

Mexico, August 2018

Cotemar is a Mexican company which offers integral offshore exploration and production (E&P) solutions, ranging from operational support to design and offshore construction projects. **Cotemar** has built a big reputation over its 38 years of experience operating in the national market.

As part of **Cotemar's** continuous improvement initiative, we carried out the **IMPLUSA project** in conjunction with **London Consulting Group**. The project focused on improving our **Human Resources Department** by improving the customer service level, increasing the supply of personnel, simplifying the operational processes and improving the level of productivity.

A MANAGEMENT MODEL WAS DESIGNED AND IMPLEMENTED ACROSS THE DIFFERENT MANAGEMENT CHANNELS BY:

- Defining the macro-structure (Managers and Supervisors) based on optimum control segments.
- Implementing **indicators and an active supervision model**.
- Designing **Typical Weeks** for the personnel which were aligned to their service and productivity objectives.
- **Reengineering the processes**, eliminating activities with little added value.

Implementing the new work systems has generated the following results in each department:

PERSONNEL ADMINISTRATION, LOGISTICS, RECRUITMENT, AND SELECTION.

- **36% improvement** in Personnel Supply.
- **92% improvement** in Personnel Coverage.
- **71% improvement** in the **Lead Time** for Recruiting and Selecting.
- **12% improvement** in the **Hit Rate** for Recruiting and Selecting.
- **31% improvement** in the **Quality** of Candidates in the Recruitment and Selection pipeline.

LABOR RELATIONS, EMPLOYEE SERVICES and HEALTH AND SAFETY ADMINISTRATION.

- **46% improvement** in **Accumulated Rotations** vs Previous Year.
- **40% improvement** in the **Employee Service Survey** vs 2017.
- **8% improvement** in **On-board Problems** vs 2017.
- **90% improvement** in the **Application of Exit Interviews**.
- **88% improvement** in **Contact Center Incidents**.
- **24% improvement** in **Admissions Tickets** due to correctly completed Entries.


The financial benefits of the project have surpassed our expectations, reaching a **return on investment of 3.8 to 1** by the end of the project, with a **forecasted annualized return of 11.6 to 1**.

One of the key factors of the project's success was the **methodology implemented by London Consulting Group**. The manner in which they managed change, their shoulder-to-shoulder implementation process and the level of involvement displayed at all levels of the organization, generated a positive change in the personnel's work culture. Based on what we have mentioned; we have **decided to undertake a new project with London Consulting Group** which will focus on developing the rest of the company's Development Sub-directorate Management.

Sincerely



Analaura Antuna Tello de Meneses
Human Resources Manager



Juan Antonio Del Hoyo Huidobro
Development Sub-Director