

Founded over 40 years ago Cesantoni is a Mexican company dedicated to selling and manufacturing **ceramic flooring and coverings**. We set the benchmark in both **national and international markets** due to our products' high level of **innovation and our focus on quality**.

A key pillar in our **accelerated growth plan** has been the improvement project **Piso Firme**, that we carried out with **London Consulting Group**. The project focused on:

- Developing a new style of **Agile Leadership** with our executives. This style is based on building collaborative teams, emotional agility, and genuine interest in developing the personnel.
- Reaching **Operational Excellence** through simplified and effective processes that are systematically executed.
- Accelerating our **Innovative Processes** through the implementation and application of agile methodologies to the product development process and the operative efficiency projects.
- Implementing **Digital Transformation** into our operative processes. We digitalized 100% of our indicators, management activities, and floor control activities.

Some of the elements that we developed for the different departments within the project's scope were:

INNOVATION AND DEVELOPMENT

- Redesigning the I+D department through the utilization of agile methodologies (*Design Sprint / Scrum*) and digital tools (*Monday*). These facilitated collaboration and control over the projects. Some of the results that we achieved by using the new methodology were:
 - **28% improvement in gas usage efficiency** through development projects which improved the ceramic pastes that are used and by improving the density of the barbotine.
 - **50% reduction in the cost of packaging and pallets** by optimizing the packing process (45*90 format).
 - **6% forecasted improvement in the consumption of enamels** by implementing a customization project and by increasing control over deviations.

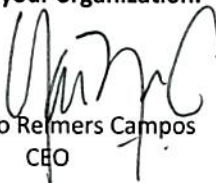
OPERATIONS AND ASSET MANAGEMENT

- Designing and implementing **High Performance Teams** with common goals, high levels of autonomy and innovation, and a strong focus on continuous personal development.
- **Digitalizing the entire** process which controls and manages the key performance variables by designing and implementing a technological ecosystem on **Power Apps, Power Automate, and Power BI**.
- Configuring a new operative payroll which improved **productivity by 41% (payroll vs m2 produced)**.

DEMAND AND SALES PLANNING

- Designing and implementing a **S&OP (Sales and Operations Planning)** model which improved the assertiveness between the orders and the production by 20%. **57% reduction in surplus stock and inventory**.
- Effectively reimplementing the CRM in order to promote more active sales and prospecting.

The financial savings obtained by the different initiatives that we developed during the project generated a forecasted annual **ROI of 5.3 to 1**. We **highly recommend London Consulting Group** as a strategic partner when developing projects that will **transform your organization**.



Yaco Reimers Campos
CEO



Julio Alonso Zuñiga
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