

Effective Metrics Management in Dulce Confit

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This case study was written by Francisco Jesús Guzmán Martínez (paco.guzman@tec.mx) and translated using TecGPT, with the purpose of serving as discussion material in the classroom; it is not intended to illustrate good or bad administrative practices. The story presented in this document is based on various individuals' experiences; some data has been modified at the request of the people and institutions involved.

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The company

Dulce Confit is a Monterrey-based company in Nuevo León, Mexico, specializing in the production of artisanal cakes and cookies. Founded over a decade ago, it has established itself as a benchmark in the pastry industry, thanks to its exclusive recipes and the use of premium ingredients. Its commitment to quality and customer satisfaction has earned it a loyal following that appreciates artisanal pastries and gourmet products.

Image. Dulce Confit produces high-quality cakes and cookies.



Source. Lisa on Pexels, 2018.

Dulce Confit caters to a diverse clientele, including families, couples, businesses, and event organizers seeking high-quality desserts for celebrations and gatherings. Its primary market is Monterrey and the surrounding metropolitan area, but it has begun expanding regionally by shipping to nearby cities. The company distributes its products through two main channels: a physical store and an online store that offers home delivery. Additionally, it has partnerships with local cafés and restaurants that feature its products on their menus.

In terms of digital presence, Dulce Confit employs an active strategy on social media platforms such as Facebook, Instagram, and TikTok, engaging with its audience through posts, surveys, and promotions. It also leverages Google Ads and Meta Ads to attract new customers and boost online sales. While the company has experienced significant growth in these channels in recent years, it faces the challenge of accurately measuring the impact of its digital advertising investments and optimizing its marketing strategies.



Context

With the goal of expanding its reach and strengthening sales, Dulce Confit has set ambitious financial targets for 2024: reaching 20 million pesos in the first quarter and 24 million pesos in the second quarter. To achieve these objectives, the company has made a significant investment in digital advertising, aiming to attract new customers and drive online sales.

During 2024, two key marketing campaigns were implemented:

Campaign #1

Aiming to enhance brand recognition and strengthen customer relationships, Dulce Confit launched a digital marketing strategy across Facebook, Instagram, and TikTok. The campaign featured interactive posts, surveys on favorite flavors, and collaborations with local influencers to generate social media engagement. Additionally, the company invested in paid ads targeting individuals interested in pastries, artisanal products, and premium gastronomic experiences. The objective was to boost audience interaction, attract new followers, and reinforce the brand's digital presence.

Campaign #2

To drive online sales, Dulce Confit implemented an advertising campaign on Google Ads and Meta Ads focused on attracting new customers. The strategy included search engine ads with keywords related to artisanal pastries and home delivery, as well as social media promotions offering exclusive discounts for first-time buyers. The campaign utilized demographic and geographic segmentation to reach potential customers in different cities, aiming to expand the brand's digital footprint and generate more online orders.

By September 2024, the company experienced a significant increase in demand, expanding its customer base and strengthening its market position. However, this rapid growth also brought new operational challenges. Currently, Dulce Confit struggles with measuring and analyzing key business metrics.

The absence of a robust data management system has complicated decision-making in critical areas such as inventory control, product performance, delivery logistics, and customer satisfaction. Additionally, the company has not conducted a comprehensive evaluation of its digital advertising investments, making it difficult to identify areas for improvement and optimize future marketing strategies.

Alternatives

To address these challenges, Dulce Confit needs to analyze the impact of its digital advertising investment, gain a deeper understanding of customer behavior, and enhance data-driven decision-making. Evaluating the relationship between advertising spend and sales growth is crucial, as well as identifying key patterns that influence the success of marketing strategies.

Additionally, the bakery aims to develop a comprehensive business measurement system to efficiently collect, organize, and visualize data. This system should provide an integrated view of sales, inventory, logistics, and customer satisfaction, facilitating the identification of areas for improvement. Implementing an interactive dashboard will enable real-time monitoring of business performance, offering detailed insights to optimize operations and drive strategic growth.



Key aspects to be analyzed include identifying best-selling and least profitable products, assessing delivery time efficiency, evaluating the online store conversion rate, measuring the CTR (Click-Through Rate) of digital ads, and analyzing the ROAS (Return on Ad Spend) of advertising campaigns. By conducting this evaluation, Dulce Confit will be able to optimize its advertising segmentation strategy, refine inventory management to prevent shortages or overproduction, and enhance the customer experience by improving delivery times and offering products that better align with customer preferences.

By integrating a data-driven approach, the company will be able to develop more effective strategies that not only help achieve its financial goals but also strengthen its market position and ensure sustainable long-term growth. To sustain its growth and improve decision-making, Dulce Confit must implement an efficient measurement system that enables performance evaluation against established objectives. A detailed analysis of sales performance by semester is essential to compare actual results with projected goals and develop strategies that maximize profitability.

Check:

Dulce Confit Database

Database description + glossary