



INOVA, Brazil

Mastering Urban Services



INOVA was created as a joint venture to secure Urban Services contracts with the São Paulo Prefecture by 3 shareholders: REVITA, VITAL and PAULITEC. The company is responsible for a wide range of public cleaning services: sweeping and garbage collection, parks and monuments conservation, 'ecopoints' management, trash collection at public fairs and major events management.

“Based on the solid results achieved, and the impressive professionalism of the consultants assigned to the INOVA Project, we recommend Renoir Consulting to other organizations and are happy to serve as references for them.”

Reginaldo Bezerra
CEO

Carlos Konishi
COO

Ricardo Batista
CFO

Paulo ds Costa
Administrative Manager

Key Results

Re-balancing street sweeping service levels over 2,153 routes

Better reliability of the resources sizing through revision of 88% of routes

Structuring the 'client's demand plan' with an actual compliance higher than 95%

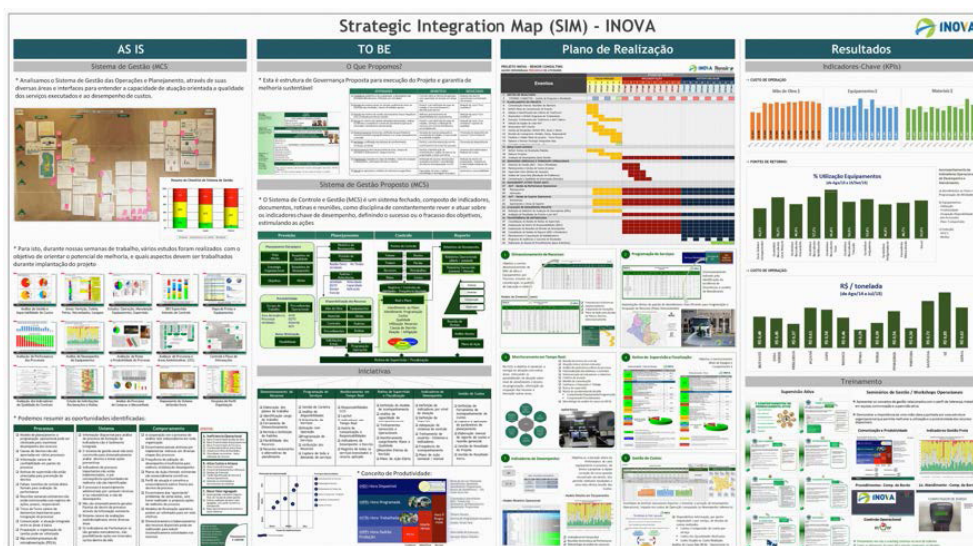
Improving real and effective field supervision time from 55% to 81%

ANALYSIS & PROJECT APPROACH

Renoir has been engaged with the objective of adjusting processes, procedures, management systems and organizational behavior, to optimize the overall performance, and securing the current quality and service levels, previously committed with the São Paulo Municipality. As a result of the field analysis, the project defined CCO – Operational Control Center and Operations Planning as the focus of improvement. The tools, reports and the project have been developed and implemented in 16 weeks' period.

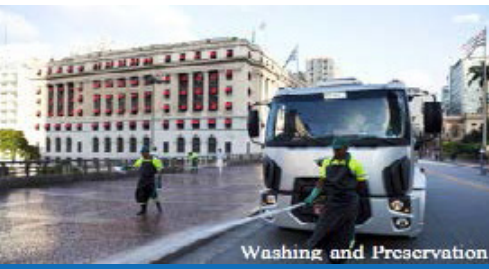
MANAGEMENT CONTROL SYSTEM (MCS) AND ELEMENTS

The project has been carried out with full integration between INOVA's personnel and Renoir's consultants, based on a transparent know-how transference methodology. Approximately 500 man-hours of in-room and field training at all management levels has been conducted to ensure INOVA's ability to support, sustain and improve the Management Control System – MCS.



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PROJECT DELIVERABLES

The following benefits have been achieved as a result of the project implementation:

Qualitative Benefits

- Re-balancing street sweeping service levels through 2,153 routes
- Better reliability of the resources sizing through revision of 88% of routes
- Standardization of supervisory behavior in the field through training of 119 supervisors
- Improved compliance of data gathered (training of 284 drivers) by mobile devices
- Structuring the 'client's demand plan' with an actual compliance higher than 95%
- Improving real and effective field supervision time from 55% to 81%
- Reduction of 28% of current issues with uploading 'service compliance' pictures through mobile devices
- Implementing active monitoring of mechanized sweeping in 100% of the equipment

Additional Benefits and Actions

- Active monitoring of field teams & equipment with a 24x7 model
- Creating an active monitoring approach for 'High Season Cleaning' for the 13 sub-prefectures
- Creating a Daily Equipment Performance Report, allowing for more effective utilization management
- Creating a tool to dynamically re-evaluate reliability and performance by routes
- Implementing the Daily Operations Performance Report
- Training all management levels (supervisors, foremen, staff, managers)
- Supporting the management control system through structured KPIs;
- Defining clear roles and responsibilities
- Training support areas on software and support systems utilization
- Training controllers in the CCO – Operational Control Center
- Creating an effective and responsive plan for complaints and field requests
- Implementing a structured Management Control System – MCS

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

Visit Renoir at www.renoirgroup.com for more information and a complete list of regional contacts or send us an e-mail at: renoir.office@renoirgroup.com

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