

Sustainable Development in Central America and the Dominican Republic

Company: LABORATORIOS COMBISA
Country: El Salvador
Project: TMF Program: Poverty reduction and environmental improvement.
A sustainable development strategy.
Year: 2005

THE COMPANY

LABORATORIOS COMBISA, located in San Marcos, is a company that was founded in 1971 with the following mission “make and distribute medicines under the strictest quality standards to contribute to the wellbeing of consumers’ health”.

Since its beginnings, LABORATORIOS COMBISA has been concerned with continuously improving as to offer its clients high quality, so it is committed to making its products according to in force Good Pharmaceutical Manufacturing Practices, Good Laboratory Quality Control Practices and the International Quality Management Standard ISO 9001:2000. Likewise, the company shows a great deal of interest in values development, the collaborators’ wellbeing and respect for nature. Today, the company has 33 employees.



PRODUCTS



Its products include medicines for human and veterinarian use in different formulations and presentations, as well as cosmetics.

PROJECT DESCRIPTION

The methodology for the implementation of the company’s Sustainability Strategy started with the conceptualizing of the sustainable development system –at which stage an internal and external organizational analysis took place to determine its sustainability profile, as well as its options for improvement in the environmental (cleaner production), economic (productive efficiency and financial management) and social (internal and external dimension, besides health and occupational safety) dimensions.

Later on, the company’s strategic guidelines in the frame of sustainable development were redefined. Then, action plans in each dimension as well as indicators and monitoring mechanisms were established – to guarantee the compliance with established strategic objectives.

Then, training and technical assistance was provided to support the company in the implementation of its action plans. This was the expected matter to carry out the knowledge transfer to the company, and a follow up oriented towards the achievement of awaited results.

MAIN ATTAINED RESULTS

Strategies, policies and plans

A new company's strategic framework plan was defined:

Company's Mission

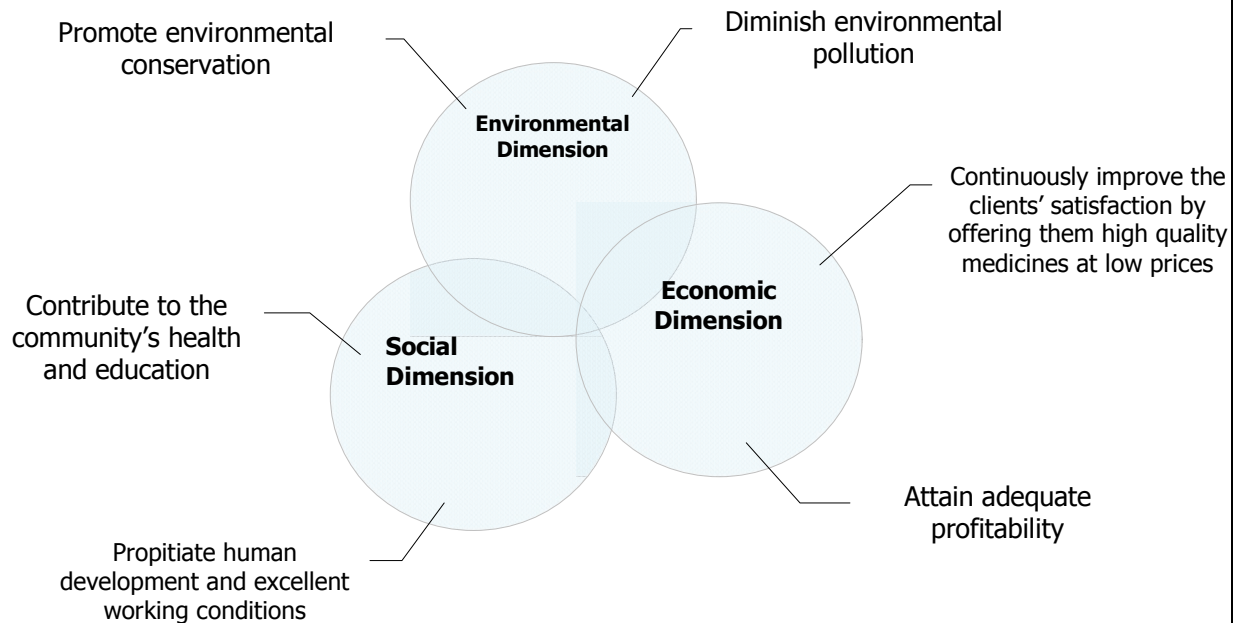
Make and distribute medicines, manufactured under the strictest quality standards to contribute to the wellbeing of consumers' health".


Company's Vision

World class company – leader in the manufacturing of recognized medicines:


- ✓ For its good quality and competitive prices
- ✓ For the development of new and more efficient formulations
- ✓ For permanent improvement and medicine diversification
- ✓ For the excellent human and technological development level
- ✓ For the better training, motivation and personnel's remuneration level
- ✓ For its contribution to health and the community's education and environmental conservation


Our Commitment to Sustainability



Initial Diagnosis	Achieved Improvements
ECONOMIC DIMENSION	
Financial Management	
<ul style="list-style-type: none"> ▪ Identified problems in the inventory process. ▪ Lack of a product cost system or cost methodology, and with it establish prices. ▪ Outdated accounting process. 	<ul style="list-style-type: none"> ▪ Work was done with management and plant personnel to create awareness on the importance of inventory management for the company. ▪ Improvement points were identified; a work plan was created on distribution and inventories flow. ▪ Warehouses organizing was planned to create better productivity flows and the storing of produced or in the process of production goods, and raw materials. Besides, such spaces were marked with paint and labeled with corresponding names. ▪ Support was granted in the administrative procedures – for this, the first step was to make and validate the mapping of productive and administrative procedures to then create procedures related to these proceedings. ▪ It was recommended to the management the revision of the different items not only from the registering point of view, but also as information validation on behalf of an auditing entity. ▪ A tool was provided for the analysis of accounting information – which facilitates the interpretation through strategic and financial indicators for the decision making by the management. ▪ An implementation plan was made for improvement actions in the short, the medium and the long terms.
Productive Efficiency	
<p style="text-align: center;"><i>QUALITY MANAGEMENT</i></p> <ul style="list-style-type: none"> ▪ The company is the process of certification – ISO 9001:2000. ▪ The maturity of the quality management observed at the beginning of the Project was 2.7. ▪ It does not have the correct methodology to work out the standard times for the productive process 	<ul style="list-style-type: none"> ▪ After helping with the documental revision of the required processes to ring the company to the implementation of the ISO 9001:2000 norm, it was determined that the maturity of the quality management increased from 2.7 to 2.9. ▪ A methodology was jointly determined with the company to calculate standard times; it has to be systematized and orient its efforts to developing the points to be emphasized in regards to ISO 9001:2000 norm.

ENVIRONMENTAL DIMENSION	
Solid waste production	
<ul style="list-style-type: none"> ▪ High paper consumption by the administrative section. ▪ There is not paper recycling program. 	<ul style="list-style-type: none"> ▪ Personnel were made aware of paper rational use. ▪ Policies to print documents were established, photocopier use was limited to only 5 authorized people, and a documented log of its use is being kept. ▪ Personnel were taught how to make double sided copies to make better of paper. ▪ Labeled boxes were placed to collect reusable paper to be used as scratch paper. ▪ Collecting recipients were placed at different areas around the company to recycle waste paper. ▪ A recycling service supplier – whom the paper will be sold to- has been identified. The collected money will be placed at a fund for a list of company improvement needs.
Water efficient use and waste water production	
<ul style="list-style-type: none"> ▪ The company has a deionizing equipment to get the required water quality for its operation. This equipment has a resins production process, and a final wash process in which a significant amount of water is used. ▪ The piping systems are not included in the preventive maintenance plan. ▪ Lack of personnel awareness in regards to adequate water use. ▪ Initial water consumption indicator is the following: $\sqrt{0.0042 \text{ m}^3}$ used water/unit of finished liquid product per month 	<ul style="list-style-type: none"> ▪ Water saving options are being sought in this process with an engineer who knows the equipment well. ▪ It is recommended to include all company's piping systems in the preventive maintenance plan. ▪ Awareness on good water use habits has started among personnel. ▪ Final water consumption indicator is the following: $\sqrt{0.0037 \text{ m}^3}$ used water/unit of finished liquid product per month
Energy Efficiency	
<ul style="list-style-type: none"> ▪ High energy consumption due to lighting, office equipment, laboratory equipment and air conditioning. 	<ul style="list-style-type: none"> ▪ Computer equipment was set-up to “Energy Saver – Power Schemes” mode so that each computer's electric expenditure lowered. ▪ It was recommended that personnel authorized to use the photocopier keep it on “Energy Saver” mode. Administrative and technical personnel have been made aware of the need to have good use habits in regards to air conditioning; this is resulting on a daily savings of 2 hours and 45 minutes – average - in each area. ▪ Lighting is checked and cleaned every 15 days, and the procedure is being documented in the preventive maintenance plan. ▪ Personnel have been made aware of the advantages of natural lighting, in areas where possible. ▪ A mercury lamp was removed and two saving bulbs were installed.

<ul style="list-style-type: none"> ▪ No documental control is kept of the preventive maintenance plan for laboratory equipment. ▪ Initial electrical consumption indicator is the following: √ 0.32 kWh consumed/unit of finished liquid product per month 	<ul style="list-style-type: none"> ▪ It was suggested to keep a log where the revision made is shown, as well as any procedure done. Besides, the preventive maintenance plan within the quality system is being documented, and a continuous update and revision is expected. ▪ Final electrical consumption indicator is the following: √ 0.39 kWh consumed/unit of finished liquid product per month
SOCIAL DIMENSION	
Health and Occupational Safety	
<ul style="list-style-type: none"> ▪ Fire extinguishers are improperly set up. ▪ Security sheets for all chemical products (MSDS) were not available for all employees. ▪ The laboratory's extraction chamber is not always used when needed. ▪ The person in charge of raw materials reception carries very heavy bags without using a belt or any assistance. ▪ The building's access ramp is slippery causing falls in this area. ▪ The use of inks and solvents to mark the parking material produce strong scents which may bother the person in charge. ▪ The staircase where warehouse racks for finished products is stored has very high racks and there is no staircase to reach the top shelves. ▪ The access steps to the administrative area are very narrow and too steep. 	<ul style="list-style-type: none"> ▪ Special hooks are being made in the company's workshop to properly set the fire extinguishers. ▪ It was recommend that all personnel have access to safety sheets (MSDS) for the cleaning products and the chemical products used at the laboratory. ▪ The systematic use of the extraction chamber for the use of flammable reactivities, toxic and corrosive substances in the laboratory was recommended. ▪ The loading is being done by two people. ▪ A rail was placed to grant support to people when they walk in this area. ▪ The use of masks to avoid discomfort was recommended. ▪ An adequate staircase was purchased, decreasing the hazard and falling risk. ▪ It was recommended to place non-slip tape to prevent any type of fall or lesion. ▪ A short, medium and long term plan was established in this regard. <div data-bbox="948 1108 1286 1360" data-label="Image">  </div>
<ul style="list-style-type: none"> ▪ The company's Global Risk rate at the beginning of the Project was 3.9 	<ul style="list-style-type: none"> ▪ The company's Global Risk rate at the end of the Project – after implementing some recommended measures – decreased to 3.1.

Internal and External Social Projection	
<ul style="list-style-type: none"> ▪ There was not a position Descriptive Handbook. ▪ There was not a formal selection process for collaborators. ▪ The company had a training process, but it was not being implemented. ▪ Some personnel integration activities were done, but through time the practice decreased. 	<ul style="list-style-type: none"> ▪ A Positions Descriptive Handbook was made – achieving by the end of the intervention that a total of 6 positions were fully described. ▪ The Recruitment and Selection process for the company was jointly designed with the Manager’s Assistant. ▪ The existing training process was revised and recommendations were made. ▪ The importance of carrying out monthly personnel integrating activities was established. ▪ A suggestions program was established – those ideas which result in a significant improvement in the production process will be monetarily rewarded. <div style="text-align: center;">  </div> <ul style="list-style-type: none"> ▪ Collaborators who have shown exemplary behavior will be rewarded. ▪ Different social activities will be celebrated in groups; such as birthdays or the arrival of a new collaborator. ▪ Besides, awareness speeches will be given on: <ul style="list-style-type: none"> ✓ Social responsibility: human elements and competitiveness ✓ Better practices in talent management at organizations ✓ Our personnel’s health and safety: elements to consider ✓ Society and company in our competitive environment

Entrepreneur’s Comment

"We thank CEGESTI and its entire consulting staff for their worthy contribution to entrepreneurial development, as well as personal one; as this is a tool which will help us improve our quality standards, and so achieving larger competitiveness at the national and international level."

Germán Marón
General Manager

Zulema Mejía
Quality Facilitator

