

To whom it may concern,

Kirkman Group is an established manufacturer of specialty nutritional supplements located in Portland, Oregon. Since we began in 1949, this company has strived to deliver high-quality products with the most up-to-date research and formulations.

Our organization had identified opportunities to improve the transparency of cost-to-serve costs. Due to that reason, we partnered with London Consulting Group (LCG) so they would perform a deep analysis of our current situation and support a plan based on their findings.

First, LCG performed a 3-week assessment where they analyzed our current situation to:

- Identify the potential of consolidating orders by modifying order frequency behaviors, which will lead to less order processing cost.
- Calculate the amount of costs by factoring all different sources.
- Define the ideal pricing scenarios for our different customer channels and shipping strategies.

Second, utilizing this information, they proposed changes to reduce the impact of shipping costs and designed processes to support these initiatives. Working with us in a flexible hybrid remote and on-site scheme for a couple of months, the LCG team supported with:

- Preparing and deploying a plan to train users on the changes
- Updating our master data with the new pricing structure
- Collaborating with our IT providers to ensure our ERP system was configured correctly with the new changes
- Identifying process improvement opportunities in our order management and shipping processes.

After a year of following this new strategy, the potential ROI is of over 10:1.

Working with LCG for the past three months has been a truly enriching experience for us. We are certain that their team can support any company seeking to assess opportunities and define roadmaps based on the findings. We still consider continuing our relationship with LCG for their help and guidance in other projects and initiatives that might come our way.

Sincerely,



Eric Gripentrog  
Kirkman CEO