

ORIGINAL

Social positioning of Galletas Dondé in Escárcega based on local perceptions and an empathy map

Posicionamiento social de Galletas Dondé en Escárcega a partir de percepciones locales y mapa de empatía

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ABSTRACT

Introduction: the social positioning of Galletas Dondé in Escárcega, Campeche, was studied, considering local perceptions and deepening with empathy map analysis.

Method: this is a descriptive and exploratory study with a conventional sample; a total of 120 in-person surveys were conducted in grocery stores and retail outlets between May and June 2025. The questionnaire sought consumer preference, quality perception, and recommendation, and included open-ended questions to develop an empathy map.

Results: Gamesa was found to be the leading company in all three indicators, while Dondé came in second and Cuétara lagged behind. In comparative aspects of social positioning, Dondé obtained the highest total score, slightly above Gamesa and well above Cuétara. The empathy map indicates that Dondé connects through tradition and proximity, but suffers from low visibility, little innovation in packaging, and limited community and digital presence.

Conclusions: it is concluded that Dondé has an intermediate social positioning but could grow if it focuses more on its local identity through closer communication, social marketing, community presence, and a healthy approach consistent with current trends applied in the locations where the company has branches.

Keywords: social positioning; empathy map; consumer perceptions; social marketing; Escárcega; cookies.

RESUMEN

Introducción: se estudió el posicionamiento social de Galletas Dondé en Escárcega, Campeche, considerando las percepciones locales y profundizando con el análisis del mapa de empatía.

Método: el estudio es de tipo descriptivo y exploratorio con una muestra convencional; en total se aplicaron 120 encuestas presenciales en tiendas de abarrotes y puntos de venta entre mayo y junio de 2025. El cuestionario buscó la preferencia de consumo, percepción de calidad y recomendación, e incluyó preguntas abiertas para elaborar un mapa de empatía.

Resultados: se encontró que Gamesa es la empresa líder en los tres indicadores, mientras que Dondé quedó en un segundo lugar y Cuétara quedó rezagada. En aspectos comparativos de posicionamiento social, Dondé obtuvo el puntaje total más alto, ligeramente por encima de Gamesa y muy por encima de Cuétara. El mapa de empatía indica que Dondé conecta por tradición y cercanía, pero arrastra baja visibilidad, poca innovación en empaques y limitada presencia comunitaria y digital.

Conclusiones: entonces se concluye que Dondé tiene un posicionamiento social intermedio pero que puede

crecer si se interesa más en su identidad local mediante comunicación más cercana, marketing social, presencia comunitaria y una línea saludable coherente con tendencias actuales aplicada en los lugares donde tiene sucursales la empresa.

Palabras clave: posicionamiento social; mapa de empatía; percepciones del consumidor; marketing social; Escárcega; galletas.

INTRODUCTION

A brand is not sustained solely by the quality of its products or its competitive price, as consumers look for something more: identification, trust, and a sense of belonging to the companies from which they purchase their products. In this context, the empathy map is a valuable tool for understanding how people perceive a brand from different perspectives: what they think and feel, what they see in their environment, what they hear, what they say and do, and what frustrations they experience.

Some companies have invested in social marketing to encourage people to identify with the products and services they provide, but in Escárcega, the implementation of these strategies has been very limited (Centeno-Ortiz et al., 2021).

In the city of Escárcega, the company Galletas Dondé represents an interesting case. With more than a hundred years of history, this company has managed to consolidate its presence in the region. However, when analyzing its relationship with the community, a challenge arises: although it is recognized for the tradition of its products, it is sometimes not identified as a brand that is close or socially committed.

The company under study has held the Socially Responsible Company designation since 2011, which seeks to impact the image the company conveys to the general population and, above all, to the environment. However, today's competitive environment demands ever-increasing innovation, as competitors constantly innovate and constantly seek to gain positioning.

In this context, the central problem is that, despite its recognized track record, Galletas Dondé faces a competitive landscape with local and industrial brands in Escárcega. The company seeks to maintain and improve its position in the cookie market through the quality of its products and the work of its sales agents; however, it is necessary for people in certain sectors of the population to keep the Galletas Dondé brand in mind and identify it as a socially responsible company with its employees, customers, and the general public.

Literature Review

Theories on the Business-Society Relationship

The “legitimation theory” posits that businesses not only function as economic entities but also as social organizations with the capacity to influence laws, tastes, and public opinion (Medina et al., 2008). From this perspective, business activities must conform to the values and expectations of the society in which they operate. This means that a company's legitimacy depends on its consistency with these values; otherwise, it risks losing trust, credibility, or even facing sanctions.

The “political economy theory” understands corporations as part of a complex social, economic, and political system, where the state and regulations play a decisive role. This theory, like the legitimation theory, recognizes the social influence of businesses, but asserts that their actions cannot depend solely on self-regulation but must also conform to legal provisions and external pressures (Trejo & González, 2017).

For its part, “institutional theory” broadens the approach and indicates that corporate legitimacy arises from a network of norms, values, customs, and institutions that shape social life (Pinto, 2017). In addition to addressing individual needs, the company must respond to collective priorities, framed within mandatory rules or social agreements.

Finally, “resource dependence theory” argues that companies seek to maximize their power by controlling external resources (Moisés et al., 2011). In this process, they generate dependency relationships that can benefit or limit different stakeholders. Companies that possess a wide variety of resources have greater bargaining power; in contrast, those that depend on a few suppliers or stakeholders are at a disadvantage.

The analysis of Galletas Dondé is appropriately framed within legitimation theory, which links corporate performance with social legitimacy by balancing economic results with the well-being of workers, customers, and the community.

Positioning and Corporate Social Responsibility

Social positioning is defined as the alignment of a company's values and actions with the values of its employees and those with an interest or influence on its daily activities (Orenda, 2021). Social positioning theory is an explanation of social constitution in which organizational structure is important. A central component of the theory is the conception of the nature of the specific community structure and the way in which human beings and other phenomena are

organized through it (Lawson, 2022).

New trends (ecology, healthy living, leisure time, etc.) are taken into account by companies when promoting their products, seeking, for example, an image of respect for the environment and social values (Ceupe, 2022).

According to Sanna (2013), positioning is a key concept and emphasizes that customer choice is the result of a comparative process. The first function of brand positioning is to establish a connection in the consumer's mind between the brand and the needs of the category.

According to Walker, Boyd, Mullins, and Larréché (2003), cited by Coca-Cola (2007), positioning refers to both the place a product or brand occupies in the minds of customers, relative to their needs and to competing products or brands, and to the marketer's decisions and intentions in creating such a position.

Positioning shows the place a company's product is placed in the consumer's mind, or the preference they give to their need when wanting to acquire something, whether a good or a service. Every brand must be aware of its customers' opinions of the good or service offered. By mastering this information, it can create a positive impression of the product offered, which differentiates it from competitors and provides greater benefits to the consumer.

One topic that large companies are currently beginning to consider fundamental is Social Responsibility. This is mentioned by Gutiérrez et al. (2023) and has been widely studied as a strategy to improve corporate positioning. For example, Marulanda's (2014) study identifies that taste and price (of a product) remain the most important aspects considered by buyers; however, he concludes that social responsibility is a fundamental factor in improving positioning. Corporate Social Responsibility is the conscious and consistent commitment to fully comply with the company's purpose, both internally and externally, considering the economic, social and environmental expectations of all its participants, demonstrating respect for people, ethical values, the community and the environment, thus contributing to the construction of the common good (Calderón Cajiga, 2012) and includes a series of corporate activities focused on the well-being of charitable and community organizations, employees, suppliers, customers and future generations (Lazovska, 2019).

Social Marketing

According to Leon & Paredes (2020a), social marketing seeks to develop and integrate marketing concepts with other approaches to influence behaviors that benefit individuals and communities for the greater social good. The practice of social marketing is guided by ethical principles. However, rather than promoting a product or service, cause-based marketing primarily seeks to disseminate an idea that attempts to overcome social problems.

Basically, this type of strategy aims to convince a brand's target audience to collaborate by providing solutions to problems such as health, transportation, the environment, education, and various other social issues. Thus, when a company or entrepreneur creates actions to reduce these types of problems, it is seen as a socially responsible brand. In other words, the business's goal is not only to profit, but also to help the people around it.

Today, consumers don't just want a company that makes sales at any cost. People are looking for brands that are socially responsible and that demonstrate their value not only in the products and services they offer, but also in the changes they propose.

Green marketing, also known as ecological marketing or environmental marketing, consists of promoting environmentally sustainable products, services, or initiatives (The Power MBA, 2024). It is also considered a set of activities aimed at meeting consumer needs with products whose manufacturing processes do not harm the environment. These activities raise awareness, promote the development of new products and the use of sustainable technologies, and reduce pollution and negative impacts (Lozano-Ramirez, 2024).

Another type of marketing is cultural marketing, which uses traditional market tools to generate the exchange of products and services. The difference is that it does not always involve a financial transaction, but in many cases can be tangible in different ways. For example, we can use marketing to get a specific audience to attend a free performance by an artist who has previously been paid by a third party. But this audience is giving their time, as well as their attention, to the work, its performer, and its creator. This also constitutes an exchange (Pérez, 2004). It is also considered a means of effectively connecting with the target audience of cultural organizations and encourages community participation and support in cultural events, contributing to the economic and social development of a region (Flores, 2023).

An important derivative of marketing is emotional marketing, and for this reason, Ramirez et al. (2015) mention that it provides knowledge about its effects on consumers and its importance in developing brand loyalty. In addition to emotional marketing, there are other strategies that companies use to improve their positioning; in general, many of these strategies are based on the use of technologies. As mentioned by Moyano (2018), who concludes that given the high percentage of internet use, knowledge of digital tools, and social media management, adaptability and versatility must be considered when generating visual content related to brand promotion, with the goal of conveying quick and engaging information, enhancing emotional messages, and better reaching the audience and target audience.

Finally, "health marketing" is a line of marketing geared toward this sector, whether to promote services or products, as well as preventive habits. It is clear that the dynamics in the healthcare sector have changed, as consumers now have a different way of obtaining information. In general, it is quite common for people to turn to the internet to

resolve doubts and find the right place to go when dealing with a health problem. Thus, it is clear that healthcare marketing should be geared toward helping people and showing them how they can do so (Peñaloza et al., 2012).

Branding and its relationship with marketing

Marketing is a social discipline, as it operates within society and is significantly influenced by it. In the field where this activity takes place, success or failure in achieving its objectives depends on the ability of the organization in general and of marketing itself in particular to generate optimal adaptation to the impacts caused by uncontrollable environmental variables (Dvoskin, 2004).

Currently, certain authors, such as Leon & Paredes (2020b), mention that the marketing strategies employed must change the approach to interacting with society in order to prevail in the consumer's mind. Social branding emerges from the above, as it is presented as a brand positioning strategy whose main objective is the common good of society. This latter factor is a factor that few companies take into consideration, as they feel it is an issue that does not provide any favorable impact to the company.

A highly alarming aspect is that, for the first time, the media is the least trusted globally. This has consequently generated three main effects on society: the inability to know the truth, the lack of trust in government, and, finally, the lack of trust in businesses.

Branding arises from the proper management of an organization's most valuable intangible asset: the brand. It should be emphasized that a brand emerges from an organization's desire to differentiate itself from its competitors, connect emotionally with its consumers, become irreplaceable, and create long-term relationships.

METHOD

To understand the social positioning of Galletas Dondé in Escárcega, a simple and straightforward study was conducted, seeking to hear the perceptions of local consumers firsthand. The approach was descriptive and exploratory (Hernández & Mendoza, 2018) because the goal was not to test statistical hypotheses, but rather to understand how people view, feel, and recommend the brand compared to its competitors.

Sample and Instrument

The study focused on people who consume Marias cookies in Escárcega. The sample was not chosen randomly, but rather a convenience sampling approach: those who agreed to participate were surveyed in grocery stores throughout the city. In total, 120 questionnaires were collected from people of different ages, genders, and purchasing habits.

The collection tool was a short questionnaire, divided into three parts:

1. Brand preference (which cookies they consume most).
2. Quality perception (how they rate the flavor, texture, and packaging).
3. Recommendation (whether they would encourage others to consume that brand).

Open-ended questions were also included so people could share more free-form comments about their thoughts on Galletas Dondé and its relationship with the community.

Procedure

The surveys were administered in person during May and June 2025, at different locations throughout the city. The surveys were administered in person, directly at the small shops, using a printed questionnaire. Business owners were asked for permission to administer the questionnaire. The data was organized into tables with frequencies and percentages, allowing for a clear comparison between Dondé and Gamesa and Cuétara. This information was also used to create an empathy map that integrated what people think, feel, hear, and observe about the brand, as well as their frustrations and aspirations.

RESULTS

Respondent Profile

For this study, 120 surveys were conducted among consumers of cookie products in grocery stores and retail outlets in the city of Escárcega, Campeche. Conventional sampling was used, taking into account people's willingness to participate and the resources available for the research.

Age: 25 to 45 years. Economically active population that makes regular household purchases.

Gender: Men and women. A slight female majority was observed, reflecting the role that many women still play in purchasing decisions for everyday foods.

Perceptions of Dondé Cookies

When analyzing how Escárcega consumers choose and value Marias cookies, it becomes clear that factors such as price and availability are not the only factor involved, but also tradition, perceptions of quality, and word-of-mouth recommendations. The best-known brands sometimes earn a place in families' collective memories, which directly influences their purchasing decisions.

The survey sought to measure these perceptions from three key perspectives: consumer preference, perceived quality, and recommendation to others. These indicators provide a more complete picture of each brand's position in

the minds of local consumers, and at the same time, we identify areas of opportunity to strengthen Galletas Dondé's presence compared to its main competitors.

Table 1.

Perceptions of Marias Cookies (Dondé, Gamesa, and Cuétara)

Brand	Consumption Preference	Quality Perception	Consumption Recommendation
Dondé	30 (25%)	27 (23%)	31 (26%)
Gamesa	72 (60%)	74 (62%)	70 (58%)
Cuétara	18 (15%)	19 (16%)	19 (16%)

Note. Prepared by the authors based on the survey results

These results confirm that Gamesa maintains a solid leadership position in the local market, occupying first place in all three aspects evaluated with percentages exceeding 58%. This dominance is associated with both its advertising presence and the trust it conveys to consumers, who perceive its products as higher quality and, therefore, recommend them more frequently.

However, the Dondé brand remains in a stable second place, with percentages around 25%. Although it is far from catching up with Gamesa, it consistently surpasses Cuétara, revealing that it has a loyal consumer base that could expand if the company strengthens its marketing strategies and consolidates a closer emotional connection with the Escárcega community.

Identification of social variables

This section addresses variables that affect the brand positioning of Galletas Dondé in the municipality of Escárcega, and thus determine whether its positioning is high or low compared to similar products from other cookie brands.

Variable 1. Galletas Dondé's CSR

Galletas Dondé's social responsibility is duly established through the distinction awarded by the Mexican Center for Philanthropy (Cemefi) to carry out activities that benefit the population (Galletas Dondé, 2025).

The Mexican Center for Philanthropy (Cemefi) is a civil association founded in December 1988. It is a private, non-profit institution with no political, racial, or religious affiliation. It is authorized by the Mexican government to receive tax-deductible donations. Its headquarters are in Mexico City, and its scope of action covers the entire country (Centro Mexicano para la Filantropía, 2025).

Currently, the competition is reacting to the commercial activities taking place in the city of Escárcega, Campeche. This means that Galletas Dondé stays ahead of them, always seeking to implement actions that contribute to maintaining its positioning relative to the competition.

Currently, it can be seen on its website that it carried out certain activities to benefit the community and employees in 2021 and 2022 in certain parts of the city of Mérida. However, the scope of these activities is not observed in the locations where it has distribution centers (such as Escárcega, Campeche). This could be an area of opportunity for the company, since carrying out social activities contributes to improving its social positioning, which consequently improves its commercial positioning.

Variable 2. Healthy Products

At this point, it is mentioned that the company Galletas Dondé created a range of products aimed at the segment of the population that cares about their diet and health, and that seeks to consume certain products with natural characteristics.

The population seeking adequate nutrition takes into account that proper nutrition promotes health and physical and emotional well-being. Nutrition is not just about eating to satisfy hunger, but about consuming foods that nourish our bodies in a balanced way, according to each person's characteristics, in order to maintain a healthy life (Ministry of Health, 2024).

In response, the company diversified its products into four categories for this sector: D'fibra, Whole Grain Dips, Cuban Dips, and Natural Oatmeal. With this in mind, Galletas Dondé implemented actions that contributed to increasing its social standing through health marketing.

Variable 3. Social Marketing for Galletas Dondé

Galletas Dondé's social marketing campaign included (1) Advertising on the back of trucks (only in certain large cities); (2) Advertising in special spaces at bus stops (only in Mérida); (3) Television spots (only in Mérida); (4) Mass advertising on social media; (5) T-shirts for company staff, worn on Saturdays; (6) POP material, which was posted in stores; certain quantities were distributed throughout the company's distribution centers.

The actions listed above demonstrate that the company has managed to improve its social positioning through the use of social marketing.

Social Positioning Level.

This section contains information on the evaluation of the social positioning level of Galletas Dondé, in relation to its competing brands, Galletas Gamesa and Galletas Cuétara.

1. **Values and Corporate Culture:** The company must be transparent about its values and how these are reflected in its operations and decisions (Harca Marketing, 2016).
2. **Strategic Communication:** The company must effectively communicate its CSR initiatives and commitment to social values (FocusTribes, 2024).
3. **Stakeholder Alignment:** The company must consider the expectations and needs of its stakeholders, such as employees, customers, the community, and shareholders (Gonzalez, 2024).
4. **Community Integration:** The company must actively participate in the community, support relevant social causes, and generate a positive impact (Viúdez, 2023).
5. **Transparency and Ethics:** The company must be transparent about its practices and decisions, demonstrating ethical and responsible behavior (Association with Values, 2022).

This section contains measurements of the five points mentioned above, based on information found online and on the official websites of each cookie brand, in this case Gamesa, Dondé, and Cuétara. Table 2, for comparative analysis, considers information obtained from official websites, as well as from other websites that share data about the companies being evaluated.

Table 2.
Comparative analysis of social positioning criteria.

Criterion	Dondé	Gamesa	Cuétara
Corporate values and culture	5	5	3
Strategic communication	5	5	3
Alignment with stakeholders	5	5	2
Community integration	5	4	1
Transparency and ethics	5	5	5
Total	25	24	14

Note. Prepared by the authors. The table is scored on a scale of 1 to 5, where 5 is the highest score and 1 is the lowest.

As a result, the table shows that Galletas Dondé, with minimal difference compared to Galletas Gamesa, occupies the first place in the evaluation of social positioning criteria. In the case of Galletas Dondé, the company has implemented Social Responsibility actions at its Mérida plant. These activities have been related to employee health care, environmental contributions, and certification as a Socially Responsible Company (Galletas Dondé, 2025).

Galletas Gamesa has carried out internal improvement activities in support of the environment, but has not implemented any social responsibility activities in the community (The Food Tech, 2009). In blogs outside of Gamesa, current and former employees provide positive feedback regarding the work environment and good pay, but frequent mentions of excessive work hours (Glassdoor, 2025). Galletas Gamesa is certified as a Socially Responsible Company (Guerrero, 2009).

In the case of Galletas Cuétara, no information was found on whether it supports social activities benefiting its employees or the community, nor is it certified as a socially responsible company (Galletas Cuétara, 2025).

Empathy Map

To further understand consumer behavior toward the Galletas Dondé brand, the empathy map methodology was applied as an exploratory tool. Its development included the following stages:

1. *Definition of the customer segment:* the first step was to define the target consumer. In this case, residents of Escárcega who regularly consume baked goods and cookies were selected, including both end buyers and grocery store owners.
2. *Collection of qualitative data:* semi-structured interviews and point-of-sale observation were used as the main techniques. Interviews were conducted with consumers who had recently purchased the product, while observation focused on the brand's shelf placement, in-store advertising, and interactions with salespeople.
3. *Organization of the map into quadrants:* the information gathered was organized into the six quadrants of the empathy map. This was achieved by using consumer statements and direct observations, avoiding outside interpretations.

4. *Identification of patterns and tensions:* once the quadrants were completed, similarities and contradictions were analyzed. For example, consumers stated that they value traditional flavor, but at the same time, they pointed out the lack of innovation and the limited presence of the brand in community spaces. This contrast highlighted the tension between tradition and modernity, an important point in the perception of Galletas Dondé.

Table 3.

Comparative analysis of social positioning criteria.

Patterns	Tensions
Consumers value tradition and flavor, associating them with memories and family customs.	Tradition vs. Innovation: Historical flavor is appreciated, but at the same time, innovation is demanded in packaging, presentation, and communication.
There is a shared perception that the brand innovates little and communicates in a limited way.	Perceived Quality vs. Low Visibility: Product quality is recognized, but its limited presence at community events and digital media reduces its impact.
A preference for competitors is observed due to their greater dynamism in advertising and promotions.	Habitual Consumption vs. Lack of Recommendation: Customers buy out of habit, but do not actively promote or recommend the product.
Consumption is sustained by habit rather than brand conviction	Expected Affordable Price vs. Perceived Value: Consumers expect affordable presentations, but believe that other brands offer more promotions and benefits.

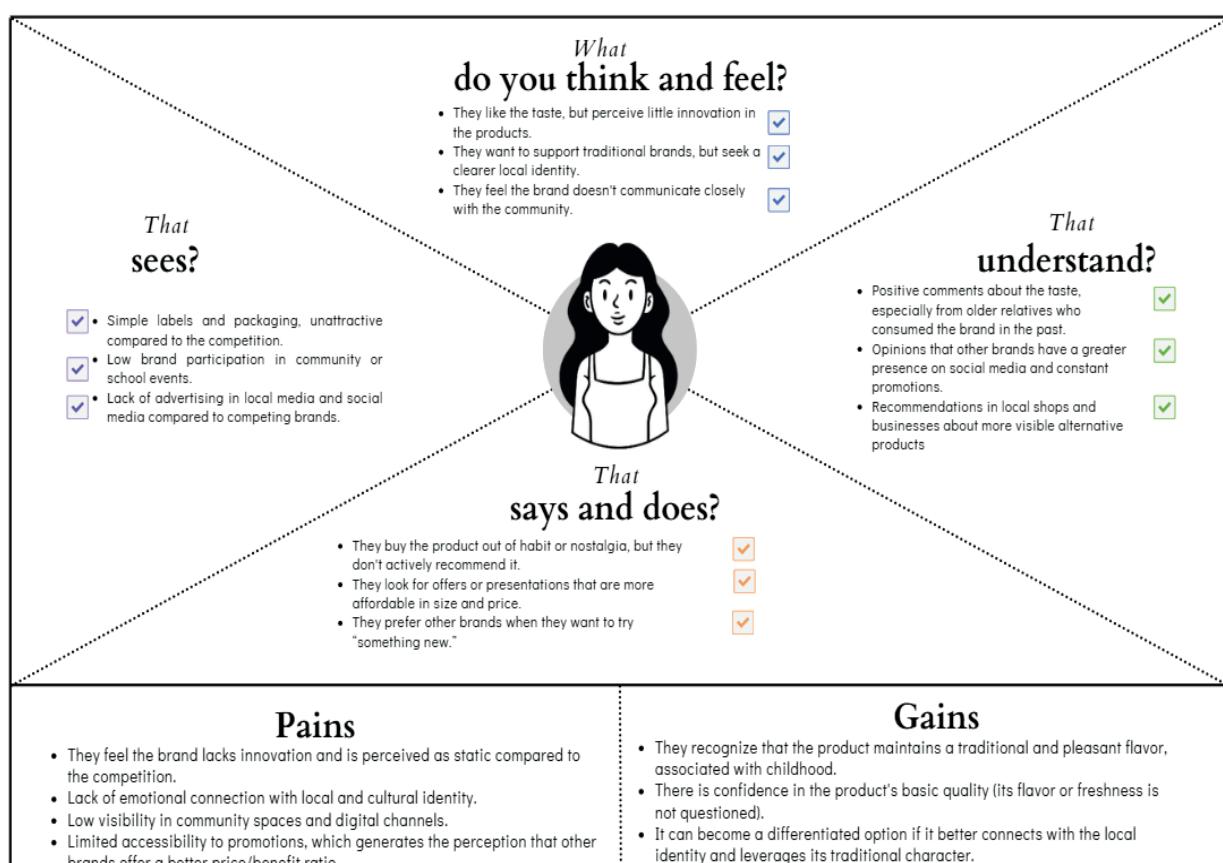
Note. Prepared by the authors.

Building the empathy map

To delve deeper into consumer perceptions of the Galletas Dondé brand in Escárcega, we used an empathy map. This tool allows us to identify customers' emotions, thoughts, behaviors, and expectations, offering a more comprehensive view of how the bond between the community and the company is built. This seeks to identify both the positive elements associated with the brand and the aspects that limit its social standing in the region.

Figure 1.

Empathy Map - Dondé Cookies



Note. Prepared by the authors.

The analysis obtained through the empathy map reveals the coexistence of strengths and weaknesses in Galletas Dondé's relationship with consumers. While the traditional flavor and historical identity are recognized as a differentiating value, shortcomings are also perceived in innovation, communication, and community outreach strategies. These findings are key to outlining actions that strengthen the brand's social positioning and foster a stronger connection with local consumers.

Deriving Insights and Opportunities

The final step consisted of extracting key learnings for the brand. It was identified that there is an emotional and communication disconnect with Escárcega consumers, which represents a strategic opportunity to reposition the brand through more engaging campaigns, more attractive packaging, and a greater presence at community events.

DISCUSSION

The results presented a very clear picture of the local Marias cracker market in Escárcega. Gamesa consolidated its position as the leading brand, achieving the highest consumer preference, perception of quality, and recommendation. This aligns with Sanna (2013), who states that brand positioning is determined by a company's ability to maintain a constant presence in consumers' minds through advertising, innovation, and effective communication.

It was also observed that Galletas Dondé managed to maintain a mid-range position in preferences. Although it does not reach Gamesa's figures, it has a group of loyal consumers who continue to purchase out of tradition and custom. This confirms what Lawson (2022) explains about building brand loyalty: beyond objective quality, emotional bonds play a key role in the permanence of preferences. In the case of Dondé, the brand is associated with family memories and the local identity of Campeche.

However, the results also indicate limitations in Dondé's innovation and visibility. Consumers say the company offers little dynamism in packaging, promotion, and participation in community spaces. This situation coincides with what Medina et al. (2008) points out, who argue that for a company to maintain legitimacy, it is not enough to sustain its trajectory: it must adapt to changes in society's value system and expectations. If Dondé does not strengthen its communication and connection with its surroundings, it risks falling behind other brands with greater investment.

Cuétara occupies a marginal position in the local market. Its levels of preference and recommendation are very low, which demonstrates the difficulty for brands to compete when they lack a consolidated presence or differentiated positioning strategies. This situation is understood according to stakeholder theory, which states the need for companies to balance their profits with consumer and community demands (Moisés et al., 2011). Because of this, Cuétara appears to be a distant and irrelevant brand, as it fails to generate trust or closeness with local consumers. We also saw that the empathy map helped to deepen the interpretation of these figures. Consumers said they like Dondé's traditional flavor and the nostalgia associated with its consumption, and also that the brand lacks a presence on social media and campaigns that connect with new generations. As Centeno-Ortiz et al. (2021) point out, local brands face the challenge of modernizing while preserving their cultural identity. If they fail to achieve this balance, they become vulnerable to national competitors who constantly invest in marketing and positioning.

Therefore, it can be stated that Dondé's social positioning is intermediate but has the potential to grow. Its main strengths lie in its tradition and the trust it inspires among a loyal consumer segment, while its weaknesses include a lack of innovation and a lack of more aggressive communication strategies. To improve its position, the company would need to leverage its closeness to the community to generate social marketing campaigns, strengthen its local identity, and seek opportunities to differentiate itself from Gamesa, which dominates primarily through resources and reach.

CONCLUSIONS

Gamesa is the local market leader in Marias cookies in Escárcega, thanks to its constant media presence, its product variety, and the trust it generates among consumers. This result confirms that communication and visibility strategies are necessary to maintain brand preference.

Galletas Dondé ranked midway, thanks primarily to its tradition and local consumer loyalty. This company maintains a loyal segment that values its flavor and history. However, it also faces notable weaknesses: limited innovation in packaging and a low presence in digital and community communication spaces.

Cuétara's poor position demonstrates that, in local markets, the absence of outreach and differentiation strategies drastically reduces competitiveness. Its low recommendation rate underscores the need to build trust and closeness with the community, beyond offering a similar product.

The empathy map is a good tool that helped understand the social aspect of positioning. In this regard, Dondé has the opportunity to transform its story into a competitive advantage if it can communicate it clearly and appropriately to new generations. Therefore, the empathy map is a recommended tool for the social analysis of organizations.

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Ninguna.

CONFLICTO DE INTERESES

Ninguno.

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