

# russam gms

the interim specialists

Interim Management  
in Action



Immunodiagnostic Systems Holdings PLC (IDS) is a rapidly growing company specialising in the developing, manufacturing and marketing of specialist diagnostic testing kits for the clinical and research markets.

It focuses on immunoassays used in bone disease and growth, including Vitamin D its most important product. Listed on the London AIM stock exchange in 2004, IDS has grown from turnover of £ 6.7 million to over £50 million in the last 4 years. It employs 300 staff at 3 manufacturing locations and direct sales operations in United Kingdom, France, Nordic Region, Germany and the United States.

In 2009 it launched its automated testing system, the IDS-iSYS, which will drive the future growth of the company.

In October 2010, Ian Cookson was appointed as Chief Executive Officer, in a rapid promotion from COO and prior to this Group Operations Director. Ian turned to the UK's longest established Interim Provider, Russam GMS, to find the ideal candidate to manage the customer service, logistics, product transfer, production, procurement and operational areas of the IDS group across Europe.



In Vitro diagnostics is a very difficult area to secure permanent and interim management at any level. When Director Level Interim, Mark Hewerdine, who already had 2 long duration projects under his belt for Russam GMS, expressed an interest in the assignment, a meeting was scheduled. After a 4 hour, 8 person panel interviews, Mark was offered the assignment.

Ian Cookson explains 'Here at IDS we take great care to ensure we select the very best people to work for us and as this was a business critical appointment, the person required a sound understanding of our business environment, the ability to learn very quickly and make a real impact in a short timescale'. 'The person would also have to fit in and work closely with me, so we had to be absolutely sure we had the right person for the job'.

'Mark ticked many of the boxes and what was planned to be a 3 to 6 month assignment, has been extended 3 times, as the extent of projects and activities in this rapidly developing business kept growing. Marks ability to absorb pressure, innovate, plan and execute even the most complicated projects, as well as restructure management teams and customer service and logistics activities, during a period of rapid growth, has impressed me and the rest of the PLC team'.

'He is also managing a £500k facilities expansion, FDA and TUV preparation and assisting us with ERP vendor selection. His knowledge and experience is so broad, that all our managers have been able to gain a real benefit from Mark's presence'.

'We have now recruited a French speaking Belgian as Operations Director, who will take over from Mark and IDS will certainly consider recruiting again an interim manager at this level, given the positive experience with Mark's role and Russam GMS'.

Mark admits this was a tough assignment and Ian expected a great deal from him across a range of disciplines in short timescales. This required a very, very focussed approach at the strategic and operational levels and the ability to convince the staff that the changes would benefit everyone.

'Fortunately, the staff and management believed in me and gave me the opportunity to work with them to achieve far more than any of us expected and it has been as much a people as business based achievement'.

IDS continues to prosper and expects to grow by a further £25 million by 2014 and Russam GMS will be working with them to ensure they continue to provide the necessary Interim support.



[www.russam-gms.co.uk](http://www.russam-gms.co.uk)

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