



Maywood, CA, USA, December 15th of 2017

To whom it may concern:

Tapia Brothers Co. is a Food Service Company from California with presence in more than 11 states of the United States and providing service to more 4,500 customers nation and locally, through its 4 distribution centers. Tapia has redefined its service experience to their customers by providing an outstanding customer service, reason why from June to December of 2017 we developed, along with London Consulting Group, a project that we called Tapia's Evolution in the Maywood, CA distribution center focusing on improvements in the Go-To Market, Procurement and Operations areas.

During this Project, we aligned working systems to our strategic objectives, and we designed and implemented working systems that help us to better manage each of the areas results and to be more competitive.

The implementation of the improved working systems has provided the following results up until today:

**Go-To Market:**

- \*\* 1.2% increase on Sales Margins
- \*\* Definition of pricing model
- \*\* Implementation of the annual sales budget model
- \*\* Definition of customer segmentation model

**Procurement:**

- \*\* Implementation of a replenishment and supply model
- \*\* 50% reduction of customer shortages
- \*\* 13% reduction of customer affected by shortages
- \*\* 40% reduction of cost of late deliveries
- \*\* 12.5% increase in buyers productivity

**Maywood Distribution Center:**

- \*\* 40% increase on receiving productivity
- \*\* 54% increase on picking productivity
- \*\* 12% increase on on-time truck departure
- \*\* 23% increase on inventory reliability
- \*\* 15% reduction of direct labor cost

At the end of the project the return on the investment is **1.1 to 1** and we are projecting a **5.8 to 1** after one year of completing the product.

We would like to recognize the commitment and professionalism of London Consulting Group's staff and the effectiveness of their work along with Tapia Brothers Co. staff that made the achievement of the project's goals possible.

Sincerely:

Raul Tapia  
President / Founder

Ramon Tapia  
Secretary / Founder

Frank Tapia  
Treasurer / Founder

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