



San Juan, Puerto Rico, March 2014

To whom it may concern:

**Supermercados Econo**, is the fastest growing supermarket chain in Puerto Rico, which was formed by independent partners who have created a successful business model since 1970. Today Supermercados Econo has over 62 stores and over 7,000 employees throughout the island

From October 2013 to April 2014 we developed along with London Consulting Group (LCG) a project called "P.A.C.T.O. Phase 2", in which we addressed the Accounting and Finance areas which are part of the headquarters.

The project's main objective was to increase the level of administrative productivity of the areas through the analysis of the different processes used in them and the workloads for each position within the department.

Some of the results obtained during the project are as follows:

- Implementation of tools for better internal management of the department.
- Improvement in coordination and communication with the areas relevant to the Finance internal processes.
- Implementation of management indicators to strengthen the decision-making.
- Optimization of the critical processes of the Accounting and Billing Finances, Accounts payable and Claims areas.
- Proposal and development of the strengthening of the organizational structure.
- Savings in the Billing area as payment for wagon/carriage rental.
- Design of tools to audit the supplier of transportation as Waiting Time.
- An **18%** increase in productivity of the department's internal processes.
- A **34%** decrease in overtime in the Finance department.

The economic benefits achieved show a return on investment at the end of the project with an annual projection of **1.2 to 1**.

Additionally, I would like to highlight **LONDON's** methodology for the development of this project, which has allowed us to have strong planning tools and an effective indicator's system. **ECONO's** personnel is committed to the new work systems, which allows us to see that we have a strong and solid platform to face the growth challenges of our organization.

Therefore, we hereby highly recommend the services provided by **LONDON CONSULTING GROUP** and we confirm our complete satisfaction with the results obtained.

Sincerely,

**Zaida Martínez**

**Chief Financial Officer**

**Heriberto Torres**

**Executive President**