



Fideicomiso de Infraestructura en Bienes Raíces Hotelero
Real Estate Investment Trust

Construye Invirtiendo

Monterrey, Nuevo León, March 2015

To whom it may concern:

FIBRA INN is a real estate investment trust with 32 hotels and is projected to have over 50 properties by the end of 2015. As a key initiative to continue with the company's fast expansion, we developed a project called **ACTION-COMMERCIAL REPLICATION** along with London Consulting Group, which is focused on the reengineering of 8 commercial departments to promote its local sales and develop a Commercial Intelligence department that can perform the same reengineering at the rest of the hotels.

During the project the following models were designed and implemented shoulder-to-shoulder:

- Budgets, objectives and department structure
- Generation and assignment of new prospects
- Steps of a sale
- Sales follow-up on CRM Sales Pro
- Active supervision of Commercial Managers and General Managers
- Commercial indicators and management of results in operational meetings

The implementation of the new work system has generated the following results:

- An 21% increase in sales generated by the commercial departments.
- A 16% increase in active portfolio due to customer's prospection, recovery and loyalty.
- An 21% increase in the number of effective appointments with clients and prospects face to face.
- A 54% increase in the number of new customers in prospection.

The development of the Commercial Intelligence department has allowed us to satisfactorily initiate, within the duration of the project, the replication of this same work system at 6 other hotels.

The project's economic benefits have surpassed our expectations achieving a ROI of 1.9 to 1 by the end of the project and an annual ROI of 5.8 to 1 after one year.

It is worth noting London Consulting Group's methodology as one of the key factors for the project's success, in which their change management stands out, as well as their shoulder-to-shoulder implementation and the involvement of all levels within the organization to generate a cultural change within our personnel.

We hereby would like to highly recommend London Consulting Group as a professional company that focuses on results, which is why we continue developing other improvement initiatives within the organization.



Victor Zorrilla Vargas
President

Sincerely,



Joel Zorrilla Vargas
VP Corporate Strategy



Oscar Calvillo Amaya
CEO Fibra Inn