



Agriculture

Santa Isabel, Puerto Rico  
April 2024

To whom it may concern,

**Martex Farms** is a company established in 1989, dedicated to the growing, processing, packing, and shipping of tropical fruits and plants such as mango, banana, plantain, and avocado. Since then, the company has expanded its operations and production volumes, growing to the 5 farms it currently operates in Puerto Rico, through which it exports mainly to Europe and the United States.

In October 2023, Martex Farms hired **London Consulting Group** to conduct an assessment of the digital and management maturity of the company's business processes. This initial evaluation resulted in a long-term engagement with LCG to begin our transformation process. The project started in November 2023 with the main objective of beginning the digital transformation journey of the agricultural operation, but it quickly improved operational results and business profitability through data-driven management, providing visibility, control, and accountability within the company. The LCG project had a significant impact on the organization, and we believe that the digital solutions developed will continue to do so for many years.

#### Noteworthy Results:

##### Digital Transformation & Governance Model

- Design, development and implementation of an application with **5 modules** for **+35 users** that allows data collection and **standardized tracking of the end-to-end agriculture cycle process**.
- Development of **flexibility and autonomy** of the application through a Master Data Management module.
- **Implementation of 4 strategic and tactical action forums** as part of the Governance Model to guarantee the weekly review of KPIs, their analysis and definition of action plans as part of the Continuous Improvement Model.

##### Planting

- **+187% increase** in the planting quantity.
- **+250% increase in compliance** with the weekly Planting objective.
- **Definition and implementation of objectives and policies** for Planting and Land Preparation.
- Development of a dashboard and report in Power BI to manage the results of the Planting process through **real-time visibility**.

##### Scouting

- **+29% increase in the Scouting Plan compliance**.
- **Implementation of a Scouting planning process** to generate visibility and control over pests and diseases.
- **Definition and implementation of objectives and policies** for the area.
- **Design and implementation of a statistical-based Scouting process** that allows data collection and standardized tracking of pests, diseases, and the amount of fruit fly for the different crops.
- Development of 4 dashboards and a report in Power BI that allows the management of results, such as **timely identification of pests and diseases**, trend analysis, and **effectiveness of product application**.

##### Cultural Practices

- **+42% increase in compliance** with the weekly objectives of Cultural Practices.
- **Definition of objectives and policies** related to the plan compliance for each cultural practice.
- **Definition and standardization of cultural practices' terminology** across all farms.
- Development of 2 dashboards and a report in Power BI that allows standardized results management in real-time, including a digital tool that provides **visibility to supervisors on the most recent work dates** for each field.

##### Agrochemical Application

- **Reduction in product application cost** through the monitoring and control of the effectiveness of the instructions executed in conjunction with the data collected from Scouting and real-time meteorological data.
- Development of a digital tool and report in Power BI to provide visibility and analysis for **compliance with regulations** on the number of applications and the amount of product used for each field.

##### Harvesting & Packing

- Development of 8 dashboards and 2 reports for Harvesting and Packing in Power BI to provide **visibility, analysis, and control of the performance of each of the fields** to improve data-driven decision-making.

Throughout the project, the LCG team demonstrated their commitment, professionalism, and exceptional work ethic, collaborating closely with our Team across all levels. By following LCG's proven methodology, we were able to achieve these valuable results, leading to an outstanding impact on the operations and work culture of the organization.

Veny L. Martí  
President