

# HISTORICAL REVIEW OF RICE BREAD PRODUCTION COMPANIES IN THE COLOMBIAN ORINOQUÍA REGION

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— Abstract —

This article shows the results of the research carried out on rice bread companies in the municipalities of Acacías, Restrepo, San Martín, and Villavicencio, belonging to the Meta department, in the Orinoquía region, Colombia. Through a qualitative and historical descriptive approach, we interviewed the owners or representatives of the participating companies. The research aimed to discover the art of business evolution of rice bread producers, a traditional product in the region, through a historical review that allowed achieving a characterization of the business sector and establishing a timeline of the rice bread industry in Colombia, highlighting cases of entrepreneurship. As a result, we identified a continuous evolution of this business sector with a view to growth, which depends on a very significant culinary cultural tradition in the region. It was possible to identify the entrepreneurship cases of fourteen companies from the different municipalities of the region. We also established a timeline from 1971 to the present, and relevant aspects of the business sector: 43% of the companies interviewed are of family origin, the same percentage have been in the market for more than twenty years, which demonstrates their stability, with a formality index of 93%.

### Keywords

*Producing companies; historical review; rice bread; entrepreneurship; traditional product.*

According to Vásquez (2007), citing Rosegger, regional development is based on promoting the adjustment of the productive system, increasing employment, and the self-sustained development of local economies, in this sense, the development of the territory is achieved by using its existing potential. In the particular case of the Colombian Orinoco or Llanos Orientales region, it has a great trajectory in the agricultural sector, where rice cultivation is a relevant step in Colombia. "The total production of rice in the agricultural phase amounts to 2.6 trillion pesos in 2018, in this year, 87.1% of production is concentrated in three zones; the Llanos zone represents 39.4% of total production" (DANE, 2020), allowing to achieve regional development around this.

Taking into account the dynamics developed through the production and marketing of rice bread at the regional level, as a product related to the progress of agribusiness around the agricultural vocation of the region, it is considered a traditional snack (Instituto Departamental de Cultura del Meta, 2016). On top of that, the concept of endogenous development stands out, which according to Garafoli (1995), is the ability to innovate at the local level, being relevant to the capacity of society to respond to the challenges of increased competition in the markets.

The production of rice bread has significant relevance in the Colombian Orinoco region, "since the middle of the last century; it has been consolidating in the grocery market, whose initial producers are in the urban areas of San Martín de los Llanos and Restrepo" (Ardila, 2016). In this regard, the declaration of the product as Departmental Intangible Cultural Heritage: the traditional culinary practices of rice bread in the department of Meta, through ordinance 924 of 2016, stands out (González, 2016). Hence its commercialization has great participation in the local economy, "according to the Chamber of Commerce of Villavicencio the production of rice bread brings to the department 7,526 million pesos each year" (Ardila, 2016).

But what has been the business evolution of rice bread production in Colombia? Knowing "history, tradition, and culture have great value in the food industry, these characteristics are valuable in terms of brand management" (Otero *et al.*, 2017) and currently the product has been highlighted from the cultural and gastronomic aspect, however, there are very few studies from the business perspective, so the need for a historical review to these companies was evidenced. Today's market is demanding and changing, and proposes constant challenges to all companies to mobilize their teams and strategies to stay ahead over time (Estela *et al.*, 2016).

With this in mind, the present study aimed to build the state of the art of entrepreneurial evolution of rice bread production in the department of Meta, focusing on the four main producing cities, namely Acacías, Restrepo, San Martín, and Villavicencio, to learn about the cases of entrepreneurship,

establishing a timeline of relevant facts and characterizing this business sector "where knowledge, and food and culinary practices that remain as part of our cultural heritage and identity are concretized (Meléndez and Cañez, 2010). In this regard, the state of the art allows having a broad and detailed vision of the current state of the subject to be addressed, in addition to the evolution it has had over time, "provides elements to know the current balance of its object of study" (Guevara, 2016).

The methodology was based on a qualitative and descriptive historical approach, with the participation of producers, entrepreneurs, and people linked to the production of rice bread through interviews. In this research, two methods were applied for the analysis of business evolution, the case study and the historical reconstruction. The first "are stories about situations in which individuals or groups can make decisions or solve a problem" (Camacho, 2011), which allows the availability of information for learning, that facilitates the generation of a series of analyses for decision-making; and the second "seeks to specify the important properties of people, groups, communities or any phenomenon that is subjected to analysis" (Torres and Labarca, 2009).

As a result, it was possible to characterize the business sector of rice bread production, a gastronomic cultural tradition in Colombia, in the department of Meta in the Orinoco region, highlighting that the highest concentration of companies is in Restrepo, followed by Villavicencio, showing greater business development in these cities, as well as the presence of this production throughout the department. 43% of the organizations studied are of family origin and are characterized by the permanence of the family members in the different activities, leading mainly areas such as administration, production, and commercialization; and in the same percentage, they have been operating for more than 20 years, growing in terms of production capacity and product demand, demonstrating their stability in the regional market.

With the timeline, we can see a process of evolution of this group of companies. They began formal marketing in 1971, with time it developed to a sector, emerging new entrepreneurs, which sought to aggregate in a cluster or association of producers, as well as develop markets, highlighting that 93% are formalized with registration with the Chamber of Commerce of Villavicencio. Finally, it was possible to structure and detail the knowledge created through fourteen cases of entrepreneurship, which allowed an objective analysis critically for future studies, clarifying the panorama of this group of companies, taking into account that companies improve their competitiveness and growth by combining strategies from different areas, as well as other aspects of their current state (Espitia and Moya, 2008).

## METHODOLOGY

The present research uses a qualitative and descriptive historical approach (Hernández *et al.*, 2014), where the methodological tools applied were the semi-structured interview, the timeline, and the historical reconstruction as a business case study, complemented with the collection of secondary information (Martínez, 2016).

Initially, a non-probabilistic sampling of census study was carried out in which the elements of the population were studied (Hernández *et al.*, 2014), i.e., it was sought to include all rice bread producing companies in the department of Meta. For the present research, reference is made to 14 companies in the municipalities of Acacías, Restrepo, San Martín, and Villavicencio that agreed to participate through the signing of informed consent by the owner and/or legal representative. During these interviews, it was possible to learn about the history and evolution of these companies in the Colombian region of Orinoco.

This was achieved in two phases; first, the rice bread companies in the four municipalities were characterized, systematizing the results of the interviews by identifying aspects such as origin, age, location, as well as other relevant data, "where individual and organizational knowledge is the basis for the creation of capacities of the company to become a source of competitive advantage" (González, 2010). Secondly, a timeline was constructed, through which the evolution of rice bread production in the department of Meta at the socioeconomic level can be identified. Finally, a historical reconstruction was carried out, identifying the stories of entrepreneurship as a case study, since knowing the history of these companies allows understanding some aspects and states in which they currently are (Valobra, 2014).

## CHARACTERIZATION OF THE BUSINESS SECTOR

To learn about the business sector being addressed, its origin, evolution, positioning at a regional and national level, a series of interviews were conducted with rice bread producing companies in Colombia, listed in Table 1.

**Table 1**  
*Companies interviewed*

Name of the company	Municipality
Comestibles el Gaván	Restrepo
Panadería Lanzallamas	Restrepo
El Alcaraván	Restrepo
El Samán	Restrepo
Panadería Lanzallamas 2	Restrepo
Panadería y Panificadora Rosquiapan	Villavicencio
Rosquillanos	Villavicencio
El Chino de los Mandados	Villavicencio
Roscas del Llano	Villavicencio
Roscas el Catire	Villavicencio
El Caporal	Villavicencio
Panificadora Celchi	Acacías
El Buen Gusto	Acacías
Casa del Pan de Arroz Trigos	San Martín

Source: Prepared by the company

On the systematization of results regarding the characterization of the business sector, it is highlighted that of the companies interviewed 7% are located in San Martín, 14% in Acacías, 36% in Restrepo, and 43% in Villavicencio being San Martín the municipality with the oldest rice bread company in the market. With this in mind, "the place of origin is disputed between San Martín and Restrepo, however, there are factories that have migrated looking for better opportunities" (Otero *et al.*, 2017), which is why Restrepo and Villavicencio have the highest proportion of companies.

The companies in the region have been characterized by the cultural tradition regarding the economic activities carried out by the population, which are derived from the agricultural sector, "in the department of Meta, there is a broad culinary tradition. As part of this, the different preparations derived from rice and the products resulting from cattle farming stand out" (Instituto Departamental de Cultura del Meta, 2017), which is why a large number of family businesses have been born. Considering the above, in the rice bread industry, it was identified that 43% are family businesses of tradition, inheriting their leadership to the following generations of the family, and 57% have been purchased or created some years ago due to the entrepreneurial opportunity they observed due to the demand for the product, which evidences that "family businesses have been one of the elements of greater social efficiency" (Ginebra, 1997) in the Orinoquia region for socio-economic development.

Image 1 shows the time of operation of the companies, where 21% have been in the market between 11 and 20 years and 43% for more than 21 years, highlighting that the two oldest companies in San Martín and Restrepo are 48 and 41 years old, respectively, which shows the stability of rice bread production in Colombia, as well as its acceptance and expansion in recent years, as indicated by the Chamber of Commerce of Villavicencio (CCV, 2018), which highlights "throughout almost 70 years in which this snack called Rice Bread has been produced, in the department of Meta, until only approximately 12 years ago there has been a constant evolution of the production process" (CCV, 2018).



Image 1. Age of the rice bread companies . Source: Own elaboration

The companies interviewed have a formality indicator of 93%, i.e. they are registered with the Chamber of Commerce of Villavicencio, which contributes to the recognition of rice bread production, allowing the companies to have greater opportunity for marketing and expansion to other departments and also to bet on an international market, a path they have already begun to travel (Estela *et al.*, 2016).

Regarding aspects of associativity, it was determined that 64% of the companies interviewed are linked to the Association of Producers and Marketers of Rice Bread of Meta (ASPAMET), which aims to "contribute to the economic development of the rice bread production chain to improve the quality of life of its associates" (ASPAMET, 2018). However, according to the study conducted on the Analysis of the impact of the rice bread cluster, it highlights that "among the different rice bread manufacturers there has been individualism and consequently lack of cooperative spirit" (Molina and Gutiérrez, 2020), which has hindered the development of some joint actions.

On the other hand, for a company that wishes to evolve according to the new market trends of online shopping and the acquired culture of social

networks, it has become essential to have a website and/or have a presence in any of the social networks available in the market (Pérez *et al.*, 2013); because of this, 64% of the rice bread producing companies have a social network, mainly Facebook, through which they carry out part of their marketing process.

It is also identified that these companies generate great employment opportunities since the 14 factories interviewed provide around 134 jobs, not counting those generated indirectly and along the value chain, with the suppliers of raw materials, such as curd and rice, as well as with the distributors of the product in the different municipalities. Within the national accounts of the Gross Domestic Product (GDP) in Colombia, it is observed with a growth trend "The added value of the industrial phase of rice, in the period 2016-2018 has an average participation within the added value of the "Manufacturing Industry" activity of 0.66%, an average participation of 2.30% in the added value of the "food and beverage industry" (DANE, 2020).

Finally, Image 2 highlights the main problems for rice bread producers, where 43% consider that no problems are present, however as in any other business sector, they have gone through difficulties and gaps for their business evolution, highlighting aspects such as the quality of raw materials, especially curd (Instituto Departamental de Cultura del Meta, 2017), "as it does not meet quality standards, since it does not have certifications" (Red Clúster Colombia, 2015); and financial difficulties, emphasizing the lack of support provided by state institutions to entrepreneurs in the region and in the illiquidity presented by these to be able to expand their businesses, the above according to the statements given by the entrepreneurs in the interview process.

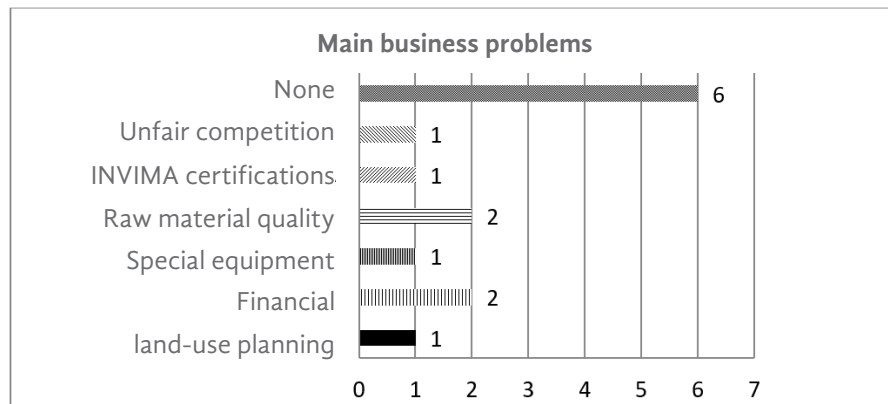


Image 2. Main business problems. Source: Own elaboration

Another problem they highlighted was obtaining food sanitary certification for rice bread before the National Institute of Food and Drug Surveillance



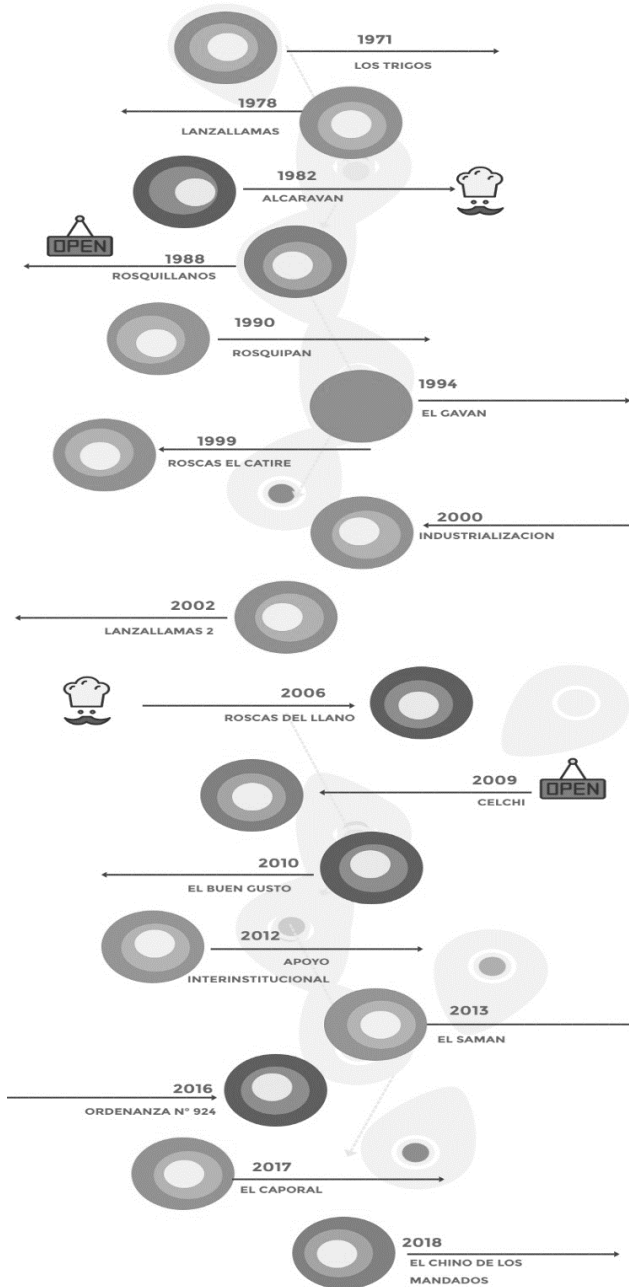
(INVIMA, 2020), which according to the current status implies for the entrepreneurs to make structural changes such as investment in facilities, industrialized processes, suppliers, among others, to comply with sanitation policies and management system. Specialized machinery is considered, as some have their own designs according to their needs, indicating that production traceability is necessary, where the lack of machinery to be able to cover a larger production is notorious. Unfair competition from some companies is another problem, which results in the sale of rice bread of lower quality and without the traditional raw materials to lower the price.

We found land use planning as the last problem, specifically in the municipality of Restrepo, due to the construction of the dual carriageway of the Villavicencio-Yopal road, which is in phase 1 (COVIORIENTE, 2017), a situation that affects the companies located on this national road, which had to change their place of establishment after years of recognition in the sector.

#### TIMELINE OF THE RICE-BREAD INDUSTRY IN COLOMBIA

Image 3 shows the timeline of the rice bread industry, which began in 1971 when the *Casa de pan de arroz Los Trigos* was created in the municipality of San Martín, a pioneering company and the only one with a handmade production since it does not have machinery. The second company founded in the country was Lanzallamas in 1978, in the municipality of Restrepo, by Mrs. Edilma Novoa de Zambrano, recognized as a Metense 2019 Golden Citizen, for her contribution to the development and progress of the municipality. Four years later Alcaraván was born in Restrepo and six years later Rosquillano in Villavicencio.

**ESTADO DEL ARTE DE LA EVOLUCIÓN EMPRESARIAL DE LOS PRODUCTORES DE PAN DE ARROZ EN EL DEPARTAMENTO DEL META, MUNICIPIOS DE ACACIAS, RESTREPO, SAN MARTIN DE LOS LLANOS Y VILLAVICENCIO**



RESOURCES  
<https://www.officetimeline.com/blog/timeline-templates-for-teachers>  
 CREATED BY  
 Your Name / Company Name



Image 3. Timeline of the rice bread industry in Colombia. Source: Own elaboration

In the 1990s, three companies stand out: Rosquipan, Comestibles El Gavan, and Roscas El Catire, which, based on the education received by the founders from their parents, continued as the second generation of rice bread bakers. Today these companies have more technology and have several points of sale at the departmental level, national distribution and are making inroads at the international level. Likewise, in 2000 the industrialization era began for this business sector, acquiring special machinery to increase production, due to greater demand and to comply with sanitation regulations, and at the same time, the need arose to hire personnel other than family members. In 2002 Lanzallamas 2 was created, so the pioneer family in Restrepo continues to expand its tradition by continuing to lead companies with other family members.

Due to the acceptance and recognition of rice bread in the region, companies began to emerge that saw it as a business opportunity and a growing industry, which led to the creation of Roscas del Llano, the Celchi company, and El Buen Gusto. In the same vein, in 2012 the relevance of the business sector for the socio-economic development of the region was observed, so higher education institutions, the governor's office of the department of Meta, and the Chamber of Commerce of Villavicencio began to provide support on issues such as marketing, international business, the formation of the cluster, the rice bread association, the recognition of the product as a gastronomic heritage, the designation of origin, among others.

In 2015 El Samán was born in Restrepo, as an entrepreneurial initiative of its owners, currently with great recognition. In 2016 the production of rice bread obtained its greatest recognition since the Departmental Assembly of Meta approved in first debate the draft ordinance for the declaration of the product as heritage (Molano, 2016), and that same year, ordinance No. 924 was issued, through which the traditional culinary practices of rice bread in the department of Meta were declared departmental intangible cultural heritage (González, 2016). In 2017, the socialization of the special safeguarding plan for culinary practices associated with rice bread was carried out (Instituto Departamental de Cultura del Meta, 2017). Finally, as a sign that this business sector continues to grow, in 2017 El Caporal was sold and in 2018 El Chino de los Mandados was founded in Villavicencio.

### *Cases of entrepreneurship*

Knowing the history of the rice bread companies allows us to understand some aspects and states in which they are at present, "we must apprehend the recurrent dynamics and the transforming dynamics that occur within the organization through history" (Betancourt, 2003), based on this, the histories of 14 companies interviewed were identified, which are shown below.

**Casa de pan de arroz Los Trigos.** The production of rice bread in the city of San Martín and the Trigos family has always been a tradition, initially to share in the evenings and festivities. Mrs. Mery de Trigos knew this gastronomic tradition and after the death of her father-in-law in 1971, who was in charge of cooking the rice bread, she received a quantity of raw material (rice and curd) given as an inheritance with which she started her own business. Mrs. Mery says that she used to prepare rice bread rolls, tubs, and tungos, but due to the low population of the municipality, she had to travel to other cities for commercialization, such as Acacías and Villavicencio, where she offered her products in transport terminals, market places and door to door. For two years she dedicated herself to this activity mainly on weekends, where she detected an increase in her sales. Then, she moved to his place of residence and opened her premises for the sale of the product.

The Trigos family believes that cultural traditions should be respected for the next generations, which is why they refuse to use any industrialized or mechanized process and refuse to change their clay ovens and knead manually since that is where their essence lies. Currently, the company is formed by the same family and workers who have accompanied them for over 20 years.

#### *Companies in the city of Restrepo*

**a. Lanzallamas Bakery.** The Lanzallamas Rice Bread Factory was founded on January 20, 1978, by Mrs. Edilma Novoa de Zambrano. She started her enterprise due to a lack of economic resources, as she was the mother of 12 children. She had no experience but says that she learned empirically, as it was enough to try a package of rice bread, and with a minimal investment she started manufacturing. In the beginning, it was difficult, she began to sell among the neighbors, and as time went by the quality improved. In 1990 they rented a place with 5 employees, they had already bought the mills and gas ovens, the quality of the product was recognized, but there was some money mismanagement that almost led them to bankruptcy. However, they were able to overcome the difficulties and the factory continued to grow thanks to the quality and prices, which gave way to look for a larger facility, currently, they have electric mills, stainless steel cans and increased to 20 direct employees.

**b. El Alcaraván.** In 1982 Mrs. Odilia Flórez de Melo created the company with a very humble infrastructure, an old ranch, and a wood oven, where the employees were her children and the customers only bought to take away. The machinery for storage and production was second hand, it was sold in paper bags, after 6 months they began to pack in plastic bags; after 10 years of operation, the first non-family worker joined the company. After 15

years, the product began to be distributed in baskets to different stores in the municipality, with packaging that identified them. Then they acquired health responsibilities, for which they remodeled the internal infrastructure of the establishment, achieving the industrialization of its production process, as well as the external area, for the convenience of customers who consume the hot product in the establishment. It is worth noting that they acquired land as a second point of sale in the municipality, which allowed them to increase their sales and positioning.

**c. Comestibles el Gaván.** This company started the production and sale of rice bread in 1994 with its manager and founder German Gordillo and his wife Jenny Moreno. The production facilities were established in their residence in the city of Villavicencio, where other products such as cassava bread and sago bread were also produced. They expand their customers to other cities in the country and by the year 2008 they begin a process for their commercialization at an international level, for which they formalize the company in 2012, achieving a factory with Good Manufacturing Practices (GMP) and greater production capacity, for which they make investments in machinery, make improvements to their packaging, and in 2018 they inaugurated their industrial production plant in the municipality of Restrepo. All of the above comply with the different regulations and facilitate the marketing of the product in chain stores in Colombia and internationally such as the United States and Panama. They also have product innovations such as brown rice bread with quinoa.

**d. Lanzallamas Bakery.** It was founded in 2002 by Mrs. Martha Lucia Melo Flores and her husband, son of the creator of the Lanzallamas bakery; it began with an investment of approximately seventy million pesos and second-hand machinery, ovens valued at ten million pesos, mills, and refrigerators. At that time, each member of the family had a responsibility in terms of sales, bread and cake manufacturing, distribution, among others; with the growth of the company, it currently has 12 employees.

**e. El Samán.** At the beginning of 2013, it was founded by Mr. Ferney Flórez Acosta, who since he was young had a passion for cooking, together with his wife Mrs. Nidia Fuentes. Both started as collaborators in a local company dedicated to the manufacture of rice bread and then became independent because they had acquired the necessary knowledge to manage their own business and took the house of his wife's father as a lease. They started with an investment of 500,000 pesos in the living room of their house, a manual oven, a mill, dough, and three tables.

Initially, their main distribution area was the department of Cundinamarca, where the product had great acceptance, since then they began to distribute to different cities such as Girardot, Villeta, Rio Negro, Bogota, Santa Marta, among others. This strategy played an important role

in the advancement of the organization and marketing of the product since, at the municipal level, not all companies had the prospect of expanding. By 2016 they decided to make an investment of approximately 200,000,000 pesos for the implementation of better machinery and increase their production, as were the mixer, molder, sealer, and two industrial ovens (rotary), currently has 7 employees.

### *Companies in the city of Villavicencio*

**a. Rosquipan bakery.** Founded by Mrs. Myriam Marlen Gordillo Novoa on January 10, 1990, who has a history of more than 30 years in the production of rice bread that she learned with her parents and grandfather, but gained more experience in marketing and industry with her aunt, the founder of Lanzallamas. Mrs. Myriam, being a mother and head of household, started the initiative in her own lot, where she built her house and the factory was located in the back, which consisted of a shop, patio, warehouse, and production area. In the beginning, operations were carried out manually, the ovens were drawer ovens, they were packed in baskets, and marketing was done on foot and sometimes by bicycle. The initial capital investment was \$200,000, which covered the cost of the oven and the mill used to grind the rice and curd.

In 2003, the plant was remodeled and they had the opportunity to leave only one property for the factory; they invested in rotary ovens, a very important achievement for the company since the processes were accelerated with efficiency and productivity. In the beginning, they had no employees, but currently, they have ten direct employees in the factory. Likewise, each of Mrs. Myriam's children continues to play important roles in the company, such as leading the administration, marketing, logistics, and production areas.

**b. Rocas del llano.** Founded in 2006 by María del Carmen Pulido Gutiérrez, who decided to create the company to generate income for her family, considering that rice bread is a typical and traditional product of the plains. The initial investment was \$500,000 and with little machinery, they produced 100 units in 5 hours. The company has grown and now has specialized machinery, which allows for an efficient production process, and it now takes 15 minutes to produce 100 units of the product. The most important strategies implemented are quality and innovation; they have a brand called *Rozquetas*, which, unlike traditional rice bread, has a softer and crispier texture because it is made with cheese and is packaged as a lunch box; they also have a traditional product.

**c. Rosquillano.** The company started in 1988, but the current owners bought it in 2009 for \$450,000,000. Mr. Juan Francisco Díaz Plata, who had

experience in the production and management of bakeries, decided to focus on this business because he considered that rice bread is one of the typical products in the area and the region. When they started, they had only four workers for the production and packaging of the product, currently, they have thirteen employees and two external vendors. They stand out for the sale and marketing of an original and quality product.

The administrative area has always been managed by the family and the other areas by private personnel. When Mr. Juan acquired this factory, it only had drawer ovens. After a year, they bought an electric rotary oven, and with the increase in production, they decided to buy two more ovens.

**d. Roscas el Catire.** Brigadier Giraldo Gordillo Novoa acquired the gastronomic skills of his parents who started with the manufacture of this dough in Restrepo in 1999, which they learned from a Venezuelan citizen who moved to live in the municipality and had lived in San Martín where they already made it. Initially, rice bread was made in a clay oven and at that time they were the only ones who had one. Mr. Brigadier worked with his parents for several years, but due to violence, he was forced to leave the municipality and settle in Villavicencio, when he decided to found his own company in 2009, where he works with his wife, 3 daughters, and a nephew.

**e. El caporal.** A company originally from Restrepo, it was purchased in November 2017 by Mr. Henry Reina, when he was bankrupt with an investment of \$38,000,000, motivated by working on a gastronomic heritage product of the department. Despite the difficulties and short time they have been with the company, they currently have customers nationwide, sending products to Ibagué, Bogotá, Cartagena, La Macarena, and Vaupés. In Villavicencio, they distribute the product to small businesses such as neighborhood stores, supermarkets, grills, hotels, restaurants, and tourist sites.

Mr. Henry and his wife Doña Marina emphasize that they prefer to make the product manually and traditionally because it is more homemade and the public likes it better; however, they have machinery such as ovens, packing machines, weights, and threading machines. The whole family works in the company; the wife is in charge of production together with their children. Initially, there were five direct employees, but now there are 12.

**f. El chino de los mandados.** The business initiative arises in a conference that Mr. Raul Rodríguez attends along with entrepreneurs in the region, where he saw the opportunity in the food sector to start a franchise chain to be taken outside the department, to promote rice bread as a typical product of the department of Meta, for this he gets Mr. Leonardo Granados as his strategic partner and in early 2018 they start their operation. The origin of the company's name is based on the song of the llanera music singer-songwriter Walter Silva, but Mr. Raul indicates that it is also a dedication

to his son, whose image is part of the logo and likes to interpret this song on every special occasion.

### *Companies in the city of Acacías*

**a. Celchi Bakery.** Mr. Marco Antonio Celis started his microenterprise in 2009, asking for a loan to buy a small second-hand oven and a manual mill, his wife was the one who knew about the production process. They began offering the product in the transport company La Macarena to passengers, stores and bakeries, so they became known in their municipality and began to make larger orders. As demand increased, they were forced to take out a loan to acquire more tools. They currently have six employees and machinery such as a sealer, mill, mixer, and industrial ovens. They make home deliveries in Granada and San Martín but mainly sell the store to store, making their product known.

**b. El Buen gusto.** In 2010, Mrs. Yolanda Pavi and her husband decided to invest \$7'000,000 to buy the company from the previous owners, who had been in business for 17 years. They do not need to hire employees, so Mrs. Yolanda and her husband are the only ones who work in the manufacture and sale of the product, which is done in the same facilities, since it is a good point of sale and they have recognition in the municipality, so they do not distribute to other establishments.

## CONCLUSIONS

This study, from a business perspective, is relevant for the recognition of the rice bread industry in Colombia, as a business sector that has been evolving as it has been accepted and known as a traditional product, achieving its distribution at the national level and some markets at the international level. It is important to recognize that companies are dynamic and changing, so they should be studied from a holistic approach, which "allows generating organized information to understand the essential situation" (Martínez, 2015), and making these aspects known through the characterization made to the business sector is remarkable for the learning of other entrepreneurs, as well as the analysis of weaknesses and strengths for the same entrepreneurs of the sector. In this regard, it was possible to identify the permanence of the companies in the market, evidencing a favorable economic outlook for the growth of agribusiness in the region.

Through the timeline of the industry, it is possible to highlight the main events in a quick way, where the change of the sector has been seen with the emergence of companies not only as a family tradition but also as a business opportunity.



It was evidenced that greater innovation is required, which agrees with the study conducted by Ruiz *et al.* (2016); in aspects such as packaging and distribution channels for marketing, but some entrepreneurs do not seek the expansion of their companies, as they require a high investment or are satisfied with how they currently operate, so they do not have enough machinery to increase production, in this sense the inter-institutional support remains key.

On the other hand, through the cases of entrepreneurship, it is possible to highlight the cultural and family tradition that characterizes the manufacture of rice bread, where the implementation of a strategic process is fundamental, since "the determination of values, implications, family vision, patrimonial vision and resources" (Araya, 2016), are aspects that over the years have been developed and strengthened, consolidating themselves as great entrepreneurs in the region.

Finally, this historical review allowed identifying the motivation and events that led these llanero entrepreneurs to form their organizations, knowing their stories promotes and highlights the entrepreneurship and business evolution that these companies have achieved, which glimpses their great potential, as well as the needs for strengthening as a business sector.

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