

Manhattan, NY.  
December 8<sup>th</sup>, 2022

To whom it may concern,

Village Gourmet brings together companies that produce fine meat in four SQF-certified facilities across the USA and a national marketing and sales network. All our brands share the same commitment to time-honored recipes and high-quality ingredients to produce fresh sausage, classic charcuterie, accompaniments, snacks, and more.

In January 2022, the company started a Project to consolidate the operations and volume of a recent acquisition across the group's existing facilities in Connecticut and Pennsylvania. We engaged the LONDON CONSULTING GROUP to lead the effort to adapt sales, customer service, production, warehousing, purchasing, and distribution processes. The project needed to minimize the disruption to existing customers and ensure the product and production expertise was transferred to our existing facilities. The project met our goals with the following results:

#### **Sales & Customer Service**

- Rationalized and consolidated the product portfolio by 40% with a minor impact on sales.
- Redesigned the calling plan and service model to adapt to the larger customers and product footprint.

#### **Production**

- Documented and transferred production recipes, machinery setup, handcraft, and operational instructions using spec sheets, production binders, QC specs, and training videos.
- Defined and updated operational standards for lines and product clusters to consolidate speed (lbs./hr.), setup times, and changeovers.
- Implemented Daily Scheduling and Production Plan review sessions to manage, adjust and monitor joint production volume, production standards and controls, and plant capacity.
- Facilitated the equipment transfer and integration with production layouts, specs, and requirements to maximize efficiency.

#### **Supply Chain**

- Redesigned the distribution strategy to incorporate cross-docking with new supply chain partners.
- Combined distribution routes using route optimization software for an efficient distribution network.
- Integrated the supply chain of raw ingredients and packaging materials by selecting from existing and new suppliers to optimize the time and cost of production of the items transferred.
- Redefined the layout of storage locations to accommodate new materials and ingredients. Implemented an updated inventory management process adding recurring inventory counts and training personnel.

LONDON CONSULTING GROUP helped us achieve the goals of our project. The consulting team used a sprint methodology and was eager to help and transfer knowledge to our team. We recommend LCG to any company in similar projects involving manufacturing process improvements, implementation of digital tools, and change management. We will happily partner with LCG in future projects at Village Gourmet.

Sincerely,



David Kemp  
CEO – Village Gourmet