

Santiago de los Caballeros, Dominican Republic, March 2022

La Suerte Dominicana is one of the most important and recognized Lottery companies in the country. We have a presence across the country, a global and innovative business vision, and a strong focus on our clients. We currently have over 5,000 employees.

Between April 2021 and March 2022, we developed, in conjunction with **London Consulting Group**, the "*Sinergia*" (Synergy) project. The project focused on transforming our organizational structure, our processes, and our management model. The following areas were within the project scope: the Operations' Management, the Services' Management, the Human Resources' Management, the Business Development's Management, Treasury, Accounting, and the Supply Chain.

The project's main focuses were:

Operations' Processes

Designing and implementing an intelligent sales model which supports a strong and sustainable growth rate. In order to achieve this, we developed new sales planning processes, we optimized the sales department's structure, we redesigned our compensation schemes, we defined new job profiles so that they become more sales-orientated, and we implemented a new supervision model. All of this was supported by new *business intelligence* models, *Microsoft Power BI*, and increased accountability at a national level.

Support Processes

Restructuring all of the departments within La Suerte Dominicana, balancing the shareholders' growth expectations with the personnel's productivity capabilities. We redefined the job profiles across the different reporting lines and we developed a series of productivity and information analysis tools which support the management process in these new areas.

Digital Transformation

Designing and implementing a model which increased the company's level of technological maturity. The processes became supported by collaborative tools and applications; in order to do this, we trained the key personnel so that they could continue to use these tools permanently. Furthermore, we created a *business intelligence* process which improved the company's technological infrastructure and the users' digital skills.

Human Development

We developed our personnel so that we could complete this transformation and growth. To do this, we developed *coaching* sessions and workshops which facilitated our communication, streamlined our decision-making process, and improved our team work across the company's different departments.

The qualitative and quantitative impacts can be found in this letter's annex. We are happy to recommend London Consulting Group as a professional and committed firm, which positively changes an organization's work culture through their practical implementation of solutions, their leadership, and their commitment towards capitalizing on improvements quickly.

Sincerely,



Melchor González
President



Juan Manuel Rodríguez
General Manager

Annex: quantitative and qualitative impacts:

Operations' Processes

- 10% increase in the lottery's average ticket.
- 43% increase in the sports' average ticket.
- 102% increase in the virtual games' average ticket.
- 3% increase in the average Lottery Reloads amount.
- 12% increase in the average Sports Reloads amount.

Support Processes

- 16% reduction in hours without sales due to the technological problems.
- 86% reduction in the amount of technology tickets closed in over 16 days.
- 12% reduction in corrective maintenance given to the agencies.
- 18% increase in average monthly refurbishments.
- 58% reduction in the time it takes to refurbish the agencies.
- 10% reduction in the bank's personnel turnover.
- 86% reduction in the processing time when reviewing tickets.
- 13% reduction in Fuel consumption.

Digital Transformation

- Increasing the company's level of technological maturity by using the *Microsoft Office 365* collaborative suite.
- Designing and implementing the *business intelligence* process with *Microsoft SQL Server* and *Power BI*.
- Designing and implementing apps for sales and management activities with *Microsoft Power Apps*.
- Modernizing the company's technological infrastructure at the points of sales.

Human Development

- 8 management skills development sessions were given which had an impact on 52 personnel members.
- Coaching and mentoring sessions were given to the management team.
- Developing project fairs in order to incentivize innovation and improve the departments and/or processes.
- Communication and change management program.
- Over 400 hours were dedicated to sessions and workshops for the employees.

Other qualitative impacts

- Organizational structure focused on supervision, *accountability*, and operative synergies between the different units.
- Implementing roles and functions in order to synchronize the efforts between the different business units.
- Determining the key performance indicators for all of the company's positions.
- Digitalizing tools which support the planning, follow up, and task control processes for the support departments.
- Implementing weekly operative meetings in order to review the results from the strategic, tactical, and operative levels.

The financial benefits achieved through the solutions that were implemented during the project generated a return on investment of 2.6 to 1 by January 2022 with a forecasted annualized return of 6.4 to 1.

Melchor González
President



Juan Manuel Rodríguez
General Manager