

ORIGINAL

Organisational Design for Titan Supermarket located in the city of Pasto

Diseño Organizacional para el Supermercado Titan ubicado en la ciudad de Pasto

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ABSTRACT

Introduction: the Organisational Design project for the Titan Supermarket located in the city of Pasto is aimed at organising the structure of this company, using its team of employees as a source of information and implementing methodologies that will enable the organisation to solve problems and contribute to improving the quality of service, while also building the organisational structure, in accordance with the objectives set out in the project and formalising procedures within the organisation. The implementation of this project will enable procedures and strategies to be put in place to ensure the correct organisational structure within the company and improve the service provided to its customers, thereby increasing customer loyalty and contributing to other studies with similar characteristics. This organisational design contains four chapters, beginning with the research problem, which determines the topic and line of research, the description and formulation of the problem, the objectives and the justification. The second chapter, entitled "Reference framework", provides the background and sets out the contextual, conceptual, theoretical and legal framework. Chapter three proceeds with the methodology, determining the study design, paradigm, approach, method, type of research, population and sample, as well as the primary, secondary and tertiary sources of information, application of data collection instruments and interpretation of results. Finally, the fourth chapter presents the results of the study, which reveals the degree of feasibility of the project, supported by technical and administrative studies, economic, social and environmental impacts. This organisational design concludes with the respective recommendations and conclusions.

Method: the design to be carried out at the Titan Supermarket in the city of Pasto is framed within a positivist paradigm, as it is oriented towards quantitative research and scientific knowledge. Therefore, all the information collected from the organisation at an internal and external level is considered an objective, useful and accurate reality that allows, through observation of the organisation, all the necessary information to be obtained in order to identify all the problems present and subsequently formulate solutions.

Conclusions: organisational design is an important structure for a company, as many areas of work and activities depend on it. Organisational design must be well structured in accordance with the internal and external needs of the company, enabling it to be effective, efficient and productive. The organisational design for Titan Supermarket is the driving force behind the ideal functioning of this company. It may be the best project for achieving the objectives pursued by this company. The main function of organisational design is to build a structure that maintains order and control of the workers and the company itself. To achieve excellence and productivity in this company, it is necessary to develop an organisational structure with quality, speed and consistency that allows for the implementation of changes required by the conditions in which the supermarket operates, as well as taking advantage of the opportunities offered by the environment and making the most of the resources it produces, for both internal and external improvement.

Keywords: organisation; delegation; coordination; organisational chart; competencies; methodology; process design.

RESUMEN

Introducción: el proyecto del Diseño Organizacional para el Supermercado Titan ubicado en la Ciudad de Pasto, esta direccionado en la organización de la estructura de la organización de esta empresa teniendo como fuentes de información el equipo de colaboradores de la misma, implementando metodologías que conlleven a esta organización a solucionar problemas y contribuir al mejoramiento en la calidad del servicio, a su vez construir la estructura de la organización, cumpliendo con los objetivos proyectados en el proyecto y formalizar los procedimientos dentro de la misma. El desempeño de este proyecto, permitirá realizar procedimientos y estrategias que implementen una correcta estructura organizacional en la empresa, y mejorar la prestación de servicios a sus clientes, que aumente la fidelización de cada uno de los consumidores, además contribuir de ayuda para los diferentes estudios que tengan similares características. Este diseño organizacional contiene cuatro capítulos que inicia con el problema de la investigación donde se determina el tema y línea de investigación, la descripción y formulación, del problema, planteamiento de objetivos, justificación. En el segundo capítulo titulado marco referencial, se enmarcan los antecedentes, se realiza el marco contextual, conceptual, teórico, y legal. En el capítulo tres se procede con la metodología, determinando el diseño del estudio, paradigma, enfoque, método, tipo de investigación, la población y muestra, además de las fuentes de información primaria, secundaria y terciaria, aplicación de instrumentos de recolección e interpretación de resultados. Por último, en el cuarto capítulo, se encuentra el resultado de estudio, que da a conocer el grado de factibilidad del proyecto, apoyado del estudio técnico y administrativo, incidencias económicas, sociales y ambientales; este diseño organizacional concluye con las respectivas recomendaciones y conclusiones.

Método: el diseño que se realizara al Supermercado Titan en la ciudad de Pasto, está enmarcado en un paradigma positivista, ya que está orientado a una investigación cuantitativa y a un conocimiento científico, por tanto, toda la información recolectada de la organización a nivel interno y externo se considera una realidad objetiva, útil y precisa que permite a través de la observación que se realizara a dicha organización, conocer toda la información necesaria para así identificar todos los problemas presentes para posterior a eso formular soluciones.

Conclusiones: el diseño organizacional es la estructura importante de una empresa, ya que de ella dependen muchas áreas en las que se va a trabajar y las actividades que se van a realizar en la misma, el diseño organizacional debe estar bien estructurado de acuerdo con las necesidades tanto internas, como externas de la empresa, esto va a permitir que la empresa sea efectiva, eficiente y productiva. El diseño organizacional para el Supermercado Titan es el motor lineal que logra el funcionamiento ideal de esta empresa. Puede ser el mejor proyecto, para la consecución de objetivos perseguidos por esta empresa. La función principal del diseño organizacional es la construcción de una estructura que mantenga orden y control de los trabajadores y de la empresa en sí. Para lograr la excelencia y productividad en esta empresa, es necesario el desarrollo de la estructura organizacional con calidad, velocidad y coherencia que permita la realización de los cambios que exigen las condiciones en las cuales se desempeñan en el supermercado, así como aprovechar las oportunidades, que el entorno ofrece y aprovechar al máximo los recursos que produce, para su mejoramiento tanto como interno y externo.

Palabras clave: organización; delegación; coordinación; organigrama; competencias; metodología; diseño de procesos.

INTRODUCTION

The project of an organizational design is presented, taking into account the importance of an organizational design for the success of Titan Supermarket, located in the city of San Juan de Pasto.

Titan Supermarket is located in the city of San Juan de Pasto. The project of an Organizational Design is presented, which seeks to provide the organisation with a guide to make changes in the supermarket that are described in the problem statement.

This implies a set of activities, such as an Administrative Organizational Design, through the formulation of the vision, mission, and corporate principles, a manual of functions by competencies, and a well-structured procedures manual to meet the expectations of this work.

The general objective is to design an organizational structure for the Titan supermarket in Pasto. This structure seeks to improve the company's growth and, thus, the penetration of new markets. It is oriented to increasing the use of current services and developing new services to meet customers' new needs, accompanied by specific objectives that will allow the budget to be met.

When presenting this project, it is important to identify the historical review, the macro context, and the micro context of the company. Likewise, the contextual framework, which includes the background, the theoretical framework, and the conceptual framework, will serve as a reference when developing the project.

A methodology is proposed for carrying out the project, in which the target population, the method, and the sources that will be essential for collecting information are made known.

This work concludes with the results of the development of the specific objectives, which have been proposed and developed by the times stipulated in the chronogram of activities, and from which conclusions are offered as well as recommendations that it is hoped will be taken into account by the organization.

The research is framed in the line of Management and competitiveness, which seeks to achieve a higher performance than its competitors through advantages that allow it to achieve, sustain, and improve a specific position in the socio-economic environment and the solution of problems related to business management, innovation, and competitiveness to stimulate the development and economic growth of the region.

Research Problem Statement

Description of the problem

The Titan supermarket is a company from Nariño located in the city of Pasto in the Tamasagra neighborhood in the Carrera 3 a No 123, dedicated to the sale of products of the family basket, with an experience of 7 years in the development of this activity, offering a customer service in its commercial premises, using the marketing of articles produced by other companies for the provision of Nariño households.

The company has an administrator and 11 employees in charge of developing the daily activities; the administrator decides what will be done in the company.

In relation to the management style, there is no well-defined administrative procedure for planning, management, and control in the different administrative operations that the company has to undertake. The improvement process is affected at present because Titan Supermarket does not have a manual of functions that facilitates the correct development and coordination of the company's different processes.

The main difficulties include the fact that most of the time, there is duplication of activities or functions, employees with the same job title and different workloads, and even staff who perform functions other than those required by their position.

To remedy Titan Supermarket's current situation, it is necessary to carry out an administrative and organizational design through the formulation of the vision, mission, and corporate principles, a manual of functions by competencies, and a well-structured procedures manual to achieve greater organization of the company and directly influence the satisfaction of the needs of current and potential customers.

Problem Formulation

Is organizational design the right tool for the Titan supermarket in the city of Pasto to enable it to operate efficiently and improve its internal processes?

General Objective

To design an organizational structure for the Titan supermarket in Pasto.

METHOD

Paradigm

The design that will be made to the company Supermercado Titan in the city of Pasto is framed in a positivist paradigm since it is oriented to a quantitative investigation and scientific knowledge, therefore, all the information gathered by the organization at internal and external levels is considered an objective, practical and precise reality that allows us through the observation that will be made to this organization, to know all the necessary information this way to identify all the present problems for later to that to formulate solutions.

Approach

The approach is quantitative, highlighting a set of processes. It is also sequential and evidential. Therefore, each stage precedes the next, and no steps can be avoided. The order is rigorous, although, of course, some phases can be redefined.

It starts with an idea, which is gradually delimited. Once delimited, research objectives and questions are derived. Hernández, Collado, and Baptista (2010) complement this by saying that the quantitative approach has the following main characteristics: the researcher poses a delimited and concrete study problem. Her research questions deal with specific issues. Once the study problem has been posed, the researcher considers what has been previously researched, constructs a theoretical framework, and tests it through appropriate research designs.

Method

According to Bunge, the analytical method is empirical as it assumes that reality is tangible, uses controlled measurements of variables, uses quantitative information, and is based on phenomena that are observed in reality.

Type of Research

The research will be developed from the descriptive-analytical type; in this respect, Méndez points out that this type of research deals with the description of the characteristics that identify the different elements that compose it, highlighting, in addition, the interrelation of these elements in the investigated object panorama; it is necessary to emphasize that this type of research tries to know the situations of all predominant through a detailed description of the activities of an organization, context or the people.

Population and sample

Population

The target population considered for the organizational design are the 16 employees of the Titan Supermarket and the manager.

Sample

Considering that the population is finite and the staff of the Titan Supermarket, in total, is sixteen people, no sample is calculated; a census will be taken of all those who make up the company.

RESULTS

Application of data collection instruments

It was made to all the personnel and managers of the company supermarket Titan with the purpose of knowing the state and present situation of the company in the administrative area, establishing the objectives and necessities for the same, and proceeding with the project of organizational design.

Interviews: this was applied to the company's manager, who knows the processes and procedures carried out in the company.

Surveys: this technique was applied to the 10 employees of the company to assess their knowledge of the company.

Tabulation and systematization of the information

To determine the diagnosis of the company supermarket titan in Pasto, the company personnel and managers were consulted to decide whether or not they knew the different organizational manuals. According to the above, it was found that the company does not have any of the strategic direction's purposes and does not have a defined organizational structure.

Results of the interview with the manager

The following table shows the questions that were asked in the manager's interview, which revealed many internal aspects of the company.

Table 1.

Interview with Oscar Andrés Ordoñez Mosquera, Manager of Titan Supermarket

Questions	Answers	Analysis
1. What are the objectives of the organisation?	To position itself as the best supermarket in the Tamasagra sector and surroundings with favourable prices for the consumer, pleasant atmosphere and constant promotions.	The objective is clearly recognised and needs to be worked on extensively in order to achieve it through improvements in organisational design.
2. Are employees trained in the area they are required to work in?	Yes, training is provided upon entry.	Initial training is acknowledged, but it is recommended to maintain continuous training for the improvement of their work.
3. Are the processes adequate or do they need to be redefined?	Formats need to be defined for each process	Not having an organisational structure and not having clarity in this greatly affects the quality of the processes that are carried out and the growth of the company, which is why we want to clarify these processes and generate strategies for the company to organise itself in a better way and achieve its objectives and goals.
4. What are the main functions you perform?	As a manager you have to define the employees and their functions in each area, maintain a constant dialogue with suppliers, control the origin of funds, determine their	The role it plays in implementing the processes developed by the workers has been of great importance. It maintains full contact with suppliers,

	income and expenditure, have a broad sense of negotiation, customer service, requests and PQRS.	which allows it to negotiate and acquire the necessary products for its inventory.
5. Are your employees meeting the company's objectives?	Yes, they meet the objectives set	When a company does not have an established organisation, it is very difficult for it to achieve 100% of its objectives, which is why it is so important to define itself well and to find and take advantage of the tools that will help the company achieve its goals.
6. Does the company have policies and procedures in place to guide decision-making?	There are no policies or procedures in place to clarify the business management of each employee.	There is no role or activity guide to serve as a source of information for development and decision making.
7. What strategies do you use to improve your company's processes?	Experience in the commercial environment and professional education to carry out the different functions such as exhibition management, pricing strategies, negotiations, etc.	There are many aspects that allow the company's evaluation of process improvement, it is important to create strategies and allow those results to generate changes and allow the company to achieve a position in the market.
8. Can the employee adapt to changing priorities?	I do consider good feedback that leads to continuous improvement to be a vital part of the company.	The company clearly performs well in the service area, but the lack of training and feedback to employees, so that they can easily adapt to changes, means that processes are not very efficient.
9. Are your employees well informed about the company's objectives?	It is known verbally, manuals have yet to be defined.	It is necessary to design manuals that bring the employee closer to the objectives proposed by the company.
10. Does the company have written policies, procedure manuals, job descriptions and functions that are known and followed by the entire organisation?	We do not have manuals that lead to better management, it is done on the basis of knowledge based on experience, it must develop.	The empirical management of the company has led to a lack of organisation, which is why organisational design is needed to help the company improve its objectives.
11. How do you manage staff to assign them to functions?	It is done by the characteristic and functionality of each section, assigning duties and responsibilities.	The lack of a job manual that makes clear the purpose of the workers' work, as the manager delegates tasks, causing processes to be carried out inefficiently.
12. Do you train staff to carry out their functions?	Yes, he is constantly training to make his work productive.	The company clearly has constant training in the service area, but the lack of organisation means that the processes are deficient.
13. Are you involved in solving all problems or are your employees prepared to solve them?	Any new developments or problems are always dealt with directly in order to reach an agreement and an appropriate solution.	The owner is in charge of all the development and determinations that are made, one of the objectives is to give employees the opportunity to put forward their ideas to improve any difficulties they may encounter.
14. Please explain the current process in your company?	Organise and plan daily, weekly, monthly activities on an action plan. commercial, para achieving our sales targets	The organisational structure is not yet defined, which makes it difficult to achieve many objectives.

In the supermarket titan of the city of pasto 60% of the employees work in the company 6 or more years, the other 40% work from 1 to 5 years, which shows that the employees know the company very well and can be a factor in favour of knowing the shortcomings of the company and what the available employees need for its good functioning.

Figure 1.
Employee survey: time spent working in the company

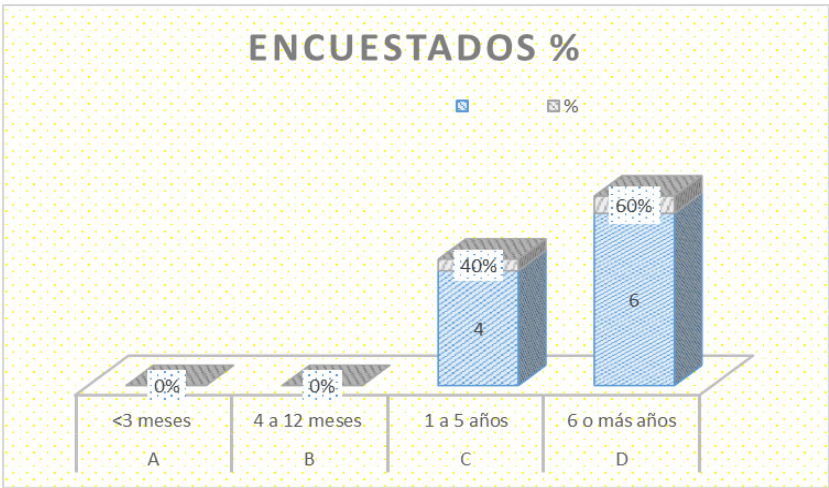
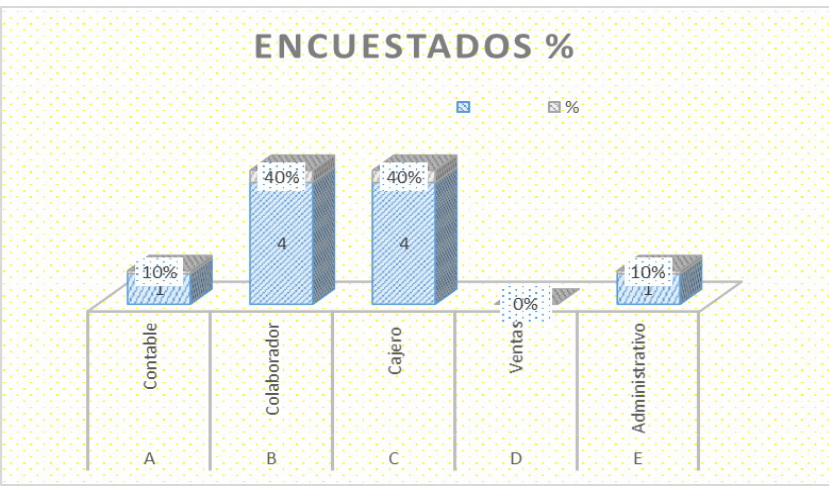
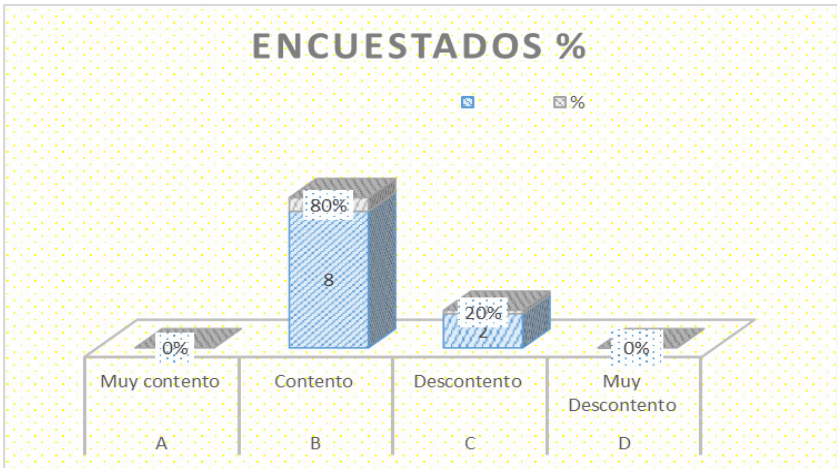


Figure 2.
Areas of work within the company



It is understood that the company manages 4 positions, of which 80% are in the commercial area, divided between 40% collaborator and 40% cashier, becoming one of the most important areas and which requires much attention for the improvement of customer service.

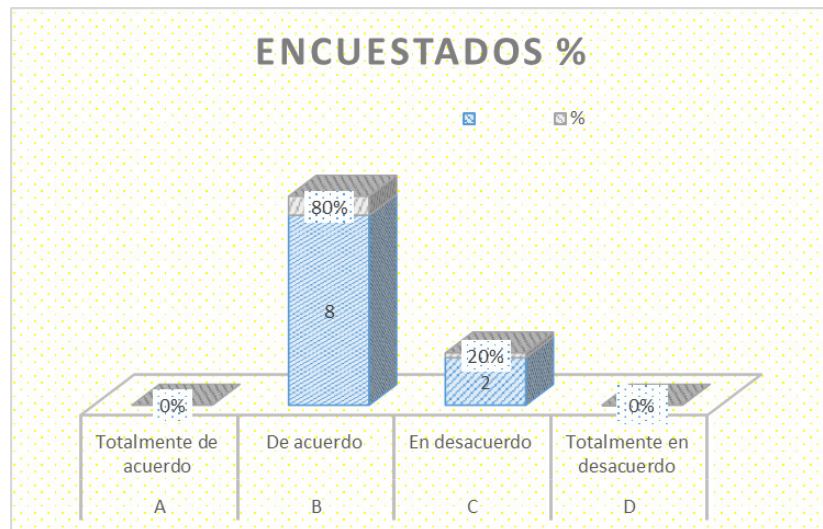
Figure 3.
Motivation in the Organisation



The graph indicates that 80% of the company's employees are in a work environment in which the employees feel happy and optimistic working in the company, whether it is the result of a sum of different factors and provisions granted by the company, such as remuneration, benefits, flexibility, the possibility of growth, etc. What the company demonstrates when implementing work motivation is that 20% of the dissatisfied must find the circumstances causing this type of dissatisfaction so that the worker's performance and the company's productivity are not affected.

Figure 4.

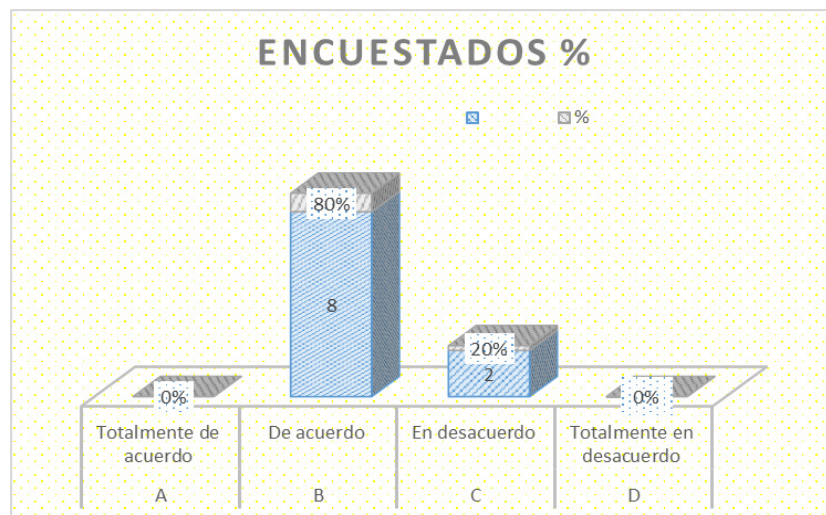
Comfort of workstation space and environment



It can be observed that 80% of the workers are comfortable in their work area as they find it well equipped, but 20% disagree, which means that some employees do not have the necessary equipment to carry out their work, which can make it impossible for them to work or not finish their work.

Figure 5.

Work Environment



The graph shows that 80% of employees determine that the quality of their workplace experience is favorable and facilitates the development of their work in the company, while 20% of the workers believe that their workplace or the place in which they work is inappropriate or unstable and can generate discomfort in their health, which should be taken into account for the working environment.

The graph shows varying percentages of opinions regarding the improvements that the company should make, as it is tough to keep all workers happy, it is very noticeable that there is a bad coexistence of colleagues, this being 30% of those surveyed, it is essential to have healthy relationships between co-workers to have pleasant and productive working days, good leadership and a better working environment should be worked on. Even so, 40% of them are not

bothered by any factor, nor would they like to change anything about their work

Figure 6.
Negative situations in the work environment

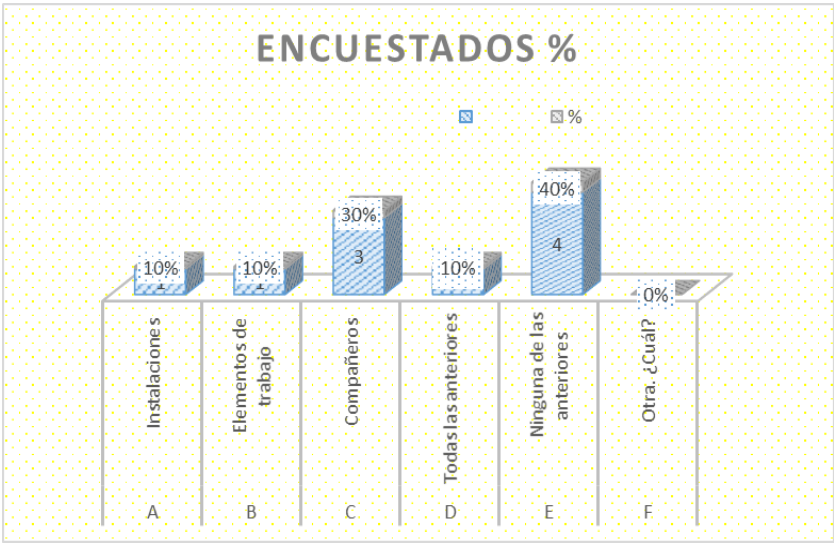


Figure 7.
Workplace Identity

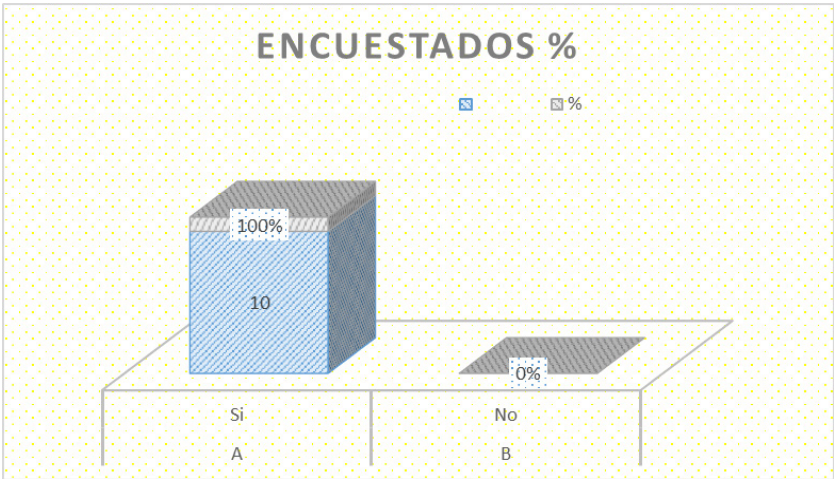
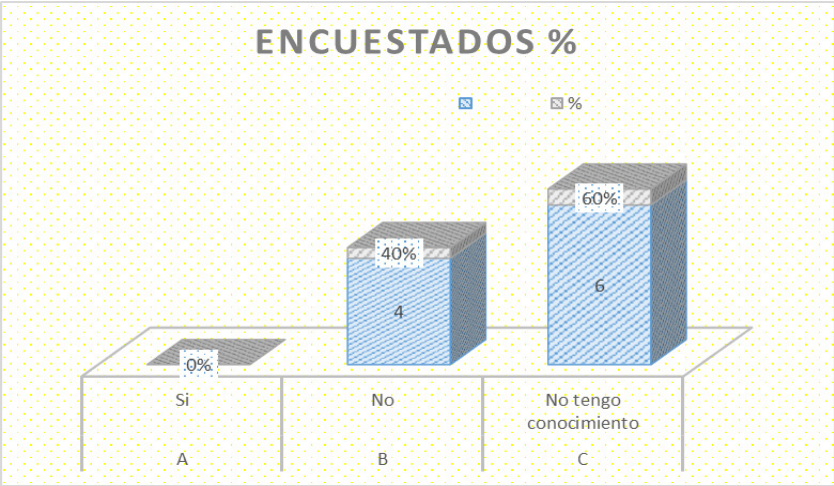


Figure 8.
Organisational Structure

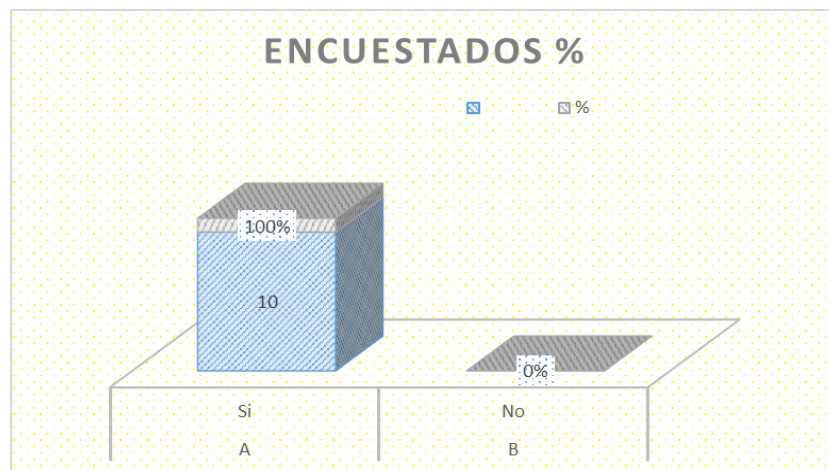


100% of the workers feel identified with their work. Involving and committing the employee is a phase of the organization that makes the employee feel stable and identify with their work, which is the key to success. Many responded that they thought they were determined by their sense of belonging to the company and their work.

60% of the employees state that they do not know the company's organisational chart, while 40% state that the company does not have an organisational structure fundamental elements in any organization, which clearly shows that the company needs to create them, nor does it manage the hierarchical level of the positions. One of the complementary tasks in the development of the study will be to make the proposed organisational structure, the description of functions, and the organisational chart of the company known to each of the workers.

Figure 9.

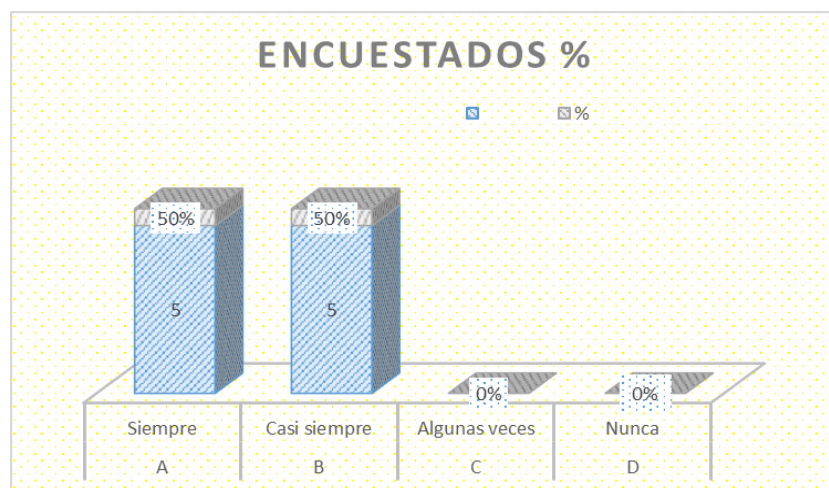
Delegation of Authority



100% of the employees state that the authority delegated by their superior allows them to fulfil the tasks or objectives that they carry out in their daily work, which indicates that the authority applies the work rules, and the good performance of their work.

Figure 10.

Work engagement



Employees state that they are allowed to give their opinion when there is a problem in the company in order to solve it, therefore, it can be deduced that there is good teamwork and that the soft listening skills of the company manager are applied.

Regarding the question, How much knowledge do you have about the procedures necessary to carry out your duties in your job where A is less than 50%, B is 50%, C is 75%, and D is 100% knowledge, 40% of employees state that they do not know the procedures necessary to perform the tasks of their work, which is required to implement a manual of functions to clarify the employees' occupations in their workplace. In comparison, the other 40% say they have 50% of the knowledge to carry out their work in charge.

Figure 11.
Functions and procedures manual

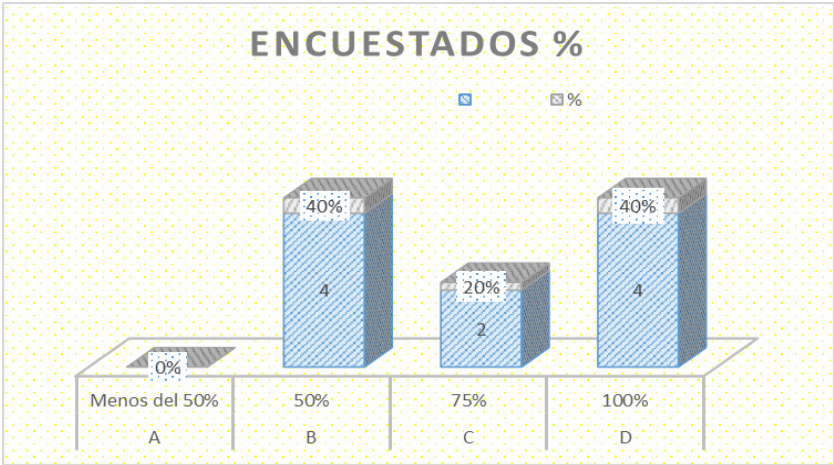
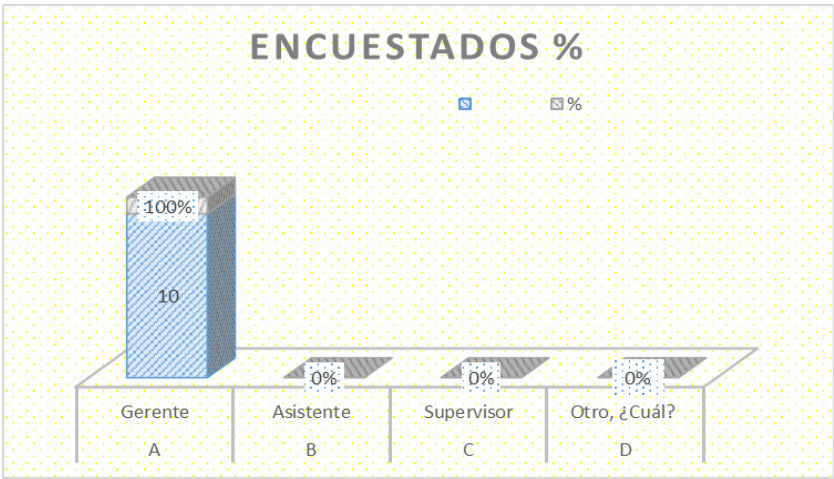
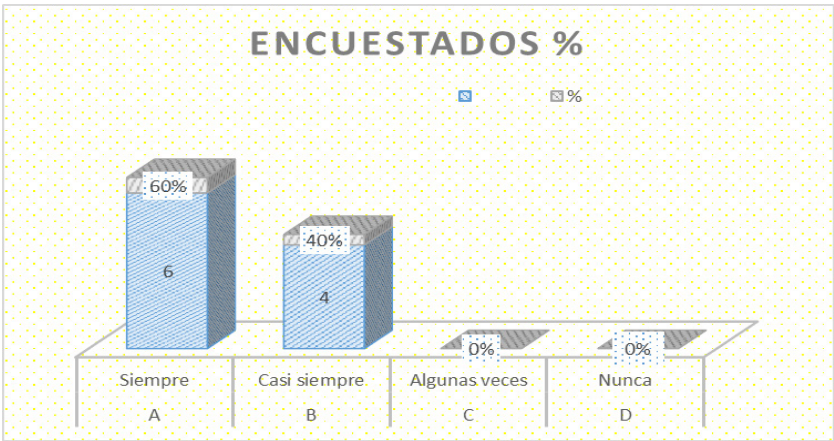


Figure 12.
Decision-making



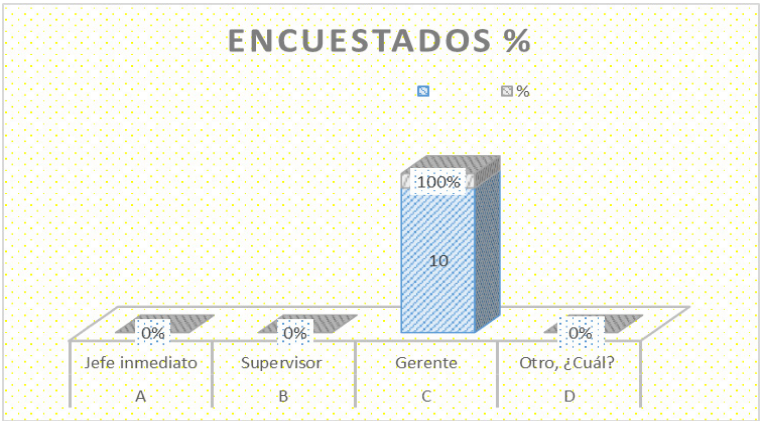
All the employees of the company state that it is the manager who makes the decisions or duties of his job. Observing an unnecessary burden on the manager, being the manual of functions who indicates the performance of his work with his position, considering the limitation of resources and this makes the company work and improve in every way, one of the employees indicated that there is a statutory auditor who also indicates his functions..

Figure 13.
Staff supervisión



100% of the employees state that their functions are regularly supervised, which shows a great control by the manager, to verify the compliance by the employees of their company, monitoring their obligations and duties within the company.

Figure 14.
Responsibility for the control of employees in the Titan Supermarket company



Likewise, the manager is responsible for supervising each employee’s functions, making the supervisor responsible for constantly improving his staff, developing their work skills, and studying and analyzing work methods that lead to improvements in the company. One of the employees also indicated that the accountant also supervises their functions.

Figure 15.
Periodicity of monitoring

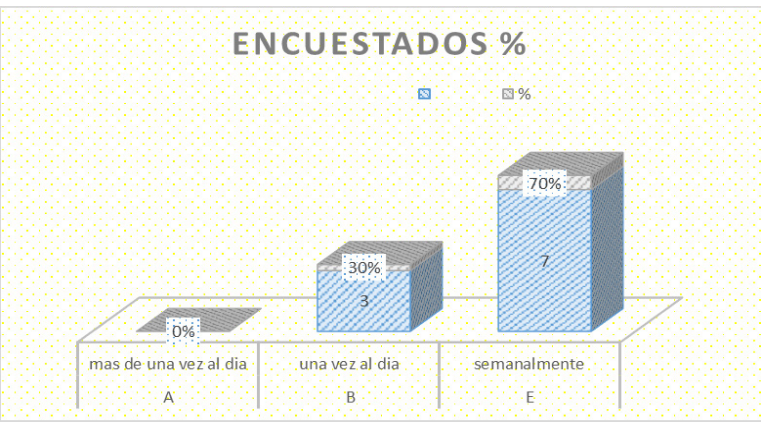
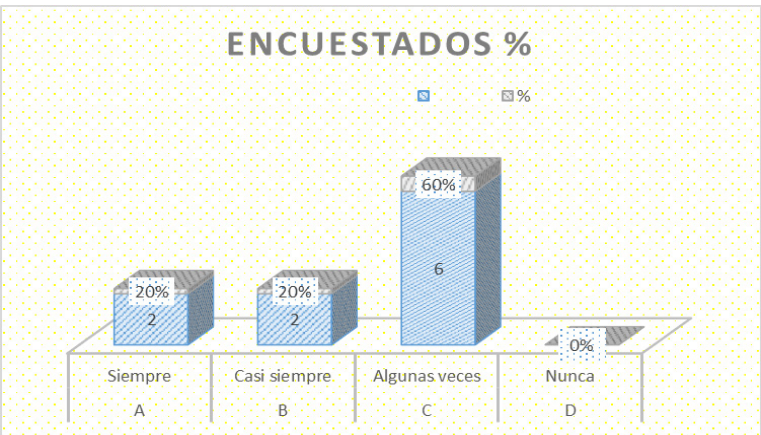


Figure 16.
Communication of results in the organization

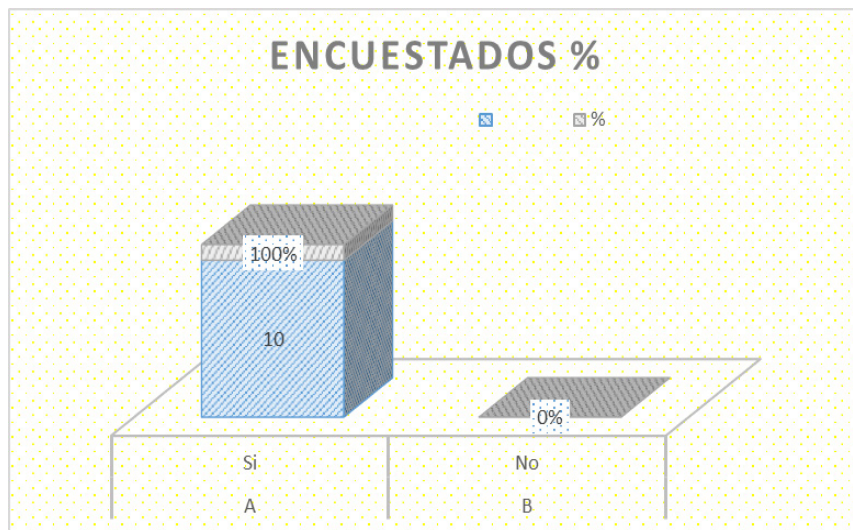


It is observed that in the company supermarket Titan, the tasks carried out by the workers are constantly supervised; 70% agree that it is done weekly, which is evidenced by the management of a concurrent control of the processes; this allows the manager to have a vision of that the objectives are being carried out satisfactorily and that faults are in which it can work.

Of the workers surveyed, 60% revealed that of the tasks supervised, only sometimes are the results communicated, which does not allow employees to be aware of errors or changes that need to be made to improve their work.

Figure 17.

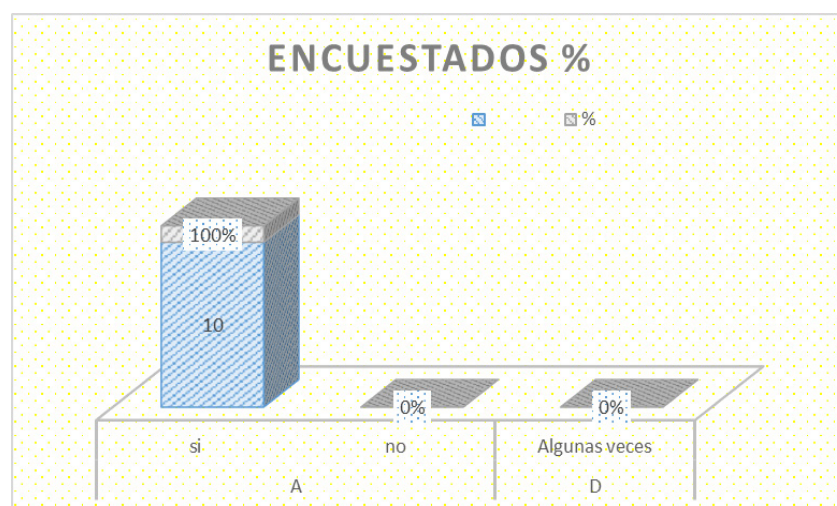
Protective equipment at work



The Titan supermarket workers state that they are clear about the implements they must use to carry out the tasks in their workplace and have a clear knowledge of how they should be used. This shows that the company has the knowledge that allows it to prevent incidents and perfect the system itself during its development.

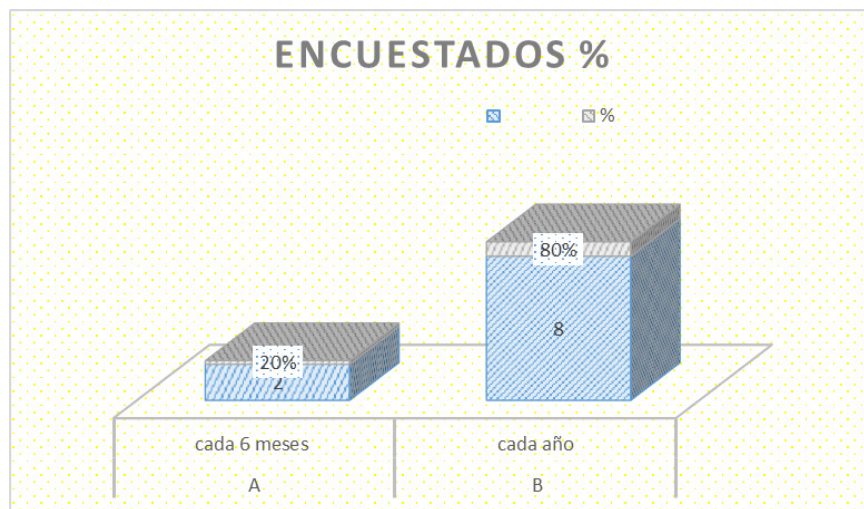
Figure 18.

Security equipment



The workers also clarify that by providing them with protective gear, the company ensures that employees perform their work safely for themselves and the entire system in order to meet the demands of their daily work.

For the company's personnel, 80% of the employees are provided with equipment every year and 20% every 6 months. The manager is responsible for the personal protection elements offered to workers to prevent workplace accidents. Different situations may require the change of these elements more frequently, and others do not, so the company is in the necessary range.

Figure 19.*Protective equipment supply time***Internal diagnosis of the Titan Supermarket**

Considering the results of the surveys and interviews carried out at the Titan supermarket in Pasto, there was evidence of shortcomings that require organization and the application of design to achieve the objectives. The company has operated since its inception without an organization that defines the jobs and their respective functions, nor does it have an organizational chart that clarifies the hierarchical levels and lines of authority and responsibility; therefore, it is necessary to carry out the organizational design of this business. In this, we found

Lack of organizational design

The lack of guidance or orientation in the collaborators causes them not to have clarity of the role that they have inside the company, its position, or its functions; it is for that reason the importance of shaping in a document all the information that is useful to the collaborator to exercise this function and that will serve to speed up processes as much of incorporation of new personnel as also the delivery of position and training of the existing personnel. Manuals are an essential instrument in the company, as they seek greater efficiency and effectiveness in executing the work assigned to the staff to achieve objectives and improve performance.

There is no good resource management

The main causes and consequences that can occur in a company without good capital management are determined. Good control and management of its suppliers are important for the correct development of each function. That is why the company must have a work plan and strategies to fulfil each one of its objectives.

The functions are not defined**Figure 20.***Organisational Structure of Titan Supermarket*

The company Supermarket Titan does not currently have an organizational chart, so an organizational chart has been proposed to define the hierarchical levels.

This organisation chart has been designed for the Titan supermarket. It is a vertical organisation chart that represents the company structure as a hierarchical pyramid from top to bottom, so that the highest levels have greater authority, with the company manager at this level and the different collaborators at the bottom, depending on their position and position within the company.

Therefore, this type of organization chart has certain similarities with the hierarchical organization chart. This type of organisation focuses on authority rather than cooperation, as was the case in the matrix type.

The advantages associated with this organization chart for the Titan supermarket are, above all, that the authority and hierarchy are clear. With them, the person in charge, in this case, is the manager at the highest level. On the other hand, this is the level with which most employees are most familiar. In this way, the employees will be clear about who their superior is according to their position and if they have staff in charge, making fulfilling their functions more efficient and productive.

The areas have shortcomings because the company does not have a job design that specifies the functions, tasks, and activities necessary to perform a particular job, which makes the performance of these not productive and clear in its activities.

As a consequence of the above, the company must include a general services area, as those in charge of other functions have to submit to this work without any extra remuneration for the work performed.

It is determined that all the principles are violated because this company is not well managed due to a lack of professional knowledge, as it was decided to run the operation empirically. Authority and responsibility are fundamental bases so the company does not get out of control.

The company does not yet have any kind of accessory or staff because, as mentioned in the course of this work, the manager manages the company without asking professionals in the field. Therefore, it has been decided that in the future, he will receive professional administrative advice.

Titan Supermarket Functional Manual

The following (tables) is the function manual for the company staff.

- Manager.
- Secretary.
- Storekeeper.
- Cashier.
- Dispensers.
- Security.

Table 2.

Manager Job Description

Name of position

Manager

Salary

Three SMMLV + bonuses including statutory benefits

General objective of the position

To attend to all matters relating to the planning, organisation, direction, control and evaluation of all supermarket activities.

Functions

1. Verify with the warehouse manager the timely and correct entry of goods into the warehouse, as well as the evacuation to the sales room.
2. Permanently monitor the cleanliness of all areas of the warehouse.
3. Attending to suggestions and complaints from customers.
4. Opening and closing the warehouse.
5. Programming of purchases of the section.
6. Coordinate the receipt of goods.
7. Managing the rotation of goods in the warehouse as well as in the warehouse.
8. Coordinate the setting of price lists.
9. Daily review of the profit margins of the section.
10. Schedule physical inventories at the end of the month.
11. Manage and distribute the schedules of the section staff.

Responsibilities

You will have responsibility for the direction of the Supermarket in all its aspects

Requirements

Type	Factor	Description
Intellectual	Education	Professional degree in Business Administration or related careers.
	Experience	Minimum 2 years of related professional experience.
	Mental Ability	High

Table 3.
Accountant Job Description

Name of position	
Counter	
Salary	SMMLV + bonus including statutory benefits
General objective of the position	
Plan, coordinate and execute all activities aimed at ensuring that the financial statement is in full compliance with established standards.	
Functions	<div><div>1. Ensure that the accounts are kept in accordance with the standards established in Colombia. To draw up the company's balance sheet.</div><div>2. To prepare monthly reports to the DIAN.</div><div>3. To review monthly the tables for the payment of the parafiscales.</div><div>4. To keep control of fixed assets.</div><div>5. To keep the accounting books up to date as required by law.</div><div>6. Coordinate the receipt of goods.</div><div>7. To record the accounting operations of the company.</div><div>8. Generate accounting information for decision making.</div><div>9. Draw up the payment schedule for the supermarket's employees.</div><div>10. To produce income from credit payments.</div><div>11. Produce depreciation vouchers.</div><div>12. Review payment vouchers and cash receipts..</div></div>
Responsibilities	
Responsible for the proper functioning of the accounting area. Preparation and control of the most important accounting reports and assist the Supermarket Manager in compiling and processing the company's financial, accounting and tax information. Cash flow statements. Comparative balance sheets. Profit and loss statement.	

Requirements

Type	Factor	Description
Intellectual	Education	Professional in Public Accounting
	Experience	Minimum 2 years
	Mental Ability	High

Table 4.
Secretary job description

Name of position	
Secretary	
Salary	SMMLV including legal benefits
General objective of the position	
Attending to all matters related to office work for the optimal functioning of the company.	
Functions	<ol style="list-style-type: none">1. Review out-of-stocks with the stock clerk.2. Review and verify prices, codes and profit margins on the sales floor.3. Review settlement of invoices and enter them into the system up to date.4. Relate purchase invoices.5. Managing the rotation of goods both in the warehouse and in the warehouse.6. Coordinate the setting of price lists.

7. Daily review of the profit margins of the section.
8. File resumes, internal and external correspondence.
9. Drawing up employment contracts, affiliations to security system.
10. To sign the monthly payroll of all employees.
11. Settlement and collection of incapacities to the P.P.S.
12. Settlement of Saturday staff cards, preparation of pay slips and collection accounts for this staff.
13. Monthly reconciliation with the accounts of the cashier's deductions.

Responsibilities

Carry out administrative activities related to the reception, filing and custody of internal and external company documents, maintaining due reserve and confidentiality of the information provided..

Requirements

Type	Factor	Description
Intellectual	Education	Bachelor
	Experience	Minimum 6 Months
	Mental Ability	High

Table 5.

Job description for Warehouse Clerk

Name of position

Storekeeper

Salary

SMMLV including legal benefits

General objective of the position

Attend to all matters related to the loading, unloading, mobilisation and organisation of products entering and leaving the warehouse.

Functions

1. Control incoming and outgoing goods from the warehouse.
2. Verify that invoices comply with the established requirements such as: NIT, complete company name and date.
3. Compare the purchase order with the supplier's invoice.
4. Receipt of goods and scanning of each product, to give certainty as to what is coming in.
5. Make the respective note when there is a difference with the purchase order and place a difference stamp on the receipt of goods.
6. Sign and stamp the invoices, put a number on them and list them in the control book.
7. Handling of the warehouse for breakdowns.
8. Hand to hand exchange of goods.
9. Communicate irregularities to purchasing, such as: unnecessary orders, suppliers.
10. Define space utilisation for storage.
11. To keep the area completely clean and organised.
12. Control rotation of goods according to the method stipulated.

Responsibilities

Supervise all warehouse staff. Solve any unforeseen problems that may arise with suppliers, solve any setbacks regarding the goods received.

Requirements

Type	Factor	Description
Intellectual	Education	Bachelor
	Experience	Minimum 2 years as warehouse assistant.
	Mental Ability	

Table 6.*Cashier job description*

Name of position		
Cashier		
Salary	SMMLV including legal benefits	
General objective of the position		
Attend to all matters related to the handling of the cash register and the collection of money for goods sold. To attend to customers in a friendly manner and to control the use of packaging.		
Functions	<div><div>1. Register the goods, always checking what is being scanned, in order to detect possible marking errors.</div><div>2. Provide careful attention to customers.</div><div>3. Treat the goods with care.</div><div>4. Requesting change of currency from supervisors within the timetable.</div><div>5. Immediately evacuate goods that are left by the customer at the point of payment.</div><div>6. Report any inconsistencies in codes or prices on a daily basis.</div><div>7. At the end of the day organise the documents that make up the collection, in particular the dealer invoices grouped by each of them.</div><div>8. Maintain a spotless workplace.</div></div>	
Responsibilities		
Sort the customer’s goods and bag them.		
Scan goods and verify that the price is correct.		
Perform procedures for issuing receipts, refunds, exchanges or tickets.		
Redeem stamps and coupons.		
Offer the customer complementary or additional products to their purchase.		
Requirements		
Type	Factor	Description
Intellectual	Education	Bachelor
	Experience	Minimum 6 months of experience in cashier and customer service related positions.
	Mental Ability	High

Tabla 7.*Descripción del cargo de Surtidor*

Nombre del Cargo	
Surtidor	
Salario	SMMLV incluido prestaciones de ley
Objetivo general del cargo	
Atender todos los asuntos relacionados con surtir mercancía, mantenimiento de la bodega y organización del puesto de trabajo.	
Funciones	<ol style="list-style-type: none">1. Organizar en bodega la mercancía que a su sección corresponda.2. Sacar la mercancía de bodega a la sala de ventas.3. Tiquetear la mercancía y cuando en la sección se cuente con personal de mercadeo, buscar con estas, ayuda para la marcación de los productos.4. Verificar que los productos estén bien codificados y sus precios estén correctos.5. Surtir la mercancía.6. Reportar agotados y estar pendiente de la rotación de la mercancía.7. Organizar exhibiciones.8. Controlar fechas de vencimiento.9. Velar por el aseo y organización de las góndolas.10. Surtir de tal forma que el cliente pueda llegar al producto sin dificultad.11. Controlar entradas y salidas de mercancía de la bodega.12. Brindar apoyo en la parte de recibo al jefe de bodega, confrontando ordenes de compras vs facturas, revisando requisitos de la facturación, escaneando mercancía.

Responsabilidades

Recepción mercadería y exhibidores Almacena mercadería y exhibidores. Exhibe mercadería. Mantiene la higiene en góndolas y muebles en los que exhibe mercadería.

Requerimientos

Tipo	Factor	Descripción
Intelectual	Educación	Bachiller
	Experiencia	Mínima 6 Meses en el cargo.
	Habilidad Mental	Alta

Table 8.*Security Job Description*

Name of position

Security

Salary SMMLV including legal benefits

General objective of the position

To attend to all matters related to the protection of people and the company's assets, preventing theft, sabotage and other situations that disrupt the normal operation of the company.

Functions

1. Surveillance.
2. Seize suspects.
3. Take appropriate action when offenders are caught.
4. Enforce rules for employees and customers.
5. Control the movement of goods.
6. Do not physically, verbally or psychologically abuse people.
7. Authorise merchandisers to leave the warehouse.
8. Check the packages of employees and merchandisers at the time of departure.
9. Be willing to serve customers.




Responsibilities

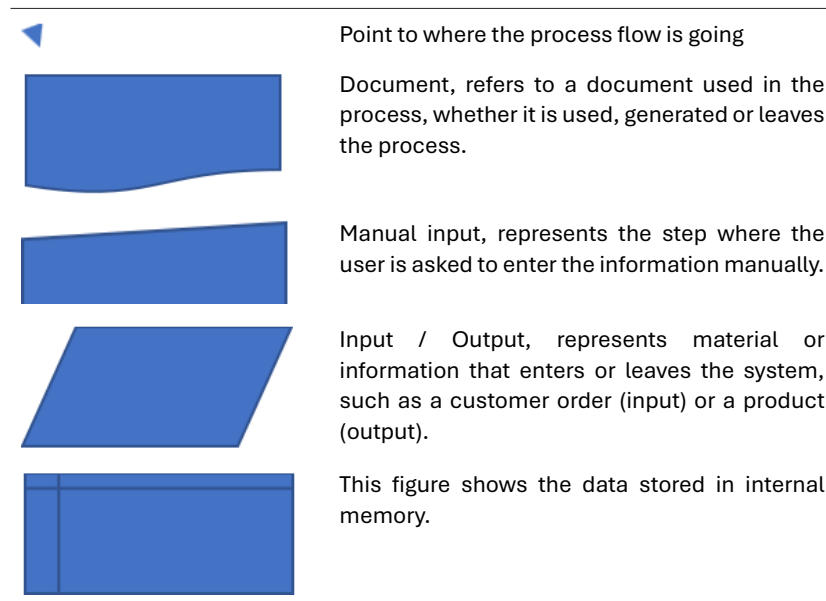
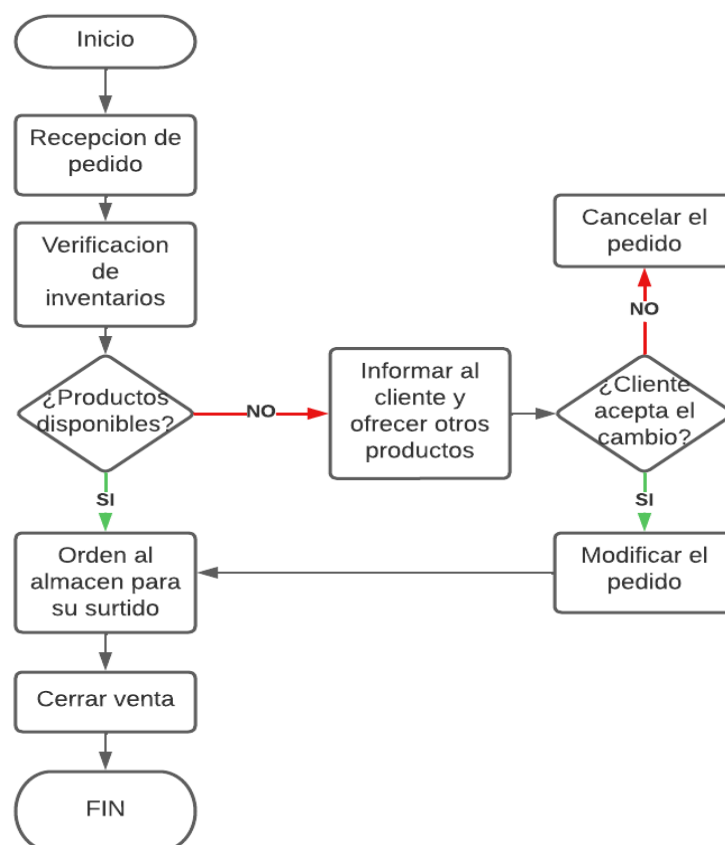
To exercise surveillance and protection of movable and immovable property, in addition to the protection of the people who are in it. To prevent the commission of criminal acts or infractions. To control access to the commercial establishment in order to detect possible criminals or malicious persons.

Requirements

Type	Factor	Description
Intellectual	Education	Bachelor
	Experience	Minimum 1 year.
	Mental Ability	High

Table 9.*Titan Supermarket Process Manual*

Symbols	Description
	Start or end of a process
	Process, describes activities
	Indicates a decision

**Figure 21.***Sales process flow diagram*

Titan Supermarket must have an established process for realizing a design, which is vital for this company's daily operation. For example, the flow chart specifies sales to the end customer, making it easier for the salespersons to know what to do in the different cases that arise with the customer.

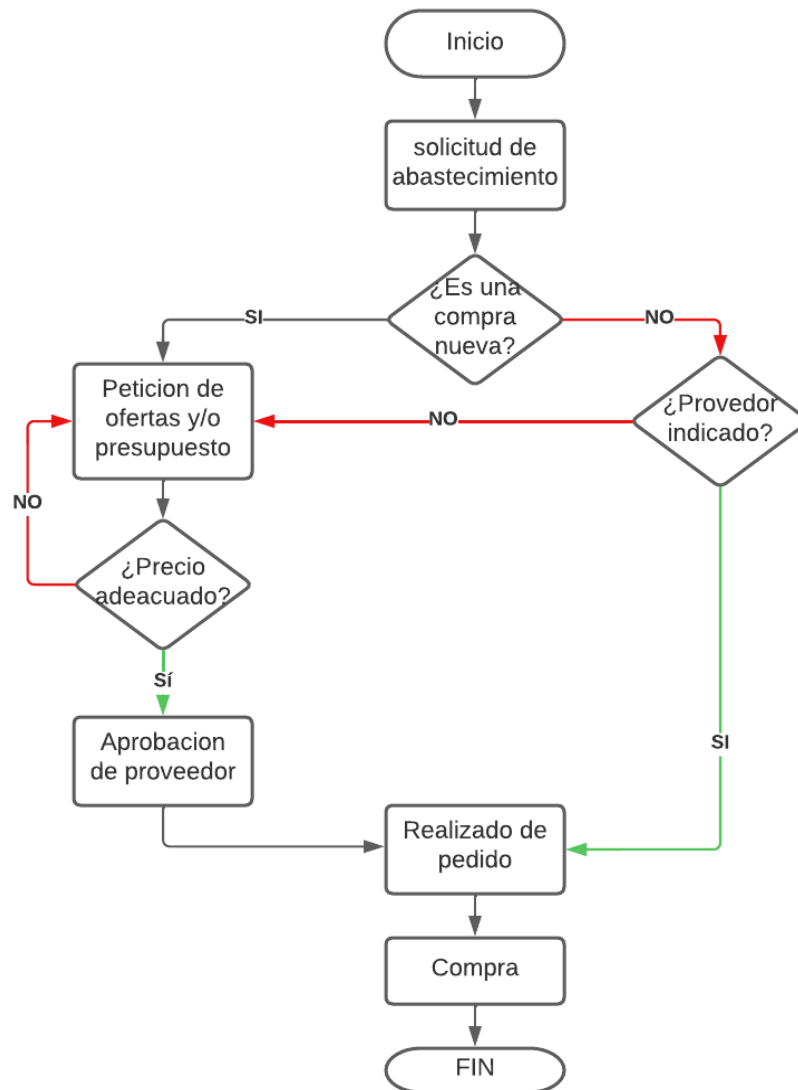
The sequence starts with the customer's request for these products. The salesperson then checks if there is stock. If there is availability, the order is sent to the warehouse, the products are delivered, and the sale is closed.

If a product is unavailable, the customer must be informed and offered other options for sale; if the buyer does not want it, the order is canceled. On the other hand, if they agree to modify or omit the missing item, the order is requested from the warehouse, delivered, and the sale is finalized.

In this way, the supermarket employees are clear about the process to be carried out in the event that one of them is not available. Knowing this process will help the employee who replaces the missing item know what process to follow, which will make their activity more efficient. This will contribute to the customer not feeling any difference in the customer service process and to satisfying the customer's needs.

Figure 22.

Procurement process flow diagram



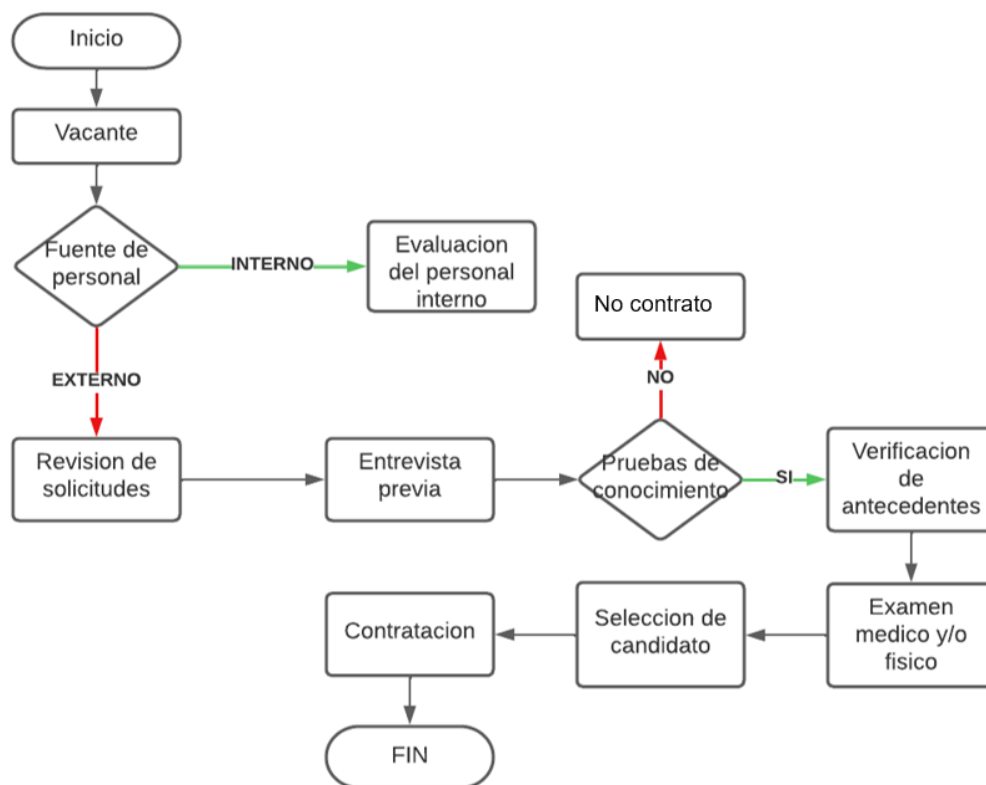
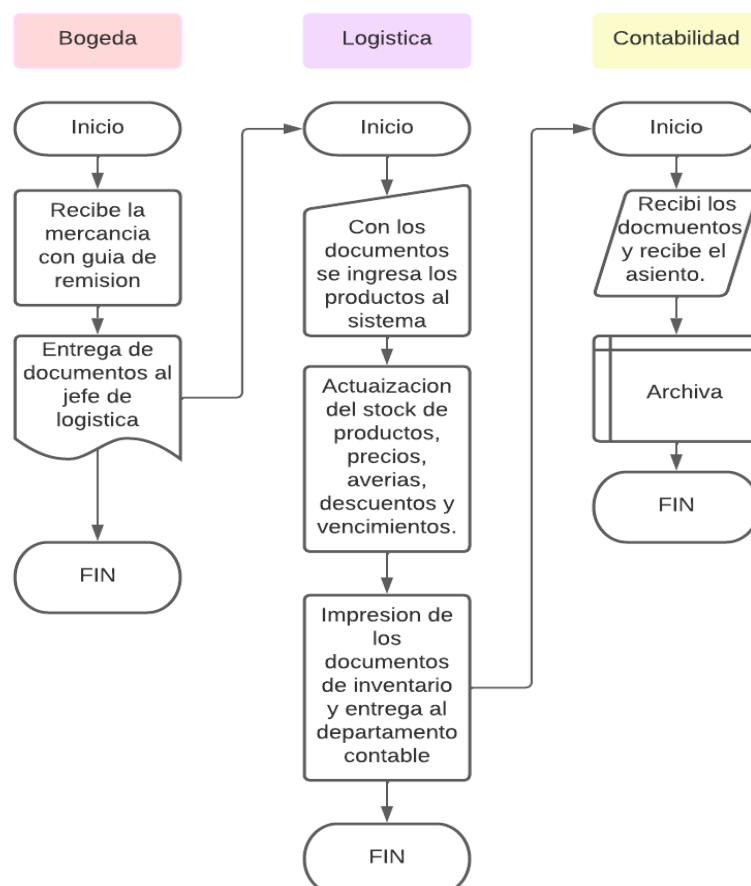
For the Titan Supermarket, each of the stages that influence the purchasing process from suppliers is important, as this process makes it possible for the company to have the products that it will offer to its customers. This is why it is vital that the process does not fail, as this would stop the whole operation and prevent the company from achieving its objective of marketing the products.

The sequence begins when the notification is given that new products need to be purchased; there, it is clarified whether it is the first time such items will be bought.

If it is a new purchase, it is necessary to consult prices and ask for quotations to see if the price fits the budget; depending on this, the order is confirmed with the supplier or not.

If it is a previously made purchase, it is necessary to decide whether the supplier being considered is good; when the answer is negative, it is connected to the steps of a new purchase. If the answer is yes, the path is simpler, and the order and payment are made directly.

In this way, the process will be standardized. The collaborator in charge will be able to carry out the function in a more efficient way, avoiding errors that would make the operation of the company stop and the final client lose credibility, which is why this process should be socialized with the collaborators so that everyone knows what their role is in it and can carry out their function to achieve the objective of having an adequate stock of products to satisfy the client's needs.

Figure 23.*Personnel selection flow chart***Figure 24.***Inventory process flow diagram*

This process is vital for Titan Supermarket as it is recognized that within personnel selection, different variants have to be addressed, causing problems such as excessive staff turnover and mismanagement because the personnel is not suitable for this activity. This is why, in the previous personnel selection flowchart, it can be seen that from the moment the search for the candidate for the vacancy begins, it is necessary to decide whether to choose someone from within the company (which is quicker) or look outside.

When the latter option is chosen, the process takes longer: applications and CVs are reviewed; shortlisted candidates are interviewed and tested to determine their knowledge of the position. This process makes it easier for the manager of the company, who is in charge of this activity, to carry out this function more efficiently and to continue with the processes without being interrupted for a long time. This will support the other areas and help the supermarket to continue fulfilling its objective within the community where it is located, generating job stability and creating new jobs with specific characteristics and clear tasks.

One of the most important objectives of a company dedicated to the commercialization of products such as the Titan Supermarket is to maintain the existence of products at the desired levels, keeping handling costs to a minimum and avoiding excess or insufficient inventory, allowing it to satisfy customer demand.

For this reason, the company must have a process flowchart that allows it to make effective decisions. The following flowchart is proposed to formalize the process and the current way of working through this inventory management process, which, together with an appropriate organizational structure, allows the optimization of the company's performance.

The warehouse area starts with the reception of the goods; the quantity, quality, and value of the products received are reviewed, and the report is handed over to the logistics manager, at which point the warehouse ends. The logistics area enters the products into the system, thus updating the stock of products. The inventory documents of the products are handed over to the accounting area, and the logistics area ends; accounting proceeds to start the process with the reception of the papers, proceeds to file the documents and thus ends the process.

Occupational Health and Safety Management System

Currently, in Colombia, efforts have increased to strictly regulate everything related to health and safety at work to protect workers and promote the welfare and care of their health by employers; for this reason, companies currently have to comply with different obligations, which must be aimed at preventing accidents at work and occupational diseases, promote practices that affect the improvement of the quality of working life and ensure that the facilities comply with all the provisions given for the benefit of people, among others.

For the reasons above, it is proposed that Titan Supermarket conscientiously formalizes the Occupational Health and Safety Management System in its organization, taking into account each of the obligations that, according to its nature, size, and economic activity, must be implemented, given that non-compliance may expose it to sanctions, fines or closure of the establishment. Still, beyond the legal and financial aspects, it puts the life and health of each person who works with it at risk.

For this reason, the development of the Occupational Health and Safety Management System is proposed, which should be by Resolution 0312 of 2019, which the Ministry of Labour issued that establishes new minimum standards of the SG-SST for Colombian companies, Micro-enterprises with risk I, II and III who establishes as minimum standards seven items:

- Assignment of a person who designs the OSH Management System.
- Affiliation to the Integral Social Security System.
- OSH training.
- Annual Work Plan.
- Occupational medical evaluations.
- Hazard identification; risk assessment and evaluation.
- Prevention and control measures for identified hazards/risks.

Assignment of a person who designs the occupational safety and health management system

According to the established standard, it is proposed that Titan Supermarket must assign a person who will be in charge of designing the occupational health and safety management system, which for companies with less than 10 employees with risk class I, II, III, can be carried out by the person in charge of the design of the occupational health and safety management system. II, III, can be carried out by a technician in safety and health at work or in any of its areas, who must also have a valid license, which certifies at least one (1) year of experience approved by the companies or entities where they have worked and the approval of the virtual training course of 50 hours in SG-SST.

It is also worth mentioning that this person could carry out this activity if he/she is a technologist, professional, or professional with a postgraduate degree in occupational health and safety and also has a 50-hour virtual training course in SG-SST.

To hire this person, verification must be carried out using the support presented and the respective curriculum vitae of the person assigned. As this is a micro-company, hiring a technician or technologist with the following salary

aspiration is proposed. It is also suggested that this person could be employed for consultancies

Figure 25.

Consulting of a technician or technologist with their respective salary aspiration

RESPONSABLE SGSST		SALARIO
Técnico/a en salud ocupacional		\$ 1'000.000
Tecnologo/a en salud ocupacional		\$ 2'000.000

Affiliation to the comprehensive social security system

Law 100 of 1993, in Article 1 of the Integral Social Security System, states that its purpose is to guarantee the inalienable rights of the individual and the community to obtain a quality of life by human dignity through the protection of the contingencies that affect it.

The System comprises the obligations of the State and society, the institutions and the resources destined to guarantee the coverage of the economic, health, and complementary services that are the subject of this Law or others that may be incorporated in the future.

For this reason, the Titan Supermarket emphasizes the importance of the respective affiliation of each of its employees to the social security system in health, pension, and occupational hazards according to current regulations, making timely and complete payments. This is an item that the company is currently complying with, as each employee has a contract that guarantees that they are affiliated with the social security system for health, pension, and labor risks.


Occupational health and safety training

This occupational health and safety training program is regulated by decree 1072, article 2.2.4.6.11, which states: To carry out OSH training programs, which must be reviewed at least once a year so that the company's workers are aware of the measures regarding safety and prevention of occupational accidents and illnesses.

Workers, suppliers, and contractors who join the company for the first time must receive training to communicate the company's policies and standards regarding occupational health and safety.

Figure 26.

Training plan

		SISTEMA DE GESTION DE LA SEGURIDAD Y SALUD EN EL TRABAJO												Pagina 1 de 1			
		PLAN DE CAPACITACION												VERSION: 01			
														FECHA: dd/mm/aa			
ACTIVIDAD	RESPONSABLE	CUMPLIMIENTO		MES												TOTAL	OBSERVACIONES
		PROGRAMADO	EJECUTADO	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO	SEP	OCT	NOV	DIC		
Induccion del SST	RESPONSABLE SST																
Política de la empresa	GERENCIA																
uso adecuado de EPPS	RESPONSABLE SST - ARL																
Higiene postural	RESPONSABLE SST - ARL																
Trabajo en alturas	PROFESIONAL DE APOYO- ARL																
Primeros auxilios	PROFESIONAL DE APOYO- CRUZ ROJA																
Protocolo bioseguridad	RESPONSABLE SST - ARL																
Prevención y control del alcoholismo, tabaquismo y farmacodependencia.	PROFESIONAL DE APOYO - PSICOLOGA																
Reporte de accidentes, incidentes y enfermedades laborales	RESPONSABLE SST - ARL																
Pausas activas mecánica postural	PROFESIONAL DE APOYO - ARL																
TOTAL																	

According to the above, a training program in promotion and prevention is proposed; to prevent work accidents and occupational diseases, the Titan Supermarket must comply with the obligation to train staff in all aspects related to occupational health and safety; for this, it must develop an initial training program, which must be updated according to the needs that arise, and convene suitable trainers depending on the subject of each training, including the induction and re-induction of workers.

Topics relevant to workers' working lives should be addressed, and the following are suggested according to current needs. This plan will have to be updated as more staff join and other needs are created, which is why it is proposed to review the training plan at least once a year to identify actions for improvement.

Annual work plan

The annual plan is regulated by article 2.2.4.6.8, 31 numeral seven decree 1072 of 2015, which tells us that this yearly plan would allow us to achieve the objectives proposed in the SGSST, where goals, responsibilities, resources, and schedule of activities will be identified.

It is proposed that the manager define all the programmes and activities to be carried out in the first year for the preparation of this annual plan.


It is important to establish clear goals, responsibilities, resources, and a schedule of activities in accordance with the minimum standards of the Obligatory Quality Assurance System of the General System of Occupational Risks.

It is clarified that the employer must sign the elaboration of the annual work plan for the occupational health and safety management system.

The following is a proposed format that the company can use. It is clarified that it should be modified according to the company's needs.

Figure 27.

Work Plan

		SISTEMA DE GESTION DE LA SEGURIDAD Y SALUD EN EL TRABAJO											Pagina 1 de 1	
		PLAN DE TRABAJO ANUAL											VERSION: 01	
		FECHA: dd/mm/aa												
ACTIVIDAD	RESPONSABLE	MES												OBSERVACIONES
		ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO	SEP	OCT	NOV	DIC	
Programa de capacitación, entrenamiento, inducción y reinducción en sst	RESPONSABLE SGSST													
Diseño del plan de medidas de prevención, peligros, riesgos y enfermedades ocupacionales	RESPONSABLE SGSST													
Plan de prevención, preparación y respuesta ante emergencias	RESPONSABLE SGSST													
Mantenimiento de la documentación del SGSST	RESPONSABLE SGSST													
Gestión del cambio	RESPONSABLE SGSST													

Occupational medical evaluations

It is proposed that the company carry out occupational medical evaluations on the regulations and the hazards/risks to which the worker is exposed.

An occupational medical examination should be carried out upon entry, which should be done before the worker is hired. In order for the worker to be hired, he/she should comply with the previously established criteria, which will be established and stipulated in the job manual and in the profile of the position to which he/she aspires, together with the information issued by the medical specialist.

Periodic occupational medical examinations should also be carried out on every worker according to the type, magnitude, and frequency of exposure to each risk factor and the worker's state of health.

It is vital that the company does not forget to carry out the exit or retirement occupational examination, which must be carried out on all workers who leave the company to verify their state of health at the time of their retirement and thus check whether a referral to the EPS or ARL is required for occupational disease.

It should be noted that occupational medical evaluations will be carried out by a Dr. specialized in occupational medicine or occupational health and safety, who must have the respective OSH license.

Hazard identification; risk assessment and evaluation Under the provisions of Resolution 312 of 2019, the identification of hazards and the evaluation and assessment of risks are carried out with the support of the ARL. Also, according

to GTC-45, the company is proposed to carry out the identification of hazards and the assessment of occupational health and safety risks that may arise in the development of each of the company's activities.

It is important to mention that the development and implementation of this matrix must be carried out by the person responsible for OSHMS that the company decides to hire for this work. For this reason, it is proposed some possible hazards, effects, administrative controls, signage, and warnings that the company could currently present according to their daily activities

Figure 28.

Hazard identification matrix

MATRIZ DE IDENTIFICACION DE RIESGOS										SUPERMERCADO TITAN																
METODOLOGIA GUA GTC 45 (2012-05-20)																										
Elaborado por:										Responsable de OSH																
Revisado por:										DOMINICA																
PROCESO	ZONA / LUGAR	ACTIVIDADES	TAREAS	EVALUACION DE RIESGO	EFFECTOS POSIBLES	CONTROLES EXISTENTES			EVALUACION DEL RIESGO					VALORACION DEL RIESGO		CRITERIOS PARA ESTABLECER CONTROLES		MEDIDAS DE INTERVENCION								
						FUENTE	MECANISMO	INDICADOR	NIVEL DE EXPOSICION	NIVEL DE EXPOSICION	NIVEL DE EXPOSICION	INTERPRETACION DEL NIVEL DE EXPOSICION	NIVEL DE CONSECUCION	NIVEL DE RIESGO (NIVEL DE INTERVENCION)	INTERPRETACION DEL NIVEL DE RIESGO (NIVEL DE INTERVENCION)	ACEPTABILIDAD DEL RIESGO	INDICADORES	INDICADORES	ELIMINACION	SUSTITUCION	CONTROLES DE INGENIERIA	CONTROLES ADMINISTRATIVOS, SEÑALIZACION, ADVERTENCIA	EQUIPOS / ELEMENTOS DE PROTECCION PERSONAL			
RECEPCION	ZONA DE RECEPCION	Atencion al cliente	Atencion al cliente	01	Carga por estrés, Posición sentado de pie	Biomédico															Realizar inspección de puntos de trabajo en video termal	Realizar inspección de puntos de trabajo en video termal				
				02	Contenido de la tarea, Cumplimiento de la tarea en la gestión de atención al público	Psicosocial																		1. Realizar inspección de puntos de trabajo en video termal	1. Realizar inspección de puntos de trabajo en video termal	
				03	Exposición a radiaciones no ionizantes	Físico																		1. Implementar pausas activas dentro de la jornada laboral	1. Implementar pausas activas dentro de la jornada laboral	
				04	Exposición a radiaciones no ionizantes	Físico																		1. Implementar pausas activas dentro de la jornada laboral	1. Implementar pausas activas dentro de la jornada laboral	
PACIFICACION	ZONA DE PACIFICACION	Atencion al cliente	Atencion al cliente	05	Contenido de la tarea, Responsabilidad manejo de público, Tareas repetitivas	Psicosocial																1. Capacitación en manejo de estrés, 2. Realización de pausas activas de trabajo	1. Capacitación en manejo de estrés, 2. Realización de pausas activas de trabajo			
				06	Exposición a radiaciones no ionizantes	Físico																		1. Implementar pausas activas dentro de la jornada laboral	1. Implementar pausas activas dentro de la jornada laboral	
				07	Exposición a radiaciones no ionizantes	Físico																		1. Implementar pausas activas dentro de la jornada laboral	1. Implementar pausas activas dentro de la jornada laboral	
				08	Exposición a radiaciones no ionizantes	Físico																		1. Implementar pausas activas dentro de la jornada laboral	1. Implementar pausas activas dentro de la jornada laboral	
COMERCIO AL POR MAYOR	ZONA DE COMERCIO AL POR MAYOR	Atencion al cliente	Atencion al cliente	09	Exposición a radiaciones no ionizantes	Físico																1. Implementar pausas activas dentro de la jornada laboral	1. Implementar pausas activas dentro de la jornada laboral			
				10	Exposición a radiaciones no ionizantes	Físico																		1. Implementar pausas activas dentro de la jornada laboral	1. Implementar pausas activas dentro de la jornada laboral	
				11	Exposición a radiaciones no ionizantes	Físico																		1. Implementar pausas activas dentro de la jornada laboral	1. Implementar pausas activas dentro de la jornada laboral	
				12	Exposición a radiaciones no ionizantes	Físico																		1. Implementar pausas activas dentro de la jornada laboral	1. Implementar pausas activas dentro de la jornada laboral	
ALMACENAMIENTO	ZONA DE ALMACENAMIENTO	Atencion al cliente	Atencion al cliente	13	Exposición a radiaciones no ionizantes	Físico																1. Implementar pausas activas dentro de la jornada laboral	1. Implementar pausas activas dentro de la jornada laboral			
				14	Exposición a radiaciones no ionizantes	Físico																		1. Implementar pausas activas dentro de la jornada laboral	1. Implementar pausas activas dentro de la jornada laboral	
				15	Exposición a radiaciones no ionizantes	Físico																		1. Implementar pausas activas dentro de la jornada laboral	1. Implementar pausas activas dentro de la jornada laboral	
				16	Exposición a radiaciones no ionizantes	Físico																		1. Implementar pausas activas dentro de la jornada laboral	1. Implementar pausas activas dentro de la jornada laboral	

Prevention and control measures for identified hazards/risks

It is proposed that the activities for preventing and controlling hazards and/or risks are carried out according to the

An example format is provided, which the company can use for the development of the activities.

[illegible]

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competitive and ensuring its achievements at all levels of the company. It is developed to identify and implement new strategies for change in the organization's critical processes. Strategic direction comprises the company's mission, vision, and corporate principles. After conducting an internal analysis and diagnosis of Titan Supermarket, the next step is to set out the strategies that need to be applied to change and improve the organization's structure. Below is a proposed strategic plan model for the organization.

Mission

We are a company dedicated to the marketing and distribution of household products, with a wide range of products aimed at meeting the basic needs of the community, reaching all households with competitive prices and excellent quality, and especially with the attitude of our employees focused on creating a friendly and pleasant atmosphere.

Vision

To be recognized by 2025 as one of the most competitive supermarkets in the area, offering consumers a wide range of products that are leaders in price, quality, and service, giving priority to the requirements and needs of our customers.

Corporate Principles

Respect: we value and maintain cordial relationships with suppliers, employees, and customers.

Teamwork: we encourage the entire team to work together towards common goals, always focused on customer satisfaction. Credibility and transparency: the organization acts transparently about the products it sells, which are of good quality and original.

Continuous improvement: the supermarket applies all technical procedures and commercial instruments that enable it to respond promptly to environmental changes, with a staff committed to achieving excellent results in its management by fulfilling their duties with competence, diligence, and quality.

Quality service: this is a personal commitment consolidated as a team in pursuit of excellence in providing its services and products in a comprehensive and timely manner.

Efficiency: it makes the best social and economic use of the administrative and financial resources available.

Availability of offers: this is the ability to offer products at low prices and to be able to provide better offers.

Values

Loyalty: our employees work as a team, demonstrating commitment and respect for the company's values. We reciprocate the trust placed in each of us.

Responsibility: we carry out our duties within the authority assigned to us. We are committed to the community. We assume and recognize the consequences of our actions.

Leadership: we are people committed to setting an example, positively influencing the work of others, and generating teamwork that produces successful results.

Decision-making: we can provide solutions and respond to various situations as they arise daily.

Service excellence: we consider ourselves competent in continuously meeting our customers' expectations with a positive attitude and agility and anticipating their needs.

Efficiency: we use the means and resources at our disposal to achieve our objectives and goals.

Corporate Objectives

To be a leader in the region, encouraging customer participation in the planning and design of strategies.

To have suitable staff who are committed to the organization.

To guarantee continuous training to retain human talent.

To guarantee the growth of the organization by strengthening the sales area. Seek to increase the wealth of partners and owners.

Guarantee the necessary resources to strengthen the organization's plans.

Strategies

Develop customer participation mechanisms for the design of loyalty strategies.

Seek a system for selecting, hiring, and strengthening existing and contracted human talent.

Strengthen the organization's education area.

Strengthen the organization's sales force.

Develop actions that create wealth for shareholders.

Develop alliances and/or mechanisms to obtain the resources necessary to develop the organization's plans.

Policies

Any suggestion submitted by customers and/or employees that generates growth in the organization above the minimum acceptable rate of return will be rewarded with a prize by the proposal.

All personnel associated with the organization must meet the required requirements.

CONCLUSIONS

Through the application of surveys and interviews with the manager, it can be concluded that there is a lack of organizational structure, as there is no established organizational chart. Although employees know who supervises them, the place that each employee fulfills within the organization has not been defined in an organized or clear manner. Therefore, this study was carried out to provide clearer guidance on the lines of command, with an internal diagnosis that provides greater clarity on the company's current situation.

It was found that employee activities are not designed or specified within the organization. They are not linked to the job function or role of the staff, and many of these functions are performed empirically or by observation. Likewise, the coordination and planning of tasks are not ideal, which puts the company at a disadvantage in executing processes, making them less effective and affecting customer service.

It was evident that the organization does not have the various job manuals and is in a critical state of non-compliance with the minimum standards required for a company with 10 or fewer employees, as evidenced by Resolution 0312 of 2015. As proposed in this objective, if the development and implementation of these items and the various job manuals are carried out, the company can better guarantee its employees' safety, health, and performance.

Through strategic direction, a framework is established that will serve as a support to guide the organization towards the fulfillment of its mission, the achievement of its vision, and the fulfillment of its goals, in addition to integrating the policies and strategies that will generate the actions that will help the organisation to fulfil its business purposes and objectives.

In the company's current organisational structure, there is a certain rigidity and centralisation in decision-making, which could result in employees being unable or unwilling to contribute their knowledge and skills in the search for better solutions or practices that could help them fulfil their duties and improve the company's performance, as it could be said that great ideas do not always come from senior managers in organisations.

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FINANCING

None.

CONFLICT OF INTEREST

None.

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