



Santo Domingo, Dominican Republic June 23, 2020

To whom it corresponds:

Chocolates Cortés is a family company with more than 90 years of history, with national and international presence, being leaders in the manufacturing of cocoa, production and distribution of chocolate in the Caribbean Region, with more than 50 varieties of high-quality products, especially semi-processed cocoa products. We have two production plants, and different cacao collection centers in the Dominican Republic. Additionally, we have one production plant in Puerto Rico.

During the months of April to June 2021, with the aim of improving our operations, we developed together with London Consulting Group the analysis and design for the management processes in the functional areas of Planning, Purchasing and Warehouse Management for the production plants located in Dominican Republic, where the objective was the standardization and homologation of processes and activities across plants, definition of best practices, establish roles & responsibilities, and management indicators.

Among the main activities and achievements, we highlight the following:

- Analysis of the different functional areas of the organization, control sections and hierarchical levels.
- Definition of the structure of the VP of Operations aligned to the organizational vision.
- Survey of activities and analysis of workloads to more than 30 collaborators.
- Updated job descriptions with competencies, roles and functions according to the design of the processes.
- Implementation of interdisciplinary committees to design the processes, based on best practices.
- Design of 30 management processes in the areas of Planning, Purchasing and Warehouse Management based on continuous improvement leveraging the use of the ERP.
- Design of 4 digital tools for operational planning processes.
- Definition of key success and control factors, establishing 16 process management indicators.

This stage of the project was successfully concluded in the agreed time thanks to the dedication and professional work of the staff of Cortés Hermanos and London Consulting Group. With the methodology applied, we were able to add value to the company preparing ourselves for the implementation stage of the new work models.

Therefore, we are pleased to recommend London Consulting Group as a professional and committed firm, which with its leadership contributes to cultural change and the achievement of key objectives in a short span of time.

Kind regards,

Eduardo Cortés
Vice President of Operations