

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 productivity of chicken breeding, slaughter, commercial and planning. The developed models and the results achieved during the project were as follows:

POULTRY MODEL

- The poultry model was implemented while developing the chicken fattening processes, balanced feed control, critical control points, indicator management system, remuneration models, restructure and governance model with the following results:
 - A 4% reduction in feed conversion ratio.
 - An 11% increase in installed capacity at the farms.
 - A 37% decrease in chicken not suitable for slaughter due to small size.
 - A 30% decrease in confiscation of chicken not suitable for consumption.

COMMERCIAL MODEL

- The commercial model was implemented while developing the processes for commercial analysis, visit plan, route zoning, cross-selling tools, supervision model, and sales coaching. Collection Management: collection tools, commissions system and governance model, with the following results:
 - A 17% increase in gross sales.
 - A 19% increase in Kg. sales.
 - A 17% increase in the amount of sales agents' daily visits.
 - A 99% increase in active supervision and compliance to the visits plan.
 - A 64% increase in product rotation due to cross-selling.
 - A 25% increase in collection of weekly cash.
 - A 31% decrease in past due portfolio.

PLANNING, SLAUGHTER AND BALANCED FEED PRODUCTION MODEL

- The planning model was implemented while developing the processes for production capacities and standards, integral planning, scheduling of chicken collection and material explosion, achieving the following results:
 - A 3% increase in the usage of the installed capacity at the incubator.
 - A 20% increase in the usage of the installed capacity at the slaughterhouse.
 - A 25% improvement in compliance with the commercial weight requirement.
- The productivity model was implemented for slaughter and balanced feed mill, while developing the processes for reduction of waste, reduction of rework, productivity, control and logistics of balanced feed, achieving the following results:
 - A 45% reduction of lower standard chicken.
 - A 19% improvement in slaughter waste.
 - A 79% decrease in corn waste.
 - A 22% improvement in the Indicator of on-time and complete deliveries of feed to farms.
 - A 6% increase in productivity of the balanced feed mill.
 - An 82% reduction of overtime in the balanced feed mill.

The economic benefits at the end of the project have surpassed our initial expectations achieving a ROI of 3.6 to 1 at the end of the project and a projected ROI of 8.5 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 hereby would like to highly recommend London Consulting Group as a professional company that is focused on results.

Sincerely



Igor Roda
AVESCA Regional Manager