



RIOMA

*Ingeniería Empresarial*



# ABOUT RIOMA

## What's inside?

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*Transforming your supply chain to give you a competitive advantage*

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# Background and Objectives

[www.riomaconsultores.com](http://www.riomaconsultores.com)



# ABOUT RIOMA

As Rioma's founder and director, I have 33 years of proven successful experience in global supply chain transformation across LATAM. This has provided me with a deep understanding and expertise in the consumer goods market.

I am committed, as a consultant and coach in Rioma, to help clients identify factors across their supply chain that will tremendously increase their revenue and profitability. I bring a qualified team with multicultural exposure and +250 years of combined experience ready to face industry challenges and align with your vision and requirements.

I understand the investment you will be required to make and want to assure you that we will embark on this transformation together. You will be amazed at the innovative ways your supply chain can be reinvented.

**Enrique Márquez**  
Founder and Director



# OUR MISSION

Our mission is to increase profitability for our clients. We do this by carrying out an initial assessment that evaluates the current health of your supply chain framework based on pain points we've uniquely identified over the last 30 years.

We prioritize the key variables and recommend an action plan to first address critical items that will allow you to achieve value in the shortest amount of time.

Our norm is to have constant leadership involvement providing stakeholders with updates to readjust our strategy based on their feedback and provide working solutions that exceed our client's expectations.



## OUR VISION

We differentiate ourselves in personalized and healthy client relationships based on trust and fortified through strong communication. We deliver value and continuously meet expectations rooting strong partnerships with our clients.

# Values and Services

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# OUR VALUES

*Rioma's values are at the forefront of everything we do. They shape our culture, root our relationships and guide us in all our decisions.*

1 Honesty, Integrity and Ethics

2 Respect and Collaboration

3 Creativity and Innovation

4 Discipline and commitment





# OUR SERVICES

*Rioma has expertise on various supply chain factors that can help assess your current standing and, with your input, prioritize to make transformational changes to your organization*

Strategic  
Planning

Leadership  
Development

Warehouses,  
Distribution  
and  
Transportation

Strategic  
Purchases

Suppliers and  
Customer  
Development

Continuous  
Improvement  
(TPM)

Process  
Engineering

Quality and  
Planning  
Systems

Culture  
Improvement

Capacity  
Planning

Automation

Cost Analysis

Capital  
Investment  
Analysis

Health, Safety  
and  
Environmental  
Analysis

See appendix for more detail in each of these areas.



# Our commitment: Flawless Execution

*Our commitment to you is to provide you with **Flawless Execution** by focusing on our delivery which we see as a combination of performance results and the environment in which we carry them out.*

Both are required

## Performance Results

Flawless execution goes **beyond loss elimination**. It consists on delivering with more flexibility, agility, and responsiveness to the market to have your competitiveness increased.

## Environment

All our work is performed under an environment filled **enthusiasm, collaboration, and passion**. In RIOMA, we drive improvements in your processes that your organization can maintain to reach sustainable growth.

# Our Approach

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# 3 Stage Process

Our iterative approach is designed to have team commitment and alignment in all stages.

We tackle transformations in small steps to continuously **adjust and improve** in each cycle.

## Stage 1 : Identify

- Supply chain evaluation – historical data analysis
- Prioritization of factors
- Identify areas of greatest potential improvement
- Define target KPI threshold

## Stage 2 : Execute

- Implementation of changes
- KPI tracking
- Training and coaching to involved areas
- Documentation of improvements

## Stage 3 : Adjust

- Evaluate performance
- Provide deliverables
- Evaluate strategy based on feedback
- Collective team retrospective



# KEY DELIVERABLES

Stage 1	Stage 2	Stage 3
<ul style="list-style-type: none"><li>• Prioritized Factors based on value realization</li><li>• Identification of Quick Wins</li><li>• Plan of action and expected results</li></ul>	<ul style="list-style-type: none"><li>• Documentation of process changes and improvements</li><li>• Lesson plans tailored to employee needs</li><li>• Weekly KPI tracking and analysis</li></ul>	<ul style="list-style-type: none"><li>• Performance Evaluation</li><li>• Adjusted strategy based on feedback</li></ul>
4 weeks*	12 weeks*	1 week*

\* The following are timebox estimates based on experience but can be modified to what works best for every client

# Partnerships

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# Our Partnerships

*In addition to the various areas of expertise, our team brings two strategic partnerships that can add big value to your organizations.*

## **Consulting and training in the commercial sector**

Beyond offering our expertise in supply chain, we can also bring commercial experts to support your business if required

## **Emotional Support**

We understand the importance of mental health and offer that extra help your employees may need through behavioral health coaching to help battle stress, tension, anxiety, etc..

# Appendix: Services

[www.riomaconsultores.com](http://www.riomaconsultores.com)





# 1 STRATEGIC PLANNING

- Lead sessions to define and/or renew your company's mission, vision, values, strategies and tactics
- Deploy strategic plans and determine periodic reviews with the different levels of the organization
- Revisit KPIs in each functional team
- Schedule executive workshops to evaluate morale and eliminate barriers
- Schedule recurrent executive meetings to connect and align strategic plans





## 2 LEADER DEVELOPMENT

- Carry out culture assesment including leadership behavior surveys.
- Establish development and career plans for leaders.
- Share tools to become an effective and efficient leader in all context of their lives





## 3 HEALTH ORGANIZATION IMPROVEMENT

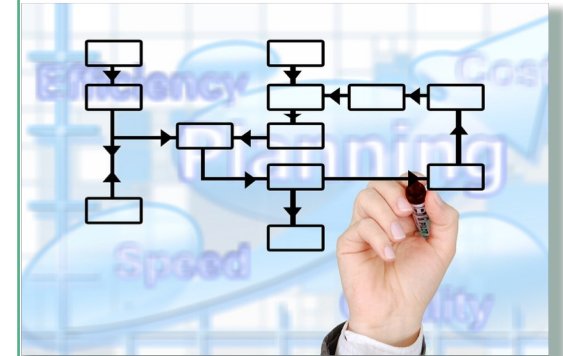
- Create surveys for all levels of the organization and develop an action plan based on findings
- Share tools that facilitate top performance of the employees
- Support in role description documentaton
- Carry out role analysis to match responsibilities with compensation
- Renew performance reviews, rewards and recognition systems





## 4 STRATEGIC PURCHASES

- Share strategic tools to upgrade purchase processes
- Explore strategic alliances with other suppliers
- Create synergies within the purchase team to balance work load and become more productive
- Train strategic negotiation skills with suppliers
- Develop new suppliers





## 5 DEVELOPMENT OF SUPPLIERS AND/OR CONTRACTORS

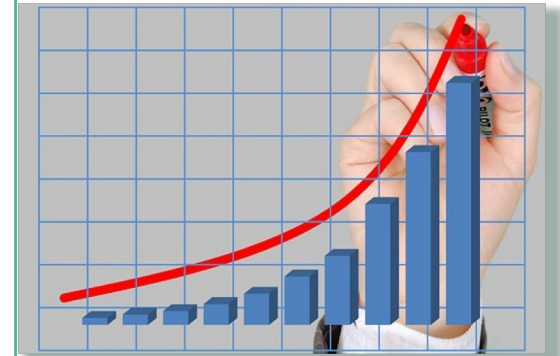
- Identify, select, develop, and train capabilities of new suppliers and/or contractors
- Renew supply chain interphases between Customer and supplier/contractor
- Optimize suppliers MOQs & runout plans
- Develop plans to address opportunities (inventory, quality defects) with suppliers/contractors
- Analyze and recommend on the best model to manage contractors either in “toll” or “full” mode





## 6 PROCESS IMPROVEMENT (TPM)

- Kick off and/or Renew TPM/Lean Manufacturing methodologies with focus on accelerating loss elimination.
- Focus on key pillars : Autonomous Maintenance, Progressive Maintenance, Process improvement, Quality, Leadership, Education & Training, Organization
- Bring consultants with more than 150 years with cumulative TPM experience.





## 7 PROCESS ENGINEERING

- Optimize the manufacturing process
- Set up process controls indicators
- Identify and break up bottle necks
- Provide scrap and waste reduction while yielding improvement
- Redesign formula to reduce costs and/or improve performance
- Provide centerlines definition
- Deploy 6 sigma tools
- Create assessment to upgrade machinery to improve throughput and productivity





## 8 QUALITY SYSTEMS

- Provide expertise in norms ISO 9001 and FSC 22000
- Handle and improve quality systems  
Redesign quality organization.
- Develop/Renew QA roles and responsibilities
- Simplify analyses for both raw materials and packing materials.

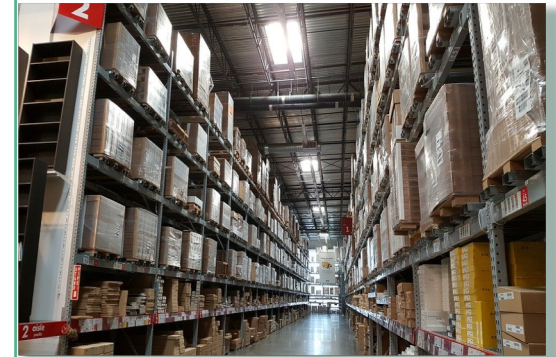






## 9 PLANNING SYSTEMS

- Optimize supply chain through improvements in service, cost, inventories and quality
- Bring demand experts (S&OP)
- Ensure agility, flexibility, and responsiveness with key customers
- Analysis and recommendations of line up configuration
- Establish/ modify the methodology when launching new products.





## 10 CAPACITY PLANNING

- Design new spreadsheets to accurately determine capacity planning
- Compare between machinery design speed vs actual speed; challenge assumptions.
- Analyze loss themes of lines and build action plans to improve efficiency (OEE)
- Set up sessions to review progress of capacity planning vs projected demand and inventory





## 11 AUTOMATIZATION

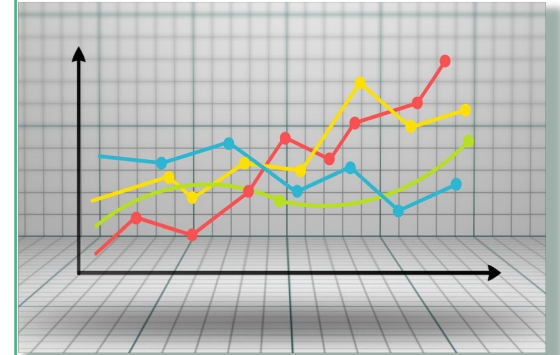
- Design and install semi-automatization equipment in packing lines with low investment
- Improve in productivity and cost performance
- Motivate line operators to be more enthusiastic and satisfied with their job as it becomes more challenging





## 12 COST ANALYSIS

- Set up cost allocation per department
- Analyze and recommend actions for comparison between actuals vs standard costs
- Run loss analysis per department
- Recommend processes to prepare, review, and adjust departments budgets
- Carry out financial analysis to determine line and sku profitability
- Carry out inventory variation analysis
- Review roles and scope of financial roles in the plant
- Provide ethics and integrity training in all the manufacturing facility ; auditing process.
- Support development of site back up plans.





## 13 CAPITAL INVESTMENT ANALYSIS (CAPEX)

- Support in manufacturing and logistics capital investment analyses.
- Run financials to propose optimum solutions to deliver best NPV and ROR.





## 14 HEALTH, SAFETY, AND ENVIRONMENTAL

- Analyze unsafe conditions and behaviors; bring proposals and recommendations
- Provide studies to improve in industrial hygiene and environmental risks
- Support in developing or renewing the emergency and contingency plan of the site
- Carry out HS&E integrated program handling; re-evaluate organizational structure, responsibilities, training, and success criteria.
- Bring consultants with more than 50 years of cumulative experience in this field





# 15 WAREHOUSE, DISTRIBUTION AND TRANSPORTATION

- Optimize Warehouse space
- Carry out analysis to determine renting vs investing in new warehouses
- Establish and/or renew new internal and external KPI with Customers and Suppliers.
- Bring consultants with negotiation skills and experience to reach competitive logistics costs
- Select and qualify new carriers
- Optimize transportation routes
- Optimize vehicle utilization
- Compare cost analysis of internal transportation vs carriers





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