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To whom it may concern:

Boston Agrex LLC is a company that is part of **Grupo Buena Holding** dedicated to the **purchasing, sales, and logistics services** in Beef, Groceries, Lamb, Mutton, Goat, Offal, Pork, Poultry, Seafood, Turkey, Duck, Fruits, and Vegetables with a presence in markets such as **North America, Central America, South America, Caribbean, and Europe**. Between **April 2022 and March 2023**, we developed in conjunction with **London Consulting Group (LCG)**, a project consisting of the launching of initiatives to further improve our internal processes that were implemented throughout the company.

Some of the project's most relevant results were:

- **Logistics Communication Optimization:**
 - Implementation of the Weekly meetings between traffic managers and Traders in order to optimize the communication related to shipping status, schedules, and business situation.
 - Implementation of "Microsoft Planner" with the objective of sharing information and keeping a record of the takeaways.
 - Implementation of the Weekly TMs Meeting with the Director of operations, to ensure the active supervision of the status and give guidance on the main issues.
 - Implementation of two excel tools (TM-Traders Main Takeaways/ TM-Main Takeaways) to keep track of the commitments and/or main problems to solve gathered during the "TMs-Traders" sessions.
 - The communication between Traffic Managers and traders has been optimized, which improves the work and reduces potential errors.

- **New Reporting & KPIs Development:**
 - Data Analytics Department was designed and implemented as a support area to generate indicators and technical support.
 - BI Analyst role implementation which is a resource that supports the management of hard data and its modeling to make reports and functional indicators, as well as technical support.
 - Power BI software implementation that turns unrelated sources of data into coherent, visually immersive, and interactive insights.
 - More than 20 PBI reports designed and running to date.
 - Traders are equipped with Power BI Reporting which allows visibility based on reliable information regarding sales, purchasing, costs, weight displaced, and profitability to create meaningful plans and specific strategies.
 - Data Analytics Committee implemented to discuss progress, status, and follow-ups based on the internal client requirements and/or reports optimization.

- **Optimize Funding Availability:**
 - Pareto ABC Statistical Analysis (Supplier classification) was carried out based on the weight purchased and current credit terms. These were assigned to the traders based on the most frequent use or better relationship to re-negotiate new terms.
 - Improved credit terms with suppliers in order to increase funding availability and reduce interest expenses. Negotiations have been initiated by the finance team.
 - Funding Availability Potential benefits "Domestics" (+4 Days Credit Terms) of USD 13,000 yearly, based on a conservative scenario.
 - Funding Availability Potential benefits "International" (+4 Days Credit Terms) of USD 8,000 yearly, based on a conservative scenario.

- **Allocation of PO to SO:**
 - “Planner” implementation with a recurring task and a weekly session to ensure that all orders are allocated correctly every week to reduce the potential risk of duplicate sales of products.
 - Implementation of “POP-UP Notification feature” in Power Bar to remind the traffic managers if they have sales orders that need to be allocated.

- **Inventory Management:**
 - Inventory Management PBI tool implemented, integrating a robust statistical model and a tracking report to know the inventory status (Health), in order to decrease storage costs and optimize the business.
 - Traders were equipped with the new “Inventory Tracker PBI” tool which allows visibility based on reliable information regarding inventory status, Long-standing Product, Current cost, and volume (Lb.).
 - Implementation of the weekly “Sales Committee” to ensure the definition of the objectives, share of information, commitments definition, and action plans, based on the KPIs and reports implemented.
 - “Money at risk” potential benefit of USD 116,000 (Reduce the potential "Money at risk" by improving the visibility of the health of the inventory through a "Traffic Light" indicator that allows the trader to take relevant actions to optimize the movement of the product.).
 - “Inventory Losses” potential benefit of USD 49,000 (Based on the “Inventory Tracker” Implementation speed up inventory movement (Longstanding) and define when the product should be donated or destroyed to prevent higher costs and losses due to low turnover.).
 - “Cost Optimization” potential benefit of USD 14,000 (Based on Active supervision and sales committee implementation reduce storage costs associated with long-standing inventory through optimal inventory management.)

- **Doc. On-Time Reporting:**
 - Implementation of the PBI “OTIF Documentation Tracker” to keep track of the status in every stage to optimize the department's performance and minimize potential documentation claims.

- **Split of Claims and Collections:**
 - The "Capacity Plan" was carried out to understand the workloads of the "Claims & Collections Manager", as well as the involvement of the entire company in the claims process.
 - The "Quality Control" process was optimized in order to centralize Claims in a single point and thus reduce the workload of the entire company.
 - The position of "Collections Manager" was transferred under the supervision of the "Comptroller" in order to define recovery objectives, reduce costs and add new "AR" tasks to optimize the position.
 - The categorization and level of risk of claims were defined in order to optimize management, reduce time, improve communication, and minimize risks.
 - The "Claims Unique Identifier" was defined, based on the level of risk, categorization, date, and SO, in order to improve traceability, as well as the definition of management indicators.
 - Implementation of the "Claims Decision Tree", to understand based on the categorization and the level of risk which "Final Agent" is responsible for supporting, providing information, and/or managing the claim.
 - The "Quality Control Manager" position was created to centralize, optimize claims management, reduce BA's workload, and speed up resolution.
 - “Streamlining Claims” potential benefit of USD 73,315 yearly, based on the claims process optimization conservative scenario.

- **Governance Model:**
 - Implementation of the model based on new meetings, committees, and sessions that ensure the right communication, improves information sharing and tangible results to make action plans, and corrective actions to guarantee continuous improvement.

- **Capacity Plan / RETA:**
 - Activity list and RETA analysis were carried out to detect the opportunities and produce a more efficient way of executing activities by reducing, automating, transferring, or eliminating those tasks that are adding no value.
 - Capacity Plan Analysis was carried out on the key profiles that can be optimized based on the opportunity areas visualized in this first engagement and Boston Agrex objectives.
 - Workload re-balancing potential benefit of USD 316,000 yearly (Based on the Activity List and Reta analysis)

- **Succession Plan:**
 - In order to make an optimal transition from the current CEO, all the processes were defined and mapped in a "Formal" version. (+20 hours of mapping and validation sessions with the CEO)
 - The "CEO Process Inventory" was carried out, in order to identify the processes that the CEO currently manages. (10 processes)
 - The potential new owners of the processes were defined, and the first training session (Flowchart Session) was imparted to them, in order to start the transition of the high-level activities that the CEO currently manages (+7 hours of training).
 - Activity list and RETA analysis were carried out on the Senior Sales VP in order to understand his current workload since he will manage new processes as the new Boston Agrex CEO.
 - Cash Flow repurposing version 1 was carried out, in order to identify the amount that will be released after the CEO transition. This helps to understand the amount that Grupo Buena Holding will have available for future financial strategies.
 - Psychometric tests were held with the "Key players" defined by top management with the purposes of identifying the strengths and weaknesses that "Leaders" need to optimize and develop with the purpose of improvement and talent development.

- **Synergy – Shared Services:**
 - In order to optimize and take advantage of the current talent of the business units, as well as improve communication and make resources more efficient processes that generate synergy and provide "Shared Services" were defined and started to work the development of these between the "Key Players" of both business units. (GBH Logistics Optimization, GBH Cash Flow Strategy process, GBH Web Presence, GBH Claims Centralization, GBH Org. Structure, GBH Innovation Requirements, Data Warehouse, and BA Social Media Networks).
 - The "Design Thinking" material and workshop (+6 hours) were design and imparted for both business units (English/Spanish), which allowed an understanding of the insights of both teams, and the potential Shared Services to attack with their respective action plan.
 - The Boston Agrex web page was designed based on the information defined by top management with the support of the BA IT Team and GB IT team.
 - The Boston Agrex Social media networks were defined and deployed, with the objective of having a media presence. The media strategy was defined in order to focus "Posts" on the relevant "buyer persona" and the market that we want to reach in social media based on the core business of Boston Agrex.
 - The "Shared Services Committee" was created and implemented with the "Key Players" of both business units, in order to optimize communication between both business units, start creating a formal "Working relationship", centralizing the efforts to optimize the "processes" that have "Synergy" in the "Holding", and to create a "Work as one entity" vision.

- **Incentivize Purchasing:**
 - Statistical Analysis were conducted to understand the distribution of purchases among the trader commission related to "Intercompany Brokerage Report".
 - New Scheme of the "Purchasing Commission" was defined based on the categorization of

products as "Sensitive Items", "Other" and "Mixed". This new scheme's main objective is to have a balance between the commission a "Trader Buyer" gets from the "Trader Seller" and to incentivize the "Purchasing among Traders".

- The "Profit by Trader buyer PBI" was created, in order to have an indicator that deploys the distribution between the Trader's purchases, and the variation of the "New Scheme (18%)" versus the old scheme (1 Penny X Weight "Pounds), this helps top management to identify which model will impact more the "P&L" of a Trader.
- The "Profit by Trader buyer PBI" can reduce the "Comptroller" workload by 2 hours on average in the "P&L" activity, since the tool deploys all the information automated related to the Intercompany Brokerage between traders with the old and new scheme.
- **Performance Review:**
 - The "Performance Review 360 degrees model" was defined, implemented and the training was imparted to the whole business unit, in order to implement an open communication culture and for the team to know how they are going to be evaluated in the following years (+7 Hours).
 - The "Performance Review" model was implemented, and the 2022 performance results were reviewed by top management in order to have a guide to define the bonus allocation for 2022. Boston Agrex Cardinal and managerial competencies were defined, in order to evaluate the team's attachment to the Boston Agrex defined values.
 - 17 Power BI Performance review dashboards were developed, in order to have all the detail of every single evaluation. This will help the head of departments to give correct feedback and will help top management to have a total overview and detail of the status and the comments of the whole team, with the main purpose of taking a decision for the bonus not based only on the "Final Score", but also in the team's comments.
 - Feedback sessions were held between the "Head of departments with the Back office", "The CEO with the Head of departments", and "Senior Sales VP with the Traders" in order to define action plans, and for the team to know how to improve for next year evaluation (Open Communication Culture).

The financial conservative savings projected by the project can generate a Return on Investment of **2.7 to 1** and a potential ROI of **3.1 to 1** based on the initiatives implemented. Therefore, we highly recommend London Consulting Group for their team's professionalism and the work methodology used throughout this project.

Sincerely,


Lawrence Lieberman
Boston Agrex CEO


Raúl García Granados
GBH Director

Boston Agrex LLC. | Grupo Buena Holding



The logo for Grupo Buena features the text "GRUPO BUENA" in a bold, sans-serif font.

Lawrence Liberman (CEO) | Raul Garcia Granados (GBH Director) | Max Perdomo (VP) | Demetrios Zapris (Director of Operations) | Steven Shaffer (Comptroller) |