



Ciudad Guzmán, Jalisco 24th of February 2023

Grupo Gonzámex is a company which operates various business units in the Mexican agricultural sector. AgroGonzalez, one of the business units, produces avocado of the highest quality on over 2,200 hectares in southern Jalisco. Another business unit, Avo Select, is the leading exporter of high quality Avocado to the European, Asian, and American markets.

In May 2022, in conjunction with **London Consulting Group (LCG)**, we began the third and fourth phases of the **Innovando Juntos** (Innovating Together) project. These phases focused on developing strategic, operational, and organizational initiatives through a collaborative and digital approach that centered on the customers and users. We developed a Control Room area by implementing a **Digital System for Scheduling and Reporting Agricultural Tasks** which has increased the productivity achieved by our manual labor, and our machinery and equipment and it has given us total control over the field operations. This in turn has increased our profitability by increasing productivity and fruit quality.

Manual Labor and Machinery and Equipment Productivity:

- We implemented a Capacity Plan model which digitalized the Fields' operations using the Monday platform. We also implemented tools, such as Power Apps, on Microsoft 365 and Microsoft Power Platform which were then linked to digital control panels on Power BI. This has given us 100% control over the Fields' Agricultural activities and has improved the Manual Labor's productivity by 14% whilst impacting 427 employees.
- Designing and implementing a Compensation scheme on Microsoft 365 that is linked to the fulfillment of the objectives. This scheme is linked to the digital control panels on Power BI and has provided us with an 8 p.p. improvement in the replanting productivity.
- Designing and implementing a tool on Microsoft 365, that is linked to the Power BI digital control panels, that enables us to ensure that the internal machinery schedules are being fulfilled according to the Agricultural Tasks' work plans and the desired capacity utilization. It has also enabled us to calculate the efficiency of the machinery and equipment so that these can be correctly managed and allocated. We also developed a responsibility matrix for the different operative positions that use the machinery and equipment.
- Developing and implementing an Irrigation Monitoring system using Power Apps that is linked to the Power BI digital control panels. This has enabled us to monitor the consumption using flowmeters which has improved the efficiency of our water usage across the 37 irrigation wells that we have. This has allowed AgroGonzámex to obtain the SPRING certification.
- Developing and implementing a tool on Microsoft 365 that enables us to budget and measure 100% of the agrochemicals and fertilizers that are consumed by the Nutrition and Agricultural departments.
- 6 p.p. increase in quality and 28% increase in the productivity of orchards that have been producing for 5 years or more.
- 6 p.p. increase in quality and 30% increase in the productivity of orchards that have been producing for 3-5 years.

Through the use of agile methodologies and digital platforms at every stage of this phase, we were able to design and implement robust and excellent operational systems. As of this moment, the return on investment that we've achieved across the four projects that have been carried out in the Field is **14.7 to 1** and the project has provided us with sustainable results across all of the departments involved in the project's scope.

We highly recommend **London Consulting Group** for their professionalism, as well as for their excellent work methodology, their collaborative methods, their focus on digitalization, and their customer and user centered approach.

Sincerely,

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Executive Manager

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