



THE DEVELOPMENT OF A CLASS A JOURNEY TO IMPLEMENT INTEGRATED BUSINESS PLANNING (IBP) HAS ENHANCED BUSINESS PERFORMANCE AT ARGOS HONDURAS BY FOSTERING A HOLISTIC UNDERSTANDING AND A CULTURE OF CONTINUOUS IMPROVEMENT



CHALLENGE

Cementos Argos, a cement producer and marketer, is a growing multinational with nearly 80 years of history, strengthening its presence in sixteen countries and territories across emerging and developed economies in the Americas, including Honduras.

Argos Honduras, sought a cross-functional process to advance on Integrated Business Management, ensuring alignment and synchronization of strategies with tactics and execution. The proposed approach was to integrate the senior and middle management processes with the tactical planning and execution processes across Product & Portfolio, Demand, Supply, Logistics & Distribution, and Financial Planning.

The objective was to increase response capability and fortify resilience to navigate challenges and drive growth effectively.

SOLUTION

The CEO, Luis Tovar, of Argos Honduras, and the executive and process leaders were committed to this initiative. With Oliver Wight's help, they realized they needed cross-functional support to advance Integrated Business Management. This approach integrated the senior and middle management processes, as well as tactical planning and execution processes, and established a roadmap with clearly defined stages:

- Stage 1: Using the **Oliver Wight Proven Path** methodology, a Leadership Phase was instituted focusing on the necessary diagnostics, gap analysis, internal expert training, and detailed implementation to give clarity to the project. The leadership team gained oversight without micromanaging to ensure the initiative progressed on pace.
- Stage 2: Next, the **Transformation and Ownership Phases** took place. At this point, Argos Honduras focused on redesigning, formalizing, and implementing the new processes guided by the Oliver Wight Business Advisor, Alberto Fonseca Diaz.

Once the leaders understood the best practices, they structured the processes quickly. The executives established the visibility of the strategies and tactics across all business plans. Doing so allowed them a way of approving a single monthly game plan. The IBP cycle one launched in three months.

RESULTS BENEFITS

Argos Honduras realized impactful business results:

1. The quality of discussion and analysis had greater visibility in the medium and long-term planning.
2. A collaborative culture was established by breaking down silos into formally integrated teams.
3. Improvements became more quantifiable across inventory levels, customer service, and response capability.
4. A targeted approach to maximize profitability was established by aligning the strategic vision.
5. Improved portfolio understanding, segmenting into strategic units using stage and gate practices.
6. Performance improvements were benchmarked using the definitive standard for business excellence, *The Oliver Wight Class A Standard for Business Excellence*.
7. Advanced applications were implemented to support an 18-month integrated demand, supply, and financial planning processes.
8. Improved demand planning accuracy and effective portfolio management resulted in increased profitability.
9. Financial analysis has greater agility and flexibility for strategic decision-making.
10. Seamless alignment between customer needs, sales, and production goals enhanced flexibility and resilience.

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