

To whom it may concern:

Pimentel & Co., S.R.L. was founded in 1948 and is now one of the main producers and distributors of rice in the Dominican Republic, supplying over 4,000 clients through their sales force and direct distribution channels. Providing quality products and customer services is key to the business and it has redefined the client's customer service experience.

Due to the good results that were achieved in the first phase of the **Pimco Avanza** project, we decided to develop a second phase of the project with **London Consulting Group** between January and June 2018 which focused on improving the Production, Maintenance, Quality Assurance, Supply, Logistic and Human Resources processes. During this project, our work systems were aligned to the company's objectives, a series of work systems were designed and implemented which allowed us to manage the different departments, and the company's competitiveness increased. The key results we achieved due to implementation of the new work systems were:

Production and Maintenance:

- ✿ 58% increase in the Packaging department's OEE production efficiency
- ✿ Designing and implementing a production plan which increased the planned production fulfilment rate by 38%
- ✿ 23% decrease in Packaging overtime costs per QQ sold
- ✿ 11% increase in products meeting the quality tests
- ✿ Designing and implementing a preventive maintenance plan (annual, monthly, weekly)
- ✿ Designing and implementing shift meetings and attendance logs. Identifying critical machines and spare parts
- ✿ Designing and implementing an operating capacity master plan

Supply and Logistics

- ✿ Designing and implementing a purchasing system which generated an authorization matrix depending on the price range, reducing the amount of authorizations made by the President by 98% and the Operations Management by 80%
- ✿ Designing and implementing a warehouse layout which adhered to the 5S lean warehousing practices
- ✿ Designing and implementing an inventory replacement system for packaging materials and spare parts
- ✿ Implementing inventory cycle counts which achieved an average inventory reliability of 81%
- ✿ 11.4% increase in the average amount of QQ dispatched by our own delivery trucks
- ✿ 8.2% reduction in transportation costs for every QQ dispatched by our own delivery trucks
- ✿ 14% increase in our delivery truck's total capacity utilization
- ✿ 113% increase in our "rancheros" truck's total capacity utilization
- ✿ 221% increase in the amount of clients attended to on a monthly basis

The return on investment for the first phase of the project is currently **4.17 to 1** with a forecasted return of **6.25 to 1** in December 2018, which surpassed our expectations. The second phase, when finalized, generated a return of 0.4 to 1 with a forecasted return of **1.1 to 1** in 12 months, which again surpassed our initial estimates. We recognize the commitment and professionalism displayed by **London Consulting Group's** personnel, as well as the effectiveness of the work carried out with the **Pimentel & Co., S.R.L.**, personnel, without whom we couldn't have achieved the project's objectives.

Sincerely,


Fausto Armando Pimentel
President

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To whom it may concern:

Pimentel & Company was founded in 1948 and it is currently one of the main rice producers in the Dominican Republic. It has over 10 brand names in the market and a strong presence in the top establishments within the country. In order to meet our client's and consumer's preferences, we have initiated a transformation process in the last few years which focused on offering the highest quality rice with great flavor.

At the end of May 2017, Pimentel & Company initiated the "PIMCO Avanza" project in conjunction with London Consulting Group which focused on improving the sales processes, the invoicing processes, and the dispatching process. At the same time, we developed the Human Development project which focused on improving the staff's managerial abilities as well as improving the sales team's ability to sell.

We would like to acknowledge **London Consulting Group's Human Development** area for their excellent work. They were responsible for the **Human Development Program** which was directed towards the personnel working on our Continuous Improvement project, "**PIMCO AVANZA**". We would like to highlight some of the activities they elaborated:

■ **Communications Program:**

This program managed to maintain the members of the project, along with the rest of the organization, constantly informed on the advances and initiatives that were undertaken and the results that were achieved. Furthermore, through the "Team Contract" they were able to promote values, behaviors, and attitude which were key factors in ensuring the project's success.

■ **Strategic Coaching for the Key Personnel:**

In these one-on-one meetings, the participants received support, guidance and feedback on their personal strengths and opportunities in order to improve their performance within their position. These sessions were also carried out with the project's key personnel, which generated 23 action plans.

■ **Managerial abilities Seminar 2:**

The managerial abilities seminar elaborated 4 very dynamic workshops which provided us with essential techniques and tools that allowed us to apply our managerial duties in a more effective manner. 25 of our leaders participated in these workshops, from Directors to Department Supervisors.

Without a doubt this program generated very important results for our company. The increased level of aperture towards changes, along with the new abilities that were acquired, were key factors in developing our personnel's leadership skills. Therefore, we highly recommend **London Consulting Group's Human Development Department** due to their professionalism, their commitment and the effective manner in which they executed such a program.


Fausto Armando Pimentel,
President

