



Ciudad Guzmán, Jalisco 24<sup>th</sup> of February 2023

**Grupo Gonzámex** is a company which operates various business units in the Mexican agricultural sector. AgroGonzalez, one of the business units, produces avocado of the highest quality on over 2,200 hectares in southern Jalisco. Another business unit, Avo Select, is the leading exporter of high quality Avocado to the European, Asian, and American markets.

In May 2022, in conjunction with **London Consulting Group (LCG)**, we began the third and fourth phases of the **Innovando Juntos** (Innovating Together) project. These phases focused on developing strategic, operational, and organizational initiatives through a collaborative and digital approach that centered on the customers and users. We developed a Control Room area by implementing a **Digital System for Scheduling and Reporting Agricultural Tasks** which has increased the productivity achieved by our manual labor, and our machinery and equipment and it has given us total control over the field operations. This in turn has increased our profitability by increasing productivity and fruit quality.

#### **Manual Labor and Machinery and Equipment Productivity:**

- We implemented a Capacity Plan model which digitalized the Fields' operations using the Monday platform. We also implemented tools, such as Power Apps, on Microsoft 365 and Microsoft Power Platform which were then linked to digital control panels on Power BI. This has given us 100% control over the Fields' Agricultural activities and has improved the Manual Labor's productivity by 14% whilst impacting 427 employees.
- Designing and implementing a Compensation scheme on Microsoft 365 that is linked to the fulfillment of the objectives. This scheme is linked to the digital control panels on Power BI and has provided us with an 8 p.p. improvement in the replanting productivity.
- Designing and implementing a tool on Microsoft 365, that is linked to the Power BI digital control panels, that enables us to ensure that the internal machinery schedules are being fulfilled according to the Agricultural Tasks' work plans and the desired capacity utilization. It has also enabled us to calculate the efficiency of the machinery and equipment so that these can be correctly managed and allocated. We also developed a responsibility matrix for the different operative positions that use the machinery and equipment.
- Developing and implementing an Irrigation Monitoring system using Power Apps that is linked to the Power BI digital control panels. This has enabled us to monitor the consumption using flowmeters which has improved the efficiency of our water usage across the 37 irrigation wells that we have. This has allowed AgroGonzámex to obtain the SPRING certification.
- Developing and implementing a tool on Microsoft 365 that enables us to budget and measure 100% of the agrochemicals and fertilizers that are consumed by the Nutrition and Agricultural departments.
- 6 p.p. increase in quality and 28% increase in the productivity of orchards that have been producing for 5 years or more.
- 6 p.p. increase in quality and 30% increase in the productivity of orchards that have been producing for 3-5 years.

Through the use of agile methodologies and digital platforms at every stage of this phase, we were able to design and implement robust and excellent operational systems. As of this moment, the return on investment that we've achieved across the four projects that have been carried out in the Field is **14.7 to 1** and the project has provided us with sustainable results across all of the departments involved in the project's scope.

We highly recommend **London Consulting Group** for their professionalism, as well as for their excellent work methodology, their collaborative methods, their focus on digitalization, and their customer and user centered approach.

Sincerely,

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Executive Manager

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LONDON CONSULTING GROUP

AGRO GONZÁMEX

[www.agrogonzamex.com](http://www.agrogonzamex.com)

Marzo 2023 Ciudad Guzman Jalisco

**Grupo Gonzámex** is a leading company in the agricultural sector in Mexico, with several business units. **Agrogonzamex** is one of them, dedicated to producing high-quality avocados on over 2,200 hectares of cultivation in southern Jalisco. On the other hand, **Avo Select** is a leader in exporting premium avocados to European, Asian, and American markets.

Over the past 2 years, we have collaborated with **London Consulting Group** through various phases of the Innovating Together project, which focuses on developing operational excellence in key areas of the company to increase productivity and resource efficiency. As a result of these projects, the need to implement talent development processes to support the strategy worked on in recent years was identified. Therefore, we decided to initiate a fifth phase focused on establishing a **Competency-Based Organizational Development model** in the Human Resources area, with the aim of attracting, developing, and retaining talent.

The project yielded the following results:

- Design and implementation of a **comprehensive competency framework** customized for all key positions in the organization, allowing us to clearly identify the development gaps that each employee should focus on.
- Design and implementation of a **competency-based talent attraction and selection model**, which involved developing new talent attraction channels aligned with the company's strategic needs. Additionally, the selection processes were redesigned, incorporating competency-based interviews as a fundamental element of the department. This resulted in increased effectiveness and quality in our recruitments.
- Design and implementation of an **onboarding model for employees**, including the redesign of tools and processes with a focus on employee experience (UX). This allowed us to manage talent satisfaction and retention during the first 90 days of their integration.
- Design and implementation of a **talent development model**, including the adoption of performance evaluations supported by a digital platform (Cornerstone on Demand) for all organization leaders. This enabled us to identify and manage employee performance effectively.
- Design and implementation of an **Individual Development Plan (IDP) model for 100% of the organization's leaders**, enabling us to implement the 70/20/10 talent development methodology necessary for building specific action plans for each employee.
- Design and implementation of a **knowledge management model** that helps identify development needs at the technical, methodological, and competency levels for each position. Furthermore, the selection and configuration of a Cornerstone LXP (Learning Experience Platform) were carried out to digitally support competency and knowledge development within the organization.
- Design and implementation of an **employee engagement model**, supported by the implementation of organizational climate measurement tools for 100% of administrative staff, and the design of engagement strategies at various hierarchical levels.
- Design and implementation of a **governance model in the Human Resources area**, with weekly and monthly management of indicators through different Business Intelligence dashboards (Power BI).

**The Organizational Development area** has become a strategic pillar of the organization to achieve the company's vision. Upon project completion, we envision an agile and empowered human resources team capable of meeting operational demands.

Based on the above, we highly recommend the entire London Consulting Group team for their professionalism, as well as their collaborative, digital, client-centric, and user-centered methodology.

Ignacio González Ochoa

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Over the past 2 years, we have collaborated with **London Consulting Group** through various phases of the Innovating Together project, which focuses on developing operational excellence in our operational areas. As a fundamental pillar of this growth, we have successfully implemented the leadership development program: **London Balance**, aimed at evolving the mindset of our leaders with a greater focus on genuine employee development, prioritizing work-life balance.

The program had the following main objectives:

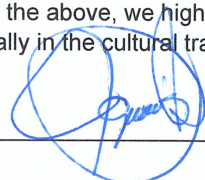
- **Develop emotional intelligence skills** in the organization's leaders to enable better decision-making.
- Encourage a **culture of employee development** based on coaching leadership among all company leaders.
- Increase the adoption and use of **Individual Development Plans (IDPs)** at the frontline level.
- Implement a **comprehensive well-being program that strengthens the culture of physical, mental, and emotional health** in our operations.

These objectives were achieved through the following 6 workshops and outdoor activities:

- **Introduction to Coaching:** We established the foundations of executive coaching as a fundamental tool for all leaders in the development of our employees.
- **London Fullness:** It helped us increase our awareness and the impact of emotional intelligence on our day-to-day decision-making and the development of our people.
- **London Leader:** We acquired new leadership tools to effectively lead our teams in various situations that arise in our operations.
- **London Wellness:** We shifted our paradigms regarding the relevance of nutrition, sleep, physical activity, and personal image in the overall well-being of our team. It mobilized the entire company to take proactive actions towards our health, resulting in tangible improvements among our employees.
- **London Flow:** We understood the importance of challenges and mastery in the performance of our employees as fundamental drivers for maximizing exceptional organizational results.
- **London Network:** We gained new tools to strategically apply social intelligence, expand effective networks, and strengthen business alliances.

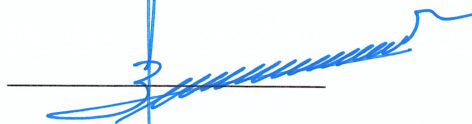
Upon completion, the program has become a significant milestone in the holistic development of our employees, generating increased interest and enthusiasm from leaders in **Organizational Development initiatives**.

Based on the above, we highly recommend the program delivered by **London Consulting Group** as a valuable ally in the cultural transformation of companies.



Ignacio González Ochoa

CEO



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