Available online at www.jlls.org

JOURNAL OF LANGUAGE AND LINGUISTIC STUDIES

ISSN: 1305-578X

Journal of Language and Linguistic Studies, 18(4), 426-443; 2022

Zero Inventory And Discount Policies In Colombian Companies

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APA Citation:

Wlamyr, P.A., Carolina, P.B.G., JuniorC.R.A., (2022). Zero Inventory And Discount Policies In Colombian Companies. *Journal of Language and Linguistic Studies, 18*(4), 426-443.
Submission Date: 04/09/2022
Acceptance Date: 02/11/2022

Abstract

Technological and commercial advances have allowed an evolution in the logistics models of companies in the midst of the industry 4.0 era (Díaz-Martínez, Hernandez, Salinas, & Cadena, 2021), although these changes have been significant in large-scale processes or series productions, due to the purchasing power of these organizations in the improvement of processes with investments in innovation and control thereof; Simultaneously to this reality, every day the minors or small producers are disappearing from the market, as a result of their low competition or scarce human and financial material, essential to enter the globalized context demanded by the new commercial era. As a result of these previously mentioned factors, some authors highlight that "One of the great challenges that organizations have is to have a decisive level on the part of their human capital, in such a way that this allows a more accelerated and competent adaptation to the environment" (Muñoz, Hermosilla, Delgadillo, & Echeverria, 2021), the retail trade, has been strongly affected by these new issues of production management and logistics, since large commercial chains are attracting large volumes of consumers, either due to low prices or quality of service, according to figures granted by DANE at the end of February 2021, "The decrease in retail trade was 7.8% compared to 2019, where the sectors with the greatest impact stand out, such as the manufacture of clothing with 16% ; The micro markets or food sales centers in the neighborhoods with 18% " (Diaz M. , 2021). Taking into account the problems described above and the social and economic phenomenon, which has arisen as a result of the lack of competitiveness of the retail sector with respect to large companies, the design of this review article was proposed, which has as objective establishing the factors of incidence in the current logistics phenomenon of the country and the region. To achieve this purpose, a descriptive methodology of a documentary type was implemented, which according to (Sampieri, 2014).

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Keywords: Competitiveness; Commerce; Private Label Retail; Discount stores

1. Introduction

The retail sales sector such as national as global, has been showing a very changed over the years, which had been reflected in the last decade, where new variables of operation and continuity have been integrated. Responding these changes, the business environment has been developing in an evolutionary manner, updating concepts of operation in small retail economies, which has promoted the desire for innovation and resilience in small production centers, in order to sustain themselves over time, and adapt to the use of all the technological tools present at the time of doing business.

"In this period of time that has elapsed and the imminent formation of the new technological era, multiple activities of everyday life have undergone profound changes, from their reason for being, to the ways in which they carry out their work" (Feenstra & Dominguez, 2017). Commercially, the term Hard Discount is associated with business strategies that "are characterized by offering products at low prices, where the use of own brand is frequent, thus following high levels of escalation in the means of purchase and sale prices. (Valencia & Gonzalez, 2019). The previous commercial phenomenon has conceded white brands to be offered in stores, to take a more important role in retail differentiation and in the way in which consumer trustiness or fidelity with the store is fostered. However, white label products, according to figures offered by the Bogota Chamber of Commerce , they currently represent "one of every five items sold every day in supermarkets, drug chains and mass merchants" (CCB, 2017), on the other hand (Collins, M; 2003) states that "Own brands, have been taking a great role in the supply chains of household goods and staple products, not only for the reason of being economic product, if not for being the spearhead of new business models that participate considerably in the retail trade" (Collins, 2017).

This explain, the efforts of the stores that handle their own brands within their portfolio, have had or had an initial principle of breaking the paradigm of traditional forms of production, focusing this time on the search for cost reduction and on the economy of the final consumer. In these changes, the Discount Stores or Hard Discount, have considerably revolutionized the entire commercial environment of the self-service channel, alerting all those companies of the traditional channel, who find in these a great threat, due to the ambitious commercial prospect that is handled.

For the vast majority of organizations that make up the regional and national market, such as Supermarkets or Regional Self-Service Chains, competing with this type of “Low cost” strategies and products has become an invitation to improve or change their business operations. Whereas, creating or strengthen their own brands, in such a way that it allows them to achieve a self-sufficient system, whose principle is nothing more than to mobilize a Marketing system towards the strategies that they have already been developing previously in time, such as good manufacturing practices, ever-improving service levels, ever-faster processes, etc.

Nowadays there are participants in the Retail sector, such as SMEs, or small merchants; Which for different reasons, whether economic, commercial or knowledge, see in these new models a difficult problem to manage, since they find in this type of business variables or operating mechanisms, never before explored or used on a day-to-day basis. of their work, which makes it much more difficult for them to react and compete against these new commercial innovation systems, entering into considerable inconveniences of sales stagnation, and permanence in the current market.

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The way in which these advances in the commercial sector have influenced, go beyond the forms of purchase or not of products, if not in an increasingly broader concept of what is known as a value chain and means of marketing, since that within these mechanisms of own brands, concepts such as Neuromarketing are becoming more important than marketing as such, notice how in the vast majority of Hard Discount shopping centers, companies always seek to cause a psychological impact on consumers, more than a visual attraction of the same. The above explanation, it is essential to try to understand or analyze this sector, since it actively participates in the growth of the global economy.

The economic periods experienced in the pandemic and after it have taken on even greater relevance not only in economic support and development, but also in the well-being of the societies of each country. "2021 for multiple experts has marked a before and after of retail trade, both nationally and regionally, which has conceded it to find great dynamism compared to sectors such as industry or agriculture" (Rincon & Niño, 2017).

These new production approaches have required the implementation of innovative data analysis and modeling tools, which has included a series of prior knowledge topics, rarely used in production operations, such as hard discount policies or cross docking.

This article contains a development on the Hard Discount phenomenon in Colombia, its origins and main economic actors in the country, the concepts or updating that the term has suffered in the pandemic and after it. To do this, a documentary compilation of this business model was carried out, where various pioneering authors on the subject were investigated, while this information was supported through news or specific statements from commercial management or control entities in the country. In a certain way, principles or techniques of the Delphi method were also taken into account, in the stages of information analysis, where it was possible to establish operational criteria and structure of white-label businesses, finally it was possible to establish that the period post Pandemic gave a leap in quality to the ways of selling and reaching customers, where retail channels, those stores neighboring the vast majority of the community, achieved changes in their utility and considerable increases in operational capacity in the market. national, thus favoring the inclusion in 2021 of more than 5 million micro-enterprises throughout the national territory.

2. Materials and methods

The research that was implemented in the present study is of documentary descriptive order, which is defined by Rojas, 2018: "as a technique of exploration of secondary order, which has as its primary basis to collect documentary references, with data either descriptive or qualitative, essential for the resolution of the object of study", the purpose of a description of the problem rather than making statements or specific answers, are the establishment of coherent propositions with a relative degree of explanation of the problem raised. (Robson Verissimo Silva & Carlos Cesar dos Santos, 2017).

The characterization of the descriptive research criterion, in addition to specifying concepts or characteristics, necessarily requires establishing the relationships between the variables involved, since these in some way, already began to address the qualities of each concept, it is due to this issue that "the descriptive methodological models offer a broad handling of established sources of information and others in full development" (Mendez & Pagano; 2019). (Moya, 2021) In addition, (Méndez & Pagano; 2019) emphasize that documentary consultation processes can be defined as "the inclusion of information previously considered or used in other periods over time, which is structured by means of an information nucleus". (Mendez & Pagano, 2021).

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"It is important to mention the importance of the control of the informative source, which can be identified as that unit in which relevant or current information is structured or highlighted with a predetermined objective." (Echenique, 2016). Other authors emphasize that this research can be defined as a "manual in which essential theoretical requirements of an object of study are described".

Experts who study and identify the advantages of descriptive variables; have managed to establish different patterns that govern descriptive models, such is the case that Hueso & Cascan ;(2012) (Hueso & Cascant, 2015), authors who in a certain way managed to establish characteristic factors of these types of research, which are based on the way in which the initial questions of this research are identified and resolved. These aspects are described below:

The purpose of the descriptive technique is to search for information on objects that have not been analyzed much, in this type of study the research topic is formulated, but the question is not formulated.

With the results obtained at the end of the study, more questions are formulated, but no definitive answers are given. This research focuses on the direct observation of the problem under study, being a flexible type of research and not structurally documented, or governed by a logical order of writing.

Within the investigative and documentary context, it is possible to have different questionings of rational character and others with a certain intuitive approach, that is to say, in this type of study there are variables that allow a modeling either qualitative or quantitative; and others that have a special handling and are difficult to understand their patterns or behavior criteria.

A qualitative criterion in a certain way describes a superficiality of the context or current situation of the problem, as well described by Manterola; 2002; in a detailed report of the measurement of qualitative variables in the clinical context, where this author determines that these data, can be analyzed or identified, "by means of instruments such as surveys, questionnaires, interviews or first or second line theory information linked to the thematic, being said by the way the implication that the empirical contributions of the authors or study agents have". (Manterola, 2002).

Based on the above mentioned, the empirical contribution or that knowledge acquired throughout a learning based on error, allows finding or applying specific knowledge in the resolution of the problems raised, in this same order of ideas and supporting this argument, in the drafting and identification of the problem issues of the project, information from current and historical bibliographic sources of the economic growth of the country and the global context was taken into account, In addition to this, this information was corroborated with news and opinions of people knowledgeable about the subject matter in question, it should be noted that there is currently a high lack of coordination in the figures faced by retail businesses in the country and the exogenous variables that govern the problem issue, such as unemployment, high rate of migration of foreign population, unemployment indicators and extreme poverty.

In descriptive studies, the empirical and experimental opinion of the authors, directors or experts, gives an added value in the structuring of conclusions. (Barojas, 2005) For this reason, during the documentation and structuring of ideas, strategies of the Delphi method were applied or considered, it should be noted that this technique "fulfills the purpose of collecting documentary information, which allows storing the opinions of experts through repeated consultation" (Barojas & Barojas, 2005). (Alvarez & Fonseca, 2016). The application of this technique was vital during the development of the

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central objective of the thematic, because there was no relevant information available for decision making.

Once the study factors were identified, we proceeded to make an abstract representation of them, their different variables, sectors that impact or root causes of the questioning, it is because we made use of a mind map or a brainstorming model, since these tools "allow to organize thoughts easily, make a better planning of ideas or notions in a more creative and inclusive way; It also facilitates the understanding of the problem , in a more didactic way, since there is the use of diagrams, graphs, shapes, images and lines of relationship of one stage and the other" (Alejo, 2015)

The model developed can be visualized in the following representation (see Figure 1).

Figure 1. Description of the problem.

Source: own elaboration

Figure 1 shows the four central themes of analysis of the two topics in question (Hard Discount vs. Retail Trade), the themes that stand out for their implication in the understanding of the problem are: Competitiveness, financial support, technological inclusion and information analysis capacity: Competitiveness, financial support; Technological inclusion and information analysis capacity; These were determined through the commercial competitiveness approach and assimilating the current technological conditions that govern the markets, this figure also shows three possible solution models to these issues, which start from the promotion of business plans, orange economy models and even the design of a theoretical component for future research on the topic.

It was considered important to know or take into account some statistical data on the behavior of these variables, according to DANE in Colombia for the year 2021, about 5.1 million microenterprises were created, where the existing ones presented a decrease of 7.8% of their competitive power in the market, likewise the year 2021 marked a before and after in the way in which these commercial data were interpreted and analyzed, since the term e-commerce was accelerated.

Finally, and once these aspects were identified, the documentation was followed by (D, Sáenz-Gavilanes, & Mero-Vélez, 2019). (Montes, Gavilanes, & Velez, 2016) The report of the important

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factors within the design of a descriptive research, which must include the integration of a problem statement and formulation according to the situation evidenced in the present, is highlighted in a report. For his part (Castillo, 2021) in his book "Guide for the formulation of research projects", states that "the possibility of a solution lies in the good establishment of the problem statement". (Sanchez M. C., 2011).

The systematic search for information in open access research sources such as Scielo, Scopus, Science Direct & others, provided 60% of the information documented herein, from which factors for the resolution of the subject were identified, as well as notions for its improvement.

3. Method

3.1. The Hard Discount phenomenon in Colombia

Hard Discount stores, are companies in which there is a policy of strong discounts, nationally the stores best known by consumers are D1 and Justo y Bueno, which are organizations that manage a small product portfolio but mitigate it with the large number of branches operating throughout the country. "These businesses derive their commercial advantage from the volume of products they sell, which gives them economies of scale to suppliers, thus enabling them to reduce sales prices by avoiding costs associated with rendering layout or display at points of sale". (Gerard Cliquet, 2013).

This hard discounting methodology has its origins in Germany where the company ALDI, was the promoter of this typology, (Campo;Vroegrijk & Gijsbrechts;2016), summarize the history of these trading techniques with the following description. (Vroegrijk, Gijsbrechts, & KatiaCampoa, 2016).:

The managers of the German company ALDI, once the hard discount policies were established, proposed a self-service strategy with the premise of having the most economical prices, with a limited number of references, whose objective was to have local brands or internal suppliers, not so recognized (white brands, in this way they could guarantee a basic and simple purchasing process, where they could offer a service to help their neighbors in the fulfillment of their basic needs.

In essence this business came to fruition because of a basic principle of commerce, in which "when buying in bulk, that is, interacting with the same supplier by purchasing high volumes of the same reference, one is applying principles of economy of scale, thus facilitating a decrease in fixed operational costs in traditional systems." (Braak, Delersnyder, Geyskens, & Dekim, 2013).

"Following the scale system of the commercial model, there was a reference to the psychological impact on the consumer" (Annelot Wismans, Wennberg, Thurik, Baptista, & Burke, 2021 This phenomenon is known as the paradox of choice; (Rojo, A; 2020) summarized this paradox with the expression "Nature likes extremes" which for this author, summarizes and explains why the human being feels more satisfied when making decisions when he has few alternatives to choose from, since this produces little mental effort and concentration. (Rojo, 2021).

This strategy also as described by Alexandra Sanchez;2018 "favors cost control, inventory management and logistics in general." (Duarte, 2018) About a decade ago, the businessman and good mathematician Michel Olmi decided to give a twist to the traditional sales channels of the country. (Jaramillo, 2021)This enthusiastic entrepreneur wanted to apply the concept of own brand in our country, to start his pilot test, proceeded to perform what he had known over there in Germany in ALDI stores, his goal was to have an initial headquarters knowing the market of the segments of low and medium economic resources, in

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the world of sales this criterion is called a MVP, and is nothing more than a test as basic and cheap as possible to meet the potential market and that is the latter, is responsible for providing feedback of ideas and suggestions to make the product more attractive.

"Under this premise, was how the first D1 stores emerged in the city of Medellin, customers began to buy their products of the basic basket and the only advertising was the referral of each customer to their neighbors, friends and family, that self-styled Word of mouth (Voice activated Advertising)." (Bello, 2017). In principle, the concept was so simple that they did not offer parking or advertising space, but on the contrary, they received cash and saved money on personnel, since the few workers were multifunctional, that is to say, they attended all the tasks of the store according to their availability.

In 2016 and after an overwhelming success with his D1 stores, Michel Olmi, sells his stake to Santo Domingo group and founds Justo & Bueno, a new brand that would compete with his first creation. (MoLano & orJUeLa, 2017).

By the end of 2019 this store had more than a thousand stores throughout the country, and branches in Panama and Chile, in just 3 years the hard discount model (Hard Discount), allowed the company to climb significantly in the market dominated by D1, in the following illustration (see figure 2), you can see some important data of the operation of this store for the year in question.

Figure 2. The Impact of "Justo & Bueno" in Colombia

Item	Value (Millions of Colombian pesos)	Increase (compared to 2018)
Operating Income	$ 1.648.072	113,36%
Net income	$ 215.778	31,60%
EBITDA	$ 180.020	28,87%

Adapted from: Sanchez, A., 2020. "Justo & Bueno's goal is to be the largest discounter in Latin America." (Sanchez A. M., 2020)..

3.2. Los Hard Discount Post Pandemic

At the beginning of the pandemic, large companies suffered a notorious impact on their finances and ways of doing business, however not all commercial entities suffered the consequences of the global crisis, but on the contrary, others such as retail trade (neighborhood stores, mini-markets, etc.), took a significant commercial impulse, according to reports prepared by DANE. (Li, Corro, & Soto, 2020)According to reports prepared by the DANE, the importance of online commerce and new sales channels is also highlighted, the impact that this caused at the end of 2021 was the elimination of a frequent phenomenon for many and it was to observe in the first months of the pandemic, "people in long lines stocking up on basic necessities in the midst of the uncertainty of the virus, But after that time of confusion and when sales were relatively normalized, people began to try other alternatives such as home applications and this is where the concept changed and private labels took more and more advantage compared to the traditional mechanisms of commerce. (Filian, 2021).

"Justo & Bueno at the beginning of the pandemic and due to the confinement measures, had to close many of the points of sale that previously in 2019 had high levels of traffic and purchase tickets, this is why the company established a business plan to invest a lot of money to position itself in the throughout the national market taking advantage of the use of online commerce channels, since there were many

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wholesale stores with the same expectations, thus the purpose was to be able to recover that investment in the long term, in other words, make a risk capital." (Hernandez & Quintero, 2020).

Paradoxically, and as expected at the beginning of 2021, the country was surprised to find out that Justo & Bueno, the commercial furor Discount, had taken advantage of the insolvency law, note that this law "was issued at the end of 2006, which provides those who take advantage of it, a partial insurance, in which is established a contribution or commitment to pay a percentage of the net profit of the service for a certain period of time". (Rafael, 2008).

Méndez, Gina; 2021, attributes the lack of liquidity of this company, as: "The combination of low margins and low foot traffic during the pandemic, which was a fatal event and this coupled with its initial expansion plan; which was initially financed with debt or loans from external agents, forced the company at the time to seek a very large financial muscle to meet market demands and competition, while meeting its financial obligations, already described." (Parra, 2020)

Due to all of the above, it became more and more noticeable that the company's cash flow was affected and its numbers ended in the red, i.e. in negative figures. So the company did not achieve the expected revenues in the last year, because not even the most pessimistic investor could have expected that a pandemic would change the rules of the game and ruin many of the plans that had already been foreseen.

Other experts affirm that the problems present in this store, "were not due to the way in which the business model was implemented, but that its problem was mainly due to its venture capital strategy, in which, on average, investment flows return after the fifth year, besides contributing incessantly due to a rather accelerated growth, and finding itself with the bad fortune that its negative cash flow coincided with this COVID-19 situation that we are experiencing" (Buitrago, 2021).

Due to this there remain different questions about the not very distant future of these stores and more when existing similar companies that every time take more and more stir in the national market; "Jerónimo Martins, was a Galician emigrant who arrived in Lisbon Portugal in the year 1792 to open a small store of sacks of wheat and corn then, this became a distributor of the Portuguese royalty and later came to have an Emporium that has more than 2800 stores in Portugal and Poland, more than 10 years ago the chain arrived in Colombia with the conviction of having made an excellent investment." (Aldana & Rios, 2018). Such has been the success that this company has had in the country, that the CEO and manager of the same said that the business group Jeronimo Martins, does not rule out buying Justo y Bueno.

Some current numbers that allow to assimilate the success of the company are stated in the company's 2021 quarterly report, where "ARA increased its sales by 10.5% in the first quarter of the year, compared to 2021. In which sales approached total revenue of 237 million Euros. This led to the opening of 26 more stores in the national market, making ARA stores the second business group with a leading Hard Discount methodology in the market. (Arevalo, 2021).

These stores offer mixed products rather than private labels, i.e., they offer brands that already exist in the domestic market, from well-known suppliers or with a common bond with local consumers, and mix them with products manufactured and marketed by them. Figure 3 shows the company's impact over the last year.

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Figure 3. The growth of ARA stores in the country

Adapted from: Jerónimo Martins; Web Site (Martins, 2021).

Some reports highlighting the Hard Discount strategy, even being superior to the e-commerce channels, it has been estimated that the three large business groups (ARA, D1 and Justo& Bueno) achieved sales in the last year for about 11 Billion pesos, a little less than what the Éxito group manages to sell in a year, understanding that the latter company is a pioneer and leader in the electronic market in the country." (Estrada, 2018).

3.3. The Retail Sector in Colombia

Generally when we talk about Retail or the famous supermarket sales, we assimilate that its raison d'être is a complex business in which many commercial actors influence, in which there is a great interaction; However, the concept is much simpler than what is expected, that is, and as James Ayers highlights in his book entitled "Retail Supply Chain Management", the concept of Retail does not go beyond "a really simple business to the specific, since its raison d'être is to have the right product, in the right place, at the right price" (Ayers & Odegaard, 2017). The concept of retail is no more than "a really simple business to the specific, since the raison d'être of retail is to have the right product, in the right place, at the right price". (Ayers & Odegaard, 2017).

Whereas was mentioned before explain, how the market demands good products, with easy access and with relatively easy purchase mechanisms, however this does not mean that the total process has to be mediocre or very basic in its execution, there is a factor of organizational responsibility for which "there can be very complex processes of work behind doors that the customer is not really seeing and that is indispensable in the good provision of the service". (Sorescu, Ruud, Singh, & Ranaswamy, 2011).
In 2019 the gross domestic product (GDP), closed with positive value of 3.6% according to data offered by the Banco De la República, from this reality it was easy to infer success throughout 2020, since for that period, the conditions were given to have a significant economic growth, since there were some figures of national informality around 46.However, everything was altered by the COVID pandemic, thus allowing many Colombian companies to close their doors indefinitely, since they did not manage to have the inventiveness to solve this problem and were dissolved due to the great economic responsibilities they had.

This global phenomenon produced in Colombia an increase in the purchase of products from large companies, because they had wider distribution channels that allowed or gave some security to consumers, in a study conducted at the University Institution ESUMER in the city of Medellin two researchers were given the task of investigating in full COVID time as was the operation and participation of the different shopping centers in the country, this information is presented in the following bar chart

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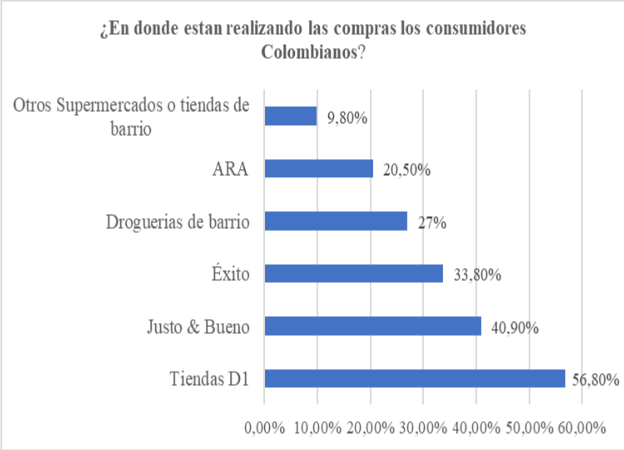
Figure 4. Purchasing channels of Colombian consumers.



Adapted from: E-commerce in Colombia during the Covid-19 pandemic; (Mayorca & Torre;2020) (Avendaño & torre, 2020)

In Figure 4, it is intuitive to infer that retail systems will be the big winners in the short term; the proximity and ease of access they have to consumers in each specific area gives them an immediate capacity for impact, which is reflected in the purchasing trends of national consumers.

The traditional channel is one of those that has suffered the most during these times of pandemic, due to the great demands of the market, where it literally had to be restructured with solid and argued bases according to the new portfolios and technological trends of commerce.

Such is the case that nowadays face-to-face purchases seem to be a thing of the past, as reflected in the latest survey conducted by the firm Raddar (RADDAR, 2021)In this survey, it was estimated that compared to 2020, in 2021 the use of home deliveries increased by 17.7%, thus placing a final value of 46.8%, where platforms such as Rappi, Domicilios.Com; Uber Eats lead the market for personalized deliveries, being the first leading brand in this market with 35% of the total of national consumers, according to information from the company Rappi, its operations tripled as well as the available staff, thus being a company today with more than 25,000 people making deliveries.

Some of the changes in the buying behavior of national consumers, is reflected in the following report presented by Pilares, K;20201; at the end of the first quarter of that year, this author highlights that currently in the country "there is a tendency to make purchases when the store is empty of 62% and there is a 57% probability that a consumer makes the purchase of all its products in the same store." (Carreño, 2020).

3.4. Retail commerce in Norte de Santander

"From being known as the showcase of Colombia in the industrial and manufacturing field, the economic context of Cucuta city is very different from what would be expected, according to a statistical report from DANE, the city has the highest rate of informality that reaches 71.8% for locals and visitors." (Sanchez J. L., 2020) walking the central streets of the city seems an odyssey difficult to accomplish due to the difficulty of access due to the overpopulation of informal vendors, who invade the public space.

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This social factor is the product of years of lack and conceptual support from commercial control entities, the entrepreneurs of the region have a stigma of not wanting to innovate and standardize their processes, because they do not find great significance in the control and continuous improvement of operations, through various investigations conducted in the city by experts from the Free University of Colombia was able to establish the following. (Leon, 2019):

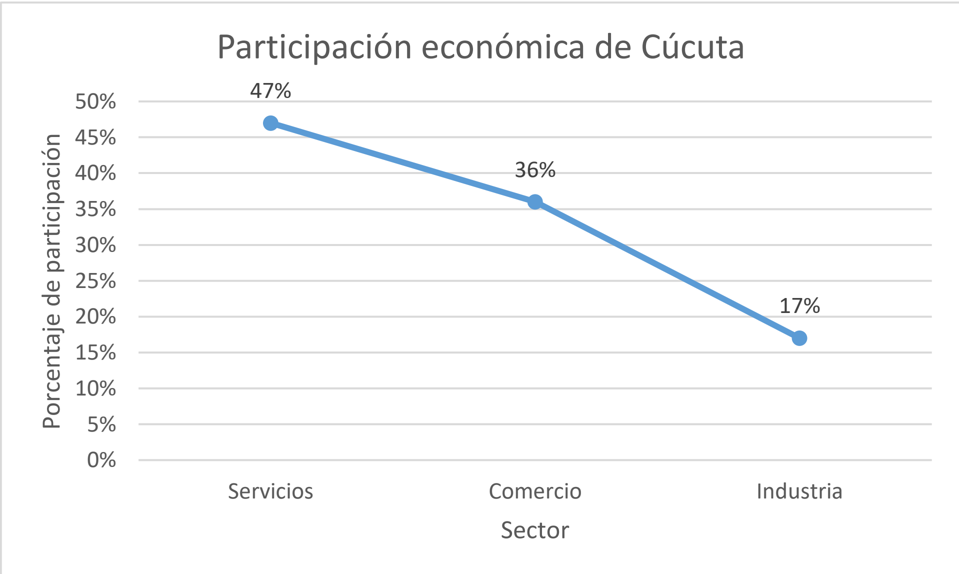
"8 out of 10 informal businesses do not show any growth over time, but on the contrary, they have a tendency to remain informal and try to promote another business under the same methodology, since they do not find tools that allow them to standardize their economic work.

Undoubtedly, small traders in Cucuta are unaware of the advantages of business formality, and that because of it they can access the purchase of raw materials, contact new suppliers, extend their market a little more, in a broader way than the traditional one.

Respecting the sales models of own brands, the city follows a national pattern, in which the use of home addresses and purchases through social networks or other technological contact takes more and more strength, the company that currently leads "the regional market is D1, followed by ARA, Justo & Bueno this last company due to the economic problems they present, has lost importance in the regional market, thus promoting a loss of the commercial image for which it was characterized." (Baquero, et al., 2020).

In addition to all the above mentioned and to finish with the idea, in a study conducted by researchers at the Universidad Francisco de Paula Santander, which was entitled "Business informality as a barrier to socioeconomic growth in Cúcuta". They were able to identify different aspects for which the city despite having manufacturing companies, did not get out of the economic abyss, which causes the social phenomena affecting the region, in addition to this through a survey of 262 residents of the city, they were able to determine percentages of participation of different sectors in the economy of the city, in Figure 5 you can see the distributions of the economic sectors in the city, identified by these authors (Diaz & Rico, 2013).

Figure 5. Economic participation of Cúcuta.



Adapted from: "Business informality as a barrier to socioeconomic growth in Cúcuta". (Diaz & Rico, 2013).

The above graph shows the results obtained in a consultation format applied to the aforementioned population, in which through questions it was determined that the sector that economically occupies a

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high percentage of the region's economy is the service sector with 47%, followed by commerce and industry with 36% and 17%, respectively.

However, these values are the ones found in the consultations carried out in the legal entities, however, it is well known that the economic behavior of the city is rooted in very deep socioeconomic variables, in which poverty, the lack of opportunity in the labor market and the high competition in products, cause a natural tendency of survival and adaptation to the environment and the opportunities that may materialize.

4. Results

Until a few years ago, the retail market basically included traditional commercialization surfaces, which housed everything related to small supermarkets, mini-markets and regional chains. Following this and in the new era of information, Hard Discount stores were included, which gave a significant turn to the forms and ways of executing the final sales process, in this aspect the majority of Colombian micro-entrepreneurs, suffered the overwhelming financial capacity of these large companies.

For more than a decade the Colombian commerce has suffered different unfavorable situations, from the fall of the price of the barrel of oil, to the considerable increase of the dollar up to almost 55%, in this scenario the competition is increasingly difficult since the value that some products have taken is high, which makes them inaccessible to consumers of medium and low purchasing power, which is why although many times there are no significant savings in the purchase, consumers tend to buy in places where the savings is 100, 200 or 500 Colombian Pesos per product;200 or 500 Colombian Pesos per product; under this premise the large companies dedicated to trade with hard discounts, have managed to position themselves quickly in the vast majority of the 32 departments that make up the national entity.

Although it is true that today the impact of these commercial chains is not so great, they do have a significant market share, so many micro-enterprises have been forced to stop their operations. In this regard, the lack of government participation in regulating prices and market participation is notorious, because relatively speaking "the big fish eats the small fish", and this reality is alarming in a country where more than five million micro-enterprises were created last year as a result of the post-pandemic economic problems.

What for many was the end of a commercial idea or the closure of their economic income, for others it was the beginning of new forms of business, the economic variation that occurred as a result of COVID made possible different scenarios that favored small entrepreneurs or natural persons with a legally established business, in the case of neighborhood stores, the pandemic allowed them to balance a little their cash flow, because their sales increased, as a result of the uncertainty generated by a possible contagion in large chain stores by consumers.

However, this did not continue as expected, but was only a trend that was to be expected in the initial context of the global health problem, which is why, once things or activities achieved a certain normality, the retail trade again suffered the impacts caused by the non-sales, if you look beyond the feeling of support for the small businessman, it is painful to say that Colombian microentrepreneurs do not really have enough capacity to fight a market or commercial niche with the Hard Discount chains.

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This can be reflected in the percentages that these stores manage in the country, where they occupy more than 60% of national consumers, and only 3 brands generate revenues of more than 11 billion Colombian pesos per year, a figure that is higher than the Éxito chain, which in roles is the example company of innovation in the pandemic era.

Although much has been mentioned about the power that these commercial groups have in the country, there are cases in which the rivalry between them, has led them to unfavorable scenarios, in the case of Justo & Bueno, their ambition to occupy a large part of the national market, made them acquire multiple debts. Bueno's ambition to occupy a large part of the national market, made it acquire multiple debts, which were found with the pandemic situation, and this caused that today the company is about to be sold to one of its direct competitors (ARA), although relatively this would only increase the capacity of these business groups in attracting consumers, it would not be a relevant value for the interests of the retail trade in the country.

An important aspect to mention in all this economic phenomenon, is the premature appearance of e-commerce, this recently arrived with force in 2021, to change the ways and means of reaching consumers, because while the Hard Discount stores were based on the psychological impact they could cause in their consumers with the creation of reduced portfolios and minimal costs, eCommerce implements business intelligence techniques and data analytics, supported by algorithms of behavioral representation of consumers, so that stores like D1, Justo & Bueno and ARA; have lost some power in their sales to companies like Rappi; E Food or other companies of home delivery and sales of food or products online. Bueno and ARA; have lost some power in their sales to companies such as Rappi; E Food or other home delivery and online food or product sales companies.

From the above mentioned is that in the last period of time agreements have been concluded between these companies, so it is common to find Rappi workers delivering D1 products, or in the case of ARA with the company domicilios.As a result, these commercial strategies were necessary for the Hard Discount stores to continue to prevail in the national market and not be absorbed by the new shopping trends, it is estimated that in the country more than 30% of consumers prefer to make their purchases without having to go to the physical store, and 57% of these consumers make all their purchases in a single store or distribution channel.

5. Discussion

Within the country's economic activities, there is a certain foreboding about the gradual disappearance of traditional distribution channels, which are facing this sweeping process of modernization of the country's distribution structure, which today threatens neighborhood stores, marketplaces and other micro-enterprises.

Colombia is a country of enormous social inequality and an impressive inequity that oscillates around 42.5%, the population lives in poverty more or less is 16% lives in extreme poverty; 70% of the population only consumes one or two meals a day, which has favored the permanence of some neighborhood stores, since it is estimated that about 96% of the stores are located in these economically battered areas. And this proximity between them has ensured that the social and economic relations between shop owners and consumers have been prolonged over the years; although the arrival of Hard Discount stores has shaken the distribution structure in Colombia, at present the figures determine the impact on the participation of neighborhood stores in the market, which in the case of stores in more

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than 41%, the rooting that consumers have with the traditional models, allow an analysis according to the figures obtained from 2009 onwards.

In recent years, the market share of these Hard Discount chains has increased, but not as a result of what might be expected, which would be the detriment of traditional channels, but rather to the detriment of modern trading systems. In fact, it has managed to shake the distribution structure to such an extent that some of these chains have been in serious trouble and have even had to react by lowering their prices slightly and improving their service, because in such difficult economic conditions the market tends to prefer the product but not what surrounds it.

6. Conclusions

The retail world has undergone many changes over time, however, the last few years have been quite dizzying and quite notorious, especially in the Colombian scenario. In this game, where initially there were 3 main players, the wholesale channel, the traditional channel and the modern channel or department stores, have seen the emergence of a new participant, which in a short period of time has become very important, and is quickly taking over a large part of the consumer market in the country, this is the case of the Hard Discount.

The empowerment of these discount stores in Colombia (Tiendas Ara, D1 and Justo & Bueno) has been leveraged mainly by the use and positioning of their own brands, which represent a large percentage of the total product offering offered to the customer. To this end, the company has abandoned the idea of only low-priced products, and has acquired a commitment to product quality at a reasonable price.

The logistics of these stores facilitates their supply, added to the low number of store employees which reduces payroll costs, the low investment in merchandising, internal marketing, advertising, makes possible the strategy of hard discounts or Low Cost.

The modern channel has responded to this phenomenon by turning to the management of information and virtual marketing channels, promoting eCommerce, advertising and digital marketing, among others.

For SMEs belonging to this sector, small grocery stores and neighborhood stores, the situation is a little more complex, given the difficulty of developing their own brand, and the difficulty of accessing the virtual world efficiently. They support their permanence on their attachment to their sectors, on personalized service, familiarity, trust and support from their customers, who are also their neighbors and long-time acquaintances. However, they are increasingly exposed and in danger of disappearing due to the lack of organization and resources that would allow them to be competitive in the face of such an aggressive onslaught of competitors.

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Sabit iskonto ve modern ticari sistemler

Özet

Teknolojik ve ticari ilerlemeler, endüstri 4.0 çağının ortasında şirketlerin lojistik modellerinde bir evrime izin vermiştir (Díaz-Martínez, Hernandez, Salinas ve Cadena, 2021). 0 döneminin (Díaz-Martínez, Hernandez, Salinas ve Cadena, 2021) ortasında yer alan şirketlerin lojistik modellerinde bir evrime olanak tanımıştır; ancak bu değişiklikler büyük ölçekli süreçlerde veya seri üretimlerde, bu kuruluşların inovasyona ve bunların kontrolüne yapılan yatırımlarla süreçlerin iyileştirilmesindeki satın alma gücü nedeniyle önemli olmuştur; Bu gerçekle eş zamanlı olarak, yeni ticari dönemin talep ettiği küreselleşmiş bağlama girmek için gerekli olan düşük rekabet veya kıt insan ve finansal materyalin bir sonucu olarak, küçükler veya küçük üreticiler her geçen gün piyasadan kaybolmaktadır. Daha önce bahsedilen bu faktörlerin bir sonucu olarak, bazı yazarlar "kuruluşların karşılaştığı en büyük zorluklardan birinin, çevreye daha hızlı ve yetkin bir adaptasyon sağlayacak şekilde, insan sermayeleri açısından belirleyici bir seviyeye sahip olmak olduğunu" vurgulamaktadır (Muñoz, Hermosilla, Delgadillo, & Echeverria, 2021), perakende ticaret, bu yeni üretim yönetimi ve lojistik konularından güçlü bir şekilde etkilenmiştir, çünkü büyük ticari zincirler, düşük fiyatlar veya hizmet kalitesi nedeniyle büyük hacimli tüketicileri çekmektedir, DANE tarafından Şubat 2021 sonunda verilen rakamlara göre, "Perakende ticaretteki düşüş 2019'a göre % 7 oldu. 16 ile giyim imalatı; %18 ile mahallelerdeki mikro marketler veya gıda satış merkezleri gibi en büyük etkiye sahip sektörlerin öne çıktığı 2019'a kıyasla %8" (Diaz M., 2021). Yukarıda açıklanan sorunlar ve perakende sektörünün büyük şirketlere göre rekabet gücünün eksikliğinin bir sonucu olarak ortaya çıkan sosyal ve ekonomik olgu dikkate alınarak, ülkenin ve bölgenin mevcut lojistik olgusundaki insidans faktörlerini belirlemeyi amaçlayan bu inceleme makalesinin tasarımı önerilmiştir. Bu amaca ulaşmak için, (Sampieri, 2014)'e göre belgesel türde betimleyici bir metodoloji uygulanmıştır.

Anahtar sözcükler: Rekabetçilik, Ticaret, Özel Markalı Perakende, İndirim mağazaları

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Insert here author biodata**.**

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