

Santo Domingo, Dominican Republic, December 20, 2012

To whom it may concern,

CARTAGO S.A. is Premium's beverage commercialization company. Cartago has the distribution of various brands such as Johnnie Walker, Buchanan's, Ketel One, Smirnoff, Bailey's, Coors Light and Fresita among others.


We hereby would like to highly recommend the company **London Consulting Group** for the services rendered during the project carried out between July and December 2012.

During the project, the company's commercial area was addressed covering the On Trade, Off Trade and Hotels commercial channels and achieving the following improvements:

- A 6% increase in net sales as a result of the implementation of the On Trade, Off Trade and Hotels commercial management system.
- An 47% increase in brand introduction and a 70% increase in sku's introduction to the different channels through a cross-selling model.
- A 16% increase in On Trade client portfolio and 1.3% increase in Off Trade client portfolio through an active market research model.
- Elimination of lost sales due to internal causes through the backorders management model.
- A 6% reduction in the number of payment days in the collection cycle.
- A 50% increase in productivity through the redesign of the visiting plan and a 16% reduction of the commercial force with a 7.5% savings in payroll.

The project was concluded within the agreed upon timeframe, covering **100%** of the committed approach. At the end of the project we achieved a return on investment of **.52 to 1** and we project an annual return of **3.33 to 1**.

Due to the aforementioned, we hereby highly recommend **London Consulting Group** as a consulting firm with the ability to carry out improvement projects that positively impact the entire organization.



Omar Faruk Elías
General Manager
Cartago S. A.

