



San Juan, Puerto Rico
December 4, 2015

To whom it may concern:

DIRECTV is the leading provider of satellite audio and television services bringing the best experience in entertainment to their over 35 million subscribers on the continent. DIRECTV was established in Puerto Rico in July 1999 and has become the leading supplier on the island to this date with over 260,000 subscribers between clients with postpaid and prepaid plans.

From May to December 2015 we implemented the project called "Blue Skies". This initiative was developed in collaboration with **London Consulting Group's** team and included the redesign of processes and the definition of the optimal structure of the following departments: Sales, Marketing, Human Resources, Finance and Accounting.

Some of the achievements obtained during the project are:

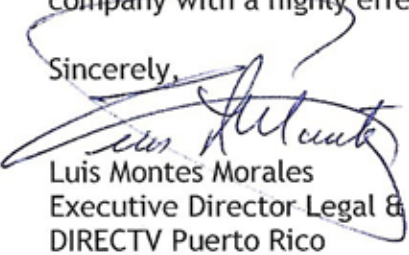
- A 34% reduction of the structure for the Sales and Marketing areas.
- A 29% reduction of the structure for the Human Resources area.
- A 25% reduction of the structure for Finance and Accounting.
- A 32% increase in productivity per direct channel sales agent.

Additionally, we developed activities and tools that directly impact the efficiency of the processes, such as:

- Design and implementation of the Capacity Plan definition and analysis tool for all areas.
- Redefinition of operative objectives and the design of supervision and follow-up tools for the Billing and Claims areas.
- Redesign and mapping of supervision and sales routes for the different sales channels: Direct, Indirect and Travelling.
- Implementation of the Active Supervision model in the different sales channels.
- Implementation of the Governance model for area feedback.

The economic benefits obtained through the "Blue Skies" project showed an annual return on investment at the end of the project of 4 to 1. Based on the above, DIRECTV has the pleasure of recommending London Consulting Group as a professional and committed company with a highly effective methodology to develop these types of projects.

Sincerely,


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