



Ciudad Guzmán, Jalisco. November 2021

MEVI Aguacates de Calidad is a proudly Mexican company with a **presence across all continents**. MEVI operations include packaging plants in Michoacán and Jalisco, as well as a distribution center in the United States.

We would like recommend **London Consulting Group** for the results that were obtained during the “**Avokai**” project. This project was developed over the last 9 month, and it consisted of the following activities:

- Designing and implementing an **organizational structure** which defined functions, responsibilities, and indicators for the leadership positions.
- **Transforming the processes** enabled us to have better supervision and control over each department’s key processes. This was supported by **digital tools** and **collaborative methodologies**.
- Implementing a **management model** which was based on the creation and development of indicators throughout the entire production chain; this was supported by **Power BI (Business Intelligence)**.

Some of the main achievements we obtained during the project were:

ORCHARDS

- **6% forecasted increase in Yield per Hectare** for the 21-22 agricultural cycle.
- **10% increase** in compliance to the **Farm Work Plan**.
- **56% increase** in compliance to the **Nutritional Plan**.
- **8% reduction in Operative Personnel Cost** vs the previous year.
- **5% reduction in Cost per Hectare**.
- **Promoting Digital Transformation** through the use of work planning tools (**Monday**), using digital forms which capture information from the field (**Google Forms**), and aligning the Executive Reports with the KPIs using **Power BI**.

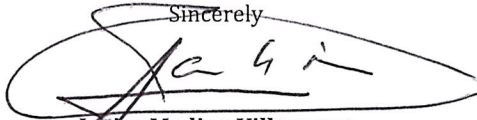
PACKAGING

- **43% improvement in the Packaging process’ productivity**, measured through the OEE.
- **30% reduction** in the **Packaging’s Manual Labor Costs**.
- **2.9% improvement in Recovering Clean Fruit** during the Packaging process.
- Reducing fixed costs by **optimizing the harvesting teams**, which resulted in a projected saving of 14 million pesos to nov-22.
- Designing and **implementing digital tools** in the production register and quality control processes.
- Establishing forums and tools that support the **Demand Planning process**, which ensures that the field, packaging, and sales departments are in sync.

The financial benefits generated by the project yielded a **ROI up to date of 0.4 to 1, and ROI projected to nov-22 of 3.3 to 1**.

The way change was managed during this project was carried out by the **Agile Leadership Program** which made the personnel aware of the importance of implementing a **work culture which welcomes innovation, collaboration and organizational excellence**. Through this program we also learned **agile methodologies** from London which enabled us to develop and implement innovating and impactful project through our **Innovation Hub**.

Due to what we have mentioned, we highly recommend London Consulting Group.

Sincerely

Javier Medina Villanueva
President
Grupo MEVI

Michoacán.
Carretera Periban – Uruapan km. 05
Periban, Michoacan C.P. 60440
Tel: 01 (52) (354) 551 2353

Jalisco
Km 2+800 Carretera Cd. Guzman –Zapotiltic
Zapotiltic, Jalisco. C.P. 49610
Tel: 01 (52) (341) 413 2108

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FOR EVERY DAY

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Aceitera Mevi Mexico is a proudly Mexican Company with a presence in over 11 countries across the world. From the start, our goal has been to create 100% Mexican avocado products of the highest quality, versatility, and nutritional benefits.

We would like recommend London Consulting Group for the results that were obtained during the "Avokai" project. This project was developed over the last 7 month, and it consisted of the following activities:

- Designing and implementing an **organizational structure** which defined functions, responsibilities, and indicators for the leadership positions.
- **Transforming the processes** enabled us to have better supervision and control over each department's key processes. This was supported by **digital tools** and **collaborative methodologies**.
- Implementing a **management model** which was based on the creation and development of indicators throughout the entire production chain; this was supported by **Power BI (Business Intelligence)**.

Some of the main achievements we obtained during the project were:

PRODUCTION

- **Digitalizing the processes** by designing and implementing tools such as **Power Apps** and **Power BI** in order to register, measure, and follow up on the key production processes.
- **Defining the Production Parameters** and implementing a **Floor Control System** which enabled us to optimize the raw material's yields; increasing compliance to the parameters by **50% for Extra Virgin Oil** and by **12% for Crude Oil**.
- Determining the **installed and personnel capacity utilization** according to the required demand.
- **13% increase in the Raw Materials' Yields** for Crude Oil and **8% for Extra Virgin Oil**.
- Developing a **Maintenance Plan and Indicators** in order to better manage the Maintenance department.
- Developing **harvesting intelligence** which is based on **key metrics** that enable us to understand the markets according to their location, fruit quality, and price.

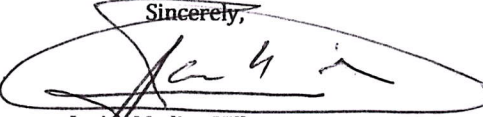
SALES

- Defining and implementing a sales pipeline in the **Discovery** and **Business development** stages.
- Implementing a **Sales CRM (Copper)** for prospecting new clients and following up on them.
- Implementing **Sales Management Forums** and **key follow up indicators** so that the sales executives can capitalize on situations in a timely manner.

The financial benefits generated by the project yielded a **ROI up to date of 2 to 1**, and **ROI projected to nov-22 of 3.8 to 1**.

The way change was managed during this project was carried out by the **Agile Leadership Program** which made the personnel aware of the importance of implementing a **work culture** which **welcomes innovation, collaboration and organizational excellence**. Through this program we also learned **agile methodologies** from London which enabled us to develop and implement innovating and impactful project through our **Innovation Hub**.

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