

To whom it may concern:

Importadora La Plaza is a company dedicated to importing and distributing spare parts for motorcycles, as well as spare parts and accessories for automobiles and bicycles. For 30 years it has led the market in the Dominican Republic thanks to its focus on providing excellent service and ensuring its client's satisfaction.

Between June and December 2019, **Importadora La Plaza developed, in conjunction with London Consulting Group, the second phase of the "Impulso" project.** This phase of the project focused on developing initiatives that increased productivity, and digitalized and automated the processes within the Finance and Human Resources departments. It also defined the auditing processes in order to ensure the adherence of the processes and policies. Furthermore, the project also initiated the transition process with the Shareholders which focused on the changing roles, the succession process, the management model and a Strategic Plan was defined in order to be used as a foundation for our goals and continuity. Some of the most notable results we achieved, and those achieved by each department were:

Finance Model

- 37% reduction in the amount of orders which were approved manually, from 49.65% to 31.27%
- 45% reduction in the order's approval time, from 25.3 minutes to 13.93 minutes.
- \$10,134 USD were saved through the deduction of discounts to clients which have not kept their promises to pay.
- 56% reduction in the amount of orders approved for clients in arrears, from 562 to 247.
- 78% increase in recovery management, from 56% of all our managed clients to 100%.
- Optimizing the department's head count through the automation of reports and processes, which yielded a \$22,440 USD saving.

Human Resources Model

- 53% reduction in the Recruitment Time, from 24 to 10 days.
- 37% reduction in the operative personnel's rotations between June-October, from 5.4% to 3.4%.
- 89% reduction in the time spent on the basic introduction provided to the personnel, from 180 minutes to 20 minutes.
- 75% increase in the utilization of the system which administers Human Resources, from 4% to 79%.
- 8% increase in the company's organizational environment, from 81% to 89%.
- Implementing internal communications, integration and corporate value processes.
- Reshaping the company's 54 policies towards the profitability of the company.

Internal Auditing Model

- Developing 543 critical operational variables in order to be able to audit over 88 processes within the company's departments
- Developing an internal auditing plan, and an auditing program which generate auditing reports which enable us to ensure the adherence to the processes and policies.
- Developing a Risk Matrix and an Internal Auditing Matrix for the Purchasing, Commercial, Logistics, Human Resources and Finance departments.

Management Model

- Developing and implementing a management model with management indicators which enable us to monitor the variable strategies: each department's tactical and operative management.
- Designing and implementing the indicators on the Power BI platform.

The second phase of the Impulso project was successfully concluded within the agreed time frame thanks to the professional work undertaken by both the Importadora La Plaza's personnel, along with London Consulting Group's team. Due to this, we recommend London Consulting Group as a professional and committed firm which contributes towards positively changing the work culture through their implementation of solutions, their leadership, and their commitment on capitalizing on tangible results in the short term.


Luis Rivera Hernández
Founding President
Importadora La Plaza


Rafael Luciano Domínguez
Managing Director
Importadora La Plaza

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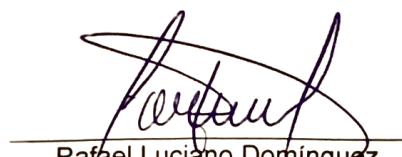
Between June and December 2019, London Consulting Group successfully implemented, with our executive team, the strategic analysis and they facilitated the design of our Strategic Plan 2020-2024. This plan included the fundamental and tactical definition of our strategy, which includes our vision, mission, strategic objectives, strategic action guidelines, and detailed operative plans for each departments within the defined directive. At the same time, London's personnel assessed our guidelines in order to evaluate and align our business model towards maximizing our profitability and enhancing our growth according to the requirements of the strategic plan.

Strategic Planning and Succession Plan:

- Developing the Strategic Plan 2020-2024.
- Elaborating the Mission, Vision, Corporate Values, and our Corporate Objectives according to the internal and external analysis (PESTEL) of Importadora La Plaza (Pestel and Porter).
- A competitiveness and market analysis was developed. (Mystery Shopper).
- A profiling of the target segments and a value proposal was carried out according to the CANVAS methodology.
- A market participation analysis was carried out which used Mc-Kensey and GE's analysis matrix.
- The work teams and sessions were defined in order to formulate and deploy the strategic plan.
- A List of Strategic Objectives, Goals, and Drivers was elaborated through an Extended DOFA analysis.
- A list of initiatives which are aligned to our goals and strategies was defined, which included 38 Functional Strategies and 10 Business Model strategies which must be assessed.
- An initiative deployment plan was defined, along with the management model which will follow up on and execute these initiatives.
- A management model and a succession plan for the organization's management positions was defined.
- The policies, roles and functions of the Corporate Leadership were defined and were implemented in monthly sessions.

The way change was managed, the dedication displayed by members of the team, along with, the methodology and the way this was applied throughout the different stages of the project, enabled us to attain these qualitative results. Due to this, we highly recommend London Consulting Group as a company which has a proven methodology, and competent and experience personnel, which have met our expectations.


Luis Rivera Hernández
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