



ASOCIACION NACIONAL DEL CAFE

The National Coffee Association, Anacafé, is a public service private institution that is autonomous, has its own property and exclusive funds and was founded by the Coffee Law in 1960, representing the interests of over 90 thousand coffee producers in Guatemala. The Association's main objective is to strengthen the national economy through coffee production and export. Its main responsibilities are: to represent the coffee producer sector in Guatemala, to issue export licenses, to develop and execute the coffee industry policies nationally and internationally and to promote Guatemala's coffee.

From February to September 2014, we developed the improvement project called "Productivity and Efficiency" along with the firm London Consulting Group with the objective of making the operation profitable and optimizing processes, tools, structure and the management skills of the collaborators of the Technical Assistance, Marketing and Communication, Finance, Records and Operations, Human Resources, Analab, Information Technology, Cedicafe, Cupping and Roasting areas. The change management, the dedication of the team members, the methodology applied and transferred to the different stages of the project were very useful to our business and to the achievement of the set objectives. Some of the objectives achieved were:

Technical Assistance	• Increase in consultee's productivity:	31%
	• Increase of visits to coffee producers:	22%
	• Reduction of cost per visit:	5%
	• Increase of coffee producers' satisfaction:	17%
Registration and Operations	• On-time fulfillment of registrations:	100%
	• Reduction in the amount of time taken to fulfill registrations for exports:	57%
Coffee School	• Increase in income per registration/enrollment:	34%
	• Increase in enrollment for courses:	44%
	• Increase in occupancy at the School of Coffee:	56%
	• Increase in instructors employment:	31%
	• Increase in course satisfaction:	9%
Human Resources	• Reduction in recruitment time:	29%
	• Increase in punctuality when arriving at the offices:	13%
Expense Control	• Reduction of expense due to implementation of control strategies:	33%
Organizational Architecture	• Reduction in payroll expense:	7%

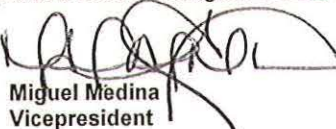
Qualitative improvements:

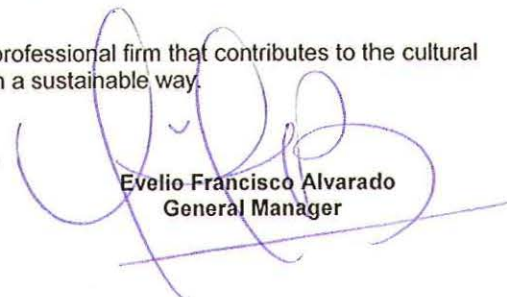
- Implementation of a production units evaluation system that measures the effectiveness of the executed consultations.
- Design and implementation of KPI's control panels facilitating the management according to results.
- Setting of the Governance Model to effectively manage the results of the operation.
- Design and implementation of the TVC in productive areas such as the laboratory (Analab) and roasting, while increasing the productivity.
- Training of managers and supervisors in management skills, and the execution of a successful project fair as the closing of the DHG module.
- Execution of the search and selection process for the hiring of key positions.
- Optimization of the organizational structure adapting it to the association's needs.

The project concluded within the agreed upon timeframe with an ROI of 0.6 to 1 to this date and a projected ROI in September of 2015 of 3.9 to 1, surpassing our expectations. In addition to the quantitative results, it is important to point out the exceptional and profound cultural change shown by the association's collaborators leaving us with a strong foundation to achieve the set goals in the medium and long term.

Based on the aforementioned, we highly recommend London Consulting Group as a professional firm that contributes to the cultural change through shoulder-to-shoulder implementation and a focus on tangible results in a sustainable way.

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President


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