

## Challenges and Solutions for Resistance to Change in the Finances of Gastrobars in Villavicencio

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**ABSTRACT:** The present project aimed to diagnose the financial needs, opportunities, and capacities of the gastrobar sector in Villavicencio, with the purpose of proposing strategies to strengthen its knowledge and practices in financial management. Through a mixed-methods approach, structured surveys, semi-structured interviews, and participant observation were applied, which made it possible to identify limited financial training, restricted use of technological tools, and the prevalence of empirical management models.

The research analyzes how barriers to change affect the adoption of modern financial practices, assessing emerging technological trends such as accounting digitalization, the use of specialized software, and the integration of information systems. Likewise, it highlights the importance of planning, control, and resource optimization as central axes for business sustainability.

The formulated recommendations are based on the triangulation of empirical findings, sectoral background, and academic studies, ensuring their relevance and applicability to the local context. This study not only contributes to improving the viability of gastrobars but also positions the sector as a key actor in sustainable and resilient territorial economic development, in coordination with the initiatives of the Ecological Corridor of Villavicencio.

**KEYWORDS:** financial management, technological innovation, resistance to change, gastronomic sector, sustainability, emerging technologies

### I. INTRODUCTION

Colombia, recognized as the fourth-largest economy in Latin America, has resumed its path to growth after decades of conflict, according to the OECD, the UN, and UNIDO (2019). The country seeks to generate new opportunities by addressing structural challenges, leveraging trade and investment, and increasing productivity. To move toward greater prosperity, it is essential to transform the economy through a renewed policy approach that prioritizes expanding the knowledge base, fostering regional potential, and accelerating the development of digital technologies. However, the success of this process will depend on Colombia's ability to build upon its tradition of planning while effectively integrating all relevant stakeholders (OECD, UN, & UNIDO, 2019).

The gastronomic industry, particularly the gastrobar sector in Villavicencio, faces significant challenges related to financial management. Although these establishments have become popular spaces that combine culinary experiences with innovative environments, their growth is constrained by traditional and inefficient administrative practices. According to Rojas et al. (2021), many microenterprises in the gastronomic sector show deficiencies in financial decision-making due to low levels of financial literacy, which directly affects their sustainability.

One of the main obstacles identified is resistance to change, expressed in reluctance to adopt new technological tools or administrative methodologies. This resistance is not always a matter of deliberate refusal but is often associated with a lack of resources, fear of failure, or lack of knowledge about the benefits that digitalization brings to financial management (Fajardo Ortiz & Soto González, 2018). In this context, gastrobars tend to continue using manual or improvised systems that hinder operational efficiency and limit their competitiveness in an increasingly dynamic market.

Technological innovation and financial training are key factors in overcoming these limitations. As Guo and Polaco (2023) point out, the implementation of smart finance—through technologies such as artificial intelligence and big data—enables the optimization of decision-making processes and facilitates adaptation to changing economic environments. Nevertheless, most of these studies have been developed in more industrialized urban contexts, leaving a knowledge gap regarding their applicability in intermediate regions such as Villavicencio.

The relevance of this study lies precisely in addressing that gap. Through a contextualized analysis of the gastrobar ecosystem in Villavicencio, the study seeks to understand how barriers to change affect financial performance and which strategies may be effective in overcoming them. This approach aligns with the

interpretative perspective proposed by Camacho et al. (2004), which allows for the analysis not only of quantitative data but also of the perceptions and experiences of the actors involved.

The central purpose of this article is to identify the main barriers and resistances faced by gastrobars in Villavicencio when attempting to adopt better financial practices, in a context characterized by low financial education, limited use of digital tools, and management models based on empirical experience. Furthermore, it seeks to evaluate emerging technological trends and modern methodologies that could facilitate this transformation process. As noted by Cedeño, Guijarro, and Jaramillo (2021), financial analysis not only diagnoses the economic health of an organization but also anticipates risks and guides strategic, evidence-based decision-making.

The contribution of this research lies in offering a set of strategic recommendations tailored to the realities of Villavicencio's gastrobars. These are supported by a mixed-methods approach that triangulates evidence from specialized literature, sectoral background, and empirical findings obtained through surveys and interviews. This articulation validates the proposals based on consolidated theoretical frameworks, documented previous experiences, and contextualized data, thereby reinforcing their relevance and applicability. In this way, the study aims to strengthen management, profitability, and sustainability in the sector, while fostering a more resilient and innovation-driven business culture (Blázquez Manzano, 2013; Hernández-Sampieri & Mendoza, 2020).

## **II. THEORETICAL REVIEW**

### **Change Management:**

Change management is a fundamental process that enables organizations to adapt and thrive in dynamic environments, as it involves strategies, models, and practices aimed at facilitating the transition of people, processes, and structures toward new desired states, minimizing resistance and maximizing effectiveness. According to Demerouti et al. (2020), an approach supported by reliable information—considering both scientific studies and the organizational reality, the perspectives of the stakeholders involved, and the expertise of professionals—enhances the likelihood of success in change processes (Formanoy et al., 2025).

Systematic feedback and the adaptation of interventions according to the phase of the process—such as effective communication, stakeholder participation, strengthening of organizational culture, and alignment with the organization's vision and mission—are recurrently identified as key elements for the successful implementation of change (Demerouti et al., 2020; Formanoy et al., 2025).

### **Resistance:**

Within the dynamic and competitive gastronomic industry, gastrobars have emerged as a popular option both for consumers seeking culinary experiences and for entrepreneurs entering the gastro market. Despite their growing popularity, effective financial management in the sector continues to be a challenge for many owners and managers, revealing resistance to change when it comes to adopting new financial practices and tools (Rojas et al., 2021).

### **Financial Management:**

Financial management is understood as the set of processes, strategies, and decisions aimed at planning, organizing, directing, and controlling an organization's financial resources, with the purpose of maximizing profitability and ensuring long-term sustainability. According to Gitman and Zutter (2016), efficient financial management involves assessing risk and return in every investment decision, as well as ensuring a balanced capital structure that allows for responsiveness to market demands.

In the case of gastrobars in Villavicencio, financial management is particularly relevant due to the need to optimize resources in an environment characterized by growing competition, high inventory turnover, and tight profit margins. Authors such as Brigham and Ehrhardt (2017) highlight that the implementation of technological tools for cost control, cash flow forecasting, and profitability assessment is key to improving decision-making. The adoption of these practices, combined with the financial training of managers, can mitigate risks associated with empirical administration and facilitate the transition toward more efficient and sustainable management models.

## **IV. BACKGROUND**

The implications of change management and smart finance: this study explores how the convergence of smart finance and change management is driving a new era of business innovation. By integrating disruptive technologies such as artificial intelligence and big data, organizations can accelerate decision-making, optimize processes, and quickly adapt to changing market demands. Through the case of Ping An, it is demonstrated how

this strategic combination has enabled the company not only to survive but also to thrive in a highly competitive environment (Guo & Polaco, 2023).

The successful implementation of smart finance and change management strategies requires a profound cultural shift within the organization. This article examines how companies can foster a culture of innovation, continuous learning, and collaboration to facilitate the adoption of new technologies and processes. The case of Ping An underscores the importance of having visionary leadership and a committed team to drive digital transformation (Guo & Polaco, 2023).

## **V. RESEARCH METHODS**

The methodology adopted for this research integrates qualitative and quantitative approaches in order to gain a comprehensive understanding of financial practices in the gastrobars of Villavicencio. This mixed-methods design, widely supported in methodological literature, allows for the collection of both in-depth and generalizable data (Hernández-Sampieri & Mendoza, 2020). The qualitative approach seeks to explore the perceptions, attitudes, and experiences of managers of these establishments through interviews that provide detailed insights into the barriers and resistance to change they face in their daily operations (Matanguihan & Barroga, 2022).

On the other hand, the quantitative methodology is oriented toward evaluating current trends and emerging technologies that could be implemented in the sector, through the application of structured surveys and the analysis of secondary data. Previous studies have shown that financial education significantly influences decision-making in microenterprises within the gastrobar sector (Rojas et al., 2021), while financial analysis serves as a key tool for improving business management and guiding decision-making (Cedeño et al., 2021).

Likewise, the relevance of this approach is supported by international frameworks that highlight the need to transform management models through innovation and digitalization—fundamental elements to enhance productivity in countries such as Colombia (OECD, UN, & UNIDO, 2019).

The selection of participants for this study was carried out carefully to ensure representative and meaningful information. These participants included gastrobar owners and managers, who possess direct knowledge of daily operations, the financial practices implemented, and the challenges in their management. They were selected based on their experience and roles, ensuring diverse representation in terms of establishment type and size. Additionally, key employees—such as operations managers, in-house accountants, and administrative staff—were included, as they provide a practical perspective on the implementation of financial policies and procedures in daily operations, enabling the identification of both current practices and areas for improvement (Rojas et al., 2021).

The selection criteria for participants were established around three main dimensions. First, experience and role in the sector were essential for choosing owners, managers, employees, and experts with deep and up-to-date knowledge of financial practices. Second, representativeness was prioritized, including gastrobars of different sizes and locations within Villavicencio, allowing findings to be generalized to a variety of contexts within the sector. Finally, the knowledge and perspective of experts and consultants were considered, ensuring that the recommendations derived from the study are based on the most relevant and recent information.

Regarding the contexts and particularities of the participants, distinctive aspects were identified for each group. Gastrobar owners and managers operate in a competitive and changing environment, where the characteristics of establishments range from small family-run businesses to more structured enterprises. Consequently, financial practices may differ depending on each business's capacity to adopt advanced technologies, the local business culture, and the specific regulations governing the activity in the region. Gastrobar employees, in turn, carry out their functions in environments often subject to high pressure and constant operational challenges. Their perspective is closely linked to the daily execution of financial policies, and their experiences may vary according to their level of responsibility and the internal structure of each gastrobar.

## **VI. RESULTS AND DISCUSSION**

### **State of Financial Knowledge:**

The data reveal a significant weakness in the financial knowledge of stakeholders in the gastrobar sector in Villavicencio. As shown in Table 1, 42.7% of respondents reported having a low level of financial knowledge, while 39.1% indicated a medium level, and only 18.2% reported having a high command of topics such as cash flow, break-even analysis, profitability assessment, or investment strategies. This distribution suggests that most entrepreneurs and managers in the sector operate with limited technical foundations for adequate financial decision-making.

**Table 1. Level of Knowledge**

Level of Knowledge	Frequency	Percentage (%)
Low	94	42.7
Medium	86	39.1
High	40	18.2

**Digital Financial Management Tools:**

Regarding the use of technological tools, Table 2 shows that most gastrobars still rely on basic systems such as Microsoft Excel (78.6%), while only 42.3% use specialized accounting software (Siigo, Contadia, Alegra, among others). A total of 35.9% of businesses implement POS systems with financial control functions, and only 12.7% have integrated ERP solutions with financial modules. These data highlight a technological gap that hinders administrative efficiency and limits the possibility of accessing more robust financial analyses.

**Table 2. Most Used Tools**

Digital Tool	Percentage (%)
Excel	78.6
Accounting software (Siigo, Alegra, etc.)	42.3
Integrated POS systems	35.9
ERP with financial module	12.7

**Perception of Financial Opportunities:**

Table 3 summarizes the opportunities perceived by participants to strengthen financial management. Among the priorities identified are the need for training in basic finance (68.2%), access to credit (55.9%), and accounting digitalization (49.5%). Equally relevant are support in tax management (47.3%) and inventory and cost control (45.0%). These figures confirm the sector’s interest in moving toward a more professionalized management model, while also highlighting its current state of vulnerability.

**Table 3. Opportunities**

Identified Opportunity	% of Mentions
Training in basic finance	68.2
Access to credit or microfinance	55.9
Accounting digitalization	49.5
Advisory services in tax management	47.3
Improvement in inventory and cost control	45.0

The results confirm that the gastrobar sector in Villavicencio exhibits critical deficiencies in financial knowledge, which may compromise its profitability and sustainability in the medium and long term. The limited adoption of specialized technological tools and restricted access to financial control systems reinforce an empirical management model that relies excessively on experience and intuitive criteria rather than on technical analysis. These conditions are consistent with the findings of Pérez and Rodríguez (2020) and Gómez and Sánchez (2021), who warn that although these businesses are innovative in their gastronomic offerings, they present structural weaknesses in their business management.

Moreover, the fact that gastrobars recognize specific opportunities such as financial training, access to credit, and improvement in digital tools highlights a willingness to change that must be strategically harnessed. From this perspective, the resource-based capability approach (RCBA) and intellectual capital-based approach (ICBA) suggest that the development of organizational competencies in this sector does not depend solely on financial infrastructure, but also on knowledge management, interorganizational relationships, and an innovation-oriented culture. The inclusion of the Ecological Corridor of Villavicencio as the territorial context

of the study allows the discussion to extend toward sustainability, since these establishments could integrate as key actors in sustainable economic circuits, green tourism, and resilient local development strategies.

## VII. CONCLUSIONS

The findings of this research reveal that the gastrobar sector in Villavicencio faces critical financial vulnerabilities, including limited training in financial management principles, restricted use of specialized technological tools, and the absence of formal strategic planning processes. These limitations, identified through surveys and interviews, directly affect the sector's capacity for adaptation and sustainability within a dynamic and highly competitive economic environment.

Nevertheless, the study also highlights a favorable disposition toward training, the adoption of digital technologies, and the strengthening of tax management. The incorporation of financial management analysis as a core component, supported by the literature (Gitman & Zutter, 2016; Brigham & Ehrhardt, 2017), reinforces the need to integrate financial planning, control, and evaluation practices that enable resource optimization, improved decision-making, and sustainable growth.

The recommendations formulated are grounded in the triangulation of evidence among specialized literature, the sector's background, and the empirical findings of the study. This mixed approach ensures that the proposals are not only theoretically sound but also relevant and applicable to the specific territorial context of Villavicencio.

Finally, it is concluded that aligning these strategies with the initiatives of the Villavicencio Ecological Corridor provides an opportunity for gastrobars to position themselves as key actors in sustainable economic circuits, responsible tourism, and resilient local development—thereby strengthening their competitiveness and their contribution to regional socioeconomic well-being.

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