Savings of over four times the fee, and a three-year programme the executive team adopted

How a EUR 25m multi-country medical distributor tested its AI and system decisions against measured evidence, in an Operations & AI Strategy LatenZ delivered in 2026.

Industry	Footprint	Period	Engagement
Medical distribution	Multi-country, about EUR 25m revenue	2026, three months	Operations & AI Strategy

The problem

The group was profitable and trusted by long-standing customers. Its internal operations ran on manual workflows, re-keying between systems, informal approvals and knowledge held in individual heads. The board was being asked to consider AI and automation with no way to judge the investment, and a renewal of the core system was approaching with no independent view of whether it earned its place.

The approach

1. **Measure.** A time audit at the desk, run with staff consent, logged more than 400 hours of working time.
2. **Map.** The key processes were mapped end to end and the cause of each delay traced.
3. **Cost.** A benefit model was built from the group's own finance files and checked line by line with its finance team.
4. **Decide.** The core system was assessed against four options on five-year cost of ownership, for a stay-or-go verdict.

The outcome

The strategy was delivered as a three-year programme, and the executive team adopted it after going through the numbers in detail.

"What differentiated LatenZ for me was Jeremy's ability to bridge the gap between a technical assessment of what could be automated and the commercial reality that automation is an investment that must be justified."

Managing Director of the group, from a written reference

Over 4x
the fee, in recurring annual cash savings identified

About 2 years
payback on the full programme

480 to 5 min
purchase order approval, as designed

24 to 8 hours
order to invoice, as a design target

Jeremy Thorburn, Managing Director, LatenZ · jeremy@latenz.io · latenz.io Client anonymised. More detail under NDA.