

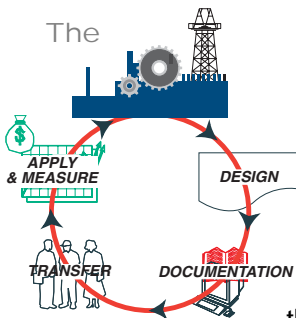


## The MTS Carbocloro Project



Carbocloro S.A. Indústrias Químicas is a leading producer of chloro-soda products in Brazil. Headquartered in São Paulo, it has its manufacturing complex in Cubatão, near the port city of Santos. One of the largest producer in this industry, Carbocloro is also one of the most reputable companies in their sector and indeed in the Brazilian chemical industry.

This reputation has been earned, among other things, by excelling in strategic planning and management. Projects, initiatives and programs derive from their annually reviewed strategies. In 2001 one of the strategic initiatives was *process management through competencies*. MTS was retained as the consultant to implement the *MTS Process Management System*, corporate-wide.



### The MTS Project

The project was implemented by deploying the four phases of the *MTS System*, shown:

The project started August 2001 with the first phase of the

*MTS System*.

### The Design & Planning Phase

This involved mapping processes (~100) and their competencies (technical processes as well as administrative and management processes), diagnosing the existing situation with respect to skills & knowledge, documentation, support systems, organizational design and people's outlook. From that, a comprehensive program and plan was developed and presented to Carbocloro. After joint review, the plan was accepted and we moved into the remaining phases of the system.

### The Documentation Phase

Commencing the first quarter of 2002 and carrying into 2003 the Documentation phase of the system was deployed. This involved training Carbocloro writers, providing an electronic documentation package that integrated with their quality management system, and training a team of converters to transform manual drafts into finished paper and electronic manuals. MTS directed the writing and converting courses and provided coaching of the writing along the way. Two course each were written for Carbocloro writers in Operations, Maintenance and Administrative Processes. All areas of the business were covered.

Additionally, MTS wrote the high level processes such as Strategic Management, Six-Sigma, the macro-processes in the areas of Sales & Marketing, Industrial Management, Performance Management, and finally the giga-processes of overall Business Management.

These manuals were used for:

- Conducting gap assessment of competencies for each employee.
- Training, if needed, based on detected gaps
- Streamlining and optimizing the processes
- Operating the processes

The manuals were placed into the company's Management of Change scheme and are updated on an on-going basis. They are effectively used for certification on international standards, such as ISO.

### The Transfer (Training) Phase

In this phase the activities turned to the formation of facilitators (from all sectors of the company). A total of 20 were trained by MTS

As a companion piece, every employee of the company (about 350) participated in 1-day workshops led by MTS on Learning-How-To-Learn. Fifteen such workshops were offered, beginning with a leadership session for the senior management team (President and his direct reports). The purpose was to consolidate a culture of on-going learning.

### The Apply & Measure Phase

The Carbocloro-MTS relationship has continued through this phase, every year beyond the official conclusion of the original project. This takes the form of annual 1-week MTS interventions for the purpose of auditing the use of the system, providing technical support and engaging in continuous improvement of the system as installed. Key results reported by Carbocloro:

- Improved performance of the operating and maintenance teams after gap assessment and corresponding training.
- Optimization of some of the administrative and management processes.
- Use of an integrated functional-behavioral competency scheme as the basis of a more objective performance assessment.
- Synergy with the Six-Sigma initiative, producing important improvements