Implementation of the Organizational Culture in the Paletería la Michoacana

Implementación de la Cultura Organizacional en la Paletería la Michoacana

REYES-MARTÍNEZ, Lucia†*, VICUÑA-TAPIA, Hérendira and PALMA-BERMEJO, Yetzabel

Tecnológica de Izúcar de Matamoros, Prolongación Reforma No. 168, Santiago Mihuacán C.P. 74420, Izúcar de Matamoros, Puebla

ID 1st Author: *Lucia, Reyes-Martínez* / **ORC ID**: 0000-0002-5616-6160, **Researcher ID Thomson**: S-5968-2018

ID 1st Co-author: *Hérendira, Vicuña-Tapia* / **ORC ID**: 0000-0003-0481-5103

ID 2nd Co-author: *Yetzabel, Palma-Bermejo* / **ORC ID**: 0000-0003-1729-3308, **Researcher ID Thomson**: S-6876-2018, **CVU CONAHCYT ID**: 947328

Abstract

The study of organizational culture represents a complex pattern of beliefs, expectations, ideas, values, attitudes and behaviors shared by the members of an organization, which evolves over time. Specifically, organizational culture includes: Routine ways of communicating, such as organizational rituals and ceremonies and common language; the norms shared by individuals and teams throughout the organization; the dominant values held by the organization; the philosophy that governs the organization's policies and decision making; the rules of the game for getting along in the organization or the "tricks" a newcomer has to learn to become an accepted member; the feeling or climate conveyed in an organization by the physical layout and the way members interact with customers, suppliers and other external parties. In this work the need for an approach to Organizational Culture in the microenterprise Peletería la Michoacana is based, where the concepts are taken and illustrated with results in a practical case, with the General Objective of implementing in the Peletería la Michoacana a corporate culture, which transmits a sense of identity to the members who belong to the organization, and facilitates the generation of commitment to something bigger than individual interest. Specific objectives: To define boundaries or create differences between an organization and others; To be a company that gives meaning and control to guide and shape employees' attitudes and behavior. Organizational culture provides the ability to act strategically and efficiently through business values. These indicate the way in which the different business needs can be solved, as well as the direction that all members of the company will follow.

Culture, Organizational culture, Theories of culture, Culture theories

Resumen

El estudio de la cultura organizacional representa un patrón complejo de creencias, expectativas, ideas, valores, actitudes y conductas compartidas por los integrantes de una organización, que evoluciona con el paso del tiempo. En forma específica la cultura organizacional incluye: Formas rutinarias de comunicarse, como rituales y ceremonias organizacionales y el lenguaje común; las normas que comparten individuos y equipos de toda la organización; los valores dominantes que mantiene la organización ; la filosofía que regula las políticas y la toma de decisiones de la organización; las reglas del juego para llevarse bien en la organización o los "trucos" que el recién llegado tiene que aprender para convertirse en un integrante aceptado,; el sentimiento o clima que se transmite en una organización por la disposición física y la forma en que los integrantes interactúan con clientes, proveedores y otras instancias externas. En este trabajo se fundamenta la necesidad de un enfoque de la Cultura Organizacional en la microempresa Peletería la Michoacana, donde se toman los conceptos y se ilustran con resultados en un caso práctico, con el Objetivo General de Implementar en la Peletería la Michoacana una cultura corporativa, que transmita un sentido de identidad a los miembros que pertenecen en la organización, y que facilite la generación de compromiso con algo más grande que el interés individual. Objetivos específicos: Definir fronteras o crear diferencias entre una organización y las demás; Ser una empresa que da sentido y control para guiar y conformarlas actitudes y comportamiento de los empleados. La cultura organizacional proporciona la capacidad para actuar de forma estratégica y eficiente a través de los valores empresariales. Estos indican la manera en que se pueden solucionar las diferentes necesidades empresariales, así como la dirección que seguirán todos los miembros de la empresa.

Cultura, Cultura organizacional, Teorías de la cultura

Citation: REYES-MARTÍNEZ, Lucia, VICUÑA-TAPIA, Hérendira and PALMA-BERMEJO, Yetzabel. Implementation of the Organizational Culture in the Paletería la Michoacana. ECORFAN Journal-Republic of Cameroon. 2023. 9-16: 5-18

---

* Correspondence to Author (e-mail: lucia.reyes@utim.edu.mx)
† Researcher contributing first Author.

1. Introduction

The contemporary world can be defined as a gigantic stage with interdependent actors and actresses.

Since 1985, a new era has been born, defined by the launching of Windows by Bill Gates, which helped to eliminate borders, make communications faster, along with other technological and communicative advances. Also, the fall of the European socialist camp is another of the events present at the end of the 1980s.

In addition, the meeting at the Plaza Hotel (New York, USA), where the G-5 Summit was held and important agreements on international trade were reached, marked a turning point in the relations between countries at a global level; as well as the opening of China to international trade, make these last decades mark a turning point in the relations between States, societies, organizations and the individual (Ohmae, 2005).

In pointing out these aspects, reference should be made to the scientific and technological development that has been taking place since the end of the 1960s and which gave rise to the well-known approach of science, technology and society, from which all subsequent advances have derived (Nuñez, 2003).

Today's world is very different from the world Marx and Lenin knew; no one could have known it, no one could have imagined communications in a matter of seconds. They saw globalization, they saw what a system where productive forces were developing was leading to, they saw that the development of productive forces would reach such levels that it would produce new situations in the world, great changes. would produce new situations in the world, great changes (Castro, 2007).

It is in this context that social organizations, whether for-profit or not, face new challenges, as never before in their historical development.

Currently, organizations are struggling for their own subsistence in a fierce and unsustainable competitive race, which transcends the already known struggle for market segments that are increasingly fractioned and differentiated among themselves, but the dispute is for social credibility, to improve the management of their intellectual capital, to raise the quality of life of the environmental and cultural community, as well as to transcend the immediacy of the plans to stimulate the projections of organizational strategies.

Even so, it is found in the bibliography of contemporary administrative science, some fallacies that make affirm the unlimited existence of social organizations (Schein, 1986) (Chiavenato, 1995).

This aspect, understood outside an accurate epistemological analysis, attached to reality, in criticism and ethics, would seem to be true since the emergence of micro, small and medium enterprises flourish nowadays; but they are born with a short life expectancy, since in the competition they lose their main weapons: their human capital and what this contributes to the organization; neither do they transcend the organizational forms of the enterprises of greater technological and social development, that is to say, their management remains a faithful copy of the successful enterprises.

This fact affects all organizations that at this time do not generate ways to improve their management and increase the commitment of their resources. and increase the commitment of their human resources.

Specifically, organizational culture is the object of analysis on this occasion. Reality imposes this scientific category as a strategic weapon of contemporary organizations. Its analysis and knowledge allows improving core aspects in the life of the institution, both from the human and technoproductive point of view. In the face of current uncertainties and opportunities, it emerges as a catalyst for solutions and transcendental decisions, since it is a characteristic and determining element in the organization.

This paper aims to convey an assessment of the concept of organizational culture from its main representatives; reaching questions that today are inevitable when this topic is being discussed. Other aspects will be examined and will be of interest. Some theoretical and practical contributions result from these assessments and may give rise to new, profound and interesting debates on the subject.

1.2. Historical background to the study of organizational culture

The antecedents of the study of organizational culture can be traced to the origins of the social sciences. Understanding this contribution is very important because many of the dilemmas and debates surrounding organizational culture reflect the differences in the historical tradition of social research.

Within the social sciences, the most important contributions are those of anthropology, sociology, social psychology and economics. All of them, from different perspectives, investigate the behavior of human beings within different social groups and with different functions, where culture has been present as a result of interpersonal relationships.

The influence of economics has been less than that of the disciplines described above; however, economic analysis sees organizational culture as a tool that can be used to increase profits. Ouchi, Peter and Waterman look to cultural explanations for financial success. They define excellence, in part, as a consistent, high-performing financial result. With the emergence of management science at the beginning of the 20th century, a new space opens up for the study of organizational culture, more profound from the epistemological point of view, at the same time, more holistic and systemic, leading not only to theoretical proposals, but has transcended the scientific discourse and has been nourished by action, enhancing the relationship with other sciences such as those mentioned above (Ouchi, 1982). (Ouchi, 1982).

The concept of culture applied to the organization was developed from the contribution of the school of management of human relations, from the experiments developed by Elton Mayo, the subjective and informal aspects of the organizational reality began to be recognized.

(Mayo, 1972), was interested in investigating the factors that affect the worker's performance, reaching the conclusion that the environment of the group to which the individual belongs has a significant influence on the perception that he/she has about the objective aspects of the organization the individual's perception of the objective aspects of the organization.

1.3 Some concepts of organizational culture

Considering its nature and complexity, there is no fully accepted definition. Our opinion makes this analysis coincide with other similar concepts that have started from primary sciences, which by sharing part of their object of study with other sciences; besides relying on the work of researchers from another branch of knowledge, have not managed to integrate a coherent concept for the science that currently responds to the category required. (Bunge, 2004).

In the first place, the concept of culture will be shown in order to later show some of the most widespread concepts of organizational culture, which, although they are not totally opposed, they do mark new critical points that this author has decided to underline. (The highlights are from this author, with the aim of drawing attention to core aspects of the concept of organizational culture).

The Royal Spanish Academy defines culture, as a general term, not specifically organizational, as the result or effect of cultivating human knowledge and refining through the exercise of man's intellectual faculties and as a set of ways of life and customs, knowledge and degree of artistic, scientific and industrial development in an era or social group. (Language, 2001).

For Geertz, culture is a pattern of historically transmitted meanings, incorporated in symbols, a system of conceptions inherited and expressed in symbolic form by means of which men communicate, perpetuate and develop their knowledge and activities in relation to life (Geertz, 1987)

This criterion refers again to culture in a general way, as in the previous case, but it does not fail to provide elements that are necessary to take into account.

Peters and Waterman say that organizational culture is a dominant and coherent set of shared values transmitted by symbolic meanings such as stories, myths, legends, slogans and anecdotes. (Peter, 1984).

For their part, Deal and Kennedy define organizational culture as the way we do things here (Deal, 1982).

Fleury, in the book Culture and Power in Organizations, pointed out the need to add the political edge to the concept of culture, considering that power is one of its inherent aspects. For the author, culture is a set of values and basic assumptions expressed in symbolic elements, which in their capacity to order, attribute meanings and build organizational identity, act both as an element of communication and consensus, and conceal and instrumentalize dominance relations (Fleury, 1989). (Fleury, 1989).

Aguirre defines organizational culture as: A set of fundamental interactive elements, shared by the group, sedimented throughout the life of the company which they identify, and which are transmitted to new members, and which are effective for problem solving. transmitted to new members, and which are effective for problem solving.

Chiavenato (1995:464), an outstanding researcher and author of important management works, presents organizational culture as a way of life, a system of beliefs and values, an accepted form of interaction and relationships typical of a certain organization. (Aguirre, 1996).

Garcia and Dolan stand out as initiators of Management by Values, a subject that needs to be understood within the framework of organizational culture, which these authors define as the characteristic way of thinking and doing things in a company. by analogy it is equivalent to the concept of personality on an individual scale (García, 1997)

In Cuba, a clear definition is appreciated in the work. Díaz states that: Culture are the beliefs, whether invented, developed or discovered, that groups judge as valid and allow them to adapt to the environment and integrate internally, as well as being taught as the correct way of perceiving, thinking and feeling their problems. (Díaz, 2006)

The most widely accepted definition of Organizational Culture by researchers is that of Schein, when he states that: Organizational culture is the pattern of basic premises that a given group invented, discovered or developed in the process of learning to solve its problems of external adaptation and internal integration and that worked well enough to be considered valid and, therefore, to be taught to new members of the group as the correct way of perceiving, thinking and feeling in relation to these problems. perceive, think and feel in relation to these problems.

Despite this real diversity there are some common attributes that emerge (Schein, Organizational Culture and Leadership, 1986).

First, all definitions refer to some set of values held by individuals in an organization. These values define what is good or acceptable behavior and help the members of an organization to understand it and how to act in it.

Second, rather than being written or defined, the values that make up organizational culture are implicit in the organization and must be articulated with employees' personal values and beliefs.

Third, the definitions have a strong emphasis on the symbolic meanings through which values are communicated.

There appears to be broad agreement that organizational culture refers to a system of shared meaning among its members, and that it distinguishes among its members, and which distinguishes one organization from others.

Diez gathers the common elements in most of the currents and definitions and ends with the definition-synthesis of five hundred definitions of organizational culture: (Diez, 1999)

1.   Culture is a social phenomenon

2.   Cultural behavior obeys patterns

3.   Culture provides a model of life. Ideal culture, modal culture

4. Culture is not the result of genetic inheritance, but of historically accumulated traditional or social inheritance. It results from two learning processes: socialization (integration of an individual into a group), and enculturation (internalization of the models of conduct proposed by the group).

5. Culture cannot be identified with behavior. There are also other factors that influence behavior.

6. Culture cannot be identified with tradition.

7. Every culture is a system of expectations.

8. Culture is not a coherent and harmonious whole. There are internal counterindications, it is open to change.

Smircich identifies the predominant metaphors that have emerged in attempts to understand organizational culture: culture as an external variable, as an internal variable and culture as a root metaphor.

In the first case, emphasis is placed on the influence exerted by society on organizational culture. In this sense, organizations are manifestations of broader cultural systems. Members bring to the organization other cultural patterns that may or may not adapt to the functioning of the company (Smircich, 1983).

In the second case, organizations are understood as phenomena that produce culture; they are seen as social instruments that produce goods, services and by-products such as cultural artifacts. Culture is shaped by the everyday life of the members of the organizations.

In the third case, it is understood that culture is not something that organizations have, but something that organizations are. Organizations are understood and analyzed not primarily in economic or material terms, but in terms of their expressive and symbolic aspects.

To assume any of these three positions would only undermine the scope of the concept of organizational culture. Organizational culture is closely related to other organizations within the social structure to which they belong, and in addition to exchanging goods they also share cultural patterns.

The subjects that make up the organization are the ones in charge of validating in their daily actions the elements that make up the culture, as well as of constructing it. By considering that organizations in themselves are culture, we are managing to rescue and put in its rightful place the role of human interactions and the history of the organization.

From the analysis carried out, it is considered that some basic aspects of the concept of organizational culture can be established. They can provide a better theoretical-methodological understanding, since they serve both researchers and managers in the performance of their functions:

– Culture cannot be managed by managers to achieve results, goals, aims or objectives. It is a relatively stable system of shared meanings and senses, difficult to manipulate, and totally alien to an instrumental perspective.

– Interpreting culture implies subjectivity, which must be conscious and explicit. It is not possible to interpret something without a previous theoretical conception that allows us to analyze and explain reality.

– Organizational culture, despite being relatively stable, is not static, but dynamic: it is continually being built with its own mechanisms, even without modifications in its components. Change and new experiences nourish the organizational culture with new elements that are configured with the existing subjective contents.

– Organizational culture, as a system, transcends the sum of isolated elements that compose it; it is not a sum of variables or parts that can be analyzed separately, because the analysis would be biased, partial by eliminating aspects that cannot be isolated. System "as a conceptual definition to describe a pattern of relationships, rather than to refer to a sum of parts perceived or encountered" Katz and Kan. This aspect is of vital importance when studying any of its component elements (values, attitudes, beliefs, norms, behavior, among others), since it cannot be carried out outside the culture of which it is a part (Katz, 1986)

– In an organization, there is no single organizational culture, nor are its members are its members united in that they all think the same way and agree on everything. There are always small groups (subcultures) with constant interrelationships and interactions.

– In order to investigate the culture, it is necessary to immerse oneself in the organization, to be one more inside it. Only in this way can the reality be understood and only in this way can developmental change be realized, which is not subsequent to the research, but joint, coetaneous, in such a way that it becomes difficult when research is being done and when change is occurring. "Systems theory dictates a strategy for research, which is in fundamental opposition to reductionism or immediate passage to some more elementary level to make it possible to understand social-psychological phenomena. The first step will always be to go to the next higher level of system organization, to study the dependence of the system in question on the supra-system of which it is a part, as this sets the limits of behavioral variance of the dependent system."

– Culture is an open system, it is influenced by other cultural systems. It is erroneously considered that the individual who passively joins the organization assumes the existing culture as his own; however, all people participate in other organizations and even in society, where it can be said that there is an exchange of cultural contents. where it can be said that there is an exchange of cultural contents. This aspect is exemplified in new companies, where cultural traits of other types of organizations can be appreciated, the latter coinciding with the contents of the cultures of the organizations from which these human resources originate.

– Organizational culture manifests itself through a process of double formation. Before being consolidated as part of the culture and going through a process of internalization, the contents have a moment of social life, real and actual, in the daily action of organizational life where some existing contents can be restructured, as well as complementing or validating others.

– Today, in organizational functioning, the existing culture is consolidated, enriched and internalized. This element will be taken up again later to highlight the need to relate organizational culture to the organization's development strategy.

1.4 Culture plays several roles within an organization.

First, it accumulates the contents and experiences of an organization throughout its history.

Secondly, it has a boundary-defining role; that is, it creates differences between an organization and others.

Third, it carries a sense of identity for the organization's members.

Fourth, culture facilitates the generation of commitment to something greater than the individual's self-interest.

Fifth, it enhances the stability of the social system.

Culture is the social glue that helps hold the organization together by providing appropriate standards for what employees should do and say.

Sixth, culture has to guide the projections and strategies of the organization, being an element from which the expected results are achieved.

Finally, culture serves as a mechanism of control and sanity that guides and shapes the attitudes and behavior of employees (Armenio, 2023).

1.5 Culture models

They represent the natural environment within a company. In some cases, the model may not have a formal structure or defined rules. Common types of corporate culture models include clan, adhocracy, hierarchy and market.

The first two cultural models are more organic in nature, while the latter two are mechanistic. A company can select the method that meets the personal goals, beliefs and values of those who execute it and set the guidelines for the organization.

Clan models of corporate culture often demonstrate characteristics of cohesiveness, participation of cohesion, participation, teamwork and a sense of family. This creates a strong bond among workers in a single company. Employees tend to be loyal and crave the traditions that make the company successful. Owners and executives may be more interested in creating high morale and developing the attributes of each individual employee. Smaller organizations may have the ability to perpetrate this model better than larger organizations.

Adhocracy is a more creative, adaptive and entrepreneurial model among corporate culture models. Organizations using this model tend to be more flexible in operations as they seek to expand lines of business. Risk-taking is also more inherent; individuals are often more willing to take risks for the potential rewards involved in the business opportunity. Innovation and growth are necessary here, as the organization appears to be more aggressive in gaining market share. Although informal in nature, exploration is another essential attribute for adhocracy.

Companies that use hierarchical models of corporate culture tend to favor discipline and structure. Order, rules and uniformity are necessary here to create the organizational structure, which owners and executives believe offers the best opportunity for success. People working in these organizations often believe in rules and policies. Adherence to these two factors should lead to efficient and effective operations. Owners and executives are often the people who create the rules and policies that grow and foster the hierarchical corporate culture model.

A market corporate culture model is an analytical approach to the internal workings of an organization. Attributes here include competitive and goal achievement, the purpose of which tends to focus on creating greater market share. Owners and executives tend to be decisive and set multiple achievements for their employees. These organizations tend to hire people who are willing to achieve a competitive advantage and the company's goal of market superiority. This corporate culture model is usually the most aggressive of all Models.

2. Hypothesis

The implementation of the organizational culture in the microenterprise results in greater market participation and competitive achievement.

The implementation of the organizational culture in the microenterprise does not achieve greater market participation and there is no competitive achievement.

3. Methodology to be developed

The development of the following work was supported by the Market Culture Model since it focused more on competitive and objective achievement, creating a greater market share with all its products, and the trend is to hire people who are willing to achieve . a competitive advantage.

The development of the following work was supported by the Market Culture Model since it focused more on competitive achievement and objectives, creating a greater market share with all its products, and the trend is to hire people who are willing to achieve a competitive advantage.

Background of the company, Description of the company, Logo, Organizational philosophy, Organizational chart, Products offered in the market, T-shirt, Letterhead, Change of image of the store, Aprons, Business card were developed. Permission was requested from the owner of the microenterprise, the project was presented and accepted, and the project was financed by the owner of the enterprise, the case study was carried out and the following results were obtained

Results

Implementation of the Organizational Culture at Paletería la Michoacana

April 2023

Index

Background

Our History

The paletería la Michoacana of the owner Rogelio Ceja Lúa was born in 1986 in the town of Atencingo Chietla puebla is a company of peletería ice cream and aguas frescas most important in the Mixtec region south of the State of Puebla we are the company of ice cream and popsicles that several generations have been enjoying our products that are more than 50 flavors of different popsicles for the palates with greater demand throughout a history of more than 37 years entering more than 7 municipalities and their municipalities and their palates with greater demand enjoying our products that are more than 50 flavors of different popsicles for the most demanding palates along a trajectory of more than 37 years entering more than 7 municipalities and their populations of the states of Puebla and Morelos has always been characterized by having one of the best recipes.

Since we are originally from Cotija Michoacán, the recipe has been passed down from generation to generation and with the passing of time it has been improved with new products from the market.

The microenterprise Paletería la Michoacana, seeks to have a new recognition through the implementation of a corporate culture that allows to differentiate the company with respect to others, through a new scheme of modernization, from the implementation of a new logo as Peletería Michoacana, which allows to recognize the company easily, the implementation of the labeling with new shapes and colors, This will avoid confusion with the different peletería La Michoacana, since there are several branches a few meters away that do not offer the same product or have the same family recipe, because the name of peletería La Michoacana is not registered and any citizen can acquire the name for their business.

Description of the company

Company name: "paleteria la michoacana".

Company name: sale of frozen products.

Logo:

Address: Calle Reforma #1ª Barrio San Juan Piaxtla Izúcar De Matamoros Puebla Cp. 74460 Telephone: 243 108 20 05

e-mail: eris_angeles88@hotmail.com

Business: Dedicated to the sale of frozen products.

Size: It is a microenterprise, since it has 3 employees.

Logo

The new logo of the company seeks to be innovative with striking colors representative of the State of Michoacán, at the same time, it represents the culture through the image of the monarch butterfly.

Colors such as jade green, Mexican pink, purple, yellow, orange, and different types of blue such as sky, king and navy, were used to make the stripes based on the image of the Purépecha Malele doll representative of the State, since the old logo only represents the doll in pink and black; the company wanted to be creative by omitting the image of the doll and using only its most attractive colors in its design.

With the new phrase "always natural" we are committed to not using chemicals and to produce our products with natural fruit to protect the health of our consumers.

Organizational philosophy mission

To provide the best service of fur with the best quality, hygiene and customer service, offering our customers, merchandise with more than 75% of natural fruit in their products such as ice cream, ice cream and aguas frescas.

Vision

To be a leading company in Paletería products with the highest quality in service and production.

Values

– Commitment: Being a company committed to the health of our consumers.

– Quality: Always giving the best service and products to our customers.

– Responsibility: To always provide fresh and high quality products.

– Innovation: Always at the forefront of technology and our low-fat products for the health care of our consumers.

– Punctuality: To offer our customers a punctual and ample schedule, always opening at the indicated time.

– Service: to always be friendly and courteous in the treatment of our customers.

Organization
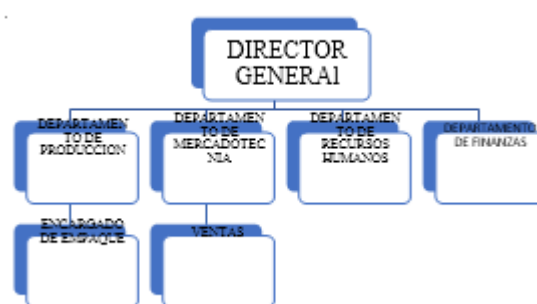
Products offered by paletas de leche

Walnut
Cookie
Oreo
Blackberry
Fruits
Red
Strawberry
Almond
Peach
Vanilla
Ferrero
Pine nut
Rompope
Chemisse
Chocolate
Nutella Cajeta
Cappuccino
Pistachio
Strawberries with cream
Peanut
Duvalin

Popsicles

Lemon
Orange
Nanche
Watermelon
Strawberry
Chewing gum
Coconut
Pineapple
Grape
Guava
Tangerine
Jamaica
Tamarind
Mango with chili
Rice
Soursop

Ice Cream

Chocolate
Chewing gum
Grape
Strawberry with Blackberry
Vanilla Ferrero
Mamey Cookie
Pistachio
Strawberry
Choconuez
Marzipan
Nut
Pine nut
Almond
Angel's Kiss

Fresh water

Horchata
Orange
Watermelon

Citrus fruits
Jamaica
Mamey
Fruits
Pineapple colada
Walnut
Strawberry

Snow

Lemon
Strawberry
Pitaya
Mango
Nanche
Passion fruit

Frappés

Coffee
Strawberry
Ore Cookie
Vanilla

The company offers several star products that have made a difference in the frozen products business branch.

As star product in the field of snow is:

−   Lemon snow

In the field of popsicles are three products that have had better acceptance by consumers are:

−   Walnut-flavored popsicle
−   Red fruit-flavored popsicle
−   Nut-flavored popsicle

The water flavor that have been the best products are:

−   Fruit water
−   Walnut water

To highlight the presentation of the products, we printed glasses for ice cream, ice cream and frappé with the company's logo, as well as the glass for the water.

The logo was also placed on the popsicle wrappers to make the brand more identifiable.

Letterhead

The design of the letterhead was based on the colors chosen to represent the image of the Paletería in this case are pink and jade green.

In the upper part, pink was chosen, since it represents the kindness characteristic of customer service in the company; in the lower part, jade green was chosen to represent the harmony and satisfaction of giving the best product to the customer.

The new company logo was placed on the upper right side, highlighting the organization, and the company's general information such as name, address, telephone number and e-mail address were placed on the lower right side.
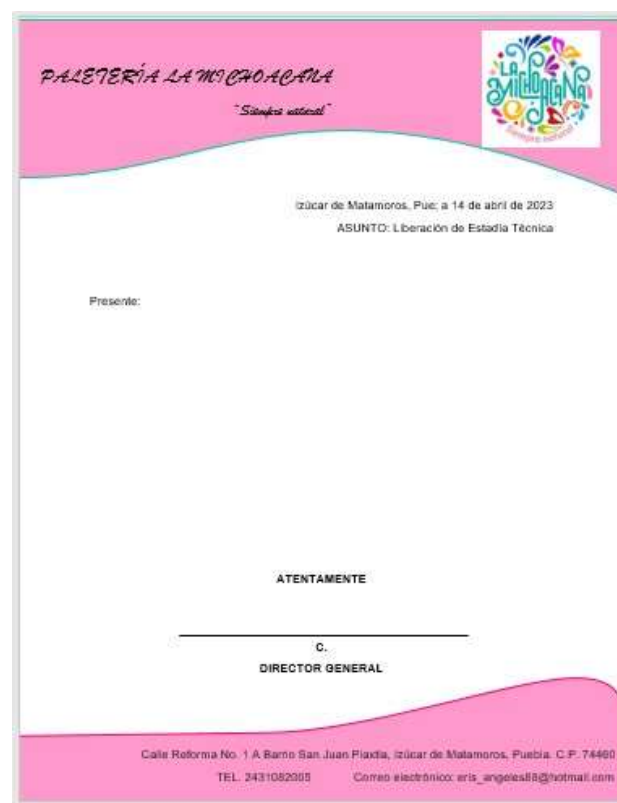
T-shirt

The benefit of a corporate uniform allows to obtain free publicity, that is to say, the fact of using a t-shirt or shirt with the logo and the emblematic tones of the company, promotes the quality of the product and customer service that differentiates one company from another.

The use of colors and logo of the company creates a visual representation of the Paletería, through each employee who interacts with the customer, in addition to giving presence and personality to the workers.

The uniform consists of a white t-shirt with a jade green polo neck and at the same time has a stripe on the sleeves of the same color.

It has a strip of pastel pink stripes of about 30 cm wide, at the bottom has a jade green stripe, also has two yellow stripes of about one centimeter wide. At the bottom of the garment there is a pink stripe.

The logo was placed on the upper left side with a diameter of approximately 10 centimeters. The company's logo was placed on the back of the T-shirt with a diameter of approximately 25cm.

Before

Change in the image of the building

The 5S methodology Developed by Hiroyuki Hirano in Japan in the post-war period, it was initiated in the 1960s after World War II with the aim of improving working conditions and thus improving productivity.

It is considered a Lean 5S concept which is a method used to identify and eliminate waste from a manufacturing process.

The 5S system is a lean manufacturing methodology derived from five Japanese terms, namely- Seiri, meaning Sort, Seiton, meaning Sort, Seiso, meaning Clean, Seiketsu, meaning Standardize and Shitsuke, meaning Discipline.

After

For the transformation of the room the colors were chosen, pink for the left wall, white for the center and ceiling and jade green for the right wall. The company's logo was placed in the center of the white wall in black and was highlighted by installing a series of cold colored LEDs in the form of a curtain.

An awning with pink, white and jade green stripes was also placed vertically, and at the same time, the company's coat of arms was placed in the center in purple tones.

A new refrigerator was purchased and placed in the central part of the store to make room for a table where customers can taste the product, and the refrigerators were also labeled with the company's logo.

Apron

Hygiene and cleanliness in a company is a characteristic of our corporate culture that differentiates us in comparison with other companies, which is why we came to the conclusion that one way to project that presence is through the use of aprons.

For this purpose, we looked for a person who could make the aprons in pink tones and we had the logo printed on the upper part of the apron in white, and we also placed fretwork in light pink tones, the same ones that were projected on the company's logo.

Business Card

The business card is a document that is used to disseminate the contact information or the company with the purpose that they communicate to request our frozen products such as snow, popsicles, fresh water, or frappe for any social, sporting or religious event or simply to taste our product alone or in company.

The business card of the company paletería la michoacana consists of a pink box, with the logo on the left side of the card and with the contact numbers of cell phone and email.

5. Conclusions

An organization with an adequate organizational culture allows each of the collaborators to identify with it and maintain positive behaviors within it; with this it is possible to achieve and increase a good image within the labor market to recruit new talent good image within the labor market in order to recruit new talent.

Currently it is considered necessary for companies to design more flexible structures to change and to be able to produce as a result of the learning of each of its members, promoting high performance and with a broad vision towards innovation. Company culture is a reflection (or a betrayal) of your company's core values. The ways in which you conduct business, distribute workflow, interact as a team and treat your customers add up to an experience that should represent who I am as an organization and how the company should be managed, so that culture facilitates the generation of commitment to something greater than the individual's self-interest.

Similarly, these perspectives do not limit the possible theoretical approaches to a complex object such as organizational culture and its mediations and social-historical anchors.

Change management in Organizational Culture is the process by which the transition to a new reality is managed, this management tries to convince the members to work in a new context that will bring good results to the organization.

It was also possible to test the positive hypothesis

The implementation of the organizational culture in the microenterprise, achieved a greater participation in the market and a competitive achievement.

References

Aguirre, B. A. (1996). *La antropología aplicada I/96.* Barcelona: Instituto de Antropología de Barcelona.

Bunge, M. (2004). *La ciencia, su método y su filosofía.* Santiago de Chile: Escuela de Filosofía, Universidad Arsis.

Castro, R. F. (2007). *El dialogo de las civilizaciones.* Habana: Oficina de Publicaciones del Consejo.

Chiavenato, I. (1995). *Introducción a la Teoría General de la Administración.* Bogotá: Mc- Graw-Hill.

Deal, T. y. (1982). *Corporate Culture: The Ritesand rituals of corporate life.* New York: Addison-Wesley.

Díaz, L. C. (2006). *Hacia una estrategía de valores en las organizaciones paso a paso para los directivos y consultores.* La Habana: Ediciones Balcón.

Diez, G. E. (1999). *La estrategía del Caracol. Un cambio Cultural en una organización.* Barcelona: OIKOS_TAU.

Fleury, M. (1989). *Cultura y poder en las organizaciones.* Bogota: Mc Graw-Hill.

García, S. y. (1997). *Dirección por valores.* Madrid: Mc-Graw-Hill.

Geertz, C. (1987). *La interpretación de las culturas.* Barcelona: Gediza.

Katz, D. y. (1986). *Características que definen a las organizaciones sociales. En Psicología Social de las Organizaciones 5a. ed.* México: Trillas.

Lengua, R. A. (2001). *Diccionario de la Real Academia de la lengua española XXII Edición.* Asociación de Academias de la Lengua Española.

Mayo, E. (1972). *Problemas Humanos de una civilización industrial.* Buenos Aires: Nueva Visión.

Nuñez, J. (2003). *Problemas Sociales de la ciencia y la tecnología.* La Habana.

Ohmae, K. (2005). *The new global order of the world.* San Francisco: Jorsey-Bass.

Ouchi, W. (1982). *Teoria Z: como pueden las empresas hacer frente al desafio japones.* Bogota: Norma.

Peter, T. y. (1984). *En busca de la exelencia.* Bogota: Norma.

Schein, E. (1986). *Cultura organizacional y liderazgo.* San Francisco: Jorsey-Bass.

Schein, E. (1986). *Cultura Organizacional y liderazgo.* San Francisco: Jorsey-Bass.

Schein, E. (1986). *Cultura Organizacional y Liderazgo* .JorseyBass San Francico.

Smircich, L. (1983). *Concepts of culture and organizacional analysis,* AdministrativeScience Quarterly No.28

ISSN-On line: 2414-4959
ECORFAN® All rights reserved

REYES-MARTÍNEZ, Lucia, VICUÑA-TAPIA, Hérendira and PALMA-BERMEJO, Yetzabel. Implementation of the Organizational Culture in the Paletería la Michoacana. ECORFAN Journal-Republic of Cameroon. 2023