

## REVISIÓN

## Functional structure and competitiveness in the microenterprise Arepas de Maíz Sarita

### Estructura funcional y competitividad en la microempresa Arepas de Maíz Sarita

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## ABSTRACT

**Introduction:** the study analysed the current situation of the microenterprise Arepas de Maíz Sarita in the city of Pasto, with the purpose of designing an administrative organisational structure that would boost its growth. It was proposed to establish clear roles through a manual of functions and procedures, which would improve efficiency and collaborative work among employees. This approach sought to strengthen the administrative process and increase business competitiveness.

**Development:** relevant background was drawn upon such as the work of Caicedo (2020), who designed a marketing plan to increase sales for a similar company. We also reviewed the research of Alpala et al. (2017), which implemented a production order costing system to improve decision-making. Finally, Bolaños et al. (2016) developed an export plan to expand the target market of an arepas company, providing internationalisation strategies. These studies provided valuable theoretical and methodological inputs to structure Arepas Sarita's improvement proposal.

**Conclusion:** the analysis provided evidence of the importance of implementing a clear administrative structure in Arepas de Maíz Sarita. It was concluded that the organisational design, accompanied by a correct distribution of functions and market strategies, would strengthen its competitive position, improve its internal processes and generate greater economic benefits. The study provided significant contributions for the microenterprise, its employees and the regional environment.

**Keywords:** organisation; competitiveness; micro-enterprise; commercialisation; structure.

## RESUMEN

**Introducción:** el estudio analizó la situación actual de la microempresa Arepas de Maíz Sarita en la ciudad de Pasto, con el propósito de diseñar una estructura organizacional administrativa que impulsara su crecimiento. Se propuso establecer funciones claras mediante un manual de funciones y procedimientos, lo cual permitiría mejorar la eficiencia y el trabajo colaborativo entre los empleados. Este enfoque buscó fortalecer el proceso administrativo e incrementar la competitividad empresarial.

**Desarrollo:** se recurrió a antecedentes relevantes como el trabajo de Caicedo (2020), quien diseñó un plan de comercialización para incrementar las ventas de una empresa similar. También se revisó la investigación de Alpala et al. (2017), la cual implementó un sistema de costos por órdenes de producción para mejorar la toma de decisiones. Finalmente, Bolaños et al. (2016) elaboraron un plan exportador para ampliar el mercado objetivo de una empresa de arepas, aportando estrategias de internacionalización. Estos estudios ofrecieron valiosos insumos teóricos y metodológicos para estructurar la propuesta de mejora de Arepas Sarita.

**Conclusión:** el análisis permitió evidenciar la importancia de implementar una estructura administrativa clara en Arepas de Maíz Sarita. Se concluyó que el diseño organizacional, acompañado de una correcta distribución de funciones y estrategias de mercado, fortalecería su posición competitiva, mejoraría sus procesos internos y generaría

mayores beneficios económicos. El estudio brindó aportes significativos para la microempresa, sus empleados y el entorno regional.

**Palabras clave:** organización; competitividad; microempresa; comercialización; estructura.

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## INTRODUCTION

The purpose of this study is to analyze the current situation of the microenterprise Arepas de maíz Sarita in the city of Pasto. This will allow the establishment and design of an administrative and organizational structure to achieve stable growth and development. An administrative system that allows employees to work together in an optimal, efficient, and effective way will thus achieve the goals set in the microenterprise's planning.

Likewise, the functions and responsibilities of each position will be defined because they must be identified and established; for this, a manual of functions and procedures will be designed, the purpose of which is to achieve a parallel operation with the objectives of the organization. In this way, each employee will know the description of the functions to be carried out in their job and will therefore identify the position of their position in the company's organization chart, all with the aim that the worker can successfully relate to the hierarchical structure of the organization, as it indicates how various tasks or functions are interrelated.

Likewise, the administrative design will allow Arepas de maíz Sarita to have an organization in which the administrative process can be implemented, specifying the basic principles of a company to achieve an orderly and adequate operation.

In accordance with the above, an internal study will be conducted to reduce the microenterprise's weaknesses, proposing alternative solutions that contribute to efficiency, effectiveness, and productivity to achieve the microenterprise's profits. The study will also improve the working conditions of employees, provide a quality product to the customer, and finally contribute to the development of the region.

This research will benefit the owner of the microenterprise and the employees as it will allow them to organize the functions of each company member, ensuring the fulfillment of the proposed objectives and goals and, therefore, greater growth within the market. Likewise, it will be of benefit to the inhabitants of the San Juan de Pasto since they can count on a productive, competitive microenterprise that will offer them quality products.

## DEVELOPMENT

According to Caicedo (2020). Design of a marketing plan for the formulation of sales strategies for the company Horno de Arepas de Mama Lucha, in the canton of Patate, province of Tungurahua, whose general objective is to determine how a marketing plan will increase the volume of monetary sales of the company Horno de Arepas de Mama Lucha. Specific objectives: To provide a theoretical basis for the elements of marketing and sales strategies; To diagnose the current sales situation of the company, using the Boston Consulting Group Matrix; To propose a marketing plan to improve the company's sales.

Main conclusions: Satisfied consumers due to taste, use of indigenous ingredients, accessible price, and excellent service.

The Boston Consulting Group (BCG) Matrix shows that the company's arepas are in the cow-generating quadrant because these products are positioned in the market and present the most significant income.

This background contributes by seeking to design a marketing plan that improves distribution and customer service. Arepas de Maíz Sarita seeks satisfaction in the manufacturing and distribution processes, pleasure and complacency in the clients, and higher income.

## National

According to Alpala et al. (2017), 'Design of a cost system by production orders in company Arepas de choclo don Julio,' whose general objective is to design a cost system by production orders in the company Arepas de choclo don Julio, for decision making in such a way that it is effective and allows it to be more competitive in the market.

Specific objectives: to analyze the organization's structure, establish product manufacturing costs, and propose methods for controlling costs through production orders.

Main conclusions: The proposal for Arepas de Choclo don Julio is related to production costs by product, and each element must be identified. The company has a system of costs by production orders that allows it to recognise the exact cost of the product and make real projections of the company.

This antecedent's contribution is to design a system that contributes to decision-making so that this company is more effective and competitive in the market, a goal that Arepas de Maíz Sarita desires. Using the administrative design will be competitive and efficient and face the present market challenges. According to the selected background, it is

possible to choose to take into account the theories that they used to support and give credibility to their degree work.

### Regional

According to Bolaños et al. (2016), Export plan for vacuum-packed corn arepas from the company Gemhel S.A.S in Ipiales to the market of Mexico City, Mexico, whose general objective is to develop an export plan for vacuum-packed corn arepas for the company Gemhel S.A.S that allows it to expand its market and increase its bargaining power in Mexico City, México. The specific objectives are To structure the diagnosis of internal and external factors for the company Gemhel S.A.S; To elaborate the market intelligence in Mexico City, D.F, Mexico that allows generating greater commercial flows in the exports of vacuum-packed corn arepas; To establish the plan of the logistic chain of the export of vacuum-packed corn arepas of the company Gemhel S.A.S; Effectively develop the action plan for the company to minimize the risks in the execution of the export plan of vacuum-packed corn arepas to the market of Mexico D.F, Mexico.

Main conclusions: Evaluate the strengths, weaknesses, opportunities, and threats that the company Gemhel S.A.S. has when starting the export plan of vacuum-packed corn arepas to the target market of Mexico D.F. Mexico City.

The action plan allowed the design of strategies for the company, the product, and the market, with the objective of internationalizing the Gemhel company and thus initiating the plan for the export of vacuum-packed corn arepas to Mexico City's target market.

The action plan enabled the design of strategies for the company, the product, and the market to internationalize the Gemhel company and thus initiate the export plan for vacuum-packed corn arepas to the Mexico City market.

This background contributes by seeking to design an export plan that allows the company to grow its market and increase its bargaining power; this is a significant contribution because in Arepas de Maíz Sarita, the internal and external factors will be analysed, and the administrative design will be carried out so that this company can be competitive and increase its market. According to the selected antecedent, it is possible to take into account the theories they used to support and give credibility to their degree work.

### Contextual framework

The arepa is an icon of Colombian gastronomy. They can be made with corn, made with sweet corn; white, made with white corn; yellow corn, made with yellow corn; peeled corn, made with corn previously treated with ash or lime to remove the seed cover; corn, which is cooked without removing the bran from the corn; or parboiled. The national market is growing for different corn arepas, such as white arepa, yellow arepa, chόcolo, mote, and corn pilado. (Rodríguez, et al., 2018).

According to Rodríguez, et al. (2018):

'The consumption of arepas in the country is rising, although it is a traditionally informal market. The formal market only represents 60,000 million pesos and 10,500 tonnes of corn per year; statistics are not available for the informal market, but it is estimated that it may be higher, given that these figures correspond only to supermarkets, as there is no information available for neighborhood shops. Small arepa factories have emerged mainly because of the unemployment situation in the country and because this activity is considered low-investment and low-tech. There are approximately 12 companies in the market that process between 200,000 and 250,000 tonnes of white maize per year to produce pre-cooked dough and make arepas; 70% of these are produced by threshing plants in the department of Antioquia, where consumption of white arepas is the highest, although most of the maize is imported.

According to a report presented by Invest in Bogota and Euromonitor International, food and beverage sales in Colombia could reach US\$23.73 billion in 2017 and US\$35 billion by 2020.

35 billion by 2020. The forecast for next year is US\$2.53 billion - 12% - higher than that recorded in 2015 (Pérez, 2016). The report assures that this industry shows a regular annual upward trend, making it easier for investors to find a favorable scenario to invest in processed foods, fruit growing, beverages, technologies, supplies, packaging, and services. In addition, it forecasts that the country will register a 40% increase in food and beverage consumption between 2016 and 2019. However, it will remain below the per capita expected for Latin America and the Caribbean (Pérez, 2016).

Although bread is an essential food in Colombian families, its local consumption is lower than in other countries because it has several substitutes. Perhaps the most prominent is the arepa, which, like bread, is consumed at breakfast and in a quick dinner and has a predominant place in all national kitchens. It is estimated that \$448,000 million arepas are sold each year to be made at home, without considering those that are bought ready-made and hot in formal and informal shops (Semana, 2021). (Semana, 2021).

### Micro context

According to Rivera et al. (2003). Pasto is located in the Valle de Atríz, 795 kilometers southwest of the capital of the Republic. It is bordered to the north by La Florida, Chachagüí, and Buesaco, to the south by the Department of Putumayo and Funes, to the east by Buesaco and the Department of Putumayo, and the west by Tangua, Consacá, and La Florida. Its height above sea level is 2,559 meters, the average temperature is 14 degrees Celsius, its area is

1,181 square kilometers, and its average annual rainfall is 700 millimeters.

According to Martínez, et al. (2018). The gastronomic sector has shown a significant boom in the city of Pasto in recent years. Some of the most prominent and important restaurants are affiliated with the Colombian Association of the Gastronomic Industry Acodres. This sector is of great relevance for the city of Pasto as it creates employment, which translates into a significant contribution to the town's economic and social development.

The city. The increase in the number of restaurants offering all types of food is also due to the tourist boom that the city has experienced, which has generated economic growth.

Gastronomic sector in the municipality of Pasto. According to Acodres 2011 (cited by Martínez et al. 2018).

Most of the restaurants in Pasto offer the region's typical food. We find excellent alternatives at reasonable prices. One of the most outstanding typical dishes is the Cuy, or guinea pig, roasted on the grill. Empanadas and tortillas are everywhere, prepared in different ways and with various ingredients. In Colombia, it is a subsector that contributes 9.0% of the GDP.

This sector is of great importance. It generates employment; each restaurant has at least 10 employees, translating into a relevant contribution to consumption tax, VAT, and ICA for all country regions.

Corn is the primary raw material for producing arepas, according to Eraso (2022).

Colombia is endowed with corn from all the cardinal points; in different regions, this product has a special flavor, always linked to a custom or a factor of identity, with an essential role in places like Nariño, where most of its dishes have this product in some of its presentations. In Nariño, we find another Colombia; there are different types of maize; nowhere else in Colombia does maize have this derivation of preparation. Every action that is done in this territory around corn is a ritual inherited from the ancestors, who connected this natural gold with the power of the Inti or Sun God, who provided food throughout the year and had special times when he was worshipped.

Several communities weave their days around the cultivation of maize. The inhabitants of the village of Villa Moreno, at the gateway to the northern municipalities of Nariño, have an unparalleled climate and a prodigious land to harvest one of the best kinds of corn.

### Historical Review

The business idea came from Marcial Tulcán more or less 30 years ago; he learned this work when, as a child, he went to live in the city of Medellín, later returned to his hometown of Pasto and began making only small corn arepas that sold in grills and restaurants, eventually sold in third parties. There, he began to make two references to small and large arepas. Later, in 1995, Nelly Tulcán, her daughter, started to make arepas as well, but the quantity was minimal; she made approximately 10 kilos. At present, Mrs. Nelly's experience in the production and sale of corn arepas is approximately 25 years. At that time, the arepas were sold for \$300, later for \$700, and today, a packet is sold for \$1,900 for the cheapest and \$5,500 for the most expensive packet of arepas.

Later, in 2014, the sisters of Mrs. Nelly joined forces to obtain an Invima registration, and during all this time, they have worked with the brand Arepas la Sabrosa. A few months ago, Eylim Gomez and his mother, Nelly Tulcán, decided to become independent; they started with the registration in the chamber of commerce, which is 1085326913-1, the Rut, among others, and are currently making arrangements in the plant to be later able to obtain their Invima registration with the brand arepas de maíz Sarita. As it is a consumer good because food is processed, a primary need is satisfied, which is to feed oneself, and corn products contribute significantly to a healthy diet.

### Legal framework

In exercising his constitutional and legal powers, the President of the Republic of Colombia, particularly those conferred by numeral 11 of Article 189 of the Political Constitution and Law 09 of 1979, decrees: Title I, General Provisions.

Article 8: Establishments reserved for the manufacture, processing, packaging, storage, and sale of food shall comply with the general conditions established herein.

Location and access: They shall be located in places isolated from any source of insalubrity that may contaminate the food, and their operation shall not endanger the health and welfare of the community.

Sanitary facilities: Sanitary facilities such as toilets and dressing rooms should be separate for men and women, separated from the processing areas, and equipped to facilitate the hygiene of the personnel.

#### *Article 9. Specific conditions for processing areas.*

Floors and drains: Floors must be made of materials that do not generate toxic substances or contaminants, are resistant, non-porous, impermeable, non-absorbent, non-slip, and have finished without cracks or defects.

Walls: In processing and packaging areas, the walls must be made of resistant, impermeable, non-absorbent materials that are easy to clean and disinfect.

#### Chapter III Food Handling Personnel Article 13. Health status.

Personnel handling food shall undergo a medical examination before commencing their duties. A medical examination shall be carried out whenever it is considered necessary for clinical and epidemiological reasons, especially after an

absence from work due to an infection that could cause contamination of the food being handled.

#### Article 26.

Food factories that process or pack foods of higher public health risk shall have access to a testing laboratory, which may be their own or external.

Paragraph one: Invima is responsible for accrediting external food testing laboratories.

#### Theoretical framework

Different authors' theories will be considered in developing this work, allowing the development of the objectives proposed here.

##### *Administrative process.*

What are the functions of an administrator? Administration, by definition, takes into account the achievement of organizational objectives through planning, organization, direction, and control.

Organization, management, and control. Since the middle of the 20th century, it has become common to define management based on these four specific functions: planning, organizing, directing, and controlling (Chiavenato, 2002).

According to Chiavenato (2002): management is the process of planning, organizing, directing, and controlling the activities of the organization's members and using all available organizational resources to achieve the stated organizational objectives, including economic categories such as land, capital, labor, and information and technology. Obviously, people constitute the intelligent and dynamic element that manages, operates, and streamlines all these resources.

Process means a systematic sequence of functions to accomplish tasks; means, method, or manner of executing certain activities. Management as a process emphasizes that managers, regardless of their levels and functions, continuously engage in interrelated activities, such as planning, organizing, directing, and controlling, to achieve desired objectives. Hence, the term management process is derived from the set and sequence of management functions.

##### *Fred R. David's strategic management model*

According to Fred R. David (quoted by Figueroa, 2010), the strategic planning process is divided into three stages: formulation, implementation, and evaluation.

The first stage corresponds to strategy formulation and includes creating the vision and mission, identifying an organization's external opportunities and threats, determining internal strengths and weaknesses, establishing long-term objectives, developing alternative strategies, and choosing specific strategies to follow. Strategy formulation also includes decisions on which businesses to join and which businesses to leave, the appropriate allocation of resources, whether to expand or diversify operations, whether to enter international markets, and whether to group with other companies or form a joint venture.

The second stage is strategy implementation, which requires a company to set annual objectives, design policies, motivate employees, and allocate resources to execute the formulated strategies. This implementation stage involves developing a culture that supports the strategies, designing an effective organizational structure, guiding marketing activities, preparing budgets, creating and using information systems, and linking employee compensation to company performance.

The last stage is the strategy evaluation stage, the final part of strategic planning, where managers need to be aware of when strategies are not working correctly. Strategy evaluation is an essential means of obtaining this information; it is important to note that all strategies are subject to future transformations because external and internal factors constantly change. Strategy evaluation involves investigating the external and internal factors based on current strategies, measuring performance, and taking corrective action. This evaluation stage is significant because today's success does not guarantee tomorrow's success, and success always generates new and different problems that the company must deal with.

##### *Business Diagnosis*

Business diagnosis is a simple and handy tool for discovering an organization's current situation and the problems that impede its progress. There is a wide variety of methodologies for carrying out a business diagnosis, some of which focus on certain aspects of the company. Some results emphasize production processes. The goal is to have a clear and thorough vision of the company's current situation in relation to its production system (Portugal, 2017).

##### *Types of Business Diagnosis*

Portugal (2017) states that business diagnostics can be divided into four groups, differentiating them by their characteristics and applications.



Comprehensive diagnosis is confirmed by the applicability of business variables that can be applied; the diagnosis of competitiveness is an example; knowing the opportunities, weaknesses, strengths, and threats of the company, and the evaluation of business variables through an analysis.

Specific diagnosis allows the monitoring of specific processes, particularly studying different aspects of financial statements, marketing processes, and production management of the company.

Functional diagnosis allows the establishment of the incident factors in organizational communication that affect the organization among workers in the various productive and social areas. This diagnosis allows, through the use of questionnaires, interviews, systematization of experiences, and group analysis, to establish the general communication mechanisms of the entire organization.

Cultural diagnosis recognizes the organizational climate regarding the principles and values shared by the organization's members. Social, spiritual, material, and structural factors define organizational behavior. This type of diagnosis also uses interviews, questionnaires, and projective techniques, which will be discussed in more detail later.

#### *Effectiveness of business diagnosis*

The effectiveness of business diagnostics, whether specific or comprehensive, must take into account four fundamental aspects that guarantee the work and analysis and allow excellent results to be achieved.

According to Portugal (2017), the four fundamental aspects are:

Evaluation: Evaluative criteria are established to assess the real situation or the interest in the company, concentrating on the aspects that we consider applying the diagnosis, production processes, finances, customers, etc.

Detailed vision: through a detailed collection of information by means of a person or team working to carry out the business diagnosis, concentrating on the specific system of the company to be studied. Using images, graphs, tables, interviews, etc. Moreover, other resources allow information collection and knowing the company's state.

Calculations: These are the rules applicable to the information collected in the detailed vision phase to measure the degree of scope in measuring the set parameter.

Conclusions are the result of the analysis of the information collected, the evaluative analysis, which detects the possible causes that prevent the achievement of the objectives proposed at the time and allows possible solutions to be proposed.

#### **Conceptual framework**

Competitiveness: For Michael Porter, the first to structure and systematize a theoretical body around the concept of competitiveness, this consists of 'the capacity to sustain and increase participation in international markets, with a parallel rise in the standard of living of the population. The only solid way to achieve this is based on increased productivity (Porter, 1990).

Business diagnosis: The business diagnosis aims to detect weaknesses, threats, or possible organizational strengths. The business diagnosis allows the company to define the organization's current state, which allows for valuation results, which serve to make decisions in the time factor to restructure the organization and meet the projected goals. (Portugal, 2017, p. 7)

Strategic management: Goodstein, Nolan, and Pfeiffer state that 'strategic management is defined as the management of an organization based on an explicit strategic plan' (p. 386). The authors explain that strategic management involves the execution of an explicit strategic plan that has captured the commitment of the staff responsible for executing it, and this is where its great importance lies and the key difference with planning systems that focus on achieving formal goals and not on achieving real staff involvement; this process must be consistent with the values, beliefs and culture of the people who have the competence required to execute it (Goodstein et al, 1998). (Goodstein et al, 1998).

Administrative structure: The administrative structure is a formal scheme that represents the relationships, communications, decision processes, and procedures that articulate a set of people, units, material factors, and functions oriented to the achievement of certain objectives (Criado, 2009, p. 1).

Innovation: Joseph Alois Schumpeter, an Austrian economist, was the first to highlight the importance of technological phenomena in economic growth. Schumpeter defined innovation in 1934 in a more general sense than that of specifically technological innovations. According to his classical definition, innovation would encompass the following five cases:

The introduction into the market of a new good, i.e., a good with which consumers are not yet familiar, or of a new class of goods.

Introduce a new production method, i.e., a method not yet tried and tested in the branch of industry concerned, which needs to be based on a new scientific discovery.

The opening of a new market in one country, whether or not the market already existed in another.

The conquest of a new source of supply of raw materials or semi-finished products, again, regardless of whether this source already exists or has to be created anew.

Establishing a new structure in a market, such as creating a monopoly position (Schumpeter, 1883).

Market: According to Kotler (Quoted in Thomson, 2016), the market is the set of actual and potential product buyers. These buyers share a particular need or want that can be satisfied through an exchange relationship.

Microenterprise: According to Article 43 of Law 1450 of 2011 in Colombia, a microenterprise is any unit of economic exploitation carried out by a natural or legal person in agricultural, industrial, commercial, or service activities in rural or urban areas. For the classification by business size, one or more of the following criteria may be used: total number of workers, value of gross annual sales, and value of total assets.

Likewise, Law 590 of 2000, in its Article 2, defines microenterprises as organizations with no more than ten workers and total assets worth less than 501 legal monthly minimum wages in force (SMMLV) (Velandia, 2016).

Organisational chart: Organigram (organ = organ or organism + chart = graph) is the graph that represents the organisation of a company, i.e. its organisational structure. It is the statistical graph, i.e., it corresponds to the company's X-ray and shows its skeleton and

internal constitution, but not its functioning or dynamics. They are also necessary tools for rational organization (Ydali, 2010).

Administrative process: The administrative process is defined as a sequence of phases or stages through which administrative practice is carried out. Some authors who study this process have divided it according to their criteria into three, four, five, or six stages, but they only refer to the degree of analysis of the process since the content is the same for all of them. Therefore, the four-part, four-phase division is the most universally accepted: planning, organization, management, and control (May et al., 2021, p. 6). Productivity: Productivity is ultimately the primary determinant of a country's standard of living and national per capita income. The productivity of human resources determines wages, and the productivity coming from capital ends the profits it earns for its owners. (Porter, 1990).

## CONCLUSION

The present study allowed evidence of the relevance of the administrative design in the strengthening and consolidating microenterprises such as Arepas de Maíz Sarita in the city of Pasto. Through a detailed diagnosis, it was found that there is a lack of a formal organisational structure, which has limited the optimal performance of its internal processes and has generated a dispersion in the responsibilities of its employees. This lack of functional clarity hindered operational efficiency and affected achieving medium- and long-term strategic goals.

During the development of this research, it was possible to identify essential elements that contributed to formulating an integral administrative proposal based on the classic administrative process: planning, organization, direction, and control. The elaboration of the organisation chart, the manual of functions, and the formulation of the mission, vision, and strategic objectives, represented important advances toward the formalization of the company. Similarly, the definition of job profiles and the specific assignment of functions allowed for structuring clear hierarchical lines and improved internal communication.

Furthermore, implementing a structured administrative design can positively influence the microenterprise's productivity, competitiveness, and sustainability. National and international precedents reviewed (Caicedo, Alpala, Bolaños) validated this assertion by showing how other microenterprises in the food sector had substantially improved by applying organizational management and marketing tools. The analysis of these cases guided and strengthened the theoretical foundations of this research, confirming that structural planning is necessary and possible in small-scale contexts.

The study also connected microenterprise objectives with the macroeconomic and regional realities of the Latin American environment in 2024 and 2025. It highlighted how informality, lack of planning, and poor access to credit remain structural challenges for microenterprises. In response to these challenges, proposals such as the proposed administrative design represent concrete solutions that can be replicated in similar environments, promoting a more professionalized and sustainable organizational culture.

The socio-economic context of Pasto, characterized by a growing gastronomic sector and a cultural environment strongly linked to corn, offers favorable conditions for Arepas de Maíz Sarita to position itself as a competitive company in the local market. The brand's rich history, family origins, and roots in Nariño's food identity are intangible assets that, if properly managed, can become differentiating advantages.

In conclusion, it is reaffirmed that administrative design is a fundamental tool for transforming an informal microenterprise into a structured organization capable of competing in a dynamic market. With its implementation, Arepas de Maíz Sarita can improve its internal functioning, expand its market, provide better working conditions for its employees, and contribute to local economic development. This study is a valuable starting point for other microenterprises seeking to move towards formalization and sustainable growth.

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## **CONFLICT OF INTEREST**

The authors declare that there is no conflict of interest.

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