



San Juan, Puerto Rico, June 24, 2015

To whom it may concern:

Claro the main telecommunications provider in Puerto Rico, serving more than 1.8 million customers with a wide range of advanced voice, data, broadband and wireless services, **recognizes London Consulting Group's Human Development** area for their excellent collaboration as being responsible for the change management of our Sinergia SAP project.

We would like to highly recommend London Consulting Group's Human Development area, for their collaboration and leadership during the **Change Management** process carried out as an integral part of our SAP system implementation project, between the **months of March and June 2015**.

This program's objective was to establish the appropriate conditions regarding **Communication and Willingness to Change** from our personnel.

Some of the initiatives implemented were:

- **Communication Program at Locations:** This initiative was designed to inform, in person, about 1,800 employees through more than 90 informative presentations, which promoted the vision, values and the scope of the Sinergia SAP project. Thru these presentations it was possible to remove uncertainty from the employees, generating the openness to change necessary for the successful development of the project.
- **Empowerment workshops to Champions Sinergia Team:** thanks to the 3 workshops, designed by London Consulting Group's Human Development area was achieved to enable personnel appointed by the company (the Champions) to lead the different leadership and sponsorship initiatives forming part of the Sinergia SAP project.

Finally, we would like to highlight the importance of change management for our organization in relation to this project, since undoubtedly the greater willingness to change, is a key element so that the new implemented system, can be well received and taken full advantage by our staff. Therefore, we reiterate our recommendation for **London Consulting Group's Human Development area**, since thanks to its proven experience in change management, have helped us to lay the groundwork for a successful implementation of our new SAP System.

A handwritten signature in blue ink, appearing to read "Ana María Betancourt".

Ana María Betancourt
General Director of Finance and Administration, Claro Puerto Rico