

Cuahtémoc, Chihuahua, February 2024

Grupo Agropecuario La Norténita stands as the leading producer and marketer of apples in terms of market share, production volumes, and sales. With over 50 years of history, they have emerged as a key player in the production, preservation, industrialization, packaging, and marketing of apples and their derivatives in Mexico and Latin America, known for their high-quality standards.

We wish to express our satisfaction and recommend London Consulting Group for the results obtained in the "Focus" project, which was developed over the last 9 months, carrying out the following activities together with us:

Strategy and Structure:

- Redesign and implementation of the organizational Macrostructure defining functions, responsibilities, and indicators for leadership positions as Supply Chain Management and Digital Transformation and Continuous Improvement.
- Process transformation allowing better supervision and control of key processes in each area, with the support of digital tools and collaborative methodologies.
- Strengthen the management model based on the creation and development of Business Intelligence in the production chain and support areas, based on Power Platform (Power Apps, Power BI, and Power Automate).
- Digitization and Automation of Indicators through query design and gateway configuration with SAP.

Packaging Plant:

- 8.0% increase in Packaging Productivity measured through OEE.
- Digitization of internal measurement processes, such as packaging productivity and quality.
- 3.6% increase in Quality through the implementation of a Quality Control app.

Supply Chain:

- Reengineering of the Supplier Negotiation process, resulting in a Savings of 6.5% in analyzed categories.
- 7.4PP (80%) reduction in Purchase Price Variance.
- Selling Obsolete Material and Low Turnover of 9% of the identified material. Additionally, low utilization assets were reactivated by freeing up 1 industrial warehouse and making available for sale 1 thermoforming machine.

Maintenance:

- 59% improvement in Maintenance Service Times.
- 82% decrease in Failure Recurrence compared to the similar season of the previous year.
- 88% increase in Preventive Maintenance Compliance on Time.

BackOffice:

- Projected Savings of 5.5% through implementation of Agile Committees for expense reduction in accounts such as Administrative Personnel, Fuel, Shelters (Kitchen), and Maintenance Expenses.
- 41% reduction in Financial Statement closing days.

Change Management:

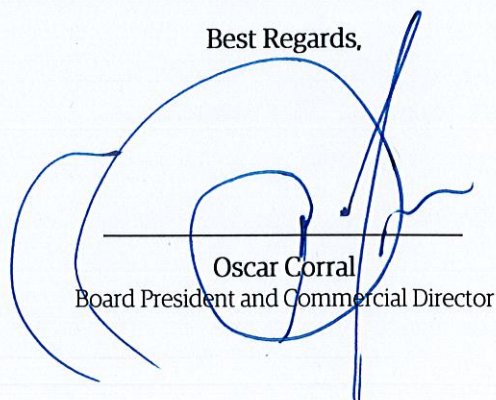
- Analysis, design, and implementation of change management strategy for the impact groups of the FOCUS project, highlighting the empowerment of sponsors and support with change plans by initiative.
- Implementation of change management strategies with a focus on agile leadership and personal development, resulting in 18 innovation projects including operational efficiency tools.
- Leadership development and transformation at all organizational levels through agile programs and individual development plans, aimed at strengthening technology and customer experience.

Thanks to the implementation of agile methodologies and the adoption of digital platforms, we have exceeded the economic benefits of the project, achieving an ROI of 2.7 to 1. In light of these results, I recommend London Consulting Group, emphasizing the professionalism of their team and the effectiveness of the methodology used in this project.

Best Regards,


Luis Antonio Corral
Chief Executive Officer

Best Regards,


Oscar Corral
Board President and Commercial Director

Cuauhtémoc, Chihuahua, February 2024

Grupo Agropecuario La Norteña stands as the leading producer and marketer of apples in terms of market share, production volumes, and sales. With over 50 years of history, they have emerged as a key player in the production, preservation, industrialization, packaging, and marketing of apples and their derivatives in Mexico and Latin America, known for their high-quality standards.

The slogan "**Our Strength is Our People**" refers to the importance that employees have for the success of this institution. That's why we chose to implement a **Change Management strategy** for the Operational Excellence project "FOCUS," which took place from July 2023 to February 2024.

The comprehensive **Change Management** program facilitated by **London Consulting Group** aims to increase the adoption and usage of all changes implemented throughout the project. It focuses on developing the talent and instilling a new mindset among the Executive, Managerial, and Middle Management teams in the core areas of the organization.

The **Change Management strategy** included:

- **Change Alignment and Preparation:** Establishing the change vision with the Executive team, proposing a project identity, and developing an awareness strategy for the organization.
- **Role Enablement:** Preparing Sponsors and Key Leaders in their roles to ensure the correct implementation of change through effective communication strategies with each department.
- **Change Strategy by Project Area:** We define and implement a strategy for each of the areas to raise awareness and involve employees in the project's identity.
- **Talent Development & New Mindset:** Assessing the ADKAR of individuals involved in various initiatives and developing talent through the Agile Leadership program for the front line and second line, and the Leadership Accelerators program for middle management, providing methodologies and knowledge necessary to support project implementation.
- **Individual Development Plan:** Comprehensive development methodology that enables personal growth for the organization's directors.
- **Innovation Hub:** Space where leaders are empowered in the use and adoption of agile methodologies, aiming to develop and implement projects that impact the profitability of the business and the user experience (UX).

The intervention of the **London Consulting Group** enabled participants to use **agile methodologies** such as **Design Thinking**, **Scrum/Canvas**, and **Design Sprint**, collaborative methodologies enabling ideation and prototyping. These were put into practice through **16 innovation projects** in our work areas that helped reduce costs and enhance savings. Among the key projects, the following stand out:

- Efficiency of input supply to impact the overall packaging process efficiency.
- Streamline response times of departments linked in the Value Chain.
- Digitize group training through an internally developed E-Learning platform.
- Reduce downtime in packaging through an application that detects and categorizes machine-induced stops in the process.

Thanks to the program, we now observe a significant **change in attitude**, increased **interest in and participation** with digital technologies, and greater **collaboration and agility** in addressing day-to-day challenges within our teams.

The program and its various interventions with our employees guided the necessary change management to take the company to the next level. Consequently, we are delighted to highly recommend **London Consulting Group's** comprehensive **Change Management program** as a professional initiative that contributes to and facilitates the necessary personal and organizational change in such a dynamic era.

Best regards,



Luis Corral
Chief Executive Officer