

Alimentos Naturales Sabroza was founded in 1990 in Monterrey, Nuevo Leon and it has become a prestigious brand in the retail salsa industry. By establishing ourselves in both the national and U.S. markets, we currently produce over 50 thousand boxes a month.

During the last 7 months we have developed the "**Progreza**" project in conjunction with **London Consulting Group**. The project focused on redesigning the processes towards better practices, defining the activities of all our collaborators, and implementing a management system which bases itself on indicators. This has promoted a work culture which focuses on attaining results. The project covered the following departments: Sales, Purchasing, Production, Maintenance, Warehouse, Dispatch, and Human Resources.

The manner in which change was managed, the dedication displayed by the members of the team, and the applied methodology and the way it evolved throughout the different phases of the project, were key aspects of the project and they enabled us to attain our fixed objectives. Some of the results which stand out are:

5 FOLD INCREASE IN THE EBITDA

OPERATIONS MODEL

- 55% increase in the plant's total productivity level.
- 23% increase in the production plan's level of fulfilment.
- 43% waste reduction.
- 34% reduction in direct labor cost.

MAINTENANCE MODEL

- 255% increase in the preventive maintenance plan's level of fulfilment.
- 200% increase in the technicians' level of productivity.

LOGISTICS MODEL (PURCHASING-WAREHOUSE)

- 122% increase in the MP inventory's reliability.
- 210% increase in the PT inventory's reliability.
- 24% increase in the Level of Service (OTIF) towards clients.
- 63% reduction in Lost Sales.
- 6% reduction in key raw material's costs.

COMMERCIAL MODEL

- 16% increase in the salespeople's level of productivity (sales by salesperson).
- 4% increased product penetration due to cross sales. This initiative increased the total sales of the company by 3%.

The project was successfully concluded within the established time frame and it generated an annualized ROI of **4.2 to 1**.

Due to what has been mentioned, we would like to express our satisfaction with the work that has been undertaken by London Consulting Group and we recommend them as a professional and committed firm which contributes towards changing the work culture through the implementation of their methodology.

Sincerely,



Manuel G. Sada Zambrano
Director General