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MENU.
Click to return
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GRUPO COLIMAN

THE CHALLENGE

**OPPORTUNITY
AREAS**

THE DECISION

REFERENCES

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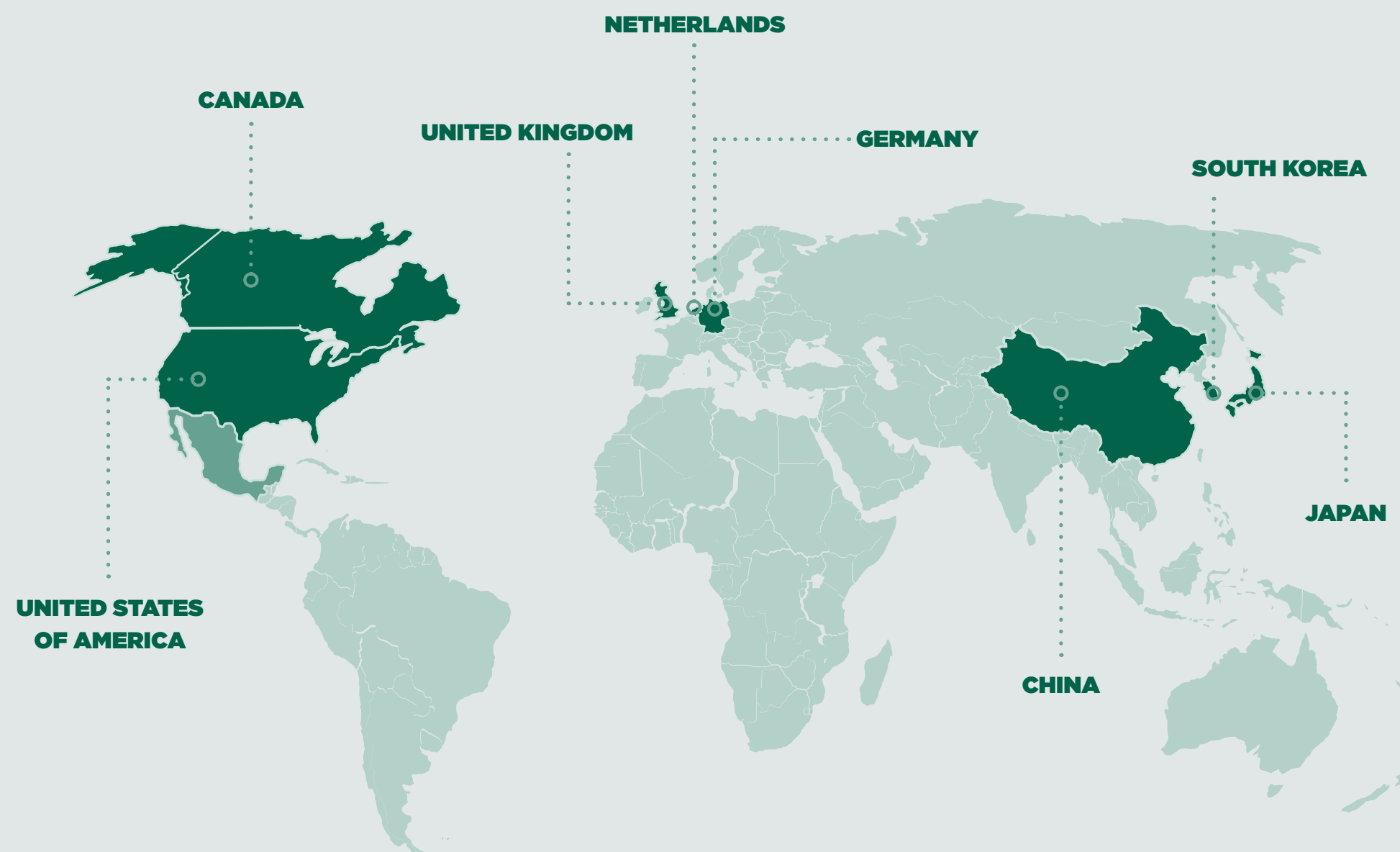
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GRUPO COLIMAN

Grupo Coliman[⊕] is a proudly Mexican company, dedicated to the production, commercialization, and exports of fruit such as bananas, avocado, papaya, and lemon, as well as several vegetables.

The Coliman brand comes into existence in 1963, in the city of Tecomán, Colima, a strategical center of production and distribution of agricultural products. According to their website, they currently have production and distribution plants in Colima, Aguascalientes, Baja California, Baja California Sur, Chiapas, Michoacán, Jalisco, Tabasco, Sinaloa, Sonora, and in the United States, in California and Arizona. Additionally, Grupo Coliman exports its products to markets such as Canada, the United Kingdom, the Netherlands, Japan, and South Korea.

COUNTRIES WHERE GRUPO COLIMAN EXPORTS TO:



Source. Coliman, 2023.



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It has always been a constant for Coliman to continue innovating and in their website, they are sharing that they have recently undertaken “a deep technological and organizational transformation process” with the objective of streamlining their operation, expanding their reach, and facing the new global challenges, betting on their greatest resource, their employees’ talents. The latter in pursuit to manage their company strategically and with the best quality to reach their Mission and Vision (Coliman, 2023).

Mission

To nurture the world with high quality fruits and vegetables, generating value and trust for our customers, suppliers, employees, and shareholders, being aware of our social and environmental responsibility, and sharing the love for our land with everyone.



Video. **Nourishing Your Life Together**
Source. **Coliman Bananas, 2021.**

Vision

By 2024, we will be a highly profitable, socially responsible company, with sustainable growth and a high human sense. We will achieve permanence and global positioning through the value development of our brands; we will be an innovative, competi-

tive, and reliable supplier strongly oriented to our customers’ satisfaction; leaders at a regional, national, and international level in the distribution, production, and commercialization of fruits and vegetables, all these through a highly competitive and innovative human team.

THE CHALLENGE

Coliman's CEO has set a new goal for 2024 to apply to the Great Place to Work® (GPTW) program as a positioning strategy of the company to recruit talent, especially younger talent. They have chosen this trademark due to its international positioning and recognition, additional to considering the ideals it promotes, such as "creating a better world by helping companies to become Better Places to Work® for Everyone®"; and "the creation of environments with life quality" which enable employees to feel committed to the company (Hernández, 2020).

In one of the weekly meetings with the directors of the Human Capital department of Coliman, the CEO of the company presented the team their new strategic

For over 30 years, Great Place to Work® Mexico has heard over 500 thousand persons each year, and with that experience they have generated studies that explain that in challenging times, customers' satisfaction is closely linked to the company's KPIs, that is, they explain how their state of mind influences results. [⊕]



Image. Pressfoto in Freepik, 2023.

goal of obtaining the GPTW® trademark. To assess the feasibility of reaching this, the team embarked on the task of knowing and understanding the main KPIs this trademark focuses on. They also concentrated on analyzing the results of

the organizational climate evaluation they obtained in 2022.



Organizational Climate Evaluation Results 2022 of Coliman.



OPPORTUNITY AREAS

The opportunity areas mentioned in the meeting are explained next:

1. Talent Recruitment Department

The leader in the department underlined several of the concerns detected among the employees, where one of them is that they don't believe they are attractive as a company to attract young talent. Even when the trademark Great Place to Work can help to the positioning of the company and attract new generations, they also need to work on schedule schemes and workloads, especially of the operations staff.

On the other hand, it was also discussed that their recruitment processes are well

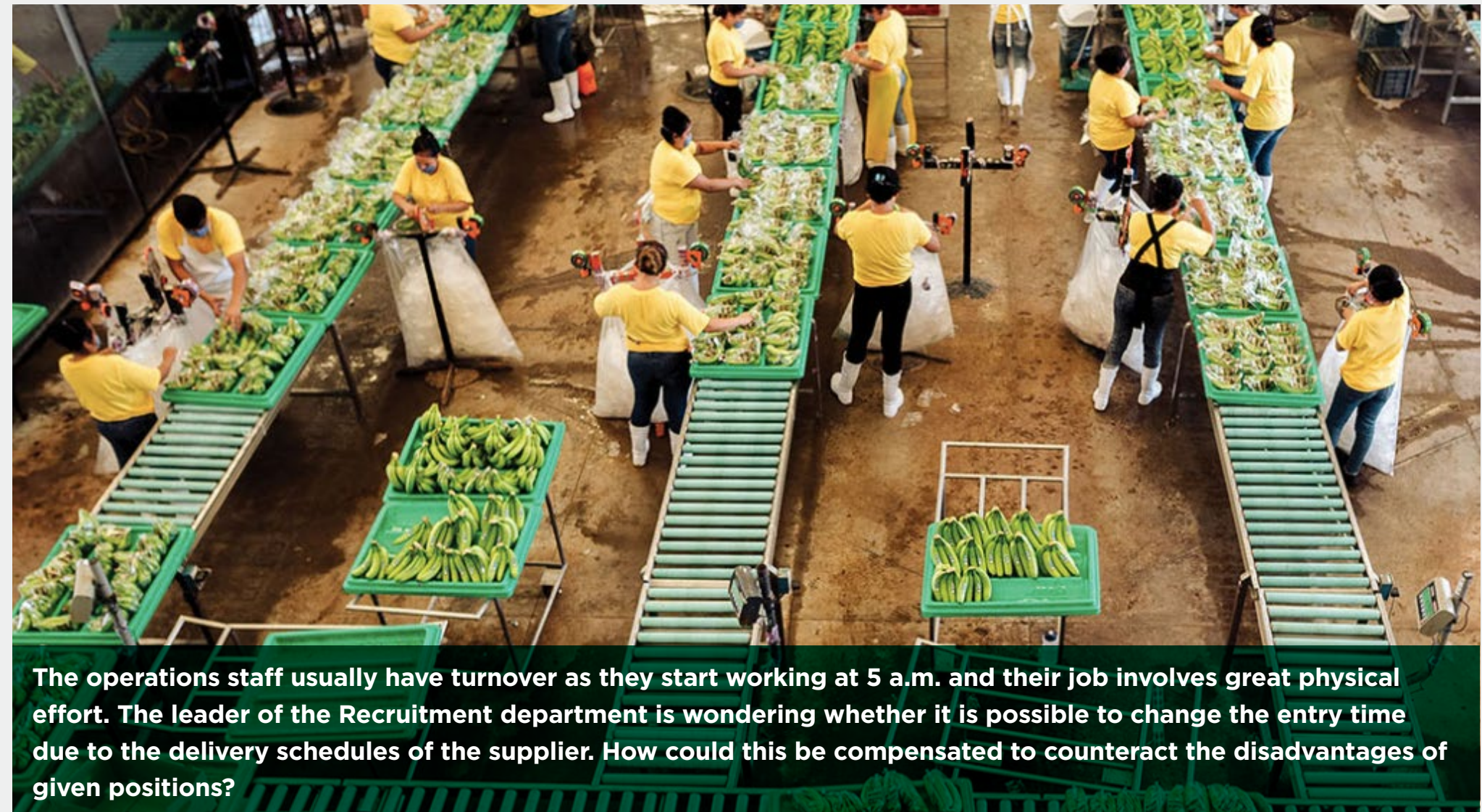


Image. Coliman, 2023.

defined, but that they lack efficiency due to an absence of automation. As a result, there are delays in hiring processes to cover vacancies timely and in due form. Additionally, some of the applicants lose

interest because of the time it takes to get an answer.

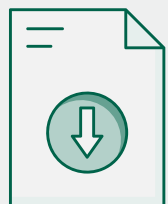


Examples of the Coliman recruitment and selection process.

2. Entitlements and benefits program

In the last few years work has been done to strengthen and make the entitlements and benefits programs more attractive; nevertheless, the leader of this department is wondering what needs to be done as the changes realized are not reflected in the results of the organizational climate obtained in 2022.

The work team of the department is wondering whether not being aware of all the entitlements and benefits could be the problem due to bad internal communication, or, whether they need to make the program more attractive.



**Entitlements and benefits
at Coliman.**

THE DECISION

At the end of the meeting, it was concluded that it is of the utmost importance to answer the following questions to define a more successful and effective strategy in the Human Capital department.

- . What should Coliman do to improve talent recruitment, especially of the new generations?
- . How can the company improve the motivation and retention of their human talent through their Entitlements and Benefits Program?

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