

Change Management

The Human Side of Business



"It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change"

Charles Darwin

- **Unite Human Resources**
- **Achieve Change**
- **Reach Business Targets**

Are you ready to change the colour of your future ?

Business Challenges



In today's fast evolving and competitive business world, change is key to success. Change takes different forms such as : process design ; software up-grades ; restructure ; expansion, mergers ; sourcing, industrial and product optimisation. The common driver for successful change implementation, whatever the nature, is the proactive management of people to achieve the desired results.

So what is expected of change management ?

- ❑ Increase the probability of project success
- ❑ Manage the non-technical aspects of the project : human, social, cultural, political and economical
- ❑ Control the transition phase and transform the environments
- ❑ Manage resistance to change
- ❑ Obtain adhesion from the different actors and ensure ROI
- ❑ Build a culture of change competency into the company.

The Ediliance Change Management Offer

- ❑ **Your partner for business and industrial changes**
- ❑ **Prepare the change**
- ❑ **Drive the change**
- ❑ **Monitor results**

Your partner for business and industrial changes

Aim :

Provide an expert partnership to accompany different changes.

- Implementation of strategic business processes and supporting software : CRM, BI, SAP
- Set up commercial and industrial implantations, J.V.s and partnerships
- Industrial optimisation e.g. lean manufacturing, just-in-time, process and quality optimisation
- Product redesign and conception

Prepare the change

Aim :

Analyse what needs to be done in terms of change. Identify how to implement the change and what is the expected added value.

Method :

- Definition of the change management strategy
- Preparation of the change management team
- Development of the sponsorship model

Deliverables :

- Change management strategy guidelines
- Change management team
- Sponsor team

Drive the change

Aim :

Transform the plan into actions by all actors

Method :

- Implement and co-ordinate change management actions

Deliverables :

- Communication plan
- Training strategy
- Training material
- Coaching plan
- Sponsor roadmap
- Guide lines / check lists

Monitor results

Aim :

Track and measure results compared to desired targets

Method :

- Collect and analyse feedback
- Identify gaps and manage resistance
- Introduce corrective actions and reward success

Deliverables :

- KPIs
- Surveys
- Quizzes
- Certifications

About Ediliance

The Ediliance group provides expert consulting services and IT solutions for industry and business. Ediliance is organised into **competence domains**, specialising in key areas to meet today's business demands : **information technologies, product optimisation and industrial performance**. Our experience has shown that change management plays a vital role for the success of all these competence domains. Ediliance employs over 70 international specialists dedicated to business and industrial practises.

Meet the Ediliance team :



Hervé Cotty, founder in 1997 and **President** of the Ediliance group, has held executive responsibilities in major industrial and service companies such as Sagem, Accenture (Manufacturing Division) and SG2 (part of the banking group, Société Générale). He is expert in manufacturing and industrial information and regularly offers his expertise for major international companies. Hervé Cotty holds a Masters of Science from the engineering school in Paris «Ecole Nationale Supérieure des Arts et Métiers».



David Bonnafoux, Associate, is in **charge of the information technologies** competence domain. He has more than 10 years of experience in international project management, particularly in ERP and after sales services. He regularly provides his consultancy services for Siemens, Renault and Heidelberg as well as for European subsidiaries of diverse American groups and smaller industrial companies. David Bonnafoux has a degree specialising in agronomics and food industries from the business school, «Ecole Nationale Supérieure d'Agronomie et des Industries Alimentaires» in Nancy, France.



Yves Bouvier, Associate, is in **charge of the industrial performance** competence domain. He has spent most of his career dedicated to industrial and logistical management and organisation. He was Material Manager for Thales, Industrial Director and then Associate for industrial strategy for JB Martin. He is expert in supply chain management, including international sourcing. He intervenes in all logistical functions as well as in the engineering of industrial design in research and development. He has a wide experience of setting up manufacturing operations and partnerships in North Africa, Asia (China, India, Vietnam, and Korea) and Europe. Yves Bouvier holds a Masters of Science from the engineering school in Paris «Ecole Nationale Supérieure des Arts et Métiers».



Michel Bucquet, Associate, is in **charge of the product optimisation** competence domain. This activity includes the conception and redesign of products and the related project management. He has 17 years of experience in specialised consultancy and has led his career in a broad range of sectors : construction, finance, banking and information technologies. He has successfully intervened in major French companies : EADS, PSA, Renault, Thalès, Essilor, Danone, ST Gobain and Safran. Michel Bucquet has a Masters in Engineering from the prestigious engineering school «Ecole Centrale de Paris». He also has a degree in economics and a post graduate degree in banking and finance.



Susan Nabeth, is a **Consultant in Change Management** and has had several years of international business exposure in a complementary range of activities : sales, marketing, change management, communication and training. She has driven change management in major international companies in the sectors of telecommunications and automobile as well as world-wide governance organisations. Susan Nabeth is British, has lived in France for 20 years and holds a Masters in Marketing and Communication (Paris Graduate School of Business) and has a degree in Literature and German studies.

Our customers include major global players such as :

- Aventis
- Alcan
- Alcatel-Lucent
- ADP
- Alès Group
- AREVA
- Arjo Wiggins
- ASF
- Bouygues Telecom
- Butagaz
- CEA
- CETIM
- Ciments Français
- Champion
- Crédit Agricole
- CL
- Commission Européenne
- Daikin
- Devanlay
- Essilor
- EADS

- Eastern Broadband Telecom
- EDF
- Evalis
- France Télécom
- Franpin
- Générale de Banque
- Gilson
- Heidelberg
- JPA
- SOHIO
- LVMH
- MERCK
- Montaigne Diffusion
- Beiersdorf
- PFIZER
- PPR
- PSB
- PSA
- RATP
- Région Ile de France
- Renault

- Rhodia
- SAFRAN
- SAINT-GOBAIN
- SANOFI
- SAP
- Schlumberger
- Siemens Business Services
- Siemens Médical
- Société Générale
- Thales
- TELEFLEX
- Wilo Salmson
- Zodiac

A Few Examples Of Our Change Management Success Stories



Information Technologies :

Implementation of a strategic business process supported by CRM software

Our customer, a major international telecommunications player, set the challenge to introduce a strategic new corporate business process aimed at changing from a product centric to a customer centric organisation. The new process was to be supported by leading CRM and BI tools (Siebel, Salesforce.com, Cognos, Business Warehouse). Our intervention included : the setting up a steering committee and workshops ; definition of the change management plan and actors ; creation and implementation of the training strategy ; definition of the communication plan ; implementation of KPIs to track and measure of results. The overall positive result was the adoption of the process and the tools by the internal actors and the top management decision to extend the deployment of the process to an international corporate scale.

Product Optimisation :

Important cost reduction of a sub-assembly for the A380 plane

Our customer's objective was to reduce costs on a sub-assembly of the A380 still under conception and despite constraints imposed by the constructor. Initially reticent about our intervention, the project team quickly totally adhered to our different methods (functional analysis, quick value analysis, audit of the conception and analysis of the conceptual risks (FMECA), implementation) and were highly satisfied with our change management intervention. As a result, costs were reduced by 20% without degrading the level of performance and reliability.

Industrial Performance :

Change management in the standardisation of a new product range

Confronted by increasing price pressure, a leading manufacturer of water treatment equipment decided to launch a new product range by applying concepts of value analysis and standardisation. The selected solution enabled a drastic reduction in the number of references manufactured whilst still maintaining the initial offer in tact. Stock cost reduction was also enabled by applying the Kanban principle to the majority of the products. After deploying this change (training, coaching and communication), the overall result was a lean manufacturing success story : a price reduction of between 23% to 35% and a 50% reduction in stock value. The same levels of quality and service were maintained.

***Feel free to contact us for more information on our change management offer.
We will be pleased to be your partner in your next change towards success.***

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