



Vol. 41 (Issue 07) Year 2020. Page 16

# Design of a business model based on Canvas method for the marketing of Smoothie Bowls in the Guayaquil's city (Ecuador)

Diseño de un modelo de negocio basado en el método Canvas para la comercialización de *Smoothie Bowls* en la ciudad de Guayaquil

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Received: 18/10/2019 • Approved: 17/02/2020 • Published 05/03/2020

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#### ABSTRACT:

The purpose of this research is to determine appropriate channels to market the Smoothie Bowls in the city of Guayaquil. That is why we propose the use of a business tool known as the Canvas Business Model created by Alex Osterwalder since it facilitates the connection of 9 basic actors that enrich a business. In order to identify the appropriate segment client, surveys of people attending parks and / or gyms were determined. **Keywords:** Smoothie Bowls, Model Business Canvas, commercialization, customer

#### **RESUMEN:**

La presente investigación tiene como finalidad diseñar un modelo de negocio para comercializar los Smoothie Bowls en la ciudad de Guayaquil. Es por esto que se plantea el uso de una herramienta de negocio conocida como Modelo de negocio Canvas creado por Alexander Osterwalder puesto que facilita la conexión de 9 actores básicos que enriquecen un negocio. Para poder identificar al cliente segmento apropiado se determinó la realización de encuestas a personas que asisten a parques y/o gimnasios.

**Palabras clave**: Smoothie Bowls, Modelo de negocio Canvas, comercialización, cliente

#### 1. Introduction

This research was born such as a college undertaking project to propose an innovative business alternative in the city, and can minimize the risk of failure in the microenterprise. It is part of the need to develop a culture of innovation and entrepreneurship in young graduates and they can carry a study out from a more practical point of view; Therefore, the CANVAS method allows us to develop our business model focusing on what our client wants, thinks and feels. (DUQUE Aldaz, PAZAN Gómez, & ÁLVAREZ Vasco, 2018)

The consumption of healthy food more than a necessity is an obligation since day by day illness by consumption bad preparation of food or unhealthy ingredients makes a society with low nutrition levels that cause illness because of poor diet.

This research offers the local market of Guayaquil a healthy and nutritious product capable of maintaining a balance of life with a progressive consumption and through the use of a business tool it is proposed to define the ideas of the business to be created, to identify the factors that surround the market.

Smoothies or also known as 'soft drinks' are a great source of hydration, since the main ingredient of this drink so desired are fruits or vegetables; This varies according to your choice. The nutritionist Kimberly Snyder of American nationality was the creator of this shake, this occurred when she observed that there were people who were not attracted to the consumption of fruits and vegetables, calling it "Glowing Green Smoothie", which was a shake that promised great benefit (EFE, 2017). Smoothies are popularly known for being a beverage with a pleasant flavor, and one of the differentiating characteristics of this beverage with traditional juices is consistency, since, having the main ingredients such as dairy products plus fruit choice; at the time of liquefying the creaminess of the shake takes presence and even turns out to be like an ice cream (Gartzia, 2016). The different and delicious thing about smoothies is that the fruit or dairy is frozen; and at the time of processing it, they use no chemical, since the combination of fruits and certain natural liquids such as whole milk, almonds, coconut or soy will help the smoothie remain natural.

As for the structure of a business, it includes the existence of personnel to carry out administrative and operational activities with their respective resources, where everyone interacts to develop a product or deliver a service (Becerra & Padilla, 2018). The business model terminology encompasses its own concepts and elements that, when linked, find the logic by which a company exists and subsists. (Delgado, 2017).

#### 1.1. Business Model.

In order to understand what a business model refers to, some conceptualizations of known authors are mentioned, thus having:

According to Linder and Cantrell (2000) an operational business model is the core of a company for the generation of value focused on performance where it declares how it generates utility. Osterwalder, Pigneur, and Tucci (2005) express that a business model is a set of several elements with their respective relationships that allow defining the reason for a business, describing the value proposition for the segments you wish to reach, its establishment, and the partners, to create a profitable and safe environment.

As for Casadesus-Masanell (2004), the business model is a "set of assets, activities and an asset governance structure" (pág. 8). The aforementioned assets are delimited by all those tangible and intangible assets, the infrastructure, machinery as part of the tangible and the competencies of a collaborator, and the service of attention as part of the intangible. At the time the organization executes its activities, the contribution of the partners, customers and their suppliers is involved, to detect the needs imposed by the market, and the activities related to its execution (Amit y Zott, 2009).

Ricart (2009) considers that the content of the model is focused on products, resources and information, mentions that the structure of the model is backed by the human part, its relationships and the knowledge to operate the model which will allow to have a transaction governance where key resources, information fluctuations and all legal instances present in its execution can be controlled. Finally, Osterwalder and Pigneur (2010) define that the business model details guidelines where organizations focus the value proposition on their creations. The bases of the business model are focused on the delimitation of the good or service to be offered and the resources required for them, besides the activities that the actors of the model must execute for its operation, and the different tools that the organization has to develop to ensure stable permanence in the market.

That is to say, the business model is a scheme that the organization takes on to carry out its business activity where the proportion of value to the client is designed; making this main actor can perceive it and meet its need. The meeting point in which a business model finds its balance includes the relationship with the customer, the value proposition; and the method to get benefits for it (Aguilar and Sánchez, 2018).

#### 1.2. Canvas of Value

The canvas of the value proposition is a graphic representation created by Osterwalder and Pigneur which comprises 6 sections divided into 3 stages focused on Observe, Design and Validate (Corral, 2015). Within these stages, the customer profile, the value map, and the fit of both variants are defined.

#### First stage: Observe (Customer Profile)

This stage focuses on the definition of those negative, positive and current characteristics that the client faces when solving a problem or meeting a specific need. Customer work, joys, and frustrations are defined.

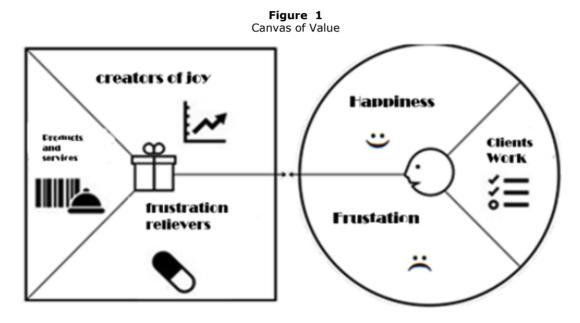
#### **Second Stage: Design (Value Map)**

The second stage provides the design of the valuation proposal that the company intends to deliver; Therefore, it is important to know exactly the thinking and requirements of a client; to deliver value in a precise way. The product to be offered, they define the creators of joys and the alleviators of frustrations

#### Third Stage: Validate (Value Canvas Lace)

The most important and decisive stage of the Canvas; is to ensure that both the customer profile and the value map can fit; to deliver the real value and for which the customer would pay.

The full representation of the canvas is as follows:



Source: (Herrera, 2018)

#### 1.3. The Canvas Model and its Structure

The Canvas method or also known as Business Model Canvas was born as part of the doctoral thesis project of Osterwalder Alex under the guidance of Yves Pigneur in 2010; later, Osterwalder uploaded his project to the network which was very popular (Campos, 2016). Within this model, the basic and specific needs that a client seeks to meet are determined, where he has economic resources and can acquire what is offered by the company that could detect that need.

Chesbrough and Rosembloom (2002) mention that the functions of the business model should: design the value proposition, find market segmentation, establish the value chain that allows the company to position itself through the formulation of competitive advantages, and specify revenue generation by estimating the cost structure and profit.

That is why, so that a business model becomes profitable; this should have a complete and comprehensive vision of what the market really needs and thus become a company with a reliable position, backed by innovation.

Osterwalder y Pigneur (2010) in their book Generating Business Models, conclude that the best way to structure a business model is in the identification of 9 fundamental modules that express the activities to follow of an organization to achieve its desired profitability. The realization of a Canvas model helps organizations to save on the investment of certain resources, since it allows to develop a structure that defines and detect the business opportunities that can be satisfied in a market (Quezada-Sarmiento and Mengual-Andrés, 2018).

We focus the areas present in the schematization of a Canvas business model on supply, customer, infrastructure and economic profitability. They summarize these 4 components divided into 9 modules of the Canvas model:

**Table 1**Canvas business model composition

COMPONENT	MODULOS
Offer	Value Proposal
	Customer Segment
Client	Channels
	Clients Relationship
	Key Resources
Infrastructure	Key Activities
	Key Partners
Economic Profitability	Cost Structure
	Income Stream

Source: Adaptation (Osterwalder, 2004)

It can be seen it in table 1, that the 9 modules of the Canvas business model encompass 4 important components within a market; the offer determines what they will deliver either a product or service and what makes it unique in the face of competition; the customer is delimited by the segmentation and activities that have to be carried out to deliver the offer, the infrastructure is the establishment of resources, tangible and intangible, and those material and intellectual resources to be executed for the business to operate and finally, every business seeks to generate financial profitability, which is why the costs and revenue streams that the organization will have will be established.

This tool allows the creation of an effective model to validate its viability, which, besides generating economic profitability, will identify the subjects present in the business. At the time of making the Canvas, you must answer 4 basic questions that reflect 4 fundamental areas that make up the formation of the business model.

These questions are:

**Table 2**Basic Canvas business model questions:

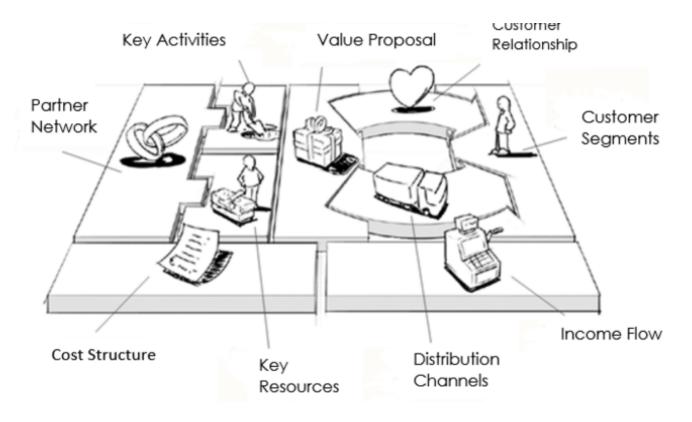
How?	What?	Who?		
Focused on the activities of the organization	Focused on the offer of either the product or service	Focused on the activities related to the sale.		
When?				
Focused on monetary transactions.				

Source: Own Elaboration

In Table 2, we can see that the Canvas's own schematization begins to shape on the basis of the questions raised, so that at the time of answering each question the 9 components of the Canvas method can be completely structured.

The graphic representation of the Canvas business model is represented as follows:

**Figure 2**Canvas business model structure



Source: Adaptation (Relayeur, 2015)

In (figure 2) the 9 modules that make up the Canvas business model can be seen, it is structured by: value proposition, customer segment, channels, customer relationship, income flow, key resources, key activities, key partners and cost structure.

#### **Value Proposal**

The value proposal is the combination of those goods whether products or services that an organization offers to its potential customers in order to connect interests of both the company and the market; through which the client seeks to meet their needs and the company remunerates the required good. (Mejía, 2003)

The value proposal is defined by the products or services that meet the needs of the segmented market. The benefits established in a product or services can be defined by quantitative variables, such as price, waiting time; and qualitative variables focused on the aesthetics of a good. (Osterwalder and Pigneur, 2010) That is, business opportunities with high standards manage to add value significantly to the final consumer (Cervilla de Olivieri, 2009).

#### **Customer Segment**

Segmentation is understood as the task of grouping certain individuals and then regrouping them by specific needs that they seek to meet, the characteristics and behavioral actions of a sought need are defined. Each segment will act differently; hence, it is clear the importance of deriving the business to a segmentation of suitable clients, since, if the market is not identified correctly, the business could lose its direction towards the market in which it seeks to position itself (Lazzari, 1999). Schiffman and Kanuk (2010) conclude that a correct segmentation provides a practical and successful structuring to achieve positioning within a market.

#### Channels

The company must establish its communication, distribution and sales channels since the correct definition of these will help the client to know the path by which he must resort to obtain his value proposition in the good delivered (Osterwalder and Pigneur, 2010).

#### **Customer Relationship**

The company must define what type of relationship it wants to maintain with its client, since these may vary in terms of customization or automation. The purpose of establishing a specific relationship allows the company to achieve its customers (Sánchez Guerrero y Arellano Gónzalez, 2017).

#### **Income flows**

This module details all sources of income that the client has to cancel for the value proposal received. The monetary amounts that the segment or segments are willing to cancel for the offer are identified

(Banchieri, Blasco, y Campa-Planas, 2013).

#### **Key Resources**

The key resources are necessary to deliver the offer of value, these can be divided into intellectual, material, human or technological resources. The key resources are the result of the identification of the channels, the relationship and the sources of income; managing to break down resources more easily. (Campos Moreno, 2012)

#### **Key Activities**

Those key activities that the organization executes for the subsistence of the model are defined. These key activities will be encompassed by the delivery of value, resources, the market segment, the way income is perceived; as well as the relationship with the client. (Osterwalder y Pigneur, 2010).

#### **Key Partners**

The key partners are defined by those associations of agents external to the organization with the purpose of alliance resources that allow to reach the client with their respective value proposition. It is vitally important that these alliances strengthen organizations in order to remain in the market. (Banchieri, Blasco, y Campa-Planas, 2013)

#### **Cost structure**

This last module details all the fixed and variable costs that the company must have in order to start its commercial operations. Whether production, purchase or sale activities, at the end of the day, these generate expenses for an organization. (Soto Sánchez, 2014)

#### 2. Methodology

To collect the necessary information, surveys were conducted on a population sample of 385 individuals attending gyms and parks to exercise. The surveys consisted of 19 questions that allowed to collect among them; their age, gender, occupation, income, healthy conscience, as well as the recurrent consumption of fruits and smoothies, among others aspects that were included in the questions.

For the analysis of the surveys, the SPSS program was used, which allowed to process the information with greater precision.

#### 3. Results

Below is the summary in the form of tables of the results obtained for some of the questions asked in the survey.

As you can see from a bivariate analysis, regarding the sex variable, questions were made in order to appreciate the trends and know in which sector the product had greater acceptance, so that a better penetration campaign can be carried out and product positioning.

**Question N° 1**Gender to which it belongs

		Percentage
Valid	Male	44,2
	Female	55,8
	Total	100,0

Question N° 2 How old are you?

	Male	Female	Total
18-23	13,0%	18,2%	31,2%

% of total	44,2%	55,8%	100,0%
44-50	3,6%	5,2%	8,8%
38-44	4,7%	4,4%	9,1%
32-38	6,8%	6,5%	13,2%
28-32	7,3%	7,0%	14,3%
23-28	8,8%	14,5%	23,4%

**Question N° 3** Area in which they live

	Male	Female	Total
North	27,3%	35,6%	62,9%
South	13,5%	14,8%	28,3%
Middle	3,4%	5,5%	8,8%
% of total	44,2%	55,8%	100,0%

Question N° 4 What do you do?

	Male	Female	Total
Student	13,2%	20,8%	34,0%
Homemaker	0,3%	4,7%	4,9%
Social Worker	14,5%	18,2%	32,7%
Professional	16,1%	12,2%	28,3%
% del total	44,2%	55,8%	100,0%

Question N° 5
What are the economic income you receive monthly?

	Male	Female	Total
N/T	7,0%	14,8%	21,8%
Between \$386-\$450	15,6%	21,6%	37,1%
Between \$450-\$600	4,7%	6,5%	11,2%
Between	6,2%	4,2%	10,4%

% of total	44,2%	55,8%	100,0%
More than 1.000	4,7%	2,6%	7,3%
Between \$800-\$1.000	6,0%	6,2%	12,2%
\$600-\$800			

Question N° 6
On a scale of 0 to 5 (0 less healthy and 5 healthier)
How much do you care about your health?

	Male	Female	Total
(0) It does not worry me	0,8%	0,5%	1,3%
(1) little worrisome	0,5%	0,8%	1,3%
( 2) Something worrisome	3,1%	4,2%	7,3%
(3) half worrisome	5,7%	7,8%	13,5%
(4) It worries me	13,0%	16,9%	29,9%
(5) Too worrrying	21,0%	25,7%	46,8%
% of total	44,2%	55,8%	100,0%

	Male	Female	Total
Too Important	14,0%	21,6%	35,6%
Very Important	20,0%	20,0%	40,0%
Important	8,8%	12,7%	21,6%
Less Important	0,8%	1,6%	2,3%
Nothing Important	0,5%	0,0%	0,5%
% of total	44,2%	55,8%	100,0%

Question N° 8
How often do you consume fruits? (Per week)

	Male	Female	Total
Once	3,9%	4,7%	8,6%
Twice	8,3%	14,3%	22,6%
Three times	8,3%	10,6%	19,0%
Four times	6,5%	6,2%	12,7%
Five times	5,2%	7,5%	12,7%
Six times	1,8%	3,1%	4,9%
Every day	10,1%	9,4%	19,5%
% of total	44,2%	55,8%	100,0%

Question N° 9
How often do you consume fruit smoothies or juices? (Per week)

	Male	Female	Total
Once	4,9%	6,8%	11,7%
Twice	9,6%	9,6%	19,2%
Three times	6,8%	9,6%	16,4%
Four times	5,5%	6,2%	11,7%
Five times	3,6%	7,3%	10,9%
Six times	2,1%	4,2%	6,2%
Every day	11,7%	12,2%	23,9%
% of total	44,2%	55,8%	100,0%

Question N° 10
The fruit shakes you usually consume as you usually prefer? (per week)

	Male	Female	Total
Homemade	33,8%	41,0%	74,8%
Buy them	10,4%	14,8%	25,2%
% perl total	44,2%	55,8%	100,0%

#### Question N° 11

Did you know that a smoothie bowl is a creamy milkshake made with fruits and milk base, it also has dressings rich in nutrients and vitamins?

	Male	Female	Total
I knew it	11,4%	13,5%	24,9%
I did not know it	32,7%	42,3%	75,1%
% of total	44,2%	55,8%	100,0%

#### Question N° 12

	Male	Female	Total
Too interested	9,4%	15,8%	25,2%
Very interested	17,4%	20,5%	37,9%
Interested	13,8%	16,4%	30,1%
Less interested	3,4%	3,1%	6,5%
Nothing interested	0,3%	0,0%	0,3%
% del total	44,2%	55,8%	100,0%

**Question N° 13**How innovative do you consider the product (Smoothie Bowls as an innovative product)?

	Male	Female	Total	
Too innovative	11,2%	13,2%	24,4%	
Very innovative	18,2%	22,6%	40,8%	
Innovative	12,2%	18,7%	30,9%	
Less innovative	2,3%	0,8%	3,1%	
Nothing innovative	0,3%	0,5%	0,8%	
% of total	44,2%	55,8%	100,0%	

#### Question N° 14

Do you consider that the product meets your needs (Tastes and / or preferences)?

	Male	Female	Total
Yes	41,6%	53,5%	95,1%

No	2,6%	2,3%	4,9%
% of total	44,2%	55,8%	100,0%

## Question N° 15 Do you consider that the product meets your needs (Tastes and / or preferences)?

	Male	Female	Total
Yes	43,1%	54,8%	97,9%
No	1,0%	1,0%	2,1%
% of total	44,2%	55,8%	100,0%

Question N° 16
Rate in ascending order the aspects that you consider decisive when buying a product.

	Male	Female	Total	
Price	9,9%	11,9%	21,8%	
Brand	2,1%	3,6%	5,7%	
Container	2,3%	2,9%	5,2%	
Flavor	8,1%	10,4%	18,4%	
Satisfaction	6,8%	7,8%	14,5%	
Quality	15,1%	19,2%	34,3%	
% of total	44,2%	55,8%	100,0%	

## Question N°17 By what means would you like to receive information about Smoothie Bowls?

	Male	Female	Total
Social Network	21,8%	31,7%	53,5%
Flyers	5,2%	7,0%	12,2%
E mail	2,6%	2,6%	5,2%
Whatsapp	14,5%	14,5%	29,1%
% of total	44,2%	55,8%	100,0%

Question N° 18
Rate in ascending order the logo that you think should identify our product.

logos to choose from

LOGO A

**LOGO B** 

LOGO C







#### Logos of your choice

Logo you like most				
	Male	Male Female		
Logo A	7,0%	7,5%	14,5%	
Logo B	31,7%	41,8%	73,5%	
Logo C	5,5%	6,5%	11,9%	
% of total	44,2%	55,8%	100,0%	

		How inno	ovative do y	ou conside	r the produc	ct?		
gender to which it belongs	Age Range	Too Innovative	Very innovative	Innovative	Less innovative	Nothing innovative		
	18-23	2.9%	5.7%	3.9%	0.5%	0.0%	13.0%	
	23-28	2.3%	3.9%	2.1%	0.5%	0.0%	8.8%	
Mala	28-32	2.1%	2.9%	2.1%	0.3%	0.0%	7.3%	44.20/
38-4	32-38	1.6%	2.6%	2.1%	0.3%	0.3%	6.8%	44.2%
	38-44	1.6%	1.8%	1.0%	0.3%	0.0%	4.7%	
	44-50	0.8%	1.3%	1.0%	0.5%	0.0%	3.6%	
Female	18-23	5.2%	7.5%	4.9%	0.3%	0.3%	18.2%	55.8%
	23-28	3.1%	5.7%	5.5%	0.3%	0.0%	14.5%	
	28-32	1.0%	2.9%	2.6%	0.3%	0.3%	7.0%	
	32-38	1.6%	2.9%	2.1%	0.0%	0.0%	6.5%	

38-44		2.6%	0.5%	0.0%	0.0%	4.4%
44-50	24.4%	1.0% <b>40.8%</b>	3.1% <b>30.9%</b>	0.0% <b>3.1%</b>	0.0%	5.2%

	How innovative do you consider the product?										
gender to which it belongs	By what means would you like to receive information about Smoothie Bowls?	Too Innovative	Very innovative	Innovative	Less innovative	Nothing innovative					
	Redes Sociales	6.5%	7.3%	6.5%	1.3%	0.3%	21.8%	44.2%			
Male	Volantes	0.5%	2.6%	1.3%	0.8%	0.0%	5.2%				
	E mail	0.8%	1.6%	0.3%	0.0%	0.0%	2.6%				
	Whatsapp	3.4%	6.8%	4.2%	0.3%	0.0%	14.5%				
	Redes Sociales	8.1%	12.2%	10.6%	0.5%	0.3%	31.7%				
Female	Volantes	1.8%	2.6%	2.6%	0.0%	0.0%	7.0%	55.8%			
	E mail	0.3%	1.0%	1.3%	0.0%	0.0%	2.6%				
	Whatsapp	3.1%	6.8%	4.2%	0.3%	0.3%	14.5%				
		24.4%	40.8%	30.9%	3.1%	0.8%					

How innovative do you consider the product?										
gender to which it belongs	Area in which they live	Too Innovative	Very innovative	Innovative	Less innovative	Nothing innovative				
	North	7.3%	10.6%	8.1%	1.3%	0.0%	27.3%			
Male	South	3.1%	6.5%	3.4%	0.5%	0.0%	13.5%	44.2%		
	Center	0.8%	1.0%	0.8%	0.5%	0.3%	3.4%			
Female	North	9.4%	15.6%	10.4%	0.0%	0.3%	35.6%	55.8%		
	South	3.4%	5.2%	5.7%	0.3%	0.3%	14.8%			

Cen	ter 0.5%	1.8%	2.6%	0.5%	0.0%	5.5%	
	24.4%	40.8%	30.9%	3.1%	0.8%		

By what mea	ns would y	ou like to rece	ive informa	ation abou	t Smoothie	Bowls?	
gender to which it belongs	Sector en que vive	Social Network	Flyer	E mail	Whatsapp		
Male	North	12.7%	3.4%	2.1%	9.1%	27.3%	44.2%
	South	6.8%	1.6%	0.5%	4.7%	13.5%	
	Center	2.3%	0.3%	0.0%	0.8%	3.4%	
Female	North	20.0%	5.2%	2.1%	8.3%	35.6%	55.8%
	South	9.1%	1.0%	0.3%	4.4%	14.8%	
	Center	2.6%	0.8%	0.3%	1.8%	5.5%	
		53.5%	12.2%	5.2%	29.1%		

gender to which it belongs	Age Range	Social Network	Flyer	E mail	Whatsapp		
	18-23	7.0%	1.0%	0.3%	4.7%	13.0%	
	23-28	4.4%	1.3%	0.0%	3.1%	8.8%	44.2%
Male	28-32	4.2%	1.0%	0.3%	1.8%	7.3%	
ਆਗਦ	32-38	2.6%	0.5%	1.3%	2.3%	6.8%	
	38-44	1.8%	0.8%	0.5%	1.6%	4.7%	
	44-50	1.8%	0.5%	0.3%	1.0%	3.6%	
	18-23	11.2%	2.1%	0.5%	4.4%	18.2%	55.8%
	23-28	7.0%	2.6%	1.0%	3.9%	14.5%	
Female	28-32	4.2%	0.0%	0.3%	2.6%	7.0%	
i emale	32-38	3.4%	0.8%	0.3%	2.1%	6.5%	
	38-44	2.3%	0.5%	0.3%	1.3%	4.4%	
	44-50	3.6%	1.0%	0.3%	0.3%	5.2%	
		53.5%	12.2%	5.2%	29.1%		

#### **Value Canvas Desing**

Before detailing the 9 modules of the CANVAS Model in its entirety, the Canvas of the Value Proposal was previously made, including: structure selected to collect and identify the real profile of our target customers, their way of thinking, their behavior and what they expect to receive to be satisfied; it also includes establishing the value map where it is defined what we will give to satisfy our potential customers taking into account that we offer our best value proposition.

MARKET SEGMENT: Men and women between 18 VALUE PROPOSAL: Smoothie bowls and 50 years of age who perform some type of physical (creamy smoothies served in bowls) Creators Cheers. · The customer can choose the · Try delicious smoothies. of joys. combinations that they most · Tell the seller the combinations I like. · Smoothies with fusions of · Enjoy the product in the colors and flavors. best way. The opinion about our · Refreshing taste Product products or the service and / or provided, will be fully · Be well attended. accepted, respected and processed to improve day by Most of the time · We offer creamy I have to prepare · Creaminess when combining smoothies served in my smoothies. frozen fruits or milk remains bowls with natural There are certain consistent and very exquisite. ingredients, fruits and fruits that I don't toppings; which, in like but I must addition to decorating consume them the final presentation, for my health. contain ingredients Reliefs of Frustrations Investin such as chopped frustrations expensive fruits, fiber and products to eat nutrient-rich · Consume the product in awkward places. dressings. · Atmosphere of the place to taste the smoothie in . They do not wear gloves to serve the · Effective attention with trained personnel the best way. product and collect the money. · The mixing of ingredients such as sugars to serve our Adequate implements to maintain safety in the can be excessive. customers. process of making our · There is no culture or incentives that bowls smoothies. motivate people to a healthy life. · Use of natural sugars in . They do not serve the customer quickly. the preparation of our · Traditional mixes, there is no variety of

**Figure 3** Smoothie Bowls's Canvas Design

Ass can be seen in (figure 3) on the right side the profiled characteristics of a client that influence positively and negatively to meet their needs were established; on the left side of the value canvas it can be seen that the solutions to those positive and negative needs are defined with the product or service that is intended to be proposed; in this case, the smoothie bowl was defined, which we wish to provide, as well as the different characteristics, that distinguish us as entrepreneurship. In order to finally fit this established the 9 modules that will encompass our business.

CANVAS business model design to market the Smoothie Bowls

Key Partners	Key Activities	Value pro	posal	Customer Relationship	Customer Segment
We will have 2 types of partners that contribute to the growth and stability of our business.  Raw Material Suppliers:  The suppliers of our premium for the elaboration of our Smoothie Bowls, will supply us with necessary inputs that allow us to be able to deliver our value proposition, as well as the excellent service that identifies us.  Gyms: We will make agreements with these ventures, so that we are given the opportunity to publicize our product, since it fits perfectly with the lifestyle of the people who attend these sites to perform their physical routines.	- Reception and purchase of raw material in excellent condition.  - Production process of creamy milkshakes with all the necessary implementation.  - Direct marketing of the final product.  - Processing of customer concerns and doubts to keep risk situations under control - Smoothie Bowls approach through tasting activities.  KEY RESOURCES  -Local  -Personal administration, customer service, cashier and marketing specialist.  -Machines for the preparation of Smoothie Bowls.  -Raw material (fruits, dairy and bowls)  - Computer equipment, or others necessary to start our commercial activity.	Our proposal is focunutritious bowls, with such as fresh fruits a complement a creamy providing energy an consumer, demonstrating that wariety thanks to the existing in our countrinew way of making so full of color and flavor.	sed on marketing natural ingredients and dressings that y shake capable of d vitality to the e are able to offer diversity of fruits y, innovating in a noothies which are	Our consolidation starts from 3 methodologies. Recruitment: use of social networks and we will establish stands to attract more public. Loyalty: Our strategy is to recognize the identity of each frequent customer.  After-sale: A board will be established within the business the client will proceed to qualify according to their perception and we will carry out the solution of detected shortcomings.  CHANNELS  -Direct Sales Channel -Communication channel such as advertising, product display by tasting and social media (Facebook, Instagram and twitter).	It was found that the segment most interested in acquiring and consuming Smoothie Bowls are those who perform physical activities; since part of the survey was carried out in Gyms; It was observed that these people really appreciate the benefits of the product, since it fits their life profile.  People residing in the city of Guayaquil of male and female gender.  -Customers with stable economy -The age of our customer segment ranges from 18 to 50 years.  -People who consume fruits and drinks in order to balance their diet accompanied by physical activity.
	COST STRUCTURE			SOURCES OF INCOME	
Fixed Costs: (Basic services and supplie miscellaneous expenses,	Direct Materials Costs, direct labor costs and sus, s, indirect labor costs, administrative expenses, nt, computer equipment, furniture and office ec	were the	e seen in the surveys, the 600 ml smoo most popular. Therefore, direct sales re esentation.		

#### 4. Conclusions

We can conclude that the presentation of a product influences the moment the client wishes to gain a product, since it generates pleasure or disgust to consume; Hence, it is seen the importance of striving to produce and market products with a good image, since the first contact that the consumer has is through visual appreciation and on this depends the intention of acquisition. Likewise, finding a suitable market of the product, allows the client to appreciate the real value of the product and not only qualify it for its price. In this investigation it was observed that the people who attend the gyms would consume these Smoothies, since they consider that it would be the ideal complement for their routine, unlike the people surveyed in parks that showed behaviors of low interest.

Based on the surveys carried out, it can be concluded that there is a slightly better product acceptance by women, therefore, a differentiating strategy should be applied that is aimed at women so that product positioning is achieved.

It can also be observed that both men and women consider the product very innovative, given that it does not exist in the market, so this competitive advantage must be taken use of.

The market segment that would be happiest to gain the product is represented by people between 18 and 28 years old; the preferred means of communication are the first social networks and then WhatsApp, In addition, it should be taken into account that the people of the northern sector of the city are the ones who most consider the product as innovative, so the advertising campaign should focus on this criteria; on the contrary, the use of flyers can be observed that it should no longer be used.

Therefore, the product should first start with a positioning in the northern sector, and then continue with the other sectors, once it is already accepted and positioned in the consumer's mind; it must take advantage of the word of advertising mouth and place other points of sales in different parts of the city, so that the risk is minimized.

With product marketing, the best way to establish the point of purchase of the Smoothie Bowls is to find a physical location to set our microenterprise and provide an adequate environment where customers are comfortable while enjoying the Creamie Smooth.

Using the CANVAS tool allowed to capture all the ideas of the proposed business; where the 9 basic modules were developed so that the product can start its activities being aware of the activities and processes of the microenterprise.

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Revista ESPACIOS. ISSN 0798 1015 Vol. 41 (N° 07) Year 2020

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