

# CASES

*Below Follow Cases of: Market Expansion, Cost Reduction, Productivity Increase, Innovation, Recovery of Companies, Leadership Development, Organizational Transformation among others.*

## Case 1 Part 1 - I want grow professionally, but is investing in management worthy?

Jan 2010

### **PEDRAS INDÚSTRIA E COMÉRCIO LTDA. (Fictitious Name - Client information is confidential)**

*In fact, not even our partners believed is growth. A Pedras Indústria e Comércio sales were increasing, one of our partners began to worry about developing a professional management within the company. However, he was in doubt as to whether it was the right time to invest in management. The other partiners from this family company doubted it seriously. They needed to grow and mainly to take the opportunity that was at their door, but the fear os changes and also os investing was a real dilemma. Eventually they decided to invest in a project of Organizational Transformation proposed by K.mind Leadership and Management. The Project allowed Pedras Indústria e Comércio to have an extraordinary return in two months as it is described in the CASE. This story illustrate the reality of growing family companies. Is the investment in management worthwhile? Yes, it is.*

## Gain Trust

*is crucial for a process of organizational transformation to succeed. People's trust and trust in achieving the goals must be feelings share by all. And that's why our first objectives were: make substancial gains 3 times bigger in relation to the total cost of the operation and wich were at least 3 times smaller than the investment in the hire of K.mind Leadership and Management and also train the main directors and making them partners of the transformation process.*

Bearing this challenging objective in min, K.mind Team made a precise and effective diagnosis in a monthand a half and establish a immediate course of action to: increase productivity, reduce direct workforce costs, reduce delivery deadlines, relieve operational people's tiredness and improve the operational managerial processes.

### Results for All

Gaining also means stop losing. K.mind believes that principle. Therefore, based on a precise diagnosis, K.mind established effective actions that resulted in:



**Top Vision - Leaders must go to the top, see the best way down and give directions to all iis employees.**

**Alexandre C. Rosaneli**

1. Replanning of the industrial process focused on productivity loss reduction and optimization of operations. Outcome: increase of 185% in productivity, reduction of 30% in direct workforce that will be assigned others products, income of 50% because of a quicker response to demand and reduction of 200% of Lead Time.

**As a result of those actions, we also manage to increase the monthly income by 50%. Because of these results, we could also make investiments in new and more confortable job positions, cooling storage, occupationwas during the day, implementation of Job Rotation in order to train multifuncional operators, besides a PRM Plan**

**(Participation in Improvements Returns) which colaborators with bonus as part of the money produced by the company.**

### We want changes!

And that couldn't be different. Staff, managers and partners want changes and are actively and effectively contributing to it, as a result of the benefits from the actions at Pedras Indústria e Comércio.

The results achieved by the Organizational Transformation project are challenging not only to K.mind Leadership and Management, but also to everyone involved.

**by K.mind Leadership and Management - Team Project of Consulting in Leadership and Management.**