

To whom it may concern:

CONAUTO is a company dedicated to selling automotive and industrial products. We are leaders in the lubricants and tires markets, key products of our business, and we sell batteries, filters, automotive and industrial equipment, and more. We have over 47 years of experience working with leading brands such as CHEVRON, REPSOL, MICHELIN, AEOLUS, COOPER, LINDE forklifts, and others.

In this new project, developed with London Consulting Group, **CONAUTO** took the decision to seek out a more efficient BackOffice structure. We spent 7 months, between April and November 2018, developing the **CONACCIÓN-EFFICIENCIA** project with LondonCG. During this project, a functional analysis of the organizational structure was carried out, lists of activities were evaluated, cycle times and movements were recorded and validated, functions were defined for supporting roles, workloads were balanced, and a Capacity Plan was established for the new organizational structure.

The methodology implemented by LondonCG and the dedication displayed by **CONAUTO's** personnel, were key elements which enabled us to achieved our fixed objectives. Our personnel and LondonCG's team carried out the analysis and implementation of the changes to the organizational structure. Thanks to the new focus on centralizing the operation, and on improving the efficiency of the processes, the company will be able to achieve a crucial part of our Proposed Strategic Objectives.

Implementing this new organizational structure has generated a forecasted ROI of **6.3 to 1** by October 2019, leaving in place structural and permanent financial savings.

We would like to mention some of the key qualitative and quantitative results we achieved:

- **23.5%** reduction in head count, over the original Back Office structure.
- **14.2%** reduction in Overtime Hours in the Rethreading Factory, and in the 4 Service Centers (Tire City).
- Centralization of the Credit and Collection process.
- A Capacity Plan tool was designed which calculates the size of the adequate organizational structure according to the Back Office processes and warehouse operations.
- Establishing the new structure's reporting guidelines and documenting it in the Functions Matrix.
- Designing a salary ranges tool which allows us to identify salary deviations throughout the organization, enabling us to make the necessary adjustments.

The project was successfully concluded, surpassing all of our expectations, due to the professionalism and commitment displayed by both the **CONAUTO** personnel along with London Consulting Group's team.

We highly recommend London Consulting Group as a professional and committed consulting firm which contributes towards the attainment of tangible results in a short period of time and which facilitates cultural changes in order to sustain said results.


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