

Sustainable Development in Central America and the Dominican Republic

Company: REST-o-PAN
Country: Guatemala
Project: TMF Program: Poverty reduction and environmental improvement.
An Integral Sustainable Development strategy.
Year: 2006

THE COMPANY

This Guatemalan company was founded in 1983 and ever since it has manufactured and sold equipment for the food industry. Currently, it has 45 employees, 16 take care of the production area tasks.

Concern for employees, the community and the environment have been shown with various projects from which the most recent one may be emphasized: “*Vea Canal*”. This television channel promotes training in topics like pastry, carpentry, bakery, welding and car mechanics, amongst others, with the purpose of solving the growing social and environmental problems.



The company aims at increasing its local sales and abroad, especially with their own manufacturing equipment. It is located at Mixco's Zona 1, in Guatemala City - where they located both the administrative offices and their production plant. Their web page is www.rest-o-pan.com



PRODUCTS AND MARKETS

The company makes and sells gas stoves, stainless steel dishwashers, double boilers, stainless steel work tables, barbecue grills and ovens.

30% of the sales results from products made at the plant, 70% of the sales consist of new or used equipment. Besides the sales in Guatemala, sales operations have started in Honduras, Nicaragua and El Salvador.

PROJECT DESCRIPTION

The methodology to implement the Sustainability Strategy in the company 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 following dimensions: environmental (cleaner production), economic (productive efficiency and financial management) and social (internal and external projection besides health and occupational health).



Later on, the company's strategic guidelines were defined within the sustainable development frame. Then, the action plans in each of the dimensions were established – as well as indicators and monitoring mechanisms to guarantee compliance of the strategic established objectives.

Subsequently, 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; and also, the follow up oriented towards the achievement of the expected results was developed.

MAIN ATTAINED RESULTS

Strategies, policies and plans

New approaches were defined within the company's strategic framework:

COMPANY'S MISION

Satisfy market needs through the manufacturing, importation and exportation of specialized equipment for the food industry, providing them the best service, fair prices and the highest quality, helping society to achieve its citizens' well-being.

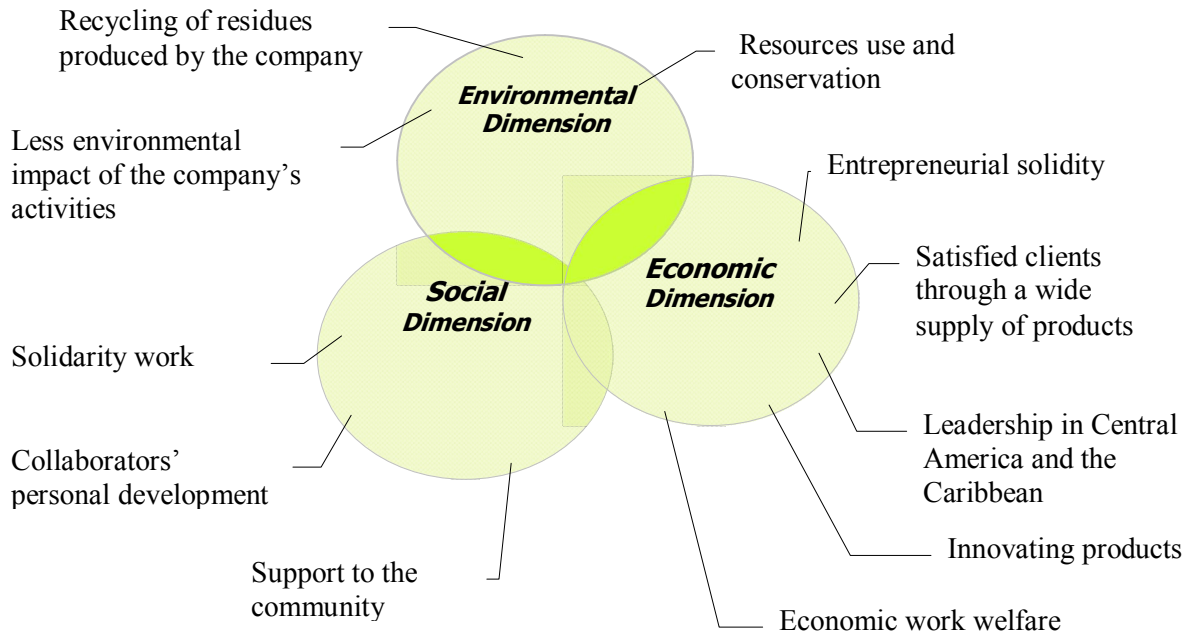
COMPANY'S MISION



Make Rest-o-Pan the leading enterprise in Central America in equipment for the food industry offering efficient services, competitive prices and a variety of product with international quality standards; emphasizing its commitment with sustainable development.

COMPANY VALUES

- Service
- Responsibility
- Honesty
- Perseverance
- /Security
- Union

COMPANY'S SUSTAINABILITY POLICY



ENVIRONMENTAL DIMENSION	
Solid waste management	
<ul style="list-style-type: none"> ▪ Inadequate storage of unused equipment and other solid waste in the open. 	<ul style="list-style-type: none"> ▪ It was recommended to separate residues by types and to store them indoors; furthermore, an alternative use must be found for them – recycling or adequate disposal.
Product's Added Value	
<ul style="list-style-type: none"> ▪ No information is provided regarding electrical consumption on manufactured equipment. ▪ Not all stoves have safety valves. 	<ul style="list-style-type: none"> ▪ It was proposed to provide all apparatus with the information on consumption, so that the client can make shopping decisions based on this sort of criterion. ▪ Safer valves have started being installed in stoves; this is informed to the client, and he accepts to pay a slightly overprice for it.
Energy Efficiency and electric consumption	
<ul style="list-style-type: none"> ▪ There is no electric monitoring ▪ The possibilities to reduce both the electric consumption, and maximal demand were identified. 	<ul style="list-style-type: none"> ▪ A form was provided to keep control of the consumption and facilitate its analysis. ▪ The company installed skylights in the sales and maintenance areas. Additionally, it is being recommended that the use of high consumption machinery be programmed so that they are not working simultaneously, as to reduce the maximum demand.

SOCIAL DIMENSION

Health and Occupational Safety

- Deficient electricity system represents an important occupational health risk.
- Insufficient lighting in some work areas.
- There are no handbooks for the machinery available.
- Not all safety equipment is used.



- The electricity system was checked and improved in the maintenance area; the production area still needs these corrections.
- Skylights were installed in the sales and maintenance areas to improve lighting.
- Each machine now has a users' handbook in Spanish available to workers.
- Goggles, gloves and safety shoes were provided to employees; nonetheless, there is a need to insist on wearing them.

Internal and External Social Projection

- Deficiencies in the recruiting and hiring process.
- There is no company organizational climate diagnosis.
- Lack of a procedure to determine the personnel's needs for training.
- Need to train in customer service matters.



- The recruiting and selection process for the company was diagramed and forms were furnished for "Employment Application", as well as for the interview registry.
- An organizational climate diagnosis instrument was adjusted to the company's conditions and was validated.
- The company's training process is defined – using the organizational climate diagnosis to determine the training needs – and a training plan is designed that is based on employees' performance.
- Training was given on topics related to customer service and that are of great relevance to the company's interests.





Phrase by the Entrepreneur

“Working with CEGESTI’s consultancy has been a renovating experience. Our company, Rest-o-Pan, besides being beneficiary by precise changes in the organization, their execution and their planning, has been injected into a new vision and a contagious motivation. We greatly thank CEGESTI for their observations and suggestions, as they take us to perform our tasks better, serve our countrymen better and achieve more efficiently our goals. We have been “rectifying the direction on the way” and are accomplishing more professionalism at work and service. Thanks a million!”

Ana Beatriz de Rottmann
Administrative Manager

