



San Juan, Puerto Rico, December 2022

To whom it concern:

Total Equipment Inc. was founded by Charles De Armas in 2009 with the purpose of providing best-in-class equipment rental, sales and services. Currently, Total Equipment/Vermeer Caribbean has operations throughout the Caribbean.

With the aim of designing and implementing a management business model focused on maximizing the productivity of the area, we carried out with London Consulting Group an Operational Excellence project from August 2022 to December 2022.

The key initiatives for the achievement of the results have been the redesign and implementation of the Service Department, as well as the strengthening and automation of operational processes from the implementation of a Work Orders module to the follow-up to the execution and completion of work and services.

Additionally, our organization has achieved a higher level of analytical maturity and decision-making with the implementation of indicators through Power BI tools, which allowed us to generate specific strategies and achieve goals and objectives.

The most relevant results of this project were the following:

- Implementation of Work Orders (WO), Internal Repair Orders (IRO), Service Calls (SC), Internal Maintenance Orders (IMO) system.
- Registration and monitoring of repair and maintenance costs.
- Design and definition of objectives that allow to control the operation.
- Design of a Maintenance Plan for the rental fleet.
- Decreased SC response time and completion by 80%
- Decreased response time to IRO by 92%
- Decreased response time to WO by 55%
- Reduced response time to IMO by 80%

Change Management:

- Adoption and use of new roles and responsibilities in the change of organizational structure.
- Five profile tests were performed for the selection and recruitment of key personnel.
- Seven group sessions for strategic leaders of the company, thus fostering a culture of focus on results, collaboration, and active leadership.
- Five company leaders were accompanied in coaching sessions with focusing on change processes, resistances management and effective feedbacks.

I want to highlight the commitment and professional work of the staff of London Consulting Group, who have exceeded our expectations. I have no doubt that we will continue to hire the services of London Consulting Group in the future.

Kind regards,

Charles de Armas
Director

Total Equipment Rental/Vermeer Caribbean