



Colima, Mexico, January 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.

Through this letter we wish to express our satisfaction and recommend the **London Consulting Group** for the results we obtained during the "Proyecto K" project, which was developed over the last 7 months. The project focused on reengineering the company's key processes and implementing a homologated management model. Some of the main results we achieved on this project were:

40% INCREASE IN EBITDA OF THE AGRICULTURAL DIVISION

AGRICULTURAL OPERATIONS: GROWING, HARVESTING AND PACKAGING

- Increasing productivity of the growing crews by **31%**, harvesting crews by **35%** and packing crews by **25%**.
- Improving the performance of the Overall Equipment Efficiency KPI by **20%**.
- Reducing the costs associated with the irrigation system maintenance by **84%**, raffia consumption by **21%**, and the cost of three of the main agrochemicals used in the farm by **58%**.
- Designing and implementing an On-site Active Supervision model in the Growing, Harvesting and Packing departments.

SUPPLY CHAIN: PURCHASING, WAREHOUSES AND INVENTORY MANAGEMENT

- Reducing the unit prices with nine of the company's main suppliers by an average of **10%**.
- Reducing overpriced purchases by **70%**.
- Improving the organization and cleanliness of the warehouse by **23%** (5S methodology).
- Full redesign of the inventory management model.

STAFF PROCESSES: MAINTENANCE, COST & BUDGETS

- Developing and implementing preventive maintenance protocols for **1,015** pieces of equipment and vehicles.
- Achieving a preventative maintenance plan compliance of **93%**.
- Decreasing the downtime in the Packing facilities by **21%**.
- Developing and implementing a budgeting model.
- Reducing the cost of personnel transportation by **5%**.

50% INCREASE IN EBITDA OF THE NATIONAL SALES DIVISION

NATIONAL SALES AND PRODUCE PURCHASING

- Reducing the cost of internal fruit transportation by **16%**, and freights by **8%**.
- Reducing the amount of waste to sales ratio by **11%**.
- Designing and implementing a homologated sales management model.
- Improving the sales margin by **25%**, bulks sales volume by **14%**, and margins per bulk by **9%**.
- Designing and implementing a prospecting management model, from opportunity detection to capturing a new client.

Furthermore, Coliman Grupo Aggall's **Organizational Structure** was redesigned and now includes formally defined hierarchies and functions. The **Management Skills Seminar** was taught to **115 attendees** with the objective of instilling the best management practices.

The economic benefits of the project generated a first-year return on investment of 5 to 1.

The way London Consulting Group managed the changes, the commitment they displayed, their orientation towards achieving the established goals, and their ability to adapt to the different challenges that arose during the execution of the project, were key to achieving the benefits that have been described here. These benefits produced significant and profound changes to Coliman Grupo Aggall's personnel's work culture.

Sincerely,

Jorge Angel Aguilar Gallegos
CEO

Corporativo de Empresas AGGALL SC
16 de septiembre #104
Col. San Isidro
Tecomán, Colima
C.P. 28140

CEA1106035F1
Tel.: 313 322 9870



**NUTRIENDO
TU VIDA**

COLIMAN.COM

[f COLIMANBRAND](#)

[y](#)

[v COLIMAN_BRAND](#)