



San Juan, Puerto Rico 7<sup>th</sup> of August 2018

To whom it may concern,

Flexitank, Inc. is a model company with experience in logistics and liquid transportation services. We currently operate in Puerto Rico, USA, Colombia, Mexico, other Latin American countries, and around the world, where each year we carry out between 6,000 and 7,000 equipment transactions for our clients, who are our business' main priority.

With the objective of improving the management of the Traffic department, we have, in conjunction with the firm London Consulting Group, carried out our second improvement project within the organization. The project, called "CORE", was carried out between February and August 2018, and it focused on optimizing the processes and work tools within the Traffic department.

During this period, we have achieved the following results:

- 62% reduction in Billing Adjustments.
- 13% increase in transactions.
- 40% increase in the quality of following up leads.
- 80% reduction in the quantity of pending purchasing orders.
- Implementing Control Panels and Operational Reports which generated a management style which focuses on results, active supervision, and better performance on service-orientated tasks.
- Implementing operative tools focused on better execution, decision-making, and problem prevention in the department's different key processes.

That, combined with the Managerial Skills Development training for the personnel, guarantees the continuity of the work systems through a change in the personnel's work culture.

**London Consulting Group** has met the expectations which were established at the start of the project, surpassing our expectation, and has obtained a forecasted annualized return on investment (ROI) of **1.4 : 1**.

Due to this, we highly recommend **London Consulting Group** as a committed and professional company, that has an excellent work methodology, and can carry out improvement projects which positively impact organizations.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Fernandez", is written over a circular stamp or seal.

Sr. Johnny Fernandez  
General Manager



San Juan, Puerto Rico 27<sup>th</sup> of June 2018

**To whom it may concern:**

**Flexitank, Inc.** is a company with a lot of experience in logistics, and liquid transportation services. We currently operate in Puerto Rico, USA, Colombia, Mexico, other Latin American countries, and around the world, where we currently carry out between 6,000 and 7,000 equipment transactions for our clients, who are our business' main priority.

We would like to acknowledge **London Consulting Group's Human Development** department for their excellent work as leaders of the **Change Management and Managerial Development** aspects of our Process Improvement Project (Project CORE) which had an impact on all of the project's participating personnel. These aspects of the project were carried out at our Traffic Control department between **February and July of 2018**. The objective of the program was to establish conditions which enabled our participating personnel to excel in terms of **Methodology and Attitude**.

Some of the initiatives that were undertaken were:

- **The Project's Communications Program and Change Management:** With this initiative, we were able to constantly maintain the company's personnel informed, and at the same time, we were able to promote values and behaviors which enabled us to develop the project successfully.
- **Managerial Abilities Seminar II:** This seminar was composed of 6 dynamic and interactive workshops which were designed in a specific manner in order to address the development necessities of 5 participating members of the project, in relation to the implemented methodology. In the same way, we included follow up and coaching sessions which helped the personnel to master the concepts and apply them to their work.
- **Redesigning the Organizational Structure:** The redesigning process was based on the results generated by the Competency Profile Tests which allowed us to determine the level of suitability our personnel have to their corresponding position's requirements. This was undertaken for all the positions within the Equipment Control department.
- **Operational Workshops:** As part of the project's comprehensive impact, we developed 5 operational workshops for 10 participants. These workshops vastly improved the level of integration between departments and promoted the involvement of other departments in the project.

Without a doubt, this program has been very important to our organization. The increased level of aperture towards change, and the new set of skills that were acquired, have enabled our personnel to develop their leadership skills. We highly recommend **London Consulting Group's Human Development department** due to their professionalism, commitment and effectiveness in developing a program of this nature.

A handwritten signature in blue ink, appearing to read "Johnny Fernández", is written over a horizontal line.

Johnny Fernández  
VP & General Manager  
Flexitank Inc.