

Jumilla, Murcia, Spain, December 2021

With over 53 years of experience in the market, **JUMSAL SA** is a company which produces and sells all kinds of high quality food salts through the exploitation of a salt diapir. The company has five wells in operation for the production of saturated brine at 24 ° Bé (over 1,000 cubic meters per day). The process of dissolution in the mine consists of injecting fresh water in depth and dissolving the salt present in the diapir. Cavities are formed from which the brine is subsequently extracted for solar evaporation in ponds or evaporation in a high-tech thermo-compression plant. Jumsal has an annual production capacity of around 100,000 tons per year, of which 20% is sold in international markets.

One of **JUMSAL's** main successes is the continuous improvement that they undergo to improve their manufacturing processes, their large product portfolio, and the attention that they provide their clients. As part of the continuous improvement initiatives, JUMSAL developed, in conjunction with **LONDON CONSULTING GROUP**, an improvement project which focused on strengthening their Sales department. This project took place between August and November 2021.

The objective of this project was to develop and implement an **Intelligent Sales model that is based on Data Analytics**, enabling **JUMSAL** to establish sales strategies that increased profitability and improved the client's experience. Furthermore, the **Sales Organizational Structure** was evaluated and modified to meet the current and future needs of the organization, which facilitated the implementation process and the fulfillment of the organization's objectives.

As the project has now been concluded, we can say that we've reach the objectives and commitments that were established at the beginning of the project. This is due to the team work that was carried out between **JUMSAL** and **LONDON CONSULTING GROUP**, as well as, **LCG's** methodology and their shoulder-to-shoulder implementation process. Together, we analyzed, designed, and implemented changes to the work system that allowed us to attain significant improvements.

As of the date, now that we've finished the first stage of the project with LCG, we can report the following achievements:

Sales Intelligence:

- Design, develop, and implement **Data Analytics**:
 - Designing, developing, and implementing a **Dashboard through Power BI** which improved our level of control and management over the sales department's results.
 - Designing, developing, and automating the sales data's analysis process through Power BI. This enabled us to determine the appropriate sales strategies.
- Defining and implementing a **Pricing Strategy**, which improved our forecasted EBITDA by 8.9%:
 - Updating the tariffs offered to new clients.
 - Redefining the trade terms for current clients.

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- Creating a tool which determines the prices according to the respective client's profitability analysis, and their forecasted sales and profitability.
- Following up on the prices and negotiations.
- **Change management:**
 - Creating a work culture that bases its decision making process on analyzing data, which strengthen the development of the Data Analytic tools.
 - Creating a work culture in the sales department that is focused on achieving the organization's profitability objectives.
 - Creating a work culture which investigates and analyses the competitions' information and the market.

Sales Structure:

- Defining a new organizational structure for the Sales department. Defining the job positions in order to ensure that functions and responsibilities don't overlap.
- Creating a new sales team by using the results generated by the job profile evaluation, work load analysis, and the observation of the new personnel.
- Designing a variable compensation scheme which is orientated towards achieving the organization's sales and margin objectives.

It is important to acknowledge that **London Consulting Group's** work is not limited to giving out recommendations, but rather, they worked together with our personnel to **design and implement changes and improvements**.

We highly recommend **London Consulting Group** as a company that is committed to achieving the goals within the established timeframe, whilst creating an excellent professional relationship with the personnel from the company they are consulting.

Sincerely,



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