

BerryMex is the leading company in the agricultural industry, growing the highest quality of strawberries, raspberries, blueberries and blackberries. BerryMex is a subsidiary of Reiter Affiliated Companies, who is proud to be the largest fresh, multi-berry producer that has presence in USA, Portugal, Morocco, China and México.

As part of BerryMex's efforts for continuous improvement, together with London Consulting Group we started the project "**Unidos para Mejorar**" in staff areas of which, through agile methodologies, collaborative tools and a strong focus on digitalization, we were able to carry out the following activities:

- Designing the *Organizational Structure* which defined the leadership positions' control spans, hierarchies, functions, responsibilities and indicators.
- A *Management model* based on the creation and development of indicators was implemented, through the use of Apps, PowerBI and Sharepoint.
- Implementation of Mobile Apps to improve data entry and structured data sets.
- Implementation of *interdisciplinary agile committees* to improve communication, planning and decision making.

Some of the key results from the project were:

COST & BUDGET

- Deep cluster analysis for cost and expense standardization per acre.
- PowerBI dashboards for business intelligence and better decision making.

SUPPLY CHAIN

- 62% reduction in unit price variation by implementing a control tool.
- 7% reduction on prices due to negotiations with Top 8 suppliers.
- Reduction of 61% in slow moving items in Fertilizers.
- Implementation of a 5's culture and layout with visual IDs.

WATER PRODUCTION AND DISTRIBUTION

- 31% increase in efficiency of modules by following annual preventive model tool.
- Design and Implementation of the Web Platform and Mobile App to improve the data entry of production, consumption and storage of water.
- Successful Pilot on Evapotranspiration calculations to have better water usage.

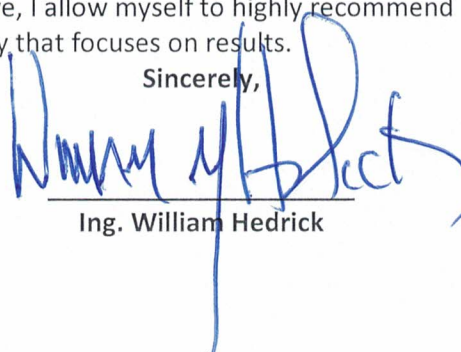
MAINTENANTE

- 52% Increase on scheduled maintenance work orders.
- 43% Reduction on Open Work Orders.
- 131% increase efficiency by having more control on work orders and visual aids on vehicles.

The **Agile Leadership program** was successful implemented. We identified more creativity, innovation and involvement in our personnel to new improvements we need as a company. The *Innovation Hub* event helped put into practice agile methodologies and created a platform to propose new improvements to current challenges.

The project was successfully concluded in the agreed time, generating a **return on investment of 4.5 to 1** projected at 12 months. For the above, I allow myself to highly recommend London Consulting Group as a professional and committed company that focuses on results.

Sincerely,



Ing. William Hedrick

San Quintín, Baja California, November 2021

BerryMex is a leader in the agricultural industry, growing the highest quality strawberries, raspberries, blueberries and blackberries. BerryMex is a subsidiary of Reiter Affiliated Companies, a worldwide berry producer with affiliates in the United States, Portugal, Morocco and Mexico.

As part of our **Comprehensive Development Plan for our Employees**, BerryMex requested the **Agile Leadership** program, which was provided by **London Consulting Group**. The program took place between June and November 2021. This Human Development program focused on developing and evolving **competencies** and **mindset** in our upper and middle management in order for them to be more prepared when facing the complex challenges that arise in our industry.

The Agile Leadership program has highly **up to date** content which took our participants to the next level by teaching them to be more conscious of the impacts that new technology can have on our industry, and the importance of great **customer experience (CX)**. These strategic pillars are very relevant in the **era of customer service**.

The program's methodology consists of:

- **Workshops:** 10 face-to-face sessions in which the theoretical and practical concepts are developed.
- **Practical application:** developing and implementing digital innovation projects through the **Innovation Hubs**.
- **E-learning content:** Assigning case studies, videos, and exercises which enable them to apply the concepts that they've learned.

The **Agile Leadership** program consist of the following **10** face-to-face sessions:

- **Agile Leadership Introduction.**
- **New Organizational Mindset.**
- **Streamlined Teams.**
- **Innovation Hub.**
- **Emotional agility.**
- **Leadership Coach.**
- **Team Drivers.**
- **Impactful Communication.**
- **Balancing Time.**
- **Systemic Thinking.**

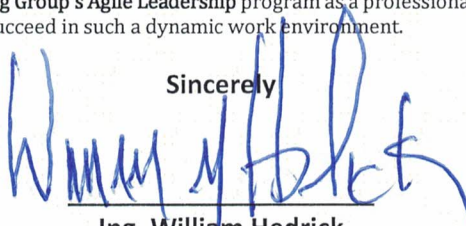
London Consulting Group's intervention enabled our participants to use the **agile methodologies**, such as, **Design Thinking**, **Scrum/Canvas**, **Design Sprint**, collaborative methodologies, ideation processes, and prototyping. These methodologies were then put into practice through innovative projects that took place in several of our departments. The main projects were:

- Development of a workshop traceability app which allows to register and track maintenance services.
- Development of QR Recruitment app which seeks to improve the employee experience when applying for vacancies.
- Development of a Personnel Application app to improve coordination between human resources and operation areas.
- Development of a maintenance services request and traceability app which improves the user experience by offering all the information related to the status of the units.

Thanks to program, we now see important changes in our **teams' attitudes** when facing challenges. They also **participate** more and are more **interested** in using digital technology, **collaborating**, and **streamlining the processes** in order to face the challenges they encounter. The program managed the personnel's **openness to change** effectively, and this has enabled the company to go to the next level.

We highly recommend **London Consulting Group's Agile Leadership** program as a professional program that positively changed our personnel's mindset, enabling them to succeed in such a dynamic work environment.

Sincerely



Ing. William Hedrick