



# CAMPO PABLO BORQUEZ S.A. DE C.V.

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**Campos Bórquez** is a leading manufacturer and distributor of Mexican agricultural goods in the state of Sonora. We supply premium, fresh, and organic goods of the highest quality, and we distinguish ourselves by pioneering new crops in the regions in which we operate.

Some of our products that we are most proud of are our dessert grapes, asparagus, avocados, celery, cauliflower and broccoli.

We would like to express our complete satisfaction with the work carried out, and the results that were subsequently achieved, by **London Consulting Group** during the “**CBMejora**” (CBImprovement) project. Through their agile methodologies, collaborative tools, and a strong focus on digitalization, we were able to carry out the following activities:

- Designing and formalizing the *Organizational Structure* which defined the leadership positions’ controls spans, hierarchies, functions, responsibilities, and indicators.
- Implementing a *programming model* throughout the entire production chain (Planting, Harvesting, Packaging, Warehousing, Dispatching, and Purchasing activities) through the use of a visualization and management tool on Tableau.
- Implementing a *field model* through the “Xitoga” App, which was designed and implemented in the field. This process involved the personnel in the data capturing, visualization, and productivity indicators management processes.
- Implementing a *packaging model* through the “Nitamachiwua” app, which was designed and implemented in the packaging and dispatching departments, allowing the creation and management of indicators in real time.
- A *Management model* based on the creation and development of indicators was implemented, through the use of apps, Tableau, and Google.

Some of the key results from project were:

## 30% Increase in the EBITDA

- **Planting Labor:**
  - 28% increase in productivity in regards to wages per hectare of Asparagus.
  - 5% increase in productivity in regards to wages per hectare of Celery.
  - 16% increase in productivity in regards to wages per hectare of Grape.
- **Harvesting:**
  - 29% increase in harvested crates per wage for Grapes and 28% for Asparagus.
  - 48% reduction in excess weight for harvested and packaged grapes.
  - 41% reduction in waste due to mechanical damage during the harvesting of asparagus and vegetables.
  - 11% increase in the weight of the crates that leave the field towards the asparagus packaging plant.
- **Packaging Plant:**
  - 77% increase in the packaging lines’ efficiency within the plant.
  - 41% increase in the bagging lines’ efficiency within the plant.
  - 33% reduction in excess weight for packaged asparagus.
- **Support departments for the operation:**
  - 11% increase in the trailer’s space utilization.
  - Implementing an authorization process for fuel consumption through the use of QR codes, achieving a 5% reduction in fuel consumption per kilometer.
  - 13% reduction in prices for products that were negotiated with the top 10 suppliers.
  - 75% reduction in the time taken to generate the payroll for the grape harvesting process.

The **Agile Leadership** program was successfully implemented. We can see that our personnel have developed new ways of thinking and they get involved in improving the organization with much more ease.

London has provided them with the collaborative tools and agile methodologies that they need, and this has helped them innovate and to achieve the results that were established in the Innovation Hub at the beginning of the project.

The leadership in Campo Borquez is now more focused on enabling their personnel to develop themselves and towards ensuring their well-being.

The project was successfully concluded within the agreed timeframe, generating a return on investment of **2.4 to 1**, with a forecasted annualized return of **6.2 to 1**. These results have surpassed our initial expectations due to the professional work that was carried out, in conjunction, between the Campos Borquez personnel and the London Consulting Group team.

Pablo Borquez Almada  
President

Sincerely

Sergio Bórquez Schwarzbeck  
Vicepresident