

Scientific Journal of Applied Social and Clinical Science

LOGISTICS MANAGEMENT IN THE ADEQUACY OF PROCESSES IN A FOOTWEAR DISTRIBUTION CENTER IN MACEIÓ, AL

Adriano Marinheiro Pompe

Production Engineer by: ``Centro Universitário Anhanguera`` at Campo Grande/MS (UNAES), Postgraduate in Occupational Safety Engineering from UNIDERP, Master in Local Development from ``Universidade Católica Dom Bosco`` (UCDB) and Master in Energy Efficiency and Sustainability by: ``Universidade Federal de Mato Grosso do Sul`` (UFMS)

Alvacy Alves Correia

holds a degree in Logistics Management from: ``Centro Universitário Mário Pontes Jucá`` (UMJ)

Alexandre Bezerra Lima

Business Administrator for: ``Faculdade Figueiredo Costa`` (FIC), Postgraduate in Human Resources Management by: ``Faculdade Figueiredo Costa`` (FIC) and Master in Health Education from the: Universidade Gama Filho (UGF)

Rogério Capela Fontes

holds a degree in Nursing from: ``Centro Universitário de Maceió`` (CESMAC)

All content in this magazine is licensed under a Creative Commons Attribution License. Attribution-Non-Commercial-Non-Derivatives 4.0 International (CC BY-NC-ND 4.0).



Iael Cristina da Silva Pacheco Marinheiro
Graduated in Nursing at UNIDERP,
Graduated in Psychopedagogy at Faculdade
Estácio, Post Graduated in Occupational
Nursing at UNIDERP, Post Graduated in
University Management at UNIDERP, Post
Graduated in Urgent and Emergency Nursing
at UNOPAR, Post Graduated in MBA in
Health Auditing by UNOPAR and Master
in Health and Development in the Midwest
Region by UFMS

Elizabeth Cristina Dias de Souza
Nurse from UFAL, Post-Graduate in Public
Health from UFAL, Post-Graduate in
Urgency and Emergency from: ``Faculdade
Integrada de Patos``

Abstract: The contemporary market scenario has demanded from companies and their managers a unique strategic vision in the management and conduction of operational sectors. In this context, logistics management plays an essential role in improving business performance in an increasingly competitive market. When companies directly depend on the efficiency and effectiveness of sectors related to logistics, operational processes must be oriented towards the continuous improvement of daily attributions. In the city of Maceió/AL, a shoe company depends intrinsically on the efficiency of its distribution center, given that several products are received, processed, organized and shipped daily. However, even with consolidated functions and assignments, there are problems that directly affect the effectiveness of logistics management, such as: adequacy of the order of arrival of products, detailed checking of goods, lack of standardization of some procedures, among others. Therefore, this work aims to carry out the analysis of the logistics management of this distribution center, with the aim of identifying and adapting the organizational processes, in order to propose improvements for the company's management. This way, it was necessary to establish a case study in the selected company, so that the daily processes of the logistics sector could be identified and highlighted, in addition to a qualitative analysis of the information collected for the proposition of structured improvements. The results show that logistics management must be constantly evaluated and adapted, so that its operational processes do not affect the efficiency and effectiveness of organizations.

INTRODUCTION

In the contemporary context, logistics management has been increasingly fundamental in the performance of various market segments, both in bureaucratic

processes, as well as in business strategies or even in internal processes, this way, it is understood that all companies need to constantly adapt their logistical processes. This adequacy perspective requires, in parallel, the development of processes consistent with business activities, whether in small, medium or large companies, which must align their logistical management to meet a market in constant operational demand.

Based on this context, inventory management needs to be constantly managed in companies that have distribution centers, their logistical processes do not boil down to seeking effective logistical management, since some organizations still face great difficulties in this control, in addition to, Inventories also represent important assets for the growth and development of companies, and if they are not well managed, they can bring problems related to competitiveness.

According to Pozo (2016), inventory management is important for companies to remain in the market, since inventories make up part of business assets. This way, companies already have full knowledge of the risks that they may suffer from the lack of control of these inventories, therefore, organizations need to constantly seek ways to achieve better results.

Efficient logistics management is crucial for the success of organizations, given that it is extremely important that employees understand and contribute to the adequacy of logistical processes, especially when the main focus is to store and move products in places with easy access and visibility, so that they will not be forgotten or erroneously allocated in the act of replacement, causing the company to even have significant losses with unrealized sales.

A company in the retail sector of the footwear sector that operates in the states of Alagoas and Sergipe and with already

structured planning for the expansion of its network targeting the state of Pernambuco, is experiencing difficulties related to logistical management and needs to structure its operational management. Problems related to the efficiency and effectiveness of everyday processes cause setbacks and disagreements between management and employees, generating rework and unnecessary processes.

Therefore, this study has as main objective to carry out the analysis of the logistic management of the operational processes of a Distribution Center, with the intention of proposing improvements for the management of the analyzed company.

This way, through a case study, the findings were possible that allowed the adequacy of the processes, to alleviate the existing errors and reworks and to improve the management of the distribution center.

THEORETICAL REFERENCE

IMPORTANCE OF LOGISTICS MANAGEMENT

According to Ballou (1993), business logistics develops a series of procedures related to handling and storage, enabling greater fluidity of products from the purchase of raw materials to the delivery of the finished product to the final consumer. Above all, it is understood that the exchange of information on moving materials is important for the purpose of offering better levels of service to customers.

Craco et al (2011), describe that a well-structured logistics management increases the level of service and effectiveness of its management. This way, logistics is composed of a junction of the consumer market with organizations, given that it is necessary to provide greater control of the inputs and outputs of products, to adequately serve customers, thus providing the company with

an advantage over its competitors.

And also complementing this concept, Carvalho Junior and Macedo (2012), define logistics as several processes and activities unified to the supply chain when planning, controlling the structure of the flow of storage of resources and services. Therefore, it still assumes responsibility for product information, from the beginning of its production chain to its consumption, with the aim of offering better conditions to customers.

For Christopher (2011), logistics management also assumes the role of strategic management of actions related to acquisitions, transport and storage of raw materials, this way, parts of finished products are fully interconnected to their movement by the company and the channels marketing, which increases profits and consequently reduces delivery costs.

In this context, logistics assumes a role that helps in all fields of action of companies, including the development and strengthening of operational, tactical and strategic goals. In addition, it is seen as a physical distribution system, and its role is not only to take care of material goods, but also of services provided in various areas (KOBAYASHI, 2000).

Besides, according to Salgado (2013) logistics is primarily focused on meeting the requirements requested by customers, with regard to the consolidation of a flow control of products and services related to information between the internal and external work areas of companies, from the point of origin to the point of consumption.

For Rosa (2015), logistics is also known as a set of processes, responsible for whatever it takes to deliver the right product, to the right destination, with quality and at the lowest possible cost, offering a product that is accessible to customers and that provide a satisfactory profit margin for companies to achieve their objectives. However, as long as it

respects human capital, suppliers, customers and preserves the environment.

According to Freitas and Caleffi (2016), business logistics assumes a strategic activity of inventory management, processing orders for products and transporting them to the final customer, and when companies manage to efficiently manage this activity, they will gain a competitive advantage in relative to its competitors. However, if the importance of this sector is not taken into consideration, organizations may suffer great losses, or even bankruptcy.

INVENTORY MANAGEMENT

Inventory management done correctly will help companies improve their profit margins. Above all, this management needs to distribute its products assertively, making organizations remain solid in a competitive environment (RODRIGUES; OLIVEIRA, 2006).

In inventory management, material resources must be supervised. In view of the importance of storage in companies, therefore, it is essential that the manager knows his product and how to store it, where to display it and how many products are in stock. Care in logistical processes is essential for companies to remain in the market (MARTELLI; DANDARO, 2015).

According to Peixoto and Amparo (2017), structured inventory control helps information for the sales sector, since sales can direct the purchase plans for materials that promote the competitiveness of companies. This way, it is clear that the management of inventories plays an essential role for any organization to remain in the market.

For Castiglioni (2013), inventory management without planning causes delays in delivery times, lack of physical space in the warehouse, and can increase the number of products stopped due to lack of analysis of expected demand. However,

when management is carried out in a planned manner, unnecessary losses are avoided, helping to improve in general for all those involved in this management.

Still according to Pichek (2016), inventory managers realize that it is problematic for companies to keep products in their inventories that have no outlet. In addition to this problem, it is possible to see an unnecessary demand, so caution is needed in order processes, so that companies do not have unnecessary costs with these acquisition processes.

According to Peixoto; Amparo (2017), the invoices follow the required standards according to each organization that will receive their products, therefore, the receipt process will go through a quantitative conference so that there are no doubts about the acquisition, ending with the entry of materials.

Therefore, inventory management in companies is essential to reduce costs. Excess inventory and poor management are factors that impede its development. The organization's competitiveness in a globalized world requires the correct maintenance of this asset and it is important to maintain only the necessary amount (PEREIRA; SAGAVA; OLIVEIRA, 2010).

According to Viana (2006), the goods will undergo some requirements in the checking of quantities and qualities, which occur from receipt to entry into the stock, above all, it is understood that there must be a balance of the materials we have and how this replacement will be made.

Silva (2017) describes that due to the quantity of products, inventory management has received great attention in this regard, the misuse of materials increases organizational costs, on the other hand, the production process is also affected, therefore, it depends on the Inventory management balance the amount of materials needed to meet a

minimum demand.

STANDARDIZATION OF PROCESSES

For Campos (1990), the standardization of processes is applied within companies with different functionalities to systematize the way of work, enabling situations so that everyone can always perform certain procedures in the same way, thus helping to strengthen and reduce distraction in Law Suit.

According to Santos (2012), standardization is a way to ensure the systematization of processes, therefore, it is necessary to take some measures to prevent excesses, these factors can cause a lack of innovation and a reduction in commitment, which also interferes with the development from the company.

The main focus of the process standardization is to bring together all the people involved where some procedures will be discussed, until the best option is found, considering that, if all the improvement methods are analyzed with the purpose of solving the existing bottlenecks, then a standard in the organization, training employees and making sure that all progress occurred as agreed (CAMPOS, 2004).

Contributing to these concepts, Freitas (2016) highlights that the standardization of processes included in an organization does not represent just a record of standard procedures, but ensuring that everything occurred continuously as adjusted, with the aim of reducing the possibilities failures and achieve the desired goals, helping in personal training, which will facilitate the evolution of activities.

Still according to Paim et al. (2009), the standardization of processes enables short- and long-term programming of activities, verifying them and seeking continuous improvements in organizational processes, where there is emphasis on the purchase

of materials. Bear in mind that competent management of processes is extremely important for any company that seeks to coordinate its own actions in an organized manner among its employees.

According to Mlkva et al. (2016), the standardization of processes are procedures that can be applied in the continuous development of organizations. Standardized activities are important, but unfortunately underused tools. Proper execution of standards prevents failures in production and makes mistakes in the future impossible. Therefore, companies that follow a standard will be able to reduce costs and offer a safe working environment to their employees.

As for Oliveira et al. (2017), this standardization is attributed through formal documentation, where they are clarified and treated in the form of text or graphics in order to link activities, establishing information and objectives to improve the flow of work.

This way, the standardization of processes is a management tool that plans business activities from start to finish, with the purpose of offering parameters for the execution of repetitive activities or operations, above all, focusing on the main purposes: providing quality control tools for the company, rationalize production and reduce costs (PALADINI, 2008).

METHODOLOGY

This work was carried out in a shoe company located in Maceió/AL, where on-site visits were made to the company, in order to collect data through information passed on by employees, photos and files shared by the company from 2013 to 2020, in addition to direct observation of logistical processes, with the aim of analyzing daily processes and identifying possible problems that hinder logistical management. This way, in view of the described problem, a case study was applied

and provided contributions for proposals for specific improvements to assist management and organizational development.

According to Yin (2015), a case study is based on a research that looks for current events in a real environment, especially when the areas between what happened and the context are not defined in an easy and objective way. Therefore, this procedure is quite usable and helps in understanding the events within a productive, political and social segment. In this context, the case study is related to the experience of an individual in an organization, with the aim of observing possible problems and proposing solutions.

Given this scenario, the qualitative approach was applied, since the qualitative research is focused on seeking to understand and investigate the knowledge about the facts from the understanding of the participants in a natural context related to the experience that surrounds us. Given that, based on their experiences, suggestions and meanings in order to express their particularities (MINAYO, 2014). Given this context, qualitative research has as its main objective the collection of data, and through them to find the root of a problem and try to solve it.

RESULTS AND DISCUSSION

ANALYSIS OF THE GOODS RECEIPT PROCESS

The receipt of goods at the analyzed company takes place at its Distribution Center (DC), with appointments made by email, except in some situations that the goods are delivered by the factory itself. When the trucks with the orders arrive at the company, the manager analyzes the invoice, taking into consideration, the passage through the tax office in Alagoas on the website of the Secretary of Finance of the State of Alagoas (SEFAZ).

Continuing with the analysis of the invoice, there are two more checks, the first verifying whether the product is within the delivery schedule, the second verifying whether the product on the invoice is the same as that on the purchase order, which takes into consideration, the following procedures:

- Product – where it will be verified if the product that appears in the invoice is the same as in the correct order, also because there may be products that appear in more than one order. And in cases that are not included in any order, it must be communicated to the purchasing sector urgently so that it is possible to proceed with the receipt. There are also some exceptions in the case of notes with the nature of gift/bonus operation, advertising materials or simple shipment, because these notes do not generate accounts payable;
- Price – compare if the prices are in line with the order or if there is any discount, if there is any difference in values, it is necessary to inform the responsible buyer, as he will need to report what happened and confirm and adjust the correct value;
- Billing deadline – after checking the product and price, the billing needs to match what was agreed between the parties in advance, as it has already been said that the product can have more than one order, consequently it will have different billing deadlines.

After the manager completes the analysis of the invoice, it is delivered to the checker to start receiving the goods in order of arrival of each delivery person, however, it was also observed that some other procedures occur that do not follow the proper order of checking. Generally, a quantitative check of the volumes is carried out (each volume has

more or less 12 pairs), failing to verify the number of pairs in the volumes.

Besides, during receipt, in some cases the manager suggests receiving goods with high added value or those that are easier to check first, given that this procedure ends up changing the order of unloading, causing annoyance to the couriers.

When the delivery is completed, two fundamental processes begin that will help launch the goods entry and exit invoices:

- Separation – products will be separated by brand, reference, color description and grade (the grid is the sizes and quantity of pairs of shoes contained in a volume). In the separation of products there is a certain amount of unnecessary pressure from management, which in most cases causes errors in the separation itself and, consequently, in the packing list.

Therefore, it is the responsibility of the employee who will launch the product into the stock correctly, when interpreting the labels of the previously checked products. If there is any discrepancy, the employee will have to make the necessary corrections to finalize the launch of the products. Figure 1 shows the description of a received volume label:

- Packing – the packing list will include all the descriptions of the products separated according to the label in Figure 1, therefore, it is a way of mirroring and checking the quantities of products and volumes existing in the invoice, it is also used to inform how many volumes each store will receive.
- Figure 2 displays all the information necessary to arrange for the launch of products in stock, the rest of the products marked in the packing list to “pull over” (term used by the management of the Distribution Center, which means to put in stock),



Figure 1 - Volume label coming from the factory

Source: Provided by the company (2020)

Packing lists															Have photo?	YES	NOT	RS	XXXX																										
PROD:	VIZZANO														CX	33	34	35	36	37	38	39																							
REF:	6262.206														13	α	1	2	3	3	2	1		-	Pull over	PHOTO N°:		X	CST:	XXXX															
1st COLOR:	BLACK FLEX SUEDE														12	α		1	2	3	3	2	1	+	14 vol.	STORE:	0010		ICMS:	XXXX															
2nd COLOR:																																													
Nº	EAN																																												
38	7	8	9	1	4	7	2	5	8	3	6	9	1		0010	0050	0060	0070	0090	0110	0130	0140	0150	0180	0730																				
Obs:	FEMALE SANDALS CODE: 468126														+1	-1	+1	-1	-1	+1	-1	+1	+1	+1	-1	-1																			
PROD:	DEMOCRAT														CX	37	38	39	40	41	42	43	44																						
REF:	40799-001														10	α	1	2	3	3	2	1		-	Pull over	PHOTO N°:		X	CST:	XXXX															
1st COLOR:	BROWN														10	α	1	1	2	2	2	1	1	+	9 vol.	STORE:	0010		ICMS:	XXXX															
2nd COLOR:																																													
Nº	EAN																																												
40	7	8	9	3	6	9	1	4	7	2	5	8	2		0010	0050	0060	0070	0090	0110	0130	0140	0150	0180	0730																				
Obs:	MALE SHOES CODE: 972863														+1	-1	+1	-1	-1	+1	-1	+1	+1	+1	-1	-1																			

Figure 2 - Packing list used to assist in the entry and exit of products

Source: Adapted by the Authors (2020)

will be for replacement.

In view of the receipts and movement of products carried out in the company, in Table 1, the quantities of volumes received in the periods from 2015 to 2017 are presented, which may suffer some divergences taking into consideration, the products exchanged from the factory and others missing a foot in the boxes. In this context, some situations can be resolved upon receipt and others are identified after the stores receive the products.

YEAR X MONTH	2015	2016	2016
January	7586	5169	13866
February	11315	6882	5907
March	10037	13987	9012
April	14183	7194	9475
May	13745	8254	11607
June	6030	7181	3518
July	8597	6785	3029
August	7987	10718	3302
September	11146	8489	6244
October	9818	6789	6507
November	11267	15021	11599
December	17124	21012	11842
TOTAL	128835	117481	95908

Table 1 - Quantities of volumes received

Source: Prepared by the Authors (2020)

This way, it is clear that the flow of products arriving at the company is large annually, reaching an approximate average of 113,000 volumes and according to an internal conference, 43 pairs of shoes received per week that were sent to the stores, have some type of divergence, for this reason the volumes must be checked more appropriately on the CD. Therefore, exchanged products would not go to the stores, where they would avoid divergences caused by receipt.

All products with errors identified in stores are returned to the DC, where all shoes will be sorted so that they can find the pairs that do not have the two components, called saci feet, the pairs that are changed inside the

boxes and even the faulty pairs. However, few pairs are found, corrected and returned to stores, which leads to wasted merchandise and checking work.

Above all, the shoes that are not found must be boxed again and wait another six months (when the next inventory takes place and the shoes with changed feet are shipped). Considering that most of these shoes will have their quality compromised and, consequently, unfit for sale, in this case the company's board authorizes the donation of some pairs that are used on a daily basis for Non-Governmental Organizations (NGOs), and the rest unfit for donations are sent to be incinerated.

The stock consists of the products indicated in the packing lists to be checked and then stored properly. All incoming products are allocated on the floor and not on pallet structures. The manager's justification for this poor packaging procedure is that these are products that sell very quickly, do not need to be packed in places that are difficult to access, and are replaced daily.

Therefore, an employee is responsible for receiving, checking, monitoring and packing the products from the stores' inventories and replenishing them. Figure 3 shows the stock at the DC and a team after separating products, but even with this team of seven employees, only one is responsible for controlling incoming and outgoing products.

Other factors that influence the management of the Distribution Center are the lack of inventory accuracy, where there is a certain difference throughout the inventory, and this factor is related to the lack of accurate information, with regard to sending products without due verification, in addition to sending wrong materials that leave without verification and enter without being duly registered.

The non-adjustment of stocks (products sent without boxes, such as "pé saci" (is when



Figure 3 – Stock

Source: The own authors (2020)



Figure 4: Distribution Center Docks

Source: Google Maps, (2021).

a shoe box comes with only one foot) or two left or right feet, cause bottlenecks such as: rework, expenses with overtime, etc.). It was also identified that there are several barcode readers with defects or lack of configuration (making it impossible to read barcodes or read another product), which causes delays or even discourages employees from checking.

PROPOSALS FOR IMPROVEMENTS IN GOODS RECEIPT PROCESSES

During the analysis of the scenario of the footwear company, it can be seen that its stock is large and consists of several items to be controlled when receiving goods. Therefore, it is a Distribution Center (heart of the company), where the main assets important for the growth and development of this organization pass or are stored.

The Distribution Center is a very arduous function for a manager to manage, since he is primarily responsible for managing: stocks, people and logistical processes that can help the Company to remain competitive in the market. Bear in mind that, if this manager does not fulfill his role properly, he could pose serious risks to the Organization or even its bankruptcy.

In the data collection, a bottleneck is visible that probably collaborates in the increase of “switched feet” or “satisfied feet” and consequently harming the stock (switched feet is when a shoe box comes with a smaller size and a larger one or two left feet or rights). This problem occurs when the products are received, when the volumes are checked (each volume contains about 12 pairs of shoes), where the shoe boxes must be opened to check all pairs.

Therefore, to resolve this inadequate verification, as soon as the verifier releases the goods, the company would need to have a logistical process that detects such errors, even with more employees to verify the pairs. This

way, it is clear that the CD has an insufficient staff for the demand for receipts, mainly focusing on the speed of its processes. Such agility must value the manager’s requirement to immediately send the products to the stores, however, the problems mentioned in data collection occur, due to the lack of time for an adequate conference.

Above all, all verification must be done at the DC, upon receipt, even before the goods leave for the stores. To solve this problem, it is proposed that one more employee assists in checking the DC, where they need to carry out the standardized checking procedures by checking the pairs of shoes in each volume in a more efficient and agile way, avoiding rework and waste.

During the receipt of goods, management suggests receiving goods with high added value or those that are easier to check first, this procedure ends up changing the order of unloading and causing annoyance to delivery people, in addition to interrupting the process that must be standardized.

Receiving is the first contact with the couriers and the goods and if both are not well received, it will cause several delays in the logistical processes. Several times, the DC manager requests that the couriers make some deliveries with a certain urgency, that is, that they are received first.

Therefore, in view of this problem, it is suggested that the management of the DC seek to standardize the processes for receiving, checking, packaging and sending products. As well as, it is also the hiring of another employee to support the receipt of products with greater added value so that it is possible to meet urgent receipts.

Another alternative is that the DC has two docks that could be used by more employees to meet the demands of receiving and sending. Dock 1 could be used to receive goods with a high added value or those that are easier

to check, whereas in the case of dock 2, it could be used to receive other goods with a greater receipt flow, this way, the manager will avoid order conflicts of arrival with couriers by expanding the receiving process. Figure 4 most visibly shows the two existing CD docks.

Another problem identified in the separation of products is a certain amount of unnecessary pressure from management, to speed up the separation of goods. Bearing in mind that this pressure often leads to a sequence of errors, such as, for example, quantities not matching the purchase order, where the product description is noted with missing information, causing rework for the employee who will launch the goods on the stock.

The separation of goods is the second process that takes place after receipt, it is a form of checking where the products will be separated by type, gender, reference, grade (these are the sizes of the shoes contained in a volume of more or less 12 pairs) and color. Therefore, this information must be correctly noted in the packing list to verify that they match the invoice and the purchase order, and this procedure needs time and attention.

This way, it is suggested that all goods scheduled and delivered in the morning be checked before the shipping process in the afternoon, and in the case of products received in the afternoon, that they be checked and sent the next day. Above all, this procedure aims to avoid:

- **Unnecessary reworks:** Bear in mind that the person responsible for launching the products in stock will need to carry out several conferences. Therefore, when the manager requests that goods that arrived at the second time be dispatched on the same day, this will lead to delays in the delivery of goods that arrived first and need time and attention to be correctly sent, thus

causing launch errors in the system, generating rework.

- **To work overtime:** This is a resource that the organization and the worker have to provide a sporadic increase in the workday. However, these extra hours represent unnecessary costs for the company, since employees need to follow the correct procedures during their workday.
- Also due to poor planning of deliveries, employees who deliver products in the center of Maceió between branches often have to work overtime, given that these employees face various difficulties in starting and finalizing deliveries, such as: lack of space to park and unload the goods, departure from the DC with delays waiting for goods conferences, traffic at certain times in the city, etc.
- **Misinformation:** When relocating goods between branches, there are bottlenecks that hinder the completion of product deliveries at branches, such as product withdrawal, issuing invoices and signaling products to be sent to stores. Above all, all these processes are done at the last minute, where there have been reports of some goods being delivered to the Center at the wrong branch and found the next day. Bear in mind that maximum attention is required and always checking the products that come in and out in the presence of the person responsible for that branch.
- **Food expenses:** they happen when there is a need for employees to stay a little longer in the workplace to complete a certain activity that they were unable to do during working hours, either at the DC or when delivering goods. In this

sense, snacks are purchased to keep employees, as a way of compensating them for their willingness to exceed their workload.

Therefore, according to the information collected from employees, during data collection, regarding stress, many reported that they were stressed with some unnecessary attitudes caused by poor management of logistical processes that were not known by the board, such as:

- Accumulation of unnecessary overtime. Above all, the work required to finish on the day, where the same work would be finished the next day. This way, such a requirement ends up overloading employees and they are obliged to start their activities the next day at normal hours;
- Pressure to perform a certain process, which requires a lot of attention, such as: product separation; releases of invoices; marking of the products that will be sent to the stores; to peep the products and send them to the stores. Bear in mind that, if an employee fails to carry out one of these processes, he will receive a certain punishment, in which case he will be assigned to perform a lower function for an indefinite period. Therefore, such an attitude could demotivate employees, where they were never shaken by the simple fact of needing to work;
- Demotivation not to study, causing the employee to choose to study or work. Employees often missed their classes or even dropped out of school because they needed to work. Above all, in these cases, in order not to become unemployed, employees always choose work.

According to data collection, around 113

thousand volumes arrive at the company per year, where more or less 174 volumes (2,088 pairs) per year suffer divergences. Above all, the management of the DC confirms that these divergences occur in the stores. Bearing in mind that, there have already been reports of a manager of one of the stores, who upon receiving the products from the DC, upon opening the shoe box, was already faced with a changed foot coming from the factory.

Therefore, in view of the reported and evidenced facts, it is emphasized that the main focus is not to find a culprit, but to analyze the facts and propose improvements for the standardization and adequacy of logistical processes. Given this context, the suggested proposition is to improve the checking process through the guidelines of logistical management and the standardization of processes in accordance with the suggestions proposed in this work and consequently remedy or mitigate the analyzed divergences.

FINAL CONSIDERATIONS

The present work carried out a case study, which had as its main objective, to carry out an analysis of the processes of receiving goods in a Distribution Center of a shoe retailer located in Maceió/AL. In this company, how the processes were carried out were analyzed, in order to seek improvement and adequacy, making it possible to evaluate the necessary changes to execute the procedures.

Receiving is a very complex sector, given that, for a product invoice to be authorized for receipt, it passes through several sectors until it reaches the hands of the checker, where it will start the process of receiving the products. Above all, it is worth noting that there can be no errors when checking the products, if this happens it will bring serious damage to the organization.

Based on what was presented, it was possible to identify the lack of a good conference

process with standardized procedures. Bearing in mind that some inconsistencies were found, ranging from scheduling the delivery of the products, passing through the conference sector, to the delivery of the products in each branch. In this sense, it is clear that the management of the Distribution Center needs to align the receiving processes.

Through the findings made in loco, where operational divergences were found in the analyzed company, one of the main difficulties found was the lack of standardization of processes, which consequently caused setbacks and rework described in the data collection. Therefore, the processes of receiving and sending goods were analyzed, which proposed the suggestion for improvements in logistics management, as guided in the chapter of results and discussion.

Therefore, the objectives of the research analysis proved to be relevant for the company,

since the study obtained a foundation valuing the improvement of the DC processes. Some limitations were encountered during the development of this work, especially it is worth mentioning that no restriction prevented the proposition of improvements.

This way, this work sought to collaborate with the improvement of the logistics processes of the retailer, by identifying inconsistencies in its processes of receiving and sending materials. Therefore, it is expected that the results of this case study will provide standardization of DC routines, in order to end or reduce waste such as: rework, extra expenses and misalignment of information. This way, operations will become more efficient and human and financial resources can be invested more appropriately.

REFERENCES

- BALLOU, R. H. **Logística Empresarial**. São Paulo: Atlas, 1993.
- CAMPOS, Vicente Falconi. **Gerência de qualidade total: estratégia para aumentar a competitividade da empresa brasileira**. Rio de Janeiro: Bloch, 1990.
- CAMPOS, Vicente Falconi. **Gerenciamento da rotina do trabalho do dia-a-dia**. 8. ed. Belo Horizonte: Nova Lima, 2004.
- CARVALHO JUNIOR, Saulo de; MACEDO, Sonja Helena Madeira. **Logística farmacêutica geral: da teoria à prática**. São Paulo: Contexto, 2012.
- CASTIGLIONI, José Antonio de Mattos. **Logística Operacional: Guia Prático**. 3. ed. São Paulo: Érica, 2013.
- CHRISTOPHER, Martin. **Logística e Gerenciamento da Cadeia de Suprimentos**. São Paulo: Cengage Learning, 2011.
- CRACO, T; REMUSSI, R; CRUZ, M. R. da; CAMARGO, M. El. Logística como diferencial competitivo em uma empresa metal-mecânica da Serra Gaúcha. In: VII Congresso Nacional de Excelência em Gestão. 2011, Rio de Janeiro. **Anais...** Rio de Janeiro: UFF, 2011.
- FREITAS, Francielle Torres de Carvalho; CALEFFI, Felipe. A LOGÍSTICA EMPRESARIAL COMO FERRAMENTA ESTRATÉGICA PARA VANTAGEM COMPETITIVA. **Convibra**, n.26, p.1-18, jun. 2016.
- FREITAS, Gabriela Lucilla. **Padronização de processos internos de uma empresa especializada em software livre**. 2016. 106 f. Monografia (Graduação Bacharel em Administração) – Centro Universitário Univates - Lajeado, RS.
- KOBAYASHI, S. **Renovação da logística: como definir estratégias logísticas de distribuição física global**. São Paulo: Atlas, 2000.
- MARTELLI, Leandro Lopez; DANDARO, Fernando. Planejamento e controle de estoque nas organizações. **Revista Gestão Industrial**, v. 11, n. 02, p. 170-185, 2015.
- MINAYO, M.C.S. **O desafio do conhecimento: pesquisas qualitativas em saúde**. São Paulo: Hucitec, 2014.

MĹKVA, M.; et al. Standardization – one of the tools of continuous improvement. **Procedia Engineering**, Nový Smokovec, v. 149, p. 329-332, 2016.

OLIVEIRA, K.; MICHALOSKI, A. KOVALESKI, J.; XAVIER, A.; NUNES, B., Padronização de processo no setor de manutenção em uma usina agrícola. In: VII Congresso Brasileiro de Engenharia de Produção, 2017, Paraná. **Anais...** Paraná: 2017.

PAIM, Rafael et al. **Gestão de processos: pensar, agir e aprender**. Porto Alegre: Bookman, 2009.

PALADINI, Edson Pacheco. **Gestão da Qualidade: Teoria e Prática**. 2.ed. São Paulo: Atlas, 2008.

PEIXOTO, Flávia Nerys; do AMPARO Pinheiro, José. Gestão de estoques. **Revista Diálogos: Economia e Sociedade**, v. 1, n. 1, p. 48-57, 2017.

PEREIRA, Andréia da Silva; SAGAVA, Cláudia Issako; OLIVEIRA, João Paulo Siolari de. **A contribuição do gerenciamento de estoque para otimização do processo de produção**. 2010. 41 f. Monografia (Curso de Pós-Graduação “Lato Sensu” em MBA em Gestão Financeira e Contábil) - Centro Universitário Católico Salesiano Auxilium – UNISALESIANO, Lins, SP.

PICHEK, Georgie Alexandre. **Gerenciamento de estoque: estudo nas empresas do ramo cerâmico na cidade de Pimenta Bueno**. 2016. 30 f. Monografia (Graduação Bacharel em Administração) - Universidade Federal de Rondônia. – Cacoal, RO.

POZO, H. **Administração de recursos materiais e patrimoniais: uma abordagem logística**. 5. ed. São Paulo: Atlas, 2016.

RODRIGUES, Paulo César C.; OLIVEIRA, Otávio J. Modelos de gestão de estoques intermediários no processo de fabricação. In: XIII SIMPEP, 2006. Bauru. **Anais...** São Bauru: Paulo, 2006.

ROSA, Rodrigo de Alvarenga. **Gestão de operações e logística I**. 3. Ed. Florianópolis: UFSC, 2015.

SALGADO, Tarcísio Tito. **Logística: práticas, técnicas e processos de melhorias**. São Paulo: Senac, 2013.

SANTOS, H. R. M. **Fatores críticos de sucesso das iniciativas de BPM no setor público**. 2012. 131 f. Dissertação (Mestrado em Ciências da Computação) – Centro de Informática, Universidade Federal de Pernambuco, Recife.

SILVA, Natan Felipe. **Modelos de gestão de estoque e política de decisão de compra: estudo de caso em uma indústria farmacêutica do centro-oeste de Minas Gerais**. 2017. 67 f. Monografia (Graduação de Engenharia de Produção) - Centro Universitário De Formiga, Formiga, MG.

VIANA, J. J. **Administração de Materiais: um enfoque prático**. – 1. Ed. São Paulo: Atlas, 2006.

YIN, Robert K. **Estudo de caso Planejamento e Métodos**. Ed. Porto Alegre: Bookman, 2015.