



Organizational Analysis: *Food Universe Marketplace*

Team Number: Group 4

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Food Universe Marketplace

New Brunswick, New Jersey

Contact info:

- Website:
fooduniverse.keyfood.com
- Phone: 732-545-3031
- Interview Contacts:
- Manny & Kiury Reyes
(Owners)
- Dana (Manager)



Secondary Data Collection

Industry: Grocery Retail

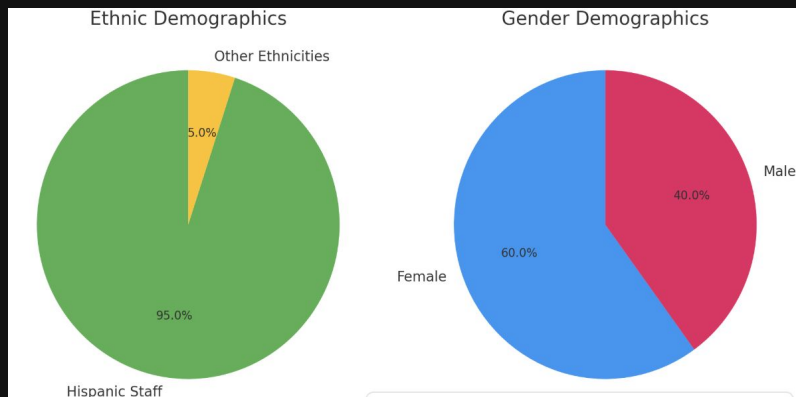
Organizational Structure:
Departmental(
Meats, Produce
Pharmacy, etc.)

Roles:
Owner
Managers
Grocery Clerks

Organizational Strategy: Provide communities with quality products, services, and support

Competitor: Bravo Supermarket (serving similar Hispanic demographic)

Demographics:
95% Hispanic staff
60% Female, 40% Male



Data Collection

Mar 10

Round 1 Interview

6 Employees

1 Owner
2 Managers
3 Clerks
31 Minutes

Apr 21

**Round 2
Anonymous
Interview**

4 Clerks
25 Minutes

Goals

Understand communication, leadership, motivation, and team dynamics

Method

Two rounds of in-person interviews

Management Issue/ Output Challenge

The diagram consists of three large white circles arranged horizontally. The first circle on the left is labeled 'Stated Issue'. The middle circle is labeled 'Employee Perspective'. The third circle on the right is labeled 'Manager Perspective'. Below each circle is a corresponding text block. The circles are connected by a horizontal line, and the text blocks are aligned with their respective circles.

Stated Issue

Lack of open
feedback and
discomfort in
expressing criticism

**Employee
Perspective**

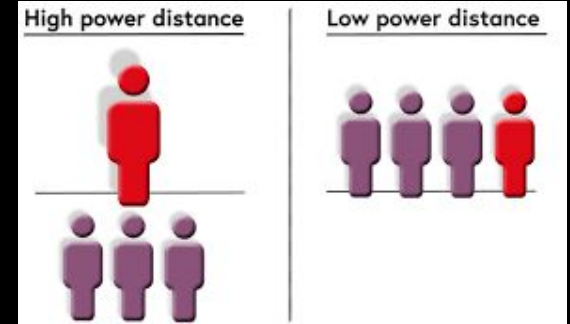
Fear of management
retaliation, lack of
flexibility, lack of
input

**Manager
Perspective**

Open
communication
policy exists, but
hierarchy may stifle
feedback

Course Concept#1

Power Distance



Definition: Degree to which less powerful members accept unequal power distribution

Contextualization: Department heads → Store Managers → Employees

- High power distance between employees and management, low power distance among management themselves



Power Distance In Food Universe

- Employees hesitant to critique management when present
- Anonymous feedback differed from open interviews
- Schedules made by management with limited flexibility

More Information:

- Managers talk to each other like colleagues before making any decisions(they consult one another)
- Employees report to department heads and rarely participate in decisions
- Communication and decision-making is mostly top-down
- Store culture suggests managerial control over daily operations

Course Concept#2

Motivation (Intrinsic & Extrinsic)

Definition:

Intrinsic: Internal desire (growth, purpose)

Extrinsic: External rewards (salary, praise)

Relevance: Core factor in employee engagement and satisfaction





Weak Intrinsic Motivation

- Most employees driven by **extrinsic** goals (family support, money)
- Little mention of intrinsic drivers like passion, learning
- Language barrier restricts confidence and growth opportunities

More information about motivation

- Some employees show interest in improving English or customer service
- Few intrinsic motivators linked to job itself → long-term engagement may suffer
- Lack of formal programs for skill development

Recommendation# 1

12

Reduce Power Distance

Create flatter
structure,
encourage
schedule input

01



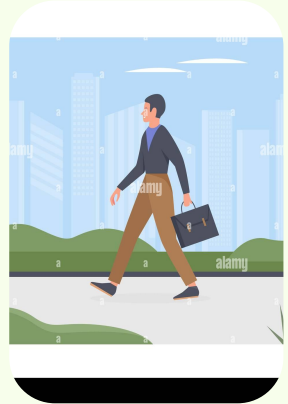
Monthly staff
meetings for
feedback

02



Collaborative
schedule
planning

03



Manager
walkarounds to
promote informal
interaction

Best Practices & Downsides (Recommendation 1)

- **Best Practices:**

- Trader Joe's & Costco: Manager-employee collaboration
- Wegmans: Floor-level feedback leads to innovation

- **Downsides:**

- Time-consuming schedule changes
- May disrupt current workflow and hierarchy

Recommendation# 2

14

Increase Intrinsic Motivation

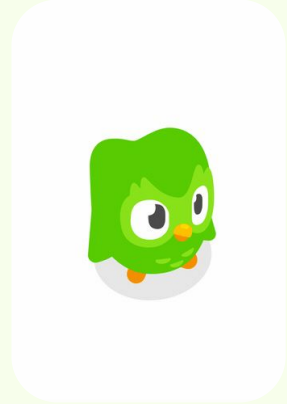
Encourage
learning, reinforce
purpose through
feedback

01



Use Customer
Terminals

02



Launch
English-learning
app (Duolingo for
Business)

Best Practices & Downsides (Recommendation 2)

- **Best Practices:**

- Google's gThanks and peer recognition
- Zappos' feedback-based culture

- **Downsides:**

- May not appeal to all employees
- Organizing testimonials/logistics for learning requires effort

Communication Strategies & Influencing Tactics

- **Influence Tactics:**

Social Proof: Use examples from Costco, Wegmans, Trader Joe's

Liking Principle: Present benefits in employee-friendly terms

Authority & Consistency: Backed by SHRM and MoldStud research, aligned with Food Universe's values

- **Goal:** Align recommendations with core mission of community and employee growth