

With over 58 years of experience in the Ecuadorian market, PROMESA (Productos Metalúrgicos S. A.) has become a leader in the wholesale market of hardware products and automobile spare parts in the country. Among the main brands we sell are: Makita, Paolo, KYB, Stanley, DeWalt, and others. In the last few years, we've been making structural and technological changes in order to face the new challenges that arose, and to continue being a market leader by adhering to our values of service and quality.

The current situation, the objectives we've reached, and are projected to reach, have validated the decision we made to focus on our customers (Customer Experience), innovation, streamlined processes, an efficient portfolio, and technology, in order to reach our long-term objectives.

Between December 2020 and February 2021, we developed, in conjunction with London Consulting Group, a more strategic project that focused on our working liabilities. Throughout this project, we reviewed internal and external pay equality aspects by using a methodology with 19 variables, in order to evaluate the contributions made by every job position.

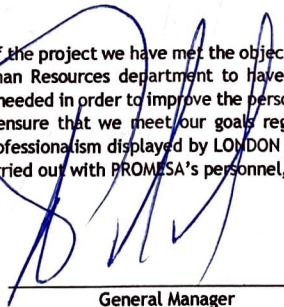
Organizational Structure background analysis:

- A deep analysis of our internal equality scheme, and updating the value of every job position. This enabled us to evaluate the contributions made to the organizational structure by every role.
- Updating the organizational structure's profiles and job descriptions.
- Redesigning the hiring process, evaluation program, and policies, in order to ensure the control over the costs generated by the Human Resources structure.

Analysis of the cost of the organizational structure (same industry):

- Benchmarking the costs per employee, gap analysis, and internal awareness.
- Review and analysis of the organizational structure costs in terms of the employees' salaries, social contributions, and benefits.
- Review and analysis of the organizational structure's standardization of roles within in the labor market.
- Defining the salary range according to the roles within the structure.
- A gap analysis per role and structure was validated with every department head.
- Defining the work plan based on identified opportunities and those agreed with every manager.
- Analysis and development of tools that measure the return on investment of every action that is carried out.
- Review and definition of roles that require variable monthly compensation.

We are happy to say that by the end of the project we have met the objectives we established during our collaboration proposal. This enabled the new Human Resources department to have an in-depth analysis of the organizational structure, defined initiatives that are needed in order to improve the personnel administration processes in accordance to PROMESA's strategy, and, it will ensure that we meet our goals regarding internal equality. We would like to acknowledge the commitment and professionalism displayed by LONDON CONSULTING GROUP's team, as well as, the effectiveness of the work that was carried out with PROMESA's personnel, which helped us reach our objectives.



General Manager
Alberto Bustamante