

To whom it may concern,

See's Candies, founded in 1921, is a leader in the confectionary industry with over 240 retail shops across the USA and a flourishing eCommerce sales channel. 'Quality without Compromise' is not just a motto at See's Candies. It is the most important ingredient in our recipe for success.

Starting in 2016 we selected London Consulting Group as the change management and operations partner for our ERP Implementation project to help implement inventory, production, costing and shipping modules. LCG worked alongside our internal team, providing project management activities, serving as coordination point between our staff and the ERP consultants, leading change management, data processing and validation activities, and supporting with documentation and other client-side implementation activities.

At each implementation track, LCG helped us document existing business processes, and redesigned them to make them more visible, productive, and compatible with the requirements of the new ERP. The ERP project brought many changes, but the main achievements include:

- Implemented perpetual inventory in all warehouses and product categories.
- Balanced the amount of production floor transactions vs. data granularity ensuring the configuration of the ERP was the right one for us.
- Documented production recipes including cases with multiple outputs, enabling end-to-end production traceability and recall reports on the ERP, and helped add production rates to enable implementation of planning and costing modules.
- Prepared time-motion and transaction completion dashboards to focus training and support efforts, helping us smooth out the implementation effort and reducing change friction.

Throughout the project LCG's team demonstrated their commitment, professional approach, and work ethics, working closely with our staff at all levels. The decision to bring London Consulting as an operations consultant to our ERP project was the right one, and we recommend them.

Sincerely,



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**John Dodge**

See's Candies Chief Operating Officer



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Iris Galanis Eshoo (Dec 17, 2021 18:35 PST)

**Iris Eshoo**

See's Candies Vice President FSQA &  
Regional Operations