

San Bernardino, CA
August 23, 2011



To Whom It May Concern,

Farmdale is family-owned producer of Sour Cream, Cheese and Buttermilk, in business since 1953. Our plant operates out of San Bernardino, California. In January 2011 we started a 26-week project with London Consulting Group in the areas of Sales, Production, Maintenance and Planning to increase the efficiency, profitability and value of our company. At this time we have proven results in the following areas:

Company culture and process

- Implemented a work model that integrates all areas of the plant in one single sales and operational plan
- Trained all decision-makers in the plant to be effective supervisors and change agents
- Performed on-the-job coaching to improve performance in all areas

Sales

- Increased sales in pounds in Sour Cream plant by 8%
- Increased sales in pounds in Buttermilk plant by 19%
- Increased product penetration by 8% in Buttermilk
- Sales Forecast Implementation by category
- Price analysis implementation /improvement in cost analysis and profitability by product

Manufacturing

- Increased pounds per man-hour by 11% in Sour Cream plant.
- Reduced plant-wide down time hours by 50%
- Metrics implementation to improve visibility and control over plants operation

Planning

- Reduced need for changeovers and cleanings by 43%
- Reduced wasted butter fat by 30%
- Implementation of a Production Planning system that automates decision-making and builds consensus between Sales, Production and Maintenance

As we close the project the savings ratio to date is .5 to 1 and we expect to achieve over a 2.2 to 1 savings ratio in the year after the end of the implementation. Savings are expected to increase our net income by 10%. Because of this success, in August we are starting a new project with London Consulting to expand the benefits achieved into other areas of the company.

Based on their commitment to results and personal involvement in coaching our organization for success, we recommend London Consulting Group as experts in process improvement projects.

Sincerely,

Michael Shotts
General Manager

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VP of Manufacturing

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