Goal

- The goal of the project is to propose a model of organized social engagement initiatives in the U.S., which would continuously drive Argos to pursue the best balance of performances in social, environmental and economic dimensions.

Activities

- Visits: 3 Cement Plants and 6 RMX Plants in South Central & Southeast, and HQ in Medellin
- Interviews: 20 interviews with Plant Managers, Sales Managers, Neighbors, Public services, City Mayors, NGOs and Argos managers
- Analysis: Ladder of Inference, SWOT Analysis, System Dynamics, Three Lenses to make an effective proposal

Insights

- Open discussion & transparency are appreciated by neighbors, public services and NGOs.
- Organized social engagement initiatives in RMX operations could be enhanced.
- The culture of social engagement in front-line and autonomy of plant managers could be strong assets for the social engagement initiatives.

Lessons

- Argos-US would be responsible for designing, developing, implementing and operating social engagement initiatives in the U.S.
- Utilize the existing resources, structures, processes as much as possible
- Maximize the return on investment, prioritizing RMX and picking up low-hanging fruits in cement
- Align to the existing culture in the U.S.
- Avoid too much rules and procedures, which could impair the autonomy

Challenges

- Argos-US consists of originally independent three companies, and it is now on the way to the integration and pursuing further expansion in both aspects of regional and business scale.
- Argos-US has unique culture of autonomy among empowered plant managers, and the same manner in Colombia cannot be applicable in the U.S. region.