

To whom it may concern:

Mera Fondeur Ingeniería y Proyectos (Mera Fondeur Engineering and Projects) is a Construction company with over 50 years of experience building infrastructure and buildings. We are a committed company that values openness, quality, and leadership. Ingeniería y Proyectos (Engineering and Projects) is renowned for their innovation, their use of new technologies, and growing both their business and personnel.

Between May and September 2022 we carried out in conjunction with London Consulting Group a project which focused on defining the Value Chain and aligning the main functions in order to take the company to the next level in terms of Management. The objective of the project was to analyze, design, and develop the key processes and tools.

These were some of the main results obtained by the project:

- Defining the optimal Value Chain by leveraging the flow into 4 functional pillars.
- Designing a Functional Structure in order to control the defined processes.
- Designing and Determining 19 conceptual Models in the value chain's 4 functional pillars.
- Designing 64 Processes with their own flows and procedures.
- Creating key digital formats and tools in Microsoft Power BI and Power Apps:
 - 32 construction formats and tools:
 - Work schedule management in Project Web.
 - Follow up on building costs.
 - 12 engineering projects:
 - Digitalizing the budget which made it easier to integrate it into the accounting systems.
 - Creating a Supply plan and schedule.
 - Determining the structure of the schedule in Project Desktop.
 - Creating inspection routines.
 - 4 Supply:
 - Purchase order follow up tools.
 - Materials analysis tool (unit cost and volumes).
 - Supplier analysis tool (volumes of materials).
 - 12 Development:
 - Client pipeline.
 - Follow up on the Clients' experience.
 - Following up on bids, paperwork, and licenses.
- Designing a tool on PBI which follows up on the projects' financial results.
- Designing a Project Management Model through Microsoft Project which generated budgets, breakdowns of the materials, schedules, and key routines. This was linked to the ERP in order to have automated digital information that helped manage the projects.
- Designing 14 weekly tasks and coaching checklists for the functional structure's key positions. This included value adding activities that each position needs to carry out.
- Designing an indicator map for the 4 functional pillars, 20 management indicators with their respective technical data sheets.
- Designing an interdepartmental project follow up and communication structure in Teams.
- +40 hours were dedicated to training the personnel on the management model's key processes and tools.
- "Train the Trainers" training program that focused on training the person who trains the rest of the team.
- +7 Direct implementations and follow up cycles for the partial daily and weekly implementation.
- +18 Guided Operative Development Meetings, Project Engineering and Construction.
- Implementing a Governance Model.

We are happy to say that the project's expectations have been met. The project has left us with solid foundations that we can use to implement a new Management System. These results were obtained by the work carried out in collaboration between the Engineering and Project's personnel and the London Consulting Group team.

We are happy to recommend **London Consulting Group** as a professional and committed firm which can reach the objectives within the established timeframe.

Sincerely,



Alejandro Fondeur
General Manager