

To whom it may concern:

Energy Resources Capital (ERC) is a company focused on developing energy generation projects, with its primary objective being the development, construction, and operation of hydroelectric power plants in Guatemala. ERC is committed to the sustainable and responsible use of water resources. Founded in 2011, the company currently has more than 140 employees supporting five hydroelectric plants.

From January to August 2024, we were responsible for the development of a Transformation Project for ERC in collaboration with London Consulting Group (LCG), with the aim of aligning the organizational model with the company's new strategic objectives and transforming the processes of the key areas to drive efficiency and productivity.

Through collaborative methodologies, we jointly developed initiatives that allowed us to achieve the following results:

Strategic Planning and Governance Model:

- The organization's new strategic plan was designed, outlining new guidelines, priorities, and initiatives to be executed. Additionally, a monitoring model was implemented to track progress in achieving the strategic objectives.
- The governance model was redefined, with the implementation of 8 forums at strategic, tactical, and operational levels to foster a culture of continuous feedback on results. This was supported by a redesign of the key performance indicators (KPIs) for each area of the organization.
- 25 new KPIs were designed and implemented, paving the way for a culture of management by indicators.

Organizational Structure:

- A new organizational structure was implemented, aligned with the strategy and optimized for the company's operations, addressing medium- and long-term needs.
- Administrative expenses were reduced by 11% through a 12% optimization of headcount, with projections of up to 28% and 16%, respectively, through continued implementation of the recommended adjustments.

Process Transformation:

- A new process map was designed and implemented with a cross-functional approach, providing visibility into the role each area of the organization plays and fostering coordination and teamwork.
- 19 process improvement opportunities were addressed using Design Thinking implementation methodology.

Digital Transformation:

- 75 hours of monthly operational tasks were eliminated through the automation and digitization of high-burden processes and activities.
- 7 tools and 5 dashboards were implemented to streamline administrative processes and decision-making in the forums established.
 - **Tools (developed with Power BI and Power Automate):** Headcount projection, sales projection, contract billing automation, monthly sales settlement automation, daily sales settlement automation, and internal sales recording automation.
 - **Dashboards (developed with Power BI):** IT ticket management, Legal department ticket management, Operations & Contract Management executive dashboard, General Management dashboard, and strategic plan progress dashboard.


Human Development:

- 30 employees were trained to strengthen their leadership skills through 5 theoretical and practical sessions covering methodologies for optimizing team management, planning, change management, and innovation.


The project was successfully completed within 8 months, with a realized ROI of 1.4:1 at project closure and a projected ROI of 2.3:1 based on identified opportunities.

The improvement in the way we work is evident, leaving us with a solid foundation to meet our future goals. The use of agile and collaborative methodologies in designing solutions, combined with the synergy between ERC and LCG teams, were key factors in the project's success. For this reason, we recommend LCG as a strategic partner for transformation projects in any organization.

Sincerely,



Carlos González Asturias
Presidente



José González Solé
Gerente General