

Sustainable Development in Central America and the Dominican Republic

Project: TMF Program: Poverty Reduction and Environmental Improvement: An Integral Sustainable Development strategy.

Company: **MASTERPAC S.A. – BAYER DE COSTA RICA S.A.**

Country: Costa Rica

The Companies

MASTERPAC

Since 1990, its founding year, MASTERPAC S.A. has been serving the food, pharmaceutical, cosmetic and chemical industries becoming an industry of great specialization in colorings, flavors, fragrances and raw materials for this type of industry. Currently, the company offers to its clients the development of specific products according to their needs.



BAYER

The BAYER Group is an international organization founded in 1863 in Germany. Currently, it is one of the biggest chemical-pharmaceutical companies in the world. BAYER Costa Rica was founded in 1978 and is the Regional Headquarters for the Animal Sanitation Division.



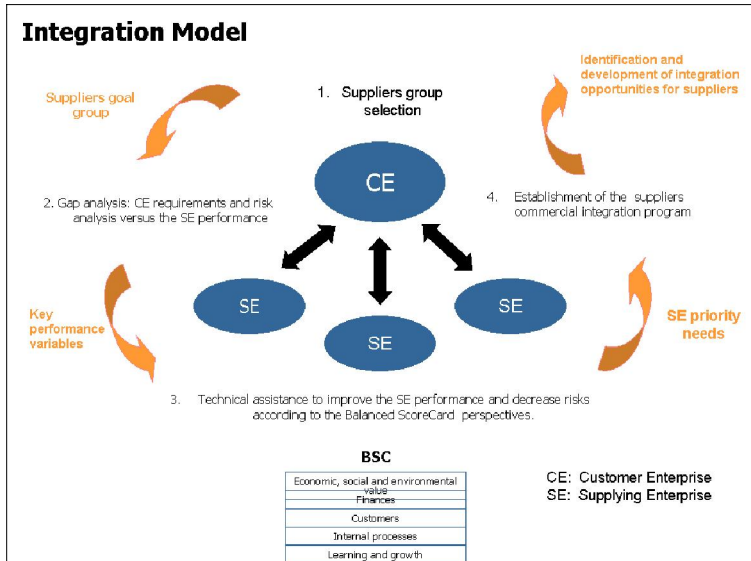
COMMERCIAL RELATION

MASTERPAC sells BAYER coloring for their vitamin supplements and other animal products. Besides selling additives, MASTERPAC provides technical support in the development of new products as to determine the precise use of the colorings and define proportions for the formulas.

Project Description

The project’s main objective is to increase the competitiveness amongst national and regional supply chains through the establishment of integral commercial programs between high performance companies and their suppliers.

The process starts with the selection of the goal supply company. Then, key performance variables are identified and the gap between the Customer Enterprise (CE) requirements and what the Supply Enterprise (SE) offers is determined. Based on this, technical assistance starts at the SE to improve its strategy and internal performance according to the CE requirements. This technical assistance is based on the Balanced ScoreCard perspectives, with an approach to improve the External Client dimension, and therefore, the relationship with the CE. Finally, resulting from the technical assistance provided to the SE, its main needs are identified in terms of its relation to the CE and support is supplied to the CE to establish the bases for the Suppliers Integration Program.



Strategic Planning

As part of the technical assistance provided to the SE, a strategic planning process was executed using as highly important input the feedback given by BAYER.

Results

Mission

"MASTERPAC is an enterprise dedicated to research, manufacturing and commercialization of raw materials, chemical and food specialties including in each product creativity, technology and quality"

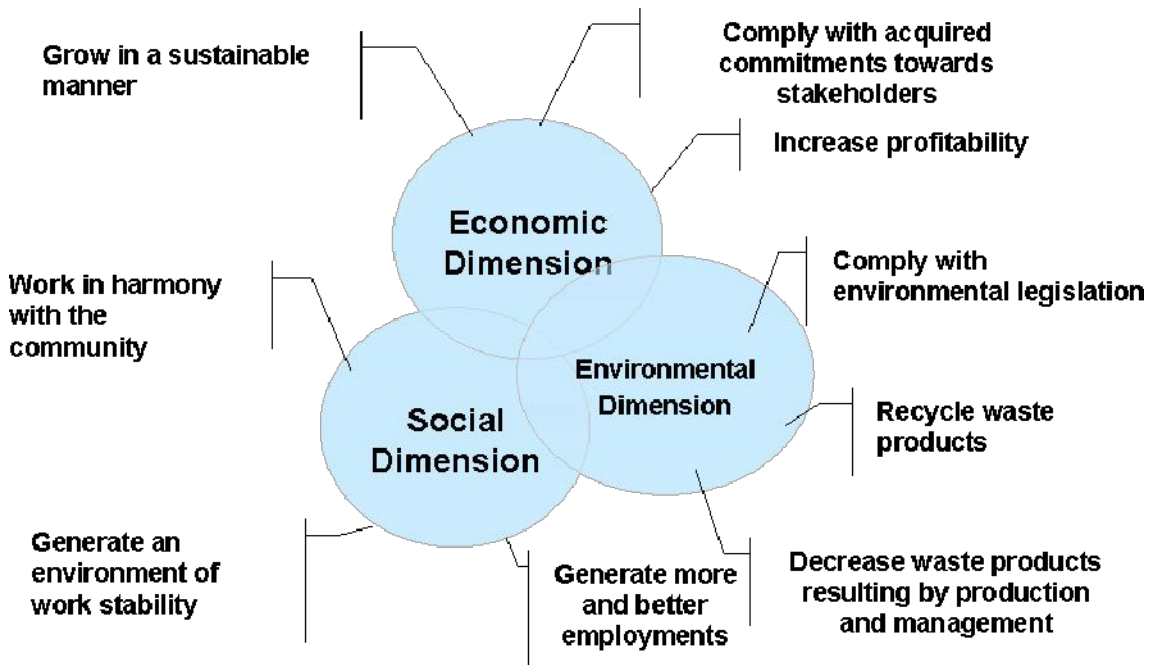
Vision

"To be positioned in the Central American and Caribbean market by growing in a sustainable manner and satisfying client's needs proactively through excellence in quality, service, innovation and technology"

Values

Friendship, Responsibility, Collaboration, Honesty, Effort and Respect.

Sustainability Policy



Strategic Plan

- Scheme where the manner the company explains how it will achieve its economic, environmental and social results through management in the following aspects: finances, customers, internal processes and learning and growing.
- Definition of the strategic or priority areas that the company established to achieve its goals, together with the indicators and initiatives to improve which allow monitoring whether or not there is compliance with established goals.
- Form to do follow up to the strategic indicators.

Sales Process

According to feedback provided by the customer enterprise -BAYER, a deficiency in MASTERPAC's role as a provider is the follow up on sales. To solve this situation, in regards to its commercial relation with this and other clients, work was done on the sales process.

Results

- Documentation of the sales process, with the definition of activities, personnel in charge, documents and performance indicators.
- Making of templates for documents related to the sales process (client's card, visits guide, quotes form, technical card form, purchase order format, analysis certificate, customer satisfaction survey).

Benefits:

- Standardization of methodology, activities and tools used in the process.
- Company image improvement.
- Establishment of documentation mechanisms to do client follow up.
- Support and guidance to sales executives to ensure adequate client attention.

Customer Service

A training workshop and work session was done with MASTERPAC's sales team on the topic of customer service.

Results

- Training to the sales team in regards to a Customer Service model for its practical application.
- Construction of a Customer Service definition shared by the sales team.
- Definition of general conduct rules to make this new definition a practical one.

Benefits:

- Involvement and commitment of the sales team to customer service.
- Reflection of the executives concerning personal and team responsibility, in regards to the quality of the provided service.

Strengthening of the commercial relation: MASTERPAC – BAYER

As a result of the project, the improvement process that has been internally developed by MASTERPAC must be emphasized; its results have been visible in the short term. Likewise, BAYER ha been benefited by the process - improving its practices to facilitate a better relation and service by MASTERPAC.

The project was developed under the Joint Cooperation Agreement PROCOMER – CEGESTI, in the framework of the "Poverty reduction and Environmental Improvement: An Integral Sustainable Development Strategy", executed by CEGESTI and financed by the Ministry of Foreign Affairs of the Netherlands government.

