



AZUAY UNIVERSITY

**JURICAL SCIENCES FACULTY
INTERNATIONAL STUDIES SCHOOL**

**The application of ISO 9001:2000 Quality Management System to
Comisariato Popular Co. Ltda.**

BACHELOR DEGREE MONOGRAFIC WORK

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DEDICATORY

This work is dedicated with much love to my parents, John and Mónica and my brother Juan Enrique, they support me in every moment and have given me the strength to finish this work.

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All the expressed knowledge in this monographic work is total responsibility of its author

María Fernanda Gil Ochoa

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ABSTRACT

This monographic work main objective is to present the criterion and minimum required documentation in order to start with the development of a Quality Management System in Comisariato Popular Company, based on the requirements of the ISO 9001:2000 norm. The purpose of having the Quality Management System as an Administrative tool is to help apply certain objectives and directions for the company according to quality standards, in order to be able to develop activities, processes and procedures aimed towards achieving certain product and service characteristics that satisfy the clients' needs and requirements.

To achieve this objective, an analysis of the company's current situation was made; the relevant ISO 9001:2000 theory was presented through the requirements that are applicable to the Comisariato Popular Company. Also a study for the possible impact that this norm may have in the company's clients, providers, investors and service providers was made.

INTRODUCTION

Once the monographic work outline, to obtain the bachelor degree, titled “The application of ISO 9001:2000 Quality Management System to Comisariato Popular Co. Ltda.”, was approved by the Board of the International Studies School at University of Azuay, the developing procedure of this proposal took place. This work is prepared throughout five chapters, which are detailed in the following paragraphs.

Through Chapter I, a general description of the company is given, followed by a diagnosis of its current situation, based on requirements and expectations of both internal and external clients, as well as a SWOT analysis was made, which will result in a strategic plan.

In Chapter II, the theoretical information about the norm ISO 9001 2000 version is presented, the details about its origin, concept and aim are pointed out. After those details are given, an analysis of its applicability in Comisariato Popular Co. Ltda followed.

In Chapter III, details the approaches and requirements of the ISO 9001 norm version 2000 towards its applicability depending on the necessities and nature of Comisariato Popular Co. Ltda., which will then result in the development of a quality managing system.

In Chapter IV, an analysis is made about the impact that this international norm will have on the company’s internal/external clients, suppliers and service providers.

Finally in Chapter V, the conclusions and recommendations are presented, focused towards suggestions for the improvement of customer service of Comisariato Popular Co. Ltda.

CHAPTER 1

COMISARIATO POPULAR CO. LTDA.



1.1 OVERVIEW

Comisariato Popular is a family structured company that provides commercialization of first necessity and bazaar products. It began its operations in the year 1974 and it grew to have 3 different establishments, throughout strategic points of the city of Cuenca, which were enhanced by the collaboration of 70 people in its payroll. Comisariato Popular, like most of other Ecuadorian companies, lived through two very critical years of the countries economy, mainly because of the devaluation of the Ecuadorian currency and the later dolarization of it, this resulted in the deep economic loss of the company's assets, and negative sequels that have not allowed its development.

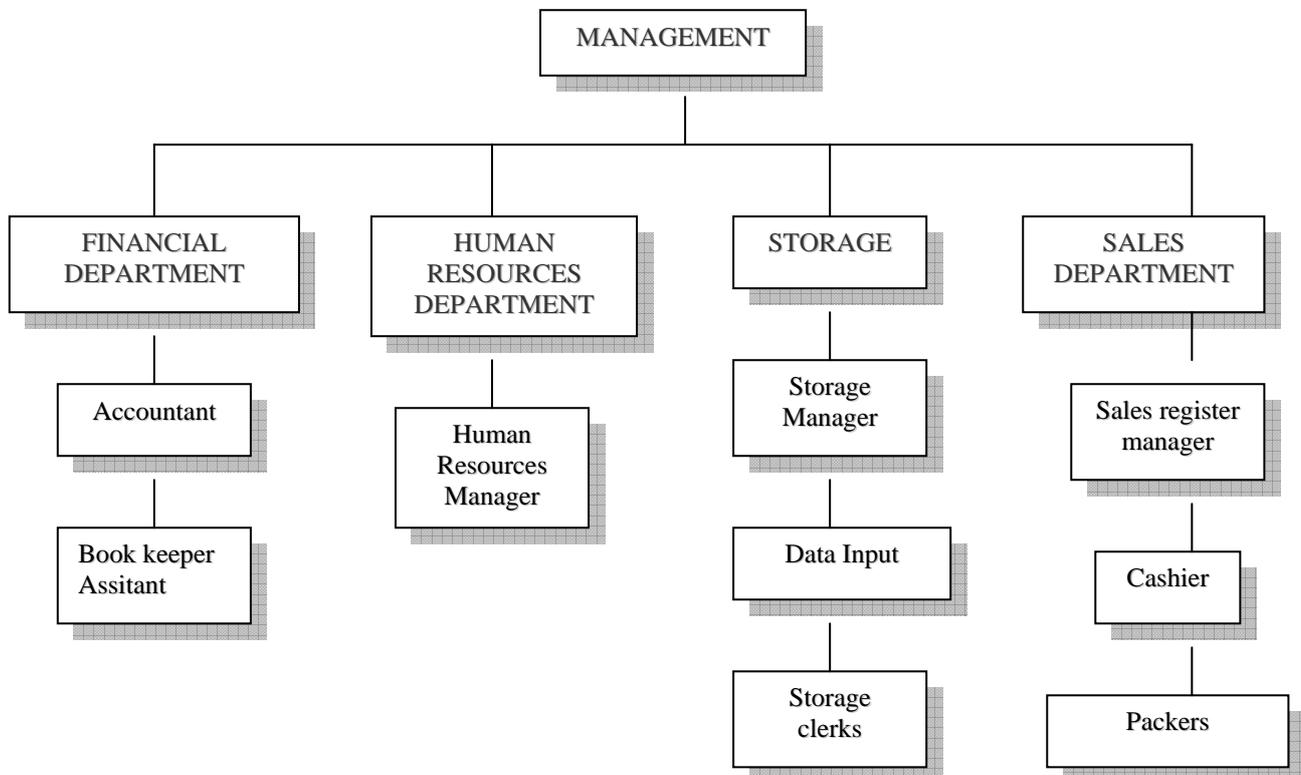
At the moment the company has one sales point at Remigio Crespo Ave. and Federico Proaño Street, with a payroll of 21 collaborators and 75 affiliated companies. Comisariato Popular gives out the service of a discount card for affiliated companies, giving the benefit of paying their consumptions on 30 day credits, and 5 % discount when making a cash purchase. The company is organized in the following way: Management, Financial Department, Human resources Department, Department of Sales and depot.

Comisariato Popular received on December 14, 2001, the Roberto Crespo Toral merit for its 25 years of service to the community. Today Comisariato Popular is a company that has lent its services to the city of Cuenca for thirty three years and has contributed to the economic development and employment creation.

It is for this reason that the company has great a commitment with its people: internal and external clients, and has thought about the development of a managerial quality system based on the requirements of the international norm of ISO 9001:2000, which can be applied to the necessities and nature of the company. The application of this managerial tool can help assure a quality service, improve the company's commercialization process, to satisfy its client necessities of and become a competitive company in the local market.

1.2 COMISARIATO POPULAR FLOWCHART

Graphic 1
Flowchart of Comisariato Popular



The current Comisariato Popular flowchart works in a vertical kind of structure, where a hierarchical division is managed.

Duties and responsibilities

Management

- It is in charge of organizing, planning, directing and controlling all the activities of the company
- it makes decisions about the companies short, medium and long term strategies
- It makes decisions in all the departments of the company
- It carries out the merchandise orders, and is in charge that these orders are dispatched on time, with the required specifications
- It authorizes the suppliers payment
- It motivates the personnel to carry out their task

Financial department

Accountant

- It delivers the company's Financial statements, General Balance, Flux balance
- List of payments
- Projections

Book keeper assistant

- Debt collection from affiliated companies
- Tax payment

Department of Human Resources

Human Resource manager

- Personnel selection
- Personnel's Training
- Personnel assistance
- Motivation activities
- Customer Services (complaints, suggestions, exchanges, etc.)

Storage

Storage manager

- Informing management about product stock
- Merchandise reception and verification of required specifications
- Perishable product orders
- Damaged or non conform product return
- Perishable products quality control
- Inspection of the products before their commercialization

Data Input

- Enter the merchandise bar code to the system in order to have a correct inventory control
- To carry out Refund receipts of expired, no conform or non specified products
- Product Price Control
- Setting price stamps for products that don't have bar code

Storage clerks:

- Commercialization process: correct handling, preparation and packaging of perishable products
- Merchandise pricing
- Setting price stamps for products that don't have bar code
- To control the warehouse stocks and to inform the Storage manager if a product is needed or not
- Organize and clean the storage room
- Remove un delivered merchandise

Sales Department

Cashier Manager

- Controlling the cashiers work
- Control product payment
- Give out refund notes
- Control and to inform Management about any cashier irregularity
- Register closeout
- Giving attention to client's orders
- Bank Deposits

Cashiers

- To place and exhibit the products correctly
- To control product expiration date
- Perishable products Quality control
- Register payments

Packers

- Handling and packing clients merchandise
- Cleaning the cashier register area
- Cleaning each section
- Messaging

1.3 COMPANY'S CURRENT SITUATION DIAGNOSE

Because of the great local market competition, with companies that offer the same services as those of Comisariato Popular, the company has posed themselves several questionings about the company's management, and ask themselves if the company is carrying out its role efficiently: questions like: if the company is satisfying the clients needs?, is the product and service of good quality?, does the customer service satisfy its expectations?, do the internal clients agree with the company's policies?. In view of these queries the necessity of evaluating objectively the company's requirement and client's expectations arose, therefore an evaluation on the Comisariato Popular client's satisfaction rate was considered.

1.3.1 Internal and external clients' requirements and expectations

The Comisariato Popular management, submitted to a study with the objective of evaluating the client's satisfaction level, this study will work as the support mechanism for developing a Quality Managerial System.

The study was carried out through surveys. This survey was applied to the organizations internal clients and to external clients of the company, making the relevant differences. The size of the sample directed to internal clients will be of twenty and one. The survey will be applied all the collaborators of the company.

- The universe size for the company’s internal client was of 21; therefore the survey was applied to every person who is part of it.

- External Clients: The universe for the external client survey research, will consider the company’s customers who shop here at least twice a week. The number of these customers varies between 60 and 100 people. To be able to calculate the simple size, a probable universe was considered among a possible number of people who visit our company, because the universe varies from 60 to 100 people, a probable universe of 80 people will be considered as the sample's universe. The type chosen sampling type is random, meaning that any agent can have an opportunity to be chosen for the survey. We consider that the result of this study will be meaningful enough to obtain relevant information about the company’s current state as much as the clients’ needs and expectations.

Statistic formula to calculate the sample size

$$n = \frac{P(1-P)}{\frac{D^2}{Z^2} + \frac{P*(1-P)}{N}}$$

n = Sample size	n = 66
N = Population Size	N = 80
D = Error Significance	D = 5%
Z = Chosen Trust Level	Z = 1,96
P = Percentage of the estimated people	P = 0,5

who will answer a key question.

Internal Client Survey

The following survey has been designed obtain information about the internal clients requirements and expectations from the administration, infrastructure and interpersonal relationships in the company Comisariato Popular Co. Ltda.

1. How would you consider the Comisariato Popular work environment, regarding interpersonal relationships, to be:

Administration /Employees	Very Good	Good	Bad

Manager / Employee	Very Good	Good	Bad

Among co workers	Very Good	Good	Bad

2. How would you qualify the Comisariato Popular infrastructure/ facilities?

Very Good	Good	Bad

3. Do you believe that the activities you perform for work contribute to your personal improvement?

YES	NO

Why

4. Do you believe that your work influences client satisfaction?

YES	NO

Why

5. When first starting your job, the explanation and information about your obligations, benefits and salary where?

Very Good	Good	Bad

6. Do you feel proud of working for this company?

YES	NO

7. What would you suggest for improving the infrastructure, administrative conditions, benefits and interpersonal relationships of Comisariato Popular Co. Ltda.

External Client Survey

The following survey was designed to measure the level of the Comisariato Popular external clients' satisfaction, in relation to the offered product and service.

1. Do you agree with the attention hours?

YES	NO

Suggestions

2. You consider our attention to be:

Very Good	Good	Bad

Suggestions

3. Do you think the display and location of the products is appropriate?

YES	NO

Suggestions

4. Do you believe that Comisariato Popular has enough variety in its products to choose from? Specify

YES	NO

5. How would you rate the quality of the following products?

Meats and sausages

Very Good	Good	Bad

Vegetables and legumes

Very Good	Good	Bad

Fruits

Very Good	Good	Bad

Glassware

Very Good	Good	Bad

Perfumery

Very Good	Good	Bad

6. What would you improve from Comisariato Popular? Specify

Survey Analysis

Internal Clients

The graphic representations of Internal Clients survey are in the Annex 1.

An analysis of the Comisariato Popular internal clients surveys result is detailed in the following:

- Question N° 1: How would you consider the Comisariato Popular work environment, regarding interpersonal relationships to be? among:

Administration/Employees, 26% of the surveyed people answered that the relationships are Very good, 58% answered that they are Good and 16% answered that the relationships are Bad.

Managers/employees, 10% of the surveyed people answered that the relationships are Very good, 62% answered that they are Good and 29% answered that they are Bad.

Among partners, 14% of the surveyed people answered that the relationships are Very good, 62% answered that they are Good and 24% answered that they are Bad.

It will be very important to examine which are the causes for the relationships among Administration/employees, Managers/Employees and among partners, are not completely Very Good. Since because there is not such a good relationship among all the collaborators of the company, conflicts, rivalries, selfishness, unfavorable attitudes toward the company may arise, etc.; affecting in a negative way to the performance of Comisariato Popular.

- Question N° 2: How would you qualify the Comisariato Popular Infrastructure? 29%

People answered that the conditions are Very good, 48% answered that the conditions are Good and 24% answered that they are Bad.

In this point the most relevant issue to consider, would be to analyze why the infrastructure doesn't fulfill the expectations and necessities of the companies internal clients'; If there isn't a favorable atmosphere it does not contribute to the best worker performance therefore its psychological and physiologic condition can cause him stress, tension and dissatisfaction, what leads directly to the personnel's high rotation.

- Question N° 3: Do you believe that the activities you perform for work contribute to your personal improvement?

The results were: 45% of the answers said the persons work doesn't contribute to its personal improvement, because they are not learning a profession, there is no use of advanced technologies, they have no training and no growth opportunity.

5% answered that the activities they perform DO contribute with their personal improvement, because they learn something new every day, they relate to other people, they enrich their education and vocabulary and learn how to be responsible.

The remaining 45% is worrisome; due to the need of motivation and training. They would appreciate incentives that can enhance their performance and attitude, increasing their self-esteem and their personal satisfaction; if the worker feels well with himself and feels that his work contributes to his personal improvement, his job will satisfy him as well.

- Question N° 4: Do you believe that your work influences client satisfaction?

The result was:

60% answered that his/hers activities don't affect (in a negative way) the client's satisfaction perception, because they have completed thoroughly their responsibility and tasks, they give a direct service and know how to do it therefore the client and worker are satisfied, they are kind with the clients.

40% answered that its activities DO affect client's satisfaction because they offer direct attention to the public, they offer good attention to the client (quality, respectful and kind service), and products are of good quality.

It is relevant to point out, that the company counts on the strength that the personnel is conscious about its attitude and the influence on client's satisfaction perception; for this

reason the employees worry about offering good client service: a direct, respectful and kind service.

- Question N° 5: When first starting your job, the explanation and information about your obligations, benefits and salary where?

19% of the surveyed people answered it was Very good, 52% answered that it was Good and 29% answered that it was bad.

The company will carry out corrective measures to improve the provided information to employees when they will first start their job; this way problems with disorientation, unclear responsibilities and tasks, unknown benefits, can be prevented therefore the employee will not have a lack of commitment, and the personnel's high rotation level will be diminished. To make this happen a Work Initiation Manual of and a Procedure Manual will be created for the employees.

- Question N° 6: Do you feel proud of working for this company? The results were:

76% of the surveyed people answered that they feel proud, 24% answered that they do not feel proud.

We can observe that most of the personnel feel proud of working for the company, which is something that is definitively very positive and strength for Comisariato Popular. There is still a very worrisome 24% of the employee body that is not totally proud of working for the company. We believe this to be caused by several factors, amongst which we can identify: lack of training and incentives that can contribute to their personal improvement. However the company will investigate thoroughly the possible causes and take the needed corrective measures.

- Question N° 7: What would you suggest for improving the infrastructure, administrative conditions, benefits and interpersonal relationships of Comisariato Popular Co. Ltda? The results were:

- To carry on employees meetings for exchanging ideas,
- To have promotional offers that can be appealing to clients
- To improve the relationships between Managers and employees

- To give employees training and incentives
- Carry on Human Relationships seminars
- Respect working and closing hours
- To improve Corporate Image and Presentation.
- To improve the personnel's benefits
- Lower prices
- Promote respectful and understanding relationships among partners.

After having carried out this analysis The Company is clear about internal clients' needs and expectations, which are the biggest weaknesses in the company.

The company will try to channel in the best way the personnel's requirements and weaknesses of the company and to transform them into opportunities of improvement for Comisariato Popular.

External Clients

The graphic representations of External Clients survey are in the Annex 2.

In the following analysis we will see the key results of the Company's external client's survey.

➤ Question N° 1: Do you agree with the attention hours?

96% of the surveyed people answered that they DO agree and 4% answered that they DONT with the Company's attention hours.

4% that don't agree, suggested us that:

- The company should open earlier and to close later in the night (8am at 9pm)
- To open on Sunday afternoons for one hour.

At the present time, it is very difficult for the company to broaden attention hours because of internal organizational reasons. However, we will take into consideration the possibility of undergoing a feasibility study to know if it is profitable or not to have attention hours on Sunday.

➤ Question N°2: You consider our attention to be?

86% of the surveyed people answered that the attention is Very Good and 14% answered that it is Good.

We can observe strength in Comisariato Popular: in general, the perception of the clients about our personnel's service is Very Good. With the following comments: they are very kind, excellent personnel, they assist us with respect and cordiality, they are efficient, etc.

➤ Question N°3: Do you think the display and location of the products is appropriate?

97% of the surveyed people answered that it is the appropriate only and 3% answered that it wasn't.

The suggestions were:

- To enlarge space for each brand
- To enlarge the bookstore section
- To make some products more notorious
- To locate the products according to the necessities and in section order
- To control the expiration dates of the products
- To improve the quality of the vegetables

➤ Question N° 4: Do you believe that Comisariato Popular has enough variety in its products to choose from. Specify?

69% of the surveyed people answered YES and 31% answered that NO.

The comments and suggestions were the following ones:

- To increase the variety of meats, canned goods, cookies and baked goods
- To enlarge promotional offers
- To increase variety in imported products
- To increase variety of cheeses
- To increase the variety in bathroom articles and in home novelty products

➤ Question N°5: How would you rate the quality of the following products?

Meats/Cold Cuts: 45% answered Very good,
54% answered Good and
2% answered Bad.

Legumes/Vegetables: 57% answered Very good,
40% answered Good and
3% answered Bad.

Fruits: 59% answered Very good,
38% answered Good and
3% answered Bad.

Glassware: 40% answered Very good,
54% answered Good and
6% answered Bad.

Perfumery: 54% answered Very good,
44% answered Good and
2% answered Bad.

We can affirm that the external client's perception about the quality of our products is positive; anyway it can improve.

➤ Question N° 6: What would you improve from Comisariato Popular?

The comments and suggestions were the following ones:

- To apply delivery service
- To improve the personnel's uniform
- The service is excellent, personal kind
- The glassware articles should be of better quality
- More attractive decoration
- Give a discount for the members to the Comisariato Popular that have credit card.
- To increase the variety of flowers, cosmetics and liquors
- Constant innovation

After having carried out this analysis, we can conclude that the external client feels pleased with the service that the personnel of Comisariato Popular give. However, the

Company will have take controlling measures for the products expiration dates and to broaden brand variety, that way the client's satisfaction level will increase.

1.3.2 INTERNAL AND EXTERNAL ANALYSIS OF THE COMPANY SWOT

The SWOT analysis is a systematic management tool, which allows us to obtain precise diagnosis of the current situation of the company. Through the study of external factors (Opportunities and Threats) and of the internal factors (Strengths and Weaknesses) of the company we can have a clear view of the company's situation.

- External factors: Opportunities and Threats are circumstances or external situations to the company that can be favorable or unfavorable.
- Internal factors: Strengths: it is some value, capacity or knowledge that we possess, in superior grade and that with its proper use can result in better conditions for the company. Weaknesses: it is some value, capacity or knowledge that we possess below the average and which means an obstacle to reach the objectives.

The SWOT analysis, guides the company to the decision making taking process of the elaboration of a strategic plan that more is suited to the necessities of the company.

Frame 1
SWOT of Comisariato Popular

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> > 32 years of labor experience > Recognized in the market > Faithful clients to the company > Consumer affordable prices > Highly commercial area Location > Kind an personalized client service > Highly committed personnel > Good relationships with suppliers 	<ul style="list-style-type: none"> > Unqualified personnel > Short financial resources > High rent payment > Lack of modern equipment > Lack of a Procedure Manual > Lack of Work Initiation Manual > Personnel's High rotation > Unmotivated Personnel > Low products variety > Low profit margin > Lacks of incentive plan
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> > Possibility to establish a Strategic alliance > Possibility of delivery service > Possibility if importing new a brand products > Development and putting into action a Quality Management System 	<ul style="list-style-type: none"> > Great competitor > National Company will open a store close by > Clients' complaints

After having carried out this SWOT analysis, the company knows clearly know which are the strengths that need to be taken advantage of, and which are the opportunities that should be developed to enhance all abilities and maximize them. In the same way, the company is aware of its biggest weaknesses which need to be eliminated, and knows the threats that we have to be confronted.

This will be carried out through the elaboration of a strategic plan:

1.4 STRATEGIC PLAN

To be able to define the meaning of Strategic Plan, it is necessary to define what a strategy is. The strategy of an organization consists on the aims and targets that it wants

to achieve by designing an administrative plan; therefore, without a strategy, there's isn't any established aim to pursue, any map that to consult, any plan of coherent action that reaches wanted results.

Consequently, a strategic plan is a project, by which the strategies are formulated based on the organizations assets, deficiencies and resources, with the purpose of achieving a favorable situation for the company, and to prepare the organization for better decision making and be prepared for uncertain events of the future.

The strategic plan implies the definition of organizational mission, which will explain the reason of the existence of the company, a clear visualization of where the company needs to go in the future; a conversion of the mission and vision into specific objectives; the definition of organizational values that will generate an organizational culture within the company, and finally to define the organizational policies. Comisariato Popular will focus its strategic aims towards quality based policies.

The following strategic plan was created by the Comisariato Popular directive, based on: achievable objectives, client's satisfaction information (market research results) and the cost of investment of this strategic plan.

1.4.1 Mission

“We are committed to offer a product and service that it gives added value to our clients through: Training and commitment of our human resource.

Personalized and efficient service, product quality and win-win relationships with our clients, suppliers and collaborators in general; resulting in client loyalty and consumption fidelity, building this way, a solid market position”

1.4.2 Vision

“By 2012 we will be the customers best shopping alternative, offering an excellent product and service, through applied international quality standards”

1.4.3 Company's values

The administrative values will create an organizational culture. They are based on moral and ethical principles that represent the form the personnel's.

The following administrative values will be the Comisariato Popular workforce behavior code.

- **Customer Service Orientation:** a respectful and caring attitude towards the internal and external customer's requirements.
- **Permanent search for excellence:** offering products and services that fulfill the client's expectations as for quality, price and efficiency.
- *Team work:* by promoting cooperation, closeness and the camaraderie, so that the interpersonal relationships in the company are of mutual benefit.
- **Commitment:** with our collaborators motivating their intellectual and emotional learning.
- **Responsibility:** by fulfilling the obligations that work demands whether in time and form; and by visualizing that their productivity will result in the company's success.
- **Managerial transparency:** being a company that acts under the laws demanded by the Ecuadorian State.

1.4.4 Objectives and strategies

The objectives are measurable targets that define the wanted results, in a specific time period. The strategies define which action plans will be carry out to fulfill these established objectives.

In the following chart, the detailed objectives that want to be reached by the company, in a 1 to 5 years scope and the strategies that will be applied for achieving them:

Frame 2
Objectives and strategies of Comisariato Popular

Objective	Strategy
TO IMPLEMENT DELIVERY SERVICE FOR ONE YEAR	<p>The strategy that will be used in this objective is: Diversification, which means to offers another product/service and aim to a different market segment.</p> <ul style="list-style-type: none"> > Service to home attention 12 hours/day > Create the Company's Web Page where the client may find, all the products we offer > Create a database by which the client should only give their telephone number (if it has already used the service previously) >To offer personalized attention
Objective	Strategy
IMPLEMENTATION OF A CLIENT DISCOUNT CARD IN A PERIOD OF 6 MONTHS	<p>The strategy that will be used for achieving this objective is: Expansion for Development of a new product/service in the market.</p> <ul style="list-style-type: none"> > 5 percent discount.
Objective	Strategy
TRAINING AND MOTIVATION OF THE COMPANY'S PERSONNEL IN A TWO YEAR PERIOD	<ul style="list-style-type: none"> > Give workshops and seminars on client service, team work, quality management, personal improvement. > Specific Training based on qualification and interests > Incentives through challenges for each working position. > Social recognition > Labor reinforcement > quality circles Formation > Hold company's meetings, in charge of the Human Resources Department

Objective	Strategy
<p align="center">CREATE A COMPANY'S INFORMATION MANUAL IN A 6 MONTH PERIOD BY THE HUMAN RESOURCE DEPARTMENT</p>	<p>> Create a Work Initiation manual where the details about: benefits, salary, tasks, duties, responsibilities and information about the company.</p> <p>>Creating a Proceedings manual which will detail: The positions responsibilities and every procedural aspect that involves them.</p>
Objective	Strategy
<p align="center">TO APPLY TO THE COMPANY AND CARRY ON A STRATEGIC PLAN WITHIN A YEAR. IN CHARGE OF THE ADMINISTRATION</p>	<p>> Awareness Programmed: by which the entire personnel body will be prepared, trained and thought about the implications of the strategic planning.</p> <p>> Inform the personnel about the company's mission and vision, quality policies and objectives</p>
Objective	Strategy
<p align="center">ENFORCE A QUALITY ORGANIZATIONAL CULTURE IN THE COMPANY THROUGH A 5 YEAR PERIOD. IN CHARGE OF THE ADMINISTRATION AND OTHER PROFESSIONALS</p>	<p>> Personnel's quality awareness programmed: by which the personnel will learn to apply the Quality Control System.</p> <p>> Documentation process</p> <p>> To diffuse the QCS through chats, training, manuals, registrations, etc.</p>

1.4.5 Politics of quality

The word quality has become an indispensable requirement in all services and goods.

To understand better this term we have quoted two definitions: according to Hernando Mariño, who defines quality like: "The permanent satisfaction of the needs and expectations of the company's external and internal clients".

According to the ISO 8402 norm “Quality is the group of characteristic of an entity that confers them the aptitude to satisfy the established and implicit necessities of the clients.” (Giménez, Albert. *Calidad: Modelo ISO 9001:2000. Normalización, Implantación, Certificación, Transición, Auditoría, Acreditación*. Page 67). Therefore Quality, inside a company, is not more than the constant satisfaction of the clients needs.

Because of the great existent competition in the local market, it has made that big companies as much as small ones, adopt changes in their way of managing quality within their organizations, in order to be able to answer in an effective and efficient way to the so dynamic necessities of their clients, in order to be competitive and be able to remain in the market. For this reason that the Comisariato Popular Administration in agreement with the directives has established the following quality politics:

“In Comisariato Popular we work with will and dedication to achieve that you, our client, can feel fully satisfied with our products and services, in order to achieve this, we have imposed ourselves, four basic rules that represent the customer service spirit:

- To be always committed with the growth of our human resource and the improvement of our processes.
- Committed with your satisfaction: If you do not feels satisfied with your purchase, we will exchange it or if preferred we will return you your money.
- Committed with our service: if you are not satisfied with our service, we will immediately answer your application
- Committed with quality: we offer you the best product, this is, our biggest satisfaction.”

CHAPTER 2

MODEL ISO 9001 VERSION 2000

The ISO is the International Standardization Organization that promotes through the establishment of norms, equal standard of quality in goods and services at world wide level.

2.1 ORIGIN

The ISO 9000 norms were born in 1987. These norms were created to assist companies in the implementation of effective quality systems. Understanding a quality system as: *“administrative structures that serves as a tool for aiming the company to applying quality guidelines and objectives”* (Giménez, Albert. *“Calidad: Modelo ISO 9001:2000. Normalización, Implantación, Certificación, Transición, Auditoría, Acreditación”*. Page 99).

This group of norms has had two versions, one in the year 1994 and another in the year 2000. The version of 1994 proposes *“quality insurance”* meaning that it is not more than the control and error prevention, guaranteeing that the requirements of the quality will be completed. The version 2000 of the norm, introduces the concept for *“administration by interrelated processes”* meaning that, it not only intends to assure quality like the version 1994, but also to interrelate all the processes within an organization, orientated to the continuous improvement and the client's satisfaction.

The ISO 9000 version 2000 group of norms is divided in three:

- ISO 9000:2000
- ISO 9004:2000
- ISO 9001:2000

The norm that we will study is the ISO 9001 version 2000.

2.2 CONCEPT

The norm ISO 9001 version 2000 *“specifies the requirements for a Quality Management System applicable to all the organizations departments that want to assure client's satisfaction, understanding that this will be achieved when the product or*

service satisfies his necessities” (Giménez, Albert. *“Calidad: Modelo ISO 9001:2000. Normalización, Implantación, Certificación, Transición, Auditoría, Acreditación”*. Page 99).

Quality Management System is a *“new way to manage quality inside an organization, it is the group of actions to establish, the control and work improvement processes that minimize its variability.”* (Giménez, Albert. *“Calidad: Modelo ISO 9001:2000. Normalización, Implantación, Certificación, Transición, Auditoría, Acreditación”*. Page 99). This is very important, since this norm takes charge of planning all the company’s work processes, controlling and verifying that there are no errors, achieving this way the quality of all their products and services, and the client's satisfaction.

Nowadays, companies demand for solid tools to be able to manage in a good way quality inside their organizations, and this way to be able to compete in this globalized world. The ISO 9001:2000 norm is the answer to this demand.

2.3 THE NORMS FOCUS

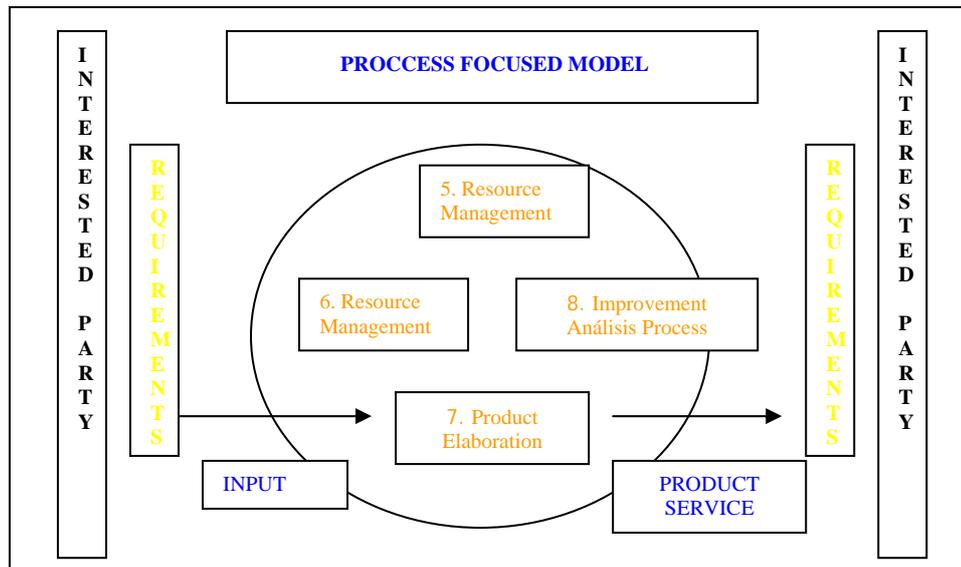
The norm ISO 9001:2000 has a focus based on processes and in increasing the client's satisfaction, when implanting the Quality Management System.

The ISO 9001 norm version 2000, defines a Process as *“the group of mutually related activities or that interact, which transform elements into inputs and outputs”* (Giménez, Albert. *“Calidad: Modelo ISO 9001:2000. Normalización, Implantación, Certificación, Transición, Auditoría, Acreditación”*. Page 99).

Examples of inputs to the process can be: documents, information, materials, etc.; these inputs are modified through such resources as: personnel, machinery, facilities, etc. And by means of procedures and instructive of work one will be able to control, verify and improve the outputs which are: products and services.

The focus based on processes is better illustrated in the following graph:

Graphic 2
Process Focused Model



Source: Orientación acerca del enfoque basado en procesos para los sistemas de gestión de la calidad, ISO/TC 176/SC 2/N 544R, Mayo 2001, Pág. 2, www.iram.com.ar/Documentos/Certificacion/Sistemas/ISO9000_2000/procesos.pdf

The ISO 9001 norm version 2000, emphasizes that the focus based on processes enhances client's satisfaction level, since it entails the identification of the clients requirements in order to establish the input elements that will form the process, then it requires to establish a clients satisfaction control mechanism to determine if the output of the process has fulfilled the client's requirements, or if it needs to improve the process.

2.4 USEFULNESS IN THE COMISARIATO POPULAR CO. LTDA APPLICATION

Comisariato Popular is a company that needs a Quality Management System, meaning that it needs an administrative structure that provides a managerial tool: to apply quality guidelines and objectives that govern the company, to implant actions to control and improve the work processes and to minimize its variability, to assure the quality in its products and services and to increase client's satisfaction.

With what was analyzed previously we can conclude that the norm ISO 9001 version 2000 will be a very useful tool for Comisariato Popular, because with the installation of a Quality Management System, the company will be able to:

- To implant a Quality culture within company, and improve the organizational performance.
- The company's personnel will be able to KNOW what is needed in order to achieve a Quality service
- To plan work processes
- To diminish errors and variability in the processes
- To continually measure and evaluate the results of the processes
- To know the client's needs
- To satisfy the client's needs
- To increase the customers trust in the company

The Comisariato Popular Administration is aware that when implanting a Quality Management System in the company, a work philosophy is adopted and that it will be present in all the company's personnel actions. It is indispensable the commitment on the part of all the collaborators of the organization, since they will be the base on which will lean on the whole system. By implanting a Quality Management System, Comisariato Popular will be focused in the eight basic principles of the ISO 9000 norm:

Eight Quality Principles ISO 9000 NORM

Client Focus

Comisariato Popular is a company that depends on its clients, and therefore it will know and understand the current and future needs of its clients, to satisfy them and to make an effort in exceeding its expectations.



Leadership

The Administration and Management Departments as Storage Manager, Human resources Management, Sales Manager and Financial department Management will establish of the company's purpose and orientation. They will create a favorable internal atmosphere in which the personnel are totally involved in the achievement of the organizations objectives.



The personnel's participation

The Comisariato Popular collaborators are the essence of the organization and their total commitment will benefit the company's performance and achievement of the organizations objectives.



Processes Focus

An excellence service is reached through activities (planning, control and it improves) and resources (human, economic and infrastructure) when they are managed as a process.



Administration System Focus

Comisariato Popular will assume a systematic focus in the organization where all the involved parts are a whole. Meaning that no department in the company can work in a selfish way but always interacting and sharing a feedback. This way the result will be that all the company's departments have a common objective which is: the permanent Quality search inside the organization.



Continuous Improvement

The continuous improvement of the company's performance will be a permanent objective for all members of the Comisariato Popular.



Focus based on decision making facts

The decisions that company makes will be based on pertinent real data according to the Quality Management System.



Mutually beneficial relationships with suppliers

Comisariato Popular and its suppliers will undergo an interdependent relationship where both parties will have mutual benefits, this way bigger stability and long term relationships will be achieved.



CHAPTER 3

ISO NORM, APPLICABLE REQUIREMENTS

Comisariato Popular Co. Ltda., has decided to work in their Quality Management System taking as reference the requirements of the ISO 9001 norm, version 2000.

To begin the development of a Quality Management System in Comisariato Popular, it was of utter importance to formulate a diagnosis of the company, in order to know its current situation, its clients' needs and expectations; and this way to be able to take the best planning, control and its improvement actions.

The Comisariato Popular administration is aware that by implementing a Quality Management System it also adopts a quality of work philosophy. This new philosophy is aimed toward the continuous quality search in all the processes and activities of the company, as well as in increasing the internal and external client's satisfaction.

It is of great commitment for the Comisariato Popular Administration to inform all its collaborators about the Quality Management system that will be implanted in the company. They will be the base in which the whole system will rely on, and without their collaboration this project won't be able to be achieved.

The ISO 9001 requirements applicable to Comisariato Popular are detailed in the following, respecting their order:

- 4^o. Quality Management System
- 5^o. Management Responsibilities
- 6^o. Resource Management
- 7^o. Product Elaboration
- 8^o. Measurement, analysis and improvement

3.1 QUALITY MANAGEMENT SYSTEM (4⁰.)

General requirements

Comisariato Popular will: establish, document, implement, maintain and improve the effectiveness of the Quality Management System according to the International ISO 9001:2000 Norm's requirements.

Comisariato Popular will have to:

- *“ Identify the necessary processes for the Quality management system*
- *Determine the necessary methods to make sure that the operation as much as the control of these processes are efficient*
- *Assure the resources and necessary information availability to support the function and process follow up*
- *To follow up, measure and analyze these process*
- *Implement the necessary actions to reach the established objectives and the continuous improvement of these processes.”* (Giménez, Albert. “*Calidad: Modelo ISO 9001:2000. Normalización, Implantación, Certificación, Transición, Auditoría, Acreditación*”. Pág. 116).

Documentation Requirements

One of the minimum requirements is to establish a documentation system, because it allows to take registration and control all the activities carried out in the company, it also allows us to evaluate the effectiveness of the system and at the same time it helps us to make good corrective or preventive decisions.

The Comisariato Popular documentation of the Quality Management system will include:

- Quality Manual
- Procedures Manual
- Registry Control

Quality Manual

The quality manual is the main document of a Quality Management system. In this manual there will be a detailed description of all the activities of the Comisariato Popular system.

This document should include:

- Quality Policies and objectives
- The Quality Management system scope
- The established procedures for the Quality Management system

Purpose of the Quality Manual

- Communicate the Company's quality policies and objectives, procedures and requirements to all its collaborators, as well as to the interested parts.
- Provide a documental base for the Quality Management System audits
- Instruct the company's personnel of the Quality System requirements
- Demonstrate that the Company's Quality system fulfils certain norms of quality

Procedures Manual

In the procedures manual the description about the activities to be carried out are detailed, meaning that this will set a control system of certain steps and parameters for the development of the tasks to be executed in a certain process.

Purpose of the Procedures Manual

- Detailed description of all the activities in a process
- The understanding of the requirements of each activity and process so that these can be completed
- control of the processes is continuous
- To obtain results of the acting and effectiveness of each process
- Continuous process improvement base in measurable objectives

The methodology that Popular Comisariato will use to manage a process will be:

1. Planning: The process mission is defined based on the clients' specific needs regarding this process.

After, the process objectives are established, base on the client's needs.

The following step is the definition of the process scope.

After, the definition about who will be responsible for the process in question.

Followed by the detailed definitions of the process, the meaning the explanation of the technical used terms.

2. Action: to carry out the planned strategy. In this phase of process management the involved people must be informed and trained; start with the work and to coordinate its elements; observe and control the critical points; correct and assist complaints and suggestions.

3. Evaluation: In this phase the whole process is evaluated, starting from the opinion of the involved actors and the clients. The execution of the process objectives and requirements are evaluated.

4. Improvement: In this phase the corrective actions will be adopted, in order to eradicate repeated problems, and preventive actions will be taken to diminish risks, if necessary, process reorganization will be contemplated and the innovative measures will be applied.

Comisariato Popular Main Procedures:

- **PT-PP** Personnel Training Program Procedure
- **C- NE-SP** Clients' Needs and Expectations Study Procedure
- **CSI-P** Customer Service Improvement Procedure
- **SP-SCP** Storage Product Stock Control Procedure
- **MPP** Merchandise Purchase Procedure
- **ICP** Inventory Control Procedure
- **PCP** Product Commercialization Procedure
- **PP-CC-P** Perishable Product Commercialization Control Procedure
- **PP-AD-AP** Perishable Product Atmosphere Deterioration Avoidance Procedure
- **NC-PP NON** Conformity Product Procedure
- **PR-ESPE** Procedure to Evaluate and to Select the personnel of the company

Comisariato Popular Procedures Manual example:

**Frame 3
Procedures Manual**

Comisariato Popular Co. Ltda.	
PROCEDURES MANUAL	
Code:	Date:
Edition:	Page:
PROCEDURE TITLE	
Objective	It defines what is sought with the procedure in question. It describes in a very concise way the contents of the procedure.
Scope	It indicates the involved activities, processes, people and areas.
Responsibilities	It designates people who can execute the procedure.
Definitions	When it is necessary, the meaning will be detailed.
Development	The complete description of the procedures step and activity.
Observations: exclusions, irregularities, etc will be mentioned.	
Edited by: The department in charge of emitting this procedure	
Approved by: the Manager's approval or Quality Responsible	

Source: Giménez, Albert. "Calidad: Modelo ISO 9001:2000. Normalización, Implantación, Certificación, Transición, Auditoría, Acreditación". Page 321).

QUALITY REGISTRIES

The quality registries are verifying documents that legitimate that what is established in the procedures manual is being carried out.

Purpose of the Quality Registries

- To give objective evidence of the procedures indicated activities execution

- To demonstrate that the quality systems requirements are being completed
- To demonstrate of the quality system effectiveness

Comisariato Popular Main Registrations:

- Internal/external Clients requirements fulfillment Registry
- Personnel Training Program Registry
- Internal Audits Registry
- Quality Plans Registry
- Supplier Registry
- Inventory Verification Registry
- Commercialized Product Verification Registry
- Perishable Commercialized Product Verification Registry
- Product Preservation Registry
- Product Follow up and Measurement Registry
- Results and Corrective action Registry
- Results and Preventive Actions Registry

Comisariato Popular Procedures Manual example:

Frame 4
Quality Registry

<i>Comisariato Popular Co. Ltda.</i>				
Quality Registry				
Code: PR-PND-AA			It dates: 18/02/07	
Edition: 1				
Perishable Product Atmosphere Deterioration Avoidance Procedure				
PRODUCT	CONDITIONS OF TEMPERATURE		RESULTS	OBSERVATIONS
	Specification	Observation		
Sausages	Refrigerator 5 ⁰ C	5 ⁰ C	Fulfillment	There as a detected error from the personnel in charge, because the product was not outside of the refrigerator 5 minutes prior to being placed in terrine
	Terrine 10 ⁰ C	5 ⁰ C	ERROR	
Fruits	Refrigerator 10 ⁰ C	10 ⁰ C	Fulfillment	An error was detected from the storage personnel, the product was at lower than room temperature that and when being placed in terrine it began to sweat and therefore damage in the stands.
	Room temperature Immediate use	10 ⁰ C	ERROR	
	Duration 1 day	1 day	Fulfillment	
Vegetables	Refrigerator 10 ⁰ C	10 ⁰ C	Fulfillment	An error was detected because the personnel in charge did not remove the product from the stand. The product was already damaged
	Room temperature Immediate use	Room Temp	Fulfillment	
	Duration 1 day	1 and a half day	ERROR	
Vegetables	Refrigerator 10 ⁰ C	10 ⁰ C	Fulfillment	
	Immediate use Room temperature	Room temp. Room temp.	Fulfillment	
Dairy	Refrigerator 10 ⁰ C	10 ⁰ C	Fulfillment	
Grains	Refrigerator 10 ⁰ C	10 ⁰ C	Fulfillment	
Elaborated for: Storage Manager				
Quality Responsible:				

Author: María Fernanda Gil

3.2 MANAGEMENT RESPONSIBILITY (5⁰.)

The Comisariato Popular Co. Ltda. administration provides evidence of their commitment with the development of the Quality Management System and with the continuous improvement of its effectiveness, through:

Administration Commitment:

- “To know the clients' needs and requirements and to carry out necessary activities to satisfy them
- To define quality objectives and policies; to diffuse them in the whole organization and that they are assumed by the whole personnel
- To carry out the Quality Management system check ups, and take the needed corrective and preventive actions
- To facilitate the resource availability” (Giménez, Albert. *“Calidad: Modelo ISO 9001:2000. Normalización, Implantación, Certificación, Transición, Auditoría, Acreditación”*. Page 189).

1. Customer Focus:

Comisariato Popular commits to identify the internal and external clients' needs and the company's requirements; and to assure these are completed, with the purpose of increasing the client's satisfaction.

This will be carried out through:

- Periodic survey studies and interviews to determine the client's needs as for: product conformity (quality- price - promotion), customer service, internal policies, benefits, work environment, etc.
- It will take into account clients complaints in order to make corrective actions
- It will be train all its personnel through courses and seminars
- An Incentives Plan will be created to motivate the personnel: they will be periodical meetings among all the collaborators of the company to exchange ideas, suggestions, complaints etc. Different activities as field trips will be planned to promote union and camaraderie. This will motivate the personnel

through social recognition in the company, labor reinforcement; Circles of Quality, etc. will be created.

2. Quality Policies

Based on the Quality Management System, the Comisariato Popular administration held a meeting with all its directives and after creating a Strategic Plan, they established the quality policies, in which the intentions and aims of Comisariato Popular are reflected. This policy will have to be understood by the entire personnel body and applied continually at all levels of the organization.

“In Comisariato Popular we work with will and dedication to achieve that you, our client, can feel fully satisfied with our products and services, in order to achieve this, we have imposed ourselves, four basic rules that represent the customer service spirit:

- To be always committed with the growth of our human resource and the improvement of our processes.
- Committed with your satisfaction: If you do not feel satisfied with your purchase, we will exchange it or if preferred we will return you your money.
- Committed with our service: if you are not satisfied with our service, we will immediately answer your application
- Committed with quality: we offer you the best product, this is, our biggest satisfaction.”

3. Quality Objectives:

In a same way, the Comisariato Popular Management met with its directive and they determined the quality objectives based on the quality policies of regarding the company's needs:

- To qualify the company's employee body on the Quality management system and to inform that their work will affect to the company's quality
- To achieve that all the organizations departments coordinate their work in aiming to the company's quality policies execution
- Permanent search of product and the service quality
- To satisfy clients needs
- To guarantee the client that the product and service is of excellent quality

- To address any resources for the achievement of the established objectives
- To enhance the company's competitiveness in the local market
- To project a favorable corporate image

4. Director Representative:

The Comisariato Popular administration designated a Quality Representative that will be in charge of:

- Controlling the Quality Management System and to maintain its effectiveness
- Informing to the management of its performance
- To assure that the client's requirements are understood and disclosed in all the departments of the company.

5. Internal communication:

The Comisariato Popular administration will assure that the communication process inside the organization is the appropriate one, to facilitate the systems effectiveness. The company will facilitate the resources availability.

Communication will be held through paper reports, through internal electronic mail and fax.

The management also commits to improve the internal communication of the company. The creation of Quality Circles will be promoted, where the employees form a small group voluntarily and meet regularly in working hours, to identify problems and to propose solutions to the management. The company will remunerate the time that the workers dedicate to the circles of quality. The basic objectives of these quality circles will be:

- To improve the internal communication in Comisariato Popular
- To generate a better work environment
- To propitiate participation spaces and dialogue in which the workers participate in the taking of decisions and propose solutions
- And that the workers take conscience of the necessity of continually improving the Quality Management System of Comisariato Popular

6. Directives Revision:

The Comisariato Popular administration commits to revise the operation of the Quality Management System periodically to assure its continuous effectiveness and improvement.

The Management will meet with the Quality Responsible and they will evaluate the politics and objectives, audit results, process performance, product and service conformity, client's feedback (complaints, needs, improvement suggestions) and other useful documents every four months.

Frame 5
QUALITY MANAGEMENT SYSTEM REVISION

<i>Comisariato Popular Co. Ltda.</i>					
QUALITY MANAGEMENT SYSTEM REVISION PLAN					
External Client Feedback	Problems and Causes	Process Responsible	Corrective Actions	Preventive Actions	Chronogram
<ul style="list-style-type: none"> ➤ Surveys ➤ Interviews ➤ Complaints ➤ Product/Service Non conformity 	Establish problems and possible causes	Involved Personnel	Take the necessary measures to correct the causes to problems and be sure not to make them again in the future	Eliminate possible causes	April – July
Management:					
Quality Responsible:					
Remarks:					

Author: María Fernanda Gil

3.3 RESOURCE MANAGEMENT (6°)

The Comisariato Popular Administration commits to determine and provide all the necessary resources for the installation, maintenance and improvement of the Quality Management System.

It also commits to increase client's satisfaction through the meeting of their needs requirements.

1. Human resources:

In order to achieve an excellent performance in the company, it will be indispensable:

- To provide the necessary training for each work position
- To offer the necessary formation for each worker
- To know and to exploit the worker's practical abilities
- To know and to take advantage of the worker's experience

Comisariato Popular Employee Training Plan:

- Each department Manager will identify and inform the Human Resource Manager of the personnel's training needs. These training needs will be given by the different demands in the Manual Procedures and the abilities and characteristics of each worker.
- The Human resources Manager will work jointly with the Quality Responsible. This commission will be in charge of the objectives and development of the training programs.
- A registry will be created for each worker where there will be a personal detailed profile, received training, abilities, etc. These registrations will be useful for the internal audits.
- The management will provide the necessary resources to carry out the personnel's training programs.
- Finally the Quality Responsible will be in charge of verifying that the entire personnel body follows the requirements of acceptable training that the system demands.

Frame 6
Training Programe

<i>Comisariato Popular Co. Ltda.</i>											
TRAINING PROGRAMS											
AREA	TRAINING	OBJECTIVES	INSTRUCTOR	TRAINEE	CHRONOGRAM			Individual Evaluation	Group Evaluation		
					M	T	W	T	F		
<i>Human Resources:</i>											
<i>Quality Responsible:</i>											

Author: María Fernanda Gil

Frame 7
Personal Registry

<i>Comisariato Popular Cía. Ltda.</i>					
PERSONAL REGISTRY					
NAME	CURRICULUM VITAE	PROFILE	QUALIFICATIONSS	PRIOR TRAININGS	PIC.
<i>Human Resources::</i>					
<i>Quality Responsible:</i>					

Author: María Fernanda Gil

2. Infrastructure and Work Environment

The Comisariato Popular administration will assure that its working facilities and environment is the appropriate ones to achieve conformity with the requirements that the product and service demand.

The infrastructure includes:

- Work spaces
- Equipment for the processes and work activities (hardware/software)
- Support services as transport and/or communication

The Storage Manager will be in charge of:

- To revise and control that the work environment is the appropriate one for the better handling and conservation of the product, since food products require special attention. It will consider details such as dirt, temperature changes, illumination, ventilation, etc.).

It will be necessary to detail in a procedure the special activities that are carried out to maintain the work environment under conditions so that the product doesn't suffer deteriorations. They will be periodic revisions of this procedure to control its effectiveness and maintenance

The Quality Responsible will be in charge of:

- Revising and controlling that in the storage room the refrigerators and cold room are always working in the best conditions and appropriate temperature
- Revising and controlling that the cold cut the machines, scale and refrigerators are working under the best conditions
- Revising and controlling that in the Shopping area, the fruits, vegetables and Legumes refrigerators stay in the appropriate temperature, for the longest preservation of perishable products
- Revise and Control that the software and hardware infrastructure are of the highest technology and give the capacity to compute, process and share operational data with all the departments of the company.
- Revising and controlling that the company's transport system is in good conditions for the personnel's security and the company's effectiveness
- Verifying and controlling that company's communication media is the appropriate one to facilitate the Quality Management System, answer efficiently to clients' needs and to generate a better work environment.

Frame 8
Procedures Manual PP-AD-AP

<i>Comisariato Popular CO. Ltda.</i>	
PROCEDURES MANUAL	
Code: PP-AD-AP	Date: 18/02/07
Edition: 1	Page: 1 de 4
Perishable Product Atmosphere Deterioration Avoidance Procedure	
1. Objective	This procedure has for object to assure that the work atmosphere is good so that the perishable product doesn't suffer damages nor deteriorations and maintain its quality
2. Scope	It is applied to all perishable products before their commercialization
3. Responsibilities	The Storage Manage will in charge of verifying that the work atmosphere is in favorable conditions for the conservation of the product. The Storage employees will complete all the specifications of the procedure.
4. Definitions	When necessary, the meaning of the used terms will be detailed
5. Development	<p>The Storage Manage will be in charge of verifying that the work atmosphere is the appropriate one for better conservation of the perishable product, since these products require special handling.</p> <p>The Storage Employees will be in charge of carrying out the following activities:</p> <ul style="list-style-type: none"> ➤ Fruits, vegetables, and legumes must be conserved in a cold room at a 10°C temperature. For a life period of one day. ➤ Fruits, vegetables and legumes will be put for sale immediately; they will not go through the cold room. If the product was at a lower temperature than room temperature, by placing it on a tray and wrapping it with plastic foil it starts to sweat and deteriorate. ➤ Meets and cold cuts will be preserved in the refrigerator at a temperature of 5°C. ➤ Meets and cold cuts that are sold on terrines immediately, must be out of the cold room 5 minutes prior to its commercialization at a temperature of 10°C. ➤ Dairy products must be preserved in the cold room at a temperature of 10°C. ➤ Grains will be preserved in the cold room at a temperature of 10°C. ➤ There will be verification that the required specifications are being fulfilled in order to have correct ventilation for the product that goes in the storage room. ➤ There will be a control that verifies that the work space is ordered and clean for the better handling of the product.
Observations:	
Edited by: Storage Manager	
Approved by: Administration and Quality Responsible	

Author: María Fernanda Gil

3.4 PRODUCT ELABORATION (7⁰)

In this chapter, some exclusion was made due to the non application to the nature of Comisariato Popular.

1. Product Planning

The Comisariato Popular Company will create a process to plan the control of the storage product stock. It will control:

- Product Expiration date
- That the product is not in bad conditions (damages, broken boxes, broken cases, etc.)
- That the perishable product is not damaged
- That the product fulfils the necessary registrations to be able to be sold

The Storage department will be responsible of these controls, through the creation of Quality Plans, where the product meets established quality objectives.

The objective of creating these Quality Plans will be to control the quality of the product in the storage rooms, resulting in the increased client's satisfaction.

In the Quality Plans it will be established that:

- The perishable products required quality objectives (vegetables, fruits, legumes, meat, etc.)
- Expiration Dates for all products depending on their nature
- Necessary product registrations (sanitary, bar code, lot stamp, expiration date stamp, etc.)

The products that are of non conformity, or that don't fulfill the objectives of the Quality Plans will be removed from stands and storage. The people in charge of this will be the storage employees. None conform products will be removed to a cellar and they will have a red color identification label.

The responsible one of deciding the destination of the non conform products will be the Storage Manager who will decide if the product can be accepted and if the client accepts it under such conditions. If Storage Manager decides that the product won't be accepted by the client, the product then passes to a non conform product stand for its later Refund or exchange.

The destination of the non Conform product will depend on the agreement with the supplier, meaning that if the supplier has the agreed to Refund, the company then makes a Credit Note and returns the product, without being charged. If the supplier has an exchange agreement, the alone supplier can exchange none conform product for a new one in a term of one day.

Frame 9
Credit Note

CREDIT NOTE					
COMISARIATO POPULAR CIA. LTDA.					
Phone: 2811-141					
Fax: 2840-217					
RUC: 0190120061					
NON CONFORM PRODUCT					
OBSERVATIONS: Product in a bad state					
SUPPLIER:		0028 TIOSA S.A.			
RESPONSIBLE:		Carlos Alberto Sánchez			
TIPE OF PRODUCT:		REFERENCE	QUANTITY	COST	VALUE
7800109910	Pan Grille Integral 700gr	1- 098	2.00	1.17	2.34
7800109911	Pan Bimbo Redondo 8u.	1-085	1.00	0.79	0.79
7800109912	Pan Supan Integral 20reb.	1-072	5.00	1.12	1.40
				Subtotal	4.53
				% Discount	0.00
				12% IVA	0.00
				Total:	4.53
DIGITADORA	EDITED BY:	SUPPLIER:			APROVAL
Elizabeth Ortega	Storage	TIOSA S.A.			MANAGEMENT

Author: María Fernanda Gil

Frame 10
Quality Plan

<i>Comisariato Popular Co. Ltda</i>					
Quality Plan					
PERISHABLE PRODUCT CONTROL: FRUITS VEGETABLES LEGUMES GRAINS					
ACTIVITIES	RESPONSIBLE	FRECUENCY	LOCATION	REASON	PROCEDURE
To control that vegetables are dewed with water	Storage Clerk	Every 3 hours: 9am/12am /3pm/6pm	Section #1	For product to be fresh and undamaged	Sprinkle products with water
Remove damaged, rotten, ripe, squished products.	Storage Clerk	Every time a product is places on the stands	Section #1	For avoiding new fruit contamination	At the moment of placing a new product in stands old and damaged goods must be removed unless it is good enough to be placed again,.
Checking that the organic products are in optimal conditions	Storage Clerk	Every morning and evening	Section #1	Product Quality Control	The storage employee will check that the packing of the organic product is not broken that the product has cool air and that the expiration date of is not approached
Controlling that the platter product is in optimal conditions	Storage Clerk	Every time a product is places on the stands	Section #1	Product Quality Control	There must be control over products in trays so that it is not broken, covered correctly
Controlling that the products are is clean	Storage Clerk	Constantly	Section #1	Sanitary and Product Image reasons	To clean every time that product is placed in stands
Controlling that all grains are fresh and properly packaged	Storage Clerk	Constantly	Section #1	Product Quality Control	Freshness control
Control Responsible:					

Author: María Fernanda Gil

2. Client Related Processes

Comisariato Popular will establish procedures to determine which are the client's requirements for products and services so that the company understands these requirements completely and can take the necessary actions to meet them and to be able to achieve the client's satisfaction.

This will be accomplished through:

- Periodical studies through a survey and interviews system to know with more detail which are the client's requirements as for the product: quality, variety and price.
- Take into account clients complaints of the as for conformity with the product and service
- Control and verifying the fulfillment of the client's requirements

2.1 Product Related Requirement Revision:

This point will make reference to the sales Contracts that Comisariato Popular holds with its clients.

Comisariato Popular offers the service of elaborating product baskets. The company offers three types of product baskets:

- Managerial baskets
- Family Baskets
- Special occasions Baskets

However, the client can choose from any products for the basket. (Personalize)

The Comisariato Popular management has agreed that the sales contracts with its clients should be carried out through as Proforma Contracts, in which all the conditions of the contract will be detailed.

The Contract approval will be in charge of the General Manager and the Storage Manager. This way, the company will be able to verify if it is in capacity to deliver what was requested.

- If the company is in capacity of giving the order, you proceed to close the Contract Proforma.
- If the company is not in capacity of giving the order, one will converse with the client to give him to know the inconveniences and to take the pertinent measures.

Frame 11
Proforma Contract

<i>Comisariato Popular Co. Ltda.</i>					
CONTRACT					
Client	Specifications	Product Specification	Product Quantity	Place and Delivery Date	Client Signature
- Name - Address - Telephone - Identification N°. - Place of Work - Banc Account N°.	- Basket type - Color - Size - Price - Quantity	Liquors Sweets Chocolates Cookies Cold Cuts Meets Baked Goods	2 Box 1 Box 1 Box 1 Manager 15u Prociutto	Av. Luis Mora y Roberto Crespo 4-12	Ing. Gustavo Andrade
Observations Responsible:					

Author: María Fernanda Gil

2.2 Client Communication

Popular Comisariato commits to improve its service to the client, through communication channels which are:

- To offer bigger information to the client on: the product, price, variety and promotion. This means that catalogs and commercial visits will be used.
- That the client receives a cordial attention and personalized on the part of the personnel of the company, to the moment to carry out her purchases. This will be achieved through: Formation and training to the taken charge personnel.
- That the client has a Department of Service to the Client where her complaints, suggestions and comments are listened and their problems or assisted dissents and solved in the best way. He/she will take like reference the survey of Chapter I surrender to investigate the requirements and the client's necessities.

Through this section, Popular Comisariato establishes the responsibility of client attention and of increasing its satisfaction.

3. Purchases

3.1 purchase process

Comisariato Popular should acquire products for its stock storage; it is for this reason that it will establish a process to assure that the purchases are carried out in a controlled way and without errors.

To determine the purchase process the company will contemplate the following activities:

- General manager and Storage Manager will be responsible for the purchases
- The purchased products will be identified
- The inventory will be verified to carry out an order without errors
- The purchases of the products will be carried out through an Order of Purchase where will be described the product, the quantity, the supplier, the delivery date and the total value of the purchase.

Frame 12
Purchase Order

Comisariato Popular Co. Ltda.				
PURCHASE ORDER				
Supplier	Product	Quantity	Delivery Date	Total Value
TIOSA S.A.	Pan Grille Integral	25 units	15/03/07	\$546.87
	Pan Bimbo redondo	15 units		
	Pan Supan Integral	24 units		
	Pan bimbollo	1 box		
	Pan miel y Granola	1 box		
	Pan seven cereals	1 box		
	Pan amassed	18 units		
General Manager:				
Storage Manager:				
Observations:				

Author: María Fernanda Gil

It is necessary that the company defines quality requirements that each supplier's products must meet. This way the supplier would be guaranteeing us quality in his products and the company will be able to guarantee quality to its clients.

To achieve what was manifested previously, each supplier's registry will be created mentioning the concrete specifications that it should complete its product.

The one in charge of Supplier's Registrations will be the Quality Responsible.

Frame 13
Supplier Registry

<i>Comisariato Popular Co. Ltda.</i>					
SUPPLIER RESGISTRY					
Supplier	Product	Product Requirements	Quality Objectives	Specification Fulfillment	Observations
TIOSA S.A.	Baked Goods	<ul style="list-style-type: none"> - 3 to 4 weeks advanced expiration date - Product is not flat - The case that covers it is not broken - Fresh product - Product delivery: Monday and Wednesday 	<ul style="list-style-type: none"> - To give a fresh product to the client - To give a product without deficiencies - That the client always finds her product 	YES NO	Non Conformity Causes
Quality Responsible:					

Author: María Fernanda Gil

3.2 Bought Products verification

The products Purchases specifications will be clearly defined in the Order of Purchase document used by the company, as well as the quality requirements of that the product should fulfill.

The management will establish a control procedure so that the product that the supplier dispatches fulfils the specifications of the Order of Purchase document and with the Supplier Registration document.

Frame 14
Procedures Manual ICP

<i>Comisariato Popular CO. Ltda.</i>	
PROCEDURE MANUAL	
Code: ICP	Date: 14/02/07
Edition: 3	Page: 1 of 8
Inventory Control Procedure	
1. Objective	This procedure's objective is to control that the purchased products fulfill the previously specified requirements in the Purchase Order document and the Supplier Registry.
2. Scope	Every Purchased Item
3. Responsible	The manager and Storage manager are responsible for verifying that the purchased product and the supplier fulfill all previously detailed specifications.
4. Definitions	When necessary the technical terms meaning will be explained.
5. Development	<p>In the Comisariato Popular Storage, the supplier delivers its products and places them in a classified way for better control.</p> <p>The Storage Manager will use the Purchase Order in order to verify if the suppliers copy and the purchase are in order and it fulfills the requested specifications. At the same time it checks the Suppliers Registry.</p> <p>The verification process starts with:</p> <ul style="list-style-type: none"> ➤ If the Purchase Order fulfills the specified requirements and if complete, also if the Supplier has the appropriate Registry, The Purchase Order is then sent to the Financial department to be paid for. The purchased product then goes to the Comisariato Popular premises and inventory. ➤ If the Purchase Order does not fulfill the specified requirements or if the supplier is not registered a Credit Note will be issued where the details about the exchange return or registry has been made. <p>After elaborating the Credit Note, this is then faxed to the Financial department to be paid for with the specified reasons.</p>
Observations: A credit note was issued due to the products non conformity.	
Issued by: Storage Manager	
Approved by: General Manager	

Author: María Fernanda Gil

4. Product elaboration and service

Within this point reference about the perishable product commercialization will be made. The commercialization process will must carried out in a planned way controlled under the established quality parameters.

Frame 15

Procedures Manual PP-CC-P

<i>Comisariato Popular Co. Ltda</i>	
PROCEDURES MANUAL	
Code: PP-CC-P	Date: 18/04/07
Edition: 6	Page: 1 de 4
Perishable Product Commercialization Control Procedure	
1. Objective	This procedure has the objective of ensuring that all the commercialization process is carried out in an orderly, planned and controlled way, taking into account the established Quality parameters.
2. Scope	It will be applied to all perishable products, fruits, vegetables, meats, dairy, cold cuts.
3. Responsibilities	<p>The manager and Storage manager are responsible for verifying that the purchased product and the supplier fulfils all previously detailed specifications.</p> <p>The storage clerks will be in charge of handling the process according to the Quality standards.</p> <p>The Quality responsible will be in charge of validating the products before they reach the stands.</p>
4. Definitions	When necessary the technical terms will be explained and defined.
5. Development	<p>After verifying that the provided product fulfills the required specifications, the Comisariato Popular Storage departments classify and control its entry by weighing it and properly inventory it.</p> <p>The product that will be commercialized will be placed on trays and properly wrapped.</p> <ul style="list-style-type: none"> ➤ The trays will have to be in proper conditions and the products must have good appearance and presentation. ➤ The storage clerks must be utterly careful not to damage or wrongly manipulate the product.

	<ul style="list-style-type: none"> ➤ The storage clerks will have to be totally informed of the procedure by reading the procedures manual by which the specifications about wrapping, cutting, and handling all products will be available. <p>The storage clerks will keep total and utter cleanness of the equipment and working areas. The Quality Responsible will validate the product before it is placed for sales, in order to verify it has fulfilled all the process requirements. If the products have not fulfilled the requirements it will be returned to Storage.</p>
Observations:	
Issued by: Storage Manager	
Approved by: Quality Responsible	

Author: María Fernanda Gil

3.5 ANALYSIS MEASUREMENT AND IMPROVEMENT (8°.)

After implementing the Quality Management System in Comisariato Popular, it will be necessary that the Manager along with the Quality Responsible and every Department manager carry out periodic revisions of the system to control its operation and to improve its effectiveness.

1. Measurement and Follow Up

Client's satisfaction

It will be necessary to evaluate the Comisariato Popular clients' internal and external satisfaction to obtain information about the systems operation and be able to take improvement actions.

As we have mentioned previously, the information will be obtained by surveys, periodic interviews, you complain, comments, etc.

It will be advisable to establish a direct relationship between the results of this information and the objectives of quality of the company.

Internal audits

The internal audits objective is to compare the quality system implanted in the company, with what has been established in the referred norm, assuring that they are fulfilled all the obligations.

Its application is in all the company's areas, activities and covered processes by the system. To assure the impartiality of the audit it is important that the auditor is independent of the audit work.

The company will carry out an internal audit of the company every six months or every year:

Frame 16
Internal Audits Yearly Plan

<i>Comisariato Popular Co. Ltda.</i>					
INTERNAL AUDITS YEARLY PLAN					
Code	Process	Quality Management System	CONTROL	Auditor	Chronogram
IPC	INVENTORY PRODUCT CONTROL	It complies with the requirements established in: 3.2 <i>IPC Inventory Product Control</i>	<ul style="list-style-type: none"> ➤ REVISIONS ➤ IT FULFILS THE REQUIREMENT ➤ RESULTS 	Auditing Company	Jan 2008
Issued by:					
Cargo:					
Signature:					

Author: María Fernanda Gil

Process Measurement and Follow up.

To be able to speak of quality in Comisariato Popular it will be necessary to assure the products measurement and follow up the processes and activities of the quality system. Each department Manager in charge of the measuring and follow up of the processes of. Each Manager will carry out small audits every month of his department. This way a registration will be taken and one will be able to evaluate the effectiveness of the system of the company. The Quality Representative and the Manager, will verify these small audits and they will take corrective, preventive and improvement actions.

Product Measurement and Follow up

To assure that the Comisariato Popular client receives a quality product it will be necessary to control the product since the moment it is delivered by the supplier, during its commercialization until when it is placed in stands. The products specification fulfillment will be established in the Supplier's Registration. Then the product will go by quality controls, before its commercialization and in the storage the product will complete the quality Plans, this way the company will be able to guarantee a quality product: without deficiencies and that it fulfils the client's expectations.

3. Data Analysis

Comisariato Popular will have to define each documents, registrations, papers, etc. they are necessary for the company and appropriate to demonstrate the effectiveness of the system of administration of quality.

4. Improvement

The company will facilitate the continuous improvement of the quality system through the use of policies and quality objectives, putting into practice the audits result, data analysis, corrective and preventive actions, etc.

5. Corrective Actions

Correct and eradicate errors.

The internal/external client information (complaints, surveys, etc.), audit results, processes measurements, registrations, etc. it will be very useful for the company to correct and eradicate errors.

The following chart will be used in all the departments of the company when a problem is presented:

Frame 17
Solution problems

EFFECT	CAUSE	CORRECTIVE MEASUREMENTS
IDENTIFY THE PROBLEM	DETECT POSSIBLE CAUSES THROUGH: BRAINSTORMING AND QUALITY CIRCLES	TAKE PROBLEM SOLVING ACTIONS

Author: María Fernanda Gil

6. Preventive Actions

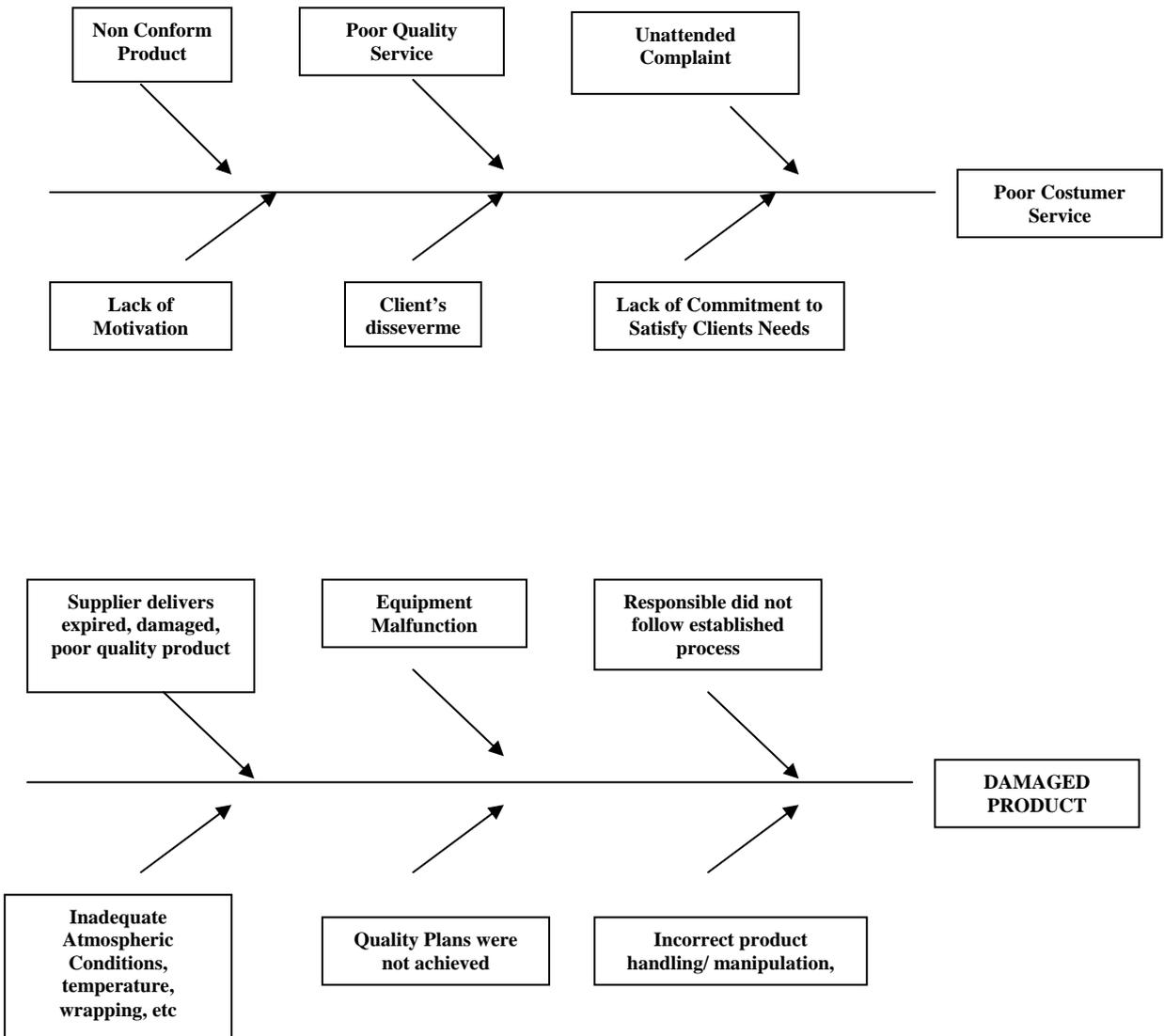
In order to detect possible causes to problems in: processes, work operations, company's activities, product commercialization, registrations, audits, etc. to be prepared to future problems.

The method that will be used in the company to detect possible causes will be through the cause-effect diagram where the problem will be identified through all the possible causes.

Cause-Effect Diagram:

This diagram will help us to take the pertinent preventive actions.

Graphic 3
Cause- Effect Diagram



CHAPTER 4

INTERNATIONAL NORM APPLICABILITY IMPACT

In a globalized competitive world, the survival of big and small companies is based in the capacity and ability of the organizations to constantly adapt to the demands that the market demands.

Nowadays, one of the biggest requirements that the global market demands is that the companies count with an international of quality standard that governs their organization, since these standards or quality norms give organizations a competitive advantage. It us that the company has a solid organizational structure that is governed by established quality parameters where all its processes and activities are planned and controlled, it tells us that the company constantly looks for the continuous improvement in its organization and it tells us that the company is committed in increasing the client's satisfaction, through offering quality products and services without deficiencies.

Even if Comisariato Popular is a local company, in this always more globalized world it is necessary to have an international vision. For this reason Comisariato Popular has decided to put all its efforts in the implementation of certain international quality standards in the company with the conviction that these standards will help the company become more competitive, it will be able to respond to the market demands

When implanting the ISO 9001:2000 requirements in Comisariato Popular, it many advances and benefits will be achieved as well as many inconveniences will be obtained.

Next we will explain the impact that this international norm can cause:

4.1 INVESTORS

They are considered a financial growth tool for a company. The openness for new economical resources through a stock Exchange system is indeed very appealing. This tool channels resources directly through the main source to the company avoiding high transfer costs that many bancs can imply.

To be available through Stock Exchange is not a contemplated decision of Comisariato popular, however it represents a very interesting option which deserves proper study and consideration to be able to dynamics the company's growth and facilitate its incursion in new markets.

People who acquire stocks through Exchange houses or agencies who control them, require among other things the guarantee of the company's total strength, situation that is totally supported by having an international ISO norm certification. Resource openness, especially if it wants to attract investment must rely on the company's certification.

4.2 COMPANY

- When implanting a quality system Comisariato, in Popular at first sight, this it could cause a negative impact in the company's finances, since when implanting this process high costs are generated.

However in quality one can speak of two types of costs, on one hand the costs of no-quality that are generated because it is carried out bad the work, as errors rectification, forgetfulness, client's dissatisfaction, etc.; on the other hand the costs of quality that come from investing to make things well made, such as the formation and the personnel's training, quality circles, audits, consultancies, extra work hours, etc. That is to say the quality has a cost but more cost has a product or service without quality.

This way, when implanting a quality system, the benefits will be bigger in the long term.

- Another impact that could be causes would be to create bureaucracy in the company, since the quality system is based in the idea of planning, controlling and constantly evaluating in order to diminish errors and to satisfy the client, and this without a doubt implies to carry out a lot of documentation.

- However a lot of documentation won't always mean more bureaucracy, since the bureaucracy is not only papers. The Comisariato Popular quality system must create you and to use the indispensable documents.
- A positive impact for the company is that it will improve the workers' life quality notably, since the norm demands to manage the human resources well being: that the worker constantly learns from his work that is participant of the decisions in the company, etc. The worker will feel committed and proud with his work and this will be reflected in his labors satisfaction and mainly in the attainment of Comisariato Popular objectives.
- It will be good that before beginning the development of the quality system in Comisariato Popular, the company counts on a solid organizational culture where all the company's collaborators have a clear knowledge of the mission and vision of the organization, objectives that want to be reached, values, quality policies, etc.; that is to say that the workers feel identified with the company and part of it. Only this way the company will mature and it will be prepared for the systems implementation and the possible impact and new and unknown changes.
- A very positive impact that will the company have will is that when implanting a quality system, this will provide it with a series of competitive advantages, among the most important: costs reduction, bigger productivity, personnel motivation/commitment, better market positioning, among others.
These competitive advantages would open a door to the international market to Popular Comisariato if he/she decides to care foreign products.

4.3 CLIENTS

International Sales

Thanks to many new Technologies such as internet, among other factors as population growth, migration, etc., this creates and interesting business opportunity for international trade for this company.

The company sees this as an opportunity for selling products such as: traditional and exotic to Ecuadorians who no longer live in the country. There are many tools that make this process easier such as electronic trade; they guarantee the products security and facilitating the location of suppliers, buyers, and allowing the proper monitoring of all the shipping and handling process. However an export process and the selection of an international supplier can be difficult, even more if dealing with edible goods. Therefore it is necessary to rely on a quality certification and its proper verification.

Internal clients

- To avoid a negative impact o the Comisariato Popular internal clients, it will be good that the workers are prepared for the change that will happen, since always something new produces uncertainty, fear and rejection. But if the workers feel committed and it leaves of the company, they will proactively accept the change and they will assume the responsibilities of the case.
- A positive impact of implementing a quality system will be that the workers will have to plan, control and constantly improve the work processes; this will make them be aware of its work and carry out their tasks with fewer errors and constantly learn and feel more proud of its work. They will also have a positive feeling of belonging to a company, wanting to progress and do things well.

External clients

- One of the Comisariato Popular systems main requirements will be to investigate what the company's client expects and to try to satisfy those expectations and necessities at one time prudential, this without a doubt will cause a very positive impact in the clients' knowledge that the company worries about its satisfaction, creating a feeling of interdependency towards the company.
- The company when planning, to control and improve its work processes, it will be offering a product and service of better quality and without deficiencies, this

will cause a positive impact since in the clients will be satisfied by their experience in the company, increasing this way their fidelity.

4.4 SUPPLIERS

International Suppliers

The company's business because it is based in the handling of edible goods requires an adequate product selection, and suppliers who can guarantee the products quality. Therefore the foods and products makers require a guarantee that these products will be handled in a proper way, especially those which require proper cold chain maintenance. It is for this reason that many international suppliers, who very well appreciate a business opportunity, require that several requirements are met; in order to protect their brand and their corporate image. Among these requirements a process standardization certification is demanded.

National Suppliers

- The impact of the implementation of a Quality Management System in Comisariato Popular, where its Purchase processes are controlled and governed by quality norms, could be very negative for the perishable products suppliers, since they don't always know or they would not accept such a radical change, this without a doubt could cause a damaged or the end of the relationship. However, the company will work out an agreement with these suppliers and make sure that they understand and commit to fulfill the requirements that the system demands, looking for a mutual benefit agreement.
- For the suppliers coming from distributing houses, the impact will be smaller; and the fact that the company has quality norms, will create a commitment and responsibility feeling, making the suppliers respect the requirements that Comisariato Popular demands, and the service will become more efficient (delivery punctuality, quality products, etc.).

SERVICES PROVIDERS

- For the companies that lend Comisariato Popular a service, are: local security, technical support, technical assistance (refrigerators) and Cleaning services; the company has quality norms that should complete, which will make that service of more quality and efficiency, that is to say they will constantly take control measures and inspection to prevent errors and deficiencies in the company.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

To conclude, the Quality Management System implementation in Comisariato Popular is the biggest benefit for the company, in order to develop guided activities, processes and procedures to achieve that the product and service specifications fulfill the client's requirements, achieving this way its satisfaction.

It is very important to emphasize that the implementation of a Quality Management System doesn't assure the company's product or service immediately becomes a quality one, but if it orientates them and gives them the guidelines for its objectives achievements.

Another very important factor that should be taken into account is that the implementation of a quality system represents a high cost for the company, for this reason the Management is aware, committed and involved to give the necessary resources for the implementation of this system.

For an effective implementation of the Quality Managements System in Comisariato Popular, it will be very important that the company believes in its favorable conditions so that the new system has a good acceptance, preparing the personnel, creating favorable environment conditions, change of routines, motivation and other activities. Meaning that all the company's actors will have to be aware of the future changes; it is indispensable that the company develops dynamics that facilitate the process that will begin.

The beginning of something new or of a change it always produces fear, rejection, uncertainty, negative feelings, insecurity, etc.; for this reason before the installation of the Quality Management system, a awareness personnel program will be carried out of sensitization to qualify, train, inform all the company's collaborators so that they can learn about the new quality related changes. This will result in the efficient and pleasing implementation moment.

The personnel awareness programmer will include:

- Company's Organizational Culture measurement and recognition.
- ISO 9001:2000 International Norm Training

- Motivational and Team work training process.
- Customer Service Training
- Systems implementation benefits and possible inconvenient awareness programmer
- Creation of a System Support Group

The personnel awareness program will be held during the necessary time that is necessary until the personnel and the whole company is prepared for the possible changes.

At the moment of implementing the Quality Management System which is a long and continuous process by which the developed documentation becomes the base for the processes and the improvement of the service, it will be good to follow these recommendations:

- To have the administration establish a real commitment for the management and implementation of the Quality System.
- Make the concerning information free and available to all the company's collaborators.
- Designate a person for the Quality Responsible position
- Establish a Program structure in order to carry out the quality policies, objectives, and targets.
- Rationalization of the necessary documentation and information for the task development.
- Apply Control and Continuous Improvement Programs to the Quality Management System
- Motivate the commitment and pursue of the quality objectives among all the personnel's body
- The gradual implementation of the Quality System
- Search for support in the elaboration of the Quality and Procedures Manuals.

6. REFERENCES

6.1 Glossary

- Quality Insurance:

It's based on quality management, aimed towards controlling, and preventing errors and guaranteeing that the quality requirements are fulfilled.

- Quality:

Constant fulfillment of clients needs.

- Quality Circles:

A small group of people that get together regularly within the company, to discuss certain quality related issues, possible problems, causes and solutions.

- Competitiveness:

A group of advantages such as: quality, customer service, price, etc., that allow a company have a leading edge within a market space.

- Quality Control:

It's based on the Quality management aimed towards quality requirement fulfillment.

- Organizational Culture:

It refers to a system of shared meanings within a group of people. It is based on statements about a company's mission, vision and believes that will constitute a managerial system for an organization.

- Effectiveness:

For effectiveness to exist there must be a well defined strategy, which is applied correctly and that within its application process the company's resources are maximized.

- Efficacy:

Time lapses within a certain planned activities are executed and by which objectives are reached.

It establishes what has to be made. The duty must be very well defined.

- Efficiency:

Relationship between the objectives fulfillment and the used resources.

Comply with a certain duty.

- Management:

Coordinative activities to control direct and manage an organization.

- **Quality Management:**

Coordinated activities to direct, control and manage quality related actions within an organization.

- **Interrelated Process management:**

To interrelates all the processes within an organization, aiming it towards continuous improvement and customer satisfaction.

- **Procedures Manual:**

A document that specifies all the responsibilities within a certain work position explaining what needs to be done and how it must be done.

- **Work Initiation Manual:**

Document by which the salary, benefits, obligations, responsibilities and company information is given.

- **Continuous Improvement:**

Recurrent activities, that builds up capacity for requirement fulfillment.

- **Proactive:**

A person who avoids negative feelings when an unexpected something appears; instead the person reacts positively and relies on its values, searches for solutions and creates new projects.

- **Procedure:**

Specific way of carrying out an activity or process.

- **Process:**

Group of activities that are inter-related or that interact among each other. They transform elements such as inputs and outputs into results.

- **Productivity:**

A process dynamism that can be done with the same or less resource, make more out of less.

- **Product:**

Result of a process.

- **Requirement:**

Established need or expectation generally explicit or demanded.

- **Service:**

The organization and resources aimed towards the fulfillment of a need.

- Quality Management System:

It is the group of actions for the implementation, control and improvement of processes and variability diminishing.

- Competitive Advantage:

Unique or superior product's characteristic among other products.

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7. ANNEX

7.1 Annex 1

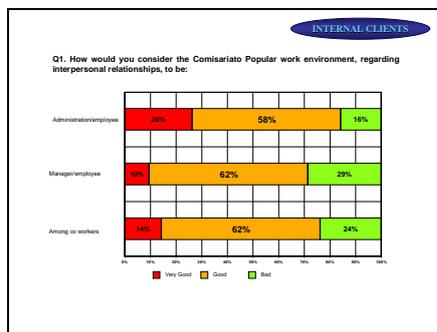
Annex 1

Graphic's results of Internal Clients Survey

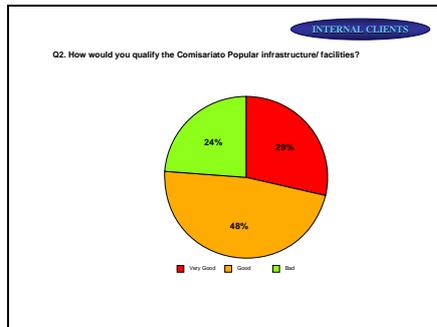
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INTERNAL CLIENTS

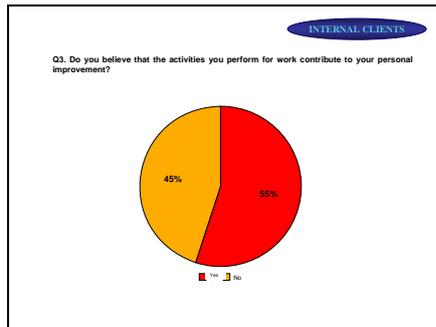
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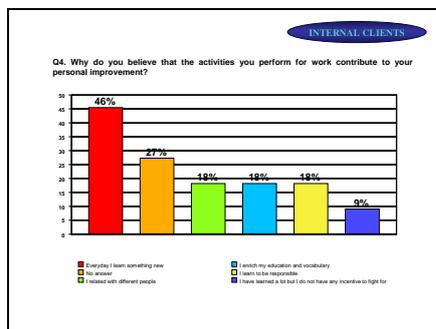
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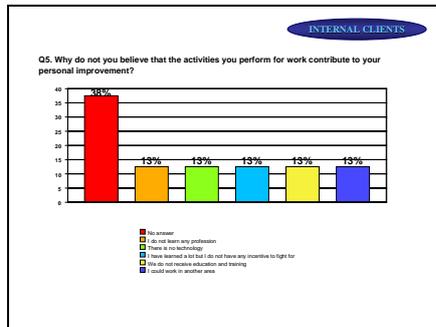
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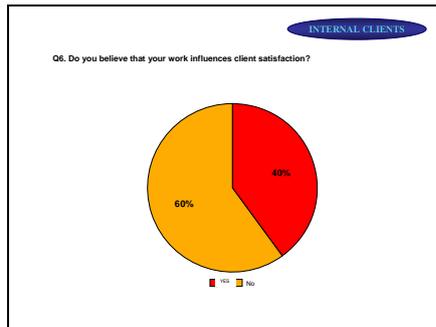
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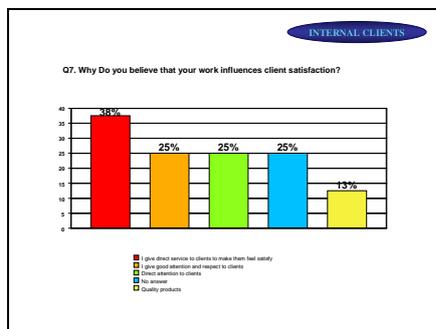
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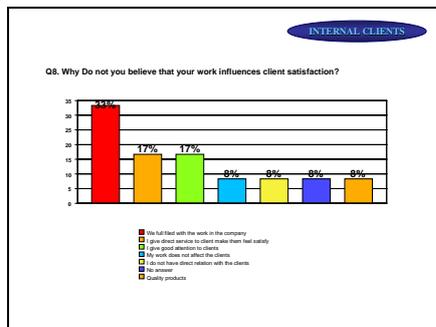
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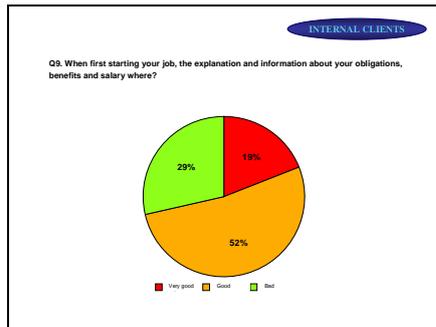
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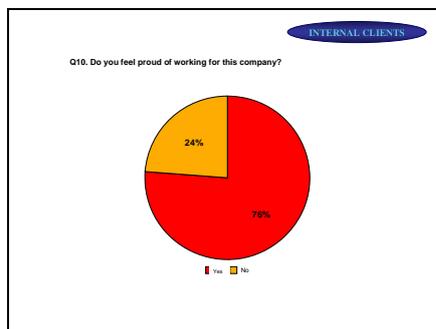
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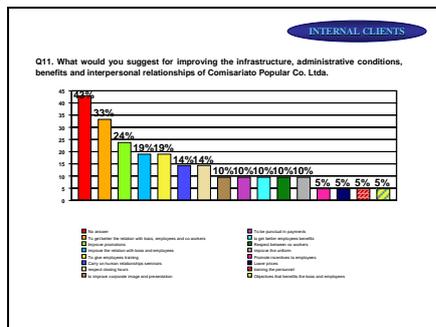
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Diapositiva 11



Diapositiva 12



7.2 Annex 2

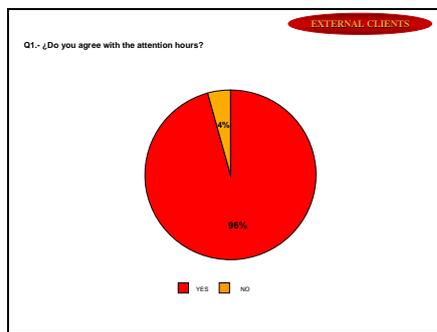
Annex 2

Graphic's results of External Clients Survey

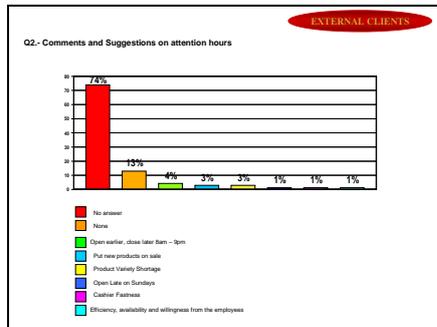
Diapositiva
1

EXTERNAL CLIENTS

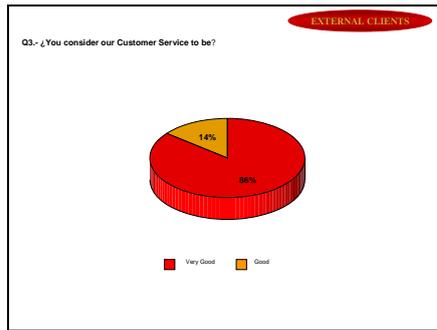
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2



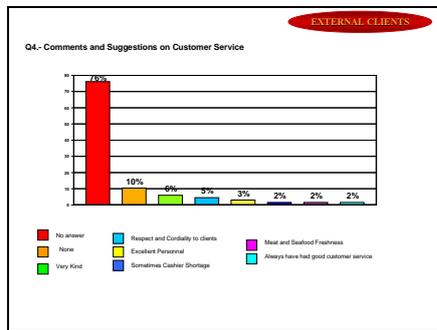
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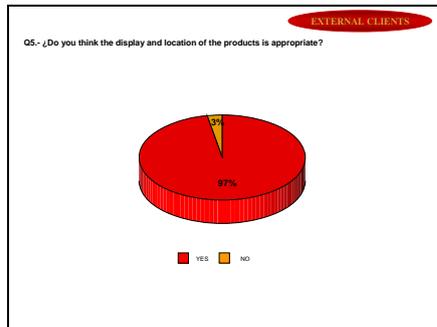
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4



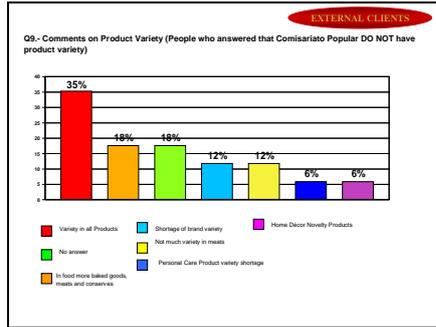
Diapositiva
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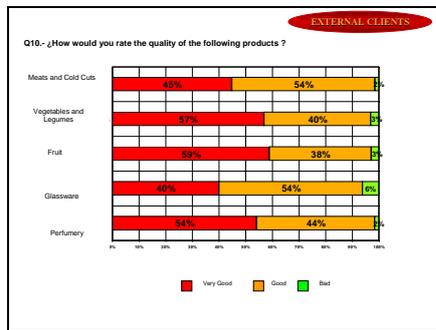
Diapositiva
6



Diapositiva 10



Diapositiva 11



Diapositiva 12

