

## ORIGINAL

### Administrative design of the microenterprise Arepas de Maíz Sarita located in the city of Pasto

### Diseño administrativo de la microempresa Arepas de Maíz Sarita ubicada en la ciudad de Pasto

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## ABSTRACT

An exhaustive research is presented to design the integral administrative structure of the microenterprise Arepas de maíz Sarita in Pasto. The objective is to integrate a guide to implement improvements focused on the growth, competitiveness and innovation of the company. It begins with an introduction that highlights the importance of a solid administrative design for the success of the microenterprise, and sets out a general objective aimed at innovating products that meet the changing needs of customers. It describes in detail the methodology that includes a background review, a theoretical framework on management processes, strategic direction and business diagnosis, as well as a conceptual framework with key definitions and the legal framework relevant to food establishments. It explains the specific objectives focused on carrying out an internal diagnosis, designing the administrative structure with a manual of functions and procedures, and formulating the mission, vision and corporate principles. It details the development of the research, where the administrative theories are deepened and crucial terms are conceptualised. It ends with conclusions highlighting the relevance of defining functions, carrying out a diagnosis and proposing a strategic direction. In summary, the research provides an integral administrative design based on a rigorous theoretical, methodological and legal framework to promote the competitive growth of the microenterprise in a sustainable manner.

**Keywords:** organisation chart; administrative process; productivity; microenterprise; innovation; market; competitiveness; business diagnosis and strategic direction.

## RESUMEN

Se presenta una investigación exhaustiva para diseñar la estructura administrativa integral de la microempresa Arepas de maíz Sarita en Pasto. El objetivo es integrar una guía para implementar mejoras enfocadas al crecimiento, competitividad e innovación de la empresa. Inicia con una introducción que destaca la importancia de un diseño administrativo sólido para el éxito de la microempresa, plantea un objetivo general orientado a innovar en productos que satisfagan las necesidades cambiantes de los clientes. Describe en detalle la metodología que incluye revisión de antecedentes, marco teórico sobre procesos administrativos, direccionamiento estratégico y diagnóstico empresarial, así mismo presenta un marco conceptual con definiciones clave y el marco legal relevante a establecimientos de alimentos. Explica los objetivos específicos enfocados en realizar un diagnóstico interno, diseñar la estructura administrativa con un manual de funciones y procedimientos, y formular la misión, visión y principios corporativos. Detalla el desarrollo de la investigación, donde se profundiza las teorías administrativas y se conceptualizan términos cruciales. Finaliza con conclusiones destacando la relevancia de definir funciones, realizar un diagnóstico y plantear un direccionamiento estratégico. En síntesis, la investigación entrega un diseño administrativo integral basado en un riguroso marco teórico, metodológico y legal para impulsar el crecimiento competitivo de la microempresa de una manera sostenible.

**Palabras clave:** organigrama; proceso administrativo; productividad; microempresa; innovación; mercado, competitividad; diagnostico empresarial; direccionamiento estratégico.

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## INTRODUCTION

Taking into account the relevance and the fundamental role that has the administrative design for the success of the microenterprise Arepas de maíz Sarita, located in the city of San Juan de Pasto, the project of an Administrative Design is presented, which has the purpose of contributing to the organization a guide to make possible changes and adjustments in the microenterprise that is described in the statement of the problem.

This involves developing a series of activities to carry out an administrative organizational design, including formulating the vision, mission, corporate principles, a functions manual, and a structured procedures manual to meet the expectations of this work.

By the above, a general objective is formulated, which is to elaborate the administrative design for the microenterprise Arepas de maíz Sarita in the city of Pasto, which has as its primary purpose to improve the growth of the microenterprise and with it the penetration of new markets, oriented to the innovation in its products to satisfy the new necessities of the clients, accompanied by specific objectives that will allow to fulfil the budgeted.

In presenting this project, the historical review, the macro context, and the micro context of the microenterprise are contextualised. Likewise, the reference framework, which includes the background, the theoretical framework, and the conceptual framework, is presented, which will serve as a reference when developing the project.

To carry out the project, a methodology is proposed in which the target population, the method, and the sources that will be basic for collecting information are made known. This work is completed with the results of executing all the specific objectives.

How will the administrative design allow the microenterprise Arepas de Maíz Sarita, located in the city of San Juan de Pasto, to be more competitive?

## Objective

To elaborate the administrative design for the microenterprise Arepas de Maíz Sarita in the city of Pasto, with the objective of achieving greater productivity and market competitiveness.

## METHOD

Ricoy (2006) (cited in Ramos, 2015) indicates that the 'positivist paradigm is described as quantitative, empirical-analytical, rationalist, managerial systematic and technological scientific.' Therefore, the positivist paradigm will support research that aims to test a hypothesis by statistical means or to determine the parameters of a given variable through numerical expression.

The positivist paradigm guides this research as it makes an essential contribution to the analysis of the problems that arise in daily life not only within the microenterprise but also outside it, and also aims to develop different activities or alternatives for the good improvement of this, with objective explanations that help to understand how each procedure is being carried out and thus use the right tools to achieve efficiency within the microenterprise.

## Approach

According to Hernández (2014) the quantitative approach (representing, as we said, a set of processes) is sequential and evidential. Each stage precedes the next, and we cannot skip or avoid steps. The order is rigorous, although we can, of course, redefine some phases. It starts with an idea that is gradually narrowed down, and once delimited, research objectives and questions are derived, the literature is reviewed, and a framework or theoretical perspective is constructed. From the questions, hypotheses are established and variables determined; a plan is drawn to test them (design); the variables are measured in a given context; the measurements obtained are analyzed using statistical methods, and a series of conclusions are drawn.

This approach is consistent with this research as it is necessary to obtain conclusive and accurate data from the study to be carried out either from the population in general or a sampling of the products and processes carried out within the microenterprise, thus obtaining efficient results to the different approaches that are presented.

## Method

According to Quijano (2019), 'The analytical, empirical method assumes that reality is tangible, uses controlled measurements of variables, uses quantitative information and is based on phenomena that are observed in reality' (p.15).

This research will use this method because it presents a tangible reality, an organization that can be approached and known. From it, quantitative information can be extracted that will later be very useful in understanding the truth of the microenterprise and creating an efficient administrative design.

### Type of Research

It is important to determine the type of research to be carried out in this study, which is descriptive and analytical. Martínez et al. (2017) state, 'Descriptive research allows us to know the scenarios, habits, customs, and most outstanding conditions of a population through the exact representation of activities, objects, and methods.'

Analytical research attempts to understand situations according to the relationships of their components. It tries to discover the elements that make up each totality and the interconnections that account for their integration (Bunge, 1981).

This type of research will be used because the information will be obtained from the manager and staff of the organization responsible for the microenterprise's internal processes using interviews and surveys. The data received will allow us to know the organization's current situation and valuation. It should be noted that this type of research aims to identify the prevailing situations through a detailed description of an organization's activities, its context, and its people.

### Population

The target population for the administrative design will be the 5 employees of Arepas de Maíz Sarita and the owner presented in table 1.

**Table 1.**  
*Population of microenterprise Arepas de Maíz Sarita*

Name	Position
Eylim Roxana Gómez Tulcán	Owner
Nelly del Carmen Tulcán Paz	Production Manager
Sandra Patricia López Tulcán	Laminating machine operator
Mario Santiago Salas López	Tunnel kiln machine operator
Rosalba López Calvache	Packaging
Edwin López	Seller

### Diagnosis of the microenterprise Arepas de maíz Sarita

To carry out the diagnosis of the microenterprise Arepas de maíz Sarita, an interview was carried out which consisted of 14 open questions and was directed to the manager of the microenterprise, and a survey of 10 questions was also carried out, which was directed to the collaborators. To carry out the interview and the survey, a Saturday was agreed with the manager. First, the survey was carried out with the manager, and then the survey was carried out with each of the collaborators, who were 5. Finally, the information obtained was tabulated and analyzed.

The results and analysis of the survey of the microenterprise Arepas de maíz Sarita employees are presented below.

**Figure 1.**

*Appropriate selection method*

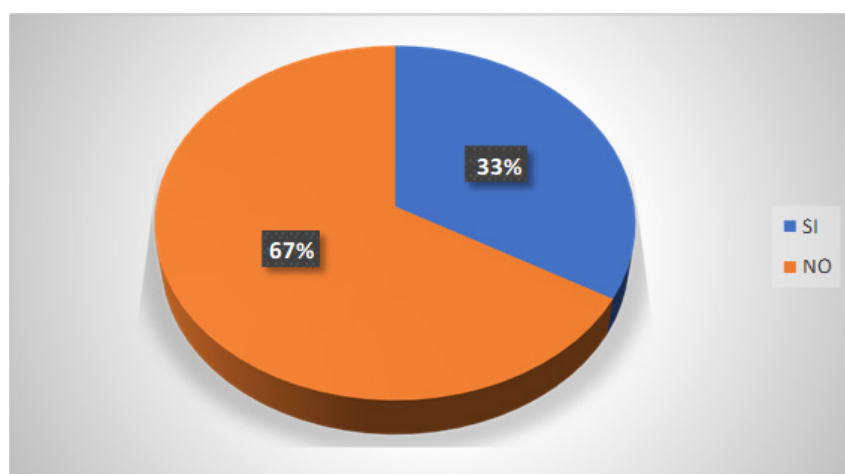


Figure 1 indicates that 67% of the workers do not agree with the selection method used to enter the microenterprise; however, 33% do agree. Regarding the above, the employees stated that they would like the training at the time of selection to be more in-depth and focused on each function.

**Figure 2.**

*Entry to the microenterprise Arepas de maíz Sarita with induction*

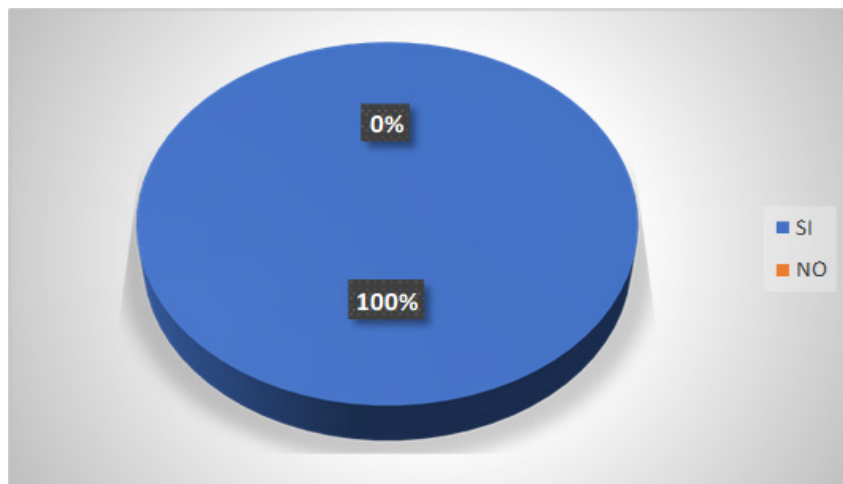
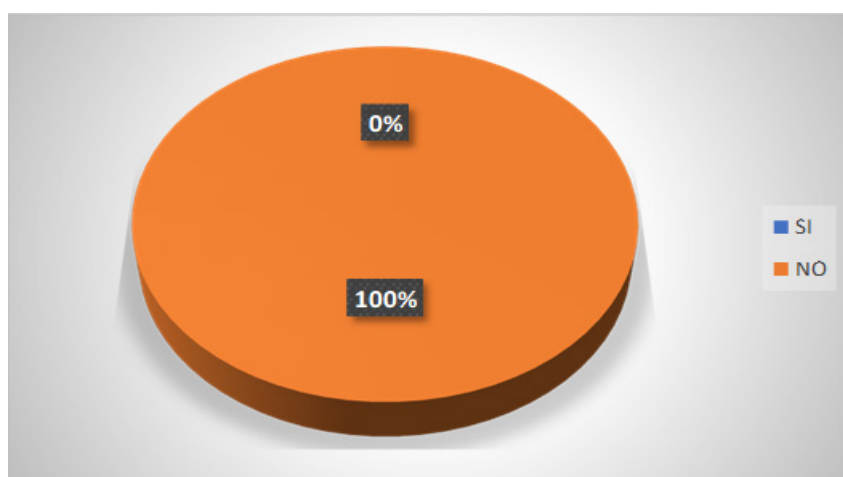


Figure 2 shows that all workers, i.e., 100%, received induction when they joined the microenterprise Arepas de maíz Sarita. However, it is worth noting that they asked that the training on joining be focused more on the function that each one of them should perform.

**Figure 3.**

*Identifying the mission of the microenterprise*

**Figure 4.**

*Identifying the microenterprise vision*

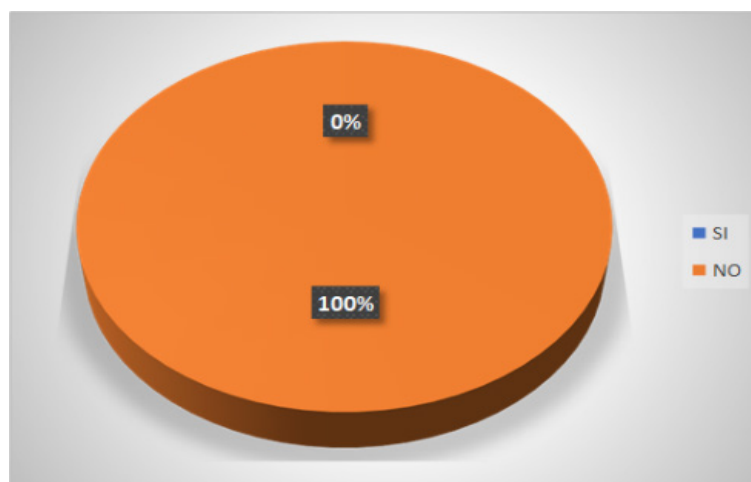


Figure 3 shows that all the workers, i.e. 100%, do not know the mission of the microenterprise. Therefore, they stated that they had never seen it written down anywhere and that they would like it to be visible so that they can always keep it in mind.

Figure 4 indicates that the workers as a whole do not know the vision of the microenterprise, and they also stated that they would like it to be shared and explained and to be present in a visible place in order to take it into account.

**Figure 5.**

*Identifying the objectives of the microenterprise*

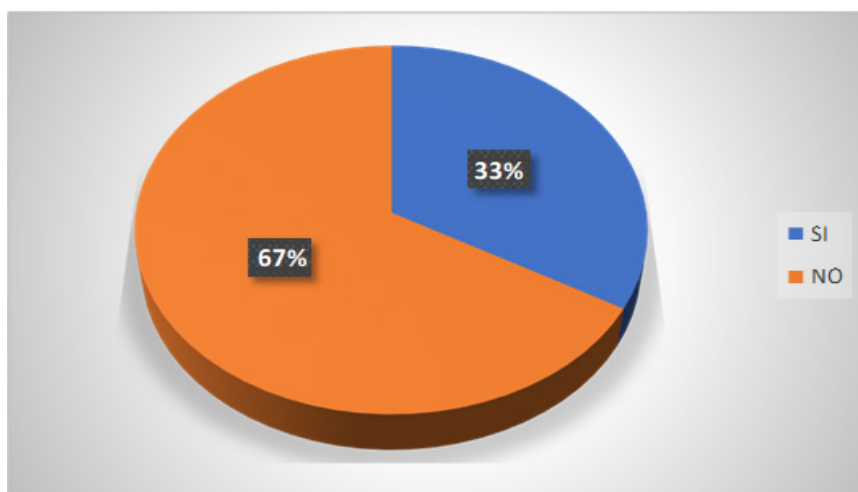


Figure 5 indicates that the majority, 67% of the workers, stated that they did not know the objectives of the microenterprise. However, they affirmed that they do have one in mind, which is to comply with daily production and its respective distribution.

**Figure 6.**

*Identifying corporate policies, principles and values*

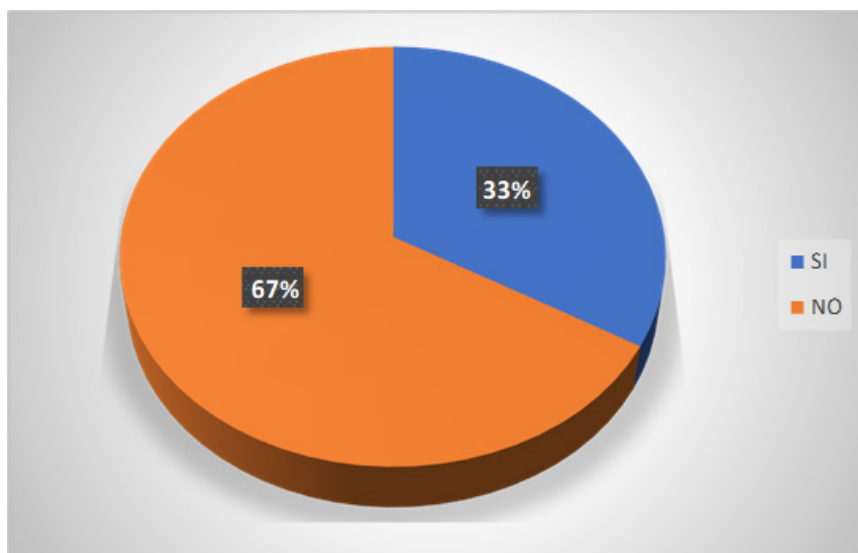
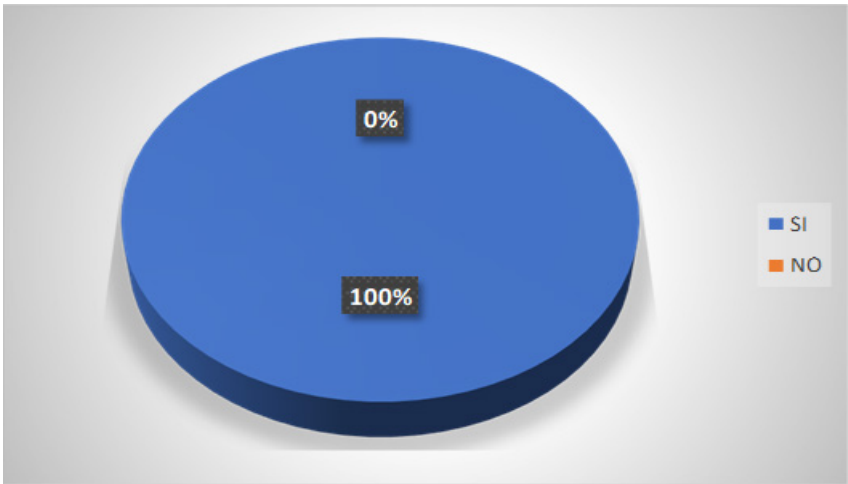


Figure 6 indicates that the majority of workers, 67%, do not know the corporate policies, principles, and values. However, 33% claim to know and practice the basic values for good teamwork, such as respect, tolerance, and a principle that is always heard in the microenterprise, which is to provide quality products to the customer.

Figure 7 indicates that the workers as a whole affirm that the production process developed in the microenterprise is adequate. They also affirm that they know each step involved in this process at the moment and that they consider themselves oriented to providing quality products.

**Figure 7.**  
*Proper production of the products offered by the microenterprise*



**Figure 8.**  
*Receipt of training in the microenterprise*

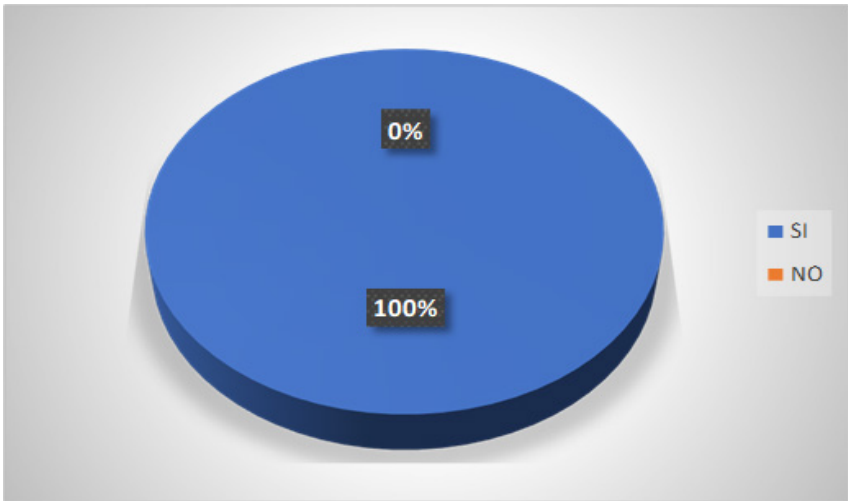


Figure 8 indicates that the workers as a whole receive training, but they state that most of them are in food handling, some of the workers stated that they would like to receive training in teamwork, active breaks, among others.

**Figure 9.**  
*Receipt of incentives in the microenterprise*

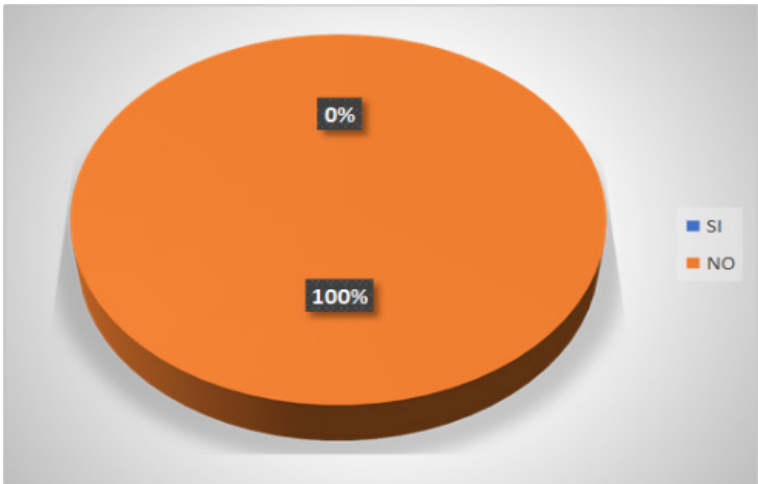


Figure 9 indicates that all the workers, i.e., 100%, do not receive any incentive, and they also state that they would like to be motivated either on their birthday or for some achievement they have obtained in the microenterprise.

**Figure 10.**  
*Opinion of relationships with peers*

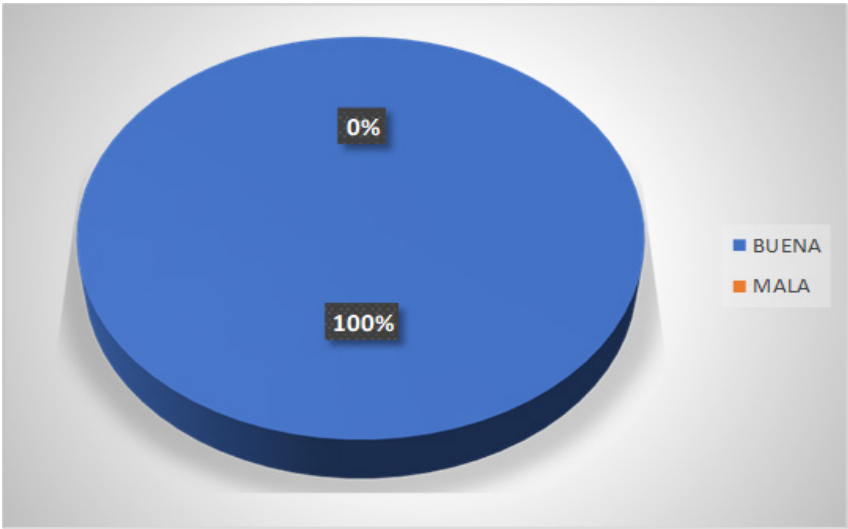


Figure 10 indicates that the workers as a whole think that their relationships with their colleagues in the workplace are good. They affirm that there is respect among them and that help and collaboration are never lacking in the group, which they consider to be supportive.  
The results and analysis of the interview with the microenterprise Arepas de maíz Sarita manager are presented below.

**Table 2.**  
*Interview with Eylin Gómez, manager of the microenterprise arepas de maíz Sarita*

Questions	Answers	Analysis
1. What are the organisation’s strategic objectives?	To position the brand as a leader, expanding the market, being competitive, providing product quality and supplying the daily demand.	The objective is clearly recognised, it must be worked on very broadly and deeply to achieve its implementation, through the administrative design of the microenterprise.
2. Are employees trained to perform in the areas required?	Yes, but I honestly believe that training should be more continuous and focused on specific topics.	A shortage of training is identified, which is why it is recommended to maintain constant training for the improvement of work.
3. Are the processes adequate or do they need to be redefined?	I believe that they are adequate, however, in the area of distribution, some processes could be redefined. One thing that is missing is a definition of formats for each process.	By not having an administrative design, there is no clarity of the different processes required by the company and this greatly affects the quality of the same and at the same time the growth of the microenterprise is involved. successful achievement of its objectives and goals
4. What are the main functions you perform?	Management, which involves the choice of employees, their functions, contact with suppliers, negotiation skills, accounting and sometimes distribution activities when necessary.	It is of great importance the role it plays, defining the processes developed by the workers, maintaining contact with suppliers allows it to negotiate and acquire the products necessary for production..
5. Are your employees meeting the company’s objectives?	Yes, it is worth noting that daily targets such as production demand and on-time delivery are the most important.	When a company does not have an established administrative design, it is more difficult to achieve 100% of its objectives, which is why it is important to define and find the tools that will lead the company to achieve its goals.



6. Does the company have policies and procedures to guide decision-making?	We do not have procedures and policies	There is no role or activity guide to guide workers and to serve as a principle for the development and decision-making process.
7. What strategies do you use to improve processes in the company?	It is monitored on a daily basis to ensure that each process is carried out successfully, providing quality and in a timely manner the right time	There are many aspects that allow for the evaluation of the microenterprise in terms of the continuous improvement of processes, it is imperative to create strategies and changes that will allow the company to achieve position itself.
8. Is the employee able to adapt to changing priorities?	It takes some time, but if it manages to adapt to the changes.	The microenterprise has good performance in the production area, however, there is a lack of training and feedback to employees, so that they can easily adapt to changes, and continuous improvement is evident.
9. Is your employee well informed about the company's objectives?	The truth is that only a few of them, very few, and they are not defined in manuals, only verbally.	It is imperative to design manuals that bring the worker closer to the objectives proposed by the company.
10. Does the microenterprise have written policies, procedures manuals, job descriptions and and job descriptions written, known and adhered to by the entire organisation?	No, they only know their position and function and it is done verbally.	It is necessary to design manuals that bring the workers closer to the objectives proposed by the company, in this way it will be clear how the microenterprise works and a clearer and more precise execution of the objectives can be established.
11. How do you manage the staff to assign them functions?	According to the worker's of the worker is assigned the role to be performed.	It is important to assign roles roles depending on the company must also create a manual of functions that makes clear the objective of the work to be carried out so that the processes can be carried out efficiently.
12. Do you train staff to carry out the functions?	Yes it does, but the training is not very in-depth.	The company does not have constant training, so processes are affected in their efficiency.
13. Do you intervene in the solution of all problems or do your employees employees are prepared to solve them?	I am always involved in the solution of problems, and I also take into account the ideas and solutions presented to me by my employees.	The manager is in charge of all the development and decisions that are made, and what she does is appropriate, giving employees the opportunity to put forward their ideas to improve any difficulties that may arise.
14. Briefly explain what the current process is like in your microenterprise.	Arepas de maíz Sarita is dedicated to the production and wholesale distribution of corn arepas, one of the most important processes is the production, organize and plan daily and weekly activities, on a commercial plan of action, to achieve our sales objectives.	A management design must be established to meet many objectives that can successfully help the microenterprise meet its stated goals.

## Design of the organizational structure of the microenterprise, analysis, and description of positions and procedures manual

### *Proposed organizational structure*

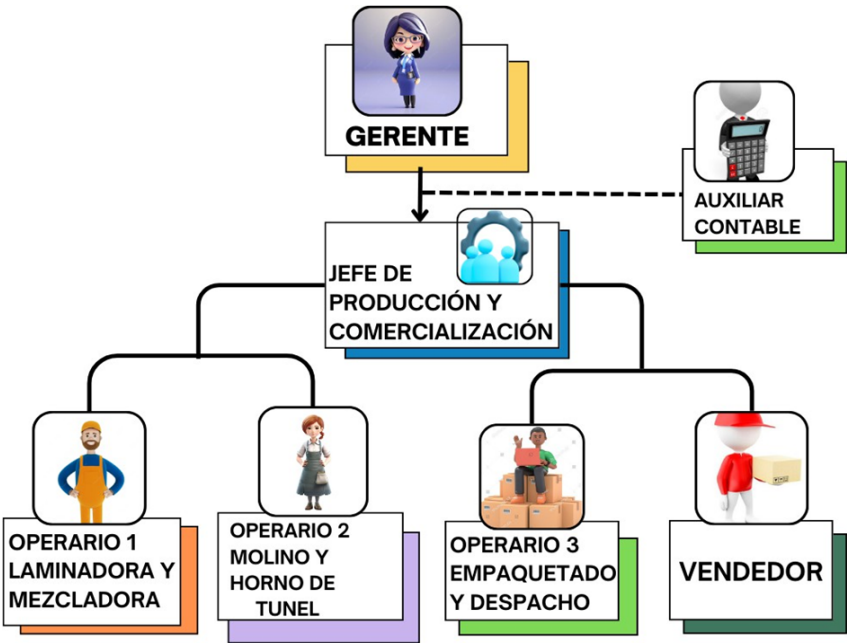
The microenterprise Arepas de maíz Sarita does not have a defined organizational chart, so we have proposed one that represents the hierarchical levels.

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.

Accordingly, the following organizational structure is proposed as shown in figure 11.



**Figure 11.**  
*Organisational structure of microenterprise Arepas de maíz Sarita*



This organizational chart has been designed for the microenterprise Arepas de Maíz Sarita as it is vertical, representing the business structure as a hierarchical pyramid from top to bottom so that the highest levels have greater authority, with the manager of the microenterprise at this level, and downwards with the different collaborators according to their position and position within the company.

The advantages associated with this organization chart for Arepas de maíz Sarita are that the authority and hierarchy are apparent. With them, the person in charge at the highest level is the manager. On the other hand, the manager is the one with whom most of the employees are most familiar. In this way, the employees will be clear about who their immediate superior is and if they are in charge of staff, making fulfilling their functions more efficient and productive.

*Personnel functions of the microenterprise Arepas de maíz Sarita*

The following is the manual of tasks for the personnel of the microenterprise that is named below:

- Manager.
- Accounting Assistant.
- Head of marketing and production.
- Machinery operator 1.
- Machinery operator 2.
- Packaging and dispatch operator 3.
- Salesman.

**Table 3.**  
*Job description for the position of Manager*

Name of position	
Manager	
Salary	1 800 000 + legal benefits
General objective of the position	
It develops all the processes related to the planning, organisation, management, control and evaluation of all the activities carried out in the microenterprise.	
Functions	Establish the policies governing the microenterprise.
	Allocate the necessary resources to carry out the development, execution and control of each of the processes and systems that the microenterprise has.
	Make key decisions that ensure the company's resources, both physical, economic and human.
	To control and direct the strategic direction,

Control the costs and expenses of the company in accordance with the annual budget.  
 Manage the flow of money coming in for each daily sale.  
 Control over his subordinates, giving concrete and precise orders for the correct functioning of the microenterprise.  
 Generate product innovation strategies.  
 Supervise and ensure compliance with the legal requirements of the microenterprise.  
 Promote continuous improvement in all the processes involved and in the company's policies.  
 Verify with the production manager the timely and correct delivery of inputs and raw materials needed for the processes developed in the microenterprise.  
 Carry out the opening and closing of the plant.  
 Carry out relations and contracts with suppliers  
 Schedule purchase of inputs and raw materials.  
 Coordinate and update price lists of the different references.  
 Check daily that the day's production is met.  
 Interviewing and selection of personnel.  
 Promote staff training courses.  
 Manage the human talent of the micro-enterprise, its needs and requests, as well as the manage the human talent of the microenterprise, their needs and requests, as well as the hiring process, remuneration, working hours and working conditions.

#### Responsibilities

To control the entire administrative area of the microenterprise, to plan the different activities corresponding to the administration of human, financial, accounting and administrative resources, accounting and administrative resources.

#### Requerimientos

Type	Factor	Description
Intelectual	Education	Professional degree in Business Administration.
	Experience	Minimum 2 years of related professional experience.
	Basic knowledge	Knowledge in areas related to business administration, human resources, payroll knowledge, leadership skills, personnel management, clear language to be understood.

**Table 4.**

*Job description of the Accounting Assistant*

Name of position		
Accounting Assistant		
Salary	Provision of services (4 hours per week) \$100.000	
General objective of the position		
Organise the accounting part of the company and prepare the balance sheet and income statement.		
Functions	Timely preparation of reports to the DIAN.	
	To keep control of fixed assets.	
	To keep the accounting books up to date by law.	
	To record the accounting operations of the company.	
	Generate accounting information for decision making.	
	Elaborate the payment schedule for the employees of Arepas de maíz Sarita.	
Responsibilities		
Preparation and control of accounting reports and assisting the microenterprise manager in gathering and processing of financial and accounting information.		
Requerimientos		
Type	Factor	Description
	Experience	1 year
	Mental Ability	Ability to write and prepare reports and financial statements.
		Knowledge of the laws governing accounting management.

**Table 5.***Job description of the marketing and production manager*

Name of position		
Production and marketing manager		
Salary	1.5 SMMLV including statutory benefits	
General objective of the position		
Attending to all matters related to the production and commercialisation processes for the optimal functioning of the microenterprise.		
Functions	<p>To be in constant communication with customers and the orders they place.</p> <p>Directing and organising the operators.</p> <p>To ensure that the cleanliness and proper use of the uniform of the collaborators is complied with.</p> <p>Control incoming raw materials and supplies.</p> <p>To check on a daily basis that the demanded production is met.</p> <p>Review and verify prices, product codes.</p> <p>Control expiry dates.</p> <p>Check that orders placed by customers are dispatched on time and in the correct quantity.</p> <p>Check invoices to match the order and the customer.</p> <p>Relate sales invoices and pass them to the administrative area.</p> <p>Check daily the quantity of inputs and raw materials used in the production processes.</p> <p>Control the rotation according to the reference of each product.</p> <p>Preparation of the respective product return notes.</p> <p>Making hand to hand exchanges of the returns.</p> <p>Reporting faults.</p> <p>Ensuring that the production and marketing department is well presented.</p>	
Responsibilities		
Supervise and direct all the collaborators in the production and commercialisation area. Solve any unforeseen issues that may arise with suppliers, solve problems with the product sent for sale, supervise returns and changes required by customers changes required by customers. He/she is responsible for the work teams and inventory.		
Requirements		
Type	Factor	Description
Intellectual	Education	Bachelor
	Experience	Minimum 1 year
	Mental Ability	High

**Table 6.***Job description operator 1 machinery. Sheeter and mixer*

Name of position	
Laminator and mixer operator	
Salary	SMMLV including legal benefits
General objective of the position	
To attend to all production processes related to the correct functioning of the machines, laminator and mixer for the optimal functioning and timely delivery of the product offered by the microenterprise.	
Functions	<p>Organise production area.</p> <p>Proper handling of the mixing machine.</p> <p>Proper use of ingredients and their exact quantities.</p> <p>Maintain quality control.</p> <p>Efficient control of raw materials.</p> <p>Adjust the pre-mixed dough at the indicated place.</p> <p>Cleaning of the mixing machine.</p> <p>Proper handling of the laminating machine.</p> <p>Compliance with the exact quantity of arepa production.</p>

Controlling delivery times of the arepas. Cleaning of the laminating machine. General cleaning of the production area.		
<b>Responsibilities</b>		
Direct, plan and coordinate all activities related to the production and proper use of the laminating and mixing machines related to the production and quality of the product product quality.		
<b>Requirements</b>		
Type	Factor	Description
Intellectual	Education	Bachelor
	Experience	Minimum 6 months
	Mental Ability	High

**Table 7.***Job description operator 2 machinery, mill and tunnel kiln*

Name of position		
Mill and tunnel kiln operator		
Salary	SMMLV including legal benefits	
General objective of the position		
To attend to all production processes related to the correct operation of the machines, mill and tunnel kiln for the optimal functioning and timely delivery of the product offered by the microenterprise.		
Functions	<div>Organise production area.</div> <div>Proper handling of the mill.</div> <div>In charge of the process of transforming maize into dough through the use of the mill.</div> <div>Maintain quality control.</div> <div>Efficient raw material control.</div> <div>Adjust pre-ground dough to the right place.</div> <div>Cleaning of the mill after use.</div> <div>Proper handling of the tunnel kiln, optimal caution in switching on and off.</div> <div>Compliance with the maximum roasting times, in order to obtain arepas roasted to the exact point of doneness.</div> <div>Cleaning of the tunnel oven once it is no longer in use.</div> <div>General cleanliness of the production area.</div>	
Responsibilities		
Direct, plan and co-ordinate all activities related to the production and proper use of the mill and tunnel kiln machines related to production and product quality of the mill and tunnel kiln machines related to the production and quality of the product.		
Requerimientos		
Type	Factor	Description
Intellectual	Education	Bachelor
	Experience	Minimum 6 months
	Mental Ability	High

**Table 8.***Job description for operator 3, packaging and dispatch*

<b>Name of position</b>		
Operario 3 empaquetado y despacho.		
<b>Salary</b>		SMMLV including legal benefits
<b>General objective of the position</b>		
Attend to all product packaging and dispatch processes for optimal performance and timely delivery of the product.		

Functions	<p>He is in charge of the packaging of the arepas.</p> <p>Labelling, labelling, putting the expiry date and the respective prices on the different references offered.</p> <p>Ensures that the products are properly counted and that the required production quantity for the day is met.</p> <p>Properly prepare each of the orders placed by the customer.</p> <p>Make the respective invoice to be delivered to the customer.</p> <p>Keeps an eye on the rotation of the goods.</p> <p>Control expiry dates.</p> <p>Ensure the cleanliness and organisation of the stainless steel tables where the arepas are placed to be packaged.</p> <p>Control incoming and outgoing goods.</p> <p>To make notes on the return of goods due to expiry date.</p> <p>Assisting with the organisation and cleanliness of the production area.</p> <p>Provide proof of compliance with the quantity of production required on the day.</p> <p>Be aware of the exhausted products that are essential for the packaging such as bags, stickers, printer's ink.</p> <p>Ensure the good presentation of the product and its quality.</p>
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#### Responsibilities

Direct, plan and coordinate all activities related to the packaging and dispatch of the product, in order to comply with the adequate and timely delivery of the orders placed by customers, as well as to ensure the good presentation and quality of the product orders placed by customers as well as ensuring the good presentation and quality of the product.

#### Requerimientos

Type	Factor	Description
Intelectual	Educación	Bachiller
	Experience	Minimum 6 months
	Mental Ability	High

**Table 9.**

*Description of the vendor*

Name of position	
Seller	
Salary	SMMLV including legal benefits plus bonus for meeting sales targets.
General objective of the position	
Attending to all sales and distribution processes of orders placed by customers, as well as ensuring the timely delivery of orders. .	
Functions	<p>It is responsible for the timely delivery of the orders placed by the different customers.</p> <p>Is responsible for receiving cash payments made by the customer.</p> <p>If it is necessary to return for payment at another time or another hour, he/she must do so.</p> <p>Be aware of the places where the product is out of stock.</p> <p>Offer the product to the different establishments, broaden the market.</p> <p>Keeps an eye on the rotation of the merchandise.</p> <p>Controls expiry dates.</p> <p>Reports new developments regarding the return of goods due to expiry.</p> <p>Ensures the good presentation of the product and its quality.</p> <p>Delivers the respective invoices and consigns the money received for payments made by clients to the microenterprise's bank account.</p>
Responsibilities	
Coordinate all deliveries of orders placed by customers, in order to comply with the proper and timely delivery of these, in addition to ensuring the good presentation and quality of the product presentation and quality of the product.	
Requirements	

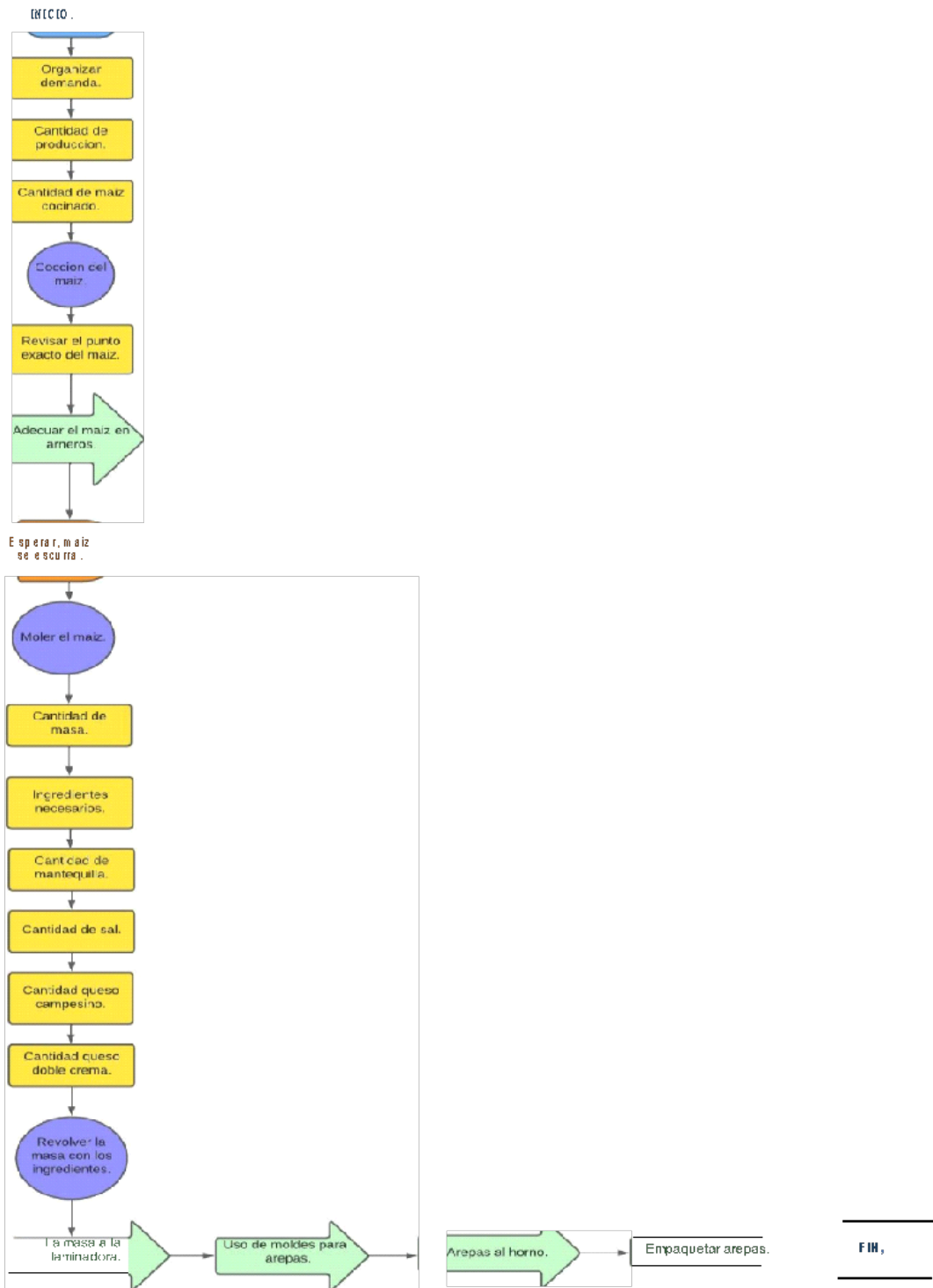
Type	Factor	Description
Intellectual	Education	Technologist
	Experience	Minimum 6 months
	Mental Ability	High

Procedures

Production management

For the production of corn arepas, a series of detailed operations are required in production sequence, as follows:

Figure 12.  
Production process flow diagram



**Table 10.**  
*Description of production processes*

Process	Description
Daily demand for arepas	Plan and organise the daily demand that needs to be need to be produced per day
Quantity of maize to be cooked	Determine the quantity of maize to be cooked according to the number of packets of packets of arepas that need to be produced per day.
Washing and cooking maize	Once the number of kilos of maize needed for the day has been determined, the maize is washed and cooked for approximately three hours.
Maize cooked to perfection	After approximately 3 hours, check whether the maize is ready for processing.
Suitability of cooked maize in henhorns	Drain the maize and arrange it in different ramekins, wait a few minutes for the maize to drain completely from the water.
Transformation from maize to dough	Grind the maize in an electric mill and thus transform it into dough
Ingredients for mixing the dough	Separate the dough into quantities and determine the ingredients to be used.
Control of ingredients	Check the exact quantity of ingredients with a weighing machine according to the kilos of dough.
Use of mixing machine	Stir the dough with the ingredients, for this purpose the mixing machine will be used in which the dough is placed with the ingredients to be mixed machine.
Use of laminating machine	The dough is then processed in the dough sheeter, from where the arepas are obtained in their different presentations.
Use of oven to bake arepas	Once the arepas have been obtained from the laminating machine the arepas are taken to the oven to be roasted.
Cooling of the arepas	Once the arepas are roasted, they go to the next levels of the oven, which are equipped with cooling turbines. When they reach the last level, the arepas are collected, completely cooled.
Packaging of the arepas	Once the arepas are cooled, they are packaged and labelled with the price and corresponding sticker.

#### *Purchasing management*

For the planning and organisation of the purchasing process of the inputs necessary for the production of the arepas, a series of detailed operations are required in sequence as follows:

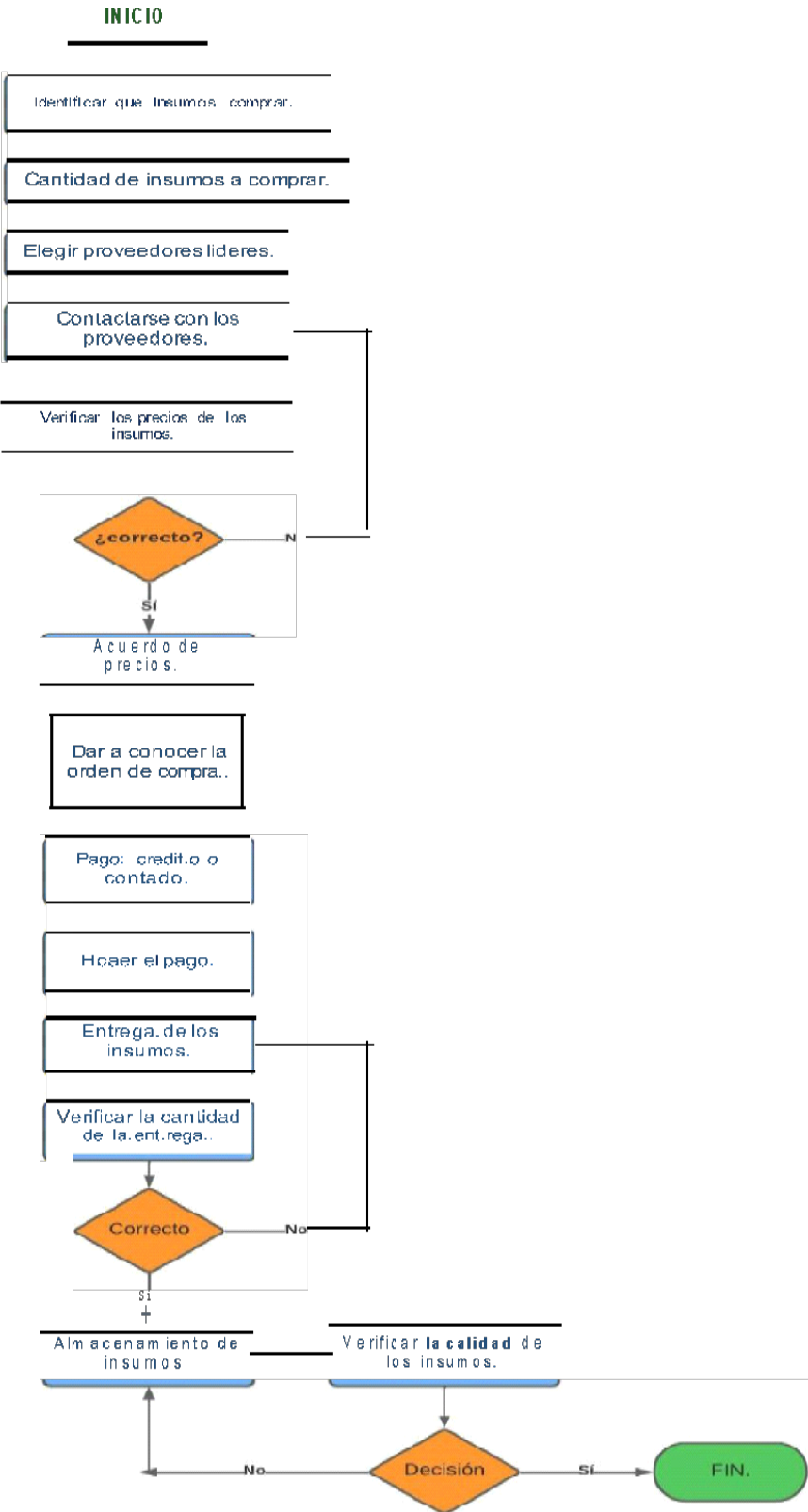
**Table 11.**  
*Description of the procurement process*

Process	Description
Determine inputs needed for production	Determine which inputs need to be purchased or are out of stock and are needed to produce the arepas. .
Quantity of inputs to be purchased	Once the inputs have been identified, determine the quantity to be purchased on a daily, weekly or fortnightly basis.
Supplier selection	Once the inputs that need to be purchased have been determined, the leading or most important suppliers are chosen with whom to work and the purchases are made.
Contacting suppliers	Suppliers are contacted by telephone or WhatsApp.
Verification of prices and quantities to be purchased	Once in contact with the supplier, the purchase is made and the prices and quantities of the inputs to be purchased are verified.
Means of payment selected	Reach a beneficial agreement on the prices of inputs and select the means of payment, most of which is done by bank transfer.



Receive inputs	Receive the inputs, verify the agreed quantity and the quality of their quality in which they arrive.
Storage of inputs	Once the supplies have been received and the respective verification has been carried out, they are stored in the corresponding place.

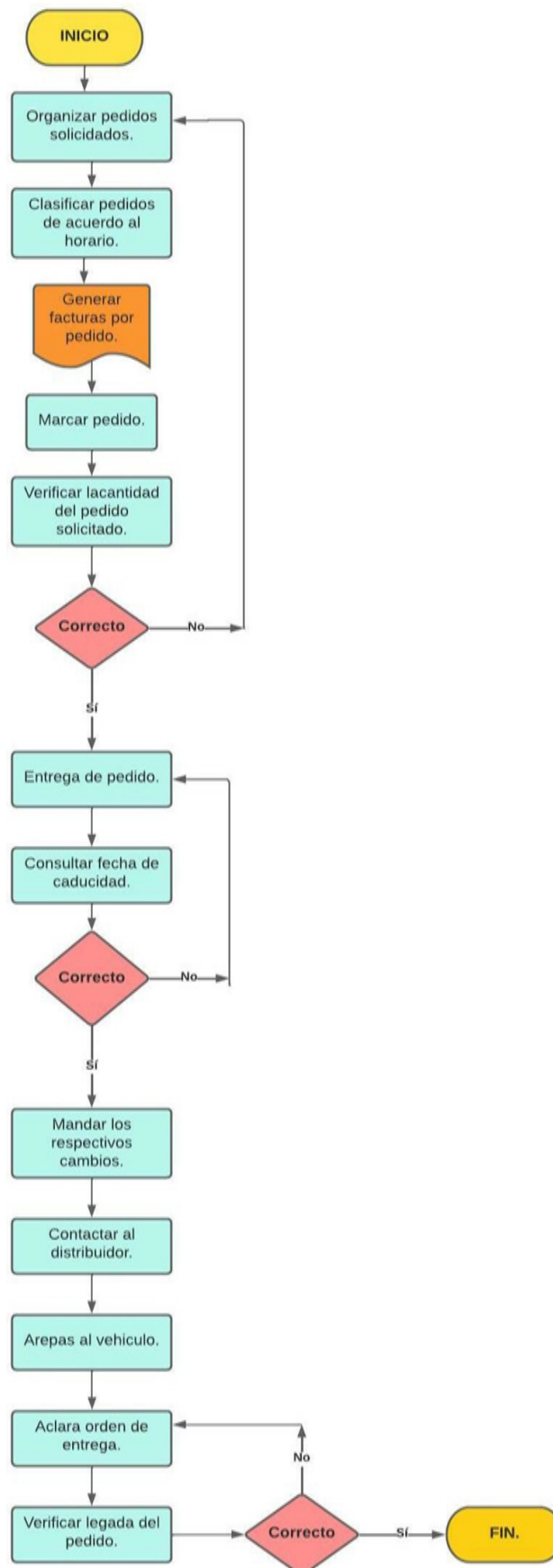
Figure 13.  
Purchasing processdiagram



## Distribution management

**Figure 14.**

Distribution process flow diagram



For the planning, organisation and timely fulfilment of the distribution of the ordered arepa orders, a series of detailed operations are required in sequence as follows:

**Table 12.**  
*Description of the distribution process*

Process	Description
Organise the requested orders.	Organise the orders according to the number of packages that make up the order requested by the customer.
Organisation of orders according to the timetable in which they are requested	Sorting orders according to the schedule set by the customer, as some orders must be delivered at a certain time, therefore, these are given priority.
Generate invoices for each order.	Once the orders have been organised, the corresponding invoice is generated and here the orders are also marked with the name of the customer so that they can be easily identified by the seller.
Verification of the quantity of arepa packages per order	The invoice generated is used to check whether the number of arepa packets matches the order.
Verification of arepas with expiry date	Check if there are arepas that have already reached their expiry date, if there are expired arepas send their respective changes.
Contact the distributor	Once the orders have been verified, the distributor in charge of the transport vehicle is contacted. Once he arrives with his help, the arepas are transported to the vehicle.
Order of delivery of orders	Once the orders are in the vehicle, the order of delivery of the orders is clarified to the distributor.
Verification of delivery to the customer	Check with the customer whether his order arrived on time and with the requested quantity.
Timely corrections	If for any reason the requested quantity is not quantity requested, we will proceed to send the missing.

### **The strategic direction of the microenterprise Arepas de maíz Sarita**

Using the strategic direction, it is possible to give direction to the microenterprise, allowing it to build the mission, vision, objectives, values, and policies and to put into practice the projected, to visualize changes and improvements that lead to the growth of the microenterprise being more competitive and allowing to assure its achievements in all the levels of the organization. It is developed to identify and implement new strategies for change in the critical processes of the microenterprise. The strategic direction comprises the company's mission, vision, and corporate principles.

After analyzing and internally diagnosing the microenterprise Arepas de Maíz Sarita, the next step is to propose strategies for improving its structure. Next, a strategic direction model for the microenterprise is proposed.

#### *Mission*

We are a microenterprise dedicated to the production and distribution of corn arepas. We aim to offer quality products to meet the needs of consumers, reaching all households with competitive prices. This ensures the company's permanence in the market and the consolidation of its leadership. We promote the quality of life of the collaborators and contribute to improving the social productivity and economy of Colombia.

#### *Vision*

To be the leading company in the Nariño market, recognized as one of the most competitive companies in the area, leaders in price, quality, and service, giving priority to customers' requirements and needs, all under effective quality control to ensure product excellence.

#### *Corporate Principles.*

**Respect:** an atmosphere of cordial relations with suppliers, employees, and customers should be fostered within the microenterprise.

**Teamwork:** to encourage the union of the entire work team, all united by common objectives always aimed at customer satisfaction.

Credibility and transparency: the microenterprise acts transparently regarding the excellent-quality products it produces and distributes.

Continuous improvement: the microenterprise employs all the technical procedures and instruments necessary to respond in a timely manner to environmental changes. Its staff is committed to pursuing excellent management results by fulfilling its duties with competence, diligence, and quality.

Quality of service: this is a commitment assumed by all the staff of the microenterprise, which is seeking excellence in product production and distribution.

Efficiency: reasonable administration of the available administrative and financial resources.

Corporate values

Loyalty: employees work as a team, demonstrate commitment and respect for the microenterprise’s values, and reciprocate the trust they have placed in the organization.

Responsibility: fulfillment of the functions within the assigned authority. Arepas de maíz Sarita is committed to the community, assuming and recognizing the consequences of its actions.

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

Service excellence: competently meeting customer expectations with attitude, agility, and anticipating their needs.

Efficiency: adequate use of the means and resources available to the microenterprise to achieve the objectives and goals set.

Corporate Objectives

- To lead the region, encouraging clients’ participation in the planning and designing strategies.
- To have suitable personnel committed to the organization.
- To ensure continuous training to retain human talent.
- To guarantee the growth of the organization by strengthening the sales area.
- To increase the wealth of the partners and owners.
- Guarantee the necessary resources to strengthen the organization’s plans.

SWOT

The following is the SWOT matrix applied to the microenterprise Arepas de Maíz Sarita. In it, some factors are determined as weaknesses and strengths that refer to the internal part of the microenterprise. The matrix also identifies opportunities and threats that refer to the external factors that affect the microenterprise. At the same time, strategies are generated to mitigate, enhance, and exploit each of the factors mentioned in the matrix.

Figure 15.  
SWOT

<div>EXTERNAS</div> <div>INTERNAS</div>	OPORTUNIDADES	AMENAZAS
	<div>-Eventos gastronómicos para dar a conocer la marca y los productos.</div> <div>-Establecimiento de alianzas con proveedores de ingredientes locales y orgánicos.</div> <div>-Aumento en la demanda de alimentos saludables y naturales como las arepas de maíz.</div> <div>-Aumento de la producción de las arepas de maíz debido a la demanda y propiedades nutritivas que estas tienen.</div>	<div>-Reforma laboral.</div> <div>-Crisis económicas y fluctuaciones en los precios del maíz y otros ingredientes.</div> <div>-Competencia ubicada en zonas estratégicas.</div> <div>-Creación del mismo producto a menor precio.</div> <div>-Competidores con mas posicionamiento en el mercado.</div> <div>-Dependencia de la materia prima, porque afecta el precio y la disponibilidad del maíz.</div>

<b>FORTALEZAS</b>	<b>ESTRATEGIAS FO</b>	<b>ESTRATEGIAS FA</b>
<ul style="list-style-type: none"> <li>-Diversificación de nuevos productos.</li> <li>-Producto tradicional y popular en la cultura gastronómica de Colombia.</li> <li>-Implementación de maquinaria para procesamiento.</li> <li>-Mejoramiento de la infraestructura.</li> <li>-Calidad de los ingredientes utilizados.</li> <li>-Variedad productos.</li> </ul>	<ul style="list-style-type: none"> <li>-Desarrollo de nuevas referencias del producto de acuerdo con las necesidades del cliente.</li> <li>-Comercialización a nuevos territorios del departamento de Nariño.</li> <li>-Alianzas con proveedores que certifiquen la calidad de la materia prima.</li> </ul>	<ul style="list-style-type: none"> <li>-Diversificación de los productos para mantener la lealtad de los clientes.</li> <li>-Alianzas estratégicas con proveedores que permitan crear el producto a menor precio.</li> <li>-Posicionamiento de la marca para atraer clientes potenciales y reales.</li> </ul>
<b>DEBILIDADES</b>	<b>ESTRATEGIAS DO</b>	<b>ESTRATEGIAS DA</b>
<ul style="list-style-type: none"> <li>-Dependencia de un solo producto principal, el maíz.</li> <li>-Baja presencia en redes sociales y en medios digitales de la marca.</li> </ul>	<ul style="list-style-type: none"> <li>-Implementación de nueva tecnología en los procesos de producción.</li> <li>-Ampliación en cuanto a infraestructura.</li> <li>-Publicidad comercial ofreciendo variedad en cuanto a referencias del producto.</li> <li>-Participación en eventos gastronómicos para posicionar la marca.</li> </ul>	<ul style="list-style-type: none"> <li>-Financiamiento bancario. -</li> <li>Publicidad en redes sociales, radio y televisión local.</li> <li>-Alianzas estratégicas con proveedores.</li> </ul>

### Action plan according to the SWOT results

In the SWOT matrix, it can be determined that there are shortcomings in the microenterprise that must be solved to improve its sales, so the following strategies are proposed:

It is essential to develop a strategy in which commercial advertising is done on the different references of arepas offered in the microenterprise; you can create a website to expand its market to new customers with a good design in the catalog of their products. Advertising should be maximized by using social networks such as Facebook, TikTok, and Instagram, where photos and videos of the arepas can be published to reach more potential customers. In addition, this strategy can also help to prevent future risks, as the microenterprise can also choose to offer sales of the product online as a preventive measure against possible situations such as the spread of a new pandemic, natural disasters, or road closures that could hurt sales in the market.

On the other hand, product innovation is a fundamental strategy within the SWOT matrix of a company, as it allows it to expand its references and compete with greater scope against other companies in the market. The company can open new markets by introducing new products or improving existing ones, attracting new customers. In addition, innovation will enable the microenterprise to adapt to changing consumer needs and stay relevant in a highly competitive market. By developing new products, the microenterprise can diversify its offerings and provide fresh and new options to consumers, enabling it to acquire new customers, retain existing customers, and maintain their interest. In addition, introducing new products can open up opportunities in previously untapped markets. By expanding its references, the microenterprise can target unserved market segments, allowing it to reach a wider audience. This can be a competitive advantage by reaching new customers not previously part of its consumer base and reducing dependence on a single product or market, which helps mitigate the risks associated with market volatility. It is essential to state that product innovation is not only creating something new but can also include improvements and optimizations to existing products.

In conclusion, by developing innovation and improving products, the microenterprise can stay ahead of market trends and be competitive. This is why product innovation is an essential strategy within the microenterprise's SWOT matrix, as it allows it to expand its offer, compete with greater scope, and attract new customers.

### Marketing strategies for the action plan to be developed based on the SWOT Matrix

#### Strategy 1: product innovation

The main objective of product innovation is to adapt to consumers' changing needs and stand firm in a highly

competitive market. By developing new arepas references, it is possible to diversify the offer and offer fresh and novel options to consumers, thus retaining existing customers and attracting new potential customers. It should be remembered that product innovation implies not only creating new products but also developing improvements and optimizations to existing products. A concrete proposal is to innovate a new reference in the product, which is to launch arepas filled with double cream cheese and sandwich; at some point, we tried to launch this new reference, which the consumer received well, but unfortunately, we did not continue with its sale, the idea is to retake this reference which has the great advantage that no brand still has it in the market. Another proposal is to launch other references, which are arepas filled with double cream cheese and ham, wholemeal arepas whose main ingredient is quinoa, corn, and cassava arepas references which the micro-enterprise Arepas de Maíz Sarita is working on the recipe; it is to reach the exact point of ingredients and then give away samples at various points of sale to identify their acceptance in the market.

Creation of an attractive and user-friendly website: to offer customers a unique and different experience, a web menu with a corporate design and easy navigation is proposed. This web menu will reflect the image of the microenterprise, using colors consistent with the brand identity, such as yellow and blue, which currently characterize the brand, thus generating a high expectation and providing customers with an excellent experience to meet their needs. The corporate design of the web menu will allow the microenterprise to maintain a visual coherence with the products, which will help to strengthen the brand's identification by customers. In addition, the user-friendliness of the web menu will ensure that customers can access the information they need and place orders quickly and easily.

#### *Strategy 3: massive social media presence*

To attract more customers, a social media page (Facebook, Instagram, WhatsApp, TikTok) should be created to complement the web menu. These pages will allow us to interact digitally with customers, promote different references, publicize new product launches, and provide information on how to purchase them. In addition, surveys will be used to identify customers' preferences regarding the different references and some recommendations or complaints from customers that should be taken into account; these technological tools will be used to facilitate access to the products, thus attracting more people.

#### *Strategy 4: creation of a product portfolio*

The microenterprise Arepas de Maíz Sarita should create an eye-catching portfolio, using the brand's colours. In it, the company's history, mission, and vision are briefly described, and the different areas offered to the consumer, the ingredients of the arepas, and the selling price are shared. This will facilitate the sales alliance with supermarkets, third parties, and others.

Supermarkets, third parties, and other outlets where arepas are sold. In fact, several managers of minimarkets and supermarkets have requested this on behalf of the microenterprise.

#### *Strategy 5: loyalty programme*

Develop a customer loyalty program with promotions and exclusive discounts. These promotions can be carried out in specific seasons, such as December, where customers tend to buy more arepas, or on special dates, such as Mother's Day. In addition, free tastings and 2x1 promotions can be carried out to make the product known to more potential customers.

#### *Strategy 6: make 100% corn-based arepas*

With the aim of caring for the health and well-being of customers, this microenterprise can make 100% fresh corn-based arepas, thus highlighting the quality and natural origin of the arepas, focusing on preserving the health of the customer by not using chemical preservatives as an ingredient in the arepas.

#### **Drawing up an action plan**

With the right strategies and tactics and effective execution, this corn arepa microenterprise could position itself solidly in the local market. Constant monitoring, continuous improvement, and a willingness to make changes and adjustments will be key in this process.

**Figure 16.**  
*Action plan*

Creación de una página web atractiva y fácil de usar:	Aumentar el número de clientes, facilitar el acceso al menú de productos.	Incremento de las ventas mensuales y nuevos clientes en un 10%.	Búsqueda de diseñador de páginas web para la creación del menú en la nube.  Compra de dominio web  Hacer público este dominio a los clientes y redes sociales.	Administrador de la microempresa.	1 mes	Humanos: Administrador de la empresa, diseñador contratado  Técnicos: Computador, Teléfono móvil, software de diseño.  Financieros: \$500.000	Incremento clientes (Q de clientes del periodo actual / Q de clientes del periodo anterior) x 100.  Incremento ventas (Vtas.periodo actual – Vtas. Periodo anterior / Vtas periodo anterior) x 100.
Presencia masiva en redes sociales	Aumentar el número de clientes  Publicidad	Incremento de las ventas mensuales y nuevos clientes en	Creación de paginas y perfiles en las distintas redes sociales como	Administrador de la empresa	2 semanas	Humano: administrador de empresas, jefe de marketing	Incremento clientes (Q de clientes del periodo actual / Q de clientes del
	masiva del producto por redes sociales	un 10%	Facebook, Instagram, TikTok.  Creación de contenido como videos, fotos del producto para posteriormente ser subido a las redes sociales.			tecnológicos: Computador, Teléfono móvil, software de diseño.	periodo anterior) x 100.  Incremento ventas (Vtas.periodo actual – Vtas. Periodo anterior / Vtas periodo anterior) x 100.
Creación de un portafolio de productos.	Facilitar el contrato de venta con los canales de distribución como los supermercados, los Fruver, etc.	Incremento de ventas mensuales en un 5%	Búsqueda de diseñador	Diseñador gráfico y administrador	1 semana	Humanos: Diseñador y administrador de la empresa  tecnológicos: computador y software	Incremento clientes (Q de clientes del periodo actual / Q de clientes del periodo anterior) x 100.



						Financieros: \$ 200.000	
Programa de fidelización	Fidelizar a clientes antiguos y captar clientes nuevos	Aumentar el número de clientes y ventas en un 10% mensual	Identificar días especiales en que se llevarán a cabo las promociones. Colocación de letreros llamativos con promociones especiales en los días anteriormente asignados. Análisis y Asignación de precios en promoción.	Administrador de la empresa	1 semana	Recursos: Talento Humano  tecnológicos: Computador e impresora	Incremento ventas (Vtas.período actual – Vtas. Período anterior / Vtas.período anterior) x 100
Elaborar arepas 100% a base de maíz	Cuidar la salud de los clientes. Uso de maíz fresco (proveedores aliados)	Fidelización de los clientes. Aumento de un 20% en las ventas mensuales.	Buscar proveedores claves de maíz fresco.  Coordinar el paso a paso de la producción de las arepas y el uso correcto de los ingredientes.	Administrador de la empresa y jefe de producción	1 semana	Humanos: Administrador de la empresa, jefe de producción, talento humano (operarios)  Materia prima: maíz 100% seleccionado	Incremento clientes (Q de clientes del período actual / Q de clientes del período anterior) x 100. Incremento ventas (Vtas.período actual – Vtas. Período anterior / Vtas.período anterior) x 100

## CONCLUSIONS

1. Using the application of the surveys to the collaborators and the interview with the manager, it can be concluded that there is a lack of an organizational structure in the microenterprise areas of Corn Sarita because it does not count on an established organizational chart. However, the employees know who supervises them. It has not been defined in an organized way nor the place that each employee fulfills inside the organization,

for which the present work was realized to give to know a clearer direction of the lines of commands, with an internal diagnosis that of major clarity of the current panorama that lives the company.

2. It was found that within the microenterprise, the activities carried out by the employees are not designed or specified, these are not linked to the function of the position or role, and many of these activities are carried out empirically or observation; likewise, the coordination and planning of the tasks is not the most appropriate, this generates disadvantages to the organization that is reflected in the realization of the processes, making them less effective.

3. It was found that the microenterprise has shortcomings since it does not have an established design of positions, the collaborators do not clearly identify who their immediate bosses are, or whether they have collaborators in their charge.

4. An organizational structure is proposed that reflects an organizational chart, a manual of functions and procedures. Its proper implementation will guarantee that the organization's collaborators identify their position and function and perform adequately and efficiently.

5. The microenterprise Arepas de maíz Sartita does not have a mission, vision, corporate principles, nor the generation of strategies to guarantee its permanence in the market, which is a disadvantage in the business context since these actions do not allow it to advance and develop in the future.

6. The strategic direction proposed for this microenterprise includes identifying the mission, vision, and principles and analyzing the SWOT matrix, all with the objective of helping the organization identify itself within the market, strengthen its strengths, mitigate its weaknesses and threats, and make the most of the opportunities it has to achieve progress and respond to the changing needs of the market.

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The authors declare that there is no conflict of interest.

## AUTHORSHIP CONTRIBUTION

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