

MARBELIZE S.A.

Manta, February 2015

To whom it may concern:

MARBELIZE S.A. is one of the most sophisticated tuna processing plants in the region. It is located in the city of Manta in the Manabí Province, Ecuador, a fishing and commercial area in the Pacific. It is also the optimal logistics base for the development of the food processing industry as it has a highly technically qualified workforce. The operation at our plant creates over 1,000 jobs and positively contributes to the region's economic and social stability.

Due to the aforementioned characteristics, MARBELIZE S.A. is one of the leading companies in the production of seafood products which offers new consumption alternatives to its clients, basing its strategy on the compliance of techniques and procedures established by national and international control organisms, and the highest quality standards imposed for the satisfaction of our clients.

From July 7th, 2014 to January 30th, 2015 along with London Consulting Group we developed the project called FUSION. During this project we strengthened the organization's culture, processes and management systems. The project was focused on order flow and value chain while developing the main processes in the Commercial, Logistics and Purchase areas, as well as the processes in the Demand Planning, Production Programming and Productive Process Control areas, while designing for each area the Management Model which supports the governance of the processes.

The correct change management, the dedication of the team members, the methodology applied and transferred within the different phases of the project, contributed to the achievement of the objectives for our business of which we can highlight the following:

Demand Planning and Production Programming:

- **An 89% reduction** in variation outside of the program.
- **A 28% reduction** in cost of workforce which generated a benefit of USD\$ 421,000 by the end of the project.

Floor Control:

- Improvement in raw material yield while maximizing the tonnage produced, from preparation/cooking to packaging.
- Improvement of two percentage points in raw material yield, which resulted in a benefit of USD\$ 1,180,000 by the end of the project.
- Development of tools with which we were able to increase the **availability of autoclaves by 15%**.
- **A 100% improvement** in the availability of the pouch packaging area when doubling production hours.

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Order Flow:

- A **15% reduction** in order cycle time.
- A **50% improvement** in logistics changes for weekly shipments while minimizing down time of containers for export.
- **OTIF (On Time – In Full) indicators were implemented** throughout the Order Flow.
- A tool to improve the management of the raw material storage chambers was implemented.
- Better organization of an **annual maintenance plan** which ensures the equipment's best condition and a reduction in downtime.
- An **indicator portal** was created for all areas to improve the integral management, which is the foundation to develop the governance model for the Organization's Business Intelligence.


Additionally, the personnel's management skills were strengthened through the Management Skills Seminar which was offered to 57 people on topics such as:

- Change
- Effective Communication
- Focus on Tasks
- Work Systems
- Human Resource Management
- Time Management
- Effective Confrontation Practices
- Teamwork

The project concluded successfully within the agreed upon timeframe and surpassing the expectations that were initially proposed, as well as the professionalism and commitment shown from MARBELIZE's personnel as well as London Consulting Group.

The **ROI** for the FUSION project at its conclusion was **2.7 to 1**, with a projection after 12 months of **11:1**. This benefit can be strengthened through the follow up of the initiatives established at this stage of the project and the continuity of the new work models.

Based on the aforementioned, it is our pleasure to highly recommend London Consulting Group as a professional and committed consulting firm that contributes to achieving tangible results in a short period of time and facilitates cultural change for the sustainability of such results.



Jelisava Cuka Auad
GENERAL MANAGER



Manta, Febrero de 2015

A quien corresponda:

DEGFER es un grupo de empresas Ecuatorianas con una trayectoria basada en esfuerzo, constancia y visión de negocios con el objetivo de contribuir al desarrollo de su país, así como brindar calidad en productos y fuentes de trabajo. Dentro de este grupo se encuentran las empresas:

PESCADEGFER. Se dedica a la pesca de atún y cuenta con una flota de cuatro buques atuneros equipados con tecnología de punta, cuya pesca se comercializa principalmente en las empresas de conservas del puerto de Manta para que sea procesado.

FRIGODEGFER. Es una empresa fundada en 2001 que se dedica a brindar un servicio calificado de almacenaje en cámaras de frío a los productores de conservas enlatadas y otras empresas que requieran de este servicio.

FRESCODEGFER. Es una empresa joven, fundada en 2007 que cuenta con líneas de procesamiento y empaquetado de pesca blanca, principalmente dorado para exportación.

Desde Julio de 2014, **DEGFER** desarrolló en conjunto con **London Consulting Group** el proyecto "**EQUIPO DEGFER**", para mejorar y hacer más eficaz la gestión en las empresas del grupo. El principal objetivo fue la definición de los procesos operativos y delimitación de responsabilidades de cada área que permitan la creación de una estructura Corporativa que establezca los lineamientos que deben seguir todas las empresas, así como la implementación de una cultura basada en sistemas formales de trabajo y análisis de la gestión a través de indicadores.

En paralelo, se llevó a cabo un programa de Habilidades Gerenciales, en donde se involucró a más de 40 líderes de niveles de supervisión y gerencia en talleres, microproyectos y coaching con el objetivo de guiarlos a través del cambio y el desarrollo de competencias como liderazgo, comunicación, trabajo en equipo y enfoque en sistemas de trabajo.

Además del diseño y aprendizaje de nuevas herramientas de gestión que fueron desarrolladas con el proyecto "**EQUIPO DEGFER**", podemos resaltar:

- Reducción de **50%** en días de estancia en puerto de buques pesqueros lo que proporciona mayor cantidad de días para pesca.
- Reducción de **13.6%** en costo por tonelada facturada.
- Reducción de **8%** en costo de mantenimiento de buques pesqueros.
- Reducción de **7.1%** en costo de víveres por día de marea.
- Aumento de **4%** en la productividad de personal administrativo.
- Reducción de **1.2%** en costo de mano de obra operativa.
- Reducción de **38%** en monto de anticipos de materia prima otorgados a proveedores.
- Implementación de metodología **5s** en cámaras de producto terminado logrando una reducción de **30%** en libras almacenadas lo cual derivó en un impacto en el costo de capital.

El proyecto ha concluido a las 30 semanas con un ROI de 2.5 : 1 acumulado sobre la inversión y de continuar esta tendencia se proyecta llegar a un ROI total de 7.1 : 1 a un año de finalizado el proyecto.

Lucía Fernández de De Genna
Presidente Grupo Degfer