

# Driving Productivity and Prosperity: Carmela Foods' 2024 Success Story



The Company Achieved an

**18%**  
**Increase in**  
**Efficiency**



Resulting in a

**10%**  
**Increase in**  
**Sales Revenue**



Successfully reaching

**100%**  
**The Business Plan**  
**Objectives**

## INTRODUCTION

**Ars Combinatoria** supported Carmela Foods in enhancing manufacturing efficiency by **18%**.

These improvements led to a **10% increase in sales revenue**, representing significant **SEVEN-FIGURE GROWTH** in economic terms.

This revenue boost enabled a **10% volume increase in the Puerto Rico market and a 9% increase in export volumes**, strengthening the company's market position both locally and internationally.

As a result of these gains in productivity and profitability, Carmela Foods successfully achieved **100% of their business goals for 2024**.

## CELEBRATING SIX DECADES OF EXCELLENCE

Since its establishment in 1963, Carmela Foods has become a cornerstone of Puerto Rico's food industry, evolving from a modest operation into a market leader in canned and pouched meats.

The company has consistently upheld rigorous quality standards, exemplified by USDA inspections and ISO 22000 certification.

With over 70% market share locally, and 45% of sales derived from exports, Carmela Foods is both a household name and an international ambassador for Puerto Rican flavor.

Dedicated to quality, innovation, and value, Carmela Foods continues to solidify its legacy as a trusted provider for families and institutions alike.



## OPERATIONAL SETBACKS

By May 2024, **Carmela Foods** faced significant challenges that threatened its business goals.

Daily production volumes fell by 15%, putting pressure on the company.

A primary contributor to these issues was unplanned downtime, which not only disrupted production schedules but also increased operational costs.

These setbacks led to frustration within the organization, negatively impacting employee morale and the overall work environment.

Compounding the issue, a decline in the fill rate disrupted supply chain reliability, further dampening confidence in the company's ability to sustain its international expansion efforts.

These challenges highlighted the critical need for transformative action to realign with strategic objectives.

## STRATEGIC SOLUTIONS TO TACKLE DOWNTIME AND DRIVE OPERATIONAL EXCELLENCE

Managing unplanned downtime is a complex task, as manufacturing plants can experience numerous failures affecting production, most of which are related to machinery. To address this challenge, Carmela Foods initiated two key strategies:

### Strategy 1: Implementing **INVENTIO**

**Carmela Foods** implemented **INVENTIO**, a manufacturing analytics software developed by

**Ars Combinatoria**. This tool enables the company to **identify, prioritize, and efficiently allocate resources**, aiming to minimize downtime and enhance operational efficiency.

### Strategy 2: Enhancing Manufacturing Management Processes

In addition to implementing **INVENTIO**, **Ars Combinatoria** collaborated with **Carmela Foods** to refine their manufacturing management processes by focusing on six key areas: Operational Excellence, Human Capital Management, Performance Indicators, Planning and Scheduling, Preventive Maintenance, and Computerized Maintenance Management System (CMMS)

By concentrating on these domains, the company aimed to address machinery issues at their root causes and implement reliability routines to ensure optimal system performance, while fostering a culture of collaboration, transparency, alignment, and accountability.

### 10-Week Implementation Yields Sustained Performance

Over a transformative 10-week period, Carmela Foods implemented **INVENTIO** and successfully adopted **New Manufacturing Practices**, resulting in sustained performance improvements and the establishment of new productivity records. This progress has set higher benchmarks for 2025 and boosted the company's confidence to expand into new markets.

## WHAT OUR CUSTOMER SAYS

“

***Inventio is an excellent tool that allows you to identify opportunities to establish clear objectives in the optimization of a manufacturing operation.***

”

**MANUEL CORIANO**

General Manager  
Century Packing Corp | Carmela Foods

***Let's optimize your company's productivity together!***

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