

Veracruz, Mexico

July 2012

To whom it may concern:

We hereby would like to share our experience during the project called "Let's get to work" ("Manos a la obra") implemented with the objective of optimizing our internal processes, and to implement a work culture based on results and objectives. Grupo La Parroquia worked along with the consulting firm London Consulting Group on the implementation of the aforementioned project.

During the 42 weeks that the project lasted, the approach was focused on the La Parroquia de Veracruz restaurants and the Fernandez Rivero Trading Company, where processes, tools and indicators were redesigned and all personnel was trained in their use.

The project's team involved all personnel at all levels, which allowed the quick acceptance of the changes, and committed our personnel to the success of the project.

During the project we achieved quantitative and qualitative results that directly impacted the company's operations and results. Some of those benefits were:

- 8.5% improvement in the reduction of sales costs
- 9.63% reduction in operational expenses
- 75% reduction of external client's accounts in arrears
- 34% improvement in the level of service to clients
- 97% improvement of the EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) at a group level.

To this date we have obtained a return on investment of 1.7 to 1, and we project a ROI of 4.6 to 1 within a year.

Due to the aforementioned we highly recommend the firm London Consulting Group for their great professionalism in the development and implementation of performance improvement projects which are focused on management, action and results.



Marcelino Fernández
Executive Director
Grupo La Parroquia

