

# CC1 Virgin Islands

US Virgin Islands, 28<sup>th</sup> of October 2020.

To whom it may concern:

CC1 Virgin Islands is a company that belongs to CC1 Puerto Rico Bottlers, leader in manufacturing, bottling and distribution in the Caribbean, with operations in more than 15 countries and a wide portfolio of brands that includes Coca Cola, Sprite, Fanta, Seagram's, Monster Energy Drink, Minute Maid, Fuze Tea, Gold Peak Tea, Powerade, Dasani, Malta India, del Valle and Medalla beer. In February 2020, CC1 Virgin Islands acquired the wine and spirits distribution operations in the region from suppliers such as Beam Suntory, Pernod Ricard, Webb Banks, Remy Cointreau, Fiji Water, Café Santo Domingo, Sierra Nevada, among others.

During the months of February to October 2020, the London Consulting Group team supported during the integration process and together with the leaders of the organization it was possible to unify the organizational structure of sales, operations, and purchasing departments. In addition, processes and dashboards were designed and implemented to track key management indicators and thus develop a culture based on productivity and compliance.

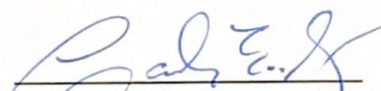
Some of the quantitative improvements obtained during the project were:

- ▼ 29% reduction in payroll expenses achieved through the integration of operations.
- ▼ Reduction by 11 percentage points in the lost sale of wines and spirits, going from 18% to 7%.

Some of the qualitative improvements we achieved during the project were:

- ▼ Support in the integration process of the enterprise resource planning system (ERP).
- ▼ Implementation of the Sales and Operations process (S&OP) to improve inventory levels by product.
- ▼ Implementation of a daily commercial routine to analyze the effectiveness of the sales team by route according to the assigned customers.
- ▼ Implementation of a process to monitor the unloading of containers and thus expedite the system inventory entry.
- ▼ Implementation of an inventory cycle count process to ensure its reliability in the system.
- ▼ Implementation of a governance model based on KPI's reviewing meetings with each process owner.

As a result of the initiatives that were undertaken, the project has generated a ROI of 1.75 to 1 with a forecasted annualized return of 4.9 to 1. Due to what has been mentioned, we thank the entire London Consulting Group team for the support provided during this acquisition and integration process.

  
Carlos E. Díaz Santiago  
VP International Operations



St Thomas, United States 1<sup>th</sup> of October 2020

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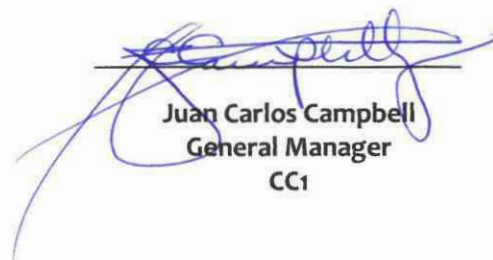
CC1 is a company that belongs to Coca Cola Puerto Rico Bottlers, leader in manufacturing, bottling and distribution in the Caribbean, with operations in more than 15 countries and a wide portfolio of over 1200 SKUs of wines, spirits, beer and soft drinks with brands that includes Coca Cola, Sprite, Minute Maid, Powerade, Dasani, Medalla Beer, Jameson, Chivas Rigal, Absolut Vodka, among others. The company's mission is to provide excellent customer service and achieve optimal distribution in each of the brands it represents in order to keep innovating and expanding the product portfolio.

CC1 would like to recommend **London Consulting Group's Organizational Development** department for their excellent work in supporting the implementation of daily work routines providing Leadership & Teamwork practices which was carried out during **September 2020**. The objective of this process was to establish the correct setup, in terms of **Leadership, Teamwork and Attitude**, for the personnel which participated in the project.

Some of the initiatives that were undertaken were:

- **Leadership & teamwork practices:** 3 practices were implemented:
  - Shared Narrative. How to translate values into the motivation for action
  - Shared Structured: How to secure commitments required to generate measurable and effective action.
  - Shared measurable action: How to structure a team with shared purpose, ground rules and clear roles.
  
- **Talent Analysis:** Profile test were applied to identify the development gaps of the sales manager and other key players in the organization. A learning plan was developed for people with relevant gaps, it was suggested a calendar but this plan can be follow at their own pace.

Without a doubt, this support has been very important to meet the plans of our organization. The new set of skills that were acquired, improved our personnel's leadership & teamwork kills. Due to this, we highly recommend **London Consulting Group's Organizational Development** department for their professionalism, commitment and effectiveness in developing a program of this nature.



**Juan Carlos Campbell**  
General Manager  
CC1