

PLASTIEMPAQUES is a reference and leader in Ecuador with more than 30 years in the plastic industry, in its plant located in Durán, in the province of Guayas, Ecuador, where it works on three business lines, Packaging, Containers and Fibers with the aim of giving innovative proposals of added value and personalized customer service. Supplier of important companies nationwide, such as Corporación Favorita, Corporación El Rosado, La Fabril, Megaprofer, Productos Metalúrgicos, Dole, Lubrival, Bimbo, Agrícola Industrial Primobanano, Dupocsa, Favalle, Agripac, Orodelti, Farmagro, Arca Continental, among others.

At the end of January 2022 and until October of the same year, we developed a process improvement project called "META, Juntos hacia la excelencia". This project was led by the firm LONDON CONSULTING GROUP and was focused on the areas of Commercial, Production, Planning and Procurement in addition to strengthening the Development of Management Skills of key personnel in these areas through a deep work of group and personalized coaching. Throughout this project we managed to align the processes to our objectives as a company, implementing a work system focused on results and continuous improvement, allowing to increase the productivity of PLASTIEMPAQUES. After implementing the different processes, tools and policies, the following results could be evidenced:

INTELLIGENCE AND COMMERCIAL OPERATION

- The 2022 and 2023 commercial budgets were made with a designed tool, which allows the budget to be focused on the Company's Strategy, Expected Contribution, Product Mix, New Customers.
- Implementation of HubSpot CRM in conjunction with sales planning and management models.
- Design and implementation of management and operational boards in Power Bi.
- Increase in cross-selling of 5% vs 2021.
- Increase in profitability per kilogram by 14% vs 2021.
- Increase in the average ticket per customer of 15% vs 2021.
- Increase in sales by 4.25% with a projection of 6% at the end of 2022.
- Increase in the "On Time" Service Level by 15.41%.

FLOOR CONTROL AND PRODUCTIVITY

- Implementation of organizational structure based on the definition of control sections, accountability and a clear supervision model.
- Implementation of a governance model based on operational management and decision making.
- Reduction of production scrap by 13% vs 2021.
- Optimization of operational efficiency (OEE) by 7%.
- Optimization of production cost by 4% vs 2021.
- Optimization of the cost of direct labor by 5% vs 2021.
- Optimization of operating expense by 5% vs 2021.
- Optimization of the Production Service Level by 5% through the control of "In Full".

PRODUCTION PLANNING AND SCHEDULING

- Implementation of an integral planning model that has the key elements seeking greater efficiency in the plant.
- Implementation of S&OP committee to align strategy between Commercial, Production, and Supply.
- Increased compliance with programing from 78% to 90% compliance.

PROCUREMENT AND NEGOTIATION WITH SUPPLIERS

- Centralization of the purchasing area defining a formal work system for the area.
- Implementation of purchasing tools in Power Bi for better analysis in decision making.
- Decrease in expense accounts with respect to incomes by 3 percentage points.

DEVELOPMENT OF MANAGERIAL SKILLS

- 7 sessions of Management Skills Development were given with the participation of 32 people including managers and supervisors.
- Individual coaching to the line of Managers and implementing Individual Development Plan.

We are pleased to say that at the project completion date we have achieved a Return On Investment of 1.5:1 projecting 4.4:1 one year after the completion of the project. We want to recognize the commitment and professionalism shown by the staff of LONDON CONSULTING GROUP, as well as the effectiveness of the work done together with the staff of PLASTIEMPAQUES to achieve our objectives.



Juan José Hanzé Antón
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