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## **GESTION FINANCIERE**



## **AXIOS INTERNATIONAL - DUBLIN OFFICE**

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# SUMMARY

Introduction.....	page 3
Acknowledgements.....	page 5
I/ Global Approach of Axios International and its activity.....	page 6
1) History of Axios and organization.....	page 6
A) History of Axios.....	page 6
B) Organisation.....	page 8
2) Missions of Axios and external environment.....	page 11
A) Missions and services of Axios.....	page 11
a) Missions of Axios.....	page 12
b) Services of Axios.....	page 12
B) External Environment.....	page 14
a) Clients.....	page 14
b) Partners.....	page 14
II/ Missions in Axios .....	page 15
1) Missions and goals.....	page 15
A) Financial missions and tasks.....	page 16
a) Management of the invoices of the company.....	page 16
b) Check of the visa cards of the executives and the expenses of the consultants.....	page 17
c) Management of the counts of the programs of the company.....	page 18
d) Study of the costs of Axios' travel agency/opportunity of change.....	page 18
B) Human Resources missions and tasks.....	page 20

<b>a) Recruitment of a project manager in India.....</b>	<b>page 20</b>
<b>b) Organisation of the employees' files of the company.....</b>	<b>page 21</b>
<b>C) Current missions and tasks.....</b>	<b>page 22</b>
<b>a) Management of the mails of the company.....</b>	<b>page 22</b>
<b>b) Management of the teleconference sites.....</b>	<b>page 23</b>
<b>2) Techniques and tools.....</b>	<b>page 24</b>
<b>3) Results of the different missions.....</b>	<b>page 25</b>
<b>A) Financial missions and tasks.....</b>	<b>page 25</b>
<b>B) Human Resources missions and tasks.....</b>	<b>page 27</b>
<b>C) Current missions and tasks.....</b>	<b>page 28</b>
<b>III/ Propositions to improve the company.....</b>	<b>page 29</b>
<b>1) Financial propositions.....</b>	<b>page 29</b>
<b>2) Human ressources.....</b>	<b>page 30</b>
<b>Conclusion.....</b>	<b>page 31</b>
<b>Annex 1.....</b>	<b>page 32</b>
<b>Annex 2.....</b>	<b>page 33</b>
<b>Annex 3.....</b>	<b>page 34</b>

# INTRODUCTION

At the end of my second year of INSEEC Business School, I had to choose between three options to implement my lectures of corporate finance and to improve my English, and I decided to find an internship in an English speaking country.

I began to seek an Internship in Ireland in the financial sector, and after some days, I finally had an opportunity to work for Axios International for their Financial Department based in the Dublin office of the company.

Axios International is a worldwide consultancy company founded in 1997 that specializes in strategic advice and technical assistance to improve healthcare delivery services in low and middle income countries.

Axios tries to negotiate with different large pharmaceutical groups to get medicines in order to distribute these low priced medicines to developing countries.

The company delivers pioneering solutions that increase access to drugs, diagnostics, and healthcare services.

I contacted John Mac Donald, the financial director of the company who told me what he was expecting me to do for Axios. He wanted me to assist Denise Flynn and Aileen O'Shee, two of the employees of the department, in the current management of the finance of the company.

The main goal of Axios International, and the task they proposed me to do sounded me really interesting that's why I decided to accept their proposal.

I'm studying corporate finance, and I thought that this internship was a great opportunity to make a first step in the world of finance, in a company where I will have different missions and where I will have the chance to progress nearby high qualified employees and where I will be independent in my way to work.

During my internship in Axios, I had the chance to make a lot of different things:

#### Financial tasks:

- I had to manage the invoices of the company
- I had to check the visa cards of the executives of the company and the expenses of the consultants with their receipts
- I had to deal with the counts of the programs of the company with the pharmaceutical groups
- I had to see if it could be interesting to change the travel agency with which Axios was working

#### Human Resources tasks:

- I had to help to find a new employee in India
- I had to classify the employees' files of the company with a new organisation

#### Other tasks:

- I had to organise the schedule of the teleconferences of the whole company giving the site codes to the different participants
- I had to deal with the mails of the company

During this internship I have tried to make the best work that I could, with the good advices of the other employees of the company, to achieve the different goals that John Mac Donald gave me.

I could see how a foreign company was working and the differences with the France, furthermore it makes me improve my English, speaking all day long with the other employees, the person I was leaving with, and all the other person I met.

This internship was so interesting that it reinforced my will to work in the financial sector.

This report will be articulated in three main axes.

In the first point, I will explain the Global Approach of the sector of Axios International and its activity with its strategy of development and its commercial function.

In the second part I will present my internship in the company, with the description of my different missions and goals, the techniques and tools I used, and the results I achieved.

In the third part of this report, I will explain the different things that I think could improve the company in their finance management.

# ACKNOWLEDGMENTS

I really want to thank the following persons:

Mr Joseph Saba, the CEO of the company, who welcome me in Axios International for my internship.

Mr John Mac Donald, the financial director of the company, who welcome me in Dublin and accompanied me during my internship.

Mrs Aileen O'Shee and Denise Flynn for their kindness, and all their advices and the interesting financial missions and tasks they offered me to do.

Mrs Joan Stafford, the HR director of the company, who permitted me to do this internship, trust me to take her place during her week of holidays, and make me discover the sector of human resources.

# **I/ GLOBAL APPROACH OF AXIOS INTERNATIONAL AND ITS ACTIVITY**

Axios International was funded in 1997 in order to increase the access to health care in developing countries.

In this part of the report I am going to present more deeply the company and its activity. This section is articulated around two main points.

In a first time I am going to present the history of Axios and the organization of the company.

In a second time I will explain the main missions and services of Axios and present its main clients and partners.

## **1) History of Axios and organization**

### **A) History of Axios**

The creation of Axios International goes back to the early years of the battle for HIV treatment when a lot of people thought that developing countries were 'too poor and too uneducated' to be able to use antiretrovirals (ARVs).

Almost all the opinion leaders asserted that patients in developing countries would not be compliant with ARVs treatment and that the fact to give access to ARVs to these patients would be too much risky and even irresponsible and that it could create an ARV resistance.

In the early 90's current CEO, Joseph Saba, a Lebanese/French infectious diseases doctor, had been searching in Rwanda in the early 90's for WHO to find some solutions to fight AIDS, after that in 1996 he was working in UNAIDS.

At this period, the two main challenges were on the one hand the lack of access to ARVs at low prices in developing countries and on the other hand the lack of knowledge of how to prepare health systems for ARV treatment.

Joseph Saba and an Irish businessman, Brian Elliot, started some negotiations with the pharmaceutical industry to realize something revolutionary that is namely the access to a much lower set of ARV prices for developing countries.

They finally launched in 1997 what was a major breakthrough, the first-ever ARV programs in four developing countries: Vietnam, Chile, Cote d'Ivoire, and above all in Uganda (first ARV programs in all of Africa).

These pioneering programs demonstrated that the ARV treatments could be done safely and efficaciously in developing countries and it permitted a really sizeable price reductions and ARV initiatives for developing countries.

Their will to be leader in the access to drugs and health care in developing countries lead to the creation of Axios (old Greek for "worthy").

The consultancy company Axios International was created in 1997 with the goal to increase the access to health care in developing countries.

Anne Reeler, a Danish medical anthropologist, Sowedi Muyingo, a Ugandan pharmacist and MBA, and John MacDonald, an Irish accountant, were the Axios early pioneers.

In 1999, Joseph Saba joined the company as chief executive officer and consultant of the Irish business, and Peter Ahern became the president of the non-profit Axios Foundation.

At this period Axios counted six motivated professionals with a strong vision of increasing access to health care in developing countries by gathering the interests of both public and private sector.

Axios International is now composed of more than 100 committed and highly qualified professionals of more than 20 nationalities with offices in 12 countries.

The present challenge of Axios is to increase the access to life-saving drugs and health care services for HIV and other chronic diseases such as cancer, diabetes and heart disease for patients in developing and emerging countries.

Like in its first ARV project, Axios enables clients to make a real difference with a large range of services that include, implementation, creative commercial strategies, communication, research and raising of awareness.

## **B) Organisation**

Axios International is composed of four main divisions (see Annex 2):

\*The Corporate Strategy and Communications division (CSC) is managed by Claire Brûlé, who works in the Paris office of the company.

Claire Brûlé has more than ten years of experience in the international business corporate administration and the financial management, nine years of which in the healthcare industry.

The main role of this division is the formation of organizational structures and systems to help Axios to support its growth.

\*The Global Health Systems and Research division (GHSR) is led by Tim Dye.

Tim Dye is a brilliant Anthropologist-Epidemiologist specialized in applying global health research and programming in developing countries, who has done more than one hundred scientific publications and presentations.

Dr Dye received a PhD in Anthropology and a MS in Epidemiology from the State University of New York at Buffalo, and an MA in International Relations and MPA in Development Administration from the Maxwell School of Syracuse University.

Tim Dye has served in public health research and evaluation at the University of Rochester, at the SUNY Upstate Medical University, and the US Centers for Disease Control and Prevention. These last years, he has led research teams focusing upon applied public health topics to such diverse places as Burkina Faso, Tanzania, Ethiopia, Costa Rica, Dominican Republic, Tibet, Antarctica, India and elsewhere, with funding from industry, government agencies, and foundations.

The main role of this division of Axios is the research on the field, in developing countries, and the set up of new health systems in these countries.

\*The Finance division (F) is directed by John MacDonald, an experienced accountant with over 30 years of financial management experience across a range of commercial enterprise, with the title of chief financial officer of the company.

He holds a Master's degree in finance from Dublin City University, and he has worked as a Finance Director in several companies, before starting his own consultancy firm in 1986, which he managed until joining Axios in 1997.

John Mac Donald is an associate of the Chartered Institute of Management Accountants.

The finance department of Axios in which I have worked for my internship, has for objective to manage the counts and all the other financial stuff of the company.

\*The Global Access and Drug Logistics division (GADL) of the company is directed by Sowedi Muyingo who manages the Nigerian Office of Axios International.

Sowedi Muyingo, is a health management specialist with over 12 years experience in designing implementing and monitoring public health programs in Africa.

He holds a Bachelor's degree in Pharmacy and a Master's degree in Business Administration.

Sowedi Muyingo has a lot of experience in Public Health, project management, WHO-Drug Quantification and Planning, pharmaceutical procurement and marketing, strategic planning, business negotiations, total quality management, and drug dossier assessment and registration.

The goal of the GADL division is to manage the drug logistic of the company, to bring the different medicines and drugs to the people who couldn't have any access to these medicines and drugs in developing countries.

Joseph Saba and Ann Reeler, are the highest placed In the organization chart of the company. I am going to present them in few words.

-Dr Joseph Saba, co-founder of Axios and actual C.E.O., is a Lebanese and French medical doctor specialized in infectious disease, health management and statistics.

He is known internationally for his expertise in the prevention of mother-to-child transmission of HIV and for establishing the first HIV/AIDS anti-retroviral drug access programs in Africa and in developing countries. Dr Saba is a specialist in program implementation, including policy development, cost-effectiveness analysis and access to medicines and health care services. He is really committed in the developing of creative strategies to increase access to medicines in low- and middle-income countries.

-Ann Reeler, the C.T.O. of Axios, is a medical anthropologist who has more than twenty years of field experience in the design and implementation of health system programs and the underlying private-public partnerships.

Dr Reeler joined WHO (World Health Organisation) in 1986, where she designed research for the Action Program on Essential Drugs.

In 1989 Dr Reeler was nominated program officer at the United Nations Economic and Social Council for Asia and Pacific in Bangkok.

She also worked for other departments in WHO including Health Systems Research and Human Reproduction Tropical Diseases. After that, she worked at UNAIDS in Geneva on the subject of care and social support for HIV-infected people, and led a study on compliance issues in HIV treatment.

The Axios team is passionate about improving access to health care in developing countries. Axios' team members represent a wide range of educational cultural and geographic backgrounds but share the same will to improve the delivery of health care.

Axios' employees are experts in health policy and financing, creative access strategies, hospital and clinical management, drug logistics, social and epidemiological research, and communications.

More than one hundred people work for Axios, some as employees and some as consultants, for the different divisions of the company, in different countries and in the twelve Axios' offices like in Paris, Dublin, Cleveland, New York, Nigeria, Burkina Fasso, China, etc...

## **2) Missions of Axios and external environment**

### **A) Missions and services of Axios**

In this part of the report I am going to present the main missions and services of Axios International.

Axios International delivers pioneering solutions that increase access to drugs, diagnostics, and healthcare services.

In August 2008, more than 8 million people have received tests or treatment thanks to Axios managed programs.

Axios tries to help to modernize the healthcare infrastructures and systems in developing countries, and to advice on creative commercial strategies to improve access to medicines in emerging economies.

Axios International is specialized in chronic diseases like for example diabetes, cancer, HIV/AIDS and cardiovascular diseases.

Axios works hand-in-hand with the Axios Foundation, a non-profit organization focused on the in-country implementation of philanthropic healthcare programs, to maximize the impact of their initiatives.

Axios international can count on a huge network of more than 450 healthcare institutions in 117 countries, which permitted a large intervention capabilities and a repository of comprehensive data and local knowledge.

The different Axios' services include strategic access strategies designed for clients with important markets in China and Southeast Asia.

Axios work through partnerships with governments and communities to create sustainable solutions in developing countries.

## **a) Missions of Axios**

Axios main goal is to increase the access to quality healthcare for people in emerging and developing countries

In order to achieve this mission, Axios International delivers pioneering solutions that:

- Increase the access to drugs, diagnostics and healthcare services for people who lived in developing countries
- Permit to transform and modernize the healthcare infrastructures and systems of these countries
- Accentuate the contributions of stakeholders, public and private entities and NGOs (Non Governmental Organizations)
- Obtain significant and meaningful results in all initiatives
- Setup advancing models and methodologies to meliorate healthcare

## **b) Services of Axios**

The different Axios services and innovative programs have permitted to help millions of people in developing countries. Axios wants to develop strong relationships of fidelity with its clients in order to help them to navigate and understand the developing world.

Axios' advice is based on a unique and extensive knowledge of healthcare in the developing world and its main actors. The numerous contacts of the company with the international community, United Nations, Governments, international funders and activists give to Axios a real credibility with opinion leaders.

Axios tries to help both its clients and partners to become the recognized leaders in their own field with its experience.

Axios got the will to help their clients evolving to better respond to changing needs and challenges.

The Axios work can be presented on two levels, on one hand, the company helps governments in developing countries to improve access to healthcare for the poor, and on an other hand, it helps its clients to develop sustainable business strategies and gain recognition for high corporate social responsibility standards.

The different services that Axios propose to their client are (see Annex 3):

\*Strategy consulting: It represents a large range of services to help long term program planning consisting of market entry strategy and research, goal setting, success criteria assessments, and the identification and mobilization of partners and stakeholders (example see Annex 1).

\*Program design and implementation: This service tries to increase the access to quality treatment and care thanks to excellence in technical advisory, program design, implementation and management, integrating a participatory approach to balancing the needs of clients, funders, partners, and local and international stakeholders.

For this service, Axios international has developed some methodologies, tools and resources to help meliorate the quality and impact of program implementation.

These different methodologies, tools and resources are:

- Axios Mobilization Methodology
- Axios Creative Access Strategies
- Axios Institutional Assessment Methodology
- Axios Integrated Inventory Management System
- Axios Forecasting Tool for Antiretrovirals

\*Research and evaluation: The goal of this service is to impact health through the creation and application of practical knowledge. With the use of multidisciplinary approaches, Axios research and evaluation services combine a high level of expertise in scientific methodologies across four key dimensions: appraisal, discovery, impact, and diffusion.

\*Axios communications and advocacy: The main objective of this service is to reach specific audiences with the right message, mobilizing and informing stakeholders, utilizing evidence-based communication and advocacy strategies and methods.

## **B) External Environment**

### **a) Clients**

Axios main clients are pharmaceutical and multinational companies, international funding agencies, universities and foundations.

Recent and Current Clients:

- Abbott Laboratories and Abbott Fund
- AstraZeneca
- Boehringer Ingelheim
- Bristol-Myers Squibb
- Constella Futures
- DFID UK
- Family Health International
- Gilead
- Global Business Coalition
- International HIV/AIDS Alliance
- Johnson & Johnson
- Merck
- Novartis
- ORC Macro
- Pfizer

### **b) Partners**

Axios work through partnerships with governments and communities to create sustainable solutions.

Collaboration with institutions:

- Imperial College,
- University of Rouen, France
- Healthshare International, South Africa
- Leader Health, Switzerland
- Oxford University, UK
- Pasteur Institute, France
- University of Bordeaux, France
- University of California San Francisco, USA
- The Inter-Academy of Medical Sciences
- UK University of Rochester, USA
- The World Health Organization
- Karolinska Institute, Sweden

## **III/ MISSIONS IN AXIOS**

In this part of the report I will present the different missions of my internship in Axios, and the different aspects of these missions like their goals and their results.

In the first point of this part of the report, I am going to present the different missions of my internship with their main objectives.

In the second point, I will present the different techniques and tools which helped me to achieve these missions.

To conclude this part, in the third point, I will describe the main results of these missions that I have reached during the two months of my internship.

### **1) Missions and goals**

During the two months of my internship in Dublin for Axios International, I had the opportunity to do three types of missions and tasks:

The financial part of my internship was the main goal of this period, but I had the chance to do other things in different sectors.

The Human Resources director of the company without who I couldn't find this internship gave me the possibility to implicate myself in HR tasks, notably during her week of holidays when she offered me to deal with some of her daily missions.

During my work in Axios, I had to take care of some other tasks relative to the daily management of the Dublin Office.

## **A) Financial missions and tasks**

The principal objective of my internship in Axios International was to make a first step in the world of finance where I have chosen to work in the future.

During my internship I had the chance to realize different financial missions and tasks to apply what I have learned in my Inseec classes.

These missions and tasks were:

- Management of the invoices of the company
- Check of the visa cards of the executives and the expenses of the consultants
- Management of the counts of the programs of the company
- Study of the costs of Axios' travel agency and opportunity of change

### **a) Management of the invoices of the company**

Like any company, Axios International has takings and expenses, these expenses can take a lot of different forms like the hire of an international consultant or the access to internet for the different offices.

All the invoices which are linked to these expenses are sent to the Dublin Office of Axios in order to hold the counts of the company.

Aileen O'Shee, gave me this mission of management of the invoices of the company, which goals were to follow the good organisation of the invoices and to check the counts of the company.

Everyday, I had to manage all the invoices we were receiving that Axios had to pay.

Some of the invoices were sent by mails and some by e-mails or by fax.

I had to code all these invoices following the classification of Axios, I had to stamp the invoices that I had checked with a PA number (ex: PA-08-276, 276<sup>th</sup> invoice of the year 08) and I had to file these invoices in a specific file in the office, and in an Excel Expense sheet which was linked to the monthly counts of the company.

On these excel sheet I had to put the name of the company that had sent the invoice, the number of the invoice (number gave by the company that had sent the invoice) the sum of

the invoice in Euro or in US Dollar with the VAT, the sum without the VAT and the amount of the VAT, the code of the invoice and the PA number of the invoice.

Concerning the internet or telephone bills, I had to scan these invoices and to send it to the Paris office of the company for the commercials to try to negotiate better prices.

#### **b) Check of the visa cards of the executives and the expenses of the consultants**

Each one of the six executives of Axios International (Joseph Saba CEO, Tim Dye, John Mac Donald, Ann Reeler, Sowedi Muyingo and Claire Brule) has a Visa Card of the company for his current expenses of the month like for example for the fly tickets, the meals, the hotels, etc...

Each international consultant who is hired by Axios sends an invoice for his work to Axios with his travelling expenses, his restoration expenses and his housing expenses.

Aileen O'Shee, asked me to check the visa cards of the executives and the expenses of the consultants with their receipts.

The main goals of this mission is to check that the executives of the company don't use their company card for anything and that the count of the company are good that's why we need them to send their receipts, it's quite the same thing for the consultants, we must check the expenses of their invoices with their receipts to be sure that the sum are good.

Each month we receive the visa card statements of each one of the six executives of the company, that I had to enter into an excel sheet, with the object of the expense, the currency of the expense, the amount of the expense in the currency of the country, the conversion of the amount in euro, and the rate of change of the date of the expense.

I had to compare each one of these expenses with the receipts that the executives sent us.

For each invoice of a consultant, he must send us by mail, the list of his expenses, and the scans of the receipts.

I had to print all these documents, to create an invoice with these documents, and to check if the receipts fit with the expenses.

### **c) Management of the counts of the programs of the company**

Axios works with a lot of big pharmaceutical groups like Pfizer, Merck and Bristol-Myers Squibb.

With these groups they put in place different programs in developing countries, to improve the standards of living.

The counts of these programs must be held monthly, with the expenses on the field and the donations of the pharmaceutical groups.

Denise Flynn, asked me to fill the excel sheets of the different programs monthly with the different items of the different fees and the general sheet of all the programs.

The principal goals of this mission were to manage the counts of the programs of Axios and for me to continue my apprenticeship of finance.

For this mission I had to contact the project managers of the different countries for them to send me the different figures of their program for the month.

With the figures I had to go on the dedicated files on Excel and to fill the different columns of these files in a first time, and after in a second time I had to take the totals of the month for each program and fill the general sheet of all the programs.

### **d) Study of the costs of Axios' travel agency and opportunity of change**

Almost all the employees of Axios International use the plane very frequently to go abroad, that's why the company have decided to make a deal with a travel agency to reduce the costs.

This travel agency "Rome Voyages" offers really interesting prices for all the flight tickets of Axios.

The employees of the company just has to tell them were they need to go, and the agency find flight tickets of any airline company at the lowest prices possible.

All the invoices of Rome Voyages are filed in the invoices file and in the visa card statements of the executives.

Claire Brule asked me to find all the prices of each travel made by the executives and the employees of the company in the last six months to create a special file dedicated to the air travel.

The goal of this mission is to see how much does Rome Voyage cost to Axios and to study the possibility to have a new deal with a new travel agency which could offer lowest prices.

I had to go through all the visa card statements of the six executives of the company to find all the flight tickets bought, and I had to check all the invoices of Rome Voyages in the Excel expense sheet for the same reason.

In a second time I had to put some informations in a new excel sheet that I had created for this mission.

The different informations that I had put on the excel sheet were, the itinerary of the travel, the price in euro or in US Dollar of the flight tickets, and the name of the executive or of the employee who did that travel.

## **B) Human Resources missions and tasks**

During my internship, Joan Stafford, the HR responsible of the company, wanted me to help her for some specific Human resources tasks, to show me another aspect of the work in Axios and to introduce me her job.

She wanted me to take a part of her job for the last week of June, because she was going on holyday.

She gave me two main missions and tasks:

These missions and tasks were:

- Recruitment of a project manager in India
- Organisation of the employees' files of the company per division

### **a) Recruitment of a project manager in India**

Each time that Axios starts a program in a new country with a pharmaceutical group, the company had to hire a new employee on the field to manage this project.

As a program was about to start in India, the hiring of a project manager in this country was required.

The recruitment of a new employee follows a specific process in Axios International. After the publication of the job advertisement, the different interested persons reply by sending their CV. After the shortlisting of some potential candidates for the job, the director of the concerned division has to choose the most suitable for the post with the advices of Joan Stafford.

Joan Stafford wanted me to do this shortlisting to help them for the final choice of the good candidate for a post of project manager in India. The main objective of this mission was to identify the best candidates for the job to hire one of them to hold the post.

During this mission I had access to the mailbox where all the candidates were sending their CV, and I had to classify these CV into three different groups from the most interesting profiles (group 1) to the less interesting (group 3).

To help me to classify the different profiles, I had the profile of the job, with the most important competences.

For example the candidates had to speak at least three languages (Hindi, English and an Indian dialect), they had to have a Master in health (MBA was better), they had to have experience in managing programs for NGO's and they had to be Indian.

## **b) Organisation of the employees' files of the company per division**

Axios International is present in a lot of different countries like for example in France, Ireland, United States of America, Nigeria, Burkina Faso, China, etc...

A lot of person work in Axios in these countries.

The Human Resources department of the company had created a special organization of the employees with files and folders to classify the different employees of Axios International across the world.

This organisation wasn't practical enough to see which employee was working in which division of the company.

Indeed Axios International is divided in four divisions:

The Finance division (F), the Corporate Strategy and Communications division (CSC), the Global Health Systems and Research division (GHSR) and the Global Access and Drug Logistics division (GADL).

Joan Stafford asked me to create a new organisation of the employees' files of the company per division. The main goal of this mission was to simplify the access of the databases of the employees of each division.

My work for this mission was articulated in two main parts. In the first part of the mission, I had to create new folders on the HR drive (L drive) of the intranet of the company with the databases of the different division. I created a document on excel for each division with the main informations of the employees of this division.

The informations were the names of the employees, the country of the office where they were working, their speaking languages, the title of their job, etc...

In the second part of this mission, I had to create a new employee file with the different divisions and on each division a subdivision in countries and a part for each employee with the main documents of Axios on this employee. The different documents are for example the contract of the employee, his CV, his job profile etc...

## **C) Current missions and tasks**

Everyday during my internship Axios International I had to deal with some other missions and tasks of the current management of the Dublin office.

These missions and tasks were:

- Management of the mails of the company
- Management of the teleconference sites

### **a) Management of the mails of the company**

During my internship in the Dublin office of Axios International a lot of mails arrived everyday. These mails were of different types like for example invoices, letters, bank statements or advertising.

Very frequently the letters and the bank statements had to be sent to the executives of the company or the directors of the other offices.

Aileen O'Shee asked me to deal with the management of the mails of the company.

The main goal of this mission was to classify the different kind of mails and to distribute or send these mails to their addressee.

In this mission I had to classify the invoices like I have explained in another part of the report. I had to put all the different bank documents in the corresponding files. I had to give the mails that were addressed to the employees of the Dublin office to each one of them.

Concerning the mails addressed to the executives of the company or to the other offices' directors, I had to scan the documents and to create a PDF, and to send it by email to its addressee.

In Axios International, there is a policy of protection of the environment, that's why I had to keep the envelopes of the mails in order to sort out the paper.

## **b) Management of the teleconference sites**

In Axios International, the different employees of the company are spread out all around the world, that's why a lot of meetings had to be held by phone.

To put in place a teleconference, the different participant must have different codes; the leader code and the guest codes. These codes are linked to a teleconference site.

There are four teleconference sites with a call number for each one.

Around four teleconferences take place everyday in Axios.

If several persons want to do a teleconference at the same time, a schedule must be held to avoid the possible problems.

Joan Stafford asked me to manage the schedule of the teleconference sites.

The main goal of this mission is to organize the good progress of the teleconferences of the company.

For this mission, I had to take in count some constraints like for example the fact that every Thursday at 1Pm Paris time the T/C (teleconference) site N°3 was taken for the weekly meeting of the GADL division.

Each person of the company who wanted a T/C number had to send me an email with the date, hour (in Paris time) and subject of the meeting.

I had to check if there was a free site for the date and hour needed, and if yes I had to put the meeting on the schedule on the special excel sheet, and I had to send the T/C number of the available site to the different participants of the meeting.

## 2) Techniques and tools

During my internship and to achieve my different missions and tasks I used some techniques and tools that I'm going to present in this part of the report.

Like in any other office and for any office job, I was working on a computer with a QWERTY keyboard during the biggest part of my internship.

Usually each employee of Axios International has only access to one drive on the intranet of the company, this drive is directly link with their department.

Like I had to work in finance, I had access to the F drive of the company on intranet with all the financial folders and documents, but I also had access to the L drive of the company, which is the drive of the Human Resources.

On the F drive, I was working on the bank statements folders, the invoices file, the programs counts, the different executives' visa card statements folders and the monthly counts of the company.

On the L drive, I was working on the teleconference sites file, the different employees and countries folders and documents, the different divisions files and the Indian project manager folder with folders for the different groups of CVs.

I have worked with the Microsoft Office software and particularly with excel, like for example for the different financials documents to hold the counts entering data and figures, or for the teleconference sites files or some division files.

Like it was the most used way to communicate in the company, I was always connected to Microsoft outlook where I had my own Axios address ([OlivierBizé@axios.com](mailto:OlivierBizé@axios.com)). I had access to the career outlook mailbox too, were all the people who are candidate for a job in Axios had to send their CVs.

I have worked on the internet for some searches about the recruitment, and when I had problems for some terms I looked for the translation on different websites.

All along my internship, I had to use the scanner, the fax, the phone and the printers of the company for different current tasks.

### **3) Results of the different missions**

In this point I am going to present the results of the different missions that I have achieved during my internship.

In a first part I will show the results of the financial missions and tasks.

In the second part I am going to present the results of the HR missions and tasks.

To conclude in a third part I am going to present the results of the current management of the office missions and tasks.

#### **A) Financial missions and tasks**

-Management of the invoices of the company:

The management of the invoices was really interesting because of that it was a first approach of a financial management.

I achieved this mission successfully, and I could learn a lot of things about the invoices and the expenses of a company.

At the end of my internship, all the invoices were well filed and everything was updated on the F drive of the intranet of the company.

Aileen O'Shee seemed really pleased of my work on this mission.

-Check of the visa cards of the executives and the expenses of the consultants:

This mission of checking was really helpful for the counts of the company.

Most of time there weren't mistakes except once when there was a problem with one of the executives' expenses, what permit us to discover that someone else that the executive used his card, and we could find who it was.

For the consultants this checking permits to control all the expenses, to see if they don't make Axios pay for things that they shouldn't pay. That's why it's really important that they don't lose their receipts to prove that their expenses are right and that the amounts they send us are the good one too.

This mission permitted to continue the good tracking of the executives and consultants' expenses and the good organisation of the company with the creation of invoices for the consultants' work.

Aileen O'Shee was pleased of my work for this mission too.

-Management of the counts of the programs of the company:

This mission was tedious with the manipulation of a lot of figures that I had to enter at the good place not to distort the programs counts.

Like I had access to the total amounts that we had to find at the end, I could check that my work was ok or not.

I realized that it's really easy to make a little mistake with all the different lines for all the different programs for each month, but like I could check the good amounts, I could correct my mistakes.

This work is really important for the good book keeping, and there is not the place for any little mistake that's why you had to be very rigorous.

At the beginning of this mission, I used to do several mistakes that made me lost a lot of time, but after some days working with figures on excel I get used to it and I could work more efficiently and rapidly.

My work on this mission was really helpful for Denise Flynn because she had at the same time a lot of other things to do during one of the most intense period of the year.

-Study of the costs of Axios' travel agency and opportunity of change:

This mission was really enriching because I had to manage everything from A to Z, collecting the needed data in different files, to create the final document that I sent to Claire Brûlé.

The achievement of this mission shown that seen the number of fly for the whole company during six months, the prices of Rome Voyage weren't as low as that.

After that Axios International started to negotiate with Air France to become their new travel agency because they were offering better prices than Rome Voyage for the same services. The company will save still more money for they flight tickets.

Claire Brûlé was really pleased that I help her in the negotiation with Air France and Rome Voyage with the exact amount of the expenses of the company in flight tickets, and the detail of this amount and of the travels.

## **B) Human Resources missions and tasks**

-Recruitment of a project manager in India:

I classified the different Cvs that I was receiving on the career outlook mailbox of the company for the job of project manager in India into three groups from one to three, with the best candidates in the group 1 and the worst I the group 3.

It wasn't so easy at the beginning to analyze a CV like I'm not a specialist of the Human Resources, fortunately I could use the internet to help me in my choice.

Most of time I didn't know what was the European equivalent of the Indian graduations so I had to look for that too on the internet.

I could see that it's not an easy job to recruit someone, but after spending some time reading CVs I started to have some reflexes to focus on the most important things that could respond well to what we were looking for.

A lot of people send us CVs without any health graduation and experience, that's why a lot of candidates were in the group 3.

I read more than 300 CVs for this mission and finally I selected only 5 of these Cvs for the group 1.

When she came back from her holidays, Joan Stafford examined quickly my work and she agreed with my selection.

Finally one of the five candidates that I had elected for group 1 was selected for the job, and he his presently the project manager of Axios in India.

-Organisation of the employees' files of the company per division:

I started to organize the employees' files of the office and the files and folders of the L drive of the intranet of the company by division and not anymore only by countries.

This new classification was easier to find all the employees of each division of Axios and their relative documents.

This new organisation was a will of the HR department, and I perfectly succeeded in this mission, and now this organisation is the new reference for a lot of documents of the company and not only the employee's files.

Joan Stafford thought that it was easier for several reasons to organise Axios employee's files by division, that's why she was really pleased of my work furthermore that she knew that it was a long-term job.

## **C) Current missions and tasks**

-Management of the mails of the company:

This current mission was quite simple, I had to deal with the mails of the company. I did several tasks to achieve this mission all along my internship, using several office equipments like the phone, the scanner etc...

I didn't have any problem in the current management of the mails of the company. At the beginning when sometimes I didn't know what to do I asked to my colleagues of the office who helped me.

The most interesting part of this mission was when I had to send back a mail to someone of the company who is working in an other office, in these cases I had to call them, to scan the documents that we received for them and to send them these documents by mail, it was enriching to speak in English with people from all around the world.

-Management of the teleconference sites

I had the chance to communicate with almost all the employees of Axios for this mission too, and it was as much enriching.

For this mission, the biggest part of the communication was with mailings what permitted me to increase my written English and to learn some vocabulary.

I managed the schedules of the teleconference sites, for all the teleconference to be held without any problems.

During this mission I created three new schedules for teleconference meetings, each first and third Tuesday and Thursday of each month at 10 AM Paris time with site number 4.

Only once during this mission I had a problem, at the beginning of my internship, I gave the code to the employee who asked me for it, and unfortunately, this person forgot to give it to the other participant so the teleconference couldn't take place.

After that I sent the codes to every participants of the teleconference at each time.

Joan Stafford and each person who asked me for a T/C number were really pleased of my work for the teleconference, and all the different schedules were respected during this mission.

### **III/ PROPOSITIONS TO IMPROVE THE COMPANY**

During my internship in Axios, I could see how the company was working, and more precisely how the financial and HR department of the company were organized. I have noticed some good things, and some things that I think could be meliorated.

In this part of the report, I am going to present some propositions that I think could improve the company.

#### **1) Financial propositions**

For the management of the invoices of the company, I think that it could be interesting to separate the different types of invoices and to create different files and excel documents for each type of invoice and a general document with the total amount.

For example a file for the consultant expenses could be an advantage to see exactly how much does a consultant cost to the company on average, and like that the company could see, taking the standard of leavings of the consultant mission's country into account, if the consultants expenses are more important than the average.

It could be a good way to control the consultant expenses.

On an other hand, the fact to put for example all the current telecommunication invoices together could be a good way to see how much does the company pays for that type of services and if perhaps it could be interesting to change of supplier for internet and/or the phone.

About the management of the programs counts, I think that it could be interesting to create a direct link between the projects managers on the field and the financial controllers from the Dublin office. Indeed, in the present situation, very frequently, the financial department encounters problems like for example a miss of data, and it's a true combatant course for them to finally have an answer and solve their problems.

We could imagine that for example each Monday, the project manager put on the intranet the different needed data and send a mail to the controllers to explain them the different expenses and resources of the last week.

For the employees of the company, the executives and the consultants, I think that it could be very interesting to create a special computer program with a personal access, like it exists in other company.

In this program, each one of them should put the amount of his expenses, and the object of these expenses everyday.

This program could be very practical to control the daily expenses of the employees of the company, in order to simplify the checking of the receipts that they should send to the financial department just like they are at present doing.

For Axios International and the finance department more precisely, I think that it could be really interesting to invest in a financial software to hold the counts of the company.

This type of software is really efficient for a lot of different financial operations, and to transfer data from an office to an other.

Indeed, they are only working on excel and this software is too much basic for some operations, that's why I think that it could be very helpful for the company to realize this investment.

## **2) Human resources propositions**

About the recruitment of the company, I think that it could be interesting to put in place a first step of selection, because I have seen during my internship that very frequently, the person who answer to a job announcement are not at all suitable for the job.

It's a huge loss of time to read and analyze so much CVs when almost 30% of them don't match at all with what the company is looking for.

I think that it could be interesting to create a new website for Axios careers and jobs where for each announcement, the candidates would have to answer to some questions about the job and according to their answers, the CV that they would have to put on the website will be deleted or send directly to the career mailbox of the company.

This system should permit the recruiter to focus deeply on the most appropriate candidates for the job.

## CONCLUSION

Axios International is a pioneering company in several domains.

Around the experienced executive team, more than 100 employees and consultants try to do their best to improve the access to healthcare in developing countries with their work.

During the two months of my internship in the Dublin office of the company, I really felt that I was a part of this organisation, and that I was playing a quite important role.

My colleagues in the office gave me some important missions and tasks to realize, trusting me, and letting me be independent in my work.

Whenever I had the less little problem, they took the time to explain me what I wanted to know and to advice me on how I should manage my work.

The fact to work in a financial environment was really interesting, because I could manage a lot of financial missions and tasks, using different tools, applying my learnings from my class in INSEEC. It permitted me to reinforce my will to work in the finance in the future, and to be finally sure that I didn't do any mistakes by choosing to study corporate finance.

The current management of the office is similar to any office work in France, but it's still interesting because for these missions and tasks you got to use a lot of different tools and to communicate with the other employees of the company, and in my case I had the chance to talk and exchange emails with people from all around the world.

I could see the main parts of a job in Human resources too, and it was very enriching, to discover an other sector, that I enjoyed even if I prefer finance.

HR' employees were confident in me for letting me achieve a recruitment mission.

This mission was also interesting for ma practice of English.

I think that I have increased my abilities in speaking English during this internship and globally during this journey abroad. The fact to live, to work, to speak and even to dream in English was really instructive.

To conclude this internship in Axios was a very good experience which permitted me to progress in several domains and to reinforce my financial convictions.

# ANNEX 1



Case Study – December 2007

## Creative access strategies for emerging markets

Helping a pharmaceutical company enter uncharted market territory, Axios designed unique access strategies that increase market share for the client and allow a maximum number of patients to access lifesaving medication.



Axios: reaching patients in low-resource settings, in remote and urban locations, all around the world

### Looking for markets in all the right places

A global pharmaceutical company was faced with shrinking markets in Europe and the US due to government ceilings on health care costs. The company was increasingly turning its attention towards newer markets in emerging economies, such as Africa, China, India and Thailand. A new lifesaving drug was to be launched in these markets. However, without government reimbursement schemes it was difficult to see how patients in these countries would be able to afford the company's lifesaving but costly drug.

### A new strategy for access

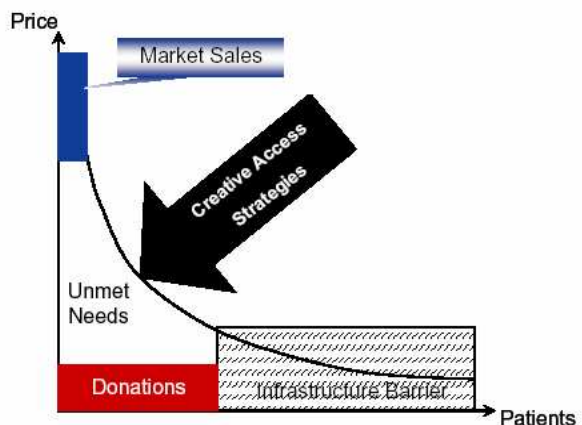
The Axios team worked closely with the client to analyze their current pricing strategy within the context of the market. We then applied our unique methodology for access in emerging markets. The methodology consists of a sophisticated mathematical model that uses population based income data, statistical methods, epidemiology and public health principles to design market access strategies that include donations to

very poor patients. Put into practice, the strategy will result in an increase in patient access and an increase in sales. The strategy also includes specific initiatives with the government to address public health needs and to create a collaborative relationship between the pharmaceutical company and the government. The result is a win-win for all parties.

We also assisted our client in development of the operational program design, which includes a financial eligibility screening tool, and the selection and training of a local organization to conduct the financial assessment of patients.

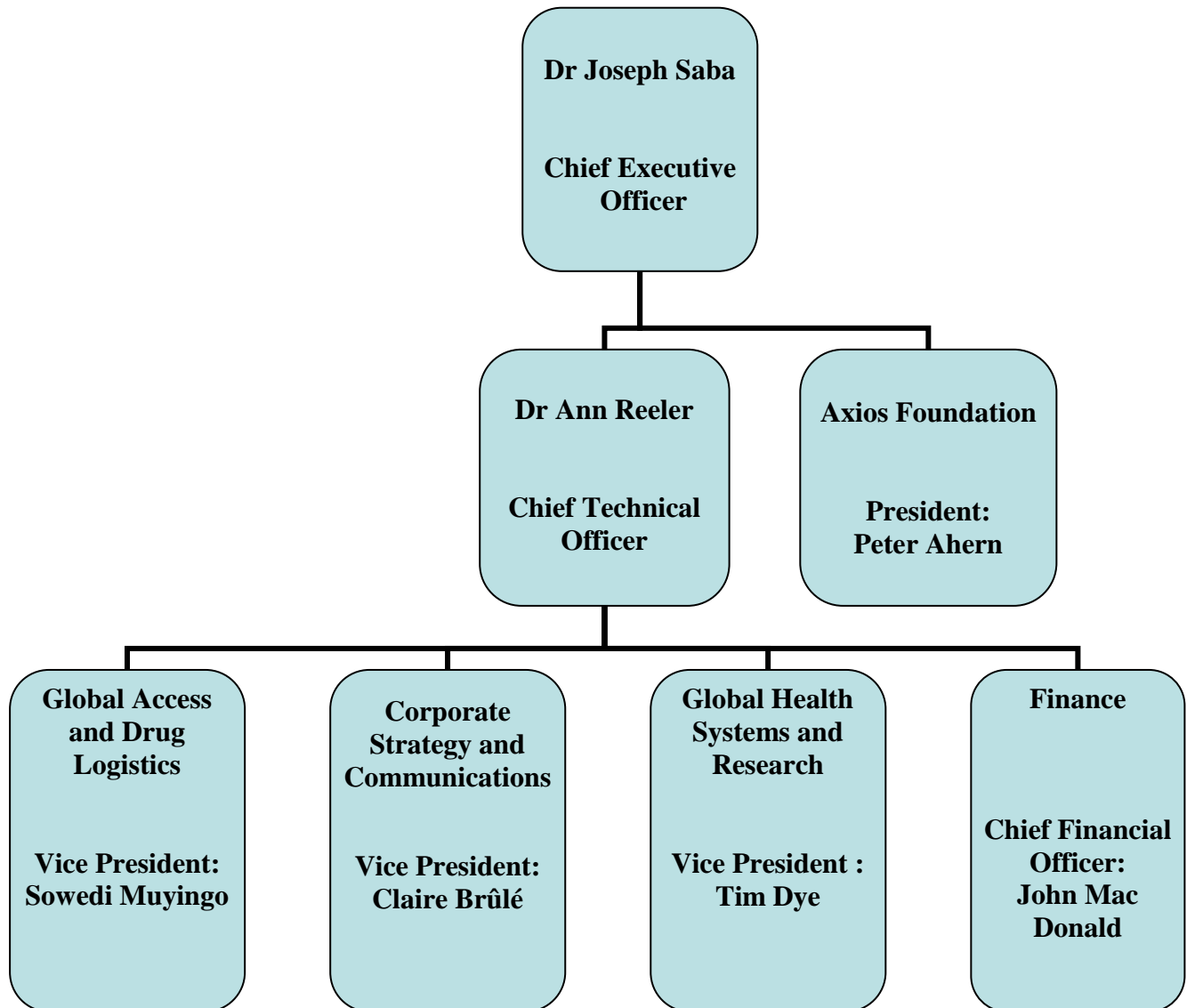
### Creative commercial strategies

The company is now launching the new access strategy in a number of emerging markets. Local affiliates are enthusiastically embracing the new strategy as a way of reaching more patients and improving relationships with local governments.



Above: This diagram demonstrates the market segment where creative access strategies can best respond to patient needs across varied levels of affordability.

## ANNEX 2: Organization Chart



**ANNEX 3:**  
**Services of Axios International**

