



June 29, 2012

To whom it may concern:

**Deli Pollo S.A. - Tip Top**, the biggest fast food chain in Nicaragua, specialized in selling fried and rotisserie chicken since 1958, developed along with **London Consulting Group** the project called "**Tip top Challenge II**" with the objective of improving results and consolidating its growth.

The project which lasted 24 weeks developed the areas of Strategic Planning, Marketing, Commercial System, Competency-Based Management, and the continuation of the project "**Tip top Challenge I**". The main systems implemented and their results were:

#### **Strategic Planning**

- Design and development of Strategic Planning 2012-2017.
- Design and development of detailed Operational Plans 2012-2013.
- Reinforcement of the result-oriented and follow-up culture for specific operational and management plans.
- Empowerment of mid-level management achieving commitment and discipline for the successful execution of the strategic plan.

#### **Marketing and Commercial System**

- Design and implementation of the Marketing Model .
- Design and implementation of the Sales Model.
- Development of follow-up and alert mechanisms for deviations in the fulfillment of the commercial strategies.
- Definition and implementation of the marketing structure required for the design and execution of the strategies.
- Design and implementation of the Sales Budgeting Model (Volume-Margin).
- Design and implementation of the Definition of Operative Objectives/Fees Model.
- Design and implementation of the Follow-up, Evaluation and Budget Adjustment Model.
- Design and implementation of the Promotional Plan.
- Design and implementation of the Commercial Strategies Committee.
- Optimization of the administrative processes in the restaurants.
- A 19.8% expense reduction, which is reflected in the 109% increase in net profit.
- A 92% increase in additional sales, which is reflected in the 33% increase in total sales.
- Definition of Promotional Profitable Strategies while increasing the operative margin by 14.6% and a 46.2% increase in combos sold.

#### **Competency-Based Management**

- Design and implementation of the Organizational Design Model.
- Design and implementation of the Recruitment and Selection Model.
- Design and implementation of the Profile Evaluation Model.
- Design and implementation of the Training Model.
- Design and implementation of the Career Plan Model.
- Design and implementation of the Succession Plans Model.
- Development of personnel for the following Career Plans, 5.4% of restaurant personnel and 7.4% of administrative personnel.
- Recruitment of personnel with the best profile according to the necessary competencies, 7.0% of restaurant personnel and 27.6% of administrative personnel.
- A 30% improvement in the fulfillment of the Training Plan.



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#### Continuation

- Consolidation of the Organizational Structure as a strategic axis for the sustainability of the results.
- An increase in the level of administrative and operative management, ensuring continuous improvement through the systematic control of the key indicators of the business.
- Implementation of internal audits for the processes.
- Follow-up on additional sales, increasing invoices by 20.7% and additional sales by 4.2% compared to Tip top Challenge I.
- Follow-up on ticket average, which increased by 11.1% compared to Tip top Challenge I.
- Follow-up on Optimum Deliveries made through Delivery Service, which increased by 11.5% compared to Tip top Challenge I.
- Follow-up on Delivery Service complaints, which decreased by 80% compared to Tip top Challenge I.
- Follow-up on Client Satisfaction, which increased by 1% and reached 98% satisfaction levels compared to Tip top Challenge I.
- Follow-up on the fulfillment of the Service Orders, which increased by 5.4% compared to Tip top Challenge I.
- Follow-up on the fulfillment of the Preventive Maintenance Program, which increased by 15.56% compared to Tip top Challenge I.
- Follow-up on the Reduction of Overtime, which decreased by 67% compared to Tip top Challenge I.

The project was developed within the agreed time frame and exceeded our expectations in economic returns as well as in improvements to the critical processes of our business. To this date we have achieved a **return on investment of 3.29 to 1**, and we are expecting a **7.68 to 1** ratio within a year after completing the project.

Due to the above, it is our pleasure to recommend **London Consulting Group** as a committed, professional company which is highly involved in working with our personnel as a team, and which has a proven work methodology, managing to implement the required solutions in a sustainable manner.

Sincerely,

  
Martin Rosales Lacayo  
Executive Director

  
Claudio Rosales Lacayo  
Executive Director

  
Roberto Harding Zamora  
Executive Director



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