económica de los países, este modelo se enfoca en dar apoyo en proyectos gastronómicos que estén por iniciar sus operaciones. Para llevar a cabo este proyecto se utilizará herramientas como encuestas, entrevistas, focus group, para de esta manera realizar datos estadísticos en los cuales podamos ver el interés del emprendedor de realizar su proyecto de una manera más estable y cuál es la opinión de este. Con el fin de lograr este objetivo se llevó a cabo una estructura en la cual se desarrolló el modelo de negocio que se empleó en la creación de la empresa que se enfoca en proyectos de incubación en el sector gastronómico.

Palabras clave

Incubadora, emprendimiento, gastronomía, modelo de negocio, innovación.

1. Introduction

This project is based on a proposal to create a company dedicated to the incubation of projects, primarily focusing on developing businesses in the gastronomic sector. It is aimed at entrepreneurs who want to start their projects with guidance from inception to execution. Incubators have gained significant traction in first-world powers due to their high effectiveness in executing projects. The gastronomic field is becoming a new economic hub in society, with the tourism sector investing large sums of money to enhance restaurants, as competition in the sector is in high demand.

The current proposal aims to provide a new option for today's startups, reducing the premature failure of businesses just starting their activities by fostering quality processes, proper organization of administrative functions, efficient use of investment resources, and a suitable projection for future general growth [1].

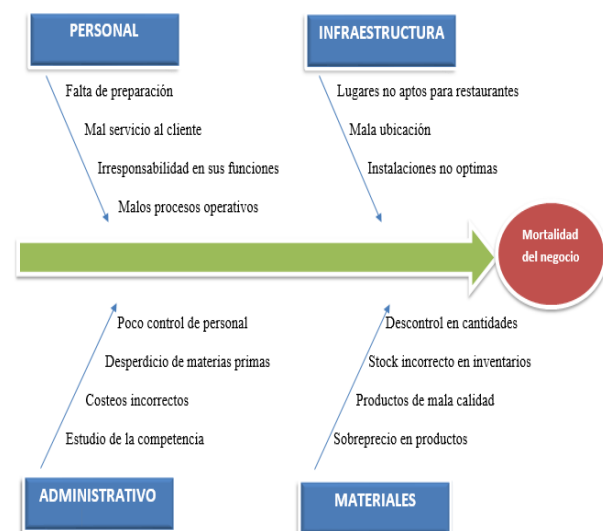


Fig. 1. Problem Statement Diagram.

1.1 History

The emergence of business incubators has gained greater prominence in most economies as a catalyst for innovation. Studies suggest that incubators originated in

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the 1970s in the United States and Western Europe. The first incubator in Europe was founded in 1975 in the United Kingdom, named British Steel Industry (BSI), and in China, their origin dates back to the mid-1980s.

Research also indicates that incubators started to appear in the U.S. during the 1950s with the creation of technology parks (Stanford Research Park at Stanford University and the Research Triangle Park in North Carolina). By the mid-1990s, companies related to these incubators provided around 60,000 jobs. In 1991, technological incubators began to operate in Israel, driven by the mass immigration from former Soviet Union countries.

The United Kingdom Business Incubation (UKBI) association reports that the number of incubators grew significantly from 25 in 1997 to 250 in 2002. In Germany, incubators are specialized by sectors in 19% of cases, and incubators are known for providing various services such as business start-up advice, office spaces, and technical and technological support, all aimed at boosting economic development and revitalizing depressed areas with the support of these incubators to develop projects and transfer technology [2].

These programs are non-profit and maintain an incubation period of 3 to 7 years. In summary, there are approximately 5,000 business incubators worldwide (of which 2,300 are in Europe, 750 in America, more than 100 in China, and the rest in various countries). Regarding business incubators, it is evident that the topic is becoming increasingly relevant as a means of promoting social and regional economic development by creating and strengthening businesses, with researchers contributing new perspectives on this subject.

Incubators aim to help and stimulate entrepreneurs by equipping their ideas with appropriate techniques, enabling them to create and effectively manage businesses to survive, thrive, and achieve competitive conditions. Various studies associate business incubators with driving science, technology, knowledge, and research and describe them as bridges that generate sustainability strategies over time, inter-organizational networks, and specialization in established sectors. These analyses cover different topics such as business formalization, incubator types, relationships with business angels, and grouping companies into business units by zone.

Although studies have been conducted, the need to further explore concepts related to the term "business incubator" remains. To achieve this, exhaustive literature reviews, both qualitative and quantitative, have been conducted to examine their characteristics, functions,

best practices, and measures to determine how effective they are as a business development model.

1.2 Conceptual

An incubator is a device used to control the cells of an organism so they can develop properly.

Its primary function is the development of premature babies, ensuring that their initial stages function correctly and offering stability in their natural development. [3]

1.3 Business Incubator

In the business world, an incubator is a development system for entrepreneurial projects. Its main function is to provide guidance and mentorship during the early stages of growth, hand in hand with advances. Today, incubators play a significant role in the commercial sector, serving as useful tools for entrepreneurs, as their purpose is to ensure the structural growth of businesses. A useful tool in business planning is brainstorming, which helps structure a plan with a solid foundation, projecting the development and execution of the venture. However, this task is quite complex, leading many ventures to stall. [4]

1.4 Types of Incubators

Over time, incubators have evolved their models, as not all work in the same field of action or support a single type of business. Initially, incubators were synonymous with companies dedicated solely to the technology field, which was one of their main strengths. Business incubators have expanded significantly into various scientific fields, generating diversity in their fields of action, supported by investors known as business angels for project execution. Incubators were created to provide services that meet needs at the start of their operations. The classification of incubators follows a model that determines the type of service offered, detailed in the following stages:

- **Traditional Incubator:** Provides advice and support to companies related to commercial and economic areas. Its field of action is technology, offering a benefit to businesses with commercial productions, adding value to their products through technological processes.
- **Technology-Based Incubator:** This type of incubator supports and trains companies in the scientific field, valuing the research conducted in various branches of science, technology networks, communication programs, software, and more.
- **Mixed Incubator:** Supports companies in the technology field, offering assistance and training.



- **Cultural Incubator:** Provides support to entrepreneurs in cultural fields such as music, art, film, etc.
- **Social Incubator:** Assists companies with social projects as part of their goals, creating jobs in low-income areas.
- **Agricultural Incubator:** Forms partnerships with companies focused on agriculture with sustainable projects, emphasizing technology and innovation.
- **Sector-Specific Incubator:** Focuses support on a specific sector or area, offering training and advice in a specific location. [5]

1.5 Incubation Processes

This is an initial process where the entrepreneur presents their innovative project idea to the director of the Business Incubator. The type of business they want to start is identified and classified accordingly by analyzing its characteristics within the incubation project. This requires understanding the entrepreneur's knowledge of the subject, their ability to gather information, and their collaboration with the necessary advisory services. Additionally, the incubator's structure and internal and external operations are explained. One of the primary goals is to foster an entrepreneurial mindset with a high business impact and motivate the generation of innovative ideas that advance the economy. When a project begins, the entrepreneur is provided with an informational session and the necessary requirements to start the incubation process. [4]

1.6 Stages of an Incubator

- The first step in this process is to analyze the service or product to be developed and the potential consumer. During this stage, processes can be corrected and rectified based on the business's characteristics to make the project more appealing and stimulating for the target audience.
- The second step is project design, which must be endorsed by the incubator and the entrepreneur. Strategies to be implemented are established during this phase. [6]
- The third step is outlining the necessary processes and logistics for the project. A well-structured organization is needed, covering all aspects such as human resources, administration, finance, etc., to ensure the venture has a solid organizational foundation [6].

1.7 Incubators Abroad

Business incubation projects are highly popular worldwide as they facilitate processes for new ventures with great success. They not only provide spaces for startups or entrepreneurs, but a large part of their

function is to analyze the viability of projects and find funding sources [6].

Estable Adventures is a structure that bases its projects in the gastronomic field in Spain, which launched its incubation and acceleration program. Five startups, selected from over 60 projects that responded to the call (Jasius, 2009) through its Gastroemprendedores platform, have begun an intense nine-month acceleration and incubation program. During this period, they will have access to the resources used by large companies in this sector: experience and knowledge, training, professional services, and financing [7].

1.8 Incubators in Ecuador

There are few incubators in the country, as this new way of running projects in the labor and commercial sector is just being introduced. There are companies known as Working Up, whose main focus is innovation through the incubation of projects. This helps entrepreneurs to enhance their innovative capabilities, boosting their ability to generate new projects in the country. Their primary focus areas include legal advice, accounting supervision, and project management. [8]

Currently, the Municipality of Guayaquil has an Innovation Center that offers advice and financial loans for project execution. Among its priorities is creating partnerships with educational institutions such as ESPOL and the Universidad Católica Santiago de Guayaquil, in search of innovative proposals that help generate new income for the city of Guayaquil. This project begins with an investment of \$925,000, which will be used to create an Innovation Center backed by recognized professionals in the city. [9]

1.9 Business Life Cycle

Ecuador has a high rate of entrepreneurship, defined in several stages. The largest percentage, typically 51%, relates to those intending to start a business within a few years. This is followed by businesses with less than three months of operation, representing 21% of the surveyed population. This segment determines that the business's start is driven either by the entrepreneur's intent or through partnerships. [10]

Table 1.
Business Projection Percentage

Savings 28%	Finding Teams 17%
Defining Business Ideas 16%	Finding a Location 14%
Organizing Work Teams 13%	Business Plan 11%



1.10 Causes of Business Failure

According to the Espae (Business School of ESPOL), analysis conducted with the GEM (Global Entrepreneurship Monitor) shows that entrepreneurial problems have remained consistent over the years, identified as follows:

- Legal insecurity
- Complicated and burdensome processes for creating and closing companies
- Tax changes
- Uncertainty
- Instability

This leads to a lack of support for entrepreneurs from both public and private financial systems regarding project funding.

Initial Business Stage: Lack of experience and knowledge in administration, regulations, products, and markets.

Investments: Excessive investment in assets and a lack of proper long-term planning.

Delegation of Functions: Incorrect delegation of responsibilities to unqualified personnel, causing operational failures in business processes.

Financial: Incorrect projections of resource sources and excessive debt dependence.

Adults aged between 27 and 47 years constitute 57% of TEA 2017, similar to the proportion found in 2016. The age composition of TEA for new and nascent entrepreneurs is quite similar, except for the group of new entrepreneurs aged 40 to 55, which reached 20%, showing a 5-point increase from 2016. [10]

1.11 Entrepreneurial Ecosystem

The entrepreneurial ecosystem is characterized by new tools or models that serve as a guide, facilitating the development and execution of proposals. This positive impact on projects will generate a broad field for the viability of entrepreneurial commerce [11].

Key actors in the entrepreneurial ecosystem include:

- **Incubators:** Responsible for guiding projects through proper execution processes, turning them into commercially viable endeavors.
- **Government:** Optimization of public policies and creation of laws and incentives to support and benefit entrepreneurs.
- **Financial System:** Partnerships with financial entities to provide commercial loans for entrepreneurship and innovation projects.

- **Private Organizations:** Public or private companies willing to invest in innovative projects that benefit the productive matrix.

These factors support and benefit the ecosystem, significantly aiding in the development of new projects. [12]

2. Materials and Methods

The methods used in this research were:

- SWOT analysis
- Porter's Five Forces
- PESTEL analysis
- Business Model Canvas

3. Results

The proposal is based on employing a new business model to help new startups with proper execution, providing comprehensive advice to foster proper commercial development. The goal of this proposal is to reduce the high percentage of early-stage failure in new gastronomic ventures and give innovative businesses a chance to succeed. The Business Model Canvas, which will be employed in this proposal, was considered the most suitable for this type of business.

3.1 Proposal Development

An organizational structure for the company will be implemented, using a model deemed most suitable. The mission, vision, and corresponding company policies will be established. The incubator will utilize operational manuals, ensuring that each incubated project follows a standardized process with corresponding progress and result analyses.

The project also aims to create a comprehensive digital media plan for the promotion and communication of the business incubator, including the development of websites that will serve as initial communication and information channels for entrepreneurs. Additionally, the proposal includes creating a center for culinary entrepreneurs where they can conduct research projects within the incubator's facilities. Plans also include establishing the first gastronomic laboratory for professionals and entrepreneurs. This project's implementation will provide sustainable resources to the incubator through the rental of this physical space, equipped with top-quality food production.

3.2 PESTEL Analysis

The PESTEL analysis gives a clear idea of the external conditions in the country on a macroeconomic level, including the political, social, economic, technological, environmental, and social factors that must be considered to reduce potential threats or risks in the future [13].

3.2.1 Political



Currently, the government supports new businesses with the goal of stimulating the economy. The Organic Code of Knowledge, Creativity, and Innovation offers benefits such as income tax exemptions for the first two fiscal periods. Presidential elections are scheduled for 2021, which could create uncertainty for new businesses as new commercial policies may be introduced.

3.2.2 Economic

The country has an unstable economy and stagnation in foreign investment. According to the National Institute of Statistics and Censuses (INEC), the annual inflation rate for 2019 closed at -0.07%, the highest rate since 2017. The International Monetary Fund projected stagnation and contraction in the country's economy, with GDP expected to decrease by -0.05%, affecting new trade agreements. The government is seeking alliances with first-world countries like the United States to boost trade exchanges and improve the country's productive matrix, generating investment and loans for new entrepreneurs. According to BanEcuador, \$900 million in loans were granted to 1,260 entrepreneurs across the country. [14]

3.2.3 Social

Social development focuses on people's progress and emotional environment within society. According to INEC, the country's unemployment rate is 4.9%, the highest in the last three years. Underemployment stands at 19.7%, underemployment at 25.9%, and unpaid work at 10.4%, creating an unfavorable societal environment. According to the Immigration Control Institute, foreign migration to Ecuador has increased by 20% since 2015, mostly involving Venezuelans and Peruvians. This has driven down wages, as businesses exploit the situation by avoiding fair remuneration, creating discontent within the labor sector. [14]

3.2.4 Technological

The country currently has access to advanced technology, and a large portion of the population has internet access, benefiting businesses that can easily promote their products through widely accessible technological platforms. According to INEC, 37.2% of households in Ecuador have internet access, with Quito, Cuenca, and Guayaquil being the cities with the highest usage. [14]

3.2.5 Legal

Change of tax laws in favor of new ventures, taxes, and counterproductive ordinances in the commercial sector. Article 78.- On the incubation of innovative ventures.- The competent State bodies, with the participation of the private, mixed, popular, and solidarity sectors or higher education institutions, will establish mechanisms that allow the provision of specialized services for the

development of innovative ventures and their consequent generation of added value, which aims to support entrepreneurs in the fields of technology, innovation, and ancestral knowledge. [15]

3.3 Porter Forces

3.3.1 Potential Competitors

Low intensity level 2, as this is a new business model in the country, there are no direct competitors in the gastronomic sector.

3.3.2 Supplier Negotiation

Low intensity level 2; the required suppliers are available in good quantity with competitive prices and extensive market experience. There are up to three suppliers per section or area.

3.3.3 Consumer Negotiation

Low intensity level 2; as the only incubator for gastronomic businesses in the city and country, there is an advantage in managing unique market rates.

3.3.4 Substitute Products

Low intensity level 2; being a new company with innovative ideas and support for entrepreneurs marks a significant difference from any consultancy focused on a specific area in the gastronomic sector.

3.3.5 Rivalry

Low intensity level 1; there are no direct competitors in the gastronomic commercial sector; it is a new business model with commercial projection.

3.4 General Porter Analysis

This analysis revealed that there is a low risk in the commercial environment of this project. Being a new and innovative business model provides an advantage against potential competition that may arise in the future. One disadvantage is that as a new business model, it is not yet in the customer's mind, and it is necessary to socialize it as simply as possible. It is concluded that in the analysis of Porter's forces, the risk is low and will not affect the execution of the project [16].

3.5 SWOT Analysis

3.5.1 SWOT Analysis

A SWOT analysis was conducted to obtain more concrete insights into the potential strengths, opportunities, weaknesses, and threats that will exist in the project to be executed [17].

3.5.2 Strengths

One of the greatest strengths is the ability to provide an innovative service in the market, being the first incubator focused on gastronomic projects in the country, personalized service for potential clients, new job



opportunities for culinary professionals, and competitive prices for introduction.

3.5.3 Opportunities

An economic sector in significant growth; according to INEC, the hotels and restaurants sector in the Guayas province accounts for 95% of labor sector wages and represents 11% of income from restaurants and hotels in the country's production process. Partnerships with public and private companies in the country, gaining a market where there is no direct competition, new entrepreneurial projects being generated in the country, and a potential market segment.

3.5.4 Weaknesses

Limited customer knowledge about this new business model, little experience acquired over time by the incubation team, and new market rates.

3.5.5 Threats

Unapproved loans from financial entities, financial instability in the country, lack of investors in the projects, and few entrepreneurial initiatives.

3.6 Company Policies

3.6.1 Mission

To promote the creation of gastronomic ventures in the country, fostering the productive matrix through innovation, strategies, and the execution of projects that contribute to society.

3.6.2 Vision

To be the number one company in gastronomic incubation projects.

3.6.3 Company Values

Innovation: Implementing new work modalities in the country that generate benefits for the productive matrix; innovative entrepreneurial projects will be a key pillar in the company's proposal.

Teamwork: Creating a professional work team, trained in all areas of gastronomy to achieve optimal results in project execution.

Trust: Generating trust in our clients as a primary motivational force.

Ethics and Honesty: Upholding ethical values will be a fundamental premise of the company with its collaborators and clients.

3.7 CANVAS Model Analysis

3.7.1 Business Profile

Factory Gourmet is a company dedicated to the incubation of commercial businesses focused on gastronomic projects, providing comprehensive advice to new entrepreneurs who wish to open businesses related to food production and its marketing [18]

3.7.2 Customer Segment




The customer segment ranges in age from 23 to 65 years, representing 95% of our target market. The target is directed toward a middle to upper-middle social stratum. Within our scope of action in search of clients, we have entrepreneurs with projects in mind, with or without investment capital, bank clients applying for investment loans for ventures, and professional profiles in the culinary area [19].

In financial entities, establish strategic alliances with public or private banks regarding investment or the derivation of entrepreneurial projects.

3.7.3 Understanding Customers

Table 2.

Customers Served

Gourmet Lab Incubator	
Name: Bowls and Grill Innovation: Local Restaurant Date: 04/15/2019 Incubated Project Current Situation: Operational Location: Guayaquil - Alborada 12th stage, in front of the Kennedy Alborada clinic Achievements: It has established itself in the sector with a stable clientele, and agreements and alliances have been made with companies in the sector. Owners: Mr. Daniel Cevallos Eng. Ricardo García	
Objective To position the restaurant brand in the city, offer a diverse menu with excellent quality, and in the future, to franchise the brand	
Potential Market People living in the northern sector of Guayaquil. Personnel working at the Kennedy Alborada clinic. Office staff working in the sector.	
	
	

3.8 Value Proposition

The value proposition is the essence of any project we aim to achieve with our service and what differentiates us from the rest. One of our main strengths is to take projects from the idea or intention phase, which will be guided by professionals in each necessary area, from inception to execution and start-up.

Among the primary goals are significantly reducing the early business mortality rate and creating a brand associated with business success.

Cost reduction or knowing how to effectively utilize investment capital is key to avoiding future mistakes, making an appropriate investment at the time of execution. Providing detailed project progress to the client will generate continuous personalized attention. The creation of operational manuals and process management will help achieve proper organization within and outside the business. Process standardization generates organizational benefits and reduces operational costs.

Project expense projections before making an investment should include operational expenses for six months during the project execution, which will help have economic reserves for the business start-up phase. Continuous evaluations of the staff in charge of incubation projects with time targets and management result reports, as well as the personnel responsible for working in the business.

3.9 Channels

Communication channels are crucial in business management; effective promotion of the model will generate significant economic returns for the company, with advertising campaigns on digital platforms such as Facebook, Instagram, and Twitter having a high communicative impact. The creation of an informative website detailing services, incubation plans, staff, communication channels, and already executed projects. Promotion at entrepreneurship fairs with booths and advertising materials to promote the incubator, such as the Raíces fair, which is promoted by the Guayaquil Municipality, and Mikuna Kausana by the University of Guayaquil are potential markets for customers.

3.10 Sources of Income

- The incubator will have various sources of income, such as charging for advisory services to entrepreneurs based on their needs, with advisory packages in three stages: pre-incubation, incubation, and post-incubation.
- Conducting market studies and feasibility assessments for gastronomic businesses without needing to apply for a specific incubation project.

- Multiplatform advertising and marketing services focused on gastronomic projects. Graphic designs and renders (3D designs) for restaurants.
- Investment capital in businesses deemed important for the company, participating in the share packages of businesses.
- Management of social media for gastronomic projects, encompassing everything related to promotion on social networks, videos, and communication strategies.
- Renting physical facilities in a gastronomic coworking modality, complete workshops and/or laboratories for food production, recipe standardization and cost management, product research, for professionals wishing to conduct training or courses, master classes, or entrepreneurs looking to test menus with top-notch facilities..

3.11 Key Resources

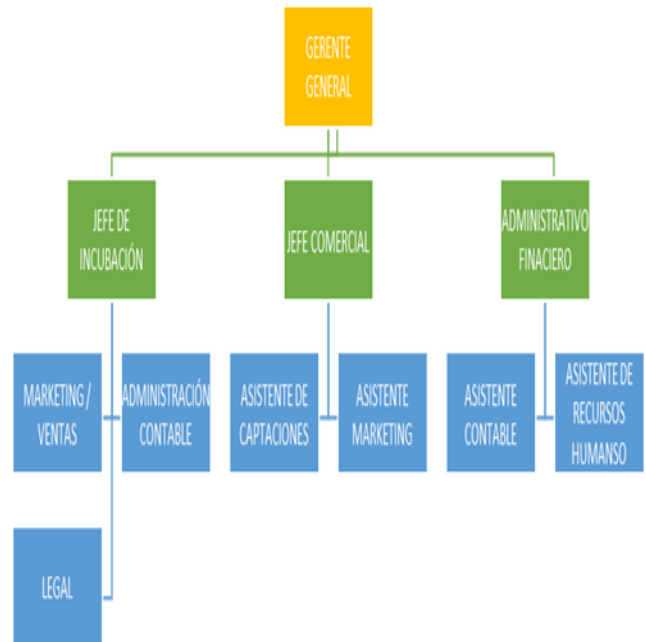


Fig. 2. Organizational Chart of Functions

General Manager:

Legal representative of the company, with primary functions including project approval, hiring the professional team, ensuring operational permits and regulations are in order, and strategic planning for the business project.

Head of Incubation

Responsible for evaluating projects wishing to enter the incubation program, providing vision and general advice regarding gastronomic matters of the restaurant, approving processes and operational manuals.



Head of Commercial Affairs

In charge of approving everything related to the company's commercial area, with the mission of promoting the implementation of incubators in new gastronomic projects, seeking commercial strategies for agreements and sales that generate profitability for the project, and finding angel investors to support incubation projects.

Administrative Financial Manager

Responsible for managing the company's financial resources, approving investment amounts for projects, and ensuring that all tax, labor, and administrative obligations of the company are up to date.

Accounting Assistant

Responsible for managing the financial aspects of incubation projects, including investment amounts and maintaining proper investment control. Manages expenses alongside the entrepreneur and provides investment advice.

Human Resources Assistant

Responsible for maintaining the payroll of the employees working in the company, ensuring all employee documentation is up to date, and that labor obligations are fulfilled.

Marketing Assistant

Responsible for developing market studies and feasibility analyses for gastronomic projects, creating marketing strategies, and projecting sales for the projects.

Advertising, Marketing, and Sales Assistant

A professional who handles the company's social media and incubation projects, brand positioning, graphic design, and communication strategy.

Legal Financial Projects Assistant

A professional responsible for the accounting of projects during their incubation phase. Additionally, the legal consultant will oversee all external regulations of the project being incubated and its necessary procedures.

Purchasing Manager

Responsible for purchasing for the projects. This individual is the point of contact with suppliers and works closely with the entrepreneur, the gastronomic analyst, and the financial analyst. This person seeks competitive prices related to the purchases needed for the incubation project.

3.12 Material Resources

The material resources that will be utilized for the business incubator project are as follows:

Table 3.
Machinery and Equipment

Description	Function	Quantity
Kitchen	Cooking food	1
Oven	Cooking food through baking	1
Refrigerator	Preserving food	2
Freezer	Preserving more perishable foods for a longer time	1
Extractor Hood	Removing odors and smoke	1
Work Table	Organizing the workplace	1
Blender	Processing food	1
Mixer	Mixing food	1
Microwave	Heating food	1
Grill	Cooking food on a grill	1

Table 4.
Tools and Equipment for Production and Innovation Worksho.

Description	Quantity
Pots	4
Pans	2
Bowls	12
Tongs	2
Knives	4
Brushes	1
Ladles	4
Strainers	2
Plates	8
Glasses	8
Hangers	2
Cutlery	24
Scales	3



Table 5.
Furniture and Fixtures for the Workshop

Description	Quantity
Televisions	2
Projector	1
Camera	1
Chairs	15
Tables	3
Computer	1
Speakers	2
Microphone	3

Table 6.
Office Furniture

Description	Quantity
Desks	8
Chairs	8
Computers	8
Television	1
Printers	2
Phones	3
Whiteboard	1

3.12 Economic Resources

The economic resources for the project consist of a mixed-type investment. The owner is considering an investment amount of \$10,000, and the remainder will be covered by a loan from a private bank.

3.12.1 Key Partners

Key partners are crucial for the structure of the incubator and are fundamental pillars for managing new projects, from credit lines in businesses to bank loans with public entities. Suppliers are strategic allies that enhance the quality of new ventures.

Table 7.
Partners

Partners	Description
BAN Ecuador	Investment credits

"Angel" Investor Network	Investors for projects
Fritega	Equipment sales
Termalimex	Sales of equipment and tools
Association of Chefs of Ecuador	Agreements
Independent Consultants	Professional staff
CFN	Investment credits
Radio Forever	Communication medium

3.13 Investment Amount

The investment will be executed through investment capital along with a bank loan from a financial institution; the investment will be of a mixed type.

Table 8.
Investment Amount

Description	Cost
Machinery and Equipment	\$5,230.00
Tools and Equipment	\$673.00
Furniture and Fixtures	\$4,600.00
Office Furniture	\$5,700.00
Modifications	\$2,500.00
Reserve Fund	\$3,000.00
TOTAL	\$21,703.00
<i>* Mixed Investment: \$12,000 Own Investment</i>	
<i>\$10,000 BAN Ecuador loan at 10.12% interest</i>	



Detalle Simulación de Crédito

Tipo	PYME	Tasa Nominal(%)	9.76
Destino	Activo Fijo	Tasa Efectiva(%)	10.12
Sector Económico	N/A	Monto(USD)	10,000.00
Facilidad	Pequeña y Mediana	Plazo(Años)	5
Tipo Amortización	Empresa Cuota Fija	Fecha Simulación	2020-03-05
Forma de Pago	Trimestral		

Recuerda: Esta información es una simulación de crédito que permite familiarizarse con nuestro sistema. No tiene validez como documento legal o como solicitud de crédito.

Periodo	Saldo	Capital	Interés	Cuota
0	10000.00			
1	9606.16	393.84	244.00	637.84
2	9202.71	403.45	234.39	637.84
3	8789.41	413.30	224.55	637.84
4	8366.03	423.38	214.46	637.84
5	7932.32	433.71	204.13	637.84
6	7488.03	444.29	193.55	637.84
7	7032.90	455.13	182.71	637.84
8	6566.66	466.24	171.60	637.84
9	6089.04	477.61	160.23	637.84
10	5599.78	489.27	148.57	637.84
11	5098.57	501.21	136.63	637.84
12	4585.13	513.44	124.41	637.84
13	4059.17	525.96	111.88	637.84
14	3520.37	538.80	99.04	637.84
15	2968.43	551.94	85.90	637.84
16	2403.01	565.41	72.43	637.84
17	1823.81	579.21	58.63	637.84
18	1230.47	593.34	44.50	637.84
19	622.65	607.82	30.02	637.84
20	0.00	622.65	15.19	637.84

4. Conclusion

The research conducted in this thesis concludes with the following points:

There is a high level of acceptance from the surveyed individuals, with 93% of the target audience willing to pay for comprehensive advisory services for the benefit of their businesses.

Through internal and external analysis, it was determined that there are challenges, primarily economic and political, which can be countered with appropriate strategies and by identifying the strengths of the business, in this case, the differentiated value proposition.

It was demonstrated that potential clients desire a differentiated approach, with trust in qualified professionals for the execution of their projects to safeguard their investment and minimize failure margins.

Through the Canvas (business model), it was determined that with a correct vision and by employing feasibility tools, gastronomic projects can carry a corporate image across all their areas, with direct communication channels, and suppliers as strategic allies, resulting in successful businesses with great market potential.

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