



**applied  
businessminds**  
integrated management solutions



case study

## Internacional Farmaceutica S.A. DE C.V. (IFSA)

"I hired Applied Business Minds to review our whole business organisation and operation in order to improve product delivery times. Applied Business Minds conducted a thorough review of my organisation from Board level right through to the shop floor. They then presented a very thorough summary of their findings and also provided practical recommendations to resolve the problems they had identified. I retained Applied Business Minds to work as part of my management team to implement their recommendations. They did this very effectively and professionally and improved my product delivery times to my customers significantly. I would have no hesitation in recommending Applied Business Minds as they are an extremely professional consultancy."

**Managing Director, IFSA**

### the client

Rapidly growing over the last 35 years, Mexico City based Internacional Farmaceutica (IFSA) are specialists in manufacturing first class pharmaceutical products and are recognised world-wide for quality standards far exceeding international requirements. The brand name for their products is Atramat.

With products exported to over 70 countries around the world, IFSA invests heavily in Research & Development and continues to pioneer innovative products building on its reputation for excellence.

### the brief

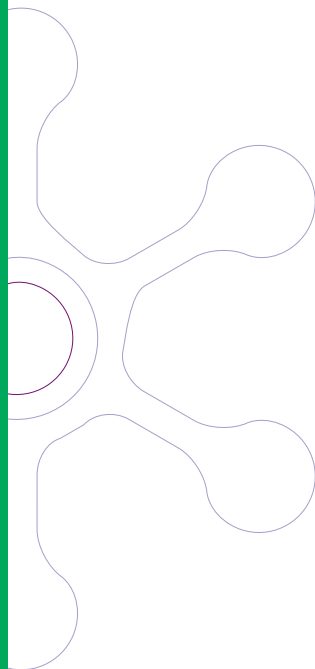
Due to poorly defined internal processes and management systems, IFSA faced severe logistics and supply chain issues that were impacting on delivery times to customers.

In addition, members of the Senior Management Team were not working as a cohesive unit, compounding the operational process problems.

In order to ensure that IFSA remained profitable and could achieve its strategic expansion plans, it was necessary to undertake a change programme to improve both the processes and culture within the organisation.

"Applied Business Minds completed a thorough review of our organisation and the results of the recommendations they implemented made a vast improvement in profitability. We were constantly late in our deliveries to customers before Applied Business Minds arrived, resulting in lost and cancelled orders. They managed to work with us internally, from the Board to the production line, to implement a significant Change Programme. This resulted in a culture of teamwork being incorporated throughout the workforce and the improvements this brought to efficiency and profitability were immense."

**Finance Director, IFSA**





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## the approach

Working with the Managing Director and his Senior Management Team, **Applied Business Minds** were retained to undertake a detailed analysis of the entire company operation and organisation and to provide detailed recommendations for improvement. The client then retained **Applied Business Minds** to deliver and implement the recommended solutions and we joined the IFSA Senior Management Team in order to achieve this, combining consultancy and change management with hands-on interim management to deliver real results.

## the results

The **Applied Business Minds** team worked with IFSA to deliver the following results:

- following a company-wide internal analysis, presented detailed recommendations to the Managing Director and his Senior Management Team
- identified key stakeholders, external and internal to the organisation, and made recommendations regarding how they should be managed and the frequency at which they should be communicated with
- re-engineered and developed business processes in the logistics area to ensure the correct tools were available to internal resources. This involved the re-specification of a section of the internal company ERP software package
- identified key areas within the organisation requiring immediate action to ensure efficient processes could be adhered to within the existing company structure
- implemented a robust Logistics Planning Tool to assist the Logistics Director with accurate production and delivery schedules. This migrated the company from a culture of reactive management to proactive planning
- changed the culture within the organisation by implementing our recommendations from the first phase of work. This company now plan production activities at least 3 months ahead of schedule, rather than reactively planning one week in advance
- reviewed the long-term strategy of the company and provided recommendations defining how to migrate to that target from the current strategic position
- implemented some “quick wins” in the form of changes to the organisation structure to ensure lines of communication were clear and processes could be executed in an expedient manner
- recommended a succinct and robust reporting and escalation process from all levels of the organisation to the Senior Management Team and Managing Director, to allow efficient, fact-based decision making
- provided “on-the-job” coaching and mentoring to the Logistics Manager to improve service deliveries to other key internal and external stakeholders
- implemented efficient meeting schedules to ensure all key stakeholders were aware of the production plan and could raise any issues or risks, so that mitigation plans could be put in place well in advance
- worked in an interim capacity as the Logistics Director during this assignment in order to train the current employee in this role “on-the-job”. Also provided interim cover for the Sales Director and Production Manager to ensure our recommendations were implemented

If you would like to discuss how our team can work with your organisation, we'll be happy to discuss your requirements in a free, no-obligation meeting.

To find out more, call us on **0845 3456 626** or email **info@appliedbusinessminds.com**.

You can also visit us at **www.appliedbusinessminds.com**.

“Applied Business Minds were an excellent temporary addition to our management team. They coached me personally and improved the way I managed stakeholders and also developed and enhanced my managerial skills. They helped me to define and implement processes and procedures that were practical and easy to follow. This resulted in my department operating more efficiently and as a team. I would like to thank Applied Business Minds for all of their hard work in turning our company around.”

**Logistics Director**, IFSA