



RYDER is a North American company, leader in logistics solutions, with more than 80 years of experience at the international level and it is one of the Fortune 500 list. Ryder Mexico has presence in 33 locations in the Mexican Republic and 24 years of experience in operations logistics and transport.

Since June of this year, the **SMART TEAM** project was initiated with **London Consulting Group**, focused on the simplification of processes in the areas of Human Resources, Purchasing, Billing and Collection. Below are some of the main achievements and results accomplished during 24 weeks:

PURCHASES

- The Purchasing Process was centralized through the implementation of a new specialized structure (Category Managers and Regional Buyers).
 - Implementation of the Strategic Sourcing Model, achieving an average reduction of 13% of the negotiated categories. The savings that stand out by category are:
 - 22% in the **Maneuver Services Category**.
 - 11% in the **Packaging and Packaging Consumables Category**.
 - 6% in the **Telecommunications Category**,
 - 6% in the **Office Consumables Category** and
 - 6% in the **Patrimonial Security Services Category**.
 - **56% efficiency in the Headcount** dedicated to the Purchasing processes.
 - **Reduction of 62% in monthly Transactions** (Purchase Orders) in the categories implemented compared to the previous year.
 - **The Materials and Services catalog was standardized**, debugging and reclassifying 10,585 articles in SAP ByDesign.
 - Optimization of the use of SAP licenses for the purchasing activity, achieving savings of 68% of monthly invoicing.

HUMAN RESOURCES

- Reengineering of Human Resources processes, including new processes such as the Headcount Forecast Planning Model, Hiring Model, Recruitment and Selection Model.
 - **Reduction in 42% of Natural Operating Turnover** in the months of project implementation.
 - **Labor productivity was Increased by 20%** in the local Human Resources headcount.
 - Design and implementation of centralized HR Key Performance Indicators, for the supervision and management of national and local operations.

BILLING AND COLLECTION

- The Billing and Collection (B&C) Process was centralized through the implementation of a new specialized structure (Supervisor and Analysts).
 - **74% efficiency in Headcount** dedicated to the **Billing process**, through the centralization of processes.
 - **81% efficiency in Headcount** dedicated to the **Collection process**, through the centralization of processes.
 - Implementation of the Key Performance B&C Indicators Management Model.

The economic benefits at the end of the project have exceeded the initial expectations, reaching an ROI of 0.7:1 at the close of the project and a projected ROI of 3.3: 1 twelve months after the end of the project.

The London Consulting Group methodology has been one of the key factors for the success of the project, highlighting **change management**, **shoulder-to-shoulder implementation** and the **involvement of all levels of the organization to generate an organizational change**. We allow ourselves to highly recommend London Consulting Group as a professional company focused on results.

Sincerely

Roberto Salmón
Finance Director

Leticia Barba
Human Resources Director



Mexico City, Mexico. November 2018

RYDER is a North American company, leader in logistics solutions, with more than 80 years of experience at the international level and it is one of the Fortune 500 list. Ryder Mexico has presence in 33 locations in the Mexican Republic and 24 years of experience in operations logistics and transport.

Since June of this year, the **SMART TEAM** project was initiated with **London Consulting Group**, focused on the simplification of processes in the areas of Human Resources, Purchasing, Billing and Collection.

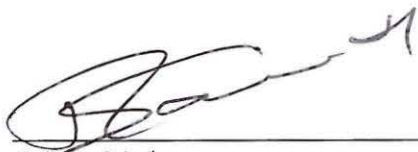
Below are some of the main Purchases achievements and results accomplished during 24 weeks:

PURCHASES

- The Purchasing Process was centralized through the implementation of a new specialized structure (Category Managers and Regional Buyers).
 - Implementation of the Strategic Sourcing Model, achieving an average reduction of 13% of the negotiated categories. The savings that stand out by category are:
 - 22% in the **Maneuver Services Category**.
 - 11% in the **Packaging and Packaging Consumables Category**.
 - 6% in the **Telecommunications Category**,
 - 6% in the **Office Consumables Category** and
 - 6% in the **Patrimonial Security Services Category**.
 - 56% efficiency in the Headcount dedicated to the Purchasing processes.
 - Reduction of 62% in monthly Transactions (Purchase Orders) in the categories implemented compared to the previous year.
 - Implementation of the **Key Performance Purchasing Indicators Management Model** to measure the transnational process in the new structure.
 - **The Materials and Services catalog was standardized**, debugging and reclassifying 10,585 articles in SAP ByDesign.
 - Optimization of the use of SAP licenses for the purchasing activity, achieving savings of 68% of monthly invoicing.

The London Consulting Group methodology has been one of the key factors for the success of the project, highlighting **change management**, **shoulder-to-shoulder implementation** and the involvement of all levels of the organization to generate an organizational change. We allow ourselves to highly recommend London Consulting Group as a professional company focused on results.

Sincerely



Roberto Salmón
Finance Director



Sergio Chavez
General Purchases Director



Mexico City, Mexico. November 2018

RYDER is a North American company, leader in logistics solutions, with more than 80 years of experience at the international level and it is one of the Fortune 500 list. Ryder Mexico has presence in 33 locations in the Mexican Republic and 24 years of experience in operations logistics and transport.

Since June of this year, the **SMART TEAM** project was initiated with **London Consulting Group**, focused on the simplification of processes in the areas of Human Resources, Purchasing, Billing and Collection.

Below are some of the main Billing and Collections achievements and results accomplished during 24 weeks:

BILLING AND COLLECTION

- The Billing and Collection (B&C) Process was centralized through the implementation of a new specialized structure (Supervisor and Analysts).
 - 74% efficiency through the processes centralization, regarding to Headcount whom used to participate in the Billing process.
 - 81% efficiency through the processes centralization, regarding to Headcount whom used to participate in the Collection process.
 - Implementation of the Key Performance B&C Indicators Management Model.

The London Consulting Group methodology has been one of the key factors for the success of the project, highlighting **change management, shoulder-to-shoulder implementation and the involvement of all levels of the organization to generate an organizational change. We allow ourselves to highly recommend London Consulting Group as a professional company focused on results.**

Sincerely

Roberto Salmón
Finance Director

Eric Martinez
Mexico Controller



Mexico City, Mexico. November 2018

RYDER is a North American company, leader in logistics solutions, with more than 80 years of experience at the international level and it is one of the Fortune 500 list. Ryder Mexico has presence in 33 locations in the Mexican Republic and 24 years of experience in operations logistics and transport.

Since June of this year, the **SMART TEAM** project was initiated with **London Consulting Group**, focused on the simplification of processes in the areas of Human Resources, Purchasing, Billing and Collection.

Below are some of the main Human Resources achievements and results accomplished during 24 weeks:

HUMAN RESOURCES

- Reengineering of Human Resources processes, including new processes such as the Headcount Forecast Planning Model, Hiring Model, Recruitment and Selection Model.
 - **Reduction in 42% of Natural Operating Rotation** in the months of project implementation.
 - **Labor productivity was Increased by 20%** in the local Human Resources headcount.
 - Design and implementation of centralized HR Key Performance Indicators, for the supervision and management of national and local operations.

The London Consulting Group methodology has been one of the key factors for the success of the project, highlighting **change management**, **shoulder-to-shoulder implementation** and the **involvement of all levels of the organization to generate an organizational change**. We allow ourselves to **highly recommend London Consulting Group as a professional company focused on results**.

Leticia Barba
Human Resources Director

Sincerely

Manuel Najar
Corporate Human Resources Manager