

# Strategic Analysis & Plan for Mofon'Go

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## Abstract

This research examines Mofon'Go, a food kiosk in Old San Juan, Puerto Rico, to develop a strategic plan for sustainable growth within the quick-service restaurant (QSR) industry [1]. The objective was to analyze its business model, competitive environment, and operational challenges [2]. Methods included a comprehensive SWOT analysis, PESTEL framework, Porter's Five Forces, and financial projections [3]. Results revealed strengths in location and authenticity, alongside weaknesses like supplier dependency [4]. Strategic recommendations focus on formalizing supplier partnerships and enhancing digital presence, projecting a 22% sales increase [5]. The study concludes that Mofon'Go can transform vulnerabilities into competitive advantages by leveraging cultural narratives and operational efficiency [6].

## Introduction

Mofon'Go specializes in authentic Puerto Rican cuisine for tourists [7]. It addresses the need for strategic planning in a tourism-driven QSR market marked by seasonal fluctuations and competitive pressures [8]. The work aims to provide a roadmap for sustainable growth by identifying internal capabilities and external factors influencing the kiosk's operations within a historic, culturally significant locale [9].

## Background

Mofon'Go operates in the QSR industry, specifically the street food segment, in a tourism-heavy region of Viejo San Juan [10]. Literature highlights the industry's reliance on cultural tourism and cruise passenger traffic, with Puerto Rico's restaurant sector generating \$4 billion annually and employing 90,000 individuals [11]. Studies note challenges such as tight profit margins (43% of restaurants below 8% in 2024) and labor shortages, alongside opportunities from tourism initiatives [12]. The state of the art emphasizes differentiation through authenticity and operational efficiency in mature markets [13].

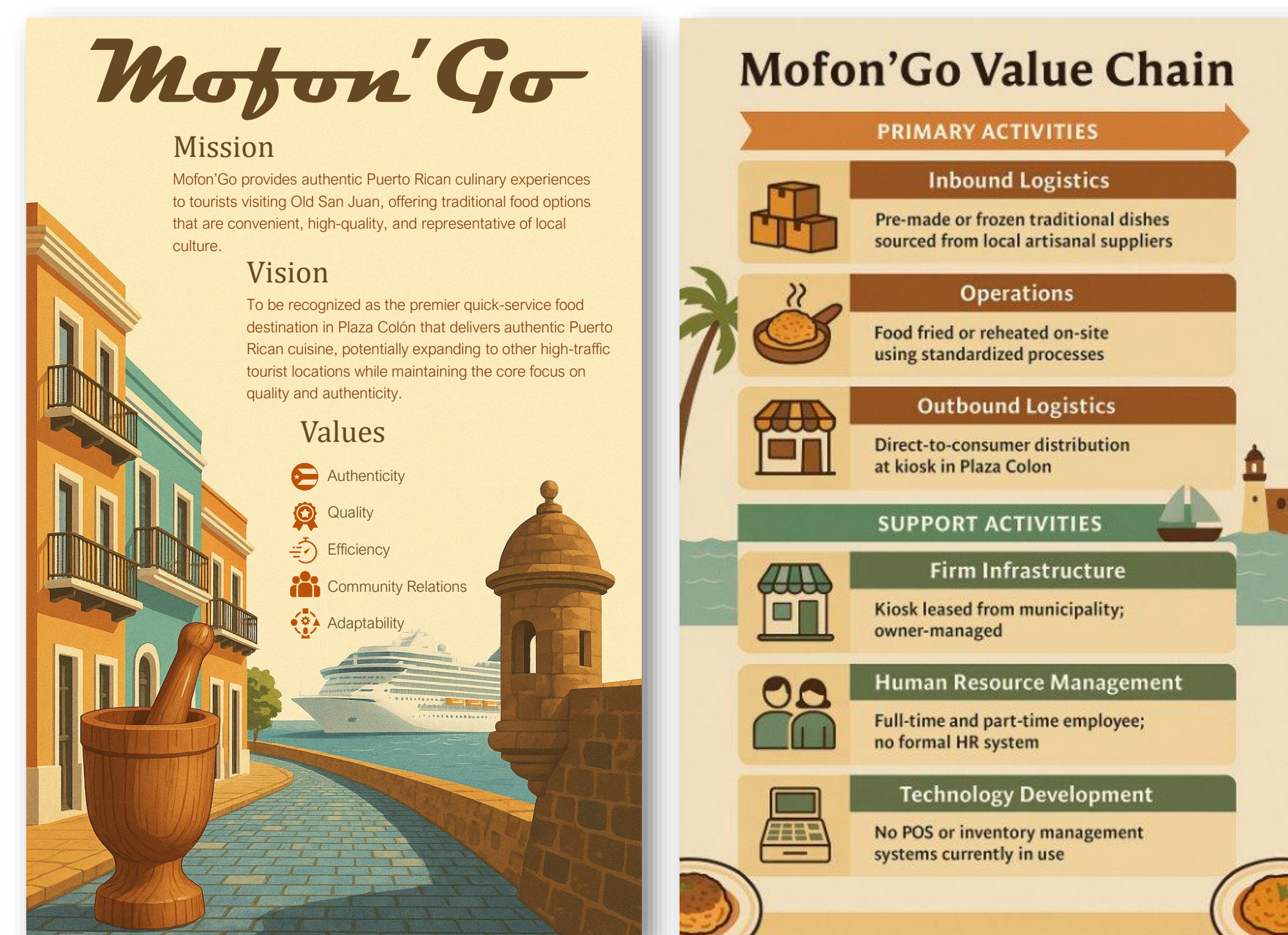


Figure 1. Mission, Vision & Values [14].

Figure 2. Value Chain [15].

## Problem

Mofon'Go faces significant challenges including supplier dependency, limited staffing, and minimal marketing, which hinder its ability to sustain competitive advantage in a crowded tourist market [16]. Seasonal demand tied to cruise schedules exacerbates operational instability [17]. This research addresses the critical need to transform vulnerabilities into strengths, answering how Mofon'Go can achieve sustainable growth [18]. The objectives are to analyze its business environment, identify strategic gaps, and propose actionable recommendations to enhance profitability and cultural impact within Old San Juan's QSR landscape [19]. How can Mofon'Go turn these challenges into sustainable competitive advantages over the next three years?

## Methodology

The research employed a multi-faceted approach to analyze Mofon'Go's strategic position [20]. It conducted a SWOT analysis to assess internal strengths and weaknesses alongside external opportunities and threats [21]. A PESTEL framework evaluated macro-environmental factors, while Porter's Five Forces examined competitive dynamics [22]. Financial data was analyzed to project growth scenarios post-strategy implementation [23]. Industry lifecycle analysis determined the market's maturity stage, guiding differentiation strategies [24]. Data was sourced from operational records and industry reports to ensure accuracy [25].

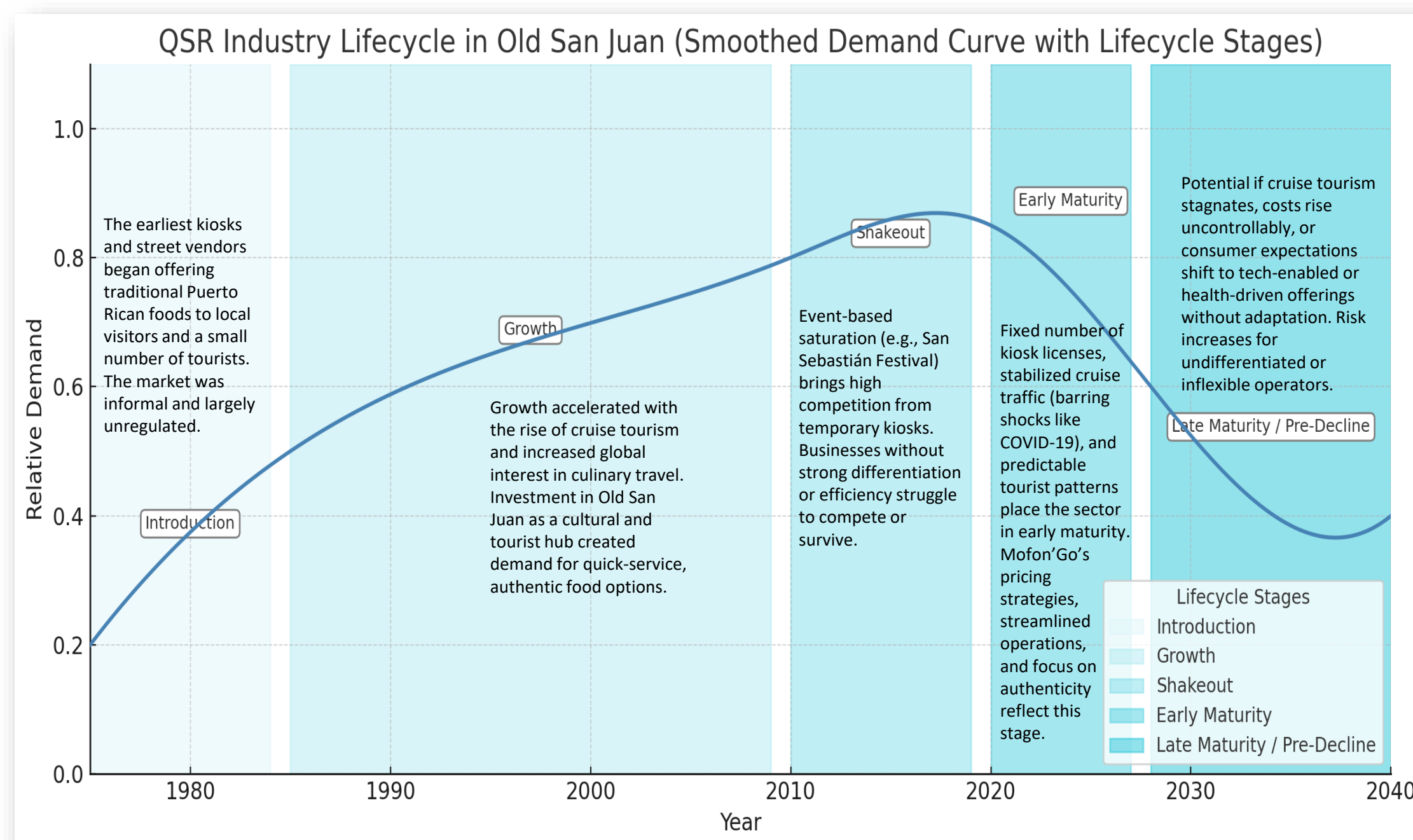


Figure 3. QSR Industry Lifecycle [26][27][28][29][30].



Figure 4. Porter's Competitive Forces and the Macroenvironment [31].

## Mofon'Go Business Model Canvas

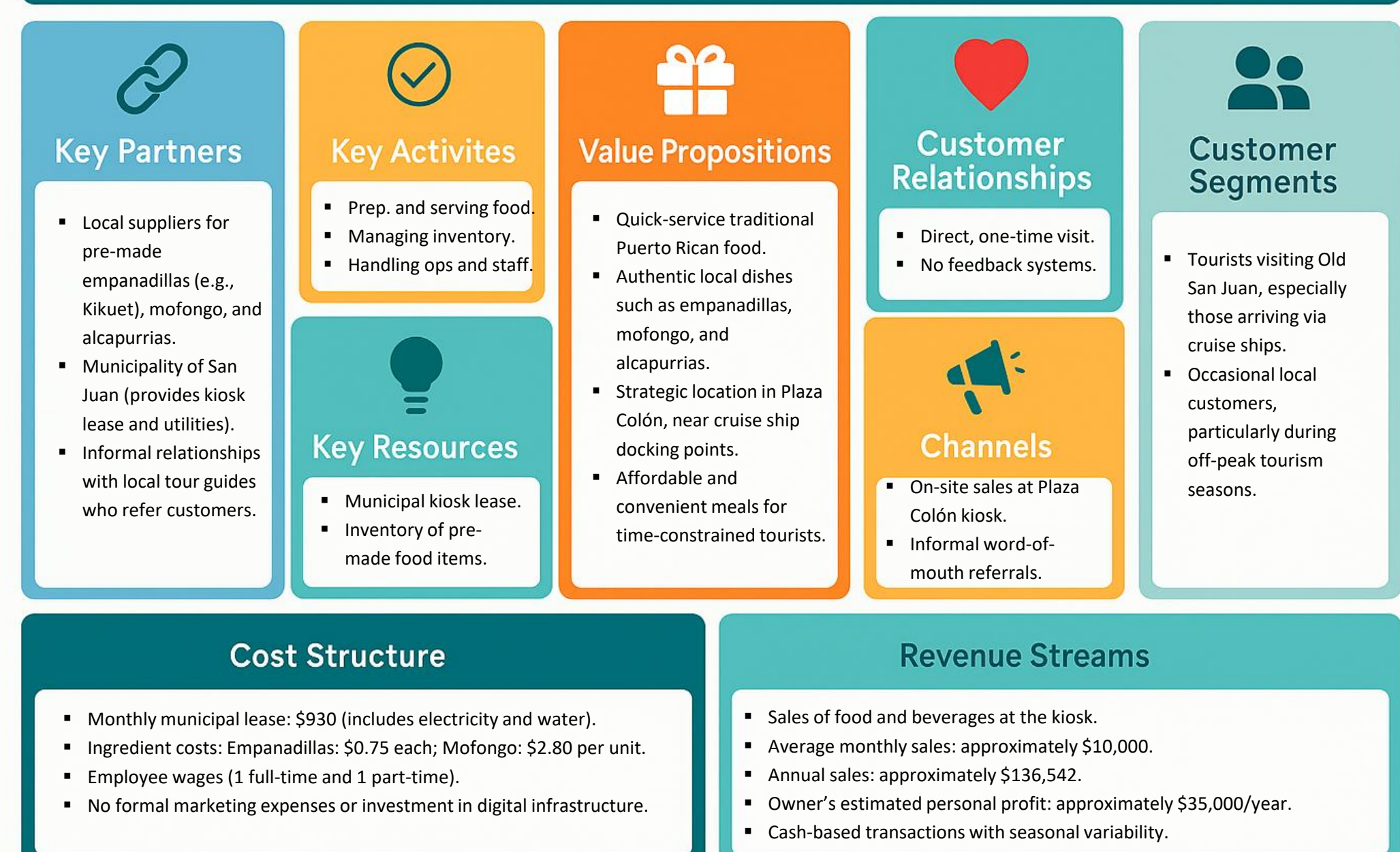


Figure 5. Business Model Canvas [32].

## Results and Discussion

The analysis revealed Mofon'Go's prime location and authentic offerings as key strengths, yet highlighted weaknesses such as supplier dependency and lack of marketing [33]. External opportunities include tourism initiatives and digital tools, while threats encompass regulatory constraints and economic pressures [34]. Financial projections post-strategy implementation indicate a 22% sales increase to \$146,400 and a profit margin rise to 30.4%, yielding \$44,520 annually with an 85.4% ROI on a \$17,000 investment [35]. Visitor spending at San Juan National Historic Site contributed \$226,888,000 to the local economy, underscoring tourism's impact [36].



Figure 6. SWOT Analysis [37].

Resource / Capability	Valuable? (V)	Rare? (R)	Costly to Imitate? (I)	Organized to Exploit? (O)	Level of Competitive Advantage
Prime Location (Plaza Colón)	Yes	Yes	No	No	Temporary Competitive Advantage
Authentic Puerto Rican Menu	Yes	Partially	No	No	Competitive Parity / Temporary Advantage
Pre-made Product Model (Operational Efficiency)	Yes	No	No	Yes	Competitive Parity
Tourist-Oriented Pricing Strategy	Yes	No	No	Yes	Competitive Parity
Owner Involvement & Flexibility	Yes	Partially	No	Yes	Temporary Competitive Advantage
Supplier Relationships	Partially	No	No	No	Competitive Disadvantage
Minimal Digital Presence / Marketing	No	No	No	No	Competitive Disadvantage
Limited HR Capacity (2 workers)	No	No	No	No	Competitive Disadvantage
No Proprietary Recipes or Branding	No	No	No	No	Competitive Disadvantage
Fixed Utility Costs under Municipal Lease	Yes	No	No	Yes	Competitive Parity

Figure 7. VRIO Analysis [38].

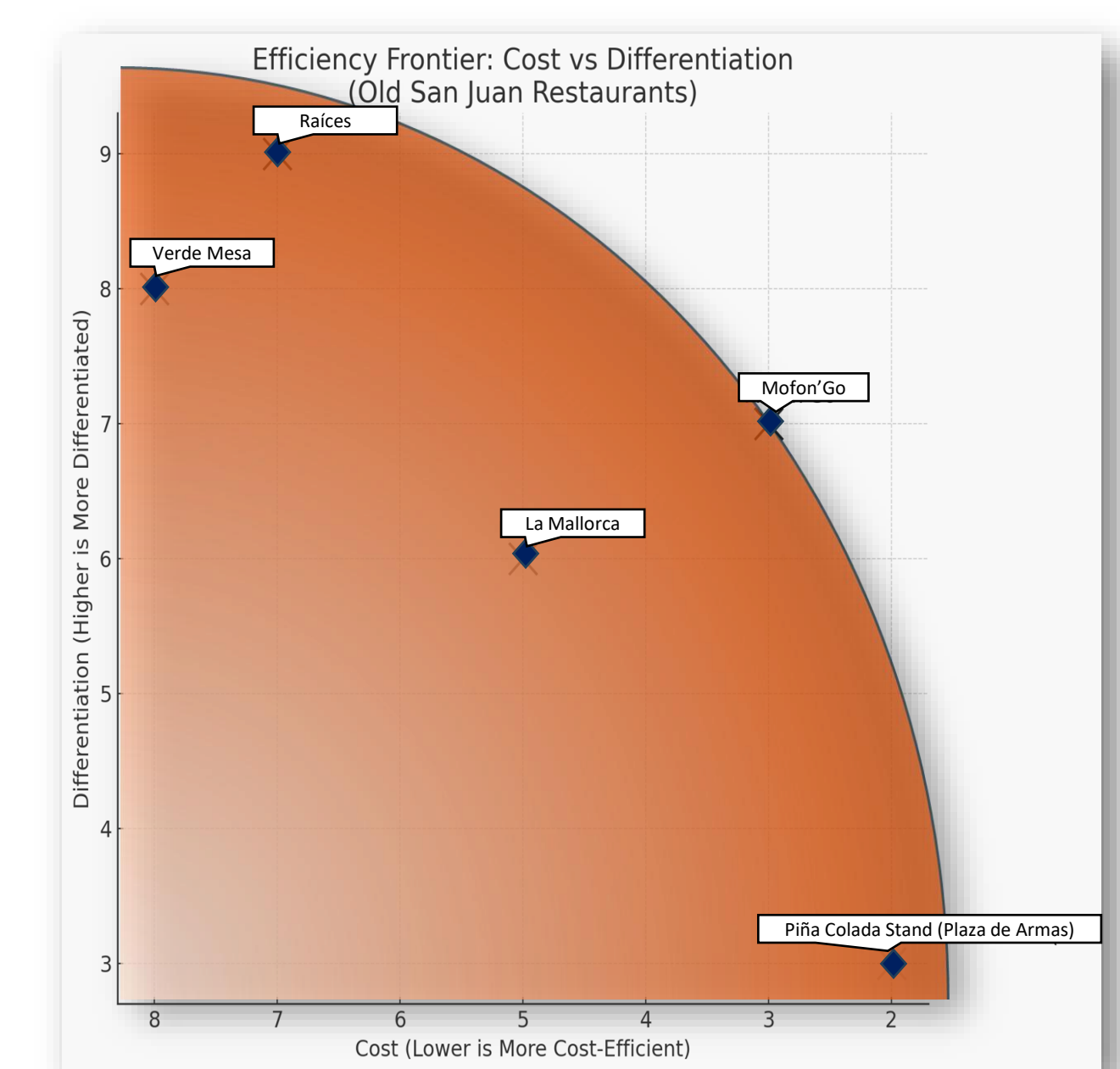


Figure 8. Efficiency Frontier: Cost vs Differentiation [39][40][41].

- Key strategic recommendations include:
- Formalize Supplier Relationships:** Transform suppliers into partners via contracts for price stability; expected cultural differentiation [42].
  - Implement Tourism Flow Management:** Track cruises to adjust staffing and inventory; expected to optimize operations during peak periods [43].
  - Develop Digital Strategy:** Create an Instagram presence highlighting artisans; expected to increase planned tourist visits [44].
  - Specialized Inventory System:** Design management for pre-prepared products; expected to reduce waste [45].
  - Dual Market Strategy:** Target locals during low seasons with offers; expected to stabilize income [46].

## Conclusions

This research concludes that Mofon'Go can achieve sustainable growth by leveraging its location and authenticity while addressing supplier dependency through strategic partnerships [47]. Projected financial gains include a 22% sales increase and improved margins to 30.4% [48]. The study contributes a framework for small QSR businesses in tourist areas to balance operational efficiency with cultural differentiation, reinforcing Mofon'Go's role as a culinary ambassador in Old San Juan [49].

## Future Work

The next steps involve implementing proposed strategies over a three-year horizon with annual reviews [50]. Further research will explore expansion to high-traffic areas like airports, contingent on stabilizing current operations, to assess scalability and profitability [51].

## Acknowledgements

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Figure 9. From left to right: Rubén Santiago, Mofon'Go's owner; Carla Santiago, researcher & strategist; Francisco J. Casiano, researcher & strategist.

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