



**CREPES & WAFFLES: STRATEGIC PLAN**

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**INTERNATIONAL BUSINESS ADMINISTRATION**

**SANTIAGO DE CALI**

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## ABSTRACT

The purpose of this thesis is to develop a Strategic Plan for the company Crepes & Waffles by making an external and internal analysis of the different factors that are part of the Food and Beverage Preparation Services sector and the company itself. Regarding the external analysis, the identification of relevant competitors, a PESTEL and Porter's 5 forces analysis were carried out, later used to create the EFE Matrix and the Pareto analysis. On the other hand, in terms of the internal analysis, the value chain was established, and the strengths and weaknesses of the company were evaluated, leading to the BCG and IFE matrixes. Subsequently, an analysis was made through the SWOT matrix, in order to identify specialized strategies to exploit their strengths and opportunities, while reducing threats and weaknesses. All this is done through a tactical plan which consists of setting objectives or expected achievements that Crepes & Waffles can accomplish through strategic planning models in a short and medium term aimed at ensuring a sustainable improvement.

**Keywords:** Strategic planning, analysis, sustainable improvement, organizational management and profitability.

## RESUMEN

El objetivo de esta tesis es desarrollar un Plan Estratégico para la empresa Crepes & Waffles haciendo un análisis externo e interno de los diferentes factores que forman parte del sector de los Servicios de Preparación de Alimentos y Bebidas, y de la propia empresa. En cuanto al análisis externo, se realizó la identificación de los competidores relevantes, un análisis de PESTAL y las 5 fuerzas de Porter, para posteriormente utilizarlos en la crear la Matriz EFE y el análisis de Pareto. Por otro lado, en cuanto al análisis interno, se estableció la cadena de valor y se evaluaron las fortalezas y debilidades de la empresa, dando lugar a las matrices BCG y EFI. Mas adelante, se ejecutó un análisis a través de la matriz DOFA, con el objetivo de identificar estrategias especializadas para explotar sus fortalezas y oportunidades, al mismo tiempo que reduciendo las amenazas y debilidades. Todo esto, se efectúo a través de un plan táctico que consiste en fijar los objetivos o logros esperados que Crepes & Waffles puede alcanzar a través de modelos de planificación estratégica a corto y medio plazo con el fin de asegurar una mejora sostenible.

**Palabras claves:** Planificación estratégica, análisis, mejora sostenible, gestión organizacional y rentabilidad

## INTRODUCTION

This work has the objective to design a Strategic Plan for Crepes & Waffles through the proposal of different strategies that contribute to the sustainable improvement of the company. To achieve this, the history and the actual situation of the company will be exposed to get to know its goals and its creation process, as well as, it's internal and external analysis. Finally, there will be suggestions of possible plans the organization can follow for their improvement.

With this analysis it's expected to consolidate the knowledge and terms acquired during the professional degree of International Business Administration coursed for the past years at Universidad Icesi. Such knowledge will facilitate the identification of strengths and improvement aspects, that will allow it to be more competitive and to have a better positioning in the Food & Beverage Preparation Services sector.

A benefit for the company is also pursued through the analysis and discovery of different aspects that are useful for the implementation and improvement of the mission, vision and objectives of the organization.

Crepes & Waffles was chosen for this project because it has a great value and recognition in Colombia, as it is one of the most visited restaurants in the country. Likewise, for its focus on issues that address sustainability, which today is a fundamental element to be taken into account.

The realization of this project began before Coronavirus spread. This is why the analysis will not take into account the different effects that this virus could have in the company. As well, the organization has establishments in different countries, but the project will focus specifically in Colombia.

### **General objective**

Design a strategic plan for Crepes & Waffles through the formulation of strategies that contribute to the sustainable improvement of the company.

### **Specific objectives**

- Analyze the situation of the market
- Display the Business Model Canvas
- Determinate the strengths and weaknesses of the company
- Establish the SWOT analysis
- Establish a tactical plan



## COMPANY'S REVIEW

Crepes & Waffles is a restaurant chain that offers high quality and low-price meals. They aim to transform the food into love and joy, nourishes the soul and body, captivates palates, and conquers hearts. The philosophy of the company is based on three pillars: natural, artisanal and healthy. The restaurant was born 40 years ago, given the imagination of a young couple, that made this idea come true through their degree project at CESA University in Bogota, Colombia.

Today they count with 6.500 direct employers and they have presence in 7 countries. Regarding sustainability, they focus on three pillars: social, environmental and financial, giving a high importance to this area due to the actual sustainable situation around the world. Recently they got certified as a B Corporation, which means that they “use the power of the market to give concrete solutions to social and environmental issues”<sup>1</sup>.

The main consumers of the restaurant are men and women that have healthy habits, like to be in a cozy environment or look for a calm place to have a business meeting.

## **MISSION STATEMENTS**

### **Mission 2.0**

To awaken admiration in our community for regenerating life, serving art-healthy with love and joy, at reasonable prices.

### **Vision**

To make Crepes & Waffles a leading company, awakening affection and a sense of belonging among all its clients, employees, collaborators and the community in general.

### **Values**

- Honesty
- Responsibility
- Respect
- Loyalty
- Commitment
- Enthusiasm
- Solidarity
- Joy

# CANVAS

## **Value proposition**

Crepes & Waffles offers a gastronomic experience with a wide variety of dishes and flavors from different origins, preserving the balance between safe, healthy and fresh food, prepared with art and love by mothers who are family heads. Creating happiness in their customers to increase their loyalty and dynamically generate voice to voice. They also, contribute to the use of national products.

## **Market segments**

Men and women who seek to delight themselves eating healthy food with a variety of flavors and enjoy a quiet and cozy environment to be with their family, conduct business meetings or gatherings of friends, at reasonable and affordable prices.

## **Key activities**

- Logistics Area
- Marketing Area
- Production Area
- Quality Processes Area
- Sustainability and Environment Area
- Human Talent Area
- Operation Area
- Purchase management

### **Key partnerships**

- Inputs and materials suppliers: these include aspects such as packaging, cleaning and disinfection, chemical processes, and others.
- Raw material suppliers: this includes imported or national suppliers, within which they have perishable and non-perishable products. Among the perishables, we find protein, dairy and fruit suppliers, being large, medium and small companies (national agricultural producers).
- Banks
- Shopping centers
- External companies

### **Key resources**

- Qualified and trained personnel: the human capital of the company stands out. That is, personnel trained in specific work areas.
- Suitable facilities (production plant, equipment with technology, and restaurants)
- Infrastructure: some examples could be cold rooms for the storage of raw materials, refrigerators for the storage of products at the restaurants, industrial stoves for cooking, among others.
- Financial resources
- Support systems: within this category we find the technological area, maintenance (electrical and mechanical capabilities), ERP technology, billing system, communication system, technological infrastructure, social networks, among others.

### **Costumers relationships**

- Technological tools
- Calmed and safe experience
- Quick service
- Personalized attention
- Comfort
- Suggestions and feedback from costumers
- Deliveries, take out and drive thru
- “Crepes at home”: precooked food (52 references)
- Gift vouchers

### **Channels**

Crepes & Waffles has direct distribution in its restaurants in seven countries. In addition, it has the possibility of distributing its products through home service, delivered by themselves and through online platforms such as Rappi, iFood, and Uber Eats. As well, they have a new take out and drive thru implementation.

### **Cost structure**

- Rent of the restaurants
- Production plant and administrative offices
- Services (natural gas, water, energy, waste and garbage)
- Machinery (equipment in plants)
- Raw materials

- Employees salary
- Taxes and tariffs
- Raw materials transport
- Infrastructure
- Billing program
- Certifications (Invima, B Business Stamp, among others)
- Photographic company (corporate and advertising videos)
- Indirect manufacturing costs (maintenance)

#### **Source of income**

- Product sales

#### **Environmental responsibility**

- Sustainability focused on three pillars: social, financial and environmental.
- Enforcement of a sustainable culture in product development, packaging materials development, process plant technologies, and natural resource saving strategies.
- Clean processes that generate low emissions and low carbon footprint. Low water waste and energy savings.
- Comply with international standards of environmental care.
- Regeneration of crops.

## **Social responsibility**

- In every city Crepes & Waffles has presence, they develop projects that impact different types of communities. This is done by supporting foundations, schools, seniors and unprotected children.
- Support the economy of vulnerable regions.
- Support small national entrepreneurs.
- Recruitment of female head of households or displaced.
- Incentive workers talents.
- Dignifying the lives of its workers.
- Prepaid medicine for employees.
- Training for children of employees of the company.
- Housing assistance projects for the employees.
- Financial support for university enrollment.

Figure 1. Business model

<p><b>KEY PARTNERSHIPS</b></p> <p>Inputs and materials suppliers: this includes aspects such as packaging, cleaning and disinfection, chemical processes, and others. Raw material suppliers: this includes imported or national suppliers, within which they have perishable and non-perishable products. Among the perishables, we find protein, dairy and fruit suppliers, being large, medium and small companies (national agricultural producers). Banks Shopping centers External companies</p>	<p><b>KEY ACTIVITIES</b></p> <p>Logistics Area Marketing Area Production Area Quality Processes Area Sustainability and Environment Area Human Talent Area Operation Area Purchase management</p> <p><b>KEY RESOURCES</b></p> <p>Qualified and trained personnel: the human capital of the company stands out, that is, personnel trained in specific work areas. Suitable facilities (production plant, equipment with technology, and restaurants) Infrastructure: some examples could be cold rooms for the storage of raw materials, refrigerators for the storage of products at the restaurants, industrial stoves for cooking, among others. Financial resources Support systems: within this category we find the technological area, maintenance (electrical and mechanical capabilities), ERP technology, billing system, communication system, technological infrastructure, social networks, among others.</p>	<p><b>VALUE PROPOSITION</b></p> <p>Crepes &amp; Waffles offers a gastronomic experience with a wide variety of dishes and flavors from different origins, preserving the balance between safe, healthy and fresh food, prepared with art and love by mothers who are heads of families. Creating happiness in their customers to increase their loyalty and dynamically generate voice to voice, contributing to the use of national products.</p>	<p><b>CUSTOMERS RELATIONSHIP</b></p> <p>Technological tools Calmed and safe experience Quick service Personalized attention Comfort Suggestions and feedback from costumers Deliveries, take out and drive thru "Crepes at home": precooked food (52 references) Gift vouchers</p> <p><b>CHANNELS</b></p> <p>Crepes &amp; Waffles has direct distribution in its restaurants in seven countries. In addition, it has the possibility of distributing its products through home service, delivered by themselves and through online platforms such as Rappi, iFood, and Uber eats. As well, they have a new take out and drive thru implementation.</p>	<p><b>MARKET SEGMENT</b></p> <p>Men and women who seek to delight themselves eating healthy food, with a variety of flavors, and enjoy a quiet and cozy environment to be with their family, conduct business meetings or gatherings of friends, at reasonable and affordable prices.</p>
<p><b>COST STRUCTURE</b></p> <p>Rent of the restaurants Production plant and administrative offices Services (natural gas, water, energy, waste and garbage) Machinery (equipment in plants) Raw materials Employees salary Taxes and tariffs Raw materials transport Infrastructure Billing program Certifications (Invima, B Business Stamp, among others) Photographic company (corporate and advertising videos) Indirect manufacturing costs (maintenance)</p>			<p><b>SOURCE OF INCOME</b></p> <p>Product sales</p>	
<p><b>ENVIRONMENTAL RESPONSIBILITY</b></p> <p>Sustainability focused on three pillars: social, financial and environmental. Enforcement of a sustainable culture in product development, packaging materials development, process plant technologies, and natural resource saving strategies. Clean processes that generate low emissions and low carbon footprint, low water waste and energy savings. Comply with international standards of environmental care. Regeneration of crops.</p>			<p><b>SOCIAL RESPONSIBILITY</b></p> <p>In every city Crepes &amp; Waffles has presence, they develop projects that impact different types of communities. This is done by supporting foundations, schools, seniors and unprotected children. Support the economy of vulnerable regions. Support small national entrepreneurs. Recruitment of female head of households or displaced. Incentive workers talents. Dignifying the lives of its workers. Prepaid medicine for employees and training for their children. Training for children of employees of the company. Housing assistance projects for the employees. Financial support for university enrollment.</p>	

Source: Own elaboration



## EXTERNAL ANALYSIS

### PESTEL Analysis

Sector: Food and Beverage Preparation Services.

Contextualization: Crepes & Waffles is part of the Food and Beverage Preparation Services sector. This sector is very important in the food chain due to its transformation of agricultural products into sophisticated products that satisfy consumer needs. This sector must ensure public health and food security to all of the society. It includes restaurants, coffee shops, fast-food joints, pubs, delicatessens, food manufacturing operations, catering businesses, food transportation services, among others.

#### Political

The actual government has designed strategies to help and support the development of small enterprises, through the management of entities like SENA. Through the program of “Strengthening Small and Medium businesses”, the aim is to support entrepreneurs to increase their levels of development. However, these strategies have barriers that induce ignorance and lack of operational capacity for the entrepreneurs to access such programs (SENA, 2019).

Additionally, this sector has been obligated to change and start producing healthier options. New public health policies are imposed by the different entities that regulate. This is done as a way to prevent the high consumptions of salt, sugars, saturated fats or trans, and promote the high consumption of natural and fresh food.

The Colombian government has many policies that restaurants must take into account when they operate. These include a sanitation plan, an ongoing training plan for employees, a medical certification of staff working in the establishment, ensuring a good manufacturing practice, and a verification of the condition of raw materials and supplies used in the establishment.

### Economic

Throughout the years Colombia's population has increased its acquisitive power. The distribution of social classes has changed as well. Low class has been reducing its percentage at the same time that middle class raises. So, major part of the people who live in Colombia, specifically the 73%, make part of the middle and the upper class (Fedesarrollo, 2017).

When people have more money, they want to go out more frequently, and spend their money in what is eye-catching. Although, it is common that they don't have enough wealth, they still want to hang out in a good, but economic place.

Furthermore, food trends are based on what consumers want, healthiness is the new lifestyle. This means that this is not only pushed by governmental authorities, but also by consumers. Everybody wants to go and have the possibility to have a salad and start having a healthier lifestyle.

Nevertheless, it is also important to take into account the different congestion and mobility problems that exist in big cities of the country, hindering the arrival of people to the different establishments. This accompanied by the lack of available space inside the establishments, making the place have less tables available.

## Social

Nowadays, the new trend of having a healthy and fitness lifestyle is an opportunity for the Food and Beverage Preparation Services sector. People are becoming more aware and looking out on having a healthier diet in order to have a better lifestyle, and to prevent health problems such as obesity, diabetes and other non-transmissible diseases. However, many people don't have the same knowledge, and by having a higher access to ultra-processed foods they are more likely to suffer from these non-transmissible diseases which are the leading cause of illness and death in the world (Ministerio de Salud, 2013).

The Colombian national food industry aligns with consumers through self-regulation initiatives. Although the Colombian congress discusses initiatives to restrict publicity and regulate food labeling, companies voluntarily have developed strategies that respond to these common interests. These strategies, that are both individual but collective, look out to offering reliable nutritional information, help encourage healthy food habits, promote actions against children's nutrition and food waste (Cámara de la Industria de Alimentos, 2019).

Sales of healthy products in Colombia have increased by 12% in 2018 (Revista Dinero, 2018). Becoming a very expensive market, it is expected that the sales of these products

decreases. However, according to the "Food Revolution" study, 62% of respondents are willing to pay a higher price for products that support them in their health goals (El Herald, 2017).

## Technological

Food delivery is a tendency that is taking more strength through the years. Virtual restaurants and home delivery applications are continuing to be acclaimed and are growing continuously. Thanks to the emergence technological platforms that are applied to the foodservice world, we have witnessed a boom in restaurants, which means the virtual restaurant market has strengthened.

The comfort of food delivery combined with a huge offer of different restaurants and a better quality of dishes, has an increasingly consolidated network of mobile applications and digital services.

Currently many people prefer ordering food than going to the physical establishment, so it's becoming a tendency. People rather stay at home with all of their commodities, instead of moving to the place. As well, delivery platforms are, in fact, simple, intuitive and fast to use. Payments are made without handling cash and restaurant menus are being based on current food requests or trends.

## Environmental

In Colombia it's obligatory for establishments to follow the sanitary conditions described in Law 9 of 1979. Made to accomplish some standards such as those of environmental

protection, water supply, and occupational health, as well as some other subjects. Specific ones such as Title V called Foods, which establishes the specific rules to which industrial and commercial establishments carrying out food-related activities are subject (Congreso de Colombia, 1978).

The Colombian government has promoted formal contracts with farmers to achieve equity in the distribution of profits in the supply chain. Due to this, a program called “Agricultura por Contrato” was created. This program seeks to link this industry with small field producers in a stable way, reducing the different mediators, as a way to create an opportunity to increase productivity and formalizing field work. These small producers get links to different technical consultants in BPA and BPG. The implementation of this program not only benefits the food and beverage industry by having a stable supply of agricultural products, with required quality and volume. But also, by tax incentives for investment in agriculture, due to the Financial Law, Law 1943 of 2018 (Cámara de la Industria de Alimentos, 2019).

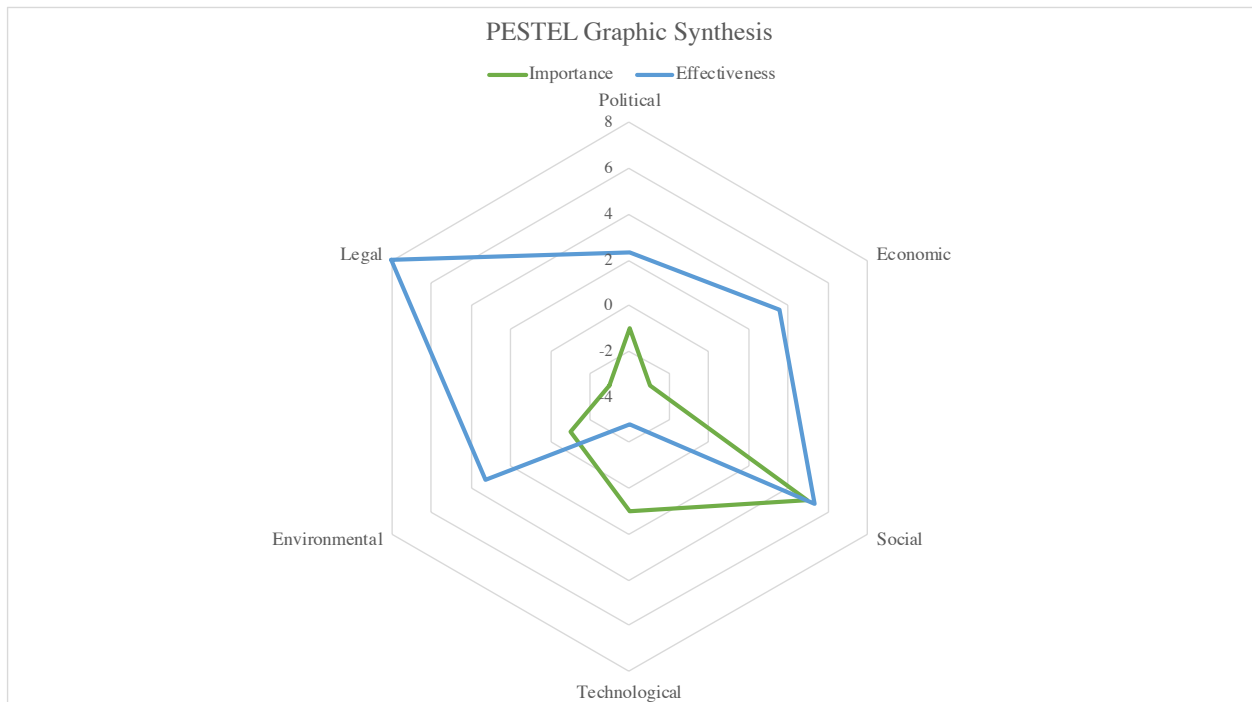
## Legal

In the case of activities related to food manufacturing, food processing, distribution and marketing, they must follow the health requirements established in Resolution 2674 of 2013. This regulation specifically refers to the sanitary conditions to be complied by restaurants and gastronomic establishments.

These conditions are, in general, that their operation cannot put the health and well-being of the community at risk, their areas must be independent of any type of housing, they must be located in dry sites, they cannot be placed next to garbage dumps, they should have a good liquid

waste management, the surroundings must remain clean, they must be designed to avoid the presence of plagues and insects, they are required to have a sufficient supply of drinking water, and they must have sanitary services for the personnel working in the establishment as well as for the public (Ministerio de Salud, 2013).

Graph 1. PESTEL Graphic Synthesis



Source: Own elaboration

The graph above shows how the organization behaves in comparison with the surroundings. Crepes & Waffles is very well in terms of legal factors, as it complies with all government requirements, specifically the sanitary conditions that must be applied in food processing, in food distribution, and in gastronomic establishments. As well as the legal factors, the response of Crepes & Waffles to the social environment is high, as the company offers a variety of products that fit the new trends and tastes of today's consumers, as its dishes provide a good nutritional percentage and can be considered fit and healthy.

On the other hand, Crepes & Waffles shows a low level of effectiveness in the technological factor, this may be because it is a company that aims to offer an experience of full service in the physical establishment rather than through home service but still belongs to different platforms. In addition, their social networks have little interaction with their customers. As for the economic, political and environmental factors, the organization responds to these in a good way but could be a little more effective.

## **Porter's Analysis**

### Competitive Rivalry

The rivalry that exists between competitors is high in the sector in which Crepes & Waffles participates, the Food and Beverage Preparation Services sector. There are many established restaurants such as: McDonald's, El Corral, Frisby, Archie's Pizzeria, Domino's Pizza, Presto, La Brasa Roja, Juan Valdez, and Tostao' Cafe y Pan. All these companies, except Archie's Pizzeria, base their business model principally on the takeaway service rather than providing a full based service that includes waiters and enjoying a cozy atmosphere. In relationship with the prices, these are similar, however Crepes & Waffles offers a wider selection of products.

### Supplier Power

Due to the products that Crepes & Waffles offers, there are multiple suppliers that can provide the same raw material as others, having a low power on Crepes & Waffles. As well,

there are many suppliers that only depend on a chain restaurant due to its high demand, even in the cases that they only produce for them. This is the case of Crepes & Waffles because actually they support emerging companies and small farmers that don't have enough demand and need trainings.

#### Buyer Power

As Crepes & Waffles earnings are supported by the consumers attendance, the power of these buyers is high because if they are not as satisfied, they would stop going to the restaurant. That means that the company will have to look for other ways of improving their products and services. This in order to make the clients happy again so that the company wouldn't be affected financially.

#### Threat of substitution

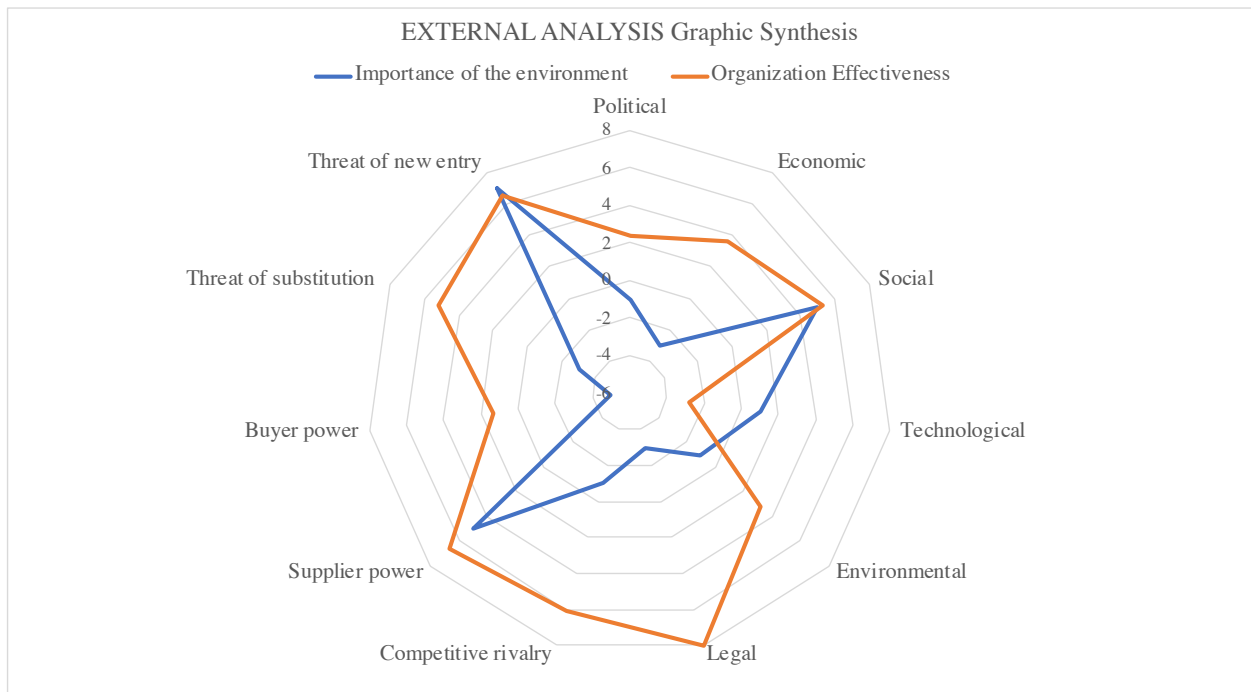
In this industry, substituting a service or product is very easy now that many companies offer similar products or services. Consequently, in the case that the consumer doesn't want to go to a certain place, he can immediately decide to attend another restaurant that offers a solution to the drawback the person is facing. The company cannot make huge changes in their prices, based on the fact that there are other alternatives with lower prices. Nevertheless, the wide range of products that the company offers, gives them a competitive advantage above the competition and provides a better recognition.



## Threat of new entry

The demand of the Food and Beverage Preparation Services increases every day. But it is not easy for a new company to achieve the level that a chain restaurant has because this would require many years of experience and a deep consumer analysis. However, any new restaurant could appear, and in the short term, it would only become recognized locally (in a city) and not nationally or internationally. Additionally, obtaining loyal customers demands a complicated process.

*Graph 2. Consolidated External Analysis*



Source: Own elaboration

Taking into account the previous graph of the consolidated external analysis, it can be seen how Crepes & Waffles is facing the environment in which it operates and how effective and

efficient the company is in every aspect. It must be taken into account that the analysis of each one is based on how threatening and what opportunity each one represents.

It is evident that in the political background, its importance is much lower than the organization's effectiveness. This is evidenced in, the healthier options that the different restaurants have started implementing now that Crepes & Waffles was already prepared for this imposition made by the government. The company has slowly implemented different strategies to provide its consumers healthier options when ordering a dish from their menu. As for the economic environment, the company is above the importance. The growth of the sector is directly proportional to the growth of the country's economy, giving place to the company who takes advantage of these opportunities.

Regarding the social environment, the effectiveness of the organization is very similar to the importance of this background in the sector. This is due to the idea that the company knows that it must care about the well-being of its consumers as much as its environment does. The technological environment shows a low importance, now that Crepes & Waffles not only focuses on providing good and economical food that can be taken or picked up. But also cares and aims on offering an exceptional experience for its consumers. Concerning the legal environment, the effectiveness of the organization is way above the importance of the background. Crepes & Waffles complies with all of the legal standards.

With respect to Porter's forces, it's evident that suppliers' power is low now that many of them only supply to Crepes & Waffles. These suppliers are mostly emerging companies or small

farmers that require trainings and don't have enough demand. Buyers power has an adequate effectiveness because it handles suitable prices for the type of clients they have. As for the entry of new competitors to the market it's very high due to the fact that many new companies grow every day. However, achieving and positioning themselves as a chain restaurant is not that easy and fast. As well, the competitive rivalry is low, now that not everyone has the same experience, time, recognition and economical capacity to become a strong competitor.

### External Factors Evaluation Matrix

*Table 1. External factors evaluation matrix*

<b>External Analysis – External factors evaluation matrix</b>	
<b>Background factors</b>	<b>Weighted effectiveness</b>
Opportunities	6.78
Threats	7.41

Source: Own elaboration

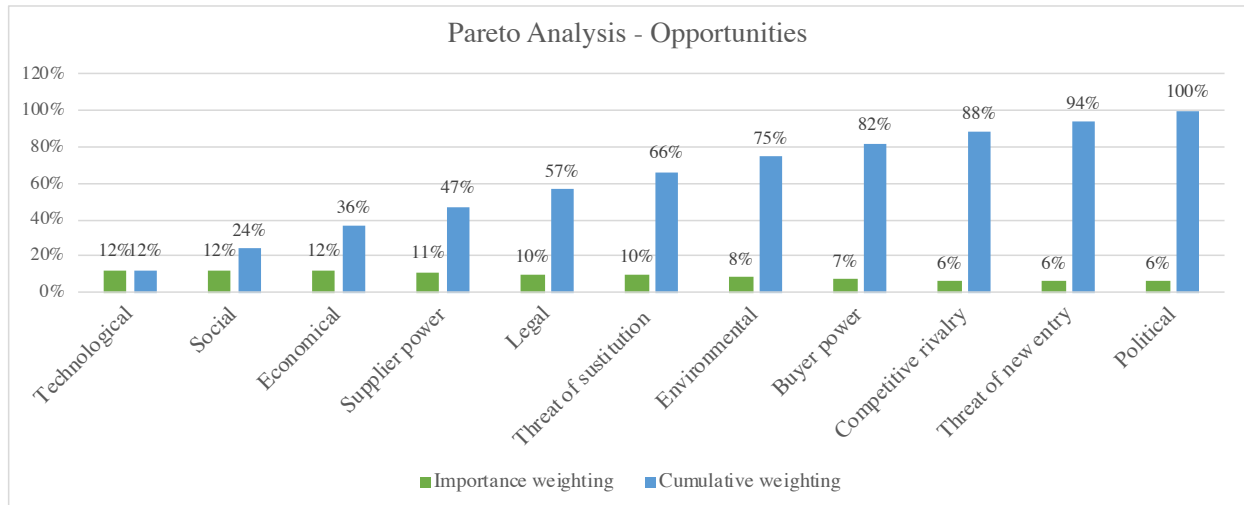
Taking into account the previous table, we can see that the value of the opportunities is lower than the value of the threats. It can be said that the external environment is slightly not favorable for the company. This means that Crepes & Waffles must analyze and reinforce its weaknesses and strengthen its advantages in order to be able to respond and protect itself from the external environment.

## **External Factors Evaluation Matrix and Pareto**

With the application of the external factor's evaluation matrix, it was sought to identify the opportunities and threats of the company taking into account the factors of the macro environment mentioned above.

Regarding the opportunities, emphasis is placed on the technological, economic and social backgrounds, and the supplier's power. Crepes & Waffles mostly responds positively to the demands of the environment now that it has worked for many years to become a recognized restaurant, not only nationally, but internationally in the countries it has presence in. It is important for the organization to continue innovating in the spaces of their establishments and in the dishes that they offer both in their salt and sweet menu. This in function of being able to go with the food and design trends of the moment to keep in constant contact with the customer. On the other hand, it is also important to focus on foods that are not only healthy but also adapt to different audiences such as vegans and vegetarians. Currently, Crepes & Waffles responds positively to the different market demands. Nevertheless, it is essential to take into account the distinct opportunities to become more recognized in the sector and stronger.

Graph 3. Pareto Analysis – Opportunities



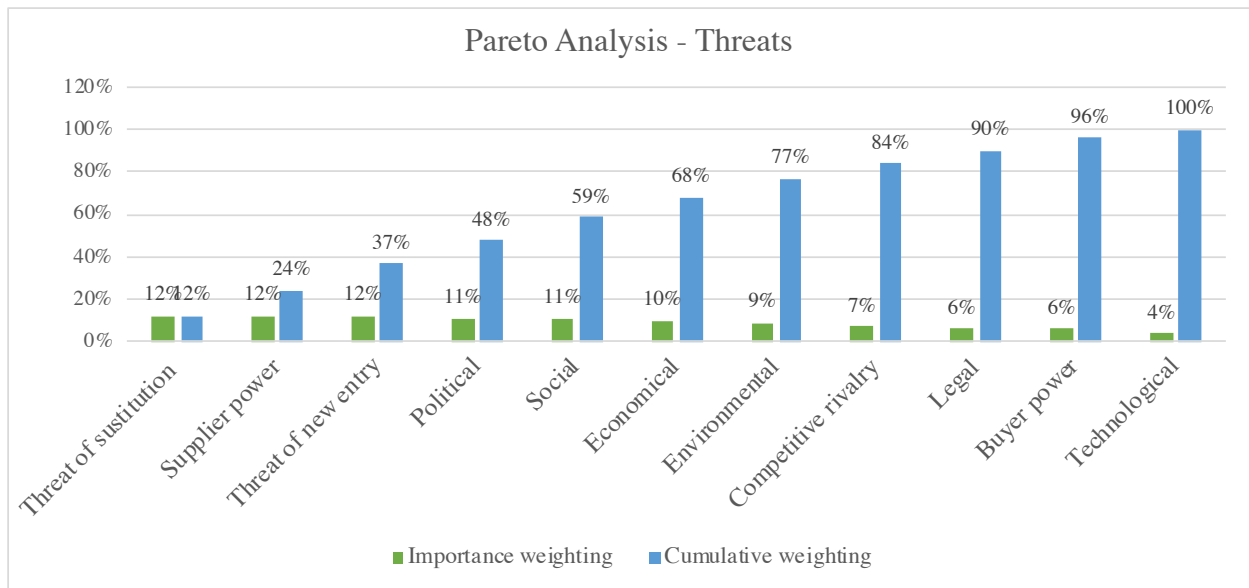
Source: Own elaboration

In terms of threats, greater weight is given to competitive rivalry, supplier power, environmental, legal and buyer power. The bad response to these factors can negatively affect the company in a great proportion, because for example in the case of the environment, the world tendency is directed towards the adequate use of natural resources as well as the amount of impact generated towards marginal communities, so if a company does not focus on these aspects, it could be at a disadvantage in comparison to the others, so the competitive rivalry that exists in the market is also very significant.

Regarding the power of the buyer and the supplier, it is something that must be very well managed to be able to offer the best possible deal with these different agents. Crepes & Waffles is a company that maintains a close relationship with its suppliers since it helps them to incorporate good agricultural practices allowing progress to farmers in different regions. As for the customers, they are always looking for the constant development of innovative products, as well as providing the best possible service in their physical installations.

On the other hand, the legal power comes to be something essential for a restaurant since not complying with the requirements imposed for the marketing of food could bring a bad name to the gastronomic establishment. In the case of Crepes & Waffles, they respond adequately to appropriate business practices and health.

Graph 4. Pareto Analysis - Threats



Source: Own elaboration

### Relevant Competition

For a company to consider another company as its competitor, it is necessary that both companies offer their products to a similar market.

The table below shows the analysis that was made taking into account the direct competition of Crepes & Waffles, which can be any company with the ability to meet the same needs that the products of this organization offers in the market. All of this, to have a broader

view of how the sector is in terms of competition. The companies chosen were El Corral, Frisby, and Juan Valdez.

Table 2. Relevant competition of Crepes & Waffles

	Competitor 1 El Corral	Competitor 2 Frisby	Competitor 3 Juan Valdez	Company to analyze Crepes & Waffles
<b>Value proposal/ Competitive advantage</b>	Personalized burgers where you can make more than 16,300 combinations with the ingredients and additions.	The restaurant chain specializing in fried chicken, which provokes and delights people by feeding them with love, taste, service and quality.	Authentic Colombian coffee handpicked and prepared by experts through a unique experience.	A gastronomic experience with a wide variety of dishes and flavors from different origins, preserving the balance between safe, healthy and fresh food.
<b>Consumers segment</b>	Men and women with high economical acquisition.	Men and women between the ages of 25 and 40, from socioeconomic status 3, 4 and 5 who like to share with their family, recreate and get good attention in the places they frequent.	Adults between 18 and 50 years old, who belong to class 5 and 6. These people are coffee lovers, value good taste, aroma and a good experience.	Men and women between the ages of 18 and 60 who belong to the middle and upper classes, and seek to enjoy healthy food, variety of flavors, and to enjoy a quiet and welcoming
<b>Products and services</b>	Custom and standardized burgers, chicken tenders, hot dogs, wraps, french fries, onion rings, salads, milkshakes and ice cream.	Different ways of fried chicken, salads, soups, french fries, arepas, plantains, corncobs.	Coffee in its different presentations, such as cold and hot drinks, sweet and salty pastries, baguettes, breakfasts, salads and	Crepes, waffles, salads, ice creams, desserts, and brunch.
<b>Quality (identify attributes)</b>	Fresh, tasty and quality ingredients.	Tasty chicken.	100% premium Colombian coffee.	Organic raw material and from good agricultural practices.
<b>Price</b>	Burgers in combo: \$17.000 - \$32.000 Hot dogs/Chicken tenders/ Wraps in combo: \$19.000 - \$28.000 Milkshakes: \$ 8.000 - \$ 11.000	Fried chicken: \$10.000 - \$50.000 Soups and salads: \$7.000 - \$20.000 French fries, arepas, plantains, corncobs: \$ 4.000 - \$ 10.000	American coffee \$ 4.300 Coffee snowfall \$ 9.900 Wraps \$ 12.500 Fruit salad \$ 7.000 Vegetable salad \$ 10.500 Cappuccino \$ 5.200 Sliced cake \$ 5.500 Cheese croissant \$ 3.900	Salty crepes: \$10.000 - \$30.000 Sweet crepes: \$4.000 - \$10.000 Waffles: \$6.000 - \$11.000 Salads: \$17.000 - \$30.000 Ice cream: \$4.000 - \$12.000
<b>Infrastructure and facilities</b>	The establishments (restaurants) are certified under different quality standards. Every place is organized to make customers feel comfortable and its colors reflect the characteristics of the brand. They want to provide a complete service and that is why they do not make deliveries, only through platforms	Restaurants in Colombia and franchises in the United States. Take and go infrastructure and they also have deliveries.	Specialized physical coffee shops around the Colombian territory, and franchises in different countries of America.	Restaurants in Colombia and in 6 other countries. They provide a complete service experience for their clients within their facilities. They count with a waitress service.
<b>Channels</b>	Social networks (Twitter/Facebook), restaurants and delivery platforms.	Physical establishment, delivery platforms, own deliveries, supermarkets and drive thru.	Physical stores, social networks, supermarkets, coffee fairs and website.	Physical restaurants and home delivery platforms.
<b>Customers perception</b>	Premium fast food, very tasty.	Nobody does it like Frisby does.	Delicious and reliable traditional coffee from Colombian coffee growers.	Good quality dishes at affordable prices, prepared by mothers who are heads of households.

Source: Own elaboration

## **ROLE OF INNOVATION**

### **Products**

As far as product innovation is concerned, when the company was founded it wanted to introduce a new product to the market, which were the crepes. At this time, specifically in 1980, in Colombia crepes and waffles were not something known by the population. Society wasn't closed to foreign cuisine, so the existing restaurants more commonly offered typical Colombian food or fast food. Thus, the creators of the company bet on introducing a product that was not created by them but that would be new for Colombians, introducing a French-style creperie restaurant, which would offer this "new" product, the delicious crepes and waffles.

On the other hand, they also innovated with the way ice creams were offered, because they decided to change the usual presentation in which all traditional establishments served, for a more creative presentation. They wanted to serve their ice creams in big and eye-catching glasses, with decorations of dolls, animals, and with a small umbrella as a final touch, that would make them different from the rest.

### **Processes**

Regarding process innovation, the company has decided to bet on a new way of obtaining its raw material, to support a more sustainable process that benefits different communities and the environment. For example, they are currently dedicated to obtain the cocoa they use for the production of ice cream, from Tumaco, managing to transform a region by creating new jobs, while preserving the forest where thousands of species are found.



On the other hand, they also decided to obtain the blackberry's that they use in their different recipes, from Nasa families located at the Mosoco reservation of the east of Cauca. This is crude material for the elaboration of ice creams, juices and sauces. Likewise, the vegetables they use are organic from different townships, as well as many other ingredients they employ to create their gastronomic offer. This is how, Crepes & Waffles wanted to renew the basic materials used to make their dishes healthier and to help remote communities that need to integrate into the legal economy and progress, generating an innovation in their food production processes.

### **Position**

As it's known, Crepes & Waffles has a strong competition in the different cities of the country. They handle a competitive price so many people prefer them above other food places. In 2018 Crepes & Waffles took the lead in its sector along with El Corral, growing above the average (El Tiempo, 2019). The success of the company is that it wants to innovate not only in the structure of its establishments, but also in the dishes of the menu. If a change is made in one of the establishments, it must be implemented in all of the establishments.

Additionally, everything related to customer service is taken as added value. Something very valuable for Crepes & Waffles is that customers and users who come to the restaurant feel comfortable and this is why part of the profits are reinvested. It's important for the organization to attract unusual audiences in order to gain a significant market share. The company should

implement healthier products and dishes to attract this market. All of this, as a way to position itself not only as an artisanal food restaurant, but as a health and fit food restaurant.

## **Paradigms**

Usually people have different paradigms about the products, services, foods, cultures, etc. A challenging way to innovate is by changing the paradigms people have about consuming a type of product, its preparation or acquiring a service. Nowadays, people have started to like healthy food, not only in salty food, but also in sweet food. For a restaurant to go with the tastes of its consumers and also attract new ones, it must prepare meals that go with these tastes.

With this in mind, it is important that Crepes & Waffles prepares not only the dishes that it has been selling for so many years, but also prepare products that are low in sugar and low in gluten. The company has done a good job so far by implementing a salad bar, rich in fresh vegetables and in healthier dishes, and ice creams with Greek yogurt and sugar free. Although the world is tending to go towards healthy food and Crepes & Waffles has gone hand in hand with this; it is a challenge that people who are not used to this type of food want to consume it and more important, that they start enjoying it.

## INTERNAL ANALYSIS

### Auto diagnosis of improvement

In order to understand in detail how the operations of Crepes & Waffles work, an auto diagnosis of improvement was performed by Lina Jaramillo, the Process Quality Manager. From this, the company's strengths, weaknesses, opportunities and threats were taken, as explained below:

#### Strengths

- The empowerment of Crepes & Waffles has allowed modifications to be made in the processes so that there is compliance with at least the basic needs of operating in these conditions.
- There is no discrimination in terms of race, gender, age, social conditions, socioeconomic and academic background when hiring employees.
- Inclusion of vulnerable people in society
- Staff savings are encouraged by the employee fund.
- They have their own deliveries.
- The motorcycles for the deliveries are electric which take care of the environment.
- A differential factor in a time like this of pandemic is the service, that is to say, a safe response has been given to the clients.
- There is a quality system that works to standardize and guarantee the quality of the products.

- Future sustainable project: It seeks to gradually comply with design strategies and use of packaging materials that are friendly to the environment, which can have an adequate management of these wastes and for that we are working from product development to the manufacture of suppliers.

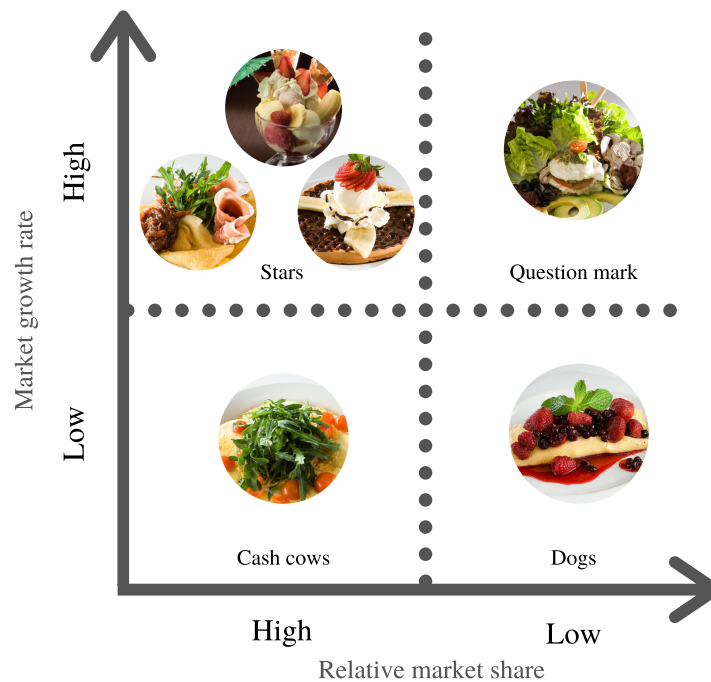
#### Weaknesses

- The percentage of employed male heads of household is lower than the percentage of female heads of household. Meaning, that the company gives a higher opportunity for women to work than men, prioritizing employment to female heads of household being this a part of their philosophy.
- Sustainable work is not advertised, however, it is inherent in the mission and corporate philosophy and policies
- Poor communication with the costumers.
- There is not an entertainment area for children.
- Absence of mass communication channels

## Matrix BCG

This matrix aims to analyze the products that Crepes & Waffles offers, based on two dimensions: market growth rate and relative market share. In order to be able to determine marketing strategies that can be implemented. In this case it was taken into account six groups of products that the company prepares: ice creams, salty crepes, waffles, salads, pitas and sweet crepes. The purpose of this analysis is to identify which of the products should receive more support.

Graph 5. BCG Matrix



Source: Own elaboration

In the star dimension are the products that have a high market share and high growth. This means that they generate great liquidity and are in a dynamic environment. The selected products were ice creams, salty crepes and waffles.

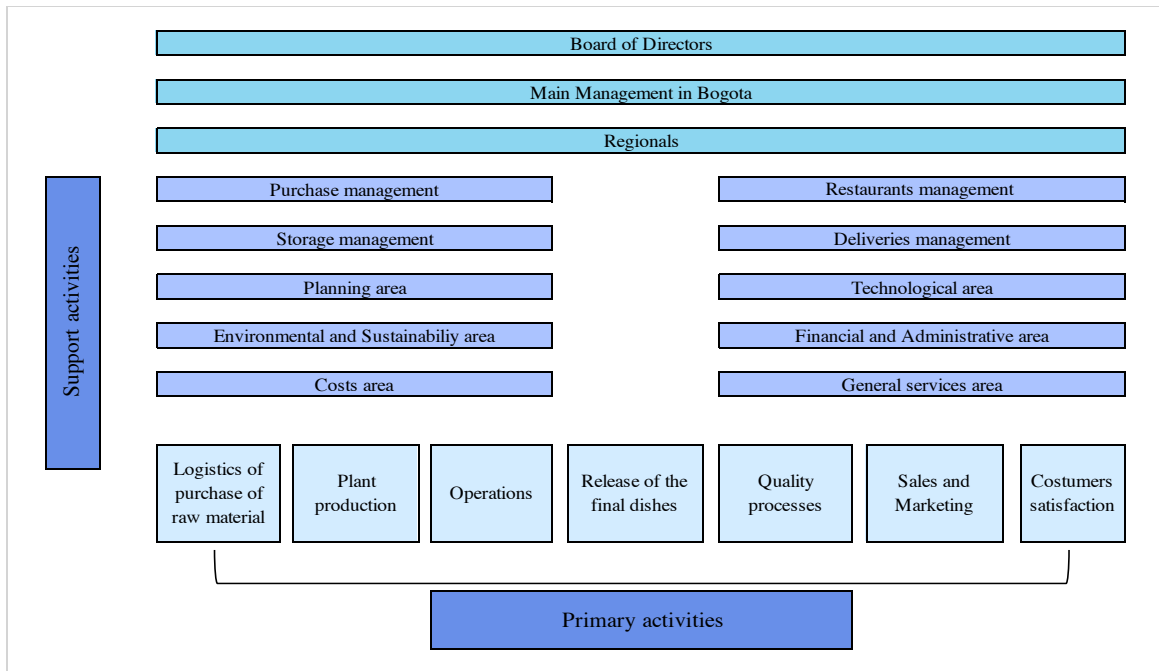
In the question mark dimension stand products that have a low market share, but a high growth. This indicates that the company doesn't get many incomes with these products. However, the products located here are tendencies that people are starting to follow nowadays. The selected product is salads.

In the cash cow dimension are included items that have a low grow, yet a high market share. This refers to products that are consolidated in the sector. For Crepes & Waffles case the designated product is pitas.

In the dog dimension are allocated the products that have a low growth and a low market share. This means that they contribute slightly to the company but consume static costs. The highlighted product is sweet crepes.

## Value Chain

Figure 2. Value Chain



Source: Own elaboration

**Board of directors:** Are a group of people who are responsible for making the financial, administrative, strategic and organizational decisions necessary for the company to meet its objectives and guidelines.

**Main Management in Bogota:** Main base of the company, where the regional headquarters should be reported and where the only centralized marketing area is installed.

**Regionals:** Group of managers in charge of the operational management of a specific area. They have their own autonomy but must follow the guidelines of the main management in Bogota.

## Support activities

*Purchase management:* Is the section of a company responsible for all activities for the acquisition of raw materials as required by the organization. It is responsible for minimizing the cost of ordered products, controlling inventory levels and establishing strong relationships with suppliers.

*Storage logistics:* Activities related to the correct storage, protection and preservation of raw materials for as long as is required. These raw materials are stored, conditioned and managed so that the company can subsequently meet its commercial obligations.

*Planning area:* Is responsible for setting objectives, strategies, and goals, in addition to developing actions with flexibility focused on changes in the environment.

*Environmental and Sustainability area:* Focuses on ensuring that the company carries out actions in favor of the environment, mainly aimed at avoiding deterioration of the environment and improving the well-being of society.

*Costs area:* It is in charge to check the cost of every raw material and other services.

*Restaurant management:* Manages the operational logistics of a specific establishment, this means that there is a restaurant manager in each establishment. The restaurant manager plans,



organizes, controls and evaluates the operations of the establishment. In addition, he or she is responsible for customer satisfaction, profitability and efficiency.

*Deliveries management:* It aims to send the products and raw materials to the different establishments in the agreed time and in perfect condition.

*Technological area:* Is responsible of studying, designing, developing, implementing and administering the information systems used for the management of data and information of the whole organization. These systems, as well, include both software and hardware, so that the resulting information has greater mobility and accessibility.

*Financial and Administrative area:* It is in charge of the economic responsibilities of the company itself. Its duties are planning and budgeting, developing a financial organization model to be applied to the company, and paying the salary of the employees.

*General services area:* This area is in charge of the services required by the company in general, that is, communication, transport, reproduction of documents, correspondence, messaging, surveillance, among others.

## Primary activities

*Logistics of purchase of raw material:* The order of the raw material is made based on the quantity of the final product that is expected to be obtained with it. It consists of acquiring the inputs, and materials with the quantity, quality, time and price required. This raw material is necessary for the company to start its operational chain.

*Plant production:* This area is in charge of creating the products to be sold in the restaurant. In other words, it generates the inputs and production to be taken to the establishments.

*Operations:* This is the activity related to the process where raw materials are transformed into finished products, in this case it is where the chefs are responsible of preparing with these raw materials the final dish that the customer has ordered from the menu. These raw materials come from different domestic suppliers.

*Release of final dishes:* When the consumer orders the dish he wants to eat, it is really important to serve them in good condition. This means, that the product is visually pleasant and that it has the flavor exposed in the description of the dish. Because of this, logistical conditions must be maintained from the moment the raw materials are purchased.

*Quality processes:* It is in charge of implementing evaluation criteria for the approval of the final products. This means that it must verify that the products follow the parameters of a previously established quality management system, while ensuring the proper functioning of all processes.

*Sales and marketing:* Are related to the marketing of the company's products and services. In this case its activities are selection and management of the distribution of the dishes in the restaurants, creativity, planning and implementation of advertisements, management of online platforms, sales promotions, establishment of commercial and financial policies, and determination of appropriate prices, etc.

*Customers satisfaction:* The purpose of this activity is to promote customer loyalty by giving them an important place in the organization. This is intended to evaluate the full service offered by the company. It offers a personalized service where you have direct contact with the user during the sale, as well as its accompaniment to ensure good attention and timely communication of the dishes offered. At the end of the experience customers are asked for their satisfaction and suggestions.

### **Internal Factors Evaluation Matrix**

The internal factors evaluation matrix is used to know if the company is applying their strategies internally. This allows to evaluate their effectiveness and impact on the most relevant strengths and weaknesses.

*Table 3. Internal factors evaluation matrix*

<b>Internal Analysis - Internal factors evaluation matrix</b>	
<b>Background factors</b>	<b>Weighted effectiveness</b>
Strengths	7.37
Weaknesses	6.55

Source: Own elaboration

Taking into account that the weight of the strengths is greater than the weight of the weaknesses, it can be said that the internal strengths of the company are favorable. Meaning that Crepes & Waffles is taking good control over their resources and advantages. On the other hand, their weaknesses are being well addressed. However, the ones that are having less response do not affect the company on a large scale.

## ENHANCED SWOT ANALYSIS

The enhanced SWOT analysis allows the identification of the company's strengths, weaknesses, opportunities and threats based on the internal and external analysis. With this tool it is possible to evaluate the current state of the company, and subsequently to propose strategies designed to achieve the desired results.

Table 4. Enhanced SWOT matrix

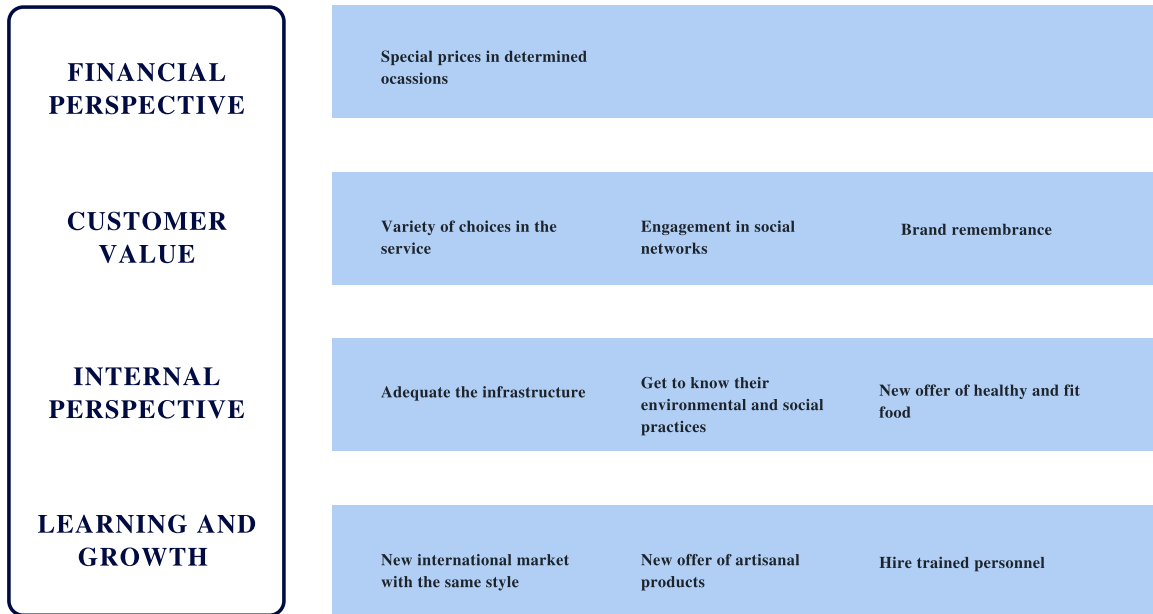
SWOT Matrix	Strengths	Weaknesses
<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Equal offer of products to all socioeconomic classes without any differentiation.</li> <li>2. Pleasant experience for their customers with the design and atmosphere in the establishments as well as the presentation of the dishes.</li> <li>3. Opening up nationally and internationally to new markets (Latin America, Central America and Spain).</li> <li>4. Location of the restaurants in strategic areas.</li> <li>5. Flexibility in schedules for customers who want to purchase their products at different times of the day.</li> <li>6. Variety in ice cream and diverse dishes.</li> <li>7. A tendency towards a world where the consumption of healthy foods is growing.</li> <li>8. Raw materials from high quality domestic suppliers.</li> <li>9. Trade policies that benefit expansion into new markets.</li> </ol>	<p>Operate in new international market taking into account that it is a recognized organization with the same style throughout its chain of restaurants.</p> <p>Take advantage of the trend towards healthy food consumption to develop the sale of multiple artisanal products from their partnerships with local suppliers, not only transformed in their dishes but as crude products.</p> <p>Due to the different circumstances there can be an opportunity to take advantage of their home delivery service and their customer service at the restaurant to attend clients and give them a variety of choices in their way of acquiring the different products Crepes &amp; Waffles offers.</p>	<p>Taking into account that Crepes &amp; Waffles obtains its raw material from high quality local suppliers. The company could take advantage of this opportunity to highlight in its restaurants or social networks their good environmental and social practices with this farmers communities. This in order for their customers are informed of their positive impact on society.</p> <p>The company should implement healthier products and dishes to attract this market. As a way to position itself not only as an artisanal food restaurant, but as a health and fit food restaurant.</p> <p>Crepes &amp; Waffles can take advantage of the opportunity to expand into new markets nationally and internationally to provide an adequate infrastructure for all its users, including an area where children can have fun while their food comes to the table.</p>
<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Risk of food contamination.</li> <li>2. Loss of frequent and new customers.</li> <li>3. Absence of mass communication channels.</li> <li>4. High prices of purchased raw materials.</li> <li>5. New competitors enter the same market with the same concept.</li> </ol>	<p>Even though new competitors are always entering the market, being a recognized organization gives them a higher positioning compared to the new competitor. Also, it is necessary to continue working daily on brand remembrance.</p> <p>The company can avoid losing customers by taking advantage of their technological platforms such as social networks to get in touch often with clients and to offer some sales or discounts in special dates.</p>	<p>The company can offer discounts to their clients in determined occasions. In order to reduce the lack of special prices on their dishes, which could influence in the prevention of the threat of losing frequent or new customers and to compete with new restaurants that enter the same market.</p> <p>The company should hire trained personnel that already have the knowledge in terms of healthiness to reduce the probability of having food contaminated.</p>

Source: Own elaboration

# TACTICAL PLAN

## Strategic map

Figure 3. Strategic map



Source: Own elaboration

## **Strategic plans**

The strategies that are going to be developed in the tactical plan are the following, one for each dimension:

### Financial perspective

The company can offer discounts to their clients in determined occasions. In order to reduce the lack of special prices on their dishes, which could influence in the prevention of the threat of losing frequent or new customers and to compete with new restaurants that enter the same market.

### Customer value

The company can avoid losing customers by taking advantage of their technological platforms such as social networks, to get in touch often with clients and to offer some sales or discounts in special dates.

### Internal perspective

Taking into account that Crepes & Waffles obtains its raw material from high quality local suppliers, the company could take advantage of this opportunity to highlight in its restaurants or social networks their good environmental and social practices with this farmers communities. This in order for their customers to be informed of their positive impact on society.

## Learning and growth

Take advantage of the trend towards healthy food consumption to develop the sale of multiple artisanal products from their partnerships with local suppliers, not only transformed in their dishes but as crude products.

### **Strategic objectives**

In order to develop the planned strategies, it was first necessary to set strategic objectives for each of the strategies assigned to the different dimensions. These are:

1. To increase the sales in a 9.2% throughout the new promotions assigned to special dates per year.
2. To strengthen the engagement with the clients by making a frequent use of social networks so that the accounts reached boosts in a 5% per week.
3. To distinguish the company as an environmental and social establishment by publicizing 2 times a year their practices.
4. To offer a new line of artisanal products in the main cities of Colombia provided by their special partnerships by releasing at least 2 products in six months.



## **Tactical plan matrix**

In order to meet the strategic objectives Crepes & Waffles must develop certain actions in a given period of time which can be measured to assess their effectiveness and compliance with goals. The approach to all these objectives is made in order to increase sales and improve both the positioning and the relationship with the company's customers. The following is a detailed description of the performance required to meet the objectives mentioned above. The dates indicated in the matrixes are the expected dates to achieve the goals in a short and medium term. However, the idea is to continue with the application of these tactical plans annually for the following years of operations.

Table 5. Tactical plan, objective 1

<b>Objective:</b> To increase the sales in a 9.2% throughout the new promotions assigned to special dates per year.		
<b>Goals</b>	<b>Actions</b>	<b>Indicators</b>
To identify the special dates that are more affluent in the restaurants in Colombia. <i>September 1, 2021 .</i>	Perform an analysis of the sector supported by statistics and tendencies from certified databases.	Identify at least three most affluent special dates in Colombia.
Identify within those dates which restaurants that belong to the competition have promotions and what type of promotions they are. <i>December 1, 2021.</i>	Carry out a research of the competitors to identify the type of promotion, the products and variability in the prices offered in the main special dates.	Define at least two types of promotions offered by the three main competitors of Crepes & Waffles.
Implement the promotions on the dates chosen at national level. <i>January 1, 2022.</i>	Choose the type of promotions we are going to implement on each of the special dates chosen and make them known through different advertising media.	At least three promotions during the year on different special dates and is launched in no less than two distinct medias with one month in advance.

Source: Own elaboration

Table 6. Tactical plan, objective 2

<b>Objective:</b> To strengthen the engagement with the clients by making a frequent use of social networks so that the accounts reached boosts in a 5% per week.		
<b>Goals</b>	<b>Actions</b>	<b>Indicators</b>
Be active in social networks in order to maintain frequent costumers.	Post and make publications each day at the best time.	Post at least twice a day in each social network.
Receive more views from new clients and build a constant relationship with them.	<ul style="list-style-type: none"> <li>• Create sponsored promotions on special posts.</li> <li>• Publish stories that contain questions, polls and quizzes.</li> </ul>	<ul style="list-style-type: none"> <li>• Generate three sponsored promotions in a month.</li> <li>• Publish at least 10 stories a week.</li> </ul>
Be memorable in social media.	<ul style="list-style-type: none"> <li>• Create a unique hashtag for the brand.</li> <li>• Repost publications and stories from important people that tag them or use the hashtag.</li> </ul>	<ul style="list-style-type: none"> <li>• Apply the hashtag in all of the posts.</li> <li>• Repost between 3 to 5 stories and publications a month.</li> </ul>

Source: Own elaboration

Table 7. Tactical plan, objective 3

<b>Objective:</b> To distinguish the company as an environmental and social establishment by publicizing 2 times a year their practices.		
<b>Goals</b>	<b>Actions</b>	<b>Indicators</b>
Build a 360° campaign. <i>January 30, 2022 and July 30, 2022.</i>	To launch an advertising campaign to expose the good sustainable practices through all the media used by Crepes & Waffles.	Publish advertising campaigns three times a year regarding their sustainable practices, in there three main media: social networks, TV and outdoor advertising
Shoot short videos (approximately 30 seconds) about their sustainable practices. <i>September 30, 2021 and March 30, 2022.</i>	Hire a photography company to record and edit the short videos to be shown through the 360° campaign.	Produce at least three short videos that emphasize different environmental or social practices.
Place images alluding to corporate responsibility on the table mats.	Hire a graphic designer to provide the layout of the table mats.	Quarterly change the table mats with the image that alludes to the most representative sustainable activity of the moment.

Source: Own elaboration

Table 8. Tactical plan, objective 4

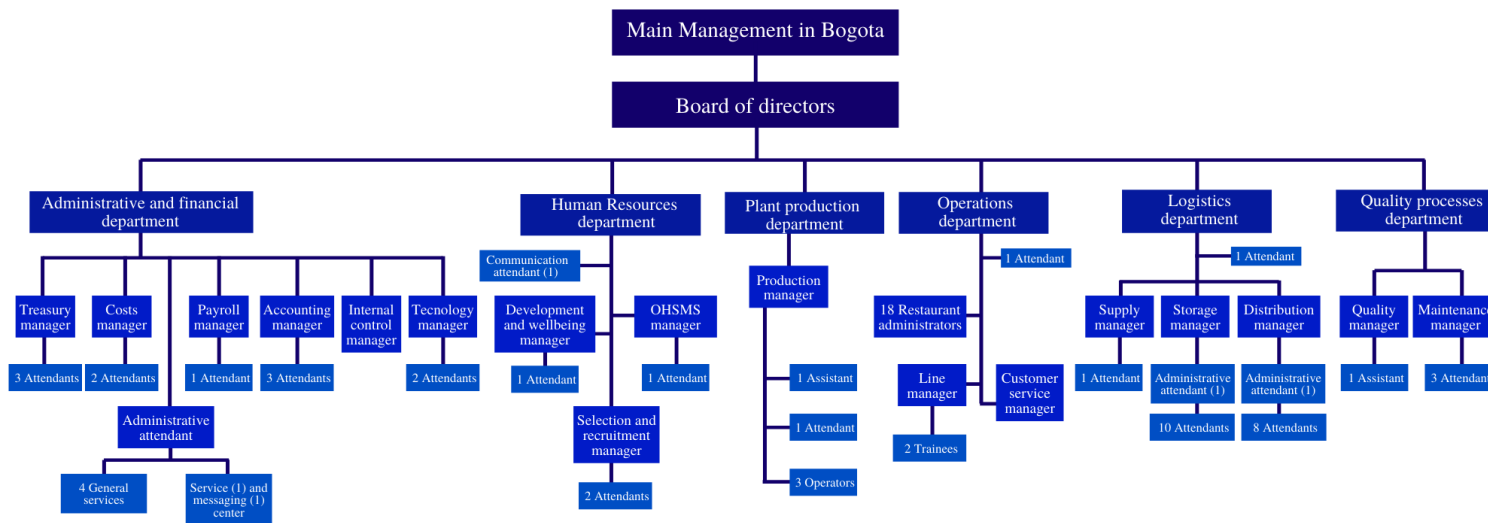
<p><b>Objective:</b> To offer a new line of artisanal products in the main cities of Colombia provided by their special partnerships by releasing at least 2 products in six months.</p>		
Goals	Actions	Indicators
<p>Designate an area within the restaurants to sell artisanal products from their national suppliers (for example: sweet pepper, cocoa, beans, etc.). <i>January 15, 2022.</i></p>	<ul style="list-style-type: none"> <li>• Contact suppliers to establish agreements on prices and quantities to be produced.</li> <li>• Crepes &amp; Waffles designs the packaging for the product to be distributed.</li> </ul>	<ul style="list-style-type: none"> <li>• Contact three suppliers in six months to have rotating products and have a minimum of three SKU units per point of sale.</li> <li>• For each package have two presentations (small and large).</li> </ul>
<p>Through the various virtual channels of home delivery, make available to the customer these artisanal products. <i>January 15, 2022.</i></p>		

Source: Own elaboration

## ORGANIZATIONAL STRUCTURE

Crepes & Waffles has a vertical organizational structure, composed of different hierarchical levels. At the top is the main management in Bogota as the head office, followed by the board of directors. In the lower part are the different departments that make up the company with their respective managers, attendants, operators, assistants, and trainees. It is important to clarify that these departments have the same structure in each of the regions in which Crepes & Waffles has presence. These regions are Southwest, Antioquia, Cartagena & Santa Marta, Barranquilla, and Bogota & Bucaramanga. The organizational structure of the company is as follows:

Figure 4. Organizational structure



Source: Own elaboration

## CONCLUSIONS AND RECOMMENDATIONS

Taking into account that the strategic planning has the purpose of identifying projections, objectives and goals, four special recommendations were made to the company Crepes & Waffles. These recommendations are oriented to its mission, vision and values. Taking into consideration the factors that directly affect the Food and Beverage Preparation Services, as well as the company's strengths and weaknesses.

The four recommended tactics to follow are, first, strengthen the engagement through the creation of a unified hashtag. This is, a hashtag that identifies them as a company and not by using different hashtags in their publications. Secondly, to take advantage of the potential of their national suppliers and highlight their artisan practices through the sale of seasonal products, grown and processed by them. In third place, to make their consumers aware of their sustainable practices that bring a positive benefit to both the environment and marginalized communities. Finally, in order to have a greater affluence of clients in special dates, the company should implement different types of promotions that bring balanced benefit to the company as well as to the consumers.

With the completion of this thesis, it can be concluded that initially to make a good tactical plan it is necessary to make a previous in-depth investigation that includes an external and internal analysis of the different factors that make part of the sector to which the company belongs. Thus, on the side of the external analysis it is necessary to ensure a good collection of information for the Porter's 5 forces and PESTEL analysis. As far as the internal analysis is

concerned, it's important to ensure that a value chain is established based on the company, as well as its strengths and weaknesses. In addition to this, it is fundamental to develop the SWOT matrix since it is what will finally allow to identify specialized strategies so that the company is more competent, effective and can be positioned better in the market.

Moreover, when it comes to setting goals, different aspects must be evaluated in order to achieve them. This includes a specific timeframe, that is, the establishment of a short, medium or long term, in addition to specific objectives, concrete actions and measurement indicators. All this in order to check if that tactic was actually achieved.

After having made this thesis, it is emphasized that the strategic planning is essential for the success of a company, because it is what directs it to potentiate the strengths according to the market, at the same time as it counteracts its weaknesses. Furthermore, taking into consideration that it is an action plan, it must be applied at a specific time and must be constantly reviewed for continuous improvement. Finally, it can be said that a strategic plan can be used for any project in life whether in a personal, professional or work situation.



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## APPENDIX

Data used for graph 1. PESTEL Graphic Synthesis

	Opportunities		Threats			Total	
	Importance	Effectiveness	Importance	Effectiveness		Importance	Effectiveness
Political	8	3	9	9	Political	(1)	2.35
Economic	6	8	9	6	Economic	(3)	3.60
Social	10	7	5	9	Social	5	5.33
Technological	8	5	7	2	Technological	1	(2.80)
Environmental	5	5	6	8	Environmental	(1)	3.27
Legal	7	9	10	9	Legal	(3)	8.00

Source: Own elaboration

Data used for graph 2. Consolidated External Analysis

	Opportunities		Threats			Total	
	Importance	Effectiveness	Importance	Effectiveness		Importance of the environment	Organization Effectiveness
Political	8	3	9	9	Political	(1)	2.35
Economic	6	8	9	6	Economic	(3)	3.60
Social	10	7	5	9	Social	5	5.33
Technological	8	5	7	2	Technological	1	(2.80)
Environmental	5	5	6	8	Environmental	(1)	3.27
Legal	7	9	10	9	Legal	(3)	8.00
Competitive rivalry	9	7	10	9	Competitive rivalry	(1)	6.11
Supplier power	10	8	5	9	Supplier power	5	6.67
Buyer power	5	7	10	5	Buyer power	(5)	1.33
Threat of substitution	5	7	8	8	Threat of substitution	(3)	5.23
Threat of new entry	10	8	3	9	Threat of new entry	7	6.46
	83.00	6.73	82.00	7.55			

Source: Own elaboration

Data used for graph 3. Pareto Analysis – Opportunities

Factors	Importance		Importance	
	Importance	Opportunities	Opportunities	Threats
		83		
	Importance weighting	Cumulative weighting		
Supplier power	11%	11%	9	10
Environmental	8%	19%	7	10
Competitive rivalry	6%	25%	5	10
Legal	10%	35%	8	9
Buyer power	7%	42%	6	9
Threat of new entry	6%	48%	5	8
Threat of substitution	10%	58%	8	7
Political	6%	64%	5	6
Technological	12%	76%	10	5
Social	12%	88%	10	5
Economical	12%	100%	10	3

Source: Own elaboration

Data used for graph 4. Pareto Analysis – Threats

	Importance	
Factors	Threats	
	82	
	Importance weighting	Cumulative weighting
<b>Threat of sustitution</b>	12%	12%
<b>Supplier power</b>	12%	24%
<b>Threat of new entry</b>	12%	37%
<b>Political</b>	11%	48%
<b>Social</b>	11%	59%
<b>Economical</b>	10%	68%
<b>Environmental</b>	9%	77%
<b>Competitive rivalry</b>	7%	84%
<b>Legal</b>	6%	90%
<b>Buyer power</b>	6%	96%
<b>Technological</b>	4%	100%

Source: Own elaboration