



Santo Domingo, R.D.

June 17, 2021

"To whom it may concern"

MC Logistics is a company dedicated to managing logistical services in the Dominican Republic. With over 16 years of experience, MC Logistics has become one of the country's most admired companies in the logistics sector in 2020. Its global business vision, innovative and highly customer orientated currently has over 100 employees who promote our values such as honesty, humility, integrity, and passion.

Between August 2020 and July 2021, we developed, in conjunction with **London Consulting Group**, the "Become" project, focused on transforming the organization and its processes, The functional units of **payment collection, operations, customs, courier, customer service, sales process, and the organizational structure** where approached.

Some of the most significant activities that we undertook and achievements we attained were approached:

I. Preparation for Growth.

This phase was focused on the Backoffice processes and organizational structure optimization, to enable growth with minimal operational and financial stress. To achieve this, best management practices were implemented based on the big data analysis with proactive approach through tools such as Power BI. A flatter and more efficient organizational structure was also designed and implemented, improved in communication and delimited in scope and responsibilities.

II. Commercial Process.

At this stage, the commercial process was approached, seeking to underpin continuous and sustainable growth. To achieve this, the annual process was redesigned based on a bottom-up model. The structure was redefined to increase the time focused on sales, reinforcing supervision and procurement labor, and a management model based on the big data analysis on internal performance and its contrast with the market through tools designed in Power BI also was implemented.

The achieved benefits are detailed in next page. Due to these results, we have decided to extend the project until November 2021. We are happy to recommend London Consulting Group as a professional and committed firm which contributes to positively changing an organization's work culture through the practical implementation of solutions, their leadership, and their commitment to capitalize on improvements in the short term.

Sincerely,



Miguel Melo
Sales Director



Víctor Hugo Polanco
Managing Director



BECOME Project Achievements.

Sales Management:

- Increasing the container's volume by 18% in comparison to 2019 above the historical growth .
- Increasing our market share by 20% in comparison to 2019.
- Increasing the executives' productivity (volume) by 11% and 49% in comparison to 2019 and 2020 respectively.
- Increasing the sales volume of insurance policies by 80%.

Payment Collection Management:

- 53% improvement in the relationship between the current portfolio vs overdue portfolio.
- 68% increase in the average amount collected per week. 74% by the end of the project.
- We developed a proactive focus, long-term vision, effective contacts, and goals for each payment collector.

Operations (Ocean freight, air freight, warehouse):

- 26% increase in the personnel's productivity.
- 4% increase in the level of service: declaring within 24 hours (customs clearance).
- 20% improvement in the operation's costs in regards to bills of lading management.

Customs Management:

- Increasing the productivity by 35% by improving our capacity utilization.
- 53% increase in the level of service, declaring in less than 72 hours.
- Optimizing the operation's costs by 26%.

Other qualitative impacts:

- Carrying out an organizational restructuring process that strengthened the operative supervision, established responsibilities, and maximized synergies by establishing an organizational structure with defined and interconnected functions.
- Redefining the sales planning and budgeting models, basing them on compensation and incentives in order to improve the teams' performance, productivity, the quality of the services, and the organization's financial health.
- Digitalizing the planning, follow up, and activity control tools in the support departments.
- Defining the key factors for success in regards to accountability in the management model. Implementing, side by side, the organization's key processes.
- Developing indicator control panels and management tools through the Power BI platform.
- Implementing weekly operational meetings in order to review the results at a strategic, tactical, and operative level.
- Implementing roles and activities in order to synchronize the efforts from the different functional units within the business.
- Technology processes facilitation to improve internal tools.

The project generated a ROI of **1,5:1** with a forecasted annualized return of **2,9:1**. These results were achieved by capitalizing on the processes we mentioned, by changing the work culture significantly, and due to the professional work carried out by both the MC Logistics personnel and the London Consulting Group team.