

Santa Cruz de la Sierra, Bolivia, march2018

Compañía de Alimentos AVESCA SA, is one of Bolivia's leading companies in the production and commercialization of chicken, cold meats and pre-processed products and has over 50 products in its portfolio. With over 50 years in Bolivia under the brand name IMBA, AVESCA supplies Santa Cruz de la Sierra's market with a total of 9 farms with a total capacity of 1.5 million birds, a slaughterhouse, and a commercial force for the daily slaughter of 32,000 birds. In September 2016 we started along with London Consulting Group the development of a project focused on the development of a Shared Services Center and Organizational Restructuring in the Company's Back Office. The developed models and the results achieved during the project were as follows:

ORGANIZATIONAL RESTRUCTURING - DEVELOPMENT OF A SHARED SERVICES CENTER

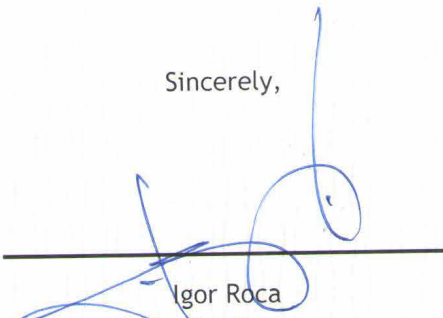
- Training for employees in the methodology of Activity Lists and Master Plan corresponding to **61 man-hours of instruction**.
- Collection of **122** activity lists for Back Office staff in the cities of Santa Cruz, Cochabamba, La Paz, El Alto, Oruro, Sucre and Potosí.
- Definition of the functional macro structure of the Shared Services Center.
- Reduction of the company's General Micro structure by **17%**.
- Decrease in the average salary ratio of dismissals against new hires by **42%**.
- Documentation and standardization of **59 processes** in the Back Office area for operations in the country.
- Restructuring of the 2018 Commercial Budget to increase the profitability corresponding to **14 percentage points** in the Income Statement (P&L) of the holding company.

The economic benefits at the end of the project have surpassed our initial expectations achieving a ROI of 1.5 to 1 at the end of the project and a projected ROI of 16.4 to 1 after one year.

It is worth noting that London Consulting Group's methodology has been one of the key factors of the project's success, emphasizing the change management, the shoulder-to-shoulder management and the involvement of all levels within the organization to generate a change in culture in the personnel.

Based on the aforementioned, we highly recommend London Consulting Group as a committed and professional company which always works towards results.

Sincerely,



Igor Roca
Gerente Manager