

Surexport Compañía Agraria is a company, that since its creation in 1994, has supplied berries of the highest quality to the main distribution chains in Europe; mainly to the United Kingdom, Germany, Central Europe, Netherlands, and Spain. In order to differentiate ourselves from the competition and to successfully consolidate our position in the international market (80% of revenues are generated from exports), Surexport has worked on seeking out new varieties that will satisfy the needs of even the most stringent large distribution chains and our clients (eg. flavor, appearance, shelf-life, etc.) along with, developing new farms in order to guarantee year-round production.

SUREXPORT is currently one of the largest independent producers of berries in Europe. We stand out because of our wide range of products, including 4 exclusive berry varieties (strawberries, cranberries, raspberries, and blackberries), our strong relationships with key European distribution chains, our highly productive farms in Spain, Portugal and Morocco, and our extraordinary logistic network and packaging plants, especially our fully automated logistics and packaging center in Huelva.

As part of **SUREXPORT's** continuous improvement initiatives, we carried out, between March 2020 and May 2021, an improvement project in conjunction with **London Consulting Group**. The project focused on strengthening the Field and Production processes in Huelva-Morocco, and on developing monitoring and management reports in the Central Warehouse through automation.

Having concluded the project, we can say that the goals that were established at the beginning were met, both in terms of quantitative and qualitative results. This was achieved due to the efforts displayed by the **SUREXPORT's** departments, along with the methodology and guidance provided by London Consulting Group, with whom we analyzed, designed, and implemented the changes in order to generate significant improvements.

Having finished the project, we would like to acknowledge some of the results that we achieved:

Field and Production Huelva:

- Defining and standardizing the tasks that need to be carried out by the field department during every harvest.
- Establishing a methodology which defined the harvesting standards by taking into consideration the variables which can affect individual performance.
- Identifying opportunities and implementing improvements in the applications and processes which capture the information from the field, in order to ensure that the information that we use is more reliable.
- Defining and consolidating the operative indicators developed on Power BI in order to have a better level of control and management over the field's tasks.
- Developing and implementing reports on Power BI which identify and manage the harvesting performance in real time.
- The weekly tasks for Farm Supervisors, Managers, and Dock Personnel were designed, providing them with a list of activities which they must carry out and/or supervise regularly.

- Designing and implementing a completely automated incentive scheme for harvesting the fruit based on individual performances.

Field and Production Morocco:

- Redefining the productive harvesting processes in the field based on the Spanish operations' best practices, whilst also adjusting them to Morocco.
- Creating a data visualization system on Power BI in order to follow up on the harvesters' individual performances.
- Creating a data history in order to be able to compare the performance in the future.
- Reducing the amount of Give Away handed to the client.

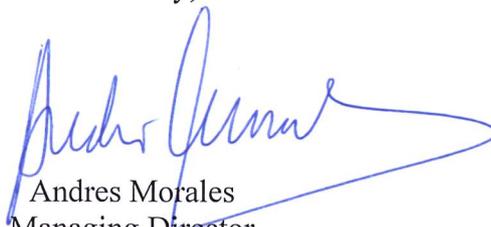
Central Warehouse:

- Identifying each of the points in which critical information is generated in order to manipulate and improve the control and management over the Automatic Lines.
- By developing and constructing operative control reports on Power BI, we were able to find and manage details regarding the configuration and/or programming of the teams, along with defining the initiatives with which to improve the operations.
- By implementing improvements in the daily operations we were able to achieve 93 kgs/hr per day, which represents a 57% improvement.
- Improvements in the Give Away dictated by the fruits' weight range in the automatic lines.

It is important to mention that London Consulting Group's work is not limited to providing recommendations. They work in conjunction with the personnel in order to design and implement the changes through a methodology which permeates the organization effectively.

We would like to highly recommend London Consulting Group as a firm which is committed to achieving the established goals and creating an excellent relationship with the personnel from the organizations they assess.

Sincerely,



Andres Morales
Managing Director

Surexport Compañía Agraria S.L.