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Felices Los Apios: Business Plan of a Social Enterprise

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Abstract

Felices Los Apios: Business Plan of a Social Enterprise

By

Monica Aileen Calix Jo

This thesis illustrates a business plan to develop a social enterprise that will serve as a platform to connect underserved women with micro and small-sized restaurants in Guatemala City through sales of vegetables.

We will identify women living in social risk communities and facilitate the tools and seeds to grow vegetables in their gardens. Through Felices Los Apios, these women will sell to restaurants and have a steady income, as they will be part of our ecosystem. We will strengthen this ecosystem so that there is always demand for the produced crops.

We will identify the underserved communities in the outskirts of Guatemala City. The location of our distribution center will be between the outskirts and the center of the city to facilitate access. We will run all logistics and administrative work from that center, including cleaning, labeling, and re-distributing the vegetables.

We value our employees and the underserved women as the main assets to run a successful business. Therefore, we will practice fair trade in every part of the supply chain by giving them fair wages and a safe environment to work in and diverse workshops to empower them and help them succeed beyond Felices Los Apios.

Keywords: women empowerment, social responsibility, fair-trade, natural vegetables, restaurant, communities

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1. Company Description

Felices Los Apios is born to help underserved women have a chance to become more independent and have better opportunities to give to their children. Due to the nature of Guatemala's soil and climate, agriculture is a very dominant industry. However, not everyone has access to land, and others that get jobs on the farms are very poorly paid and do not have chances of overcoming themselves. We will separate our ways of working from standard agricultural practices by leveraging the small land where underserved women live and making the most out of job opportunities.

Felices Los Apios is a platform that connects these underserved women and their crops with micro and small-sized restaurants. With the support from diverse entities, we will provide these women with seeds and tools to grow natural vegetables in their gardens and distribute them. Natural vegetables are grown and harvested with no chemicals and artificial practices to ensure healthy vegetables for the end-consumers.

Our customers, the micro and small-sized restaurants want to differentiate themselves in the very competitive restaurant industry by adding value through social impact.

Our primary focus is to give underserved women an opportunity to actively enter the country's economy and provide them with a purpose to overcome their social status. Felices Los Apios is a social enterprise that acts upon empowerment to serve the needs of our customers. Thus, we will directly contribute to a Guatemala where women can be independent and have opportunities to develop themselves and their children.

1.1. Name and Logo

Felices Los Apios is the name of the social enterprise. It translates into Happy Celeries to communicate that vegetables are a source of happiness. In the sense that through growing vegetables, underserved women can improve their living conditions.



Figure 1: Logo

1.2. Value Proposition

Our value proposal to the underserved women is to allow them to access the economy, leveraging their gardens as a source of income. We will improve their living conditions, health, and nutrition while building a community and helping the environment. As a social empowerment platform, Felices Los Apios focuses on the productive reinsertion of women at social risk. We will achieve this through formal job opportunities and nutritional programs that they can share with the rest of their communities.

To our customers, we offer them the convenient on-site delivery of fresh vegetables that encourage healthier lifestyles to their end-consumers. We aim to use the restaurants as a platform to promote healthier eating habits in society.

1.3. Mission

To provide entry opportunities into the productive economy for high social-risk women through offering restaurant customers locally grown, high-quality, and 100% organic vegetables.

1.4. Vision

To improve the living conditions of women in Guatemala through social empowerment opportunities.

1.5. Social Values

Social Responsibility - Act in the best interests of the society and environment. We promote a balance between striving for profitability while benefiting women and their families.

Fair Trade - Ensure fair payment and treatment to our partners, the women we work with, to enhance their productivity and care for the sustainability of the environment.

Food Waste - Educate both our partners and the society about the responsibility of food consumption and waste reduction.

Nutrition - Improve the nutrition of these women and communities through learning programs and workshops.

Empowerment – Promote women’s sense of personal growth, their ability to make decisions, and their fundamental human right to influence social change for themselves and the communities they live in.

1.6. Service Overview

Felices Los Apios business will connect underused resources with micro and small-sized restaurants in Guatemala to provide high-quality, 100% organic, and locally grown vegetables. These underused resources are women in smaller at-risk communities in Guatemala that currently grow vegetables in their backyards for self-consumption. These women do not have stable incomes and struggle every day to maintain their homes and families. We are providing them regular selling channels through our services while connecting them to restaurants in the capital city, Guatemala City.

1.7. Social Impact

To align with our social values, we are partnering with the NGO Fundación Guatemala.

Fundación Guatemala is an organization operated by women with different backgrounds with the ultimate goal of addressing the needs of women in Guatemalan society to create a culture of equalities and gender democracy. In addition, they strive to enhance workshops and training to give women opportunities to grow through empowerment.

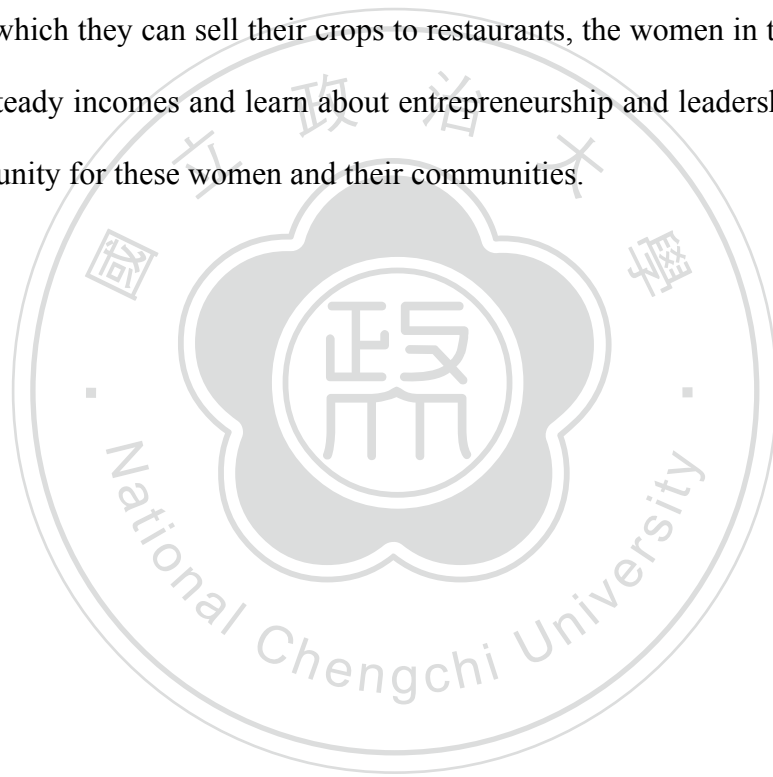
Within their line of objectives, they identify three main tasks:

1. **Shifting Mindsets** – shift in the mindsets of Guatemalans to achieve a society with no discrimination based on equal rights, opportunities, and benefits.
2. **Development** – promote different ideas through workshops and training to teach women what their capabilities and rights are at all levels of society.
3. **Strengthen women leadership** – give women the power to change their conditions favourably and be the voice of change in their communities to give their children better living conditions and opportunities.

In response to various catastrophes that have hit the country in the past ten years, such as hurricanes, earthquakes, and now the pandemic, Fundación Guatemala has developed different groups to support women and their families while in difficult times. Some of the activities within the group include volunteering, workshops about development and education, and self-consumption practices. For the latter one, Fundación Guatemala has provided two groups of women 1) Altruistas Good and 2) Organización 7 de Noviembre (see Appendices 10.1 and 10.2) with tools and learning technics on how to grow vegetables in their gardens for self-consumption. These two groups have been practicing agricultural activities in their gardens on a community level for years. They have developed excellent skills to grow diverse types of vegetables in minimal areas effectively. They usually eat from their crops or sell them from

time to time to the other community members to earn some extra pocket money. However, selling their vegetables only depends on the community's demand, which fluctuates a lot, leading to unsteady income for them. When the season is good, but they can't sell or eat the vegetables by themselves, the crops go to waste, causing much food to be thrown away every season.

Through Felices Los Apios, we want to shift their practices of surviving to thriving. By enabling a platform in which they can sell their crops to restaurants, the women in these groups will be able to have steady incomes and learn about entrepreneurship and leadership, which will turn into an opportunity for these women and their communities.



2. Business Model Analysis

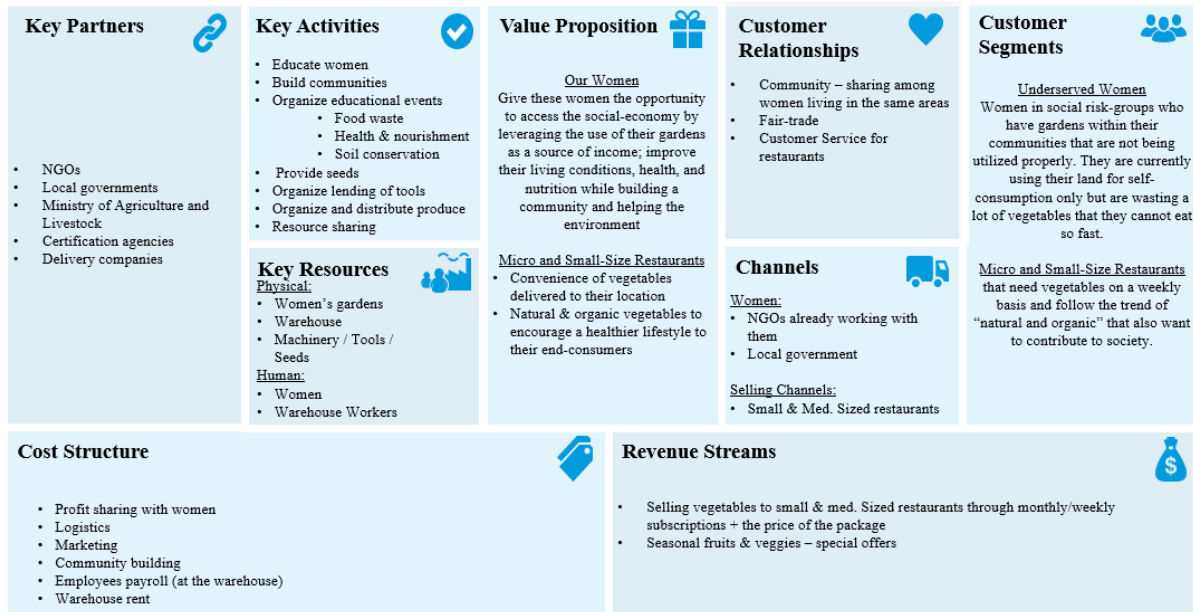


Figure 2: Felices Los Apios Business Model Canvas

2.1. Customer Relations and Channels

Felices Los Apios understands that maintaining customer relationships is essential to growing the business. Therefore, our focus is to offer good quality vegetables and great customer and employee relationship building.

Customer Service

To our customers, we will offer support from the purchase to the delivery of the vegetables to make sure restaurants are content with their purchase. In addition, to enhance their experience, we make sure that every person involved in the customer's process is friendly and has enough knowledge to advise about the products.

Underserved Women

The women that will come to work at Felices Los Apios are our greatest asset. We value them as a critical component to the success of the company. With this in mind, we want to build strong relationships with them through several activities:

- **Community Building** – as we believe in the power of communities, we want to ensure that we provide the right resources for a safe place for these women to be in. We want to encourage them to raise their voice and overcome themselves and bring those values back to their communities.

To build communities, we are going to promote several activities. We list some of them below:

- Monthly gatherings at our distribution center to advocate for experience sharing and increase their knowledge of various things.
 - Constant check-ups will occur to visit the areas where these women will be working to understand their needs and provide the support they need.
- **Workshop** – we acknowledge that success comes from encouraging people to learn more and stay curious, so we will offer training and workshops for women to promote healthy habits not only on the nutritional values that eating vegetables bring but also on how to grow the produce properly.
- **Fair Trade** – through fair-trade, we want to enhance our relationship with the women to find in our organization a good place to work where they feel valued and can get fair pay for their efforts.

2.2. Key Activities

The key activities at Felices Los Apios are based on the social values that we promote to enhance a sustainable business further while promoting women's inclusion in the economy.

- Educate Women as our essential resource to strengthen the organization. We will train them to improve their farming skills and lead healthy lifestyles through nutrition.
- Build Communities as an essential element of the organization to echo our social values and further grow our positive impact as we reach out to more people.
- Organize educational events on various topics regarding healthy eating habits as well as environmental issues. These events aim to promote the importance of our community members to understand food waste, soil conservation, and nutrition, among other topics, to improve the world we live in.
- Provide seeds and organize lending of tools for the women to have better product offerings and increase the value of their gardens.
- Organize and distribute the produce through our online platform connecting women with restaurants.

2.3. Key Partners

NGO Fundación Guatemala - with the support of this organization, we will empower these underserved women and offer them the training needed to jump-start into Felices Los Apios and give them the tools to become entrepreneurs on their own. Moreover, the NGO will serve as a key partner for resource allocation and finding partners to adequately provide the means for women to work the land in their gardens. Some of the resources include finding volunteers for trainings, as well as support in workshops about development and education, and self-consumption practices.

Local Governments – establish strong relationships with the local governments to support the NGO in connecting with the communities where the underserved women are located. They will serve as the platform to establish communication and gain trust among them.

Ministry of Agriculture and Livestock – The Ministry will serve as the resource platform to empower women with the seeds and gardening materials they need to ensure good quality vegetables.

Certification Agencies – we will connect with certification agencies that will provide us with guarantee labels that ensure our customers and their end-consumers the excellent quality of the vegetables. In addition, through certificates, we will communicate the standards and values that Felices Los Apios promotes and ensures to deliver.

Delivery Companies – To ensure convenience to the restaurants, we will partner with the various delivery companies in Guatemala. Especially the Central American delivery app Hugo that runs a campaign called “consume local”. Partnering with Hugo App will further sustain our ideals of promoting local raw materials grown by local women.

3. Market Analysis

3.1. Guatemala's Population Landscape

Guatemala is a country that reflects the solid Mayan and Spanish influences in the culture and society. There is a contrast between the poor indigenous people in the rural areas (46%) and the urbanized, relatively wealthy community (54%) that lives in the cities (INE, 2018). As the people living in the rural areas see more development opportunities in the urban areas, they are immigrating to the cities making the space very narrow to inhabit the growing population.

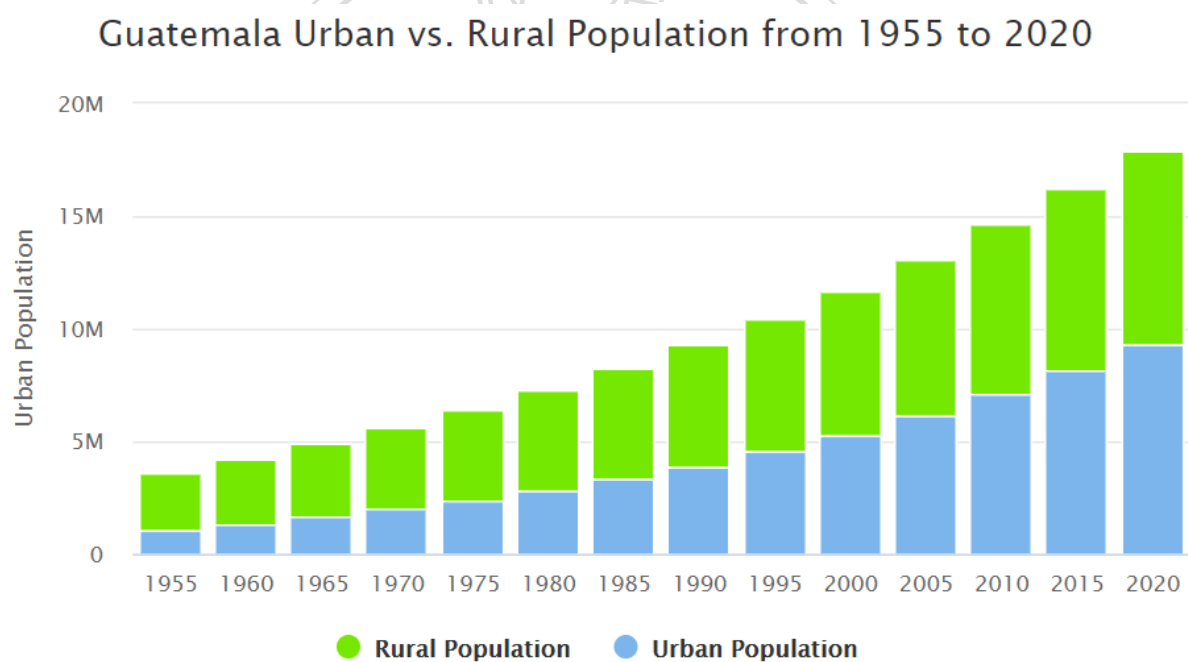


Figure 3: Guatemala Urban vs. Rural Population from 1955 to 2020

The country has three major cities, all located in the same area. Guatemala City being the largest with almost 1 million habitants, followed by Mixco with 500,000 and Villa Nueva with 400,000.

#	CITY NAME	POPULATION
1	Guatemala City	994,938
2	Mixco	473,080
3	Villa Nueva	406,830

Figure 4: Biggest Cities in Guatemala

Based on the last census (2018), Guatemala has a total population of 17 million people, ranking as the 1st most populated country in Central America, conforming 35% of the overall population in the region. 51.5% of the Guatemalan population are women, whereas the other 48.5% are men. Moreover, the country is characterized by having a young population. The average age among women is 26 years old than men who are 25 years old (ENEI, 2013). With the population being this young, 54.1% of the people are in productive age, which means they can perform any job if they were given the opportunity to do so. Figure 5 shows that 33.4% of the population falls within 0-14 years age range, 61.0% within the 15-64 years range, and only 5.6% are 65 years and older.

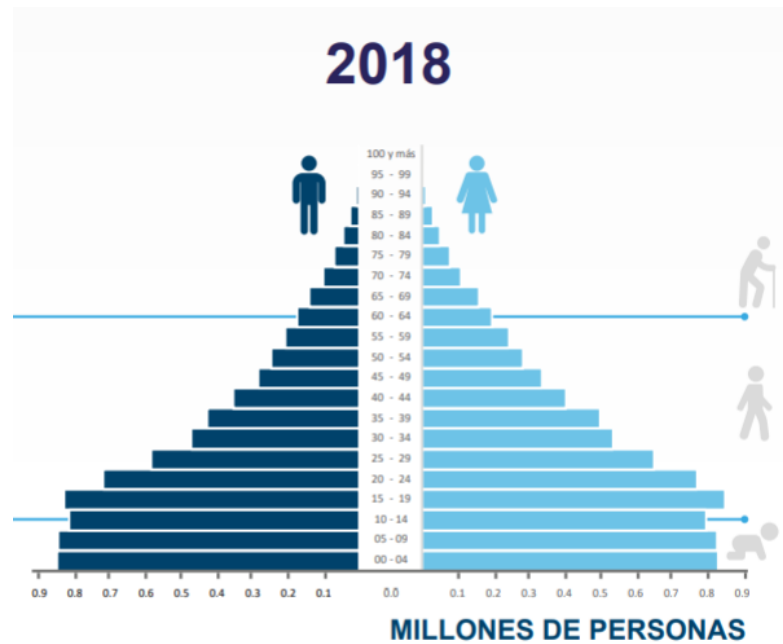


Figure 5: Population Pyramid for Guatemala

Although there are more women in Guatemala than men, the country's culture relies heavily on men being the head of the house. Families rely solely on men's jobs, making it hard for women to become independent. In 2018, it was estimated that men led 75.7% of the households. Only 24,3% had women making the house decisions and contributing to the well-being of the family. The ENSMI (2009) reported that 81.6% of the men asked assured that their spouses needed to ask for permission to leave the house, and 77.8% agreed that they needed to ask permission to get a job. The trend is most notable in the rural areas and among the most impoverished families in the country. Although the trend has been slowing down, as more women are gaining participation in the social economy, the gender gap remains wide, as seen in Figure 6.

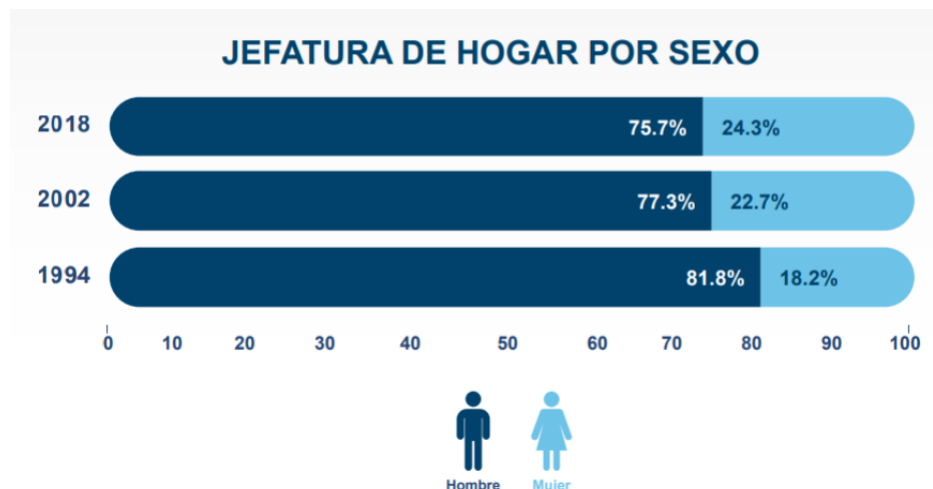


Figure 6: Head of Household by Sex

Based on the last census (2018), 43.75% of the total population are indigenous. Poverty affects 75% of them, which leads to chronic undernourishment (68%) and lack of opportunities such as education, health, and decent job opportunities. The Indigenous that are most affected by poverty are women and their children. Women’s situation is widely related to aggression, discrimination, and exclusion. Their lack of economic autonomy deprives them of escaping such conditions. Indigenous women feel trapped due to the lack of options that they have to strive for a prosperous life.

3.2. Guatemala’s Poverty and Labour Landscape

Guatemalans are known for their animated energy and optimism to any situation despite the circumstances. Although Guatemala has experiences economic stability and moderate growth rates of 3.5% on average in the last five years (World Bank, 2020), the country has one of the poorest economies in Latin America with alarming high rates of inequality and poverty, which stops growth acceleration and enlarges the income gap. The ones that are suffering the most from this phenomenon are the Indigenous People who continue to be at disadvantage. According to the World Bank (2017), 59.3% of the population lives below the poverty line with less than an equivalent of 3 USD a day of wage; with huge income inequality. The wealthiest

10% of the local people own 56% of the national wealth, compared to the poorest 10% owning less than 1% (Union Bank of Switzerland, 2020). Correspondingly, the middle class is very small, and the political power relies on the elite groups. Land and monetary wealth are concentrated in the wealthy population. It is very hard for rural workers to improve their living conditions.

In Guatemala the poorest population does not have access to the formal sector. In fact, the informal sector represents a 22% of the GDP (Banguat, 2020). This sector consists of various hard working and low paying jobs. The activities that prevail are five: (i) food services, (ii) convenient stores, (iii) repairing vehicles, (iv) transportation, and (v) agriculture. The latter one represents a 9.7%, making it an important activity for the development of the whole country (Prensa Libre, 2019). Approximately, 43% of men work in agriculture compared to 10.2% of women performing the same activities. Women's payroll represents the 78% of what men get paid on average. This gap stretches out more in the urban and rural areas where Indigenous people are most present. However, it is not assured that women in agriculture get paid. In fact most of the agricultural activities that they perform are not paid, because these are considered part of the men's payroll (ENCOVI, 2011).

According to the Global Entrepreneurship Monitor (2020) Guatemala ranks fourth place with a total of 22.4% among the countries with most women entrepreneur (see Figure 7). The study took into consideration entrepreneurial businesses between 0 and 3.5 years of establishment. Fifty countries across America, Europe and Asia took part of the study. The results show that in emergent economies the entrepreneurial spirit is mostly visible among women.

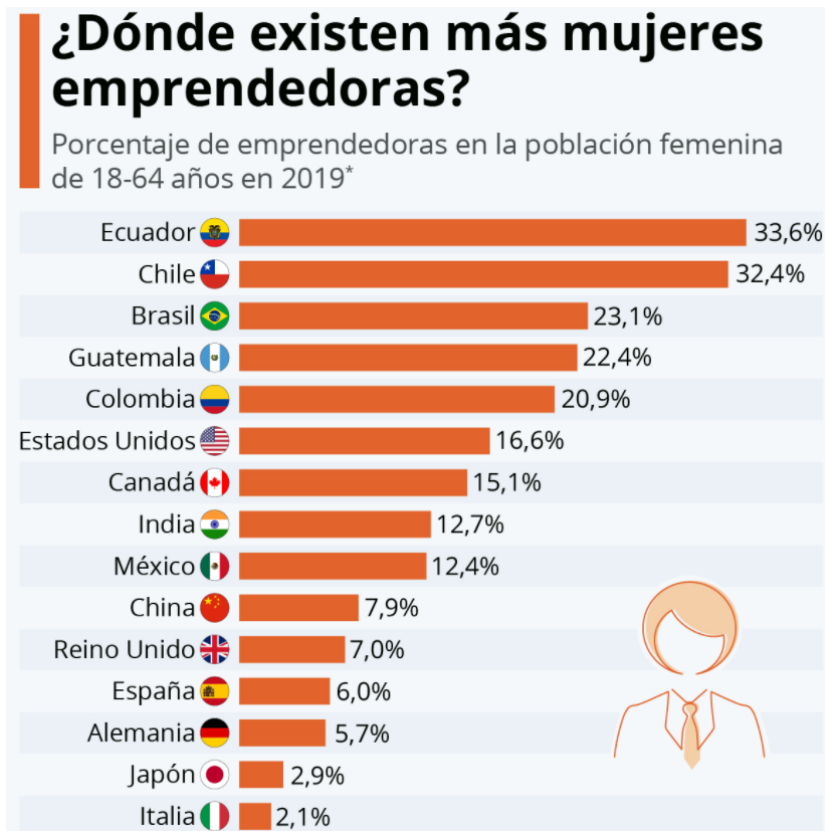


Figure 7: Countries with most Women in Entrepreneurship

3.3. Customer Profile: Micro and Small Sized Restaurants

3.3.1. Micro, Small and Medium Sized Enterprises

To give context to the customers that will purchase vegetables from Felices Los Apios, we explain the profile of micro, small and medium sized enterprises in Guatemala. However, we are focusing on micro and small sized in this research as our main target customers. According to the Ministry of Economy (2015) the last definition on how to categorize companies was approved in 2015. This categorization applies to every official establishment in any industry across the country.

A micro-enterprise has 1 to 10 employees with the maximum annual sales of less than 190 minimum wages between 328.15 USD – 62,348.97 USD.

A small enterprise has 11 to 80 employees with annual sales of 190 and 3,700 minimum wages, which is an equivalent of 62,677.12 USD – 1,214,164.09 USD.

A medium sized enterprise on the contrary has 81 to 200 employees with annual sales between 1,214,492.24 USD – 5,060,110.91 USD. Everything above these specifications is considered a big company.

With the above definition, Felices Los Apios in the initial stages can ensure supply for micro and small restaurants that will become part of ecosystem.

3.3.2. Our Customer Profile

To understand the profile of our customers among the micro and small sized restaurants, we take the example of the restaurant Ming Court. This restaurant was established in the capital city of Guatemala in 1996 and specializes in Cantonese cuisine. Since the first day, the restaurant has gain popularity due to the unique taste and quality, offering above all, good prices.

Type of Food

The menu consists of 120 dishes (see Appendix 10.3) ranging from starters to chicken, pork, beef, rice, noodles, soups, etc. Every dish is characterized by having a type of vegetable to add flavour and the authenticity of the Cantonese cuisine to it.

Ways of Working

Due to the density of vegetable use per dish, the restaurant purchases high volumes of vegetables (see Table 1) on a weekly basis. The restaurant owns a van with which the owners go once a week to the distribution center in the outskirts of the city.

Table 1: Density of Vegetable Use

Vegetable Type	Quantity
Carrots	100 units
Onions	50 pounds
Broccoli	12 units
Pepper	50 pounds
Garlic	10 pounds
Snow Peas	10 pounds
Celery	10 units

As prices are lower there compared to the local markets in the inner city or the supermarket, they as many other restaurants purchase their vegetables and fruits in that center. The center is located one hour away from the restaurant and there is usually a lot of traffic to get there. The ride is difficult and takes a lot of time from the owners of the restaurant.

For many years of working in the industry, they have gained experience as to how much they need per week, to avoid food waste. However, if there is a change in the fluctuation of customers that week, they need to go a second time or purchase for a higher price at the supermarket.

Type of Customers

In terms of the type of customers that frequent the restaurant, they vary depending on the time of the week. During weekdays the customers are usually workers around the area that are very loyal to the taste of Ming Court or new customers that want to try the food, especially due to the combination of good quality and taste for good price. Weekends are the busiest as more families go to the restaurant or order delivery. This fluctuation of people has allowed the restaurant to understand the demand better and build on their menu to become more appealing to existing and new customers.

3.4. Guatemalan Gastronomy and Restaurant Industry

Based on the Restaurant Union in Guatemala (2016), a total of twenty-two thousand restaurants were opened in 2015 both in the formal and informal sector. This growth represents a 6.64 percent increase compared to the year before. This attributes to the opening of an average of 60 restaurants per day. More than one hundred thousand jobs were generated in that year. Moreover, in 2019 Banco de Guatemala reported a growth in the restaurant industry of 7.4 percent compared to the previous year, which shows the steady growth of the industry for the past five years. Overall, the restaurant sector contributes to a 2.5% of the GDP, which shows how big the opportunity is to do business with restaurants as the demand grows bigger (Deloitte, S.C., 2020).

3.5. Business Opportunity

The food service industry in Guatemala has evolved to be an opportunity to foster businesses. The food and beverage sector represents a total of 11.3% of the GDP, generating more than 300,000 jobs directly in the industry as well as many others indirectly in the agricultural and food processing sector. The potential is immense as Guatemalans are constantly looking for new food trends and healthier eating habits influenced by international markets.

Due to the high density of traffic generated in the main cities, the working class tends to eat outside of their homes. Based on a recent study, 76% of Guatemalans eat out at least two times a week and usually choose the smaller restaurants and informal street food vendors as they are very sensitive to prices (USDA Foreign Agricultural Service, 2018).

Felices Los Apios will generate job opportunities for underserved women and give them the opportunity to jump-start into the social economy and serve a vast number of restaurants that are constantly competing over price and taste with the vast array of establishments. In addition, we will offer these restaurants three things:

- Convenience of receiving their vegetables at their doorstep, which is not common in Guatemala for these products.
- Quality vegetables
- Serving a social purpose.

These will be key for the restaurant's differentiation among competitors.








4. Marketing Plan and Sales

4.1. Competitor Analysis

4.1.1. Direct Competitors

To ensure a well-founded business strategy to compete in the industry, it is essential to identify and understand the potential of our competitors. A few of them have been in business for a couple of years, while others have risen in response to the Covid-19 pandemic. With the first lock-down in Guatemala forcing many companies, including supermarkets, to close or operate at a different scale and rising concerns about getting the virus, these businesses responded to the opportunity. More people now prefer staying at home and have their products delivered as much as possible. The convenience and safety that revolves around the delivery of everyday consumer products is a growing trend on a worldwide scale amid the pandemic. The following table shows the current competitor landscape in Guatemala.

Table 2: Competitor Landscape

Brand	Customer Segment	Products	Avg. Price / Pound	Location	Key Differentiator
	Primary: Individual Households Secondary: Restaurants	Vegetables Fruits Meat Frozen Fruit	1.04 USD	Online Own website Delivery in the city	Partnership with well established brands to sell through their platform
	Individual Households	Vegetables Fruits Meat Dairy	0.84 USD	Online Facebook Page Delivery in the city	Organic products without additives or chemicals
	Individual Households	Vegetables Fruits	0.88 USD	Online Facebook Page Limited delivery areas and days	Produce and distribute their own vegetables and fruits
	Individual Households	Vegetables Fruits Dairy	0.91 USD	Online Facebook Page Limited delivery areas	Products are already disinfected and cut before delivery
	Individual Households	Vegetables Small variety of fruits	0.91 USD	Online Facebook Page Delivery in the city	Share recipes and info about exotic fruits and vegetables

The competitor landscape shows various companies providing delivery services of different foods with a focus on vegetables. All the competitors operate online and have multiple vital differentiators such as partnerships with established brands, organic products as their core business, and delivery methods. Guatemalan consumption is driven mainly by price, which can be shown in the table above. All competitors have similar pricing strategies, which ultimately leads to engage in other key activities to set them apart from the rest of the industry. Although they have significant differentiators, they all have one thing in common, their customer segment. They primarily focus on serving the needs of individual households. With this approach, they

are leaving out a huge opportunity to provide the service to the restaurant and hotel industry. Therefore, Felices Los Apios sees an opportunity here to fill that gap and offer to be the platform that restaurants need.

It is essential to highlight that most of the competitors listed above do not serve restaurants. Instead, they focus more on individual households as their customers; thus, the opportunity for Felices Los Apios is more significant. Furthermore, these businesses purchase the products from big farms. On the one hand, this leads to competitive prices, but on the other hand, it does not create any value to the farmers working the land to grow those products.

Moreover, Felices Los Apios differentiates from the rest of competitors through our social impact. We are offering natural vegetables that are bounded to improving the living conditions and standards of women in underserved communities. Apart from women empowerment, this key differentiator also serves the need of consumers to eat healthier and be more mindful about their eating habits.

4.1.2. Indirect Competitors

The above subsection describes the companies that we are in direct competition with due to the nature of their business. They deliver the vegetables and other foods to the consumers directly. However, there are other competitors that we should take into consideration because they also sell vegetables and fruits to restaurants and individual households. These competitors are two:

- **CENMA**– vegetables and fruits are brought to this wholesaler from farms across the country to be resold to supermarkets, restaurants, and even households, usually at bigger quantities. To buy from this place, customers need to drive there. They do not have a delivery service.

- **Local markets** are located in the city center and are frequented mainly by consumers with individual needs, e.g., households living around the area. Consumers usually purchase low quantities from these markets. Some restaurants purchase their products from the local markets, but usually in smaller quantities.

4.2. Porter's Model

To further build on the restaurant industry, we will analyse the competitor environment using Porter's Five Forces Framework. This tool examines a company's competitors, market entrants, the bargaining power of suppliers and customers, and the potential threat of substitute products that can influence the company's profitability and sustainability. The following figure explains the outcome of the model within the Felices Los Apios framework.

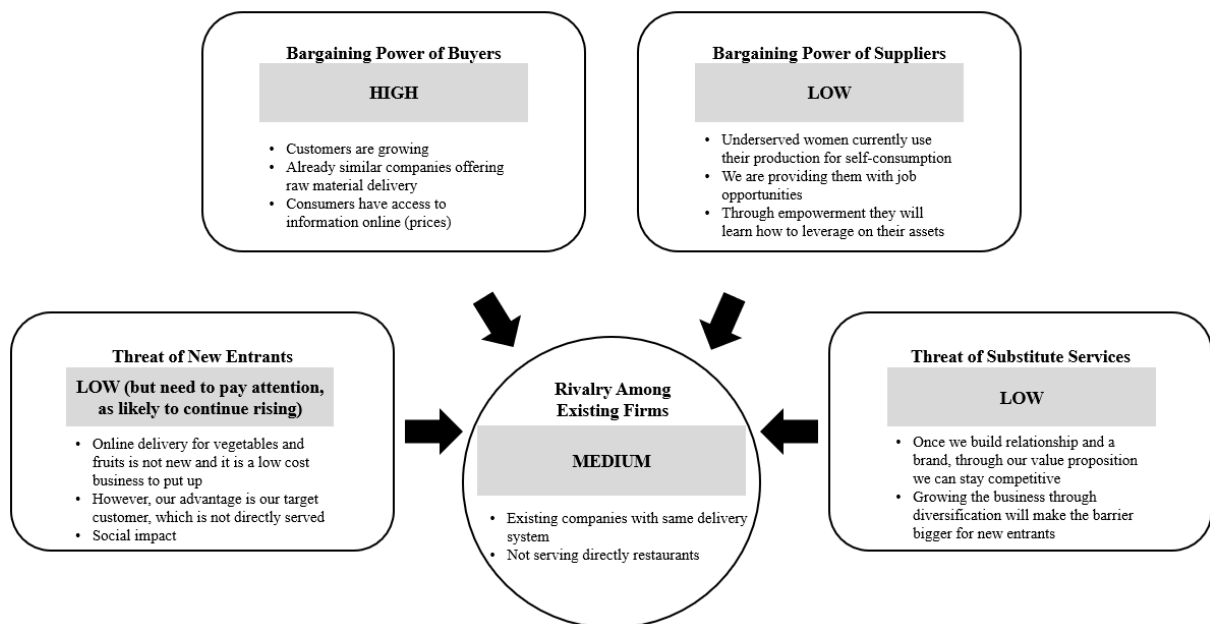


Figure 8: Porter's Model

4.3. SWOT Analysis

4.3.1. Strengths

- Only company providing vegetable delivery service to micro and small restaurants
- All-natural vegetables from women entrepreneurs on the rise
- Social cause is visible and transparent
- Enhance local support for women empowerment
- Due to partnerships with food delivery app, location does not need to be in an attractive hotspot – save on costs

4.3.2. Weaknesses

- Limited start-up budget to support a social entrepreneurship
- Low brand recognition at the beginning
- Advertising will depend on word of mouth and a lot of in-person meetings
- Not possible to reach economies of scale at the beginning due to the limited number of women practicing agriculture within our network
- Lack of knowledge in the agriculture sector

4.3.3. Opportunities

- Increasing demand for companies that strive for social impact
- Increasing demand for locally sourced food
- Potential for growth with existing food delivery apps and companies
- Partnership with micro and small-sized restaurants
- Number of micro and small-sized restaurants in the industry is increasing every year
- People are more concerned about the origins of their food

4.3.4. Threats

- Consumer behaviour shifts a lot in Guatemala
- Already established companies with the delivery know-how in Guatemala
- Competitors pricing strategies
- Local markets



5. Strategy & Company's Position

5.1. Customer Segmentation

After reviewing the market research (see Section 3) and understanding the business potential of Felices Los Apios, we are targeting micro and small-sized Restaurants in the capital city of Guatemala.

These restaurants are owned by middle-class Guatemalan's that have been in the industry for some years now and have gained their reputation already for their uniqueness e.g. flavour, ambience, prices, quantity, etc. However, as shown in the market research, the competition in the restaurant industry is very fierce. Many new restaurants rise every day, both in the formal and informal sectors, making it hard for restaurant owners to sustain their businesses. They are looking for a differentiator that not only brings them convenience but also adds value to their company. By joining the Felices Los Apios ecosystem, they get good quality products to their doorstep and become part of a community that delivers social values.

5.1.1. Customer Empathy Map

To understand more about the target customer, we have used the “Empathy Map” (see Figure 9). This collaborative tool is used to gain deeper insights and understanding into the targeted customers. It is a functional tool that can represent a customer segment while externalizing the knowledge gained about them to understand their needs and decide upon it (Gray, 2017).

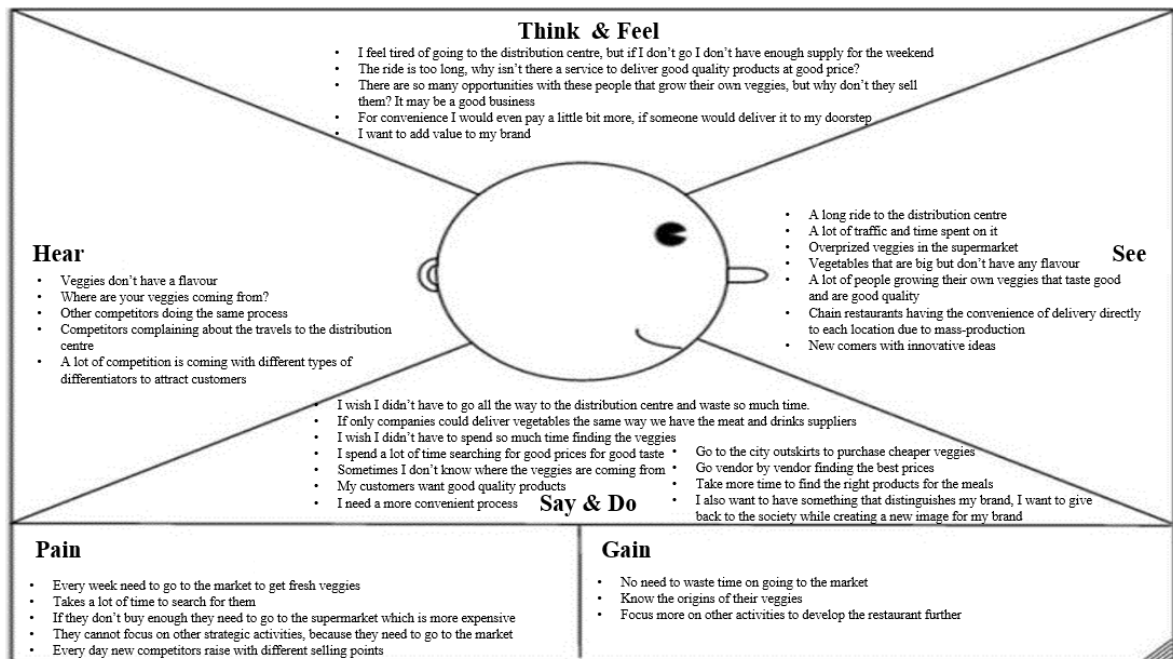


Figure 9: Empathy Map

5.2. Positioning

To build a strong brand, it is essential to understand how Felices Los Apios is positioned and perceived by customers when comparing the competitors in the market. To achieve this, we have developed a brand mapping. The American Marketing Association (AMA) describes perceptual brand mapping as the visual plotting of brands against axes. Each axis represents an aspect that is acknowledged to drive brand selection by customers. The matrix is helpful to identify three key benefits:

1. Unlock insights about competitors and the industry
2. Communicate the direction of the brand
3. Confirm the alignment of the business and the brand strategy

We determine our service using the following attributes:

- Social responsibility
- Healthy and natural vegetables
- Convenience

While every customer may perceive each competitor differently, the matrix will be a good determinant for the target market. Using the attributes above, we developed two matrices combining them to achieve a better understanding, considering these as critical values for the company's differentiation.

In the mapping option 1 (see Figure 10) we combine social responsibility, and healthy and natural vegetables.

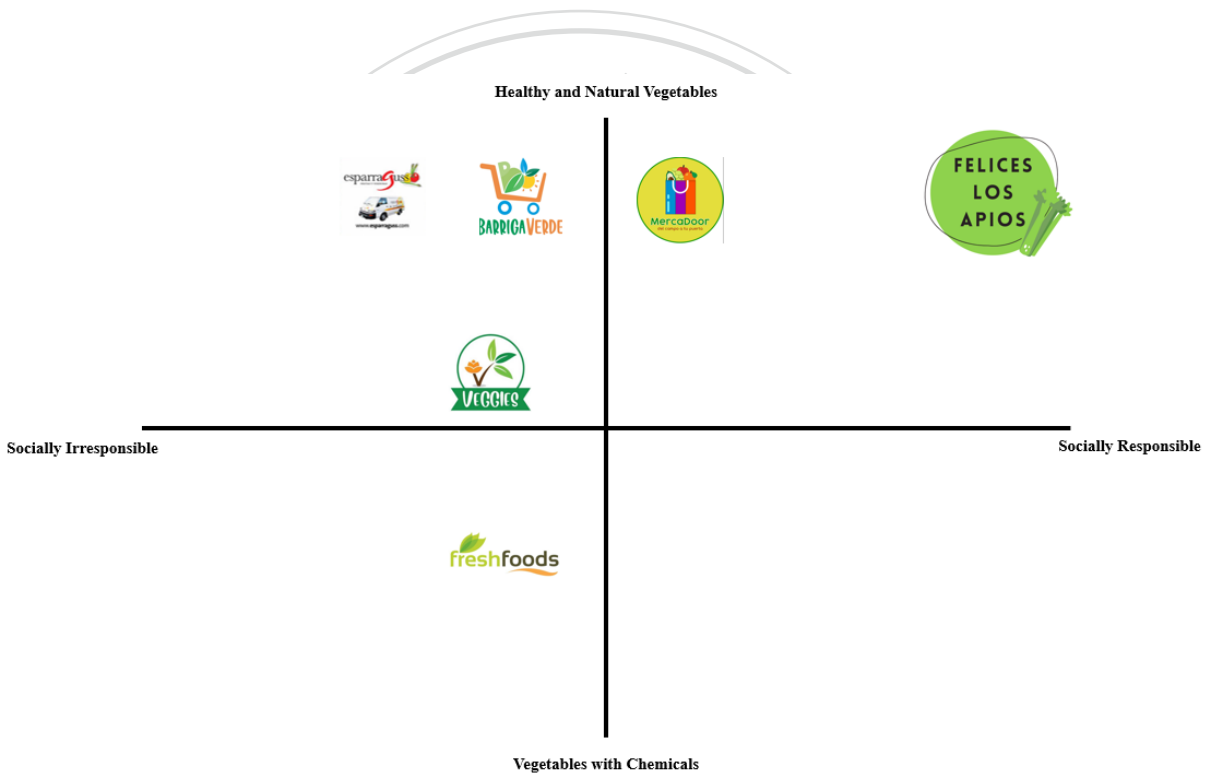


Figure 10: Perceptual Brand Mapping Option 1

When putting together those two factors, we can see that most of the companies that currently sell vegetables through delivery service are not considered socially responsible. MercaDoor is considered more socially responsible because they grow their vegetables and sell them. Through their own production, they can sustain their business through local produce and delivery. All companies have quite natural vegetables in their assortment, except for FreshFoods that already sell their vegetables cut and pre-washed. However, there is no clear information

about where the vegetables are coming from and the process of washing them.

Felices Los Apios ensures healthy and natural vegetables while being socially responsible by empowering women through job opportunities and teaching them and their communities more about agriculture and healthy habits.

In the mapping option 2 (see Figure 11), we take social responsibility and convenience.

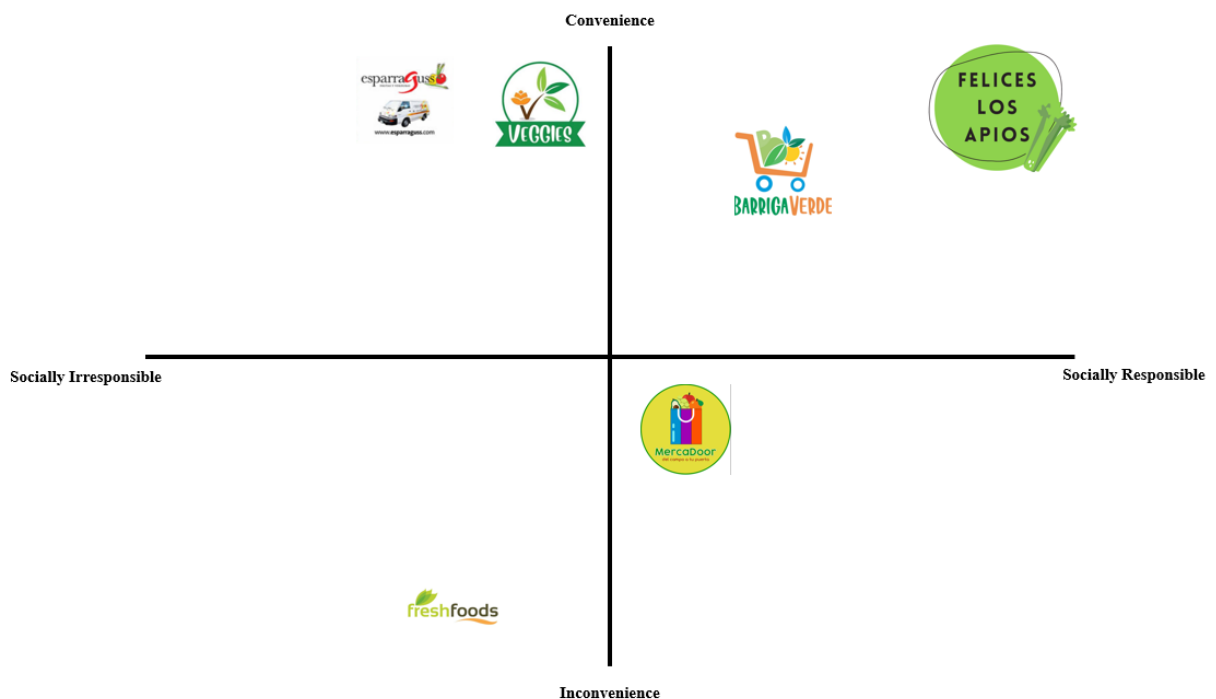


Figure 11: Perceptual Brand Mapping Option 2

Most of the companies are considered convenient as they offer delivery service every day and throughout the whole capital city. However, some companies do not provide their service regularly but rather identify specific delivery days and have a smaller array of vegetables in their assortment. Therefore, they are making their service more limited.

As Felices Los Apios will work together with the current delivery apps, we will supply the city more conveniently without limiting the service to the restaurants on our platform.

5.3. Marketing Mix

5.3.1. Product / Service

Our service is simple – we provide natural vegetables grown by underserved women on an online platform and have them delivered to our customers (micro and small-sized restaurants) at their doorstep. This service is divided into two:

1. Natural vegetables are grown in the gardens of underserved women using seeds grown naturally without any added preservatives or chemicals, making it a healthy product to purchase.
2. Our e-commerce platform provides convenience to our customers when purchasing and a delivery service that brings the vegetables to the desired location. This convenience allows restaurants to spend time in other activities while we deliver the products.

We will offer a friendly service in every step of the purchasing process. We will achieve this through our staff and the user-friendly website that will enhance the overall experience (see Appendix 10.4).

5.3.2. Price

Due to the very competitive landscape in Guatemala, defining the pricing strategies implemented in the business will be critical determinants for the company's success. After analysing various methods, we have decided to implement a cost-plus strategy at the beginning of the start-up. This strategy is commonly used in Guatemala for companies with services in the food industry. The cost-plus pricing strategy will serve as a basis for us to calculate the costs of our services and add a mark-up to it. This mark-up will also include the fair trade and social activities that we will run within the organization for the underserved communities. With the proper market research and benchmark done, we can enhance this cost-plus strategy by balancing it out with the competitor's prices to make sure that we offer good value for money,

considering the social impact that we are making.

Additionally, we will implement a value-based pricing strategy. This strategy sets the price based on how much the customer believes our service is worth. For this, we consider our key differentiators: social responsibility, convenience, and natural products. This value-based strategy is valuable as we are benchmarking with our competitors because it helps us set our prices based on our services. It also helps to convey the value of the service we will offer and shape the market with our values.

5.3.3. Place

We identify three places that need to be considered in the marketing mix:

- Production area
- Website
- Distribution Center

Production Area

Provision of Seeds and Tools

Our vegetables are naturally grown with no pesticides or chemicals added. We are striving for a natural product that is good for the consumer's health and the women that will work on harvesting the produce. To achieve this, in our first step of the value chain, we will provide seeds and necessary tools to the underserved women so that they have what is needed to produce high-quality vegetables.

In the key partners' section, we mentioned that we would work together with the Ministry of Agriculture and Livestock to produce the seeds and enable them for vegetable production. Due to the nature of our business, we will be able to purchase these seeds at lower prices, which will help us achieve our goals and social impact. Furthermore, to facilitate and encourage more companies with social impact in Guatemala, the government, and their ministries, promote

different activities and subsidies. With their support, Felices Los Apios can allocate expenses in other social activities.

With our partner Fundación Guatemala, we will connect with companies and organizations to enable the tools that our partners, the underserved women, will need to grow and harvest the vegetables. This represents no costs for Felices Los Apios, as they will borrow the tools. Since the NGO and these groups of women are currently working the land in their gardens to grow vegetables, they already have partners to provide these tools.

Harvesting and Production

In agricultural practices, the results of production rely heavily on external factors. Such factors include:

- Climate and weather conditions
- Soil
- Logistics and safety involved

Although the weather in Guatemala allows almost any vegetable to thrive, we still cannot fully identify the number of vegetables we can harvest every season. The amount depends on all the factors mentioned above. However, what we can influence is the type of vegetables and the amount we produce. Having said this, we will follow the below procedure.

In the first months after we start the company, we will work with the underserved women to get rid of their vegetables, clean their garden, and start with the new natural seeds. After that, we will help them sell the vegetables so that nothing goes to waste.

Once clean, with the help of Ming Court as our first customer, we will start planting the vegetables that this restaurant needs the most and with their quantities. This process will help us begin identifying the needs of a restaurant in terms of the type of vegetables, amounts, and timelines.

Depending on the vegetables we grow, the vegetables can take between three weeks to some months to harvest. As we will have a network of underserved women working with us, we will plan accordingly with them to start at different times, allowing us always to have supplies for the restaurants. With a structured plan, we will be able to ensure enough supply while keeping our business sustainable.

As we grow our network of customers and their demands, we will also adapt to their needs and constantly offer the vegetables that are considered mainstream for every restaurant. To maintain quality and meet the market, we will mainly focus on those vegetables first, and then as we grow the network, we will also be able to offer more variety. In the beginning, our portfolio of vegetables will include:

- Carrots
- Onions
- Broccoli
- Pepper
- Garlic
- Snow Peas
- Celery

With the above portfolio, we can meet the demand of our first customer Ming Court, as these are the vegetables that we can grow in Guatemala very well, and we can supply them. But, of course, this will change in time as we expand the business. The harvesting and production will take place in Villa Nueva, Guatemala.

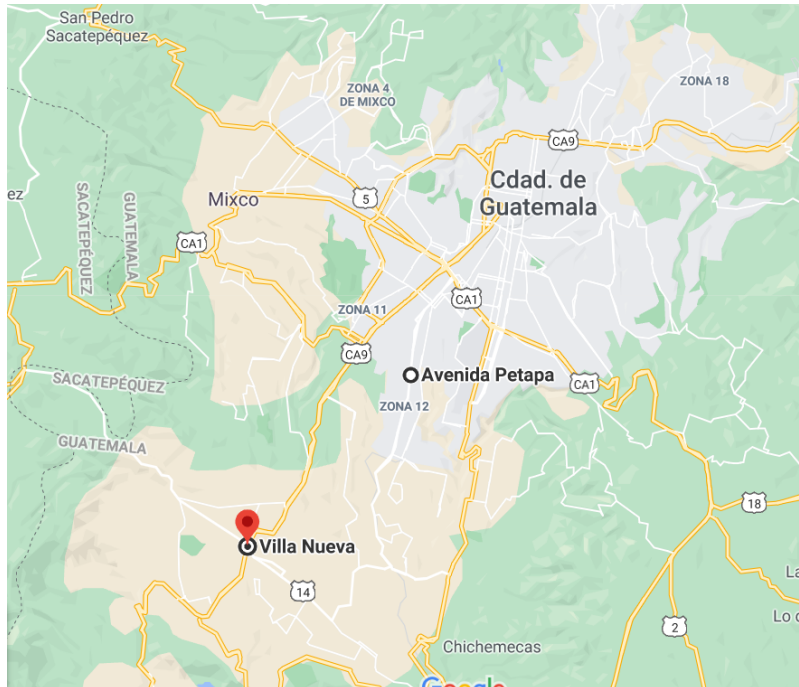


Figure 12: Harvesting and Production Location

Website

Felices Los Apios will have an online presence. Our website will serve as a platform for two things:

E-Commerce – our customers will be able to purchase the vegetables in the form of packages from our website. They can go through the entire customer experience, from navigating through our portfolio to payment and delivery methods. We want to ensure customer satisfaction and user-friendliness on our website as it is the front door to our business.

Social Engagement – as a social enterprise, we want to engage our customers in the different activities we develop and be part of our movement to help the underserved communities. Through our platform, we want to invite customers and individuals to learn about our values and ways to engage. We will also show transparency on how the money is allocated and how we are empowering women and their communities through Felices Los Apios.

Although our sales are through a platform and there is no direct communication, we will ensure that our customer service stays on top of every single purchase to generate a business relationship with our customers and improve through feedback. Our customers are valuable to us, and we want to guarantee that our services are aligned with our values and their needs with every purchased package.

Distribution Center

We will have a distribution center where we will gather the vegetables from the different gardens, package them and deliver them to our customers. This center will be in an area of Guatemala City called Petapa. This area is very concurred and offers a good location between the vegetables' area and the distribution into the city. The distribution center allows a good location for us to deliver the vegetables conveniently to the restaurants, and customers to come to pick up their vegetables if they are around and want to opt for more direct service.



Figure 13: Distribution Center Location

5.3.4. Promotion

Website

Due to the nature of our company and the industry that we are competing in, we will have a mix of various marketing strategies to engage our customers and grow our company.

Firstly, our website is considered one of our most crucial assets. Therefore, we will optimize it to maximize our customers' experience throughout their journey inside the platform. Furthermore, we will ensure that our website is a hub for information and projection of our expertise into the marketplace.

Social Media

Social Media is here to stay to be present on Instagram, Facebook, and WhatsApp as the leading social platforms Guatemalan people use. We will share updates on the various activities that we are engaging in, discounts, news, among others, through our pages. These updates will be our link to reach out to people beyond the restaurant industry to make them aware of our movement and the fact that they do not need to be our customers to engage socially in activities to help the underserved communities. Our Social Media focus is to tell stories and build personal connections between the underserved communities and the rest of society.

Referral Marketing

One of the most vital marketing strategies that have been present for a long time and still plays a significant role in the advertisement of a company is a referral. We are ensuring that customer experience is always satisfying to each of the entities that purchase from us and transparency in the social activities that we run and our values. Building up trust is vital for us, and we will guarantee good services so that the various restaurants spread the word about our service. In Guatemala, the restaurant industry is very tight, and everyone is connected in different ways,

whereas on a personal level or through distributors and locations. This allows referral marketing to be a potent tool for success.

Community Building

As part of our marketing strategies, we engage in community building as a reliable tool for involving our direct customers and the Guatemalan society in various activities. These include understanding the values of our business and the importance of belonging to a safe ecosystem where they can learn about underserved communities and ways to support them. Through Felices Los Apios, we want to enable activities and workshops around health, nutrition, and empowerment so that underserved communities can be activated and integrated. With the creation of monthly activities and discounts, we call out to individuals to be part of the movement. Such activities include going to the gardens and engage with women in their daily activities, teach the children about the importance of nutrition, volunteering, among others, with the idea of generating an inclusive environment for everyone.

5.3.5. Competitive Advantage

Our competitive advantage lies in our values. Through women empowerment, we are offering unique and natural vegetables that serve as a vehicle of well-being for consumers and as a source of enhancing the living conditions of underserved communities. With our company, we are serving a need of people to eat healthier and more natural and help women and their families improve their living conditions.

Through our company, we want to awaken the society that those underserved communities deserve opportunities to improve their living conditions. With Felices Los Apios, they have a chance to help. We expose the problems of those in need through for-profit operations combined with social functions to work together. We want to generate awareness that we all have the same opportunities and have the same rights and access to the economy.

6. Operational Plan

The value that a company creates is the profit margin generated:

Value Created and Captured – Cost of Creating that Value = Margin

To build a competitive advantage, we want to ensure that every step of the operational plan creates value. Therefore, we need to understand how our organization will generate this value to develop a competitive strategy. To achieve this, we use Michael Porter's value chain. A value chain is a set of activities that a company needs to carry out to create value for its customers. The chain is used to better examine each activity of the operational process and how they are connected. The set-up of these activities will determine the costs and the profits (Porter,1998). The following graph describes the chain of activities that will be practiced at Felices Los Apios.

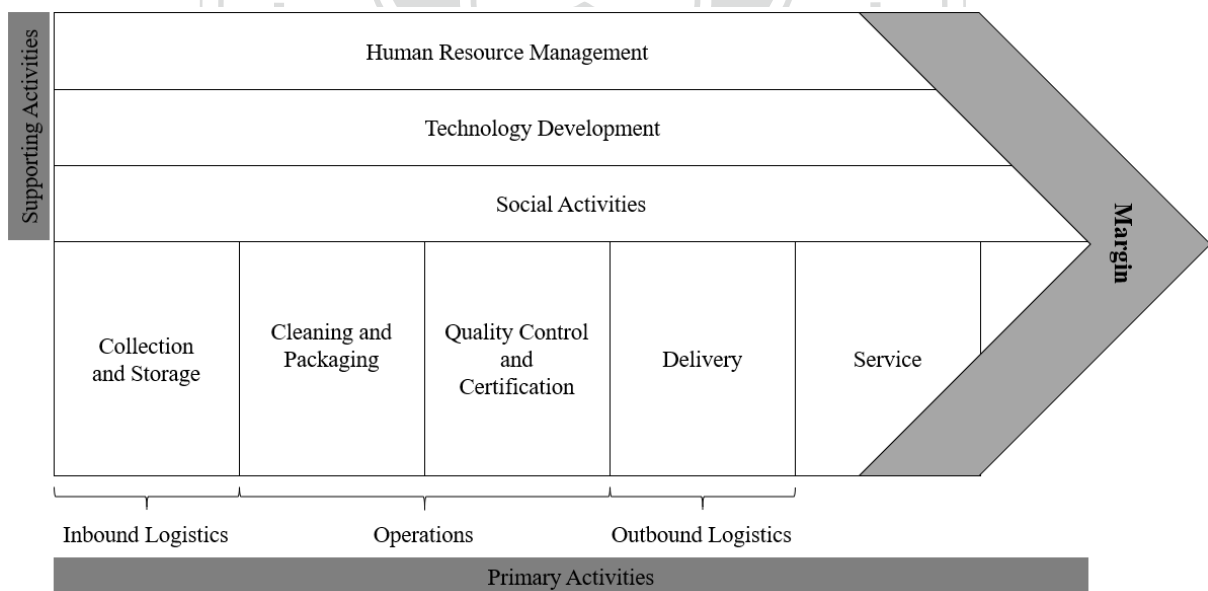


Figure 14: Porter's Value Chain

6.1. Primary Activities

6.1.1. Inbound Logistics

Collection and Storage

The vegetables will be harvested in the outskirts of Guatemala City. We will own a van that will collect the produce every two days or on a case-by-case basis depending on the needs and production results. Finally, we will bring the collected vegetables to the distribution center.

In the distribution center, we will have employees receiving the vegetables and re-organizing them.

6.1.2. Operations

Cleaning and Packaging

Once the vegetables have been re-organized, the cleaning and packaging process will start. For this part, we will have washing processes to ensure that vegetables are clean and ready to be packed. Guatemalans value the cleanness of products, so we need to ensure that every vegetable is well washed.

After washing, we set them to dry naturally, and we will pack them in boxes. As we care about the environment, we will use reusable boxes. We will wash and disinfect these boxes before each use to ensure that the vegetables are delivered in a clean and safe space.

Quality Control and Certification

One of our key differentiators is the quality of the vegetables that we will sell. We will have strict quality controls and work with certification agencies that will certify our process and the end-products to guarantee this. With this, we aim to generate strong relationships with our customers and build trust as we gain a competitive advantage. Our vegetables need to speak for themselves as they represent our brand and organization. Quality control will be implemented along the whole process, starting from the seed production to the delivery of the products. We

are partnering with the governmental institution of Food Regulation and Control. They provide a full service that gives us the sanitary registration of the distribution center and oversees quality, packaging, preventive measures, storage, and delivery. With this institution as a partner, we will be able to assure our customers of the highest level of certification.

6.1.3. Outbound Logistics

Delivery

Working with the delivery apps in Guatemala is an advantage for us, because it is a growing business in the country that has been building a good reputation in delivery for some years now. They are trusted partners by customers, so this will allow us to rely fully on their service while we focus on other areas of the business. On top of that, using these platforms will let us save on costs of vehicles and delivery staff.

Service

The last but equally important activity is customer service. We need to maintain the value of our service and our products provided to our customers. We will support them with interactive chat throughout the purchasing process and a comprehensive and user-friendly website to allow a smooth purchase. After delivering the vegetables, we will also be proactively approaching our customers to get feedback and offer further services to feel assisted and want to continue partnering with us.

6.2. Supporting Activities

6.2.1. Human Resource Management

To create value in our service and products we are practicing human resources activities to its highest standards to hire, retain, motivate, and reward our employees. Although at the beginning we will have very few employees working directly in the distribution center, we will guarantee a positive and safe environment for them. These employees will also be paid fairly through fair

trade practices so that they can have a safety net and not worry about the future. We will constantly enable tools and trainings for them as well, so that they can also grow within our community. All our employees will be given the same benefits and opportunities so that we can build trust and healthy relationships with them.

6.2.2. Technology Development

Our website is an essential part of our organization because it is the first gate for our customers to see us and engage with us. Therefore, we will work directly with an external IT agency to develop our website to achieve user-friendly interaction, safety management, and information processing.

We also care about protecting the data of our customers and staying current with our website. We will work with the agency to ensure that all activities related to IT run smoothly and safely.

6.2.3. Social Activities

As mentioned in the Customer Relations and Channels section, the underserved women working at Felices Los Apios will be our most valuable asset. We will treat them as our partners to make entrepreneurs out of each woman that comes to work with us. We want to empower them through different practices within our organization that will enable them tools and teach them skills that they can implement later on as they strive to create their own companies. Felices Los Apios will be a platform for these women to jump-start into the economy. This platform will then enable a cycle in which we can promote the independence of women and enhance their leadership to become a stronger version of themselves with the information and skills provided by us. We will achieve this through workshops offered to women and people in their communities. These workshops will be offered by volunteers that want to be part of our community and experts in the field. Through volunteering, we save on costs for the workshops and will only focus on providing the location.

7. Management & Organization

7.1. Organizational Structure

The organizational structure at Felices Los Apios will support the establishment of roles and responsibilities of the management team and employees to align our goals with our values. As we are a company that embraces equalities and inclusion, all employees are considered partners. Although all partners are part of the organization, they will be their own bosses keeping a straight-line communication among all parties through empowerment.

In the beginning, we will have two co-founders and our partners. The two co-founders will engage in the managerial tasks, while two employees will work at the warehouse and one part-time driver to bring the vegetables to the warehouse. Moreover, the underserved women will work more independently in their homes and act like partners. Although both co-founders have equal shares in the company (50% each), one of the founders will serve as CEO while the other founder will engage in COO activities. The following organizational structure defines the job positions and responsibilities of each partner involved.

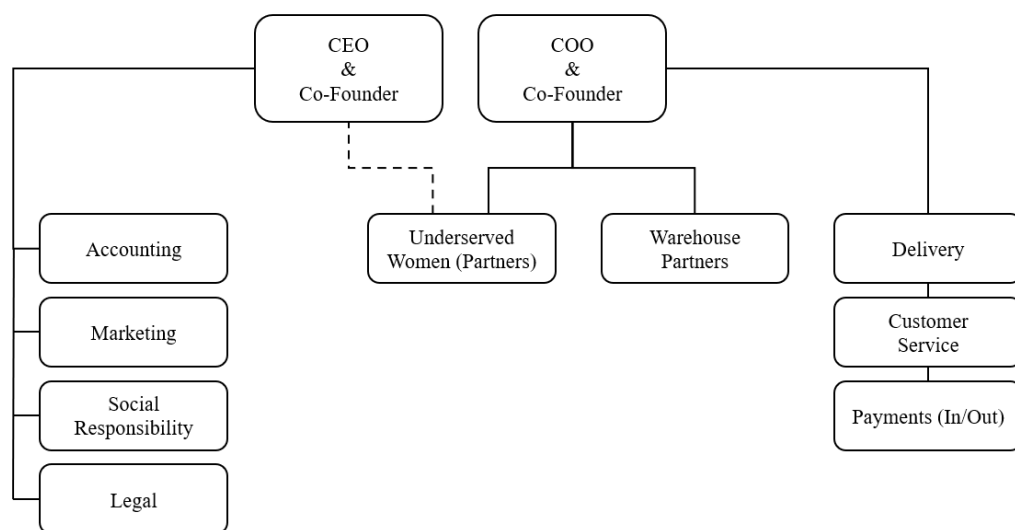


Figure 15: Organizational Chart

Both co-founders will be involved in all decision-making processes and each has individual departments to oversee. The key activities and responsibilities assigned are described below.

Co-Founders

- Strategy development and execution on a short and long-term vision
- Development of values and accountability to ensure company goals are aligned with the operations
- Establish social values and responsibilities
- Partnership building

CEO – Management

Oversee the following departments and engage in activities to ensure successful implementation.

- Accounting – support of an external accountant
- Marketing – engagement in campaigns to promote the business as well as create conscious consumption through social responsibility activities
- Social responsibility – cooperation with the NGOs to develop programs to educate the underserved women and their communities
- Legal – assistance of an external lawyer

COO – Operations

The operational tasks will be aligned with the long and short-term strategies.

- Work alongside underserved women (our partners) to ensure they have the tools and the trainings to perform their jobs
- Manage the warehouse alongside our two partners. Serve as the communication bridge to successfully perform all related tasks
- Ensure deliveries are done on time

- Customer service as a key activity to ensure success
- Payments in terms of salaries, rent and utilities, but also ensure successful payments from our partners



8. Financial Plan

To ensure that this project is sustainable, we require an extensive assessment of the financial health to continue operating while creating value for the shareholders. The financial statement is the starting point to measure the overall financial performance of a project (Knight & Bertoneche, 2001). Thus, measuring the financial performance of Felices Los Apios can lead to better management and rapid development into existing and new markets, creating shareholders wealth.

8.1. Assumptions in the Financial Performance

This section provides a detailed overview of the financial information for Felices Los Apios based on the following assumptions:

- The initial funding from 2 founders is equal to \$25,000
- The organization will be classified as a Limited Liability Company and will issue the number of 100,000 shares. 50,000 for each founder at an initial price of \$0.01
- Founders will not receive any compensation for the first two years
- Profits will be reinvested during the first two years
- Average Pound Price remains constant for the following four years
- Average Pound Price contains a mark-up that will be used to directly pay the underserved women as their source of income.

8.2. Initial funding

Felices Los Apios needs an initial investment of \$25,000 to start operating (see Table 2). We will use this amount to cover the expenditures of the first month. In accordance, in the following months, Felices Los Apios plans to extend its network of “underserved women” and raise additional capital to scale the business and reach a new market. Felices Los Apios will raise

capital by selling 10% of the equity to external investors during Year 1. The estimated offer is to sell 10,000 shares for a total of \$100,000 which may change as the business evolves in Year 1. The capital raised will be used to automate processes, acquire more assets, digitalize the business, and extend the network.

Table 3: Start Up Costs

Operating Capital	Spending (in USD)
Initial Payroll	678.17
Payroll Benefits	188.59
Warehouse Insurance	200
Rent	3000
Equipment	2000
Supplies	300
Marketing	1000
Vehicle	12000
Total	19,366.76

8.3. Sales Forecast

Felices Los Apios will start generating revenue in the eighth month of Year 1. We will need approximately seven months to put together the operations and start selling to our customers (see Figure 16). The sales will be based on the average price per pound. The reason to use the average price per pound is the wide variety of products we will be managing. This keeps the business running smoothly and allows the founders to focus on expansion and growth.

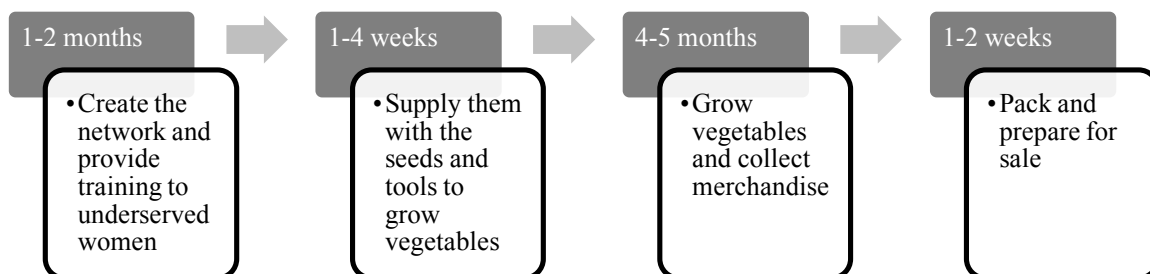


Figure 16 : Process Duration

Based on the market research explained in the previous sections, the average product price will be 1.10 USD per pound. Thus, we estimate a sales volume of 2,000 pounds during the first four months in 2022 with sales and a yearly pound growth rate of 250% as supply increases continuously while growing our network of women and customer base (see Table 3). The payment will take place immediately, and we will not take credit notes as a form of payment. This will allow Felices Los Apios to have a healthy cash inflow monthly from the first year onwards.

The average product price of 1.10 USD includes a mark-up. This mark-up relates to the sale of our products with which we will charge a premium. This mark-up will go directly to our partners, the underserved women, as their payment. This means that our inventory will be marked up so that we can ensure fair compensation to them. They will get the money weekly based on the amounts of vegetables sold. With this approach, we will encourage these women to enhance their productivity while getting remunerated for their services. Thus, we can build stronger relationships with the idea of more production equals more remuneration for them.

Table 4: Sales Volume Development

	Year 2022	Year 2023	Year 2024	Year 2025
Sales in Pounds	8,000	60,000	150,000	375,000
Revenue	\$8,800	\$66,000	\$165,600	\$412,500

8.4. Wages and Salaries

As a socially responsible organization, Felices Los Apios will offer a fair and transparent remuneration to all our employees. However, we differentiate between those employees working at our distribution center and our partners, the underserved women. Table 4 shows the remuneration for our employees. As shown in Section 3, most companies in the service and agricultural sector do not even pay minimum wage to their employees in Guatemala, Felices Los Apios will do so by offering fair wages and all the benefits that employees are entitled to under Guatemalan law.

Table 5: Wages and Salaries

Employee in USD)	Amount	Daily Pay	Days a Week	Year 2022	Growth Rate	Year 2023	Growth Rate	Year 2024	Growth Rate	Year 2025
Co-Founders	2	\$ 58.78	5	\$ 8,814.31	4%	\$ 9,166.88	4%	\$ 9,533.56	4%	\$ 9,914.90
Warehouse	2	\$ 58.78	5	\$ 8,814.31	4%	\$ 9,166.88	4%	\$ 9,533.56	4%	\$ 9,914.90
Part-Time Driver	1	\$ 7.35	5	\$ 2,203.58	4%	\$ 2,291.72	4%	\$ 2,383.39	4%	\$ 2,478.73
Salesperson & Customer Service	1	\$ 14.69	5	\$ 4,407.16	4%	\$ 4,583.44	4%	\$ 4,766.78	4%	\$ 4,957.45
TOTAL SALARY	6	\$ 139.60	20	\$24,239.36		\$25,208.93		\$26,217.29		\$27,265.98

Payroll Benefits per Person (in USD)	Monthly Benefits	Yearly Benefits
Incentive Bonus	32.50	390.00
Aguinaldo (13th salary)	30.61	367.26
Bono 14 (14th salary)	30.61	367.26
IGSS PATRONAL (Health Insurance)	39.19	470.24
IGSS SALARIAL (Health Insurance)	17.74	212.87
IRTRA (Theme Parks)	3.67	44.07
INTECAP (Technical Trainings)	3.67	44.07
Indemnification	30.61	367.26
TOTAL Payroll Benefits	188.59	2263.04

8.5. Cost Structure

Felices Los Apios Cost of Goods Sold is significantly low due to the support from the different partners mentioned in Section 2 that support the organization. Based on the prices on the market and the direct partnership with the diverse partners, we estimate an average cost of 0.01 USD per pound for the seeds. At the same time, the tools will be lent to us, thus allowing Felices Los Apios to invest in other areas such as extending the network of the underserved women, improving customer service, among others.

As mentioned in the previous sub-section, women will get paid based on the amount of produced vegetables that are sold. Per pound sold of the vegetables they produce; they will get 0.10 USD. With this mark-up we can ensure that they are receiving fair remuneration while being motivated to continuously produce.

Moreover, the additional operational expenses consist of marketing. As mentioned in the marketing mix section, we will allocate a marketing budget to focus on the user-friendliness of our website, social media, and offline marketing at an estimated 1,000 USD per year on a B2B level. The rent of the warehouse is 3,000 USD with insurance of 200 USD per month. The vehicle represents a one-time purchase with a straight-line depreciation of 5 years.

8.6. Income Statement

The value of an organization can be established by measuring the asset value directly and capitalizing on the earnings from the assets. Although different financial instruments lead to a different assessment of the actual value generated through the assets, the income statement summarizes the value of using assets jointly, becoming vital in evaluating a company's performance and future development (Penman, 2009).

The income statement of Felices Los Apios (see Table 5) forecasts the performance over the next four years of the organization. The forecasted revenue and expenditure allow us to observe

the organization's present and future growth and manage the expenditures according to the strategic goals. Moreover, potential investors can use this information to assess the potential growth of the organization over time (Knight & Bertoneche, 2001).

Table 6: Income Statement

Felices Los Apios Income Statement				
	2022	2023	2024	2025
Gross Revenue	\$ 8,800.00	\$ 66,000.00	\$ 165,600.00	\$ 412,500.00
Cost of Good Sold	\$ 880.00	\$ 6,600.00	\$ 16,500.00	\$ 41,250.00
Net Revenue	\$ 7,920.00	\$ 59,400.00	\$ 149,100.00	\$ 371,250.00
Salaries	\$ (24,239.36)	\$ (25,208.93)	\$ (26,217.29)	\$ (27,265.98)
Rent & Equipment	\$ (50,400.00)	\$ (38,400.00)	\$ (38,400.00)	\$ (38,400.00)
Marketing	\$ (1,000.00)	\$ (1,000.00)	\$ (1,000.00)	\$ (1,000.00)
Supplies	\$ (3,600.00)	\$ (9,000.00)	\$ (22,500.00)	\$ (56,250.00)
Misc	\$ (12,000.00)	\$ (12,000.00)	\$ (12,000.00)	\$ (12,000.00)
Total Operating Expenses	\$ (91,239.36)	\$ (85,608.93)	\$ (100,117.29)	\$ (134,915.98)
EBITDA	\$ (83,319.36)	\$ (26,208.93)	\$ 48,982.71	\$ 236,334.02
Interest	\$ -	\$ -	\$ -	\$ (52,673.25)
Depreciation	\$ (2,400.00)	\$ (2,400.00)	\$ (2,400.00)	\$ (2,400.00)
Earning	\$ (85,719.36)	\$ (28,608.93)	\$ 46,582.71	\$ 233,934.02
Net Profit	\$ (85,719.36)	\$ (28,608.93)	\$ 23,291.36	\$ 116,967.01

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10. Appendix

10.1. Altruistas Good

The group was organized in 2011, starting with different community activities, such as health checks, workshops to strengthen women's capacities, in coordination with the municipality of Villa Canales in the outskirts of Guatemala City. They work as a movement made up of and for women in that municipality. Until 2016 they have the group the name Altruistas Good under the command of Marixa Contreras. Since the beginning, this organization has promoted social justice, empowerment as community leaders, and motivating more women to join the group.

Altruistas Good is a group of empowered women who engage in social activities, volunteer in the communities, help other housewives (without any salary), contribute to their development, education, entrepreneurship, and guidance for women, children, and children adolescents.

Vision

Grow as a group of Altruistic Women with a social orientation. They are empowered nationally and internationally through volunteer work and the development of new opportunities to include women and their children's education.

Mission

Contribute to the integral education, emotional and cultural development in society so that women recognize their duties, obligations, and most importantly, their rights while promoting inclusion and eradicating all violence and discrimination.

In 2020, Fundación Guatemala gave them supplies such as wooden boxes, garden tool kits, seeds of different varieties (onion, tomato, chili, pepper, radish, cabbage, lettuce, coriander, parsley, leek, and celery), and yards of black nylon for the implementation of the project

"Planting Vegetables for Food Security." The project began with the participation of 15 women who make up Altruistas Good. They began to work on a piece of land located in the village of La Virgen in the municipality of Villa Canales, owned by Mrs. Magdalena Lopez. She gave the land to these women for two years; sometime after the process began, women from other communities joined and began to use the garden in their homes with the support from the Altruistas Good members. They now engage in workshops by socializing information about the benefits of establishing family gardens at home. This has shown that it is possible to take advantage of little space and significantly impact it if worked collectively against food insecurity and better opportunities.



Figure 17: Altruistas Good

10.2. Organización 7 de Noviembre

This organization rises as a result of the earthquake that shook Guatemala on November 7, 2012. As a consequence of the devastating event, a social organization called CEDEPCA put together a group of women. This group was organized and motivated to support women to overcome the consequences of the earthquake and seek new alternatives for women to participate and overcome the fear in which they had immersed themselves. For this reason, the organization took the name of 7 de Noviembre. CEDEPCA, jointly with Fundación Guatemala, organized and promoted several workshops. One of the workshops was led on building community resilience for disaster risk reduction.

The organization 7 de Noviembre is made up of 25 women who participate in different trainings and activities. With the support of a Resilient Community Fund – FCR – sponsored by Fundación Guatemala, this group of women was given the resources to implement organic agriculture. This was possible through the implementation of aerial beds for the food security of women and their families and to acquire a tool bank so that they can have access to the necessary equipment for the preparation and work of the land. The tool bank is an alternative to respond to one of the many needs that women face when carrying out agricultural activities.



Figure 18: 7 de Noviembre

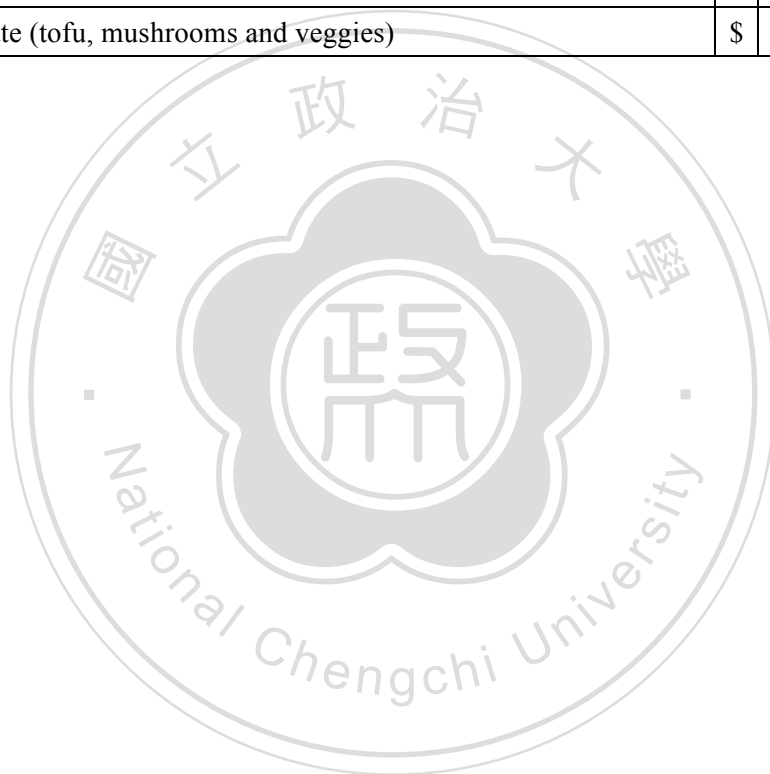
10.3. Restaurant Ming Court Menu

Table 7: Ming Court Menu

Entrees		
Spring rolls with sweet and sour sauce (6units)	\$	5.46
Fried wonton shrimps with sweet and sour sauce (12 units)	\$	5.59
Fried wonton beef with sweet and sour sauce (12 units)	\$	5.33
Chicken salad	\$	4.94
Soups		
Ming Court Special	\$	7.15
Corn Soup	\$	6.24
Tofu Soup	\$	7.54
Wonton Shrimp Soup	\$	7.80
Wonton Beef Soup	\$	7.41
Mien Soup - Mixed	\$	8.97
Mien Soup - Chicken	\$	7.80
Mien Soup - Beef	\$	8.06
Mien Soup - Shrimp	\$	11.18
Mien Soup - Pork	\$	8.84
Fish		
Fish fillet with veggies	\$	9.10
Fried fish	\$	8.97
Fish fillet with bamboo, mushrooms and oyster sauce	\$	9.36
Fish fillet with garlic and butter	\$	9.49
Shrimp		
Jumbo shrimp (spicy)	\$	12.87
Jumbo shrimp with garlic and butter	\$	12.87
Grilled jumbo shrimp (Tipansiu)	\$	12.87
Fried shrimp	\$	10.14
Shrimp with veggies	\$	10.14
Chicken		

Chicken with sesame seeds and honey	\$	8.19
sweet and sour chicken	\$	7.80
Chicken with fresh mushrooms (Sincu)	\$	9.10
Chicken with Oyster Sauce	\$	7.80
Chicken with veggies	\$	7.67
Chicken with curry sauce	\$	7.54
Chicken with plum sauce	\$	8.84
Orange chicken	\$	8.84
Beef		
Beef with oyster sauce	\$	8.58
Beef with fresh mushrooms (Sincu)	\$	9.62
Beef with veggies	\$	8.58
San Choy Pau (Chinese tacos with lettuce, beef and veggies)	\$	9.75
Beef with curry sauce	\$	8.58
Pork		
Cha Siu (pork steak Chinese style)	\$	9.36
Pork with sweet and sour sauce	\$	8.58
Duck		
Duck with oyster sauce and mushrooms	\$	10.14
Beijing duck	\$	11.05
Noodles		
Singapore style rice noodles with shrimp and cha siu	\$	10.14
Chao Mien - Beef	\$	6.37
Chao Mien - Shrimp	\$	10.92
Chao Mien - Chicken	\$	6.11
Chao Mien - Pork	\$	7.67
Chao Mien - Mixed	\$	7.67
Rice		
Fried Rice - Cha Siu	\$	7.67
Fried Rice - Beef	\$	6.37
Fried Rice - Shrimp	\$	10.92
Fried Rice - Mixed	\$	7.67
Fried Rice - Chicken	\$	6.11
White Rice	\$	2.08

Chap Suey		
Chap Suey - Shrimp	\$	11.05
Chap Suey - Chicken	\$	7.80
Chap Suey - Mixed	\$	9.62
Chap Suey - Beef	\$	9.10
Chap Suey - Cha Siu	\$	9.36
Others		
Mixed meat (chicken, beef, shrimp and fish)	\$	13.65
Ma Po Tofu (beef with tofu and spicy sauce)	\$	11.70
Vegetarian plate (tofu, mushrooms and veggies)	\$	11.05



10.4. Felices Los Apios Website



Figure 19: Homepage

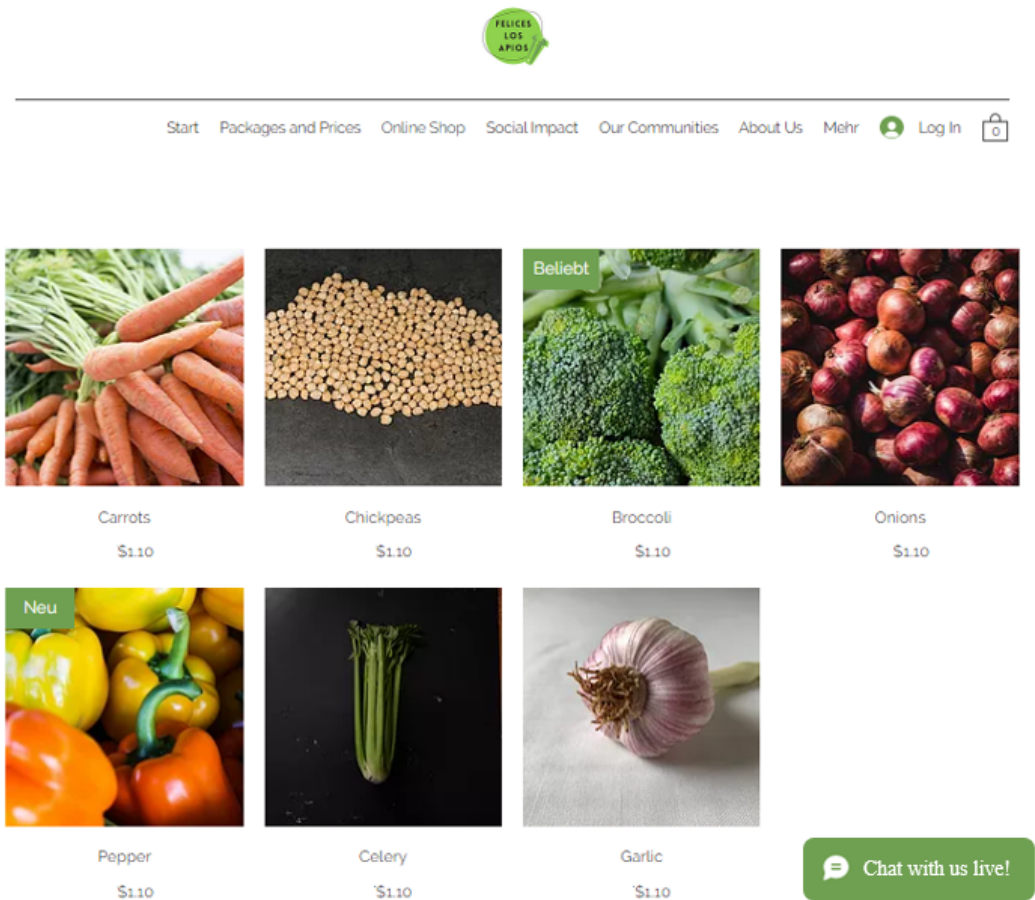


Figure 20: Online Shop