



Grupo
Palenque

GRUPO AGRICOLA EL PALENQUE S.A. DE C.V.

Oaxaca, Mexico, March 2022.

Grupo Agrícola Palenque, a Mexican company founded in 1996, is dedicated to the growing, packaging, and selling of mangoes. It is the leading company in the exportation of this product, reaching markets such as the United States, Netherlands, Germany, Belgium, France, and Spain. Also, it has an important participation in the Mexican market, providing its product to the main supermarket chains such as Walmart, Sam's Club, Costco, Superama and, Bodega Aurrera

As part of Grupo Agrícola Palenque's efforts for increasing operational excellence, we executed the "Pal-Cambio Palenque" project, alongside with London Consulting Group. The project included the following activities, executed through agile methodologies and collaborative tools, focused on process digitalization:

- **Strategic Planning:** defining our Identity and our Value Proposition, through a Strategic oriented to improve our Customer Experience.
- **Organizational Structure Design:** through workshops, we defined the objectives of the organization, and aligned the distribution of areas, jobs, profiles, hierarchies & spans of control, functions, and the main indicators for their performance management.
- **Institutionalization of the company's operating model:** through the design and implementation of 5 main work systems, 78 detailed processes, 11 policies, 41 tools & formats, and 30 main indicators.
- **Implementation of the Management Model:** through the creation and deployment of indicators throughout the production chain. These were developed in Power BI Dashboards (Business Intelligence).

Some of the main results are:

GROWING:

- Increasing the projected total yield for the 2021-2022 season by 26%.
- Developing a **planning and follow-up culture** in the Growing Crews, achieving **compliance of 87% for the Agricultural Work Plan**.
- Increasing **productivity** of the growing crews by 20%.
- **Beginning our Digital Transformation Journey**, with tools such as **Monday** for planning agricultural activities, **digital forms** for registering performance information anywhere, linking them to **KPI Dashboards and Executive Reports**, developed in **Power BI**.

PACKAGING:

- Improving the performance of the **Overall Equipment Efficiency KPI** by 7%.
- Optimizing the **workforce cost by kilogram** by 17%, compared with the previous year.
- Increasing the **total shipped kilograms** compared against the previous week by 8%.
- Designing and implementing **digital tools** for production follow-up and generation of their correspondent management indicators in **Power BI**.

The economic benefits of the project generated a **return on investment of 0.5 to 1** at the end of the project, and a first-year return on investment of **3.1 to 1**.

This project brought a new work culture with a high orientation towards **digitization and work systems**. The focus on **obtaining data and creating indicators** was key to achieving the described results.

For the above, I highly recommend the London Consulting Group.

Sincerely,

Raúl Arcos
CEO
Grupo Agrícola Palenque

We really know about mangoes.

