

Human Capital, Competitiveness Management

By means of continuous improvement, at Citrusvil, we aim at standing out for our competitiveness. We focused on our human capital training in order to promote the improvement of our production system, enabling us to add value to our end product and benefit our customers.



Learning for Change

We looked inside our company and, together with our collaborators, we are working on the actions that are necessary for the development of our organization.

MEOC: Citrusvil's Model of Operational Excellence

"In the first place, we addressed the training of those who are in leading these processes of change, since they are the protagonists of this methodology and success in transmitting our culture to those who are part of Citrusvil depends on them", says our Human Capital Manager, **José Luis Palacio**. *"Therefore, we have been working on developing learning environments to promote continuous improvement and innovation. Together with each department, we set measurable objectives, related to these pillars".*

Firstly, we set and aligned objectives between the Board of Directors and the different departments involved in the first stage. Secondly, we moved to planning and assertive programming, and we ended the first semester with the Asakai (morning meeting and afternoon meeting) and the Gemba walk modules (daily workplace walkthrough), routines that contribute to a comprehensive management (5 missions) and make our processes more efficient by rooting out recurring problems (Troubleshooting Methodology).

César Romero y Marcos Vera, Plant Supervisors, share their experiences as MEOC's leaders, and, regarding the designed meetings and daily workplace walkthroughs, state as follows: *"We check all the indicators through boards, which provide a comprehensive view of our facilities, the quick detection of deviations and immediate actions".*



Thanks to this Model, we managed to reduce waste in the production process, implemented a series of principles and routines related to troubleshooting, standardized work, programming and planning. We considered five key points: safety and environment, quality, productivity, costs, and human resources.

On the progress made, **Alberto Galván**, Plant A Manager, says: *"It is a transforming tool, which enabled us to improve the production process and manage the variables more efficiently. In particular, we managed to improve production times and identify activities which add value to the end product and are recognized by our customers".*

In 2022, we started implementing the model throughout Citrusvil's value chain: field work, harvesting, packing, industry and commercial teams.

Marcelo Pérez, Plant B Manager, states that this first experience *“meant rethinking our actions, an opportunity to open our minds to make new proposals and ask ourselves: What is the best way to do things in order to prevent deviations?”*.

Challenges Accepted

For 2023, we have accepted new challenges as a result of everything we have learnt and the practical interventions we have made.

As part of our planning, we aim at promoting actions to support everything we have learnt and incorporate new practices, as well as, involving the service departments, such as Management, Finance, Human Resources, Sales and Sustainability.

“For us, Citrusvil's Model of Operational Excellence enables us to work on our competitiveness with regard to our business sustainability. The big challenge consists in consolidating its implementation and adherence in the organizational culture”, says **Agustina Lucci**, Sustainability Manager.

Diego Moyano, from the Occupational Hygiene and Safety Department, states: *“After this first experience which was lived with great commitment from each of its participants, we have big expectations for the 2023 season. With a more fluid dynamics and streamlined processes, we aim at incorporating more people into the Model.”*

“Citrusvil is evolving and many of us are change agents to carry out this Model. There is no doubt that this promotes working closely with the teams in order to strengthen concepts, train, motivate, design, put into practice and show results”, concludes **Marcelo Pérez**.

Among the benefits obtained at this stage, we achieved:

- » Better information organization.
- » More precise communication and greater interaction.
- » Value generation focused on the customer.
- » More efficient decisions.
- » Better use of time and active participation at different organizational levels.





Since 2021, we have been training on LEAN Management. We have great challenges to meet by 2023. We want to extensively implement the MEOC Model in all our teams, consolidate it and make it part of our organizational culture.



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