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PROPOSAL OF A METHODOLOGY OF MANAGEMENT OF THE PURCHASING PROCESS AND COMMUNICATION WITH OTHER AREAS

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ABSTRACT

In the current context of extreme competitiveness, companies should redirect their efforts to a good service capacity, with a high level of service and the lowest possible total cost. The entire logistics process represents a decisive factor in the company's activity, and the management of purchases in the acquisition of materials and services should be aligned with the strategic objectives of the company as a whole, acting in an integrated manner with the other sectors, in addition to exposing actions guarded by the compliance area to avoid ethical and moral deviations, protecting Corporate Governance. The adequacy of integrity models that meet the rules that comply with current laws has become fundamental in the management of organizations as a strategic way. Therefore, the objective of this study is the implementation of a process model of application of the compliance program and the security of information and data of the company that is of fundamental importance for the acceptance of products or services in the market where they operate, as well as business continuity. The study began with the problem that the failure of communication in the company during internal and external changes can negatively affect the company's results and the conduct of employees. For this, the Inductive Method was elected and thus used a strategic tool such as SWOT analysis, a 5W2H activity mapping tool and PDCA action plan. Thus, the present study can be considered exploratory, of an applied and qualitative nature, in two aspects, bibliographic research and case study. The Research will be by observation and comparison with bibliographic research through a sample of facts identified in the company and reports of employees from various departments, of facts already occurred. Data collection was through meeting and interviewing with the professionals of the companies, reporting on the importance of the theme. We sought to know how to improve communication between the purchasing department with the other departments of the company and with the companies that maintain relationships. The results showed the main tools and compliance mechanism, proposing actions that can be used in practice with the purpose of providing a broad view of the operation of the proposed model, with transparency and ethics, thus increasing the competitiveness of the business.

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INTRODUCTION

In any organization, purchasing management refers to the acquisition of materials and services is of high relevance, and it must be aligned with the strategic objectives of the company as a whole, acting in an

integrated manner with the sectors of finance, costs, accounting, projects, manufacturing, others. The effective management of the purchasing sector is today an essential activity of high contribution and directly linked to the competitiveness and success of a company, and should be able to provide cost reduction and increased profitability. The purchasing department today must be an integral part of the organization's decision-making process and actively

participate in decision-making. According to Simões and Michel (2004), it is estimated that the total spent by companies on purchases ranges from 50% to 80% of gross revenue. Therefore, small reductions in acquisition costs can resonate in a highly positive way in the company's profit. Franco and Vale (2013) affirm that for a company to maintain competitiveness and remain in the market it is essential to have an efficient purchasing process, a database of suppliers always updated, employees trained and with high bargaining power, in addition to investing in a good relationship with suppliers. In addition, purchasing management is an indispensable tool to achieve the objectives and success in business within organizations, so it is necessary to promote constant reassessments of the strategies being adopted, in addition to developing innovations in the processes of acquisition and control of Corporate Governance avoiding new guidelines with the objective of always renewing and updating the management model (Franco and Vale, 2013).

MATERIALS AND METHODS

Key tools for investigation: The sample will contain only facts that have already occurred and identified in Companies X and Y that are Group Z companies, and the samples will be 100% observations of employees of various departments and facts reported and occurred in the company. Daily observations of employees will be made in various sectors and the interrelationships between them, and investigation of facts that have already occurred that had been caused by communication failures. The analyses and surveys of the data achieved through the observations produced and reports of facts occurred between the internal departments of companies X and Y and observations produced and reports of events occurred between companies that make relationships with these companies, will be confronted with the theoretical-bibliographic material researched, in addition to using the theoretical foundations of scientific articles and literature. The Inductive Method was elected, developed by Francis Bacon, which will measure the questions of facts already occurred in Companies X and Y and the impacts caused by the relationship and its communication between its departments and other interrelated companies. The Research will be by observation and investigation of events occurred and the comparison with bibliographic research. Thus, it used a strategic tool such as SWOT analysis, a 5W2H activity mapping tool and the PDCA action plan. Therefore, the present study can be considered exploratory, of an applied and qualitative nature, in two aspects, bibliographic research and case study.

Data Compilation: This research was developed through a study and analysis of events within two electronics companies of the same business group in the industrial pole of Manaus. The research occurred with the implementation of some certifications due to the requirements of customers and the consumer market. In this research, the researcher is free to develop each situation in any direction he considers appropriate, allowing the interviewee to decide how to build the answer (LAVILLE and DIONE, 1999). The interviews were of the unstructured type with observations and documentary research information (archives). Through the theoretical basis of the theme and comparing with the collection of data by interviews, the data were validated so that they could explain the problem, and also to guide us, using the quality management tools, to mitigate the effects of communication failures and ethical deviations, with satisfactory results for the research.

RESULTS AND DISCUSSIONS

During the study, the survey of reports to identify problems in the development of local items and the procurement system to verify possible bottlenecks in the process of receiving and storing and the management of information protection and prevention of collusion related here: in this process. So, there were flaws in several aspects related here:

The characteristics of the relationship of the Purchasing department with internal and external departments with suppliers and customers: Internal communication is a strategic tool that allows all interaction between employees from all sectors of the company. These are actions focused on employees to facilitate the transmission and sharing of strategic and relevant information within the work environment, either in the vertical format (leadership and subordinates) or in the horizontal format (among the employees themselves of the same hierarchical level within the company). Being the main objective of internal communication is to allow working together and aligned between the entire team to achieve business objectives, be they the development of specific projects or the progress of the business itself. Through reports and negative or ineffective results, it was found that the actions performed were not directed correctly due to communication failure, whether technical and/or administrative, between the sectors involved. As an example, we report the non-service of launching a product because the packaging was with outdated information due to the update not being directed in a timely manner by the NPI technical sector to the area of new product supplies - Initial Purchase (IP Purchase). It can also be established that external communication with suppliers and customers is as important as the internal one, and in another report occurred, the supply of item for production – plastic cabinet – was injected, by the supplier of this product, with raw material not approved by the final customer, making the purchase of the correct raw material be supplied in an emergency way with air freight raising the cost of the final product by 8%. According to Ballou, the supply chain has not been met to its potential, so to survive and prosper, companies need to acquire competitive advantage over the competition. We can say that the competitive priorities to obtain the advantage are quality, flexibility, price, service and communication.

Failures in the monitoring system for the prevention of collusion: The improvement of the internal process to combat collusion is increasingly being improved through systems that use approval chain, rotating inventory system, inventory control system, systems interconnected with the Matrix such as SAP and E-Flow (internal system of Group Z), in addition to 24-hour monitoring through cameras and recordings. From this there is the compliance program and its importance to the company. In this research the compliance program follows the PDCA structure of project management. In planning for implementation in the company, the essential tools for success were the alignment of the corporate culture of compliance within the organization, as well as the communication and identification of regulatory bodies to which organization will be subject. In the execution phase, the training and definition of the team for the positions that the Compliance program requires and its implementation in fact. The verification phase is carried out in monitoring and auditing, which are essential tools for the proper functioning of the program. Some checks through monitoring and audits were unsuccessful due to the fact that they neglected observation and monitoring of the complainant, paying only full attention to the claimant's claim, giving no chance of any defense to the accused, causing the strengthening of collusion. SEVERINO, Dandara Benedett, 2019 assures in its monograph that the compliance sector develops rules, controls and procedures, with the objective of reducing the possibility of practices of illegal or inappropriate conduct by employees, dictating in a Code of Ethics and Conduct that should have a simple and clear language, containing the principles of the Corporation, the values, procedures and standards to be followed, having free access and understanding to the employees to whom they are detained. With this situation in mind, it is highly recommended that, for corporate governance reasons, a board composed of external professionals must be created for the time of delivery of the results and reports by the investigators, avoiding that such a report is presented only to executives, who may or may not be involved in irregularities.

Communication and the LGPD Law: According to reports, in companies X and Y, despite some time the company already has corporate e-mail and intranet for its internal programs and software, this communication is late and slow, because for a long time many

companies have used corporate HR systems for the sale of company products, tools like whatsapp for contacts and scheduling meetings, skype and other applications for online meetings, and only with the COVID-19 pandemic the company almost forced to accept them as work tools. Investing in internal communication to strengthen understanding and prevent failures in the information transmission channels themselves is essential for those who want to have more results in their relationships, besides positively influencing the company's own organizational climate, since it facilitates the elimination of noise and employee engagement. However, for the security of this information, technical and administrative measures should be used to protect unauthorized data and access, adopting measures to prevent damage and accidental situations of destruction, alteration, loss or dissemination of confidential information relevant to the company. As Iuri Pinheiro and Vólia Bomfim states, the communication should contain, in its process to ensure the LGPD and its protection, the evidence of a mechanism for recording the requests received and the verification of compliance with safety standards so that there is no "security incident", nor manifest "information leakage".

Communication and ISO 27.001 – Information Security Management Systems: Companies X and Y - Z Group has as management policy in information security and privacy, for their activities of manufacturing, marketing, leasing and technical assistance of televisions, monitors, meter and energy concentrator. The protection and privacy of internal data and information and its stakeholders, controlling and managing the data considered sensitive and contributing to best practices in information security and privacy, keeping stakeholders informed, communicated and involved, strife with continuous improvement and compliance with the legal and regulatory requirements inherent in digital law, the civil framework of the Internet and the general data protection law, which are relevant to our scope.

- Protect relevant data and information;
- Provide information security and privacy to stakeholder data;
- Make communication and information consistent with stakeholders;
- Continuously improve;
- Compliance with legal, regulatory and statutory requirements.

This policy applies to all employees of the company, namely: employees, interns, minor apprentice, outsourced or individuals who directly or indirectly use or support the company's systems, infrastructure or information. All of these contributors will be treated in this policy as users. The confidentiality, integrity and authenticity of sensitive or critical information that is stored or under physical transport or electronic transmission process is controlled and protected.

Declaration of Legitimate Interest: The Company declares that for the purposes of using the Personal Data of its interested parties, in compliance with the General Data Protection Law and uses Personal Data legitimately for the execution of its business scope in the following processes and for the following purposes:

1. **Human Resources** - Registration of system of selection activities, admission, dismissal, training of employees, as well as in the Personnel Department - Calculation of payroll, granting of benefits, vacation, overtime, bank of hours, termination;
2. **Integrated Management System** - Conducting the supplier satisfaction survey, application of the confidentiality term, execution of "Due Dilligence" in employees and suppliers, as well as control, management and monitoring during the continuous improvement of the company's management systems;
3. **Purchasing** – To register, qualify, diligence, evaluation and payments of suppliers, individuals and those who provide digital products and services. For participation in bidding processes the registration of data such as name, CPF and address are collected when necessary for signing contracts and minutes;

4. **Shipping** - For conference and validation of shipping actions, it is necessary to access the name, address and data of the order and invoice to carry out the effective delivery of the product to the customer;
5. **Marketing** - Basic registration of the client to maintain methods of contact, control and payment method;
6. **Stock** - In order for the raw materials to be stored at the correct address according to the storage system, if they have not updated their address with the system, there is a manual storage and adequacy in the system, after changing the address;
7. **Logistics**- Reports for decision making (Business Opportunities), and overview of freight costs spent by the company during month and year;
8. **Billing/Accounts payable and receivable** - To register, collect, payments and financial consolidations with interested parties individuals;
9. **Call Center** - To carry out the openings of the Service Order under warranty. The company collects the following data such as full name, number and image of the Identity Card (RG), number and image of the National Driver's License, number of telephone numbers, whatsapp and email addresses, proof of full address, marital status, level of education, certifications of courses held (certificate).

The company collects the data so that we can:

- Process purchase order or sale and manage customer or supplier account.
- Send an email about products and services.
- Conduct satisfaction survey with customers and suppliers.
- Perform audit for supplier approval.
- Place the purchase order for raw materials, material or services.
- Registration of employees and suppliers in the system.

Group Z companies store data securely in our system, clouds and/or physically.

The company will keep your personally identifiable data, such as: Name, Register, personal documents, for a minimum of 5 years after the end of the labor or commercial relationship. Once this period of time has expired, no need to contain in our system. The right to restrict processing - Right to request that the company restrict the processing of your data under certain conditions. Data protection rights:

Ensure that the natural and/or legal person is fully aware of all his/her data protection rights. Rights to the following:

- The right of access - Right to request copies and information of your data.
- The right of rectification - Right to request that the company correct any information that it deems inaccurate or that completes the information that you believe is incomplete.
- The right to delete - Right to request that the company delete the relevant data under certain conditions.

Password policy and access controls: The policy is part of a set of documents that make up the Security and Privacy Policy of the Company's or third parties' Information. The details of certain subjects contained in this policy are regulated in other technical practices. This policy should be read by all employees and service providers who act with the activities described in it. This policy establishes rules on the effective and appropriate use of encryption in the protection of information. For internally developed systems, passwords are stored encrypted in a way that has no way of knowing. If the user forgets, they receive an email to generate a new password. IT establishes a pattern of creating and using strong passwords in order to prevent malicious people from discovering them and passing through others, accessing, for example: e-mail, network, computer

and system accounts; misuse dwellers or company insider information.

Normal use passwords: The user is solely responsible for the use of their access credentials. Whereas the password is the main authentication tool, it must be individual, non-transferable and kept secret, and the user is held responsible for any transaction made during its use;

- Passwords should not be trafficked in e-mail messages or other forms of use of electronic communication;
- The systems, services, and devices of the company's technology environment must be configured in so that strong password standards are required in creation.
- Passwords are replaced at most every 3 months - In replacement, systems do not accept the reuse of the last 5 passwords used.
- Password types are masked on the screen, stored and trafficked in encrypted form, by the system or application;
- After 3 (three) wrong attempts to enter a password, the user's account must be blocked. Unlock requests must be made through THE IT that follow an unlocking procedure;
- Initial passwords are provided directly to users and configured so that, on first access, the exchange request occurs automatically.

Adequacy to policy: New development projects or new system acquisitions must follow the standards set forth in this policy;

If it is not possible to adapt the tools, the Company's IT must document this information, as well as its reasons, for audit purposes (internal and external).

Encryption Policy – How T.I controls and which applications have encryption (see wpp encryption policies, Skype, and others that are used). There is no criterion where applications are selected only if they have encryption. They are installed according to need without taking encryption into account. When permitted by standard of processing of information, restricted documents that are stored on mobile devices (notebook, tablet, smartphone, etc.) or removable media (cd, dvd, flash drive, etc.) should be encrypted to avoid their improper disclosure in case of loss or theft of equipment or media.

Digital certificates for internal use: In addition to digital certificates valid in Brazil, digital certificates signed by a certifying authority may be used, provided that to identify server /application (computer or software) for internal use or to replace user credentials based on login and password and used only in the internal systems of companies of the Z group. In the strictline, the use of digital certificates on network devices may be approved in order to intercept for the purpose of filtering previously encrypted content that may be considered inappropriate, inappropriate or malicious.

Responsibilities

It is up to the company's IT sector:

- Create and maintain certification procedures and control the company's infrastructure and systems and digital certificates for internal use;
- Manage the accreditation of users who use the resources to access the company's systems;
- Create, distribute, recover and destroy use keys in cryptographic resources;
- Develop and disseminate procedures for retrieving encrypted information, in the case of lost, compromised or damaged cryptographic keys;

It is the responsibility of the owners and custodians of information assets - To properly apply the cryptographic resources identified for

the protection of information about their custody, in accordance with the determinations of this policy; To identify information security regarding the internal and external communication of Group Z companies:

Table 1. Group Z Companies X and Y Communication Security Controls

ISO 27001:2013 Security Controls	
Security in Communications in the Supply Chain Relationship	Procedures for transferring information and electronic messages
	Confidentiality and non-disclosure agreements in agreements with suppliers
	Information security policy in the relationship with suppliers
	Critical monitoring and analysis of information with suppliers and stakeholders
	Change management of procedures, policies and agreements resonating to information with suppliers and stakeholders

Source: author

Structuring tools

Table 2. Analysis of Companies X and Y of Group Z in its Corporate Governance

SWOT	
INTERNAL FACTORS	
STRENGTH	Managers and Specialized Leaders, Good finance and Cash Flow, Reliable operating system - SAP, Company with good physical structure, Partner Supplier Network, Recognized product brand, Healthy relationship with government agencies.
WEAKNESS	Non-specialized operational labor, Low importance in good communication between sectors, Lack of training, Lack of complaint channel, Time reverse logistics.
EXTERNAL FACTORS	
OPPORTUNITIES	Access to new technologies, change of public behavior, Demand for new products or services, Low in raw material costs, New external investors, Exit of competitors from the market, New or change in regulatory laws that benefit the Company.
THREATS	Negative communication of the final consumer, Competitor with better technologies, Internet dependence, Political and economic crisis, Loss of employees who are fundamental in the company, new competitors, changes of regulatory laws that interfere in the company.

Source: author

As shown above, finding the best process and adopting an effective methodology against a scenario of doubts and uncertainties is not easy for any company. For this it is of fundamental importance to collect essential information from the company frequently so that they can review their strategic plan and take steps to correct their weaknesses. The electronics companies case study in this article, are a strong multinational in their internal environment. For this, they were evaluated through the information capture tools that are SWOT and 5W2H according to tables 3.2 and 3.3, respectively. This survey of information verified the advantages and internal and external opportunities in relation to other competitors. In addition, the reasons why the importance of adopting a compliance program was evaluated as an improvement in the culture of ethics and protection of data and essential information of companies. The companies of Group Z saw the opportunity, and envisioning and using their human and financial capital potential made the decision to implement the compliance program and adopting the following expectations that will be demonstrated below in the PDCA. Demonstrated above, a tool widely used in companies that is the PDCA cycle. This tool meets the implementation of a program and evaluation of the life cycle of a process and its continuity for continuous improvement. For the decision-making of a methodology for implementing the Compliance program, an action plan was evaluated through the PDCA – table 3.4, which used the 5W2H tools and the SWOT shown in tables 3.2 and 3.3, respectively. The capture of information necessary to confront what the company has already applied and based on the confrontation with the information made in the theoretical survey carried out in this article. In addition, the PDCA takes us to the path of checking and assessing what is working and what should be improved in a process of continuous improvement in a period stipulated by the organization. This information was essential for the actions proposed in the research object.

Table 3. Tool for decision-making of adoption of the Compliance program

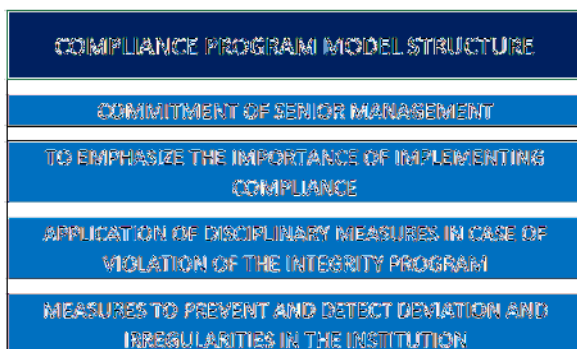
5W2H	DESCRIPTION	OBJECTIVES
WHAT	Adapt a methodology so that compliance strategies can be used in practice	- Identify the main tools needed for the compliance program; - Adapt strategies for the implementation of compliance in organizational management in companies;
WHO	For The High Management and Management Body	- Definition of the Company's Mission, Vision and Values
WHY	To manage the company through corporate governance and seek business efficiency	- Comply with the interests of its investors, partners, shareholders, managers, suppliers, customers, employees and society. - Consolidate a culture of ethics; - Have transparency in communication with employees, customers, suppliers and government agencies; - Safeguard data and information essential to the company's business.
WHERE	In second sector companies	- Within the internal scope of the company; - In your network of Suppliers and Service Providers;
WHEN	Implementation and measurement time	- Implementation of 6 to 12 months; - Quarterly audits of documentary process evidence; - Annual credibility audit.
HOW	Choose a compliance program that has the methodology that best suits the company and meets its objectives.	- Through well-defined measurement tools and performance indicators; - Analyzing and mitigating risks; - Consolidating a culture of ethics and transparency in the company; - Seeking an open communication between all internal and external levels of the company;
HOW MUCH	Cost of deployment and maintenance	- Depending on the size of the company the minimum cost of USD 16,000.00 and can reach up to USD 120,000.00.

Source: author

Table 4. Tool for implementation and maintenance of the Compliance program

PDCA	DESCRIPTION	RESPONSIBILITY	DEADLINE
PLAN	Know the internal and external risks to which the company may be exposed; Adopt a code of ethics that is aligned with the profile and reality of the company; Provide a communication and complaints channel for both the internal and external scope of the organization; Create a process verification system. Use a method already approved and recognized that is appropriate to the organization's system and processes, along with the survey and analysis of the initial costs of implementation and costs of maintaining the compliance process in the organization.	HIGH MANAGEMENT	Up to 120 DAYS for the deployment process and 30 days for new adaptations.
DO	Training of all those involved in the process to know the strategic implementation plan, its objectives and guidelines, its steps and final verification. External consulting for support and consolidation and recognized certification.	Executing Team Leaders	Up to 180 days for deployment and 60 days for new adaptations.
CHECK	Analyzing the effectiveness of activities, creating control mechanisms and establishing a form of evaluation through indicators or KPIs. Incorporating successful actions and tooling and fixing failures into the process.	All departments	30 days during the implementation process and monthly post-deployment.
ACT	After process verification and cost analysis, decision-making for deployment is inevitable and the process can be adopted as a reference within and outside the organizational scope. Therefore, it is essential to reevaluate planning and execution, paying attention to the realignment of the objectives, values and mission of the company putting into practice in each PDCA cycle.	Senior Management and Team Leaders	With each new PDCA cycle.

Source: author

Table 5. Compliance program model structure

For the management system of the compliance program was taken into account the information of the previous phases, in addition to the training and consulting that the companies of the Z Group are going through, covering the entire process done by the companies. In this stage, the commitment of senior management to the structure of the compliance and supervision program for the management system was evaluated, as shown in Table 3.5.

FINAL CONSIDERATIONS

The general objective of this work was to propose a methodology so that compliance strategies can be used in practice in the organizational management of companies in the Second Sector, through the purchasing process and communication with other areas. Attributed to this, the strengthening of communication through a system for the effectiveness of information at its speed and constancy, as well as the reliability of the transmitted data. Even without a Compliance sector in the company, employees and third parties through integration and training due to RBA certifications with regard to a term of commitment to ethics and good business relationships with suppliers, employees, government, customers, shareholders and society, in addition to ISO 27,001 which has management certification on the protection of personal data, products and commercial stakes in the General Data Protection Law. Thus, the impact of the lack of a Compliance sector on Group Z companies in Brazil is in short focused on the potential risk of eventual and/or timely fraud, where without a specific direction focused on good practices in conducting their processes can lead the company to a ruin

due to the bad reputation of its business and objectives of the Group's companies.

- It is recommended to expand the research with analysis of other tools and characteristics of communication and information management;
- Formation of actions that have an in-depth basis in the use of techniques to structure the communication model of companies in the Second Sector, capable of helping managers for faster and more assertive communication;
- Expansion of the comparison for evaluation of standards and procedures of the compliance program are in accordance with Law No. 12846 which is the anti-corruption law, which deals specifically with penalties for managers and companies that commit criminal acts;
- Compare ISO 27001, which is the international standard and reference for information security management, within the compliance program within second sector companies;
- Testing organizational activities to verify whether they are in compliance, such as verifying the efficiency of the reporting channel (if complaints are analyzed and handled) or also verifying the periodicity with which the tools, code of ethics and anti-corruption policy are reviewed.

The specific objectives were also met as demonstrated that the communication between the internal sectors of the company must be in tune and agreement so that there are no problems of material service to production and consequently delivery of the final product to the customer. In addition, the importance of compliance in the company was demonstrated by increasing the reliability in negotiations between company and suppliers, company and customer, company and government agencies, making the brand have a greater acceptance in the market increasing its "Market share", and the reliability of its "stakeholders" in the application of resources in new products and research and development projects. Finally, we reinforce the challenges regarding the teaching of communication theories, respecting the autonomy and freedom of character of each individual, continue to constantly renew themselves and pass, among other demands, to reconfigure the treatment of interdisciplinarity, reinforced by the emergence of increasingly diverse themes in the field, by the introduction of other theoretical approaches.

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