

FIBRA INN is a Mexican Trust which acquires, develops and rents hotel properties in Mexico. It currently has 44 hotels in its portfolio. As of July 2017, we have developed, in conjunction with London Consulting Group, the FABRICA DE HOTELES project to strengthen the Structuring and Project Development processes, along with the Asset Management process. Some of the main achievements and results we have attained during the project are:

#### ASSET MANAGEMENT

- Asset Management models were designed which integrated the following four process components: **Physical Integrity, Property Integrity, Maximizing Performance, and Value Creation.**
- Key indicators and tools were designed to control the Physical Integrity and Property Integrity processes.
- **SAP Plant Maintenance module** was implemented and the following activities were undertaken:
  - Validated and updated the operating equipment and maintenance plans.
  - Job routines and equipment service life were established.
  - Direct training for Maintenance Managers and Asset Supervisors. Creation a training portal.
  - A tool was created (on an online system) that monitors and manages the maintenance plan fulfillment.
- The maintenance plan fulfillment rate improved by 72%.
- Reduction in extraordinary CAPEX (Capital Expenditures) by 66% vs the same period last year. This generated an accumulated saving of \$ 3.9M MXN.

#### STRUCTURING

- The Structuring model of Fabrica de Hoteles Project was formalized with the objective of improving and streamlining the management processes for each of the projects. The model's processes were redesigned and key indicators were established.
  - The management process was automated through the Zoho Project platform in order to facilitate the management and follow up processes for each assigned responsible.

#### DEVELOPMENT

- Key processes were designed and formalized for the management of the hotel construction projects.
  - Designed of a "One Page" report which enabled the follow up and control the project's Time, Costs, Quality and Changes.

The financial benefits at the end of the project have surpassed our expectation, reaching a ROI of 1.3 to 1 by the end of the project and with a forecasted ROI of 2.4 to 1 within the next 12 months.

London Consulting Group's methodology was a key factor in the project's success. The way they managed change, the alongside implementation methods, and the involvement at every level of the organization, generated a positive change to the personnel's work culture.

We highly recommend London Consulting group as a professional company which focuses on obtaining results.

Sincerely



Oscar Calvillo Amaya  
CEO Fibra Inn



Fernando Rocha  
Acquisitions and Development Director