



**MOLINOS DE EL SALVADOR, S.A. DE C.V.
SAN SALVADOR, EL SALVADOR, C.A**

San Salvador, September 2013

To whom it may concern:

MOLINOS DE EL SALVADOR, Cookies Division, is a world-class manufacturer of a broad range of products with a presence throughout Central America, Belize, Panama, the Dominican Republic, Haiti, Mexico and the United States. The company developed along with London Consulting Group the project called **ORIENTED TOWARDS RESULTS "COR2013"** with the objective of increasing results and to consolidate the sales distribution channels for Retail, Wholesale and Supermarket.

The 28-week project that was carried out from January to July 2013, developed the areas of Commercial Systems, Supplies Negotiation Systems, and Returns and Obsolete Spare Parts Management Systems. The main solutions and their results were as follows:

Retail:

- A 6% increase in purchase effectiveness.
- A 15% increase in the average ticket of the entire portfolio.
- A 14% increase in the average ticket of the cookies' category.
- Design and implementation of the Commercial System throughout the entire commercial force (pre-sales agents, supervisors, and managers).
- Segmentation of clients and purging of product portfolio as a strategy to make the distribution channel profitable.
- Client's data base purged in order to have more precise management indicators.
- Optimization and maximization of the use of tools to control the channel (Purchase 0, Coverage, XTE, Hand Held).

Wholesale:

- A 2% increase in the channel's contribution margin in the cookies' category.
- A 30.5% increase in high value packaging.
- Design and implementation of the Commercial System throughout the entire commercial force (pre-sales agents, supervisors, and managers).
- Segmentation of clients and purging of product portfolio as a strategy to make the distribution channel profitable.

Supermarkets (Specialized):

- An 8% increase in the monthly average of scanned sales at the registers.
- A 15% increase in the average sales of one of the strategic products in the channel.
- Design and implementation of the Commercial System throughout the entire commercial force (sales promoters, displays, supervisors, and managers).
- Segmentation of clients and purging of product portfolio as a strategy to make the distribution channel profitable.
- Development and implementation of the "Boston Matrix" methodology to optimize planograms and to increase the gondola shelving profitability.
- Optimization and maximization of the use of tools to control the channel (Scanner Sales and Inventories per Room).



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By the end of the project we achieved a return on investment of 1.8 to 1, as a result of the implementation of the solutions by MOLSA's personnel, their involvement and a cultural change throughout the organization.

It is worth highlighting the effectiveness of London Consulting Group's methodology, which ensures the commitment from personnel from all levels within the organization and the long-term continuity of results.

I hereby highly recommend London Consulting Group as a professional, committed company that helps other organizations obtain more from their business.

Sincerely,

Adolfo Salume
President