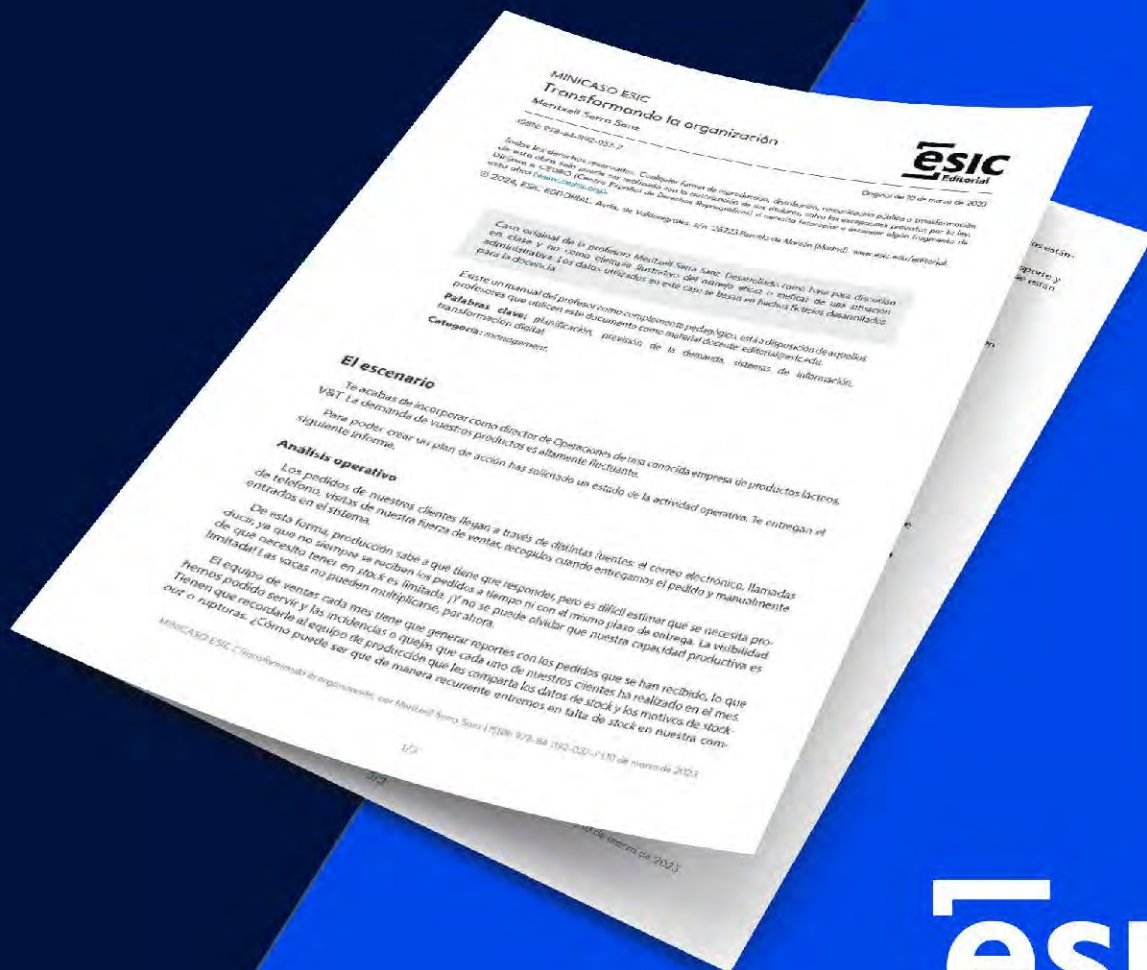


MINICASO ESIC



MINICASO ESIC Transformando la organización

Mercedes Serra Sainza



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Este es un caso de estudio. Contiene datos de identificación, identificación, información pública o transformación en caso y no como ejemplo de resultados de un estudio, sino como herramienta pedagógica para la formación de futuros profesionales. El uso de este caso de estudio en cualquier otro contexto sin el consentimiento de ESIC Editorial, Avda. de Valdeagrosas, s/n 28023 Madrid (España), www.esic.es/estudios.

Caso original de la profesora Mercedes Serra Sainza, desarrollada como herramienta docente en sus clases y no como ejemplo de resultados de un estudio, sino como herramienta pedagógica para la formación de futuros profesionales. El uso de este caso de estudio en cualquier otro contexto sin el consentimiento de ESIC Editorial, Avda. de Valdeagrosas, s/n 28023 Madrid (España), www.esic.es/estudios.

Este es un manual de profesores como complemento pedagógico, está a disposición de aquellos profesores que deseen usarlo como material docente adicional en sus clases.

Palabras clave: planificación, previsión de la demanda, sistemas de información, transformación digital

Categoría: marketing

El escenario

Te acaban de incorporar como director de Operaciones de una conocida empresa de productos lácteos, VST. La demanda de vuestros productos es altamente fluctuante. Para poder crear un plan de acción has solicitado un estudio de la actividad operativa. Te entregan el siguiente informe.

Análisis operativo

Los pedidos de nuestros clientes llegan a través de distintos frentes: el correo electrónico, llamadas de teléfono, visitas de nuestra fuerza de ventas, recepción cuando entregamos el pedido y manualmente en el sistema. De esta forma, producción sabe a que tiene que responder, pero es difícil estimar que se necesita producir, ya que no siempre se reciben los pedidos a tiempo ni con el mismo plazo de entrega. La visibilidad de que necesita tener en stock es limitada (y no se puede olvidar que nuestra capacidad productiva es limitada), así como ni pueden multiplicarse, por ahora. El equipo de ventas cada mes tiene que generar reportes con los pedidos que se han recibido, lo que hemos podido servir y las incidencias o quejas que cada uno de nuestros clientes ha realizado en el mes. Tienen que recordarle al equipo de producción que les comparte los datos de stock y los motivos de stock out o rupturas. ¿Cómo puede ser que de manera recurrente entremos en falta de stock en nuestra com-



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Original case by Professor Dr. Jesús Centenera Ph.D. Developed as a basis for class discussion and not as an illustrative example of effective or ineffective management of a business situation. The data used in this case are based on fictitious facts developed for teaching purposes.

A teacher's manual is available as a pedagogical supplement for teachers who use this document as teaching material: editorial@esic.edu.

Key words: Branch companies; subsidiaries; Matrix organizations; reporting.

Category: Internacionalization.

The scenario: A Stormy Managers Committee meeting

It was 10 o'clock in the morning and the company president was running late, as was his custom. The 12 members of the company's management committee were sitting around the huge, lacquered table in the boardroom, some talking to each other, some checking their cell phones, some joking around, in an informal atmosphere. But there were three people who were very focused, and a little nervous about the meeting that was about to take place, because there had been a series of confrontations between them, at first indirectly, and then clearly in the open. This meeting was the one that could clarify what kind of organisation the company would have in its international expansion. On the one hand, the young 32-year-old export manager, Xavier, who had joined the company three and a half years earlier. Xavier had an M.B.A., spoke several languages, came from the world of the Big Four, and had an interesting career abroad, which he had exchanged for an offer in a family business with a strong presence in Italy, but none abroad. In that short time, he had managed to get the company, which had never exported before, to be present in several countries, with reliable big customers in more than 30 countries, mainly through distribution agreements, and was in advanced negotiations to buy a well-established distribution company in one of the large European countries. But what he was most proud of was having set up an industrial subsidiary, with a "green field investment" in Morocco, from incorporating the company, to locating the warehouse, equipping it, getting the permits and licences, moving the machinery from Italy, hiring the staff, and starting up the commercial activity. The last year and a half had been a very tough start-up period in a country as complicated as Morocco, with a very different culture and ways of working that were far apart from European standards.