

To whom it may concern:

Bella International Inc. is a company with business interests focused on the sale and distribution of automobiles, transportation equipment and replacement parts for the brands Honda, Acura, Chrysler and Mazda in Puerto Rico and part of the Caribbean region. The company was founded in 1963 and currently has a roster of over 400 employees and 12 dealerships of the brands it represents.

From January to July 2015, **Bella International** along with the firm **London Consulting Group** (LCG) carried out a project in the Replacement Parts Division with the objective of making the processes and their logistics network facilities more efficient. With this initiative we are expecting to increase the productivity levels, to reduce the operating costs and to improve the levels of service offered to external and internal clients.

The objectives of the project were surpassed, and some of the most relevant results were as follows:

**Quantitative improvements:**

- **A 23% reduction** in labor costs for the operation of the distribution warehouse.
- **A 20% increase** in dispatch speed per replacement part in the operations at the distribution warehouse.
- **A 34% increase** in compliance with the daily dispatch times established at the distribution warehouse.
- **A 23% increase** in the fill rate of dispatch orders received at the distribution warehouse.
- **A 42% reduction** in the number of claims received from external and internal clients.

**Qualitative improvements:**

- Ten replacement parts warehouses were redesigned (one distribution center and nine dealerships), while optimizing the space according to the needs at each location.
- A daily productivity indicator and follow-up system was implemented for the operations of each location.
- A consolidated work system was implemented at the distribution center, while managing with one single work team the receipt and dispatch of the Honda, Acura, Mazda and Magnetti Marelli brands.
- A dynamic model for the measurement of the personnel's usage percentage per location was implemented based on real volume and operation timeframes.

Finally, we would like to highlight the work performed by LCG, in the application of their methodology as well as the commitment and the high level of professionalism shown by their result-oriented personnel, thus I have no reservations in highly recommending the company.

Sincerely,



Etheldred Chacon Rivera  
Directora Piezas  
Bella International Group



San Juan, Puerto Rico, November 2, 2015

**To whom it may concern:**

Bella Group International, a leading Puerto Rican private company founded in 1963 with business interests focused in the wholesale distribution and retail sales of automobiles, transportation and leisure equipment, recognizes **London Consulting Group's Human Development** area for their excellent collaboration in the **Change Management and Management Development** of the participating personnel in our Process Improvement Project.

We would like to highly recommend **London Consulting Group** for the results achieved during the application of their **Human Development Program**, which was carried out as an integral part of our project between **February and May 2015**.

This program's objective was to establish the appropriate conditions regarding **Methodology, Mentality and Attitude** from the personnel participating in our project. Some of the initiatives implemented were:

- **Project's Communication and Change Management Program:** With this initiative we were able to constantly keep the company's personnel informed while promoting the appropriate values and behaviors for the project's development.
- **Strategic Coaching for Management Personnel.** During these one-on-one meetings, the participants received the support and guidance so that the knowledge acquired during the seminar's sessions could be applied effectively in their work areas.
- **Management Skills Seminar:** This seminar consisted of 6 very dynamic and interactive workshops which were specifically designed to address the development needs shown by the participating personnel through the different **Profile Tests** applied and through the **Management Values Survey**. The seminar provided us with techniques and tools necessary to efficiently, strategically and methodically lead our different work teams.

Finally, we would like to highlight the importance that the cultural change has had in our organization, since without a doubt the better disposition to change and the new skills developed are key elements of our personnel taking complete advantage of the new processes and management tools implemented by the project. Based on the above, I hereby reiterate my highest recommendation for **London Consulting Group** and their **Human Development Program** as a consulting firm capable of carrying out successful and positive projects for their clients

A handwritten signature in blue ink, appearing to read "Lourimer", written over a horizontal line.

Lourimer Rodríguez  
Human Resources Director  
Bella Group International