

Sustainable Development in Central America and the Dominican Republic

Company: GLOBAL FOOD SERVICES CORPORATION
Country: El Salvador
Project: TMF Program: Poverty reduction and environmental improvement.
A sustainable development strategy.
Year: 2005

THE COMPANY

Global Food Services Corporation, located in San Juan de Opico, La Libertad, started operations in 2003 with the exclusive focus on food processing; this is to say transform raw material into semi-processed products ready to be used in any kitchen, and in ready to eat products. The company has the ability to provide specifically designed solutions to each client. Currently, it has approximately 90 employees distributed in the processing, administrative, maintenance and cleaning areas.



PRODUCTS



80% of its products are proteins, grains, beverages, soups and vegetables. They also prepare salads, concentrates, stuffing, desserts, pastas, dressings and others.

Global Food Services Corporation has the ability to offer ready to use products at hotels and restaurants. Likewise, it offers processed food especially designed (by size, weight, recipe, etc.) for each client. The company has worked at the Central American and Caribbean scale.

PROJECT DESCRIPTION

The methodology to implement 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 projection besides health and occupational safety) dimensions.

Then, the company's strategic guidelines within the sustainable development frame were established. Based on the strategic work frame, the action plans were defined in each dimension; and the monitoring mechanisms and indicators were established to guarantee the fulfillment of the established strategic objectives.

Later on, training and technical assistance were provided to support the company in implementing the action plans. This way, it was intended to fulfill the transfer of knowledge to the organization; also, the follow up oriented towards the achievement of the expected results was developed.

MOST RELEVANT RESULTS

Strategies, policies and plans

A new company’s strategic frame plan was defined:

Company’s Mission

Offer the institutional market culinary quality and worthy solutions with the objective of optimizing our clients’ businesses; ensuring a satisfactory financial return for our action holders and keeping a good relationship with our collaborators, suppliers and community.




Company’s Vision



Be the leading supplier company in El Salvador with a strong presence in Central America.

Our Commitment with sustainability



Initial diagnosis	Achieved Improvements
ECONOMIC DIMENSION	
Financial Management	
<ul style="list-style-type: none"> ▪ Improvement opportunities were found in the accounting process (financial statement presentation, variable information, sales indicators, inventories, accounts receivable) ▪ There is not an administrative process map which may result in procedures. 	<ul style="list-style-type: none"> ▪ A tool for accounting information analysis was provided – to facilitate the interpretation by strategic and financial indicators for the management’ decisions. ▪ Productive, administrative and human resources maps were made and validated to come up with procedures related to them. ▪ An improvement plan in the medium and long term was implemented to stimulate continuous improvement in the company.
Productive Efficiency	
<p style="text-align: center;"><i>GOOD MANUFACTURING PRACTICES</i></p> <ul style="list-style-type: none"> ▪ The organization is at a basic level and it has great opportunities to improve. It needs to ensure the compliance with Good Manufacturing Practices (GMP). ▪ The Global index in the scale used to value the GMP – at the beginning of the Project – was 1.85. 	<ul style="list-style-type: none"> ▪ A new system to write and control documents was developed – including the definition of responsibilities for the quality system development. ▪ Global index in the used scale to value GMP at the end of the project was 1.86 (this increase occurred due to the improvements in documentation, document control system development, records control and document writing).
ENVIRONMENTAL DIMENSION	
Solid waste production	
<ul style="list-style-type: none"> ▪ Cardboard boxes are used for internal transportation. ▪ Some products are sold in plastic bags. ▪ There are not recycling programs for parking materials. ▪ The used inventorying system promotes excessive raw materials loss because it exceeds its expiration date. ▪ Some solid wastes are seen on wastewaters due to the lack of adequate sieves in the drains. ▪ The meats’ preparation process in done in such a way that raw material is not properly taken advantage of. 	<ul style="list-style-type: none"> ▪ Cardboard entrance into the plant was prohibited, and for internal transportation only reusable plastic bags are being used. ▪ It was suggested to change these bags for plastic, reusable containers with a lid which may be used for storage. ▪ It is expected to achieve a recycling program for parking materials (cardboard, plastic, etc.), paper and plastic containers from the formulations area. ▪ A new inventories system was established; it is expected to diminish the waste resulting from expiring raw material. ▪ All sieves in the preparation sinks were welded to prevent solid waste from ending in wastewaters. ▪ A modification in the preparation process was done, so that meat is sent cooked – this way less waste is produced when cut.

Efficient water use and waste water production	
<ul style="list-style-type: none"> ▪ No water-saving system is used in the variety of hoses used by the company.  <ul style="list-style-type: none"> ▪ Lack of personnel awareness in the rational use of water. ▪ There are practices in which water is wasted – like using water to defrost meat.  <ul style="list-style-type: none"> ▪ Some valves and packages are in bad shape, therefore, there are leaks. ▪ The indicator to assess water use at the beginning of the Project presents the following value: <ul style="list-style-type: none"> ✓ 0.00037 m³ consumed water/lb processed product monthly 	<ul style="list-style-type: none"> ▪ Pistols were placed on most hoses at the plant and the raw material reception area.  <ul style="list-style-type: none"> ▪ An important effort to achieve awareness in rational water use is being made – focusing on Good Manufacturing Practices. For example, whenever possible more dry cleaning is being done. ▪ The practice of defrosting meat under running water was eliminated. Now, other methods are used to not affect water consumption. ▪ Pipes' valves were checked and washers changed, or entire valves in poor condition were changed. The revision of these systems was included in the preventive maintenance plan. ▪ The indicator to assess water use at the end of the Project presents the following value: <ul style="list-style-type: none"> ✓ 0.00032 m³ consumed water/lb processed product monthly
Energy Efficiency	
<ul style="list-style-type: none"> ▪ High energy consumption due to lighting, office and production equipment, and air conditioning. ▪ There is no adequate follow up to the preventive maintenance plan. ▪ There are no restriction, nor controls for personnel entrance into the cold storage rooms - which implies a 	<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. ▪ Improvements were made to the air’s temperature which should improve the system. Besides, the system’s turning on and off was standardized. ▪ A better use of natural light was recommended, up to now it has been achieved that close to 40% of the office lights remain off. ▪ It was recommended to keep a record for each equipment; initial efforts towards implementing this measure have been taken. ▪ A person was designated to be in charge and only six people were given an I.D. to enter the cold storage room.

<p>higher electricity consumption.</p> <ul style="list-style-type: none"> Many of the seals of the refrigerated areas doors are in bad condition.  <ul style="list-style-type: none"> The electricity consumption indicator at the beginning of the Project is : <ul style="list-style-type: none"> ✓ 0.47 kWh consumed/lb processed product monthly High gas consumption at the company. 	<ul style="list-style-type: none"> A physical division was done to store products according to area, which implies less time of the authorized personnel inside the cold storage room. The same is expected to be done with the “Food Bank” in the medium term. Temperature monitoring at the cold storage rooms is done by the person in charge of Quality Assurance. It was recommended to do a revision and seal change of the doors of the cold storage rooms.  <ul style="list-style-type: none"> The electricity consumption indicator at the end of the Project is : <ul style="list-style-type: none"> ✓ 0.39 kWh consumed/lb processed product monthly It was included in the Maintenance Plan the revision of these equipments every three months (burners, hoses and valves). Personnel were made aware to prevent leaks in the hotplates, as well as to keep the burners cleaned.
<p>Other Improvement Topics</p>	
<ul style="list-style-type: none"> Hot water causes problems in the grease traps of the wastewater system –so it is necessary to pre- cool it. The freight elevator does not have adequate control of the plants’ entrances – causing pollution in a place that should have innocuous conditions. There is no adequate control of the visitors’ entrances at the production plant. 	<ul style="list-style-type: none"> A thermostat with an electro-valve was purchased which works with room temperature water which would allow the fluid’s temperature to drop to a minimum 50°C. White tires – which cause less dirtiness - were installed on the floor. A person with more experience in the use of the freight elevator was designated, and safety measures have been taken in this regard. A documented control will be established for the freight elevator entrance into an innocuous area as it has to stop first for a sanitation process. Norms were established for visitors entry into the plant (internal and external) as established by the Good Manufacturing Practices. A schedule change was established for plant production. Now, there is production from Monday to Thursday for 11 hours, and Fridays are arranged to do marketing and innovation chores previously described.

SOCIAL DIMENSION	
Health and Occupational Safety	
<ul style="list-style-type: none"> ▪ The company has not done an identification of the risks present at the plant. 	<ul style="list-style-type: none"> ▪ A first identification of the risks present at the company was done jointly with the Industrial Safety representative. This analysis was done and will serve as the first advance for a risk mapping later on and its consequent action plan to minimize them or eliminate them.
Internal and External Social Projection	
<ul style="list-style-type: none"> ▪ There was not a Descriptive Handbook for positions. ▪ There were no formal procedures corresponding to the Human Resources sub-systems. ▪ In the company, there were no initiatives in social development issues. 	<ul style="list-style-type: none"> ▪ A structure for a Positions Handbook was proposed, taking into account dependency relations in the structure, functions, formal requirements, and specific skills for each position. ▪ The corresponding procedures to the different Human Resources sub-systems were designed jointly with the Human Resources manager, and the list of required forms for each of the implied actions was created. ▪ The Administrative Direction, the Health and Safety Representative, and the Human Resources Management were given a conference on the importance of company's social development initiatives. ▪ The following awareness speeches were given: <ul style="list-style-type: none"> ✓ Social responsibility: human elements and competitiveness. ✓ Better human talent management at organizations ✓ Our personnel health's and safety: elements to consider. ✓ Society and company in the competitive context.

PHRASE BY THE ENTREPRENEUR

"The project's true value – carried out by CEGESTI – has been the practical tools which they have given us to keep our operation – from the accounting indicators' area to the Human Resources and production ones.

We are sure that when providing follow up and implementation to the areas CEGESTI pointed out for improvement, we will end up with a better company – aware of the economic needs of the action holders as well as the needs of our collaborators and community."

Alejandro Cristiani
Director

