

To whom it may concern:

**CONDUSAL** was founded in 1993 as an alternative and reliable manufacturer of copper electrical conductors for household, commercial and industrial use. In 1998, we began manufacturing aluminum conductors, allowing us to become the only manufacturer in Central America which produces both types of conductors under the same roof. In 2010, we developed the CCA (Copper Clad Aluminum) and the CCS (Copper Clad Steel) bimetallic production lines in order to expand our product range and meet the diverse needs of the Central American and Caribbean markets. **CONDUSAL**, and over 100 of our collaborators, currently manufacture over 400 different products, and process over 3,000 tons of raw material a year.

Between March 2017 and February 2018, we carried out the “**PROYECTO CONDUSMART**” project with London Consulting Group with the objective of optimizing the processes and tools in our Manufacturing, Commercial and Logistic departments by reengineering our processes and organizational structures. Alongside these improvements, we implemented performance indicators which allowed us to monitor the personnel, make better decisions, and continue improving.

During the 45 weeks of the project we implemented London’s work methodology, which generated the following results:

**Commercial Stage I:**

- 17% increase in the Local Network’s conversion of quotes to sales.
- Closing sales within 7 days of quoting improved by 18% for the Local Network.
- 9% increase in active clients within the Local Network’s client portfolio.
- 35% reduction in our account receivable’s outstanding balances.
- The adherence to the visits plan by Executives improved by 20%.
- 6% increase in the Local Network’s average monthly sales (kg).

**Commercial Stage II - Focus on Exports:**

- Defining the commercial strategy and customer service model for Exports.
- Implementing management and business intelligence tools.
- Implementing a Variable Compensation Model for the sales force which is aligned to our strategic objectives.
- 19% increase in the Exports Network conversion of quotes to sales.
- Closing sales within 14 days of quoting improved by 90% for the Export Network.
- 26% increase in active clients within the Export Network’s client portfolio.
- 48% increase in the Export Network’s average monthly sales (kg).

**Planning:**

- 51% increase in OTIF (On Time, In Full) Level of Service for our clients.
- 5% increase in the Fill Rate of deliveries for clients within the local market.
- 51% reduction in Backorders.

**Production:**

- 62% optimization of our equipment’s TVC efficiency indicator.
- 52% increase in our equipment’s utilization rate.
- 72% reduction in waste generated by production.
- 10% increase in our daily production volume.

**Logistics:**

- 51% improvement in our inventory’s reliability.
- 11% increase in the fleet’s utilization.

The economic benefits generated by the project have surpassed our expectations, reaching a **ROI of 1.66 to 1 by the end of the project, with a ROI of 3.77 to 1 forecasted to a year’s time**. **London Consulting Group’s methodology** was a key factor in the project’s success due to the manner change was managed, their shoulder-to-shoulder implementation method, and **the level of involvement displayed by all members of the organization towards generating a change in our personnel’s work culture**. This methodology enabled the company’s personnel to become responsible for the initiatives that were implemented, by teaching them the roots of the process and procedures identified in the diagnostic. This aspect ensures that we can continue improving our business.

**We highly recommend London Consulting Group as a professional firm which is focused on attaining results.**

Sincerely,



Jaime Fuente Garcia  
General Manager