

To whom it may concern:

**CONAUTO** is a leader in automobile and industrial products. We are a highly recognized traditional Ecuadorian company with over 45 years of experience and we have a presence in the country's most important cities.

Between May and August 2017, **CONAUTO** worked with London Consulting Group in developing the **COIN Project**. This project was a strategic decision made by the company which focused on identifying new business opportunities, increasing sales, consolidating our brand, and generating a greater level of synergy with our current operations.

The methodology which defines London Consulting Group and the dedication displayed by the **CONAUTO** personnel were key aspects which enabled us to achieve the established goals and obtain the results we strived for, after concluding the different workshops. The outcomes of these workshops were decisive due to the analysis and the tools which were developed by the consulting firm.

The correct change management, the dedication displayed by the members of the team, the methodology and its distinct applications throughout the different phases of the project, were key aspects which allowed us to attain qualitative results. We would like to highlight a few of those results:

- Economic analysis at a regional, national and sectoral level which allowed us to clearly identify which are the key variables which affect our sector and the Ecuadorian economy.
- By mean of a quantitative analysis we were able to identify the economic activities which held the greatest importance and the highest level of dynamism in the country and subsequently we selected those which met the strategic guidelines of the project.
- Several economic activities were analysed using a strategic prioritization methodology which allowed us to identify the best business opportunities for our company. This methodology considered:
  - The stage of the industry's life cycle which we are currently in
  - Possibility of economic impacts
  - Macro-environmental risks in the industry
  - Ease of implementation
  - Selection method focused on multiple criteria and policies in order to support decisions geared towards better opportunities, establishing a comparative judgement, and verifying the consistency of the results.
- For the selected business opportunities, an industrial and strategic analysis was undertaken which focused on the competition and the industry's allure.
- A methodology was developed in order to define and comprehend the Current Business Model, allowing us to identify the strength, weaknesses and opportunities in order to strengthen **CONAUTO** even more.
- A process was conducted which allowed us to select and fortify the New Business Model, which focused on innovation, in order to differentiate ourselves from the competition. This process defined the Value Proposal which established how we generate our value and where we will compete.
- For the New Business Model, an analysis was carried out in order to identify our weaknesses and threats and how to turn them into opportunities. Our strengths were also identified and a way to take advantage of them was defined.

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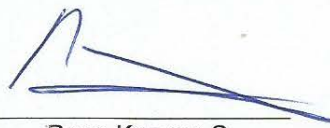
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- Strategic and operational priorities were defined, along with high level action plans, which will allow us to reach the established vision for our new business.

The project was successfully concluded, surpassing all of our expectations, due to the professionalism and commitment displayed by both the **CONAUTO** and the London Consulting Group personnel. It is important to highlight the effectiveness of the analysis methodology and the development of the work collaboration sessions which enabled us to effectively direct the company towards taking better decisions.

Due to this, we highly recommend London Consulting Group as a professional and committed consulting firm which contributes towards the attainment of tangible results in a short amount of time and which facilitated the cultural changes which took place, thus allowing us to sustainably maintain the results.



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