

ORIGINAL

Management optimization in pet friendly restaurants in Bogotá

Optimización de la gestión en restaurantes pet friendly en Bogotá

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ABSTRACT

Introduction: this research project focuses on presenting a case study of entrepreneurship about a pet-friendly restaurant in the La Candelaria neighborhood of Bogotá, which will offer food services for pets (cats and dogs). Key factors such as location, target market, competition, legal considerations and financial implications will be analyzed. The objective pursued is to investigate the background and costs of these restaurants from a business administration perspective. Scientific management and total quality theories were applied to improve efficiency and profitability.

Method: it is a quantitative approach that includes a survey directed at pet owners in the center of Bogotá. Initial and fixed costs are analyzed, as well as variable costs per dish, and monthly income is estimated based on daily sales. The results were graphed for greater representation of the data. A search on the topic was carried out in databases such as Scopus and Google Scholar for publications made in the last five years (2029-2023), to check the existence of articles on the topic and assume them as references to this study.

Results: preliminary results indicate a significant demand for pet-friendly restaurants, especially among socioeconomic strata 2 and 3. In addition, pet owners show a willingness to pay prices in line with the gastronomic offer and demand additional services for their pets.

Conclusions: investing in a pet-friendly restaurant in the center of Bogotá is presented as a viable and profitable opportunity due to the growing demand for gastronomic experiences that include pets. The application of scientific management and total quality principles can improve the efficiency and profitability of these businesses.

Keywords: Entrepreneurship Case; Management; Optimization; Pet Friendly; Restaurant.

RESUMEN

Introducción: este proyecto investigativo se enfoca en presentar un estudio de un caso de emprendimiento sobre un restaurante pet friendly en el barrio La Candelaria de Bogotá, que ofrecerá servicios de comida para mascotas (gatos y perros). Se analizarán factores clave como la ubicación, el mercado objetivo, la competencia, las consideraciones legales y las implicaciones financieras. El objetivo que se persigue es investigar los antecedentes y costos de estos restaurantes desde una perspectiva de administración de empresas. Se aplicaron teorías de administración científica y calidad total para mejorar su eficiencia y rentabilidad.

Método: es un enfoque cuantitativo que incluye una encuesta dirigida a dueños de mascotas en el centro de Bogotá. Se analizan los costos iniciales y fijos, así como los costos variables por plato, y se estiman los ingresos mensuales basados en las ventas diarias. Los resultados se graficaron para una mayor representación de los datos. Se realizó una búsqueda sobre el tema en bases de datos como Scopus y Google Scholar de publicaciones realizadas en los últimos cinco años (2029-2023), para comprobar la existencia de artículos sobre el tema y asumirlos como referentes a este estudio.

Resultados: los resultados preliminares indican una demanda significativa de restaurantes pet friendly, especialmente entre los estratos socioeconómicos 2 y 3. Además, los dueños de mascotas muestran disposición a pagar precios acordes a la oferta gastronómica y demandan servicios adicionales para sus animales de compañía.

Conclusiones: invertir en un restaurante pet friendly en el centro de Bogotá se presenta como una oportunidad viable y rentable debido a la creciente demanda de experiencias gastronómicas que incluyan a las mascotas. La aplicación de principios de administración científica y calidad total puede mejorar la eficiencia y rentabilidad de estos negocios.

Palabras clave: Caso de Emprendimiento; Gestión; Optimización; Pet Friendly; Restaurante.

INTRODUCTION

The boom in entrepreneurship in medium-sized cities and towns has gained momentum thanks to the various forms of management, promotion, and channels used to tailor products and services to customer demand. The development of urban, cultural, and gastronomic tourism, the use of ICT in business management, and the use of artificial intelligence to evaluate and position businesses are among the priorities to be addressed.^(1,2,3)

The growing interest in pet care and the demand for pet-friendly services has given rise to a new trend in the food industry: pet-friendly restaurants, even more so in Colombia, where 67 % of households have at least one pet, translating into 4,4 million families. In this context, there is a need to research and understand the background and costs associated with this type of establishment.

It has been observed that the city of Bogotá, and in particular the La Candelaria neighborhood, offers a promising market for pet-friendly restaurants due to its population density and the growing trend among pet owners to consider their animals as part of the family.

Currently, pet-friendly restaurants have experienced a significant increase in popularity in Bogotá, Colombia, and in many other cities worldwide. These establishments offer a welcoming environment for diners and their canine companions, which has contributed to creating a unique and attractive dining experience for many people who want to enjoy the company of their pets while eating out. However, despite their growth in demand, the efficient management of these restaurants presents particular challenges that require careful and strategic attention.^(4,5,6,7,8,9)

This article focuses on analyzing and improving the management objectives of pet-friendly restaurants in Bogotá from a business administration perspective. Crucial aspects of process optimization and cost reduction are addressed in this context. The principles of scientific management and total quality were applied. The main objective of the research is to provide the owners and managers of these establishments with the necessary tools to improve their operational efficiency and profitability while adapting to a constantly evolving environment where the trend of pet ownership is becoming increasingly marked.

It is necessary to consider studies from a theoretical point of view and practical experiences that contribute to substantiating the proposal made. Among the aspects to be assessed are local entrepreneurship, family businesses, links with the local community and visitors, sustainable development objectives, public and private policies, and the development of the Internet.^(10,11,12)

METHOD

The article used a quantitative approach, which allowed, through data collection, the verification of hypotheses with the help of numerical measurements and statistical analysis to establish patterns of behavior and testing theories. This reflected the need to measure and estimate the magnitude of research phenomena or problems, thus addressing the frequency and magnitude of such events. The researcher formulated a specific research problem about the phenomenon, which, although evolving, focused her research questions on particular aspects. After posing the problem, the researcher reviewed the existing literature and constructed the theoretical framework for her study, deriving hypotheses that were tested through the design and execution of the research.

The scope of this study is descriptive, with the specific objective of defining the properties, characteristics, and profiles of individuals, groups, communities, processes, or objects under analysis. In other words, its primary purpose was to measure or collect information, either individually or jointly, on the concepts or variables in question without aiming to identify the nature of their interrelationships. These studies focus on the detailed specification of the phenomena analyzed without delving into explaining the connections between them.

Target Population

This study focused on people who owned pets and lived in or visited the central area of Bogotá, specifically the La Candelaria neighborhood, to find restaurants that allowed pets. Despite being one of the smallest neighborhoods in Bogotá, La Candelaria attracted approximately one million visitors per day, according to data from the Bogotá City Council in 2022. Therefore, this study covered residents and visitors, considering a total of approximately 10 000 people, on average, with and without pets, but interested in accessing restaurants that allow pets.

Sample

A stratified random sampling method was used to determine the sample size with a confidence level of 95 % and a margin of error of 5 %. The resulting sample consisted of 384 individuals.

Sample Size Calculation

The sample size was calculated using the stratified random sampling formula:

$$n = e^2(Z^2 * p * q)$$

Where:

- n is the sample size.
- z is the value of the standard normal distribution corresponding to the confidence level (in this case, $z = 1,96$).
- p is the estimated proportion of the target population with pets interested in visiting the restaurant (in this case, estimated at 50 %).
- q is the complementary proportion to p (in this case, $q = 1 - p = 50$).
- e is the error rate (in this case, $e = 5$).

Substituting the values in the formula, we obtain:

$$n = 0,052(1,962 * 0,5 * 0,5) = 384$$

Therefore, a sample of 384 individuals was required to ensure the representativeness of the target population in the study.

Type of Sampling

Stratified random probability sampling was used, selecting participants who had pets and those who did not but who could use the restaurant's service to complete the survey.

Questionnaires

A questionnaire divided into two sections was used. The first section focused on food preferences and the restaurant experience, while the second section addressed specific questions about the pet-friendly service and attention to pets.

Information collection instrument

Through a quantitative and descriptive survey, the study seeks to understand customers' perceptions of a pet-friendly restaurant in downtown Bogotá. A stratified random probability sampling of 384 individuals was applied. The results will improve service quality and adapt the restaurant's offerings to the needs of customers and their pets.

RESULTS AND DISCUSSION

After conducting surveys, we observed a high potential for acceptance of the "Pet-friendly" restaurant among people from socioeconomic strata 2 and 3. These customers were willing to pay 45 000 to 55 000 pesos to enjoy a dining experience for themselves and their pets, which aligns with the restaurant's pricing structure. These findings indicate that the proposed prices are attractive to the target audience and could have a positive impact on sales.

Analysis of survey information

The survey results show that 52,9 % of participants are women and 47,1 % are men. Thus, the sample studied shows that more women have pets.



Figure 1. Gender of respondents

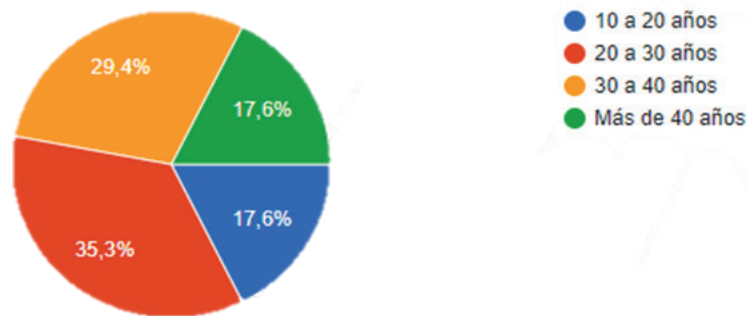


Figure 2. Age range of respondents

The figure also shows that the age group most represented in the survey is 20-30 years old, with 35,3 %, followed by the 30-40 age group with 29,4 %. It can therefore be concluded that the majority of respondents are in the stages of youth-adulthood development.

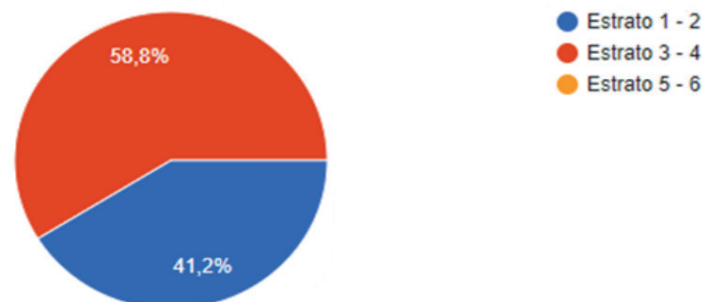


Figure 3. Stratification of respondents

The socioeconomic status of people is an essential indicator for the business plan, as we must take into account their income, where they live, and how much they would be willing to pay for the service offered. It is taken into account that, for the most part, the people who responded to the survey are in socioeconomic strata 3-4, with 58,8 %, and the remaining 41,2 % are in strata 1-2.

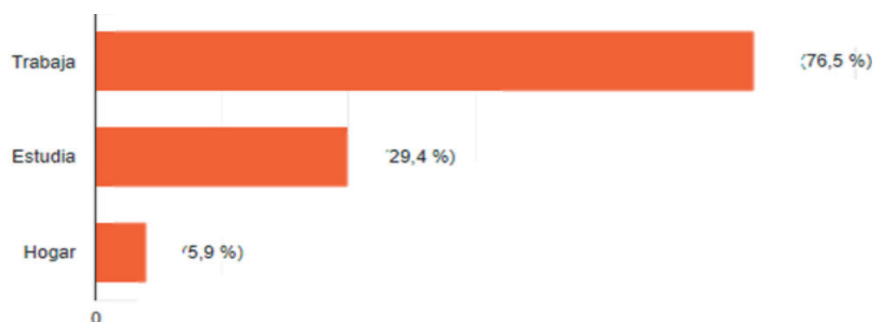


Figure 4. Activities carried out by respondents

In addition, it is necessary to know whether the people surveyed have a source of income and what that source is. The surveys found that 76,5 % of respondents have a job, compared to 29,4 % who are students and 5,9 % who are homemakers.

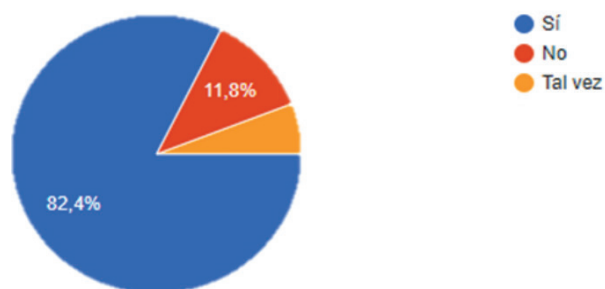


Figure 5. Respondents who would pay for the service

Figure 5 shows that 82,4 % of those surveyed would pay for the service offered to them, which includes food for themselves and their pets, as well as the pet spa.

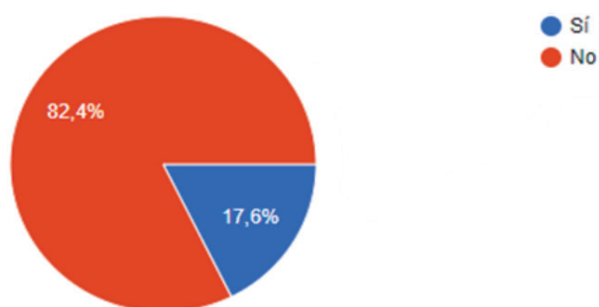


Figure 6. Frequency of respondents going to restaurants of this type

The majority of respondents (82,4 %) do not regularly go to restaurants offering the same services as those offered in our proposal.



Figure 7. Reasons why respondents do not go to restaurants of this type

Respondents report why they do not go to pet-friendly restaurants. Most responses (35,3 %) indicate that they were unaware of restaurants of this type. It can be inferred that they did not attend due to a lack of knowledge about these types of services.

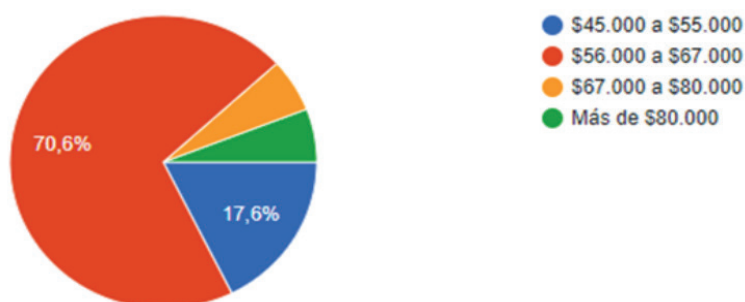


Figure 8. Prices respondents would be willing to pay

When asked how much they would be willing to pay, people said they would pay between 56 000 and 67 000 Colombian pesos to eat with their pet rather than at a restaurant specializing in pet care and food.

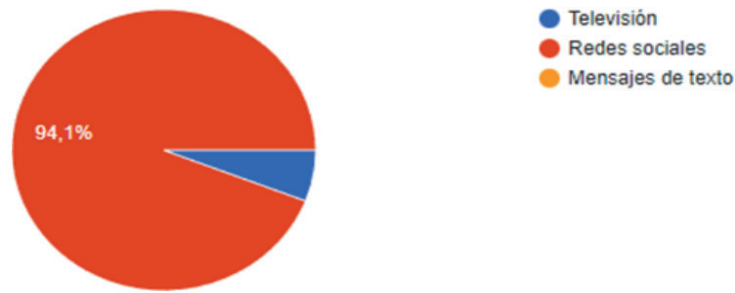


Figure 9. Means of information dissemination by the restaurant

Almost all respondents said they would like to learn about these services through social media or television advertising. Therefore, these channels are a priority for managing and marketing businesses of this type.

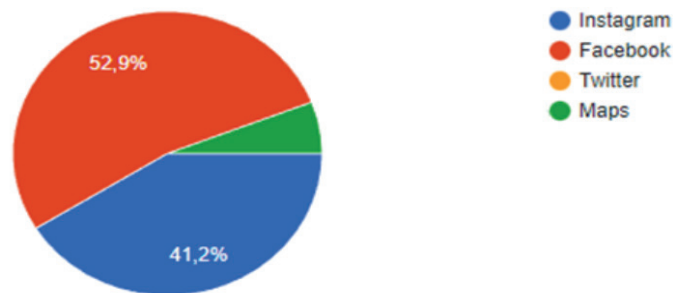


Figure 10. Social networks where people expect to find information about restaurants

The two social media platforms where respondents prefer to see restaurant advertising are Facebook (52,9 %) and Instagram (41,2 %).

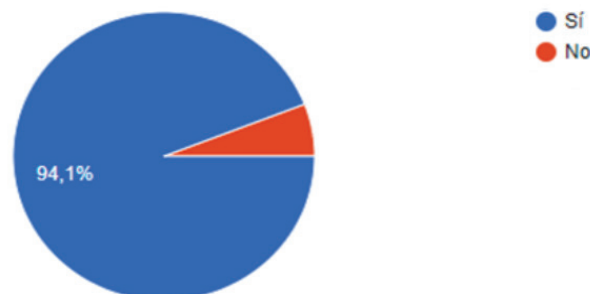


Figure 11. Online reservations

When asked about their preference for booking online or not, 94,1 % of respondents said they prefer to do so.

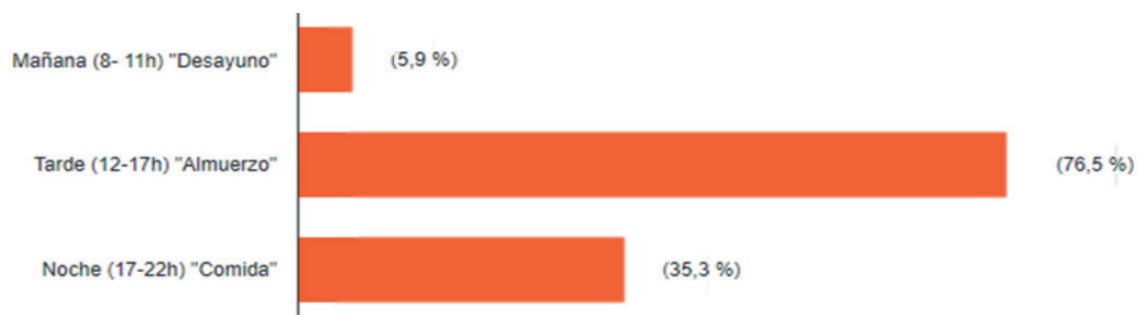


Figure 12. Expected opening hours

Regarding time options, people prefer to go at midday for "lunch," and the second most popular option is in the evening for "dinner."

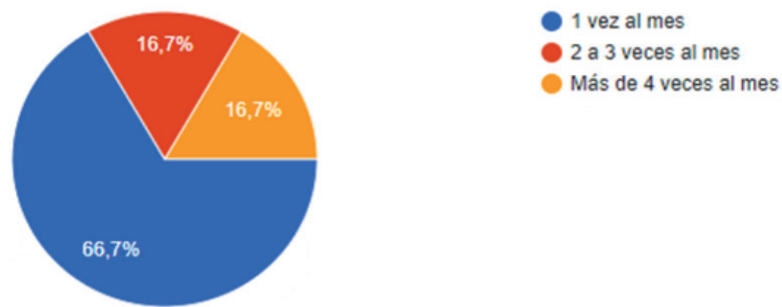


Figure 13. Projected frequency of visits to the restaurant

66,7 % said they would like to visit this restaurant once a month (n=1). The figure above also shows that more than 30 % are willing to see it twice or more.

Initial expenses

Deposit and/or security deposit for the premises: \$4 000 000
 Decoration and refurbishment costs: \$10 000 000
 Registration and legal permits: \$2 000 000
 Purchase of initial inventory: \$36 000 000

Monthly Fixed Expenses

Premises rent: \$3 500 000.
 Employee salaries and benefits: \$15 000 000.
 Liability insurance and other necessary insurance: \$1 500 000.
 Advertising and promotion: \$2 000 000.
 Utilities: \$2 500 000.
 Internet and telephone services: \$500 000.
 Premises and equipment maintenance and repairs: \$1 000 000.
 Other operating expenses: \$2 500 000.
 Local taxes and contributions: \$2 500 000.

Estimated monthly income

Dish 1: COP 45 000 (profit margin of 44,4 %).
 Dish 2: COP 55 000 (profit margin of 36,4 %).
 Dish 3: COP 65 000 (profit margin of 34,5 %).

Monthly income (based on daily sales of 60 dishes)

Revenue for dish 1: $\$45\,000 \times 60 \times 30 = \$81\,000\,000$.
 Revenue for dish 2: $\$55\,000 \times 60 \times 30 = \$99\,000\,000$.
 Revenue from dish 3: $\$65\,000 \times 60 \times 30 = \$117\,000\,000$.
 Average monthly revenue: $\$297\,000\,000 / 3 = \$99\,000\,000$.

Monthly variable cost

Average monthly variable cost: \$60 000 000.
 Total fixed expenses per month: \$35 000 000.

Discount rate

A discount rate of 19,25 % was used to calculate the present value of the future cash flows of the “Pet Friendly” restaurant in Bogotá for 7 years and the risk factors mentioned.

Useful Life of Assets

Furniture: 5 to 10 years.
 Kitchen equipment: variable depending on type, with a maximum of 10 years.
 Decoration: 5 to 10 years.

Cash Flows

Cash flows were calculated using income, variable, and fixed expenses to estimate the restaurant’s annual profit.

Calculation Software

QuickBooks software was used to perform the financial calculations, resulting in an IRR of 25,5 % and a payback period of 3 years and 8 months. This data is essential for the restaurant's strategic planning, indicating the possibility of achieving sustainable profitability in a market with unmet demand for pet-friendly dining options.

Marketing Plan

An effective marketing plan is required to promote the "Pet-friendly" restaurant to its target audience to achieve sales goals. This includes creating profiles on social media such as Instagram, Facebook, and Twitter to highlight the unique dining experience offered by the restaurant. In addition, the generation of quality content, collaborations with influencers, and the organization of events are also being considered.

This study and financial planning provide a solid foundation for the success of the "Pet Friendly" restaurant in Bogotá, offering a unique experience for both customers and their pets. A market analysis was conducted, which yielded the following information:

A survey of 384 people was conducted to analyze the local population of the location chosen for the implementation of this project. The results of the study are presented below.

Competitor Analysis

In the competitive world of pet-friendly restaurants, it is essential to recognize that many locations claim to be pet-friendly. However, upon closer inspection, it can be seen that most of them lack crucial elements that honor this label. They often do not offer a dedicated space at tables for pets, lack water bowls, and sometimes confine animals to enclosed, poorly ventilated spaces, which can cause stress for pets.

While several restaurants in Bogotá compete in this market, few offer pet food service, representing an opportunity in this niche. Some direct competitors worth mentioning include:

- Capital Bakery: this bakery stands out for offering a carrot cake specially designed for cats and dogs, demonstrating a genuine concern for the health and well-being of pets.
- Errante: focusing on being truly pet-friendly, this gastropub stands out for providing comfortable spaces for human visitors and their pets. Here, owners can enjoy food alongside furry friends on sofas specially designed for this purpose.
- Bon Market: located inside the Hilton hotel, Bon Market allows pets to join their owners, either at the tables or in designated areas. This provides comfort for both owners and their furry companions.

Location

Our restaurant will seek strategic locations in the La Candelaria neighborhood that offer a safe and comfortable environment for pets and their owners. We will also thoroughly evaluate local regulations to ensure compliance with all legal requirements and an optimal environment for all visitors, both human and canine.

Services Offered

The value proposition will include a food service for human visitors and, uniquely, an additional food service for pets. We are committed to offering healthy and safe menu options specifically designed for animals, aware that proper nutrition is essential for their well-being.

We certify that the spaces are safe for animals, their owners, and other diners. Tables will be arranged to provide privacy and comfort for those who may feel more stressed in the company of other pets, indoors or outdoors. The restaurant will be where pets and their owners can enjoy a safe, comfortable, and enjoyable dining experience. Below is the likely menu to be offered at the restaurant:

The combination of management theory and total quality has been essential to the success of the pet-friendly restaurant. It allows for identifying and analyzing contingencies, risks, and factors that influenced its operation and strategic decision-making.^(13,14,15,16,17,18)

Scientific management theory, also known as Taylorism, is a management approach that focuses on efficiency and productivity by applying scientific principles and management techniques. Its application in various business contexts, including restaurants, can significantly impact a business's performance and profitability.

In the context of a pet-friendly restaurant, scientific management theory can be applied through a series of well-established principles and techniques. Time and motion analysis, for example, emphasizes the importance of analyzing times and movements to identify ways to improve efficiency. Analysis of food preparation processes can identify opportunities to reduce preparation time or enhance product quality. Tools like direct observation, filming processes, and conducting time and motion studies can do this.^(19,20,21,22,23)

MENÚ		MENÚ	
COMBOS		COMBOS	
COMBO 7	VALOR	COMBO 1	VALOR
PLATO PRINCIPAL PARA HUMANO: QUESADILLAS DE POLLO CON GUACAMOLE	\$45.000	PLATO PRINCIPAL PARA HUMANO: HAMBURGUESA CON PAPAS FRITAS	\$45.000
PLATO PRINCIPAL PARA MASCOTA: TAZÓN DE FRIJOL Y POLLO		PLATO PRINCIPAL PARA MASCOTA: BOL DE ARROZ CON CARNE	
COMBO 8		COMBO 2	
PLATO PRINCIPAL PARA HUMANO: SÁNDWICH DE ATÚN CON ENSALADA DE FRUTAS	\$55.000	PLATO PRINCIPAL PARA HUMANO: ENSALADA CÉSAR CON POLLO	\$55.000
PLATO PRINCIPAL PARA MASCOTA: TAZÓN DE ATÚN Y ARROZ INTEGRAL		PLATO PRINCIPAL PARA MASCOTA: TAZÓN DE POLLO A LA PARRILLA	
COMBO 9		COMBO 3	
PLATO PRINCIPAL PARA HUMANO: PECHUGA DE POLLO RELLENA DE QUESO Y ESPINACAS	\$65.000	PLATO PRINCIPAL PARA HUMANO: SALMÓN A LA PARRILLA CON PURÉ DE PAPAS	\$65.000
PLATO PRINCIPAL PARA MASCOTA: CUENCO DE POLLO RELLENO		PLATO PRINCIPAL PARA MASCOTA: CUENCO DE SALMÓN ASADO	
BEBIDAS		COMBO 4	
BEBIDAS PARA HUMANOS:	BEBIDAS PARA MASCOTAS:	PLATO PRINCIPAL PARA HUMANO: SPAGHETTI BOLOGNESE	\$45.000
REFresco - 5,000 COP	AGUA - 1,000 COP	PLATO PRINCIPAL PARA MASCOTA: CUENCO DE CARNE MOLIDA Y ARROZ INTEGRAL	
TÉ HELADO - 6,000 COP	LECHE DE ARROZ - 3,000 COP	COMBO 5	
CERVEZA ARTESANAL - 10,000 COP	CALDO DE POLLO - 2,000 COP	PLATO PRINCIPAL PARA HUMANO: POLLO A LA PARRILLA CON VEGETALES ASADOS	\$55.000
LIMONADA - 5,000 COP	AGUA DE COCO - 4,000 COP	PLATO PRINCIPAL PARA MASCOTA: TAZÓN DE POLLO Y VERDURAS	
VINO TINTO - 15,000 COP	LECHE DE SOYA - 4,000 COP	COMBO 6	
COCTEL SIN ALCOHOL - 8,000 COP	CALDO DE PESCADO - 3,000 COP	PLATO PRINCIPAL PARA HUMANO: FILETE DE RES CON PURÉ DE CAMOTE	\$65.000
AGUA CON GAS - 4,000 COP	AGUA MINERAL - 2,000 COP	PLATO PRINCIPAL PARA MASCOTA: CUENCO DE CARNE ASADA Y ARROZ BLANCO	
JUGO DE NARANJA - 6,000 COP	LECHE DE ALMENDRAS - 5,000 COP		
COCTEL CON ALCOHOL - 12,000 COP	CALDO DE CARNE - 2,000 COP		
AGUA NATURAL - 3,000 COP	AGUA DE MANZANILLA - 3,000 COP		

Figure 14. Projected menu for the restaurant

In addition, specialization and division of labor can improve efficiency in a pet-friendly restaurant. By assigning specific tasks to each team member, each person can focus on performing a particular task efficiently, improving the quality and speed of service. Operating manuals and training in work processes can be valuable tools in implementing this principle.

Another critical aspect of applying scientific management theory is establishing clear and measurable standards. Setting standards for product quality, preparation time, customer service, and other areas can improve efficiency and productivity. These standards can be monitored and evaluated regularly to identify opportunities for improvement. ^(24,25,26,27,28,29,30,31,32)

Applying scientific management theory in a pet-friendly restaurant can be a valuable tool for improving business efficiency and profitability. Principles and techniques such as time and motion analysis, specialization and division of labor, and the establishment of clear and measurable standards can be effective in achieving a more efficient and profitable operation.

Management theory provided tools for planning, organizing, directing, and controlling resources, which enabled efficient management. ^(33,34,35,36,37) Implementing a robust total quality control system promoted continuous improvement in service delivery, ensuring customer satisfaction and greater profitability. ^(38,39,40,41)

Total contingency theory in a pet-friendly restaurant to improve performance and achieve greater efficiency. According to this theory, organizational effectiveness depends on several factors, including the organizational structure, the technology used, and the environment in which the organization operates. ^(42,43,44,45,46)

To apply this theory in a pet-friendly restaurant, the following steps can be considered:

- Identify relevant contingent factors: the restaurant must identify factors that may affect its performance, such as location, food quality, and customer service.
- Determine the best way to structure the organization: the restaurant should consider the best way to structure its organization to adapt to the identified contingent factors. For example, if the restaurant is located in a tourist area, it may be necessary to have more employees during the high season to meet demand.
- Select the right technology: this is important to support your processes. For example, an online reservation system may be necessary to facilitate reservation management and reduce order-taking errors.
- Adapt the strategy to the environment: the restaurant must adapt its strategy to the environment in which it operates. For example, if there is a lot of competition in the area, it may be necessary to offer promotions and discounts to attract customers.

Contingency theory, meanwhile, was crucial in adapting to unforeseen situations and changes in the environment. Identifying risks and developing contingency plans mitigated the adverse effects on the business and protected the investment.

Thanks to applying these theories, a positive IRR and an efficient recovery of the initial investment were achieved, underscoring the importance of strategic vision and proper business management.^(48,48,49,50,51,52,53) This experience positions the pet-friendly restaurant to maintain its competitiveness and long-term success. In addition, when analyzing the research results, three key trends emerged:

- Focus on Customer Experience: successful pet-friendly restaurants prioritize the satisfaction of their customers and their pets. Attention to detail and a welcoming environment are essential to attracting and retaining customers.
- Operational Efficiency: applying scientific management principles, such as cost management and process optimization, is essential to maintaining healthy margins and ensuring business sustainability.
- Total Quality: implementing total quality practices, such as staff training and monitoring hygiene and safety standards, contributes to pet-friendly restaurants' reputation and lasting success.

CONCLUSIONS

The company that will establish itself in downtown Bogotá as a pet-friendly restaurant has the opportunity to capitalize on growing market demand and offer services that meet the needs of pet owners. The strategic location is essential to attract a broad audience and generate higher profits. In addition, the quality and price of the products must be considered to maintain a good reputation and retain customers.

This project focuses on raising customer awareness. It aims to associate the restaurant with the idea of family and togetherness. It is an excellent alternative for families in Bogotá who want to share a space with their pets, as people are looking for ways to offer them comfort and a positive experience.

This research has identified a growing demand, highlighted the importance of local conditions and regulations, emphasized the need for pet-friendly design and amenities, and highlighted the importance of a high-quality menu and food for pets. In addition, the relevance of staff training, effective communication, customer feedback, and consideration of animal welfare and hygiene has been emphasized. Opening a pet-friendly restaurant is an opportunity, but it requires careful planning and continuous adaptation to meet pet owners and furry friends' changing needs.

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The author declares that there is no conflict of interest.

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