

Piura, Peru, December 2019

Located in Piura, in the north of Peru, Sociedad Agrícola Saturno has 1200 hectares of extraordinarily fertile agricultural land, with access to secure sources of water, a stable sub-tropical climate, and proximity to Peru's second most important port.

Since 1997 we have continuously invested in assets, technology, and training, in order to get the most out of our natural advantages, which has enabled us to position ourselves as a reliable supplier of excellent quality products. Our operations include production, packaging and exportation of grapes, mangos, and avocados to markets in Asia, America, and Europe.

Between November 2018 and December 2019, we developed a process improvement project called "CRECIENDO" (GROWING) which was led by LONDON CONSULTING GROUP for the Field, Purchasing, and Packing departments of our business. Throughout this project we were able to strengthen our key personnel's management skills, we align the processes to our objectives, and we implemented a work system which focuses on results and continuous improvement, enabling us to increase the company's productivity. After implementing the distinct processes, tools, and policies, we were able to identify the following results:

**Field:**

- Defining and implementing performance objectives for the plant care processes that are carried out daily.
- Implementing a plant care monitoring and performance control system for the Managers and Supervisors of this process.
- 54% improvement in the pruning process' performance and a 24% reduction in the associated costs.
- 67% improvement in the Production's performance for processes managed by the project, and a 40% reduction in the associated costs.
- 39% improvement in the Formation's performance for the processes managed by the project, and a 16% reduction in the associated costs.

**Purchasing:**

- Defining the management model for the logistic department and implementing performance indicators.
- 12% increase in the OTIF indicator for suppliers.
- 63% reduction in the stock shortages for fertilizers, pesticides, and packaging materials.
- Designing and implementing a consolidated purchasing process for fertilizers and pesticides, which generated a saving of 9% due to negotiations on the unit price and a 38% saving by replacing products.

**Packing:**

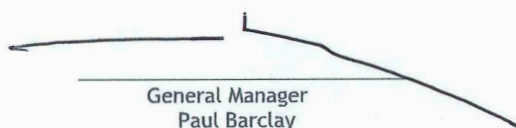
- Defining and implementing performance objectives for the fruit packing direct labor.
- Designing and implementing the performance report tools that can be monitored during the work shifts in order to balance the packing lines.
- 11% reduction in the amount of "give away" product for grapes.

**Managerial Skills Development:**

- 7 Managerial Skills Development sessions were provided to 76 employees, managers and supervisors, which provided over 1,050 hours of training. At the same time we were able to carry out 75 individual follow up sessions with key personnel, in which we were able to define action plans with the objective of promoting their professional development.
- A Project Fair was promoted in order to encourage continuous improvement within the company, which was accomplished by using a part of LONDON CONSULTING GROUP's methodology and integrating the personnel into a single team.

We are happy to report that by the end of the project we have attained a return on investment of 3.1:1 with a forecasted annualized return of 6.2:1. We would like to acknowledge the commitment and professionalism displayed by LONDON CONSULTING GROUP's team, as well as, the effectiveness of the work carried out in conjunction with the SOCIEDAD AGRÍCOLA SATURNO S. A. personnel in order to reach our objectives.

We are particularly happy with the effect the project has had on the organization's work culture by steering it towards a focus on objectives, costs and margins.



General Manager  
Paul Barclay