



Mexico, October 2021

Coliman Grupo Aggall is a Mexican company, founded in 1963, that is dedicated to growing, harvesting, packing, and selling agricultural produce in Mexico, Asia, Europe, and the US market. We are the leading exporter of organic and conventional bananas in Mexico.

As a result of the **Strategic Planning Workshop** that we developed alongside **London Consulting Group**, using the **Design Thinking methodology**, we decided to carry out a new project to implement an **Organizational Development Model based on Skills**, following these objectives:

- Design and implement the core **Human Capital processes** that support the strategy of the Company.
- Strengthen the **talent acquisition** processes, allowing to identify the best talent based on the skills they have.
- Improve the **onboarding process**, to facilitate and speed up the execution of the job responsibilities.
- Implement a **continuous improvement model** focused on developing the core skills of our employees.
- Implement the **knowledge management** process, to enable the availability of key knowledge within the Company.
- Implement a **management model** based on digital KPIs, through a **Business Intelligence Platform (BI)**.
- Raise awareness and promote an organizational culture where **agility** and **talent development** become strategic for the Organization.

At the end of the implementation stage, some key results and deliverables are:

- Design and implement the **skill architecture** of the Company. Through the execution of Workshops, the **29 core skills** of Coliman were defined, using them later to customize the profiles of **107 high and mid-level positions**.
- Design and implement an **end-to-end Talent Acquisition** model based on the defined skills, including searching, evaluation, and selection of the prospects, using a digital tool to allow a detailed follow-up.
- Design and implement the **onboarding** model for the different departments of the Company.
- Redesign of the **performance evaluation system** to identify opportunities in the performance of the employees.
- Implement tools for the detection of **high performance and high potential employees**, allowing to define **career and succession plans** for the most important positions in the company.
- Develop and implement the **Individual Development Plan (PID)** supported by digital tools created through **Design Sprints and Scrums** that enables a comprehensive view of the evaluations and performance records for every employee, allowing the definition of action plans defined with their coaches.
- Integration of **performance evaluation model** at all levels of the organization.
- Implement a **learning management system (LMS)**, from the definition of needs, benchmark, evaluation, and selection of the most appropriate platform for the needs of the Company.
- Implement a **Engagement** model that ensures talent retention by integrating recognition, climate, and feedback.

The project brought a new **work culture** and its change management was achieved alongside the **Agile Leadership Program**, which involved the Directors and Managers of Coliman, to raise awareness of the new challenges in the business world and to get involved in the improvements that the Company needs; London has provided them comprehensive, **collaborative tools and agile methodologies** that helped them innovate and achieve impact projects that are being followed up through our **Innovation Tournaments**.

The methodological approach, the high orientation to the **digitization and systematization of processes**, the generation of capacities to manage Human Capital processes through **systems of indicators**, were key elements to achieve the results described above, integrating into our own work culture.

Therefore, I widely recommend London Consulting Group once again.

Sincerely

Jorge Angel Aguilar Gallegos
CEO

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