

Del Pacifico Seafoods is a leading producer and distributor of sustainable seafood. Del Pacifico Seafoods is based in the state of Sinaloa, Mexico and we are a **premium supplier of high quality food** that has a positive impact on the environment, the stakeholders, and the final customer. Among the main product that we sell are wild and farmed **Shrimp, Octopus, Hake, Oysters, and Bass**. We sell these products in **Mexico, the United States, and Europe**.

Through this document we would like to express our satisfaction with **London Consulting Group** and recommend them for the results that they achieved during the "Ebluetion" project that was carried out between August 2021 and March 2022. Through collaborative tools and a focus on digitalization, we were able to carry out the following activities:

- Creating and implementing a **Strategic Plan** for the company.
- Designing and formalizing the **Organizational Structure**. We determined the control spans, hierarchy, functions, responsibilities, and indicators for the company's leadership positions.
- Designing and implementing new models in the production, supply chain, and sales departments.
- Implementing a management model based on the creation and management of indicators that were supported by **dashboards on Power BI**.
- Successfully implementing the **Agile Leadership** program which provided the participants with new ways of thinking so that they can create the improvements that the company needs.

Some of the project's key results were:

Production Plant:

- **37%** increase in the plant's OEE (Overall Equipment Efficiency).
- **0.9%** increase in the raw material's performance.
- **5%** reduction in the labor cost per unit.

Supply Chain:


- Designing and implementing a raw materials purchasing model.
- Designing and implementing distribution and warehousing models.
- **12%** reduction in the inputs' costs per unit in regards to storing the raw materials.
- **2%** reduction in the cost of outsourced logistics.
- **71%** reduction in the production plant's input stockout.

Sales

- Implementing the Salesforce, which increased the sales funnel by **193** new prospects.
- **25%** increase in sales by improving the Cross Selling.
- **7.2%** increase in new Clients, which meant a sales increase of **22%**.

The project was successfully concluded within the agreed timeframe, generating a return on investment of **2.7 to 1** with an annualized forecasted return of **5.3 to 1**, surpassing our initial expectations. This is due to the professional work carried out by the Del Pacifico Seafood personnel and the London consulting Group team.

Sincerely,



Rubén Castro Vega
CEO
Del Pacifico Seafoods

Culiacan, Sinaloa, December 2022

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Through his letter we would like to recommend and express our complete satisfaction with **London Consulting Group** for the results that were achieved during the second phase of the "Ebluetion" project. This project implemented the **Organizational Development by Competencies Project** between June and December 2022. This project focused on improving our personnel's **management skills, performance, and competencies** through the **Design and Implementation** the following elements:

- **Developing a structure of all the competencies within the organization.**
- **Implementing a talent attraction model by competencies** which was supported by **data analytics**.
- **Developing an Onboarding model** based on the users' experience (**UX**).
- **Organizational Microstructure.**
- **Implementing an Operative training plan and a Learning Management System.**
- **Implementing a Personnel engagement model** by opportunely managing the **organizational environment**.
- **Implementing a management culture** in the Human Resources department that is focused on **analyzing data (HR analytics)**. This was supported by the newly designed and implemented **key indicators (OKR's)** on Business Intelligence (**Power BI**) and through the **weekly and monthly governance model**.

The implementation of these elements yielded the following results:

- **The profiling of all of the positions in the first and second reporting lines.**
- **51% reduction** in the average days that it takes to recruit and select new personnel members.
- **Improving our employees' satisfaction by 71%** after the first 30 days on the job.
- **The coverage of the microstructure was 100% restructured.**
- **Digital Individual Development Plans (IDP)** were carried out through **Design Sprints** in order to facilitate the personnel's career plans.
- **Creating a digital competencies library** which included over **180 resources**.
- **90% employee satisfaction** by the end of 2022.

The way that the London CG team mastered the agile methodologies, their strong focus on digitalization, the way they systemized the process, and their focus on the users that manage the personnel enabled us to achieve these objectives.

We highly recommend **London Consulting Group** for their high level of commitment, their methodology, and their human touch.

Sincerely



Ruben Castro
General Manager

Culiacan, Sinaloa, December 2022

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Between November 2021 and November 2022 **London Consulting Group** carried out **10 sessions** of the **Agile Leadership** program with our personnel. This was part of the Human Development program whose objective is to develop the organization's leaders' mindset to create a more agile company that can face and overcome organizational changes.

The **Agile Leadership** program has highly **up to date and valid** content which helped our personnel to reach the next level by making them more aware of the impact that **new technologies** have in our industry and the importance of the **customer experience (CX)**.

The Agile Leadership program consisted of:

- **Workshops:** 10 face-to-face sessions in which the theoretical and practical concepts were developed.
- **Practical application:** Developing and implementing improvement projects and digital innovation projects through the Innovation Hub.
- **E-learning Content:** Reading assignments, videos, and exercises that help the personnel put into practice the concepts that they've learned

The topics that were discussed during the **face-to-face sessions** were:

- **Introduction to Agile Leadership.**
- **New Organizational Mindset.**
- **Agile teams.**
- **Innovation Hub.**
- **Emotional Agility.**
- **Leadership Coach.**
- **Team Drivers.**
- **Impact Communication.**
- **Time Management.**
- **Systemic Thinking.**

London Consulting Group enabled the participants to use **agile methodologies** such as **Design Thinking, Scrum/Canvas, and Design Sprint**. These collaborative methodologies enabled our personnel to create ideas and prototypes which were then put into practice through the **5 innovation projects** that were carried out by our departments. Some of the most significant results that we achieved were:

- Creating a **Digital Catalogue** that improved the way our personnel and clients access information regarding our products.
- Developing a **Digital Communication Matrix** that facilitated the flow of information during both national and international logistic processes.
- Developing and implementing a **Sustainability Campaign** using the internal digital communication channels in order to improve the way that the personnel adopted the organizational culture.
- Developing **Administrative Policies** in our internal portal (INTRANET) which supported the company's institutionalization process.
- Developing and implementing an **Engagement Plan in our Production Plant** that used our internal social networks (FB) and the retention campaign.

Thanks to the program we can now see changes to our **personnel's attitude** when facing challenges. They displayed more **interest and participation** when using digital technologies, and more **collaboration and agility** when facing the day to day challenges. The program and its different interactions with our personnel guided the **changes** that we needed in order to take the company to the next level.

We highly recommend **London Consulting Group's Agile Leadership** program as a professional program that enables and facilitates both the personnel members and the organization to change in such a changing environment.

Sincerely

Ruben Castro
General Manager