

Bogotá, Colombia. August 2018

To whom may concern:

Avianca is the commercial brand that represents the Latin American airlines integrated in Avianca Holdings S.A. Its workforce of over 19,000 employees have been recognized to provide an excellent world class service. The Avianca airlines, specialized in air cargo and passenger transportation, serve more than 108 direct destinations in 26 countries throughout the American and European continents with its modern fleet of 189 short, medium, and long haul aircraft.

During the months of November 2017 to August 2018, we started a project with London Consulting Group, named "Viento", focused in improve the crew planning with a process and structure redesign for Avianca S.A., as well an accountability system, with key performance indicators that allow the continuous improvement. During the 40 weeks of project, we implemented the PAFEF methodology (Plan, Assign, Follow up, Evaluation and Feedback) used by London in the departments of Itinerary, Future Crew Planning, Roster, Crew Tracking, Training and Crew Logistics, achieving the results that the project was excepting.

As part of this work, we acknowledge that the reengineering utilized in our processes and structures has allowed us to reduce rework, improve service levels between areas, to achieve optimized structures to meet day-to-day activities, among others. We developed, in the different departments, metrics that today allow us to identify opportunities and make on time decisions focused on continuous improvement.

The project's economic benefits have surpassed our expectations achieving a ROI of 3 to 1 by the end of the project and an annual ROI of 6 to 1 after one year. It is worth noting London Consulting Group's methodology as one of the key factors for the project's success, in which their change management stands out, as well as their shoulder-to-shoulder implementation and the involvement of all levels within the organization to generate a cultural change within our personnel. We would like to recommend London Consulting Group as a professional company that focuses on results.

Sincerely,



Diana Calixto

Vice President for Administration and  
Purchasing



Eduardo Mendoza

Vice President for Operations