

Mexico, November 2015

At **Hotelera Posadas**, as part of the group's strategic initiatives, we carried out, along with **London Consulting Group**, the project called "**Posadas More Agile - Roll Over Hotels**" with the objective of optimizing the commercial processes and to raise the personnel's performance at 113 Hotels (84 Sales Teams) achieving the following results:

#### Commercial Management Models (Project's 6 Main Principles):

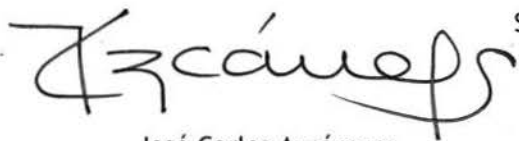
- **Prospection Model:** Increase the number of active accounts, through the reactivation and prospection of new accounts.
- **Revenue Management Model:** Redefine the allocation of the pricing structure for local agreements to the Optimal Night Room per month.
- **CRM model (Salesforce):** Increase in prospects due to an improvement in pipeline management and purging of low profitability accounts. Standardization of the follow-up model for new and active clients.
- **Sales Weekly Meeting Model:** Definition of forum and methodology to carry out a Weekly Sales Meeting with Sales Managers, General Managers and Local Teams.
- **Capacity Plan Model:** Definition of the Ideal Commercial Structure focused on the Fiesta Americana Hotels area.
- **Indicator Panel Model:** Design of an indicator panel for the management of the local sales team.

The project's economic benefits have surpassed our expectations, achieving at the end of the project a **ROI of 6.9 to 1** and an annual ROI of **13.7 to 1**.

- A 17% increase in sales.
- A 14% increase in reactivation of inactive clients.
- A 12% increase in average rates (local agreements).
- 34% of local agreements are sent to public rate.

It is worth mentioning that **London Consulting Group's** work was not limited to providing improvement recommendations but they also worked shoulder-to-shoulder along with our personnel to **design and implement the changes in the organization**.

Based on the aforementioned we would like to **highly recommend London Consulting Group** for the work performed, thus we have decided to continue working with them on new improvement projects in different areas within the company.



José Carlos Azcárraga  
CEO Grupo Posadas

Sincerely,



Enrique Calderon  
Chief Operating Officer Hotels

