

Bogota, December 2018

The Universidad de los Andes (University of the Andes) was founded in 1948 by a group of academics led by Mario Laserna, thanks to the support provided by important Colombian politicians and industrialists, and eminent personalities from the international scientific community. It is an autonomous, independent and innovative institution which promotes diversity, tolerance and respect for ideas, and seeks academic excellence by teaching its students to think critically and ethically, so that they may embrace their social and civil responsibilities, as well as their commitment to the environment.

The Universidad de los Andes is currently recognized as one of the top universities in Colombia and Latin America due to the contribution made over the years by its graduates and the knowledge and intellectual achievements of its professorial staff.

Between February and December 2018, we developed the second phase of our "Si Andes" improvement project with London Consulting Group. The objective of this phase of the project was to increase the operation's profitability and optimize the processes, tools, structures, and managerial skills of our employees in the Campus Planning, Design and Construction, Maintenance, University Housing, Book Shop, Hacienda El Noviciado Event Center, and the Food Concessions departments. The way change was managed, the dedication displayed by the members of the team, the methodology and the manner it was applied throughout the different phases of the project, were very beneficial for the organization and it enables us to attain our fixed objectives, of which the following stand out:

**Commercial: Book Shop, Concessions, and Hacienda El Noviciado Event Center**

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| • Improving the Book Shop's and University Shop's compliance with their profit margin objective  | 103% |
| • Improving the Book Shop's and University Shop's compliance with their sales goals              | 97%  |
| • Improving the Book Shop's and University Shop's profit breakdown                               | 84%  |
| • Improving the Concession Shop's compliance with their sales goals                              | 55%  |
| • Developing and Launching New Concessions.  | 11   |
| • Increase in the Hacienda El Noviciado's Academic, Social and Corporate Events' Occupancy Rate. | 52%  |

**Maintenance**

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|--|------|
| • Improvement in the Maintenance Department's Preventive Maintenance Plan compliance | 86%  |
| • Reduction in the Cost per Maintenance Order.                                       | 24%  |
| • Increase in the Number of Executed Orders.   | 103% |
| • Improvement in the Technician's Productivity.                                      | 105% |
| • Improvement in the Internal Level of Service.                                      | 166% |
| • Reduction in the Average Time taken to Carry Out Orders.                           | 77%  |

**Campus Planning, Design, and Construction**

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|--|-----|
| • Improvement in the Construction Cost KPI for Mayor Building Works.       | 85% |
| • Improvement in the Construction Scheduling KPI for Mayor Building Works. | 75% |
| • Improvement in the Adjustments and Remodeling Cost KPI.                  | 77% |
| • Improvement in the Adjustment and Remodeling Scheduling KPI.             | 75% |

The project has surpassed our expectations by generating a ROI of .6 to 1 with a forecasted ROI of 4.2 to 1. Besides the quantitative results, it is worth mentioning that the changes that occurred to the organization's work culture has invoked a solid foundation from which we can attain our medium and long-term goals.

We recommend London Consulting Group as a professional firm which contributes towards changing an organization's work culture through their shoulder to shoulder implementation methods and their focus on achieving tangible goals in a sustainable manner.



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