



Grupo Gonher is a leading company in the **manufacturing and commercialization of auto parts**, with over 70 years of experience both nationally and internationally. Its main product lines include **filters, batteries, and lubricants** for a wide range of vehicles in the **automotive** and heavy-duty sectors.

As part of our strategic plan, we launched the **AVANZA project** in collaboration with **London Consulting Group**, aiming to enhance our **customers' experience** within the **Refaccionarias Pro1One** network. Over 9 months, we redefined our value proposition and transformed our commercial processes through operational excellence and digitalization.

The project was developed through **four transformation pillars**:

1. CUSTOMER EXPERIENCE (Value Proposition)

- We conducted **brand health studies** to understand the market positioning of our **Pro1One brand**.
- We carried out studies to **listen** to the voice of our **customers, understanding their needs** and finding ways to meet them.
- With the inputs obtained, we **redesigned the Pro1One value proposition**, including aspects such as dealership image, loyalty program, customer professionalization model, distribution model, commercial terms, and others.

2. OPERATIONAL EXCELLENCE

- We evolved our commercial model to a **consultative sales approach** focused on customer development and growth through **Business Plans with specific objectives** and actions for each point of sale.
- We implemented an **operational discipline model** that standardizes the daily commercial execution routines of our executives.
- We developed a **national expansion plan** to increase our affiliate penetration in the 267 municipalities with the highest automotive market value.

3. DIGITAL TRANSFORMATION

- We promoted the **digital transformation** of the channel by integrating data management throughout the commercial processes with tools such as **Monday, Power BI, Kimetrics, and SAP**.
- We developed a Business Intelligence model based on Power BI that facilitates analysis and decision-making on key business indicators.

4. GROWTH MANAGEMENT

- We redefined the **commercial structure and competencies profiles** of the executives, evolving from a sales profile to a **business developer profile**.
- We developed an **Agile Leadership program** to strengthen leadership and innovation among our collaborators.
- We supported the project by developing a **change management strategy** based on the **ADKAR** model.

Some of the results obtained during the project, compared to the previous year, are:

- **12% increase in Operating Profit** generated by the segment.
 - **23% increase** in sales volume of batteries.
 - **12% increase** in sales volume of lubricants.
 - **11% increase** in sales volume of commercialized lines.
- **10% increase** in new **customers (affiliations)** to the Pro1One auto parts chain.

The economic benefits of the project represent an annual return on investment (**ROI**) of **6.6 to 1**; therefore, we highly recommend **London Consulting Group** as a valuable strategic partner in the development of improvement and business transformation projects.


Gerardo M. Gómez Cárdenas
Executive Director Gonhermex



Nuevo León, September 2024

Grupo Gonher is a leading company in the **manufacturing and commercialization of auto parts**, with more than 70 years of experience both nationally and internationally. Its main product lines include filters, batteries, and lubricants for a wide range of vehicles in the **automotive** and heavy-duty sectors.

As part of our strategic plan, we launched the **AVANZA project** in collaboration with **London Consulting Group**, aiming to improve our **customers' experience** within the **Refaccionarias Pro1One** network. This project, in addition to changes in models and processes, required a complete evolution in the mindset of our executives and regional managers, shifting from an operational mindset to one focused on business consulting and customer development. This transition required a comprehensive change management and talent development strategy.

The **comprehensive strategy** was implemented as follows:

- **Change Management:** We designed and implemented a change management strategy based on the ADKAR model, covering everything from conceptualizing the vision for change and strategies to reduce resistance to the individual involvement of managers, heads, and key regional executives in implementing the new strategy.
- **Project Identity and Communication:** We developed a unique identity for the project together with the team and named it AVANZA. This identity was accompanied by a robust communication strategy. We implemented informative bulletins, virtual magazines, and presented project progress in national sales meetings, keeping the entire structure informed about the project's progress.
- **Competency Development:** We implemented a competency development plan for executives, regional managers, and managers to internalize the new customer-centric mindset.
- **Leadership Accelerator Program:** We implemented the Leadership Accelerator Program for the entire Pro1One commercial structure, conducting 8 sessions that focused intensively on the mindset of executives and regional managers, in addition to enabling various leadership methodologies, totaling 32 hours of training.
- **Individual Development Plan (IDP):** We incorporated and implemented the "Individual Development Plan" methodology for all our Pro1One leaders as part of the strategy to monitor individual change. This methodology accompanied the development with specific actions for each leader to manage individual change in their respective regions.
- **Training in Agile Methodologies:** We trained the entire Pro1One structure in agile methodologies (Design Thinking/Design Sprint), which helped us conduct exercises to empathize with and listen to our customers, fostering an internal culture of innovation.
- **Innovation Projects (Innovation Hub):** We established the first Innovation Hub, where 4 innovation projects developed by executives and regional managers were presented as part of the Leadership Accelerator Program. They applied the methodologies and tools learned, such as Design Thinking, PASER, SMART, Monday, Power BI, and Miro, marking a milestone of innovation within the company.

The **Growth Management Program**, together with the **AVANZA project**, has successfully facilitated change within our team. We highly recommend **London Consulting Group** as a strategic partner in the development of projects and organizational change management.


Gerardo M. Gómez Cárdenas
Executive Director Gonhermex