



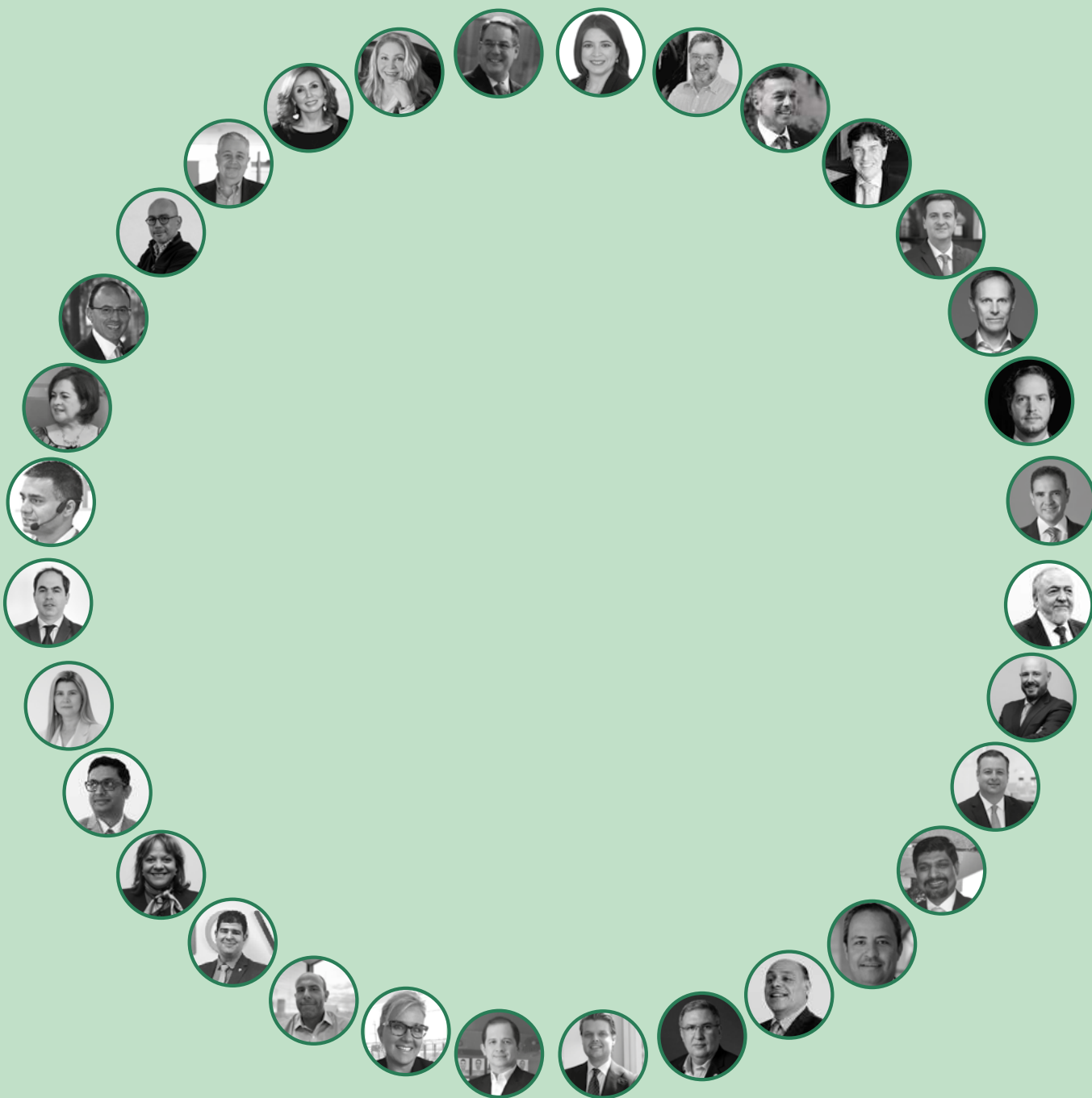
Q1 · 2022

Mexico

Back to the Future of Health



EXECUTIVE
FORECAST



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¹Cifra obtenida de la suma de todas las pruebas relacionadas con COVID-19 realizadas por Salud Digna de abril de 2020 a febrero de 2022: PCR, antígenos y anticuerpos.

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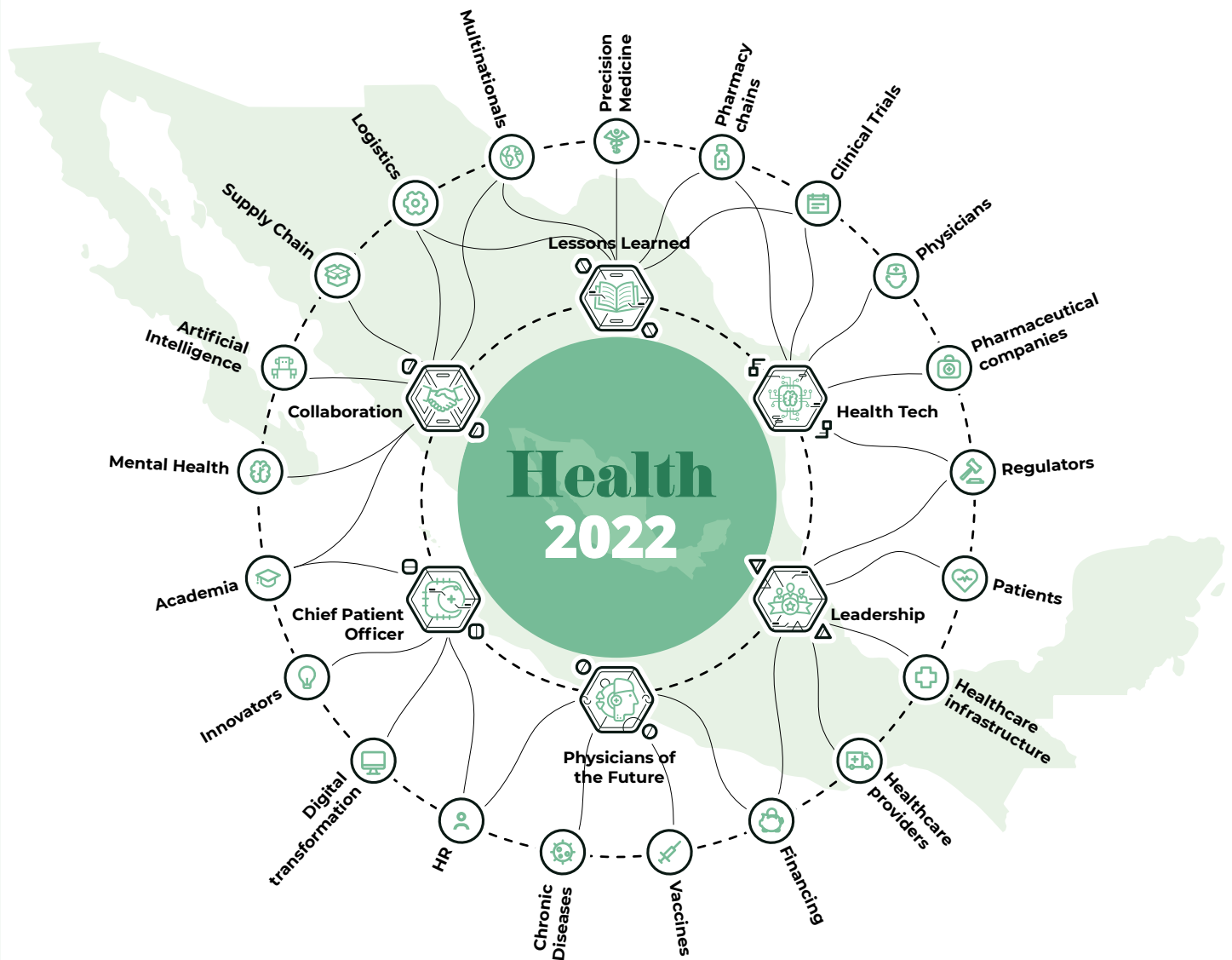
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Back to the Future of Healthcare

“You need to have a vision of the future, and you need to know the past.”, Carlos Slim.

There is no better time to think about the future of health than now. Covid-19 has shown us the importance of health, and the opportunities to improve health systems. Pre-pandemic priorities, and visions for growth and development have changed. Today, guided by a generation of leaders that have faced unprecedented times, the sector is redefining priorities, developing new business models, consolidate access policies to treatment as well as prioritizing investments in infrastructure and innovation. With the pandemic seemingly becoming an endemic, hope begins to flourish and plans for the future of the healthcare industry once again return.



Martha Delgado, Subsecretary of the Foreign Affairs Ministry, maintains an optimistic view for the future of

healthcare in Mexico, *“Mexico must be a hub for pharmaceutical industries because we really are able to do it... we have lots of pharmaceutical industries, entrepreneurs and scientists ready to do it.”* **Hector Valle, Executive Director of FunSalud,** puts this optimism into practically with the role of technology, *“there is plenty of room for leveraging technologies in healthcare, and this is part of the back to the future of healthcare, leapfrogging with patient care.”*



If the Healthcare industry comes together with ambition and a vision of prosperity, there will be promise and potentiality. Together the sector comes back to the future.



A WORTHY INVESTMENT

Covid-19 showed the impact of health in the economy, not only in the Business operation, but also at a macroeconomic level, impacting in Public Budgets allocated to healthcare. **“There is a strong positive correlation between health and GDP of different countries.**



Nations with a better healthcare system tend to have higher income” highlights Cristobal Thompson, Executive Director of AMIIF, and adds “Investing in Health is the intelligent investment. Because not only is changed the life of people, but also there are social and economic benefits that positively impact people’s lives, families, communities and consequently, a country.”



Héctor Valle compares the stability of a country with the capacity to attract investment. “legal certainty is the foundation to develop Mexico as a hub for healthcare in Latin America. Investors and business leaders need to trust in the direction of a country, an attractive country for investing is a predictable and stable country. In addition, Valle believes that, with investment, México has great possibilities, “we have the opportunity to be the hub for producing medicine and biotechnology. Another potential area for investment is develop pan equilibrium between the public and private sector, and that private investment develop hospital chains and clinical laboratories”.

“We have proved that we are capable of collaborating, answering to a sanitary emergency. It is critical that the installed capacity and the infrastructure is productive in the long term, and that is translated into a industrial policy, in this way admitting the development and auto sufficiency in innovation in Health, highlights



Alfredo Rimoch, CEO of Liomont, Pharma laboratory 100% Mexican allied with AstraZeneca and mAbxience, in the development of the Covid-19 vaccine. “Technology has united us, and this model could be used in the development of other products that are of importance for our region, such as biosimilars, monoclonal antibodies, recombinant vaccines, etc.



The economic recovery is related to the ability to have a healthy population. **Mariano Rozada, General Manager of Glenmark Mexico** mentions that “The progress made is mainly due to the health industry and progress will help the recovery and boost the economy. **Rodrigo Fernandez, Country lead of Teva México,** believes that access is also key to recovering the economy, “it is about driving innovation and planning an



access strategy program for affordable medicines”.

For **Pablo Chee, General Director at Almater Hospital,** the use of technology was also a fundamental assistant during the pandemic, “Technology allows us to be a step ahead, and our system gives information on pandemic numbers... we had information on what would happen two or three weeks in advance.” Looking into the future, **Pablo Bufano, Managing Director at Dräger Mexico,** believes that “we need to have more robust and sustainable technology to reduce the waiting time and provide accessible healthcare.”



For Almater, this meant lessons in preparation and past experiences, says **Patricia Meza, Operations Director,** “We have learned to be prepared and to have stock that will cover any contingency.. We have learned from this crisis as we have learned from crises before, in Mexico, mainly seismic crises. We strive to be at the forefront and provide a prompt response to the community.” For Dräger, remote work required the company to adapt the hiring process and find employees comfortable with the new norm of working, Bufano says, “The people we hire need to work virtually and physically with the rest of the teams and employees.. We need people eager to learn consistently and continuously in service jobs because our devices are constantly changing and upgrading. In covid, many occupations had to be at the frontline.”

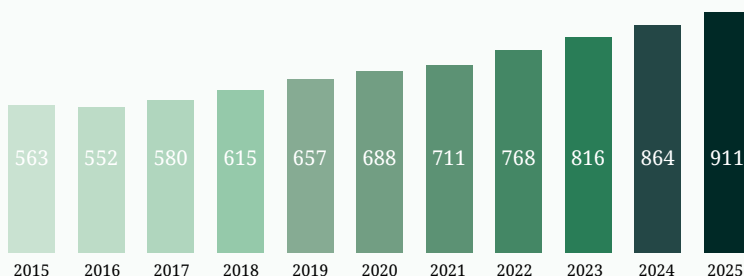


Fresenius Medical Care Mexico is in charge of improving the lives of patients with Chronic Kidney Disease, through a comprehensive service. **Alfredo Merino, General Manager for Mexico** shares his opinion: “I believe that the company wants to grow its subsidiary in Mexico. Today we have three production plants, one of which is FDA approved”. Alfredo adds that they have opportunities to increase production and open the possibility of exporting to other countries.

According to a study by KPMG and AMIIF on the impact of innovation “The revenue generated by this industry, in terms of sales, has grown at a CAGR of 3.3% from 2016 to 2020, with a value of MXN 688,000 million at the close of 2020, surpassing the total sales of self-service stores22 by 17%. However, it is expected to continue to grow at an accelerated rate of 4.7% by 2020. CAGR of 4.7% from 2020 to 2025, reaching MXN 911 billion.

PHARMACEUTICAL SALES IN MEXICO

In MXN billions

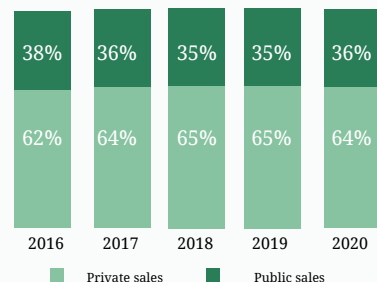


Source: 2020-2025 projections prepared with information from The Economist Intelligence Unit and IQVIA

Source: Study KPMG & AMIIF impact of Innovation in health.

SALES BY VALUE IN THE PUBLIC AND PRIVATE MARKET

In %



Private sales Public sales

Source: survey of AMIIF associates.

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NEW MODELS



Javier Potes, of the **Mexican Hospital Consortium**, shares his thoughts on the healthcare model: "The patient has moved to the center of the model: the hospital as a solution is no longer sufficient, traditionally we attend to patients once they cross the door, but we must be part of a much larger system, another link in the system. *Hospitals, laboratories and physicians recognize that we are no longer the center of the model and for the first time, together, we agree that the patient is the center, we agree that the patient is the center of the equation.*"

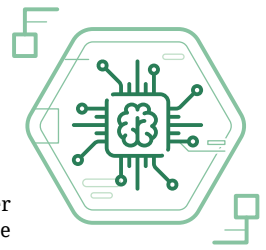


"There have been great changes in healthcare around the world, and it is necessary to understand how best to adapt health-care systems to this new era," warns **Pablo Chee Chávez**, **General Director of Almater Hospital**.



Patricia Meza, **Director of Operations** of the same hospital adds: "We have learned from

this crisis as we have learned from other Mexican seismic crises, striving to be at the forefront, and provide a prompt response to the community".



Pablo Bufano, **General Director of Dräger Mexico**, considers that "we need more robust technology to reduce waiting times and provide health at reasonable prices". Due to the remote work modality, Dräger redefined the profile of a new generation of collaborators, opting for people with good performance in the adoption of technologies and remote work. "The people we hire must work virtually and physically with other teams and employees. We need people who are willing to learn, as our devices are constantly changing and being updated. In the fight against Covid-19 we redefine the role of our teams," adds **Pablo Bufano**.

HEALTH 101: DIAGNOSTICS

What does PCR mean, asks a child to his mother? The 3 letters that have been on the lips of population stand for 'Polymerase Chain Reaction'.



"The diagnosis is the future, and it must be sustainable, repeatable and easily accessible. We must continue to invest, innovate and create new products with specific approaches" shares **Francisco Chavez**, **VP and General Manager of Thermo Fisher Latin America**. Thermo Fisher's role in Mexico, for Chavez, is to work for an innovative future, "we are very interested in Mexico, and we invest significantly in the country. We are in the process of shifting from laboratory equipment to technology development. We advocate the development of science and have invested in the construction of an Information and Technology Center of Excellence. We believe that data science is the future, so we are designing and testing new software products with this technology."



"It is important to return to the levels of health checks and pre-pandemic diagnostics for chronic diseases," says **Pablo Bufano**. Leaders face the challenges of missed diagnostics and



lack of preventive medicine: "to address the future as a nation we have to be healthy, workforces must have access to hospitals and their doctors." Two years of delay in diagnosis or treatments for oncology or diabetes or mental health patients can create major challenges for patients and for the healthcare system.

The use of data and technology offers, at the same time, solutions in the fight against non-communicable diseases, an issue of great concern in Mexico. and of great concern in Mexico. **Sven Boes**, **CEO of Hospitales TecSalud**, comments on the use of technology in healthcare, "We believe in long-life care, which is a longitudinal follow-up of our patients with their histories in electronic medical records. Through telemedicine and teleconsultations - for certain cases - we ensure medical follow-up for patients. The main message is for patients to return for care because early diagnosis or treatment of chronic degenerative diseases makes all the difference in outcomes."



Arturo de la Rosa, **General Manager of Abbvie Mexico**, refers to similar technological benefits. "With the increasing global exchange of information, patients will be more knowledgeable and in charge of their health. There are patients who have never been diagnosed or treated and with the changes that are coming the situation could change radically. The combination of technology, wearables and artificial intelligence, can detect and diagnose a greater volume of people." Education is a fundamental aspect of



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prevention and care for de la Rosa, “we must educate the new generations of children to be responsible for their health, my message is to **diagnose more and encourage people to take care of their own health**”.



Sandra Cifuentes, LatAm area lead at Astellas, understands that education and communication combined are key. “we must increase and educate patients on safety issues, so that they return to see their doctors in a safe environment. As part of the healthcare system, we must communicate with simplicity, offering simple and easy digital solutions for the patient in telemedicine.

We must educate in the use of digital solutions with more empathy for the patient - from consultation to medication delivery.”



Héctor Montes, CEO of Hospitales H+, which has capital investments from the private fund Discovery Americas and is considered one of the three best private hospitals in Mexico according to Funsalud and Blutitude, says: “We divided the hospital into two areas to attend Covid-19 patients.” He then adds that this strategy allowed them to “have a positive impact” and “have more recurrent patients than before the pandemic”.

TOGETHER, STRONGER



“The collaboration will set a precedent for the future,” says **Alfredo Rimoch, CEO of Liomont Mexico**. The pandemic highlighted the need to put aside differences and unite in the fight against Covid-19.

Today, from that effort, the different stakeholders can see the long-term benefits of working together. “I am very proud of our technology transfer and the production of the AstraZeneca vaccine - the most widely used in Mexico,” says Rimoch, “a clear example of international collaboration”.



Juan Carlos Ordoñez, CEO at Salud Digna, has similar collaborations that have benefited the country during the pandemic and the government “We were fortunate to work with six key players in the sector, which allowed us to start production quickly. Today,

Salud Digna is the largest provider of Covid-19 testing in Mexico, something we are extremely proud of. Having the right skills, technology, capacity and partners working in critical areas creates solutions.”



Collaboration is critical to the future of healthcare in Mexico according to **Rodrigo Fernandez, Latam Head for Teva**. “We need to work with public and private hospitals to bring patients back to health-

care. We can collaborate through education, promoting adherence to treatments, increasing access to medicines and working on delivery channels. In the coming years, partnerships will be critical for chronic diseases, non-communicable diseases and even communicable diseases, such as Covid-19.” Beyond the pandemic, Teva Lab is working on a long-term strategy to increase

its partnerships, collaborations and portfolio. The main areas of focus, says Fernandez, “are to

consolidate and expand our portfolio and achieve collaborations in various market areas.”

From an access perspective, **Suryanarayana Nagendra, General Manager of Zydus in Mexico** strongly believes in alliances, “medical access for the end user is of great importance, while government initiatives help, the whole ecosystem must collaborate to be successful”.



Francisco Chávez del Valle's recommendation for a successful collaboration is that, “entrepreneur-driven projects are easier to manage, being smaller means that more companies can be involved and trust can be strengthened. It is crucial to find and define a suitable business model. We must accelerate these collaborations and bring in academia for its vital knowledge contribution. This combination will build a strong and robust alliance.”



“Astellas way” are Astellas’ values and actions, and they play a fundamental role in Astellas’ collaborations.

Sandra Cifuentes assures that through the Astellas Way, they lead projects, receive feedback and are open to connect and collaborate, with integrity, with other people, at all levels of the company and in every action of every person”. For Cifuentes, “genuinely diverse minds are essential to navigating change in the ecosystem. Diversity and inclusion are essential, always enriching and at the heart of everything we do.



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INFRASTRUCTURE AND TECHNOLOGICAL DEVELOPMENTS



For **Juan Carlos Ordonez**, the provision of quality care is a central mission of Salud Digna and this did not stop during the pandemic. *“Our infrastructure has allowed us to have clinics in all 32 states of the country, and it has allowed us to serve 550 000 patients weekly. It is a great responsibility because we have extensive access to the population in Mexico.”* The General Director goes on to state **Salud Digna’s** infrastructural goals, *“in 2022 we have an ambitious growth projection plan to get more clinics running and more patients coming to us, which makes us enthusiastic about the future... If we invest in the future, we will have an industry that can provide and prepare for the next pandemic.”* Salud Digna is also adapting to the digital transformation of the industry, *“we are constantly adopting new technologies to increase the level of precision and service we provide. We are including chat apps as part of the channels of communications with patients. We are now serving millions of patients this way, and there is no coming back from that.”*



Patients can receive their results, preparations, and anything appointment-related through online platforms.” **Francisco Chavez** also emphasizes the need for enhancements in technology, stating that *“improving artificial intelligence, genomics, digital medicine, and role optics will help us stop looking for developing technology that supports current technology. We need to leverage the economic infrastructure.”*



Patricia Meza, Operations Director at Hospital Almatér, discusses similar strategies in optimizing performance at the facility, *“We engage in market surveys to continue acquiring cutting-edge technology for the people of Mexicali not to have to go to other cities to have their medical studies. We are committed to our city and its community -to be there for them*

and grow.” Hospital Almatér has seen a range of technological developments in recent times with specialized equipment, says **Pablo Chee Chavez, General Director**. *“The technology in our hospital has changed a lot over the years, especially in the operating theatre. We have high-resolution equipment now and much better technology in the short term. For example, we now have an endoscopic camera, and that technology did not exist in Mexico twenty years ago, nor people trained to operate that technology.”*



Dräger have enjoyed a shift toward connecting technologies that improve the obtainment of information, **Pablo Bufano** says. *“Our devices can connect to each other, get information from different devices that improve the information delivered to the physician to improve clinical outcomes... We are working on new platforms and applications that will improve how we help our clients and hospitals. We have developed a new app that allows hospitals to see how efficient their device arrangement and connectivity are.”*



However, it is not only facilities with large-scale infrastructure that can deliver quality care. The **Director General of Hospital H+, Olimpia Nevárez González** discusses how the institution fought against COVID. *“For small and medium-sized hospitals it was a bigger challenge because we have a more limited infrastructure, both in physical spaces and in personnel”* Hospital H+ decided that the hospital would attend patients with COVID. The hospital *“had to reconvert infrastructure, have a specific isolated area to care for these patients, and get doctors and family members to see that it was safe. Thanks to the fact that all this was planned with time and before the first patients arrived, we managed to get enough biomedical equipment and the necessary materials and medicines.”*



A WORLD TO WIN: PROFILING THE NEW GENERATION OF LEADERS

“We’ve seen that the type of leadership really made a difference. Some leaders used the pandemic as a catalyst to accelerate change” shares **Mario Muniz of IQVIA Mexico**.

The past two years have forced leaders to adapt from old methods. But along the way a new form of leadership was formed with a new generation of leaders that will carry the industry into the future.



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Rodrigo Fernández – Head and General Manager at Teva Latin America

Rodrigo Fernandez was appointed as Latin America Head and General Manager at Teva during the pandemic. The leader says “these were challenging times to be appointed to a new role, especially in a new company where you come in as a new leader. The mission I set myself was to be very open about the whole situation, to be extremely flexible, and to be open about the approach to this new adventure... The second critical aspect was to ensure an engaged team. The third one was to make the best use of technology. The first part of our journey was around being insightful about the company and the team. During the first three months I focused on keeping the team engaged.” Looking back, Fernandez acknowledges two success factors, “the first was openness and flexibility, and the second was learning, I took the opportunity to learn from my team as we built the journey. To finalize understanding the market and to build a successful team, these are things that I could not do by myself.”



Jesse Damstra, General Manager of Philips Mexico

Jesse Damstra, General Manager of Philips Mexico, was likewise appointed to his position during the pandemic. The General Manager says, “throughout 2021, we learned there were no best practices for managing a Pandemic; every country experienced Covid-19 waves – regardless of the strategy they used... I think prevention is the key takeaway to address future pandemics in Mexico.” Whilst acknowledging the importance of prevention for Mexico, the General Manager discusses how employees are kept motivated and engaged, “by being close to people and finding moments to check in with them and find out how they are. Communication and talking to people play a huge role.”



Fernando Fogarín, General Manager, Organon México

Recently elected director for Organon’s operations in Mexico, Fernando shares his vision for the role of the multinational, a spin-off from MSD in 2021, with a product portfolio focused on women’s health: “The Mexican market is very relevant for us, as one of the 6 global production plants is here. We have growth plans to increase production volumes.”

Did you know?



Antimicrobial resistance jeopardizes the effectiveness of the prevention and treatment of a growing array of viral, bacterial, fungal and parasitic infections. Antimicrobial resistance poses a growing threat to global public health and requires action by all sectors of government and society.

Source: PAHO

LOOKING BACK TO MOVE FORWARD.



“Change is the only constant.” Heraclitus

Learning from the past is an integral part of adapting toward the future. Leaders from across the industry share their thoughts on what they learnt and how they adapted to the changes.

“We are better prepared today than we were twelve or eighteen months ago. Decisions today are more prepared and informed than four or six months ago, day by day I learn and inform myself in a changing environment, an effective and powerful teacher. *Our team has learned to manage and live with uncertainty, to be agile and decisive in taking advantage of opportunities, and to be bold and competitive in the market, which favors access for patients*” shares **Hector Orellana, Vice President of Medtronic, North Latin America.**



Change is a constant in life, there is nothing certain, and not everything happens as predicted. Uncertainty produces a reaction necessary to move forward. This period has been a time to face the challenges with creativity... I believe “Fortune favors the prepared mind”. We usually plan two years in advance... We have created opportunities for different products, unmet medical needs, and value-creating generics planned since 2020.” **Suryanarayana Nagendra, Director General of Zydus Pharmaceuticals Mexico.**



“I believe that the best learning comes from the bottom up. I believe that the best learning comes from the bottom up, that’s why I am in contact with those who work in the field. The first learning was to go back to the basics and the foundations; we will always find answers if we go back to the basics. we will always find answers if we go back to the basics.” **Mariano Rozada, General Manager, Glenmark Mexico.**



“Flexibility and adaptability are essential factors that play a vital role in how we will tackle the challenges of the future. The way we look for solutions in Salud Digna tends to be different, mainly because of our teams’ unique characteristics and, very importantly, to the vision and relentless pursue of social impact that Mr. Jesús Vizcarra Calderón, my manager and our founder, puts in every single one of his decisions and directives to me and the team.” **Juan Carlos Odonez, General Manager of Salud Digna**



“We learned that remote work is real, possible and very productive. One of the challenges we internally was to plan how

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to keep us productive. how to stay productive while working remotely. remotely. Technology coupled with data and information information, creates endless opportunities to improve the results we share. results.” **Mario Muniz, General Manager for IQVIA North LatAm.**



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ACTIONS AND RESULTS

Access: Daniel Bandle, CEO of AXA Mexico, a French multinational specialized in insurance, recognizes the difficulties of access in Mexico, “it is true that there are big differences in Mexican society, and there is a lot of work to be done so that all Mexicans have the same access to health care”. Improving access, for AXA, is a key method of addressing society’s difficulties. These are steps that AXA is actively developing “We now have our own clinics and infrastructure, last year we opened six clinics across the country. This means we can help the population live healthier lives and fight chronic diseases and conditions.”

Logistics: From a logistical point of view, ensuring this adequate level of access is a challenge that Antonio Arranz, CEO of DHL Mexico, is more than aware of. “The risk and opportunity is how we can move healthcare from big cities to medium-sized cities, as medium-sized cities are closer to small towns. Small towns don’t have operations like eye or arm operations, these happen in medium-sized towns. The big opportunity for the supply chain is to make sure those medium-sized towns are supplied.”

APIs: At Neolpharma Mexico, its CEO, Efrén Ocampo, describes how the company took into account potential negative supply impacts during the pandemic: “We acted vigorously to avoid stock-outs. We are our own suppliers to some APIs and at the same time we work with a set of strategic suppliers. We were proactive in negotiating volumes and deliveries of APIs and other materials.”

7 STEPS FORWARD. CONSIDERATIONS FOR THE FUTURE

1. A health model that contemplates the person/patient.
2. A comprehensive health system: where the processes, structure, system and services are designed according to the people it covers.
3. Integrate digitalization: to articulate the system and facilitate patient empowerment. “Technology gives us time. We see technological tools as empowering” **Maria Galaine-Johnson, VP of Channels Latam at Boston Scientific.**
4. Expand the accessibility and financing model: financial accessibility implies finding as many financial solutions for patients as possible. “In Mexico only 7% of the population has some kind of private insurance, around 60% has social security, the remaining approximately 30% is the middle class that does not want social security but cannot afford health insurance. It is the part of the population that has the highest out-of-pocket expense.” **Javier Potes, Director of CMH.**
5. Prevention: a model focused on health and not disease.
6. Transparency of the operation, generating more indicators for better decision making.
7. To build the basis for complementarity between the public and private sectors.



- Laboratorio ■ Hospitalización
- Cirugía ■ Urgencias
- Terapia Intensiva ■ Maternidad
- Endoscopía ■ Radiología

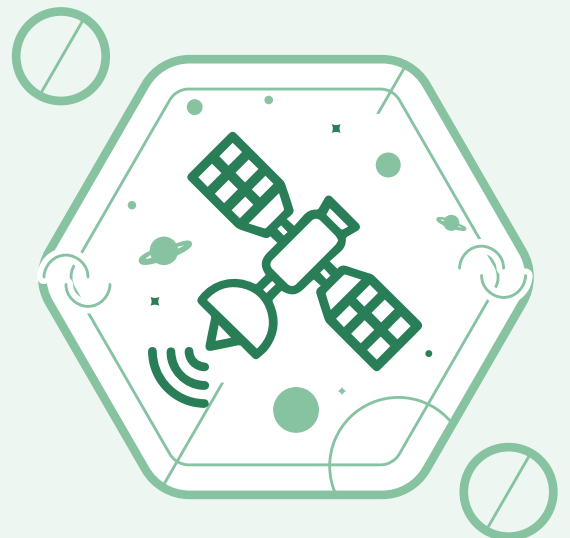
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SATELLITE INTERVIEWS

Illustrating the perspective of the industry that will inspire business leaders in their decision making process.





Martha Delgado

Undersecretary for Multilateral Affairs and Human Right Secretary of Exterior Relations

EF: What message would you give to young Mexican girls and women that want to go through a career path?

MD: Right now, we have more women studying medicine than men. This is the very first time that this happens. We are encouraging women not to have traditional professions or those that were only for men. In the pandemic, we have seen a lot of nurses in the frontline. Maybe the bosses are men, but in the second line (like me, I am the second one), I met a lot of women. When a Latin American woman reaches a high position, for example, the CEO of Astrazeneca or Pfizer, regionally speaking this is really great! They are inspiring Mexican women to become not just doctors, but also administrators or scientists to create new vaccines. For example, we must prove that knowledge is also for us, and we have a social role to play. I am very proud of all the women that with us have reached this goal of getting 2000 million vaccines for Mexico up to date.

EF: Many executives are mentioning that with the pandemic they are more mindful of the mental health of their employees. May this be one positive side of the pandemic?

MD: When I was Minister of Environment, the city of Mexico used to be the most polluted city. We were trying to avoid the traffic because

of the thousands of people coming and going, so we said: "Why don't we organize a home office Friday for the staff of the ministry?" If at a professional level it worked, we could establish that policy in the city to avoid 1/5 of the job trips. This was huge! We reduced the air pollution. But what we learned back in 2008 is that people worked very good at home, they were efficient. We did not have Zoom, it was not about the technology, it was about organizing the jobs and evaluating, and it was successful. Right now, we have all these technologies that we can use, but I think we are going to start a hybrid way because we also need the human touch, the coffee with the staff; we need to see them and chat with them about their circumstances.

EF: Thinking in terms of the possibility of creating Mexico as a hub for Latin America, how do you see the role of Mexico in the future in Latin America?

We have seen the different pharmaceutical companies have invested billions or trillions of dollars in development in developing the COVID-19 vaccine. We have seen new developments; we have seen genetic vaccines. If you analyze vaccine history, we have never had nine, fifteen or twenty vaccines for one illness; now, for this, we do. And they are from Korea, China, United States, France, Isreal... Every country is giving its best in order to get out of the pandemic. Mexico and Latin America are huge markets, we must understand that we have a market, we have scientists, we have industries, and we are not building this from scratch.

Also, Mexico was the president of the Commission of Latin America and the Caribbean and during the last two years of the pandemic and we organized several workshops and activities together with Chile, Argentina, Brazil, Cuba, Colombia and other countries of the region. The first aim of this was to track which companies or which infrastructure is right now available for that purpose in the region. A second goal was to work together to boost all their interests and the willingness of the governments for supporting this idea of organizing a regionally manufactured medicines, biologics and vaccines. Finally, in Mexico we have described five different pillars of our economic development and one of them is the pharmaceutical industry, right now it is a priority. Mexico must be a hub for pharmaceutical industries because we really are able to do it, we are not starting from scratch. We have lots of pharmaceutical industries, entrepreneurs and scientists ready to do it.

“Mexico must be a hub for pharmaceutical industries because we really are able to do it, we are not starting from scratch. We have lots of pharmaceutical industries, entrepreneurs and scientists ready to do it.”



Hector Valle

Executive Director
FunSalud

EF: What will 2022 be the year of?

HV: During 2020, we missed a lot of diagnostics as people were staying at home and taking care of themselves without having the option to attend consultations or the hospital. 2022 will be the year of diagnostics as it will be the time when people will get back to their check-ups. People will be diagnosed with conditions that started during the pandemic and were not detected earlier. There are also people that were diagnosed before the pandemic with conditions that have further developed as they were not being treated or taken care of. 2022 is a year of getting people back to healthcare and reassessing the importance of our bodies and health in our lives.

Demand in Hospitals will increase as they will be catching up with what was not checked before taking care of patients with COVID. I have been working with IMSS and SUA on addressing this demand. During the pandemic, the only disease having an early diagnosis was lung cancer, due to the RX that was used to see the impact of COVID on the lungs. This is an extremely good time for AI to jump in and help with the delayed diagnostics. As we foresee an increasing demand, it is imperative to find solutions to increase access. There is plenty of room for leveraging technologies in healthcare, and this is part of the back to the future of healthcare, leapfrogging with patient care.

EF: How do you see the role of healthcare in recovering the economy in Mexico?

HV: 2022 and the years to come have a big role to play in diagnostics, there are several issues to work through regarding diagnostics, one of them is mental health which was left behind. Healthcare will have the role of bringing people back to a healthy enough level to ensure optimal productivity levels. What I foresee is a country where the healthcare system invests in trying to do the best diagnoses, helping the process of going through each health issue. If we are healthier then we are more productive, so we must make sure that everyone is conscious that being productive means being optimal from a health perspective. Health is the first thing you need to develop a society and start building on top. Health is not only physical but mental, too.

EF: Going into other sectors, what advice would you give to increase collaboration?

HV: *You must have a clear assessment of what is needed from one sector and the other*, that must be a very transparent process. Then, you need to have people that are really willing to make it happen. It was very refreshing for us to see the effort done by IMSS and Ebrard in

pushing things forward. What was also critical was the private sector understanding the situation and willing to work with the government, despite no profits being made.

EF: What do you think is necessary for Mexico to become a hub for healthcare in Latin America?

HV: Legal certainty will be the foundations to develop Mexico as a Hub for Healthcare in Latin America. Investors and Business leaders need to have confidence that the direction of a country is steady, predictable, and attractive. Looking at healthcare, it is the regulatory authorities' performance and the status of the regulatory agency what will drive investment. The level of sophistication, its agility, and level of investments needed are important to make sure that the process is easy. Mexico could be placed as a healthcare hub for Pharmaceutical production and biotech. Another potential area of investment is to develop balance between private and public sectors, and finding how we can work in putting the private investors in developing hospital chains. Mexico also has space in the clinical laboratories sector and seeing more being developed.

“If we are healthier then we are more productive, so we must make sure that everyone is conscious that being productive means being optimal from a health perspective. Health is the first thing you need to develop a society and start building on top. Health is not only physical but mental, too.”



Javier Potes

Director General
Mexican Consortium of Hospitals

EF: Do you think it will be possible to continue the collaboration between the government and the private sector to achieve a lasting articulation?

JP: We work to continue dialogue with public institutions and Congress, understanding the importance of dialogue and not moving too fast on a specific project. There are those who are against it, who think that the government should control all health and others who bet on collaboration. Today there is a lack of forums to exchange ideas, points of view to be more empathetic, understand where the country is going and work on a long-term health plan for Mexico. An objective of the alliance between health providers is to be able to define together the direction of the health system so that organizations make the appropriate decisions. We do not see in the short term the linkage of public financing with the private sector. We must work on communication channels between both sectors so that our participation is recognized, as well as our investment power and management capacity to enter models of health and not of disease.

EF: What other lessons learned can you share about managing the pandemic?

JP: An obvious lesson is the importance of digitalization in getting closer to people. The hospitals at first did not respond to the real needs of Covid patients. We had to take the hospital to homes, to schools, to industries and universities – a liquid hospital that flows and reaches all places. We had the tools but we did not take care to create a liquid hospital until the arrival of Covid. Immediately two projects were born: i) a digital hospital accelerating the use of digital applications within the hospital and that has to do with hospital efficiencies, ii) a virtual hospital, the hospital in each cell phone of each patient, so that he feels cared for from home. Extend the hospital without expanding

“The digital hospital is a futuristic and technical idea, with more information and indicators and better decision-making by data.”

the structure, taking advantage of the beds of the homes to achieve a second hospital reconversion. Cubrir the attention beyond a zoom with the doctor, send them medicines, a nurse at home for measurements or treatments, provide oxygen, etc. The second reconversion was a very important lesson.

EF: How do you see the future of healthcare infrastructure?

JP: The patient will be at the center of the model, the most difficult thing to achieve because all our training, preparation and decisions are subject to putting our organizations at the center. The infrastructure of the future will be closely linked to technology, which will play the main role in the interrelationship between the health sector and patients. The digital hospital is a futuristic and technical idea, with more information and indicators and better decision-making by data. We must improve the management of the hospital, prepare managers in the operation of hospital systems and health systems, educate them in collaboration and strategic alliances, in the use of information and in function of users. I see smaller hospitals, more simplified but with more technology and more focused on access.



Mariano Rozada

Upper Head LATAM & General Manager
MEXICO - GLENMARK

EF: Has your portfolio shifted and evolved, and how can we restore importance to chronic diseases in a communicable disease scenario?

MR: Some therapeutic areas suffered more than others. We have three main areas, respiratory, dermatology, and oncology. Because people with COPD, asthma or allergic rhinitis were afraid of running out of medication, they stocked up, and those products, in a natural way, boosted the respiratory therapeutic area. The challenge was the supply; we have fourteen manufacturing plants in India, and getting the product from India to Mexico, Peru, Ecuador, Colombia, and the Caribbean was not easy. We had to have enough product to fulfill the demand we were generating, and logistics were complicated; there were fewer or no planes or ships. Other companies had a similar situation, and with the patients in mind, we were on alert to see if they were supplying products or not. The patients must get their medication when and where they are needed. Fortunately, we managed successfully manufacture and supply products. Eventually, the importance of chronic diseases will to a certain extent, be restored. Physicians will have to speak to their patients to emphasize adherence to treatments, a cornerstone for chronic treatments, and we will help them in that fundamental education. Many patients dropped their oncology treatments in the initial stages of the pandemic due to fear of leaving their homes, losing a lot of valuable time. We are already seeing the effect of this neglect, and physicians will play a significant role in the comeback of the chronic disease.

EF: What is pharma's role in accelerating the economic recovery in Latin America?

MR: Since the pandemic, the health sector has played an even more prominent role in investigating, developing, and supporting the worst health crisis in the last century. All the progress managed is mainly due to the health industry, and that progress will help economies recover because hotels, restaurants, and businesses opening up will boost the economy. I was in France a few weeks ago, and life is pretty much back to normal; in the US, masks are not mandatory in closed places,

“All the progress managed is mainly due to the health industry, and that progress will help economies recover...”

but Latin America is a bit behind and still struggling, but we will get there. Our work enables people to leave their homes which will, in turn, boost the economies not only in Latin America but all over the world. The vaccination plans, treatments, and health developments will help the full recovery of the economy.

EF: When you look back at this period in your professional career, how would you like your tenure to be remembered, considering you navigated a pandemic?

MR: I would like to be remembered as somebody who cared for my people. If people feel safe, they work better. We are now back in the field, starting with healthy people first –with no other diseases- giving them the means to work safely. Our sales reps drive to visit eight or ten physicians and four to six sales points every day, and we train them to conduct themselves safely during the visits. Because they are very exposed, we ensure they have protective suits, masks, alcohol, and spray to always work safely. I would also like to be remembered as a person with innovative ideas, open to trying new things and thinking outside the box. I challenge the status quo by being innovative and willing to take risks with compliance, always prepared to try new things. We launched products during the pandemic, and we are not a big pharmaceutical company. With digitalization, we can do better targeting of physicians and provide them with better content faster.



Juan Carlos Ordoñez

General Director
Salud Digna

EF: What are the lessons learned through this process/time?

JO: Having the ability, the technology, the skills, and the right allies working on critical areas will always produce solutions. If we invest in the future, we will have an industry that can provide and prepare for the next pandemic. When that happens, we must have the right people, technology, and knowledge to develop a solution. An example would be what happened in Germany in 2020. The government put together a group of the relevant pharmaceutical companies, gave them funding, and asked them to produce a vaccine. That led to the Pfizer/BioNTech vaccine. There needs to be trust between the private and public sectors for greater collaboration between the two, especially in Latin America.

Flexibility and adaptability are essential factors that play a vital role in how we will tackle the challenges of the future. The way we look for solutions in Salud Digna tends to be different, mainly because of our teams' unique characteristics and, *very importantly, to the vision and relentless pursuit of social impact that Mr. Jesús Vizcarra Calderón, my boss and our founder, puts in every single one of his decisions and directives to me and the team. For Mr. Vizcarra, you must be at your best performance level, and you must put the patient, and only the patient,*

Flexibility and adaptability are essential factors that play a vital role in how we will tackle the challenges of the future. The way we look for solutions in Salud Digna tends to be different, mainly because of our teams' unique characteristics

at the very center of all your effort. A famous quote from Mr. Vizcarra is printed on the cover of the Harvard Business School case study on Salud Digna: "Don't tell me why not, tell me how."

EF: What is the role of healthcare infrastructure in recovering the economy in Mexico?

JO: No one was prepared for the pandemic, covid-19 related decisions were made with the available resources. At Salud Digna, we always put success projections when entering a new project. This means visualizing success as we did with the Covid-19 tests. We envisioned being the number one provider of the PCR and antigen test in Mexico, and we were even able to offer it at the lowest price available. Our infrastructure has allowed us to have clinics in all 32 states of the country, and it has allowed us to serve 550 000 patients weekly. It is a great responsibility because we have extensive access to the population in Mexico. In 2022 we have an ambitious growth projection plan to get more clinics running and more patients coming to us, which makes us enthusiastic about the future.

EF: Can you elaborate on how Salud Digna is adapting to digital transformation?

JO: In *Salud Digna*, we are constantly adopting new technologies to increase the level of precision and service we provide. We are including chat apps as part of the channels of communications with patients. We are now serving millions of patients this way, and there is no coming back from that. Patients can receive their results, preparations, and anything appointment-related through online platforms. Our call center has been growing, WhatsApp has been growing, and we are getting on more digital service platforms to continue growing. Our success on this digital transformation strategy was deeply accelerated by Covid-19. Before, people would not be inclined to communicate through online platforms, and now it is the complete opposite. Our website traffic has multiplied 20 times over what it was before the pandemic.

On the other hand, we, as a team, became the number one covid test provider without physically meeting the board of directors or each other. Every meeting was conducted virtually, and it is something that we have adapted to. Finally, Artificial Intelligence is changing the world, and it is something we look forward to expanding and evolving with it.



Alfredo Rimoch

General Director
Liomont

EF: If health had its own COP26 and you were a speaker, what would be your message to world leaders?

AR: As a Latin American regional player, I believe the most important thing for our region is preparedness. To be prepared means being self-sufficient when regarding health. We cannot rely on other countries shipping products to Mexico, and this change will not happen from one day to another. Being prepared requires a lot of planning; pharmaceutical companies must invest in R&D and technology, keep up with all the advancements in technology, and achieve collaboration between the public and private sectors. Private enterprises must continue to invest in infrastructure, R&D, and new technologies, whereas the public sector should acknowledge the importance of developing a local industry. Regional collaborations are also a must; I am very proud of our technology transfer and manufacturing of the AstraZeneca vaccine –the most used vaccine in Mexico. It's a clear example of international collaboration; Oxford University, one of the most reputable institutions globally, created the vaccine and collaborated to manufacture and distribute the vaccine. We worked daily with AstraZeneca and mAbxience in Argentina for the collaboration to succeed. Technology has brought us all together; we have collaborated with partners worldwide, and this model could be used to develop other products significant to our region. It could be used to fight neglected diseases in our part of the world, such as dengue, Zika, Chikungunya, and Chagas disease. To summarize, self-sufficiency, innovative technology, and collaboration from the government to bring local and regional companies together to develop biosimilars, monoclonal antibodies, recombinant vaccines, and other products to address neglected diseases in the region.

When prepared, opportunities will appear. The collaboration between multinationals and local players is an opportunity to manufacture and produce. *In 2019 we inaugurated a new production site specifically designed for the manufacture of recombinant vaccines, we had initially planned the site for an influenza vaccine, but the environment changed.* We had a facility with state-of-the-art technology based on isomers, the highest level of sterile production technology. It was the first production site of this technology in Latin America, so when the pandemic started, Dr. Roberto Tapia of the Slim Foundation explored the possibilities of making the drug substance and the fill and finish product in the region. W Technology transfers of this kind in the industry take at least a year and a half and up to two or three years,

but I am very proud to say we managed it in seven months from the beginning till when we started manufacturing. We brought in 300 people to the project, trained them, and they are now capable of producing at a very high level of production. We currently produce twenty million doses per month, something I consider quite an achievement.

EF: Do you think the new way of collaboration will set a precedent for the future?

AR: Collaboration will set a precedent for the future, we already have different kinds of contracts signed for developing monoclonal antibodies, and this is an excellent example of the collaboration that can be achieved for other products, both for in-licensing and out-licensing. We are expanding the experience to licensing projects, both in and out. We are developing technologies to have the capacity to go ahead with in-licensing and out-licensing.

EF: When you wrap up this year, what will your message be to your collaborators?

AR: I will be thanking my team for working endlessly and with incredible commitment. I am so thankful to the *Liomont team that made it all happen. Satisfaction in terms of achievements has shown what we can do; being prepared has made us stronger for the future. The team made it happen, and I am exceedingly proud of what we have done.* Having participated in saving lives is extraordinary.

“When prepared, opportunities will appear. The collaboration between multinationals and local players is an opportunity to manufacture and produce.”



Mario Muniz

General Manager
North Latam - IQVIA

When you talk to employees, they also agree that they should leverage digitalization and that they can be productive by working remotely. This is why these changes are here to stay.

EF: After this last year, what are you most proud of your team for? What message did you send to your team to kickstart the year?

MM: We took care of the well-being of our teams, even throughout these difficult times. We learned to be empathetic with our teammates and their personal environment and lives, especially with those that did not have a working space at home. Our workload increased as our customers needed more information and guidance. We have learned how to set priorities and to respect people's time. We came together as a team in a way that has not happened before, so that could have very productive calls. Coming from a year of remarkable results, even with the pandemic, the message for my team was: "How can we build on what we have learned? How can we take this a step further, not just using digital tools and how we produce the best results for our clients?" It is very easy to connect with a purpose because clients are more important than the organization itself. I reminded them that solving our clients' problems generates increasing healthcare impact. So, we feel proud of what we do. My message is, let us continue this incredibly positive momentum that we have, and build on top of what we have learned.

EF: How was it for the northern Latam region in general? How did you see the product portfolio Performance evolution?

MM: We have grown in every and every line of business. Information, Technology and Digital solutions, Consulting, Primary intelligence. On the clinical trial side IQVIA has more than 60 digital clinical trials. We think of technology transversely across the industry. Not just technology for commercial purposes, but also to enhance clinical study strategies.

EF: What is the role of technology in getting patients back to care?

MM: There are certain trends that got accelerated by COVID. So, in terms of digital, it's very obvious that we've understood the industry can grow a lot. Telemedicine, for example, is very important because it can facilitate access. It can speed up the delivery of care. In diagnostics, technology played a critical role also. On the commercial side of the industry, the way they approach physicians and help approve educational platforms has also evolved with technology. There is a big trend of personalized care, where treatments are individualized to maximize the health outcome. Technology has a number of applications. These applications will result in increasing the standard of care for our patients with individualized treatments, earlier diagnostic, and taking a preventive approach to health.

EF: Do you think these technologies and transformation came to stay?

MM: I think they're here to stay, and our research on physicians says they want them. When you talk to employees, they also agree that they should leverage digitalization and that they can be productive by working remotely. This is why these changes are here to stay. We have learned on different levels and different ways to better use technology. It has been already done in other industries and now it is the time for the pharmaceutical industry.



Francisco Chavez

Vice President and General Manager
Thermo Fisher, Mexico & Latin America

EF: What advice would you give business leaders to address supply chain constraints?

FV: Business leaders must make better strategic plans and find alternative solutions to the constraints. The pandemic has taught us to plan for product demand and customer acquirement. To anticipate the needs and demands of our customers, we invested a lot in our commercial teams. Moving forward, we need to change the way we design and support to withstand arising issues.

EF: What relevance does Mexico have for Thermo Fisher?

FV: We are interested in and have invested heavily in Mexico, which has grown our footprint. We currently have more than 5,000 employees and a few manufacturing plants here. We are coming from lab equipment and shifting to technology development. We advocate for science development, so we invested in and built an Information Technology Center of Excellence. We are in the process of designing new products and testing new software for data science because we believe it is the future.

EF: What do you think is the role of the health care infrastructure in developing Mexico?

FV: The pandemic challenged the preventative approach we had for healthcare. Globally, management of the vaccines and COVID-19 proved to be a challenge. Improving artificial intelligence, genomics, digital medicine, and role optics will help us stop looking for developing technology that supports current technology. We need to leverage the economic infrastructure. There could be faster development if there is a partnership between the public and private sectors.

EF: How do you keep your team engaged?

FV: We align strategies and define our main priorities. This helps us focus on the essential things. An outline helps clarify and motivate people to complete their tasks. We have conscientious exercises where we define our priorities. It is something we learned to do to avoid carrying out unnecessary tasks. That is why striking prioritization is vital. We also created flexibility around how we work. We created a “meeting-less” day of the week, so people are able to think, create and also put tasks up to speed. Bringing awareness helped our teams feel connected and a part of something bigger. A clear vision and mission give meaning to the work we do, why we do it, and the direction we want to go. We help our employees with their research and discovery to solve the most challenging problems. It is very motivating even for me.

EF: Can you elaborate on the evolution of your product portfolio and its future trends.

FV: like I said, innovation is at the core of our values. But we also grow consistently inorganically, incorporating companies and technologies that allow synergies and ultimately our customers to see us as a complete solution provider. Our product portfolio combines from instruments to reagents, from laboratory basic and every day products to robust DNA sequencers and electronic microscopes. And several tests, especially within clinical diagnostics and immunodiagnosics environment. The evolution of devices focuses on reliability, robustness and often scale gain. Serviceability is vital right now. It is the ability to service a machine. It was hard to service machines in the past because the technology was limited, and the people who knew how to service the machines were few. Today, technology has evolved so much that it has become easier to service machines. *Our portfolio has evolved as we get into biotech and pharma segments.* And it's a frequent evolution, again reinforcing our commitment to R&D.

“We align strategies and define our main priorities. This helps us focus on the essential things. An outline helps clarify and motivate people to complete their tasks. We have conscientious exercises where we define our priorities.”



Pablo Bufano

Managing Director
Dräger Mexico

EF: Can you elaborate on Dräger's role and impact in Mexico these past few years?

PB: Our main role was to anticipate and participate in the provision, servicing and education of mechanical ventilators. Our Mexican affiliate deliver products, services, and train people to use surgical and ICU devices. To keep up with the demand, service, and take care of our machines, we increased our headcount and inventory in the servicing department. As our products need to be delivered, repaired, and serviced on time, we sped up our machines' repair and maintenance time without compromising their quality. For safety precautions, we used our disposable respirators and suits. Utilizing the protection gear ourselves, we showed that our equipment is safe and is accessible to everyone through our online platforms.

EF: How have you solved the supply chain and distribution challenges?

PB: *The company increased* the capacity for disposable respirators globally threefold, which increased the number of factories for disposable respirators across the continents, it increased our ability, and met the demand for our products. Many companies bought our surgical and ICU products simultaneously, and it has been a challenge as now there is a microchip shortage. If we plan and execute the planning very well, we can work around these issues, which is precisely what we are doing.

We ordered inventory ahead of time to deliver to our customers on time. The other situation we had were with logistics and transportation. The transport needed for inventory was scarce and hard to come by. And on the logistical side, our storage space was limited. That is why we had a daily fight, and we continuously plan ahead of time to overcome it.

EF: Can you elaborate on Dräger's shift to software technology?

PB: *Dräger has a unit of connecting technologies. Our devices can connect to each other, get information from different devices that improve the information delivered to the physician to improve clinical outcomes. We have clinical application that hospitals can use to gauge information about their device usage. An example would be how much gas a device uses per procedure and its capacity; it also tells them if they are using it correctly and at what level they should be using it. Doctors can also access patient files on their phones through our apps connected to each hospital's network. All the information from the devices syncs to the hospital's network, leaving an electronic record of all the patients'*

The key is solid patient interaction. We are working on new platforms and applications that will improve how we help our clients and hospitals. We have developed a new app that allows hospitals to see how efficient their device arrangement and connectivity are.

findings, results, and analysis.

The key is solid patient interaction. We are working on new platforms and applications that will improve how we help our clients and hospitals. We have developed a new app that allows hospitals to see how efficient their device arrangement and connectivity are. If they need to look for a device, they can locate it using our technology. In the past, we thought Mexico was behind regarding this type of technology. However, we realized it was not the case because private hospitals have already started to implement this technology.

EF: How do you keep your team engaged?

PB: We have a comprehensive strategy. First, we use surveys to see our employees' general likes and dislikes. Then, every business quarter, the meetings keep all the employees informed, updated with what is happening. Thirdly we conduct breakfasts with the directors where employees can approach them. As for the salary and the benefits we have a competitive edge. We assign people to initiatives to research the market. We meet every month to see how the initiatives are going. These initiatives give employees exposure, which allows us to see how people work, and leaves room for promotions. Our priority is to save lives, so it is a vital engagement position.



Alejandro Paolini

Managing Director
Siemens Healthineers in Mexico

EF: What do you think 2022 will be the year of?

AP: 2022 will be the year of bringing patients back to healthcare. Many patients stayed away from hospitals and care centres during the pandemic because of fear of infection and hospitals' lack of capacity. The pandemic delayed the diagnosis of other health conditions, which put many patients' health at risk. It is paramount to bring back and educate the patient about health and personal care this year. As a sector, we should plan the infrastructure ahead of time and increase preventative measures for patients. To remain sustainable as an industry, we must learn to prepare for the future and invest in our health. As individuals, we have to engage, learn, and take preventative measures.

EF: What are the trends in personal healthcare, and how can health awareness be increased in Mexico?

AP: There is a positive mindset trend on healthcare and prevention after covid. People are slowly going back to healthcare and getting their checkups. People are no longer afraid, and hospitals have better capacity. There should be more collaboration between the public and private sectors to expand the healthcare infrastructure. Prevention is a joint effort and responsibility for the government, healthcare sector, and individuals. This is why people need to be taught and shown the benefits of preventing illnesses.

EF: What do you think is the role of physicians within diagnostics in the future?

AP: Physicians are the backbone of healthcare and diagnostics. That is why they play a vital role in diagnostics. The more physicians integrate their practice with digitalization, the more critical their role becomes within diagnostics. Digitalization is evolving at such a fast pace that there is a debate about whether physicians will be essential in the future. Technology and new models of patient care support and add value to the healthcare sector. Digitalization is just a tool and guide to help physicians. It allows physicians to become more patient-centric by simplifying routine tasks, which leaves room for their expertise to

shine through. Digitalization will create more personalized decisions and treatment for patients. Physicians will always be the decision-makers. The fundamental objective of using technology is to help restore humanity to patient care and reduce menial tasks.

EF: What type of human resource does Mexico need to take the next step?

AP: The people working within the healthcare sector need to understand the importance of digitalization and its role as time goes on. The characteristics required for people working in different industries are very similar to those in the healthcare industry. Digitalization will help solve the most challenging problems within healthcare and make the industry more sustainable. Technology yields higher outcomes, benefits, and solutions at a lower cost, which improves the primary healthcare objective: access. As Siemens seniors, we continuously research using technology. Innovation is not an advantage. The benefits that innovation and technology bring to the patient are the advantages.

“Physicians are the backbone of healthcare and diagnostics. That is why they play a vital role in diagnostics. The more physicians integrate their practice with digitalization, the more critical their role becomes within diagnostics.”



Hector Orellana

**VP North Latam
Medtronic**

EF: What was Medtronic's role during the Pandemic and over this last year?

HO: Latam has two clearly differentiated healthcare systems: the public and the private sector. It has been exciting to see the joint effort the sectors have made to face Covid in each country of the region. Early in the pandemic, efforts focused on diagnosis and prevention. Now, the focus is on vaccination, but we will very soon be tackling the bubble of unattended surgeries and delayed treatments. The only way new solutions find their way to patients is to partner with either (or both) healthcare systems. Medtronic has been a relevant enabler of technology and access. The company has learnt to be flexible and adapt to the new environment. We can provide adequate treatment to patients as allies of both systems.

EF: What will be the skill-set required for the future employee, for surgeons and physicians, considering the technologies being developed and becoming available?

HO: Our team has learnt how to manage uncertainty, to move quickly and decisively taking advantage of the opportunities, acting boldly and competitively in the market, all of which will provide better access to patients. As far as our doctors are concerned, we have to deploy resources to get better solutions for each patient and access more patients

“Medtronic has been a relevant enabler of technology and access. The company has learnt to be flexible and adapt to the new environment.”

in general. Digitalization has to happen; the systems will learn to (re) deploy the limited resources in the best way possible because we need to be wiser with our resources. The possibilities technology offers today are incredible; it allows us to receive information and provide virtual training. The different generations of physicians must be prepared to adapt and learn to be comfortable with the new tools we offer because the adoption of technology can vary so much. The relevance and responsibility of training surgeons is a crucial element to our success in the adoption of technology. The results on the patients are incredible and it has been an impressive development of robotic technology in Panama.

EF: In terms of delivering technologies, what is your personal definition of 'access'?

HO: There is access when as many patients as possible get treatments and procedures through the benefit of technology, resulting in better outcomes. Healthcare systems –both public and private- have limited resources, so access is not about getting a bigger budget but that our portfolio and solutions are available in each model. We work in alliance with both systems for more patients to benefit from technology. Collaboration is a key factor between public and private healthcare. Medtronic must work on better outcomes for more and more patients.

EF: When you look back on this period in your professional career, what would you like your tenure to be remembered for?

HO: The last eighteen months have been of extreme learning for us all. Today, I am better prepared than twelve or eighteen months ago. When I look back at decisions we made four or six months ago, I now feel much better informed and prepared, as the constantly changing environment is an impressive teacher. Looking back, I will be satisfied with what we did because I am confident that all our teams never stopped working for the patients. We have changed, the leadership has changed and developed, human resources decisions have changed, and this experience will set the way we work in the coming years because I don't see us going back to how we worked pre-Covid. We will find a balance between emerging technologies and day to day activities to achieve better results. Covid has reshaped the way we work. It is a huge opportunity and responsibility to lead in these times.



Sven Boes

General Director
TecSalud Hospitals

EF: With the emphasis on COVID-19, chronic diseases have been relegated, how can their importance be restored and chronic diseases diagnosed?

SB: People moved away from hospitals and locked themselves in their homes and chronic degenerative diseases advanced, many people stopped treating their cardiovascular, oncological problems for fear of going out on the street or going to a hospital, even doctors did not want to go to the institution to give consultations. They begin to return with more critical states and more complicated outcomes. We are convinced that the highest priority is to place the patient at the center of care, worry about their safety and give them quality care. Offer a safe hospital and convey to the doctor and patient that they can return safely, because they will be cared for. An interesting fact is that the staff of the San José Hospital had the same percentage of infected as the staff of the Zambrano Hellion Hospital who did not have COVID-19 patients. It was the result of strongly reinforcing security measures in a 100% COVID-19 hospital. We believe in long-life care, *which is a longitudinal follow-up of our patients with their records in electronic medical records. Through telemedicine and teleconsultations -for certain cases- patients can be assured of a medical follow-up.* The main message is for patients to come back and be seen because timely diagnosis and treatment in chronic degenerative diseases make all the difference in outcomes.

EF: Could you elaborate on the importance of value-based health as opposed to the more common system of payment for services?

SB: A patient with a pathology comes to the hospital to solve a problem, if we solve the problem, the patient must pay well, and if we do not solve it the payment must be lower. There are countries that go in this direction, although the “pay-per-service” system is more widely used. I believe that we should turn to value-based medicine, that is, pay to solve the problem, and if it is not solved, the same is not paid. The problem in Mexico is that third-party payers, insurers and companies have limited analytical capacity to carry out this type of

“Collaboration is vital and relevant, due to the volumes they handle and the expertise of the doctors.”

“The main message is for patients to come back and be seen because timely diagnosis and treatment in chronic degenerative diseases make all the difference in outcomes.”

analysis. It is easier to have a hospital price list negotiated with the insurer: it is done, paid and full stop. There is no information if the patient is well, if the surgery was successful, but the patient comes to be cured and should pay for a cure. The main tool of insurers to know if the hospital is “good” is the average ticket: everything paid divided among the patients served, however, is very limited information. We measure the degree of complexity of what we do in the different areas and the average ticket is adjusted for complexity, which makes more sense. If we put the patient at the center this should be modified.

EF: Why do you consider collaboration between hospitals, locally or internationally, important?

SB: Collaboration between private and public hospitals is essential, during the pandemic we collaborate with other private hospitals referring patients, with equipment loans and exchange of medicines. We work with state hospitals, hand in hand with the State Government and with the Ministry of Health of the state of Nuevo León and we collaborate with the Federal Government, but to a lesser extent, we discussed care protocols, we all learned on the fly and we shared information. That collaboration made all the difference. In previous six-year periods there was collaboration between hospitals, when there was the Popular Insurance private hospitals attended certain pathologies of public hospitals. Private hospitals attended to queues of care from public hospitals or ailments that public hospitals do not have the capacity to attend. We occasionally treated more than two thousand women with breast cancer. The large volumes help to cover fixed expenses and above all allows to develop expertise in different ailments, it is not the same to attend to two thousand women with breast cancer than twenty. Collaboration is vital and relevant, due to the volumes they handle and the expertise of the doctors.



Pablo Chee Chavez

General Director of Hospital

Almater



& Patricia Meza

Operations Director of Hospital

Almater

EF: What would be your message to business leaders planning to invest in health services in the country?

PC: It is essential to listen to the client –in our case, the patient- by listening to our patients and our community we can get a clear idea of what they want, as they will gradually tell us what we need to know. The client determines the requirements of every service we offer. We have to pay attention to their suggestions or information because we will be successful only if we meet their expectations. Doctors and physicians are vital, and they want more technology, better installations, or specific changes to develop their work or profession.

PM: There are two main points future health business leaders must consider: i) change is a constant: The demands of the doctors, clients, and patients will change over time -what they needed five years ago is not what they need today, and ii) training is crucial, we cannot move forward or give the best service without adequate training. Our responsibility is to have trained personnel and provide answers; we will not prosper without this.

EF: What is the role of technology in México?

PC: The technology in our hospital has changed a lot over the years, especially in the operating theatre. We have high-resolution equipment now and much better technology in the short term. For example, we now have an endoscopic camera, and that technology did not exist in Mexico twenty years ago, nor people trained to operate that technology. Being a border town, we have an advantage over other Mexican cities, being close to California -a very significant economy in technology- which allows us to bring in cutting-edge technology easier and sooner. As a country, Mexico must give access to these technologies and financial help in buying the equipment as it depreciates over ten years, while the different technologies are renewed every three to five years, making it hard for a company to invest. We have to be very creative to bring in and make available the different technologies for the various procedures and be economically viable for business. It is a challenge, and in our case, we dilute the cost of these investments over the other services we offer to be competitive and grow. The best tool we can buy is technology as it reduces hospitalizations which also help insurance companies reduce costs and benefits everyone in the health value chain. Some of our physicians' travel to the US for training and conferences on new technologies that come out every year. They are up to date with US standards for treating the different ailments and procedures we later do here at the hospital, such as endoscopic

“It is essential to listen to the client –in our case, the patient- by listening to our patients and our community we can get a clear idea of what they want, as they will gradually tell us what we need to know.”

treatments and procedures for different specialties. They have the advantage of training in the US, which other cities in Mexico don't have, not to mention access to permits to bring in equipment through customs values that we get first as we are a border city.

EF: How do you keep your team engaged, feeling they work in a great place?

PC: We started as a very small institution, and today we have 400 employees and collaborators, but we still work on empowering all our employees. The hospital was founded on certain principles and goals, making the work ethic easier to achieve, with our people participating in all of our decisions. The director's office is in the hospital's center, and the door is always open to everybody wheter they are employees or patients. Situations are listened to and resolved, making it a great working environment.

EF: ¿What skillset do you look for when hiring new talent for the hospital?

PC: We look for a mentality that is open to change and for excellence in patient service; they are not a good fit for our hospital if they are unwilling to give our patients the best treatment. We want people prepared to work hard, ready to learn, and with developed soft skills to join the work environment of our institution.



Hector Antonio Montes Rabell

CEO
Hospitales Más

EF: 2020 was the year of a diagnosis; 2021 was the year of their vaccines. What do you think 2022 will be about?

HM: *For me, it will be the year to come back to work. I would say “normally”, but it’s not going to be normal. We will never go back to the way we used to live. It will be the year of somehow coming back to the standard of life. I don’t think COVID is going to be out of the theater, it’ll keep on existing. So, we will have challenges, but we will have to keep on going at our full capacity. These three years we have been trying to take care of ourselves, and that reduced our capacity to respond to other needs.*

EF: H+ Hospital received a recognition for its work last year. What do you think was the key to achieve it?

HM: *Many of the executives that work at H+ Hospitals used to work in bigger hospitals for years. In my case, I worked eleven years at another prestigious institution, so we had some experience operating hospitals. When the pandemic began, there was no doubt in my mind: we wanted to help where we were needed the most. We divided the hospital into two areas: an intensive care unit for respiratory diseases and another one for other conditions. The same happened with the emergency rooms and surgery rooms.*

The strategy of some big and medium-sized hospitals was to treat only not-COVID patients, so they received COVID patients only to be stabilized and then, send them to other hospitals; that was never an option for us.

These actions created a gap in society: people who went to hospitals that were not specialized in respiratory diseases and others who came to COVID hospitals like ours focused on attacking COVID problem. That was a very good thing for us, because the society and health community in Querétaro and Los Cabos realized that H+ Hospitals are specialty hospitals. We also had a positive impact in our income and when things settled down, we turned out to have 15% or 20% more patients than before pandemic.

At the beginning of the pandemic, it was not easy. We worked with our staff to motivate them and reinforce the importance and impact of their work. The local Director, the Medical Officer, and me started visiting area by area, talking to each working group. To strengthen people’s safety, we bought air filters, masks, protection suits and other protection equipment.

“When the pandemic began, there was no doubt in my mind: we wanted to help where we were needed the most. We divided the hospital into two areas: an intensive care unit for respiratory diseases and another one for other conditions.”

EF: What do you think is the role of healthcare in the recovery of economy in Mexico?

HM: *There are two things to point out. The first one is that if people are healthy, they can work. The other one is the change on basics of the demand of supplies for the industry. At the beginning of pandemic, the shortage of supplies was a strong concern.*

The lack of supplies and equipment generated a black market and a huge market of used equipment. There were challenges with low-quality products, meanwhile the buyers were doing “home office”; there were many sales that were paid but never arrived. To fix the problem it appeared a new term: “proof of existence”, the supplies departments asked for videos of the merchandise to decide what would they buy and what wouldn’t.

The Pandemic caused many things to change, Logistics, supplies, and healthcare delivery has evolved for good.



Olimpia Nevarez

Hospital General Manager
Hospital Hmas Querétaro

EF: Hospitals Más are among the top three hospitals in the Fun-salud Ranking, what was your speech to your team to celebrate the achievement?

ON: I think that before and during the pandemic the most important challenge has been the work team, not only to have sufficient and trained personnel, but also to have a convinced and committed staff. The challenge was to convey this security, something that we had already been working on as a common goal prior to the pandemic. The message was: "We are working together, we are a team." We didn't know what was coming, but we did want to convey to the staff that what we had to do, we were going to work as a team and solve it step by step, that they felt confident that, as leaders and as a hospital, we were going to provide what was necessary. The priority for this year is to maintain a culture of quality and patient safety, in which the staff has all the necessary tools to work for our patients, doctors and families.

EF: How do you think hospital care will evolve in the future?

ON: We see this continuing. We are currently working on the prevention, detection and care of COVID patients. We have managed to observe the great vital risk for those patients who have not been immunized, either by their own decision or by external factors. We know this is not over, we cannot let our guard down. There is a constant mutation of the virus and poor vaccination capacity worldwide. This forces us to remain alert with a continuous health contingency plan

“The medical and nursing team are the life of the hospital, they are the ones who took us forward during these stages that we all did not know.”

for the care of new positive COVID cases, either by different variants or even new threats. The medical and nursing team are the life of the hospital, they are the ones who took us forward during these stages that we all did not know.

EF: What are the knowledge and skills of the employee of the future in a hospital? Have the requirements changed when looking for new staff?

ON: Before, the person with the best specialty, the most competent, the one with the most strengthened technical skills was hired... However, we have seen that during this process of care and teamwork, empathy, customer service and the desire to learn how a hospital works are key pieces. A new person will train quickly because they already have something that is difficult to acquire: empathy. That's what the patient is left with. And that empathy with the patient is in putting ourselves at the feet of the other, in that desire to be taught and to learn, in being open to knowledge.

EF: In five years, when you look back and how would you like to be remembered?

ON: That despite being a medium-sized hospital, we can treat high-specialty patients. And I'd like to look back and be able to say that we inspire people to bring out their greatest potential. That's what we want to see five years back: that the staff was inspired to do their best.

I would like to be remembered as a person with whom they felt safe, of whom they say, "Go to the challenges." Or like that person who inspired them to say: "If I don't dare to do it by myself, together we are encouraged." The staff, the motivation and the conviction that together we will take any challenge forward will be the key.

It's important to show who is behind the scenes. The one in front is the doctor, the nurse, they are the recognized ones. But behind it is the lady of intendency, the pharmacy staff, the biomedical staff, the surveillance staff, and so many others. There is a team behind the curtain that makes it easier for the staff who are standing up to the patient. We also want to recognize this staff and thank them. Without them, the resources would not have been available for the clinical staff to do their work properly.



Sandra Cifuentas

Latam Lead
Astellas

“We have learned that diversity is essential, genuinely diverse minds are essential when navigating change in the ecosystem, and diversity and inclusion are a must in organizations because they are enriching and at the center of everything we do.”

EF: There has been a massive emphasis on communicable diseases these last two years, but how can the importance of non-communicable diseases be restored?

SC: We all talk of patient centricity, and now is when we demonstrate this with actions, we have to increase and educate patients on safety, so they come back to the doctors in a safe environment. As part of the healthcare system, we need to communicate with simplicity. Provide simple and easy digital healthcare solutions for telemedicine consultations that are simple and easy to achieve for the patient. We must educate using digital solutions -from consultations to medication supply- with more empathy for patients. Some service providers have a lot of technology, but their users cannot all use technology, and empathy is necessary to bridge that gap. We must understand the patient in this new era where they must use digital solutions but lack the knowledge. Simplicity linked with empathy is the answer. When we design patient support and educational programs, it's vital to bring in the patients' experience throughout the whole cycle (sub-station, diagnosis treatment) to develop the programs for the patient to be engaged. Empathy and increased value are required to bring patients back into the healthcare system, and that can be achieved

by a deep understanding of the patient's needs. When designing and executing strategies, we must put the patient at the center and identify with them. It won't be the same for the patient to navigate the system post-pandemic, so we need to develop the capabilities within our team to serve the system and the end-user (the patient) better (safety, centricity, empathy, and increasing value). Within the organization, we develop skills and capabilities in all the areas to prioritize a patient-centricity mindset in our people.

EF: Could you elaborate on the “Astellas Way”?

SC: The “Astellas Way” is at the root of our culture, represented by a common set of values which we expect all the employees to use in all situations on a daily basis, from the most insignificant to complex actions. With the Astellas Way, we conduct projects, receive feedback, and are open to connecting and collaborating with other people with integrity -at all company levels and in every person's actions. A significant component of the Astellas Way is navigating change, “to own it and solve it”, using the organization's resources in the best possible way to provide a solution and more patient focus, partnership, engagement, and patient-centricity to the company. In terms of ownership, it is about being the best version of ourselves to own the solutions to the happening situations. It is crucial to understand how it will all impact the patient.

EF: What would be your advice to business leaders that want to create a new team, culture-shifting the mindset to a new way of doing things?

We have learned that diversity is essential, genuinely diverse minds are essential when navigating change in the ecosystem, and diversity and inclusion are a must in organizations because they are enriching and at the center of everything we do. We have very creative strategies, integrity, and respect for the healthcare system, and I am proud to work in an industry that hasn't failed society. We rose to the challenge during the pandemic, working with the highest ethics. We operate daily in the “Astellas Way”, which means patient focus, ownership, attitude, results, openness to new ideas, a diverse mindset, and integrity in everything we do. This is how we worked with a high-energy team during the pandemic and will continue to do so post-pandemic. We opened an affiliate in Mexico during the pandemic, working cross-functionally. Cross collaborating with a centric approach and a very engaged team is something we promote at Astellas.



Efrén Ocampo

CEO
Neolpharma

EF: What was neolpharma's role over the course of these last two years?

EO: In a chaotic health and drug supply environment, our greatest role and positive impact on society was to be able to provide certainty in sourcing strategic products for the local health system. We have a lot of registered products. We are one of the companies that have the largest number of molecules registered in the country (almost 300). We have been the main source of supply in products for sedation and anesthesia that are used during intubations, and we are one of the largest manufacturers of Paracetamol in Mexico.

EF: How did you manage to secure the supply chain during such a difficult period?

EO: We act with vigor to avoid shortages. We are our own suppliers of some APIs and at the same time we work with a set of strategic suppliers. We made previous agreements to secure the necessary APIs to avoid shortages and critical fluctuations in prices. We were proactive in doing negotiations for volumes and deliveries of APIs and other materials. Understanding the importance of our role in the health system we put patients first, we assumed cost overruns and in some cases it was necessary to bring supplies by urgent air shipment, paying 200 or 300% more; and even transportation costs by ship grew up to five times more. For us the most important thing was to be supplied, and a second issue was to seek to mitigate costs with productivity. For some time, we have been negotiating certainty of supply and prices, we have achieved supply and we mitigated the existing increases in the prices of APIs – this not only happened in Mexico, but globally. We have incorporated equipment that allows us to manufacture in large volumes, currently we have the capacity to manufacture 500 million pieces per year. These internal strengths give us the possibility to offer competitive prices. We supply neuropsychiatric products to both the

“For us the most important thing was to be supplied, and a second issue was to seek to mitigate costs with productivity.”

public and private markets and by the end of the pandemic we have had a lot of success with products for depression and anxiety. Bringing products of this nature to Mexico from abroad can take between six months and a year and there were shortages of some products, although fortunately we have some degree of self-sufficiency. We had serious complications with a product that is not of high volume, but its non-availability can result in the suicide of patients with a certain type of condition. In Mexico, we worked with a group of psychiatrists and neurologists in the country to have options to offer patients in assistance with their mental health.

EF: Did you introduce new KPIs to measure different performances?

EO: Our concern has always been competitiveness and we have introduced software that allows us to know the operational productivity of each machine and each team. While we were able to continue using the KPIs already implemented, with crews operating certain production lines absent for reasons of Covid or illness, it was necessary to introduce stricter control mechanisms to measure production performance.



Arturo de la Rosa

General Manager
Abbvie Mexico

EF: What will be the role of the patient in accelerating access and treatment in that reconnection to care?

AR: Crisis and pandemics have a good side; they teach us priorities. We have seen a dramatic change in adopting innovation within the Mexican healthcare system. The authorities are moving; COFEPRIS is on steroids trying to take advantage of everything that exists, putting together a very aggressive initiative to amplify the use of reliance to take advantage of what has been already studied and approved by other reference agencies around the world. The administration was very ambitious in changing the model and purchasing medicine, and there was a cost to that learning. Crisis makes us stop wasting time mainly because there is no time to be wasted... *The role of the patient is much more active, having an awareness of the problems and acting on them. The next phase will be exciting; with the mega information sharing around the world, patients will have more health literacy and be knowledgeable; they will take the helm of their health, and the pressure will be on them.* The pharmaceutical companies are now in the process of showing the value of the healthcare system to the government. If the work is combined with COFEPRIS, we could have a renaissance period for the healthcare industry and systems as a whole. AbbVie was created in 2013 –with 130 years of heritage from Abbott- and the reason we started a new and different company was to create a 21st-century company with 21st-century values, views, and solutions, i.e., innovation. We assembled a diverse team with the brightest minds to tackle the biggest challenges and co-create. We call our teams ninjas, people trained to challenge the status quo and find solutions for complex problems. They go to our stakeholders and work with them to co-create easier, cheaper, faster, more effective, and more efficient solutions. We are building a more robust pipeline in immunology, hemato-oncology, neurology, ophthalmology and aesthetics. AbbVie approaches illnesses differently; we are not driven by sales or our market share but by the changes and improvements we can create in the therapeutic areas; our fundamental objective is to raise the standard of care. When we enter a new therapeutic area, we look to change and improve it. We disrupt to improve, not minor enhancements but huge ones. *Our biggest gap* isn't in the therapies themselves but in finding the patients; for example, in rheumatoid arthritis, only 3% of our patients are using novel therapies, so the issue is not a better biological frame but giving access to the 97% remaining patients to them.

EF: What are you most excited about in the product portfolio and pipeline?

AR: In the short term, I am very excited about what is coming in immunology. We will revolutionize –again- the way we treat those malignancies. Mid-term neurology, the company is actively working on compounds for treating Alzheimer's and Parkinson's diseases. By 2030, we will know how to treat most cancers; I am not saying we will eliminate them as a cause of death, but they will be managed. By the end of the decade, Alzheimer's and Parkinson's and their effect on aging populations will be our next significant objective.

EF: AbbVie was awarded the Best Place to Work, quite an achievement considering the employees' mental health during the pandemic. What was key to being chosen for the award?

AR: Four ingredients have always worked for us in the past and are connected to universal values: i) people need to feel recognized ii) people like to connect with other interesting and successful people, it creates a sense of community, iii) they want to do meaningful work, work that makes an impact that can be easily seen, and iv) to be considered and treated fairly. The primary three aspects of creating transparency and a communication culture are a sense of community, a meaningful job, and being treated fairly.

“...with the mega information sharing around the world, patients will have more health literacy and be knowledgeable; they will take the helm of their health...”



Suryanarayana Nagendra

Director General
Zydus Pharmaceuticals



EF: What were the lessons learned managing in times of transition and pandemic?

SN: Change is a constant in life, there is nothing certain, and not everything happens as predicted. Uncertainty produces a reaction necessary to move forward. It is not the first time we have had a health crisis on our hands; a hundred years ago, the Spanish flu caused havoc in people's lives. We are the first of many generations to have a world pandemic, and we will deal with it, be resilient, adjust, and the world will go on. The pandemic has challenged the conventional wisdom of the last generations; what I have learned in my twenty years in the profession can't be used in the circumstances we are living in today. Before March 2020, I would have never imagined a situation where my sales reps were not in the field for nearly two years. They are still sitting at home, business continuity is ensured, and the company has grown without face-to-face interaction. We have done a lot without having reps in the field. We had a new learning curve, and we adapted to more and more digitalization, using our creativity to reach our customers. Back in March 2020, when we were all sent home, our first preoccupation as an essential sector was how to ensure business continuity. We can live without a car, but we can't live without medicine, so for the leaders, business continuity was crucial, and internally we focused on three things: i) protect the people working for the organization and their families so that they can deliver on their business responsibilities, ii) ensure product supply at a moment the whole world was going through disruption of product supply, and iii) processes were compromised with the pandemic, and we had to implement preventive protocols to adapt to the new situation, we worked with fewer people at the plants to ensure the same productivity, and for that a lot of planning is necessary. We addressed the pandemic and realigned with these concepts, which helped tremendously, and we have grown. Without supply, opportunities are worthless. The most significant learning was to overcome disruption, and we learned a lot through the whole process.

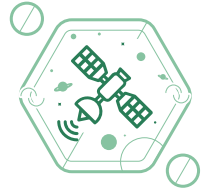
I believe "Fortune favors the prepared mind..."

EF: What is the role of pharmaceutical companies in accelerating Mexico's development and economic recovery?

SN: The equation is simple: a sound mind allows for a sound soul, a sound soul allows for sound communities, sound communities allow for sound nations, and a sound nation allows for a sound world. To realize this positive chain, medical access for the end-user is extremely important. The whole ecosystem must collaborate to succeed. For example, to achieve with our planned cluster, all sides must work hand in hand. In Mexico, there are prevailing problems in the procurement process that must be addressed, and only time will show if it was managed. To address one issue, we should not create another new one. Many players start initiatives, but they do not know the game's rules or how to play; the skill comes later, but you have to know how to play. When the learning curve has become longer, there will be a lot of collateral damages, including for the end-users.

EF: When you look back at this period in your professional career, how would you like your tenure to be remembered, considering you navigated a pandemic?

SN: This has been a time to face the challenges with creativity, and I am proud of having met the most challenging time in my career, being strong and delivering. I believe "Fortune favors the prepared mind", and I will remember this period positively.



Rodrigo Fernandez

Chief Executive Officer
Teva Mexico

EF: What are the lessons learned that you had from these experiences?

RF: The first lesson works in general for the industry; we are very open to innovation when it comes to science and R&D. However, when it comes to commercial approach to markets, we're not that innovative. It takes us a lot of time to change our paradigms. But the first learning is to put the patient at the center and find a link between your product and the patient. One of the biggest challenges was to understand the nature of the patient and where we could interact with them. With the new context, patients, physicians, and ourselves were mainly and only reachable online. It was key to understand this new process so we could adapt to the situation. Companies that did not understand the new dynamic were not able to succeed. In our case, we started calling our customers to understand their human situation and understanding the new dynamics. We realized that patients changed their purchasing behaviors and accommodated our strategy. We also learned that technology had to be used wisely and a balance between technology and a human touch was needed.

One of the first things I worked on when I joined Teva we got into lockdown was to see how I could stay closer to my team. I was working remotely, I started flying over to Mexico and at least be in the same country from time to time. We had meetings in open spaces close to my hotel because health regulations in Mexico required so at that time. Finally, I learned we were all patients of this pandemic. Sooner or later, it would impact all of us. And it was not only about the virus itself, but also related to mental health and personal lives. Acceptance and Empathy is another big learning from the pandemic. Our teams were at home with their families with all of what sharing a family space entails. The human side of leadership was an important learning in all this.

EF: How can we restore the importance on focusing on chronic diseases?

RF: That is an interesting matter. As an industry we are working hard to figure out what will be the healthcare trends over the next

few years. IQVIA suggests governments will have to refocus back into a couple of diseases, consultations will have to start to go back to normal. In Mexico, we need to bring patients back to care. We need to work together between the private and public sector to achieve this. We can collaborate by providing education, promoting adherence to treatments, increase access to medicine, working on the delivery channels. Over the next couple of years, partnerships will be critical, both for chronic diseases, non-communicable diseases, and for diseases like COVID-19. In many ways, we will need to ensure that the vaccine gets more available, broader, faster, especially in emerging economies, low-income countries. It is vital that public and private healthcare systems work together. I was pleased to learn that in Mexico, the Congress is considering how to include telehealth as a practice.

EF: Five years from now, when you look back, how would you like to be remembered?

RF: I would like to be remembered as a transformational leader. To transform the way we approach the market, we need to understand it first, and learn the dynamics. These last two years were all about understanding the true nature of humankind. No one that isolated themselves has reached the place where we are now. Working as a team was key. I want to be remembered as a leader that drove transformation in Mexico with a human approach and being patient centric.

“No one that isolated themselves has reached the place where we are now. Working as a team was key.”



Maria Galainena-Johnson

International Vice President of Channel Transformation
Latin America, BOSTON SCIENTIFIC

EF: If healthcare has its own COP26 and you were a speaker, what would be your message to world leaders?

MGJ: My message would be that South America has great opportunities due to certain macroeconomic indicators. I see Covid almost acting as a rocket for healthcare in terms of digital transformation. Before the pandemic, healthcare was always considered the laggard industry in any meeting or forum where digital innovation was discussed. Covid has changed that out of necessity. When I look at the future for the region and industry, I see a very positive future ahead of us.

EF: Did you introduce any new KPI's (digital metrics or processes) during this time?

MGJ: We have always had metrics and KPIs; we are a very metric-oriented company. I consider we follow a lot of the Peter Drucker school, believing we can't manage what we can't measure. And we have always been very patient-centric. All our KPIs are about how many patient lives we impact, and they are always patient-centric, customer-centric, and supply-chain-centric, but our use of dashboards became more critical. We already were a data-driven organization before Covid –it was one of our pillars- and we are more so now; data is paramount in Latin America and across Boston Scientific. The one KPI that has come to the forefront is a 'cost to serve', a different way of looking at our direct accounts to segment them better, based on the cost-to-serve. It also allows us to look at our channel partners and better segment channel partners based on a cost to serve.

EF: What would be your advice to women who want to pursue a career in the pharma industry?

MGJ: My first piece of advice to both men and women is that it is not about the destination but the journey and making sure you enjoy it. Enjoying the journey, loving what you do, and doing what you love sounds like a cliché, but I live by it. My advice is to focus on learning and adding value and not on the title, the time spent in one position,

“When I look at the future for the region and industry, I see a very positive future ahead of us.”

or the next move. That is important, but it will come much more naturally when doing things you are passionate about. If we are passionate about what we are doing, we are better employees, and the company will also do better by us. As for women in healthcare, I never planned my career as a Latin female, but it is important to have mentors and sponsors. Women should have both female and male sponsors, men are better at doing this, and I encourage women to look for mentors and sponsors. Studies show that women feel they have to be much more prepared for either going after a job or taking a new responsibility. Men will go for a job if they feel they have 50% of the skillset needed, whereas women feel they need 80 to 85%. I tell women that if they are asked to take on a stretch assignment or a new job, not to question the offer or their ability, they have to trust that there is a leader out there that sees something in them and is prepared to see her grow and develop. Women, for some reason, seem to have the little red hen syndrome. In a children's story, the little red hen could never accept help and insisted on doing everything herself. Women tend to insist they can manage independently, but they can ask for help. A quality in a great leader is to be confident in what they do, but that same confidence allows the leader to ask for help and bring people to the team that compliments their skillset. People think confidence means a person is good at everything, but confidence comes with a healthy dose of humility, allowing leaders to recognize areas they are not good at and need help



Alejandra Muñoz

Healthcare Business Director
3M Mexico



EF: Could you elaborate on the role of 3M in health, during the pandemic and specifically in Mexico?

AM: From 3M we have integrated into the value chain in terms of health, starting with knowing the real demand of the first line of health: the patient, the doctor, the nurse and the laboratory. We talked to them to learn about their real needs. Knowing the real demand we can provide a delivery commitment. We build and prioritize relationships with the entities most prepared for the approach of a disease or critical health condition. The priority must be aligned and coordinated with the country's health strategy and policy. With the identified demand we work on a supply plan with close communication and coordination with our raw material suppliers and a highly motivated team. Motivation is achieved with teamwork, management of challenges and problems, reinventing ourselves, innovating and listening to all team members, to reach the goal of supply and meet the need for demand. In the process we learned that together we are a team, we are all on an equal footing in responding to the need for a level 1 or level 4 hospital, a private or public hospital, an intensive care nurse or an intensivist doctor regardless of function, seniority or degrees. Each person has to be committed to providing a solution to a need. Our success lies in the fact that during the critical stage we rely on our ethical codes: to be honest, transparent, loyal and to act on all the commitments acquired. With the right information we promised to respond based on the client's need. We build internal competencies, improve capabilities and innovate, but the most complex thing was to engage the supplier-customer relationship. Today we feel confident in what we have learned, new challenges will come that we will also surely tackle successfully due to the inventive capacity we have developed after a very complicated few years. People's commitment, inventiveness, teamwork and motivation broke down barriers, achieving results for the benefit of the patient.

EF: What advice would you give to health or other leaders interested in enhancing their partner network?

AM: i) recognize that we do not have the knowledge, ii) accept that we must learn, iii) communicate our capabilities, opportunities and purposes. The purpose is the horizon we want to reach, many times we confuse purpose with objective, the objective is tangible, we reach

We build and prioritize relationships with the entities most prepared for the approach of a disease or critical health condition.

objectives but the purpose goes beyond and is accompanied by a thought. It is a horizon that represents the maximum we can reach and even arriving there is even more to do. Understanding the purpose, you must socialize it with the team, provide the necessary space for the team to work on a plan and based on that develop the most complex: that the purpose is a shared goal. Many factors come into the process, having a diverse and inclusive team, being respectful, retaining talent, developing it, taking into account the motivation of people and each person on the team is critical to success. It's a lot of learning and we continue to learn from all parties and people involved in health – everyone has to contribute.

EF: When do you look back at this period of your professional career, as you would like to be remembered?

AM: I would like to be remembered as a leader who adapted to change, who allowed her organization to express itself honestly and transparently so that its adaptation to change is efficient, effective, and fast. May my clients remember me for being honest from the get-go. Honesty is the critical word, numbers will be taken away by time but principles and honesty will always be part of my life and is a reason to be remembered. My message to my team is to be themselves, transparent and honest, on that basis comes success. Success can be measured in many ways, but in my opinion it is the best basis for success. Knowing that I did the best I could allows me to sleep peacefully.



Jesse Damstra

General Manager
Philips Mexico

EF: Did you change or introduce new KPIs to adapt to the changing scenario?

JD: Most international companies focus on the same KPIs: sales, margins, market share, and business. *We now also focus on employee engagement. The pandemic made employee engagement more important than ever, mainly because employees had to work from home the first year.* In Philips, we worked with our teams to ensure fluent communication and working as a team. We addressed this early on, and I am delighted to return to the office at least a few days a week, and connect on a personal level again. The pandemic made people rethink what they wanted from life, where they wanted to live, and how to work. If our people are not engaged, we risk losing them, and finding good people is problematic. *We have changed the focus from business to people, making sure our employees are engaged and have career paths in Philips because we believe if they are engaged and happy despite the pandemic, it will result in better performance.* The biggest challenge we face today is how to connect with people in a remote setting, and our KPIs are focused precisely on that.

EF: Does that mean you are aiming towards a hybrid model?

JD: *In 2021, tech companies announced going full-time remote for employees who wanted that model.* They felt that they could attract more talent and protect their talent from leaving if they offered this. I believe in a working environment where people can collaborate together. *I want people who want to be with colleagues and who like to interact personally, not those who prefer to work in isolation.* We also realized that it might be unnecessary to be in the office five days a week; a lot of work can be better from home. I believe that for meetings and workshops, the in-person approach is optimal. We are going for a hybrid model as soon as the situation allow us to do so. *Each role within an organization will have a different mix between in-person and remote work.* As we want our teams to feel part of the organization through

personal interaction, we encourage to attend to the office whenever possible. I personally do not believe in a 100% remote model. Even for international teams working remotely, I believe they should get together once or twice a year to get to know each other.

EF: Do you think the Mexican market is ready for these changes in terms of physicians understanding their new role and being prepared to incorporate new technologies?

JD: Doctors are ready, and there are examples of hospitals pushing for this. My biggest concern is that decision-makers are not prepared for it. In the public sector, the tenders are designed in a way where the value that these technologies bring can hardly be seen. I see these technologies being adopted in the private sector much faster because artificial intelligence and informatics are more complex to analyze. Companies like Philips and doctors have the responsibility to make the value of technology seen in the public sector, where it is most needed. 80% of the Mexican population gets their healthcare from the public sector.

“Companies like Philips and doctors have the responsibility to make the value of technology seen in the public sector, where it is most needed.”



Daniel del Conde

CEO
GRUPO SOMAR MEXICO

EF: Could you elaborate on Grupo Somar's role in Mexico over the past nearly two years?

DC: We are part of Advent International, a prominent international private equity. Last year Advent International acquired another company, the Perrigo Group, in Mexico and Latin America. We are still waiting for the green light from the Antitrust Agency to start working together and become one of the major healthcare providers in Mexico. Even now, Grupo Somar is one of the major healthcare providers, producing 40 million units per year. Combined, we would produce around 120 million units per year, one for each Mexican. Our vision is to provide quality and affordable healthcare for all Mexicans in the near future. Historically, international names have had better positioning, but we can change that as part of a big group that serves Mexico and Latin America. Quality and affordability must be at the center of the stage moving forward. Investment, R&D and innovation is key to our success, particularly innovation considering we are a local pharma company. Over the last years, we have invested more than 250 million Mexican pesos in R&D and innovation, bringing new quality products to market at affordable prices to benefit chronic patients on medication for the rest of their lives -expense making the experience unsustainable. We even have a product for hair loss in a foam solution, the first foam product brought to the market and is more practical in its application and easier for people to use. We are

“Our vision is to provide quality and affordable healthcare for all Mexicans in the near future.”

focusing on five or six therapeutic areas we know will have a future impact: i) neuropathic pain, last year we launched a new speciality line, ii) cardio-metabolic, iii) gastrointestinal affliction, iv) anti-infectives –they had a significant impact during the pandemic- and v) RX dermatology, an area we continue to pursue. As a local player, we will keep innovating; vitamins will be huge once the two companies join up.

EF: If you had to create a Master in Pandemic Administration which two courses would you consider mandatory?

DC: For an MPA, my choices would be thinking outside the box, risk and collaboration. Team building and team playing remotely was a challenge. At a team level –with my directors and managers- I worked to generate trust and transparency by always keeping cameras open, having informal chats and things like wine tasting sessions to mitigate the lack of face-to-face contact, but it was not easy. We have struggled with our sales force after making changes during the pandemic. We had seen areas of opportunity pre-pandemic we wanted to tackle.

EF: Grupo Somar is already on a hybrid model; do you think this model is here to stay?

DC: The changes came to stay. Optimal interaction will only get more challenging in the future, but we will not go back to work as we did pre-pandemic. Some companies are changing their workplaces, and a major shift of company workspace is not done for a couple of years; it is done with the future in mind. There already was a trend in this direction, but the pandemic has accelerated the trend enormously. Of course, the changes are only for certain areas as people who work in plant production must be in situ. With the combination of the two companies, we will have six factories in Mexico and almost two thousand employees at the plant level, where the hybrid model is impossible. The accelerated changes will only happen at a team and home office level.



Gurulinga Konanur

General Manager
Hetero Mexico

EF: 2020 was the year of diagnostics, 2021 the year of vaccines; what do you think 2022 will bring?

GK: 2020 and 2021 held many challenges, Covid came from nowhere and was a huge learning curve for most of us, and I still feel we are still learning as new variants appear. We have done well, but remain watchful. 2021 has been a year of learning and implementation with a certain level of success. Two years ago, people were worried about getting masks, and today it is vaccines. We have been working with the company promoting a two-dose Covid vaccine to manufacture more than 200 million vaccine doses for Mexico. There also is a variation of this vaccine which is a one-shot vaccine, which we are manufacturing and have a license to launch this product in Mexico and many other countries. We are the biggest manufacturer for an antiviral used against Covid across the globe, adding value in the fight against the pandemic. We have invested in the value chain of treatment and are frontrunners in other products used in treatments related to Covid. We also manufacture and have made available many tools used to diagnose Covid-19.

EF: What will be the market dynamics in the future? There has been a massive emphasis on infectious diseases these last two years, but will the importance of non-communicable diseases be restored?

GK: Covid variants are much less severe now, and despite working in the segment with many Covid-related products, we must not neglect other diseases. Scientists worldwide agree that Covid is getting weaker and finally will become localized. What will happen is still uncertain, but we all hope to concentrate again on other diseases shortly.

EF: What is the relative importance of Mexico to the Hetero Group?

GK: For us and for many big multinationals that come from India, the US, and Europe are more important, it has always been that way, and that perspective doesn't change, even in Hetero. Having our HQ in India, we are US and Europe-centric, and then we have the rest of the

“We are very ambitious about the Mexican market, we have grown by leaps and bounds over the last five years...”

world. In Latin America, Mexico is our top priority. Mexico is a highly regulated country, and the market is still huge for generic products. We are very ambitious about the Mexican market, we have grown by leaps and bounds over the last five years, and we have no issues with the product offering in terms of performance. We are doing extremely well; and will keep investing in the country to offer better products and services to Mexico, and we look forward to gaining market share moving forward.

EF: Five years on, what will you remember about the pandemic when you look back at this period?

GK: I will remember having to do home office; we have essential workers and non-essential workers, the essential workers were those doing finances, sales, logistics, and distribution, and they are coming into the office and sometimes working on the weekends. There were a lot of challenges that we dealt with: logistic, the supply chain disruption, and price increase that was directly proportional to the inflation and the demands of the patients. The product range is smaller, but we should be safe for the next couple of years. I am proud of Human Resource Management and how they looked after people and were constantly tested. People from IT could work from home, and we know that the home office culture for us as a company was a challenge that we managed to overcome.



Alberto Wicker

Director General
Signufarma

Supporting your people and providing them with what they need is key to keep the motivation high.

EF: What was the role of Signufarma during these past years?

AW: Signufarma has been dedicated to developing patient compliance and patient-centricity programs for over 25 years. Patient centricity was not known many years ago, and only recently did everyone start looking at it. This role is increasing its relevance as patients are now focusing on their health more than ever, especially after this pandemic. Health is the biggest asset you can have these days. Our role is vital in this matter, helping people to be knowledgeable and increase their awareness of their health.

We create awareness and mindfulness around the inclusive programs that we design. All the programs that we are doing are very exclusive by design and prioritize the equity of access to everyone.

Building trust has been important for us. Having the patients' data safe, and using the data only for the agreed purposes, such as enhancing their health. Of course, there are challenges, such as bridging the different treatments. For example, for a patient that needs to transition from one treatment to another, the experience needs to be as smooth and safe as possible. This integration is one of the essential things on our radar.

EF: How did you keep your team motivated during this time?

AW: It was key to work on mental health during these times. *We found that around one-third of our workforce were experiencing depression and anxiety, so we gave them the psychological support they needed. We also found very resilient, proactive employees. I call them heroes. The heroes moved forward even with the personal situation they were having.*

Listening to our employees was part of keeping them motivated. Some of our employees didn't want to work from home as their connectivity was not good, and they were heavily distracted. They asked us to give them an isolated space at the office. We have noticed that purpose has increased among employees. Supporting your people and providing them with what they need is key to keep the motivation high.

EF: What are challenges for the sector in the upcoming 5-10 years in Mexico?

AW: In Mexico, we have a lot of challenges that needs to be solved. Patient centricity is to me one of the most critical ones.. Patient support must be available to every patient, and not only for the few taking our medication. Electronic Medical records will save time and make diagnosis more accurate and faster, as all the information will be easily available. The electronic health record must be integrated and be interoperable, using a hybrid care system. *We must get together and see how we will do each part and put everything together between the stakeholders so we can serve the patients.*

EF: How would you like to be remembered as a leader in the next five years?

AW: No matter your education, you never know what is coming next. I got deeply involved in the sector because of a family experience. Back in the day, access to treatment was minimum. This situation pushed me into the industry and to work hard. It has been over 20 years now and I am looking forward to many more. We want to be remembered as a partner of choice, pioneering in our field with over 27 years.



Ricardo Spinola

CEO
FARMAPIEL Mexico

EF: What are the lessons learned introducing new products during Covid, considering the difficulties with the supply chain and the need to keep the quality intact?

RS: In times of transition and transformation, leadership is essential. There is transition and transformation in a world with or without a pandemic. It is always evolving, and Farmapiel is constantly adapting to its customer's needs, doing it quickly with quality and at the right price. I was very agreeably surprised that our internal operations working remote transitioned very quickly and adapted to change relatively easily. When things are done correctly, the outcome is positive, and as a consequence, we end up ahead. I am not speaking necessarily about gaining market share or return investment. Putting people's health and welfare above all other variables was the right thing to do - the rest will follow.

EF: Did you introduce any new KPIs during the pandemic?

RS: We have not included new KPIs since the pandemic. Our internal management and operations are based on KPIs and have been for a long time, long before the pandemic. We are, for obvious reasons, more sympathetic toward how the physicians are coming back to consultations; not all of them have returned full-time to attending people on a face-to-face basis. We have adapted our visits accordingly and launched new products virtually for the distribution channels, pharmacy chains, and new clients. We have not changed significantly; we just adjusted the process to the pandemic. Only 20% of the staff are coming into the office today; the other 80% are on a hybrid model, coming in certain days of the week and doing home office the other days.

EF: How has your portfolio performance evolved, and what do you expect, looking to the future? Are you particularly excited by a specific product?

RS: Social media influence has been significantly and exponentially increasing over the last five years, with dermatology being a positively

Covid changed us, and it has been a humbling process.

affected area due to the daily hours of on-screen interaction and at a global level. The pandemic has been a factor in increased dermatological treatments, more dermatitis due to using different products, and the impact of face masks on the skin. The pandemic exacerbated the implementation of dermatological treatments and esthetic procedures. Covid has a secondary effect on the skin of different body parts, especially on legs, but we are still finding out about the impact of the virus on the body. Dermatologists are looking at those secondary effects four or five weeks after the patients have recovered from Covid, as some dermatitis in specific body parts or sensitive areas can be observed. Although it does not affect a huge percentage of the population, there is a small incidence; we are studying the potential for new products.

EF: When you look back at this period in your professional career, how would you like your tenure to be remembered, considering you navigated a pandemic?

RS: The pandemic has made us sensitive to people's needs from a health and a financial standpoint. Many people have suffered, some have lost their jobs, others have had to adapt their incomes, and we have tried to be sensitive and empathic with our people. Covid changed us, and it has been a humbling process. Personally, I feel humbled, making me more connected to my people and to what is happening. Digitalization is already part of our lives and will be 90% of the sector sales; the value of the products is reflected in the quality, price, and access and will make a big difference. There is a reshaping of the environment and the market, which will continue growing and challenging all the companies.



Fernando Fogarin

Managing Director
Organon Mexico

EF: 2020, everyone was focused on diagnostics, in 2021 it shifted to vaccines. What do you think 2022 should be the year of?

FF: 2022 will be the year of getting patients back to care. It will be a joint effort between governments, healthcare providers, and other stakeholders in the industry to get people back to care. 2022 should be the year when people got checked. In the past, people were most afraid of going to a health institution to de-risk their Covid exposure. Regular checkups, diagnosis, treatments, and interventions were postponed were postponed, and now there is a huge backlog. For us working in health care, our main priority should be to bring back people to care. There is a lot of people around the world that now might be neglecting their care, neglecting their controls, and it is our job as an industry to educate society around the importance of healthcare. We have a worldwide initiative planned for Women's Day related to getting patients back to care. We have decided that on Women's Day on March 8th, as a worldwide initiative, Organon is providing a one-day paid leave to the entire population of workers for Organon to take care of their health. Since in Mexico we are one of the six privileged countries where we have a manufacturing facility, we will be doing it one day before, Monday 7th of March, to minimize the impact in our manufacturing facilities. This initiative will encourage our over 500 employees that work with us here in Organon in Mexico to focus on their health. It's an initiative that is linked to women's aid. We are innovating in this way, and we want other institutions, government, companies, and associations to join this effort of helping people getting back to care.

EF: What is the importance of Organon Mexico to the group?

FF: Organon has presence in more than 140 countries all over the world. We are the biggest company in our field, focusing on providing health care to women in every stage of their lives. We are proud to say is that we have an entire product portfolio focused for all the stages of the life in

“For us working in health care, our main priority should be to bring back people to care.”

women. The Mexican market for Organon is an important one, we have six manufacturing facilities in the world, one of which is in Mexico that we are manufacturing for Mexico of course, We are still manufacturing some products for MSD. And we are exporting products to from such Xochimilco to all over America, to Australia and some other countries like Canada. We are proud of having a manufacturing facility for the future. We expect that facility to expand here in Mexico in terms of the volume that we are currently producing; we are currently operating at 35% capacity. In a manufacturing plant, we have a large capacity. And we are thinking about and beginning to work in plants to bring new products to such a miraculous. And we need to take advantage of it in a variety of ways.

EF: How do you think we can restore the importance of non-communicable diseases, especially for women?

FF: As an example, consider osteoporosis. Perhaps many women did not want to perform the densitometry. However, we can see the density of calcium in the bone. There are many things and controls that women did not take during the pandemic due to their fear of COVID. That would require a collaborative effort from many different organizations across the country, and we are here to assist.



Antonio Arranz

General Manager
DHL Mexico

EF: 2020 was focused on diagnostics, 2021 was focused on vaccinations, 2022 people are focused on treatment, what was the role of DHL during the pandemic?

AA: We saw at the beginning of the pandemic that a medicine would need to appear. We did a white paper on what would happen when a vaccine was available and contacted the healthcare authorities and governments across the world as we are based in 220 countries and territories, telling them that they must be ready. In March when news of the first vaccine appeared, there was an assumption that we were done but that was not the reality, we had to create the infrastructure to deliver 10 billion vaccines. That was the target. In the white paper we identified the gaps to be covered in terms of supply chain to succeed in delivering vaccines. We discussed with pharmaceutical companies about our whitepaper and communicated our intentions of partnering with the Healthcare sector, investing in refrigerators, systems, and other healthcare requirements to close the infrastructure gap. DHL Medical Express (WMX) is our service oriented to healthcare and is adapted perfectly to distribute vaccines. We offered pharmaceutical companies this form of help in connecting to countries. The first delivery was in Israel, and we learnt a lot about the whole experience. The logistics and customs of each country differs and so in many countries we waited until the vaccine had approval from governments. We are very happy, we have delivered 2 billion vaccines in the world and of those, 400 million were in Latin America.

EF: Did you introduce new KPIs?

AA: Yes, the WMX has a specific KPI that is constantly monitored as it should not be opened or changed because this can result in problems with the vaccine. The normal indicator for us was the deliver in 24

hours, on time or in good condition. In this case, the most critical KPI was to ensure that the box was never damaged, opened or had a change in temperature. The indicator sends constant messages to a control center where we ensure that the product is OK.

EF: What is the relative importance of the healthcare division to DHL Mexico?

AA: For us, healthcare is growing at an amazingly fast pace. The population is aging, and they have more money to spend on healthcare. All the products that assist with aging need to be in a supply chain and shipped. That means for us, the healthcare industry has a lot of potential and areas for us to develop in. As an example, with other divisions we are managing the millrun, which is the delivery of all types of products needed in a hospital in a single day. Small and medium hospital chains can save money through having a centralized inventory and make the delivery with a dedicated vehicle. One of the products we offer is a delivery in 60 minutes, a product from a warehouse can be delivered with a motorcycle to a hospital for an emergency operation within that time. DHL is also very good at delivering across countries, a main strength of ours is delivering individual packages specifically made in countries to another, and this can be done by express, cargo, sea or by air.

“For us, healthcare is growing at an amazingly fast pace.”



Daniel Bandle

CEO
AXA México

EF: 2020 was the year of diagnostics, 2021 the year of vaccines, what will 2022 be the year of?

DB: From an insurance point of view, we are the payer in the health system, we continue to play a very important role in this. At AXA we have decided to also adopt the role of provider, we do not only want to be paying the bill after. We started this in 2019 with an integrated health system called AXA Keralty in which we opened physical clinics and we started with teleconsultations. In 2022, we must go further with prevention and care, in a country like Mexico where we have one of the highest mortality rates worldwide, and that is how I look at the pandemic. Not through the number of infections or diseases because they are not known. We can compare through mortality rates and the reasoning behind the rates in Mexico are bad health habits that result in obesity and chronic diseases. I hope that 2022 will be the year when Mexican's become healthier.

EF: How do you see the role of healthcare infrastructure in restoring the economy for Mexico?

DB: We must distinguish between the public and private sectors, as they are independent. Looking at the private sector you can see investment into hospitals and new hospitals opening. In the big cities, I do not see a problem with infrastructure, along with the doctors - they are excellent. It is true that there are big differences in Mexican society, and there is a lot of work to be done to ensure all Mexicans have equal access to healthcare.

EF: Could you elaborate on your spillover in Mexico and how did you manage your employees?

DB: We have around 5,000 employees in Mexico and because we were declared as an essential service, we were allowed to go to the offices. Whilst insurance is essential, it is also a privileged activity

“At AXA we have decided to also adopt the role of provider, we do not only want to be paying the bill after.”

as we were able to carry out activities remotely with home office. We grew the topline in terms of both premium volume and in terms of insurers in all lines of business. We did have people on the field, such as workers that needed to assess car accidents for insurance customers. People were very engaged, happy, and grateful. However, In Mexico COVID impacted all generations and this correlated to the moral of our colleagues.

EF: Could you elaborate on the relative importance of AXA Mexico to the group?

DB: AXA Mexico is admired for its unique integrated health system. Within AXA, Mexico is an innovator, and we are convinced that it is key for tackling the health problems in Mexico. There are many roles to play, and we must be integrated, everything must start with prevention, a good checkup, and a good diagnosis.

It is very important that everyone not only plays their role, but we do more than our traditional specialties. We are traditionally payers but are investing in prevention which will pay for the long term. I think that we need to tackle the issues from the start with much more prevention, education and helping people live healthier lives.



Fabiola Trigueros,

CEO and President
Smart Scale

“Taking care of the team is just as important as taking care of the client in our company. We look at what the client needs to improve our quality and delivery.”

EF: What do you think 2022 will be the year of?

FT: 2022 will be the year of being more dynamic and more adaptable to digitalization in the sector. In 2020 everyone came to a standstill; this included our minds. We were genuinely concerned about losing our customers and businesses. The opportunity to develop came from the industrial standstill. The company's primary focus is CRM and databases within the pharmaceutical industry. While we are working from home, together with CANIFARMA, we surveyed doctors asking how we could help them and what services they required from the medical industry.

Covid was the steppingstone that propelled us to where we are now. In the last year alone, the company has grown by 30%. We have multiple channels for our systems and have increasingly grown by using digitalization and looking to develop AI. We bring technology as a service and a consultancy in this sector. *We cover a wide range of specialized fields in the medical sector in our virtual services. That is why I am constantly learning, and the business is continuously developing. The moment we stop learning will be the beginning of the end.*

EF: What is the secret to raising awareness of the services offered in Mexico as high-quality services?

FT: Being dynamic is the most important thing. Customers reducing their sales force was a challenge for us because there were no reps on the ground. Most of our customers continued paying for the representatives, and some even increased services with us. The focus was the clients'

needs and understanding how digitalization would help improve our services. Because we are like a boutique company, offering ad hoc the quality must be the best. We learned from internationally proclaimed companies, improved the service design, and do service better.

Taking care of the team is just as important as taking care of the client in our company. We look at what the client needs to improve our quality and delivery. We aim to satisfy all our clients and keep improving beyond their expectations. When covid-19 came, we let all our employees stay on even though there was no certainty about the future. We even got hires to clean the data, which helped us stay prepared and improve the quality of our services. In my experience when an employee is appreciated and treated well become more productive by the company.

EF: What are the trends you are seeing right now, and what do your customers require from you?

FT: Our biggest client decided to align all their needs with our services and helped us scale our CRM. I built two companies before selling them and made my third company a success story.

Recently, we launched a pilot program on Harmony CRM that will have 1000 users by April of this year. Our main product is the Harmony CRM, but we also have database services, email marketing, direct marketing, and virtual rep services. It is a beautiful company that is creating value in the sector. We believe that focusing on quality over quantity is important to drive growth.

EF: What is your advice for the young women and girls in Mexico who dream of being entrepreneurs and aspire to start their careers?

FT: With the right partnerships and people, anyone can succeed in anything they set their mind to. The best advice I can give to young women is not to get loans from banks. People must have determination to stand, which will make them grow. When you are aligned with the right people, who believe in you and your dreams, you will go places—having the right people around you with the knowledge and capabilities that you don't will help you build your business. By learning and staying alert, with be innovative, never lose focus with responsibility and constancy in your business.