



February, 2014  
San Juan, Puerto Rico

To whom it may concern:

Since July 2013 thru February 2014, **Claro Puerto Rico**, leading Telecommunications Company on the Island is offering fixed and mobile telephony, internet and TV services, developed a project with the support of **London Consulting Group (LCG)** focused on improving purchasing and collection departments. The focus was to achieve a cultural change that provided optimal conditions to increase our process efficiency, to maximize service levels and portfolio recovery and optimize inventories.

The objectives of the project exceed our expectations, just to mention some our results:

**Quantitative Improvements:**

- **50% increase** in Customer's Service Levels (Collection and Treatment areas)
- **67% reduction** on abandoned calls in the Collection and Treatment departments
- **More than a 200% increase** on capacity to make outbound calls (Collection)

**Qualitative improvements:**

- Implemented the purchasing management tool and model to optimize inventories
- Implemented the obsolete management model that considers purchasing control as well as definition of actions to minimize obsolete inventory
- Designed an inventory coverage tool by point of sale to balance the available inventory
- Redesigned and Implemented the employee's schedules plans to maximize service levels minimizing abandoned calls
- Designed and implemented the collection agencies management model
- Implemented collection path changes to improve collection management, including sending preventive text messaging
- Designed and implemented the performance indicators tool for Purchasing and Collection areas to facilitate management focused on objectives

As of this date we project a return on investment of **5.6 to 1**

The experience in this project with LCG has been highly successful, meeting and exceeding both qualitative and quantitative expectations.

Finally, I wish to highlight the work done by LCG, both in the application of their methodology, their commitment and the high professionalism of its staff focused on results, so I have no problem recommending them widely.

Sincerely,

Ana María Betancourt  
Directora General de Administración y Finanzas  
Claro