

Project: Environmental improvement: An Integral Sustainable Development strategy
Company: **Pan San Antonio**
Country: El Salvador

THE COMPANY

PAN SAN ANTONIO was founded in 1983 by the Lemus Flores family. They aimed at giving their clients innovating products within the Salvadorian sweet breads category -of great quality and flavor.

Currently, the company is managed by the new family's generation; the three sons are fully involved in the company's management. Now, there are approximately 30 employees (12 in the production area) who work from 8:00 to 6:00 p.m.; both in production as well as commercialization.



Sabor y calidad que se disfruta.



Products

The company's main products are:

- Whole wheat and Light Cachitos
- *Salpores* (rice and sugar starch cookies)
- Semita
- Twister (Carmel, cinnamon and cheese)

Markets and sales

The company's market is mainly Salvadorian, both inside and outside the country, as their products are exported to various cities in the United States. Besides, they are also interested in exporting to Guatemala and Honduras.

In the national market, they main clients are supermarkets, drugstores and gas stations.

PROJECT DESCRIPTION

The Integral Sustainability Development (ISD) is a new approach to managerial management that seeks to develop within organizations the ability to "re" discover their added value and define innovation strategies that incorporate the social and environmental requirements.

Under this concept, the companies seek a balance between the three sustainability dimensions: economic, environmental and social. Through a project that implemented an integrated methodology in the production area that includes the Good Manufacturing Practices (GMP), and the Cleaner Production (CP) concepts.

Through a diagnosis, the improvement options were identified and later on training and technical assistance were provided for the implementation of actions in each of the topics labeled as priority.

This project was jointly executed with the CENTROPYME Foundation. Technicians for this organization accompanied CEGESTI's consultants during all visits to the company t learn the applied methodology.



Improvements in Good Manufacturing Practices

- Personnel were trained in the plant on Good Manufacturing Practices, on its importance and impact on the company.
- Improvements in the plant's cleanness:
 - o Rearrangement of disused articles
 - o Paint of the production plant.
 - o Improvement in space use.
- Improvements in the storage of materials and equipments:
 - o Purchase of a sink to wash trays
 - o Installation of a scaffold for trays storage.
 - o Better location and identification of the raw materials, complying with the specifications in regards to keeping products for storage.
 - o Location of an adequate place - under lack - for cleaning and disinfection products.
 - o Installation of lamp protectors in the production plant.
- Improvement in the development of GMP documentation
 - o During the consultancy, the following documents were produced:
 - Pests control program.
 - Induction Handbook for new employees.
 - Cleaning and disinfection program.
 - Maintenance procedure.

Pan San Antonio is in the process of adapting and implementing documentation in regards to:

- Improvement in personnel management:
 - o Work was done with personnel to develop awareness in regards to the importance of keeping the products' innocuousness through the compliance of GMP.
 - o In the personnel's training, it was explained to them the importance of hand washing, and the reason why jewelry should not be used, neither make up, as well as other items.



Improvements in Cleaner Production

- Personnel were trained in the C+P methodology and awareness was developed on the environmental impact generated by the company.
- Improvements in water consumption:
 - o Reuse of the last washing from the cans to refill the first one on the new sink.
 - o Water storage in two of the sink's deposits to avoid opening the faucet.
 - o Water consumption monitoring.
 - o Decrease from 3.8 to 2.4 m³/1.000 produced units.
- Improvements in energy efficiency:
 - o Documentation of a new preventive maintenance plan for all company equipment.
 - o Monitoring of electricity and diesel consumption.
 - o Decrease from 4.6 a 3.3 kWh/100 produced units.
- Improvements in raw materials consumption and solid waste generation:
 - o Adequate measuring of detergent and cleaning chemicals.
 - o Reuse of decorative materials that fall into the cans (cinnamon, sesame, garlic, sugar).
 - o Reuse and sale of bags.
 - o Reuse of cardboard boxes and white paper.
 - o Search for options to reuse the non-conforming products in other formulations.
- Improvements in the decrease of labour risks:
 - o Adequate storage of chemical products
 - o Placing of lamp protectors on the lighting lamps of the plant's roof.
- Improvements in orderliness and cleanness:
 - o Increase in the orderliness and cleanness index from 50% to 73.3%.
 - o Training in the 5S methodology (by putting the plant in order).
 - o Transformation of an unused warehouse into the management's office.
 - o Elimination of unnecessary objects inside the plant.

