

Santa Cruz, Bolivia, november 30th, 2018

Certification

PLÁSTICOS CARMEN SRL. is a Bolivian company, based in Santa Cruz de la Sierra, which has three main lines of Business: manufacture and commercialization of nearly 800 tons per month of polyethylene and polypropylene bags and coils, as well as polyethylene tanks and Silobags. It works in the Bolivian market for over 25 years and has three production plants, one recycling plant, and two branches.

In the period from April to December 2018, and accompanied by London Consulting Group, we have developed the operational improvement project named **"Continuous Improvement"**, focusing on enhancing a culture of measurements and focus on results, through the optimization of processes in **Sales** and **Manufacture** areas, as well as **Training and Coaching in Management skills development**.

By the implementation of improvements in systems and management, we were able to achieve the following results:

Sales:

- **15%** increase in net sales overall.
- **3%** improvement in compliance to the sales budget.
- Improvement of **22%** in the sale of products that weren't sold in more than 2 months.
- Improvement of **45%** in the sale of products that weren't sold in less than 2 months.
- **7%** increase in the average ticket sale in Bags division and **24%** in Tanks division.
- **14%** increase in the number of clients served and **31%** in new clients.
- **11%** increase in the number of items per ticket purchased.
- **89%** of growth in the number of weekly visits to customers in Bags division.

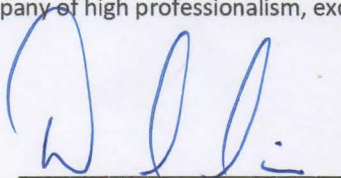
Manufacture:

- Decrease of the Cost per man hour in Rotomolding in **31%**.
- Decrease of the Cost per man hour in Extrusion in **19%**.
- Increase in the % of Paid vs. Worked man hours in Rotomolding in **104%**.
- Increase in the % of Paid vs. Worked man hours in Extrusion in **33%**.
- **38%** reduction in Waste of Extrusion plant.
- **60%** reduction in Waste of Rotomolding plant.
- **121%** growth in the Compliance of the manufacture schedule in Rotomolding plant.
- **27%** growth in the Compliance of the manufacture schedule in Extrusion plant.
- **13%** improvement in the TVC (Time, Velocity and Quality) of the manufacture performance in Rotomolding.
- Increase in the Capacity utilization rate of the Extrusion plant in **16%**.

Management skills development:

- **432** hours of training in management skills and **45** hours of Coaching were offered to managers.
- Trained themes: change, results focus, process, communication, leadership and customer service.
- A fair project took place with presented **4** proposals of process improvement in the company.
- The percentage of team trainers grew from **4%** to **25%**.

By the end of the Project have been achieved improvements in the practice of work, changes in organizational culture, having a system of analysis based on performance indicators. By the end of December 2018, the financial benefits obtained are **1,07** to **1** return on the investment made, based on improvements in the company and projected economic benefits of **3,81** to **1** one year after the completion of the project. Therefore, we have no doubt in recommending London Consulting Group as a company of high professionalism, excellent work methodology and clear focus on results.



DANIEL PATIÑO
Gerente General



JOSÉ CARLOS PAZ
Presidente