



Santo Domingo, Dominican Republic March 11, 2022

To whom it corresponds:

Chocolates Cortés is a family company with more than 90 years of history, with national and international presence, being leaders in the industrialization of cocoa, manufacture and distribution of chocolate in the Caribbean Region, with more than 50 varieties of high quality products, especially semi-processed cocoa products. Its production plants are located, two in the Dominican Republic with different collection centers distributed nationwide and a production plant in Puerto Rico.

During the months of December to March 2022, with the aim of continuing to improve operations, we developed together with London Consulting Group the implementation stage of the management processes in the functional axes of Production, Maintenance and General Services for the two production plants located in the Dominican Republic. In this stage we focused on implementing shoulder to shoulder the standardization and homologation of processes among both plants, activities, and best practices, establish and implement roles and responsibilities, and management indicators.

Among the main activities and achievements we highlight the following:

- Implementation of 28 processes designed in Production, Maintenance and General Services.
- 318 hours of training between work systems, tools, indicators and management forums.
- Improvement of 13.4% in productivity per shift in PLANTA CH Alimentos in the 4 most important SKUs, which represent 51% of the sale and production of Chocolates Cortés, produced in this plant.
- Improvement of 9.33% in productivity per shift in the Máximo Gómez plant in the 8 most important references that represent 40% of the sale and production of Chocolates Cortés, produced in this plant.
- Reduction of operating staff overtime hours in Planta 1 "MG" by 23% and in Plant 2 "CHAI" by 28%
- Implementation of 3 digital tools (Mobile Apps) of Registration and analysis of information and 2 Digital tools in Power Bi for visualization and analysis of information.
- Creation, loading and closing of production orders, centralizing relevant transactional production information in the ERP system, for costing, traceability, and control.
- Creation, loading and closing of maintenance work orders and facilities, centralizing relevant transactional information, costs, labor, and execution times in the ERP system.
- Implementation, control, and monitoring of 19 management indicators of the designed processes.
- Implementation of a governance model with 3 key follow-up and feedback forums: Weekly Results Board, and 2 Daily Production Meetings.

This stage of the project was concluded successfully in the agreed time thanks to the dedication and professional work of the staff of Cortés Hermanos and London Consulting Group. With the methodology applied, we were able to add value to the company preparing ourselves for the continuous improvement of our operations.

Therefore, it is gratifying to recommend London Consulting Group as a professional and committed firm, which with its leadership contributes to cultural change and the achievement of objectives in a short span of time.

Kind regards

Eduardo Cortés

Vice President of Operations



Santo Domingo, Dominican Republic May 31, 2022

To whom it corresponds:

Chocolates Cortés is a family company with more than 90 years of history, with national and international presence, being leaders in the industrialization of cocoa, manufacture, and distribution of chocolate in the Caribbean Region, with more than 50 varieties of high-quality products, especially, semi-processed cocoa products. The company has two production plants located in the Dominican Republic with different collection centers nationwide and one production plant in Puerto Rico.

During the months of January to April 2022, with the aim of continuing performance management within the commercial area, we developed together with London Digital from London Consulting Group the commercial data analytics project to increase visibility along processes with Strategic and Operative KPI dashboards for the commercial team. In this period, we focused on training and incentivizing digital tools and KPI usage to increase our performance monitoring. A new governance model was designed in order to leverage analytics dashboards and KPIs strengthening result-oriented management within the department.

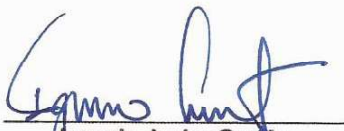
Among the main activities and achievements, we highlight the following:

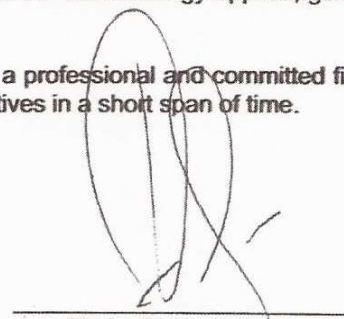
- DataMart creation in SQL as a single source of truth for commercial and financial relevant data coming from core systems, Softland and MobilBusiness to increase available data exploitation.
- Design and development of an strategic control KPI dashboard in Power BI for commercial performance analytics.
- Financial automated report generation in Power BI for sales channels cost effectiveness analysis.
- Salesmen visit supervision tool generation for effectiveness and productivity analysis.
- Analytical tool development for client evolution and purchase behavior analysis to produce action plans.
- Product penetration dashboard development to understand product behavior and implement cross-selling efforts.
- Governance model design consisting in 3 key follow-up and feedback meetings to generate a data-oriented performance management at all different levels and roles within the commercial department.
- 18 hours of PowerBI development training with commercial, finance and human resources personnel to increase a self-service data-oriented culture.
- 18 horas de capacitación en PowerBI a miembros del área comercial, finanzas y recursos humanos.
- Training and implementation on developed supervision tools with supervisors.
- Decrease of operative man-hour dedicated to data processing tasks through implementation of automated dashboards.
- Operative and data quality areas of opportunity detection in the use of current software and available technology.
- Implementation of control and follow-up of 19 performance management KPIs.
- Data analytical, technological and performance management maturity level increase through the design of a KPI pyramid and development of automated control dashboards.

This stage of the project concluded successfully in the agreed time thanks to the dedication and professional work of the staff of Cortés Hermanos and London Consulting Group, as well as the methodology applied, generating results of great value for the company.

Therefore, it is gratifying to recommend London Consulting Group as a professional and committed firm, which with its leadership contributes to cultural change and achievement of objectives in a short span of time.

Kind regards


Ignacio Javier Cortés
Commercial Vice President


Pedro Pablo Estévez
Sales Director



Santo Domingo, Dominican Republic, June 1, 2022

To whom it corresponds:

Chocolates Cortés is a family company with more than 90 years of history, with national and international presence, being leaders in the industrialization of cocoa, manufacture, and distribution of chocolate in the Caribbean Region, with more than 50 varieties of high-quality products, especially, semi-processed cocoa products. The company has two production plants located in the Dominican Republic with different collection centers nationwide and one production plant in Puerto Rico.

During the months of January to May 2022, with the aim of improving the management and operation of the Information Technology area, we developed, together with the London Digital area of London Consulting Group, the information technology project to design the area processes and provide it with the tools to become a strategic area for the organization. During this period we also focused on training and encouraging the use of technological tools and KPI's. A new operating model was designed, strengthening results-oriented and data-driven management, improving internal customer service and increasing the capacity to respond to the needs of the rest of the areas of the organization.

Among the main activities and achievements, we highlight the following:

- Design of 14 management models
- Implementation of 4 action forums, including 3 related to the governance model to implement data-driven management at the different levels and roles in the area
- 35% reduction in the opening of tickets
- 73% reduction in high priority overdue tickets
- 41% reduction in the average resolution time of high priority tickets
- 88% reduction in the oldest ticket's aging
- Data analytical, technological and performance management maturity level increase through the design of a KPI pyramid and development of automated control dashboards
- Design and development in Power BI of an interactive Capacity Plan tool for the analysis of operational capacity, definition, and efficient allocation of resources
- Development and implementation of a collaborative tool for project management with security and visibility restriction by areas
- Development and implementation of a tool for planning and prioritizing technological initiatives based on the definition and weighting of 6 impact variables
- Implementation of a systems monitoring software based on the Systems Map developed with the configuration of alerts for service downtimes
- Development of 5 management dashboards, 3 operational and 2 analysis reports for the axes of projects, technical support, and networks and infrastructure.

This stage of the project concluded successfully in the agreed time thanks to the dedication and professional work of the staff of Cortés Hermanos and London Consulting Group, as well as the methodology applied, generating results of great value for the company.

Therefore, it is gratifying to recommend London Consulting Group as a professional and committed firm, which with its leadership contributes to cultural change and achievement of objectives in a short span of time.

Kind regards

Angel Concepción

Administration and Finances Vice President

