

To whom it may concern:

Colomer & Suárez is a leading wholesale distributor of food and consumer goods in Puerto Rico. For over seven decades, we, as a distribution business, have provided exceptional service, constantly growing and adapting to the times whilst anticipating our client's needs in order to help them be successful.

One of the most important initiatives in our 2020-2025 Strategic Plan is the technological implementation of our Enterprise Resource Planning (ERP) system to optimize our processes, integrate the administrative information into our operations, improve our operation's visibility and traceability, and reduce manual steps in our operations.

To achieve this, we asked London Consulting Group to support us evaluate and select the best software for our needs and to guided us through the ERP implementation project.

The methodology used by London during this project significantly contributed towards the project's success. These are some of the results that we achieved.

Evaluating and Selecting the Software and Evaluating the Implementation Partner:

- Evaluating 3 different ERP software on 4 criteria: general aspects, investment aspects, technological integration, and specifications of the warehouse management module.
- Evaluating 2 different implementation partners on 3 criteria: implementation methodology, partner credentials and post implementation service.

Implementing the ERP system:

- Raising awareness regarding the need for change in our top management and middle management reporting lines.
- Defining roles and responsibilities within the transformation team to facilitate collaborative work.
- Guiding, following up, and validating the integration of the ERP system with 5 other internal systems.
- Guiding and following up on the project's critical activities such as progress sessions, validating the processes, user acceptance tests, training sessions, and launching the ERP system, protecting the investment and the timetable.
- Redesigning 10 management indicators in the purchasing department and 5 indicators in the warehouse and dispatch department.
- Replicating 2 procurement analysis tools that we use to analyze historical sales information, lost sales, inventory balance and inventory in transit.

London Consulting Group has been a strategic partner in the implementation of our new operative system, and they've helped us improve the way we manage our business. Outside of the results that we've mentioned, we would like to acknowledge the way that our personnel have adopted and learned to use the new processes and tools. This project has left us with a solid platform that will help us continue growing and to face the new challenges that future may bring.

For all the above previously mentioned, we recommend London Consulting Group as a professional and committed firm with an excellent methodology that really helps the software implementation process.

Alfredo Suárez

President

Colomer & Suárez

