

**ANTHEUS ADVISORS**

**STRATEGY AND TRANSFORMATION CONSULTING**

**CORPORATE PRESENTATION**

# ANTHEUS, CONSULTING... BUT DIFFERENTLY

## HELPING ORGANIZATIONS ACHIEVE PROFITABLE, SUSTAINABLE AND RESPONSIBLE GROWTH

- Founded in **2020**, Antheus is a **STRATEGY AND TRANSFORMATION CONSULTANCY** focused on achieving successful results by working in partnership with its customers.
- Antheus' leaders reconcile **STRATEGIC VISION** and **OPERATIONAL TRANSFORMATION** carried by experience gained in **LEADING INTERNATIONAL FIRMS**.
- At Antheus, we believe that an organization grows sustainably by drawing in a **BALANCED** way on all its asset areas, both **INTERNAL** (organization, processes, people and offerings) and **EXTERNAL** (customers and stakeholders).
- Every day, we co-construct strategic plans that combine business insight, pragmatism and agility in implementation... with a smile.
- Our customers - **LARGE CORPORATIONS, SMALL AND MEDIUM-SIZED BUSINESSES, PUBLIC SECTOR BODIES AND ASSOCIATIONS** - value our approaches and methodologies, enabling them to achieve profitable, sustainable and responsible growth.
- Our consultants intervene at the heart of your business, in France and abroad, through **HARMONIOUS, TAILOR-MADE** approaches.

## ANTHEUS, A DIFFERENT APPROACH TO STRATEGY AND TRANSFORMATION CONSULTING

 WHO ARE WE?

 VALUE PROPOSITION

 ABSTRACT FROM OUR REFERENCES

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ANTHEUS SUPPORTS PLAYERS IN INDUSTRY AND SERVICES, BOTH PRIVATE AND PUBLIC, IN FRANCE AND ABROAD

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+50  
ENGAGEMENTS  
ACHIEVED  
since its creation

+80  
YEARS OF EXPERIENCE  
in consulting,  
brought together by our leaders

5  
YEARS OF EXISTENCE  
since its creation

9  
BUSINESS SECTORS  
covered by Antheus

15  
CONSULTANTS & EXPERTS  
from leading business, engineering  
and postgraduate schools

# ANTHEUS, FROM STRATEGY TO ACTION

ANTHEUS HELPS YOUR ORGANIZATION STRUCTURE ITS STRATEGIC VISION, ACHIEVE SUCCESSFUL OPERATIONAL TRANSFORMATION AND SUSTAIN CHANGE

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**CONVERGENCE  
& STRATEGIC  
VISION**

*Bring the management team together around a shared vision and strategic ambition, and drive its implementation*



**OPERATING  
MODEL  
TRANSFORMATION**

*Structure the organization, processes, tools, culture/skills to support the strategy, by involving all teams in a meaningful project*




**CHANGE  
MANAGEMENT &  
SUPPORT**

*Manage the transformation operationally and economically, and promote stakeholder buy-in*

# ANTHEUS WORKS FOR INDUSTRY-LEADING ORGANIZATIONS

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## INDUSTRY & UTILITIES\*



## B2C & B2B SERVICES\*



## PUBLIC SECTOR & ASSOCIATIONS\*



\* Some references relate to projects carried out by our managers before they created or joined Antheus.

# A FIRM ON A HUMAN SCALE, ANTHEUS STANDS FOR STRONG VALUES

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## HUMILITY

Listening  
Simplicity  
Singularity



## BOLDNESS

Spirit of conquest  
Entrepreneurship  
Innovation



## BENEVOLENCE

Humanism  
Commitment  
Helpfulness



## PERFORMANCE

Results  
Pragmatism  
Excellence  
Resilience



# ANTHEUS MAKES A COMMITMENT TO ITS STAKEHOLDERS IN TERMS OF CSR

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## Vision

To be the benchmark in **sustainable support for organizational transformation**

## Mission

Help organizations transform their **operating model** in order to **sustain their business model**

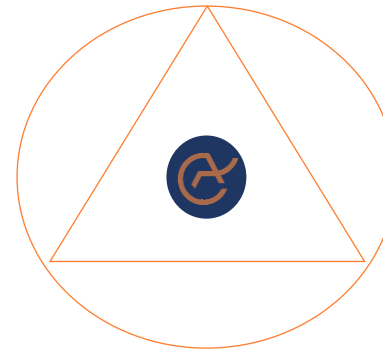
## Commitments

### Environment

- Exclusive use of **public transport** and **soft mobility** in Île-de-France
- **No air travel** for our missions in mainland France
- **Selective sorting** of our waste, and a **zero-waste** policy
- **Control of heating/air** conditioning systems on our premises
- **Paperless** & responsible use of **digital tools**

### Social

- Supporting our customers in managing **social dialogue**
- Flexible **teleworking**
- Enhanced customer **privacy policy**
- Responsible **recruitment** with **personalized feedback** to candidates on their strengths and areas for improvement
- **Systematic evaluation** of each consultant at the end of each assignment
- Setting up **internal training programs** for our employees



### Economical

- Helping customers build and deploy their **CSR strategy**
- Assignments for **non-profit organizations** at **preferential** daily rates
- Co-construction of **economically viable** solutions that promote our customers' ecological and energy transition
- **Pro bono** projects on topical industry or functional issues

# ANTHEUS, HELPING YOU ACHIEVE PROFITABLE, SUSTAINABLE AND RESPONSIBLE GROWTH

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- Medium and long-term orientation
- Long-term model resilience

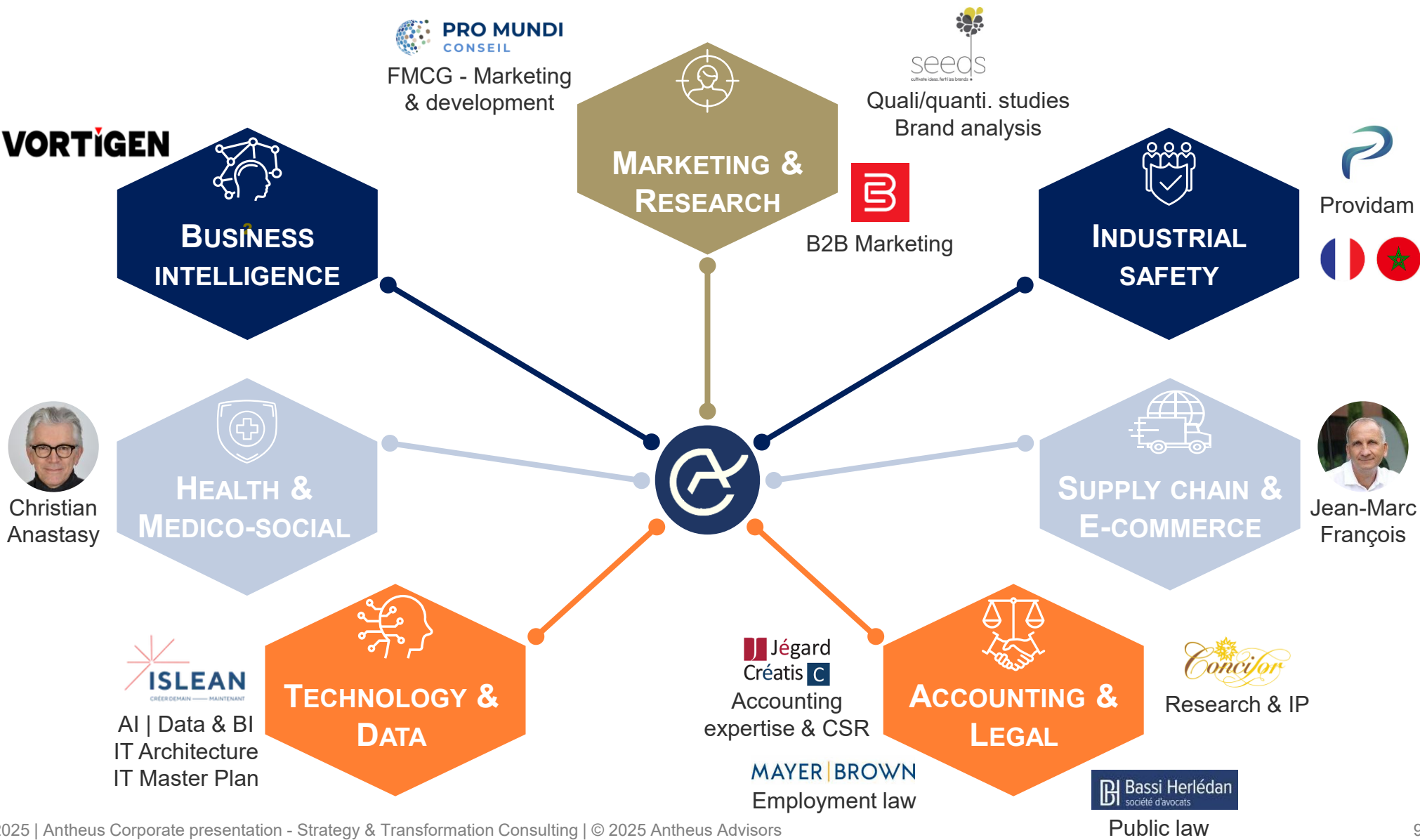
- Operating model alignment
- Balance between asset areas

- Continuous adaptation: responsiveness and adaptability
- Employee motivation



# ANTHEUS, AN INTEGRATED FIRM WITHIN AN ECOSYSTEM OF PARTNERS TO BROADEN OUR FIELDS OF ACTION

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# STRUCTURING YOUR STRATEGIC ORIENTATIONS

## MULTI-SECTORAL EXPERTISE TO DESIGN AND IMPLEMENT YOUR SHORT-, MEDIUM- AND LONG-TERM STRATEGY

### Diagnosis & orientation

- B2C | B2B **market** analysis
- Medium-term **outlook**
- **Positioning** study: customers | offers | competitors | partners
- **Scenario**: restructuring | development | diversification | exit
- Support for **convergence processes**

### Strategic planning

- Breakdown of corporate strategy **into** 1-3-5 year **roadmaps**
- Construction of **specific strategic plans** (innovation, distribution, trade, *sourcing*, *pricing*)
- Operational and organizational **projection**
- **External growth** plans
- **Deployment** plan
- **Governance** model | *KPIs*

### Business model

- Development of **business plans**
- **Modeling**: financial flows | economic growth | organization | operations
- **Investment** planning
- **Risk** analysis

### Due diligence

- **Study of** addressed / addressable **target markets**
- **Analysis of baselines** and operational baselines
- **Business plan challenge**
- Analysis of **management's ability** to implement a *business plan*
- **Synergy** assessment
- Identifying **risks** and building **mitigation plans**

Strategic review of healthcare sectors

Building a 5-year strategy (industry)

Market research for the development of new offers (training)

Updating annual roadmaps for various BUs (fast-food)

Definition of a plan to return to economic equilibrium - EBITDA (tourism)

Drawing up a business plan for scaling up a new boutique model (associative)

Drawing up a business plan for the development of a new activity (industrial gas)

Evaluation of a growth-by-acquisition opportunity (postal sector)

Due diligence for an investment in a service company (industry)

Some references relate to projects carried out by our managers before they created or joined Antheus.

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# EXTEND AND STRENGTHEN YOUR CUSTOMER EXPERIENCE SYSTEMS

## SKILLS TO ENRICH THE CUSTOMER EXPERIENCE IN TERMS OF RELATIONSHIPS, SALES AND OPERATIONS, PROMOTING OMNICHANNEL OPERATIONS

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### Customer knowledge & culture

- Customer | channel | offer **segmentation** - V<sup>4</sup> approach
- Customer Journey Modeling (**Customer Journey**) | **Personae** approach
- Diagnosis and optimization of **customer data**
- **Measuring** devices: QoS | CSAT | NPS | CES | sales
- **VoC strategy** : construction of customer surveys and questionnaires (quanti) and administration strategy, construction / animation and analysis of *focus groups* (quali)
- **Customer culture training and awareness** program

### Satisfaction & CX

- Analysis of **relational, commercial** and **operational** CX (internal | external)
- **Customer Experience Diagnosis**: review of friction points | *Customer Effort Score* (CES) | **Gap** analysis (expected | perceived | actual) - Identification and prioritization of **pain points**
- **CX improvement program** | Cross-channel target | Cross-departmental leadership | Value discipline
- **Conquest** strategy | **loyalty** – *Up/cross-selling* – **Activation plan** : segmentation | organization | digital and technologies | CRM program
- Customer Experience **digitalization** strategy
- Deployment and **performance** monitoring | KPIs: efficiency, satisfaction, value (RFM)

### Omnichannel marketing & distribution

- Diagnosis and optimization of **CX consistency** across all marketing and distribution **channels** | Review of assets (network, web, CRC...): customer pathways and interactions | data and information | processes | investment pooling
- Analysis of channel **objectives** (B2C | B2B) by segment (customer | offer) – **E-commerce** audit, **intermediation** review (distribution | prescription)
- Feasibility and relevance studies and analysis of **new** communication and distribution **channels** and methods (digitalization)
- Action plan to **improve** consistency
- **Performance** measurement (multichannel): transformation, customer treatment, costs and KPIs | Omnichannel **monitoring** dashboards

Design of a customer-centric B2B multi-business strategy (electrical equipment)

Reorganization of a network to focus on winning new customers (retail banking)

Redesign of a loyalty program (transport - rail)

Improved network support (tourism)

Review of on- and off-line media production & creation (tourism)



# INNOVATE AND DEVELOP YOUR OFFER PORTFOLIO

AN "END-TO-END" APPROACH TO THE CYCLE OF INNOVATION, DEVELOPMENT, ADAPTATION AND MARKETING OF YOUR PORTFOLIO OF OFFERINGS

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## Innovation

- Innovation **strategy** | Stimulating innovation | Swarming intrapreneurship
- Continuous innovation **process** | Innovation organization
- **Funnel** incremental, major, disruptive innovation | **Qualification** methodology | *Design Thinking*
- **Value** measurement
- Innovation **acquisition** and due diligence
- Building an innovation **plan**

## Development cycle

- **Structuring the development process** : milestones (from functional to technical design of complex systems)
- Project **governance** | multi-skilled | multicultural
- **Leading in Agile mode** : supporting teams, iterations, rituals, artifacts | Product Owner, Scrum Master | Product backlog

## Product & brand strategy

- Brand or product **ambition** | Values
- **Product plan** (unit | range)
- **Design | Development** of product offering: architecture, segmentation (offering | customer | channel)
- Launch **strategy** | deployment | relaunch: market, distribution channel, geographic area
- **Communication** plan | Storytelling
- **Brand repositioning** audit
- Approach & **pricing** policy

## Service policy

- Service **strategy** | "Universe of services" positioning
- **Competitive** analysis | Kano modeling
- **Portfolio** design | Structuring service **packages**
- Graduated **pricing** policy (segment | country | terms)
- Distribution channels | Service **charter**
- **Declination** of service portfolio

Marketing innovation process for a business (specialized distribution)

Design of a service offering in partnership with a mobile operator (financial sector)

Internet development strategy (insurance)

Arbitration on the development of a digital brand (tourism)

Defining and positioning a training offer (public sector)

Design and implementation of service policy (specialized distribution)

Structuring a service offering that distinguishes bw the core offering and additional services (training)





# SIMPLIFY THE **EMPLOYEE EXPERIENCE** AND BOOST COLLECTIVE PERFORMANCE

"INSIDE-OUT" APPROACHES TO PUT THE EMPLOYEE BACK AT THE CENTER BY SIMPLIFYING WORK MODES, ENVIRONMENTS AND SOLUTIONS

## Working modes

- Review of the **challenges** and **objectives** of changing working practices (acculturation | simplification | productivity)
- Critical analysis of operational **modes** ("pain zones", simplification)
- **Mapping** opportunities for changing work situations (sedentary / mobile | network / head office)
- **360° impact analysis** (employees, organization, C-level) and **segmentation** of impacted populations
- **Support** plan (relays | ambassadors)
- **Change management** plan (target: functional/operational)
- Dashboards (ownership measurement, budget)

## Environment | Workspaces

- Review of real estate **assets** (leases, space, etc.)
- Analysis of employees' **spatial behavior** | TTM(*Task & Time Monitoring*)
- Simulation of changing work positions | **Virtual reality** workshop
- Workspace **awareness** workshops
- Space **restructuring** plan | Budget monitoring plan
- Targeted **support** plan (relays | ambassadors)
- **Change management** plan (target: functional/operational)
- Dashboards (ownership measurement, budget)

## Work solutions

- Review of the **suitability** of tools for target workflows (administrative | support | operations)
- Workshops to **present** solutions for collaboration, simplification and efficiency improvement: core IT | start-up
- Solution **qualification**
- Employee **awareness** and **appropriation** plan (*digital citizen...*)
- **Change management** plan (target: functional/operational)
- Dashboards (usage measurement, budget)
- **Deployment** management

Review of operations and organization of recruitment processes Europe (tourism)

Support for head office move to flex office (real estate)

Dematerialization of work tools (real estate)

Design & implementation of a policy for the evolution of working methods, spaces and solutions (flex office, telecommuting, mobility, etc.) (banking, real estate)

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# OPTIMIZE YOUR OPERATING MODES AND BUSINESS AND SUPPORT PROCESSES



## SKILLS FOR OPERATIONAL EXCELLENCE, DIGITAL TRANSFORMATION AND BUSINESS MODEL INNOVATION

### Operational excellence

- Review of the challenges of improving process **excellence**: reducing costs, lead times, *time-to-market*(TTM), quality of service (QoS)...
- Organizational **performance** assessment: activity performance ratio, sector comparison, cost/resource balance review, variance analysis
- Evaluation of **processes, resources** and **tools** to improve operational activities (mapping, simplification, *lean management*)
- Identify **sources of productivity** (effectiveness / efficiency).
- **Aligning** processes and **streamlining** to meet business requirements
- **Cost reduction** programs
- Definition of principles and processes to create **continuous improvement** (including SLAs)

Improving the efficiency of the Circuits business (tourism)

Retail & marketing efficiency diagnosis (leisure)

### Digital transformation

- Assessment of the **level of digital maturity** of the operating model (value chain: end-to-end | link)
- **Raising** management **awareness**
- Review of operational **processes** and support functions: QoS, TTM reduction, cost control
- **Gap** analysis and **impact** on operations (digital assets) | Level of ambition (short and medium term)
- Assessment of sectoral, industrial, service and technological **opportunities** | Prioritization of issues
- Digital transformation **strategy**
- Transition program to digital target (*quick wins* | medium term) | **PoC** framing and instruction
- **Monitoring** efficiency gains | Reframing

Review of omnichannel positioning and articulation of physical network/digital assets (public sector)

Transformation of a distribution network's operating model: operational excellence, growth, new services, HR, digital (automotive)

### Operating model innovation

- Implementation of an **agile operating** system allowing flexibility, team autonomy, collaboration and continuous adaptability to customer or user needs
- **Cross-functional operating** models: flow-to-work, decompartmentalizing teams
- Implementation of the “**operational braids**” **model**, enabling continuous improvement of operational processes to be dealt with on an iso-organizational basis.
- Expanding the **operation of the supply chain** to **critical upstream suppliers** (*tier-3* and beyond)
- **Culture of test & learn operational**: rapid experimentation, validation in the field before deployment
- Setting up **real-time data-driven control structures**: dynamic cockpits

Operational braids: reducing non-conformities and speeding up their resolution (industry)

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# DESIGNING AND DEPLOYING AN ORGANIZATION TO SERVE YOUR STRATEGY

## EXPERTISE IN BUILDING ORGANIZATIONS TO MEET BUSINESS CHALLENGES

### Group structuring

- Structuring and study of **group structuring scenarios** according to expected objectives
- Management and coordination of **legal** (including tax and social security) and **accounting analyses**
- Developing overall **governance**
- Definition of **operations** and **control procedures** from parent company to subsidiaries
- Framework for **intra-group relations** (e.g., service agreements, transfer pricing, financing conditions)

### Organization design

- **Organizational diagnosis** and sector/functional **benchmarks**
  - **Co-design of organizations** according to customer objectives:
  - Development / restructuring
  - Merger / demerger
  - Conversion to BU
  - Transformation into geographical departments
  - Improving operational efficiency
- **Structuring organizational charts**, clarifying roles and responsibilities (RACI)
- **Definition of the strategic and operational management system**
- Developing elements of **corporate culture**

### Support for social dialogue

- Assessment of the **social impact** of the new organization project
- Co-construction of a **support plan** for affected employees
- Developing a **communication strategy**
- Preparation of an **operational implementation schedule**
- **Supporting managers** in implementing organizational changes

Opportunity study associated with splitting activities into 2 entities (healthcare)

Structuring of quasi-governed subsidiaries for a public institution (research)

Transformation of a geographical organization into BUs by business line (associative)

Design of a unified organization in preparation for a merger with a competitor (industry)

Reorganization of Data & BI teams (tourism)

Reorganization of a marketing department in a "glocal" model (leisure)

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# SUPPORTING AND MANAGING YOUR TRANSFORMATION PROGRAMS

PROVEN EXPERIENCE IN FACILITATING THE ADOPTION OF CHANGE WITHIN YOUR ORGANIZATION AND SECURING THE ACTIVATION AND EFFECTIVENESS OF YOUR ACTION PLANS

	Supporting human change	Operational management	Economic steering   ROI
<div>WHO ARE WE?</div> <div>VALUE PROPOSITION</div> <div>ABSTRACT FROM OUR REFERENCES</div> <div>LEADERSHIP TEAM</div> <div>FURTHER INFORMATION...</div>	<ul style="list-style-type: none"> <li>• Planning “<b>Corporate Journey</b>”   <b>Impact</b> analysis of transformation plan by population</li> <li>• <b>Change</b> strategy   Deployment plan   <i>Roadbook</i> – Brakes, risks and levers</li> <li>• <b>Mobilization</b> plan: information   communication   training   awareness-raising by stakeholder (ambassadors   relays   leaders &amp; managers   employees) and BU</li> <li>• <b>Educational, communication</b> and <b>awareness</b> engineering</li> <li>• “<b>(re)conversion</b>” section: jobs   skills   gap analysis   actions</li> <li>• <b>Tools</b>: training   gamification   onboarding / collaboration</li> <li>• <b>Feedback from the field</b>: surveys   meetings</li> <li>• <b>Measuring appropriation</b>: understanding   interest   use   satisfaction</li> <li>• Change Management <b>Cockpit</b>   Change action calendar</li> <li>• <b>Steering</b> the change management plan   Budget   Alerts (social inc.)   <i>KPIs</i></li> </ul>	<ul style="list-style-type: none"> <li>• Program <b>structuring</b> (objectives   milestones   responsibilities   workloads   budget   <i>KPIs</i>)</li> <li>• Review of <b>expectations</b> and <b>governance</b>   Constitution of bodies</li> <li>• Operational “program” <b>cockpit</b></li> <li>• <i>Risk Mitigation Plan</i>   Reporting</li> <li>• Deployment of <b>monitoring</b> (macro   micro) and <b>communication</b> tools</li> <li>• <b>Ongoing</b>: risks   budget   deadlines   alerts (recalibration)</li> <li>• At the <b>end of the program</b> : post-mortem and feedback (capitalization   <i>hand-over</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Correlation</b> matrix “milestones” x “business objectives”: achievement indicators (quali   quanti)   deadline</li> <li>• Stakeholder <b>Accountability</b> Plan   <b>Goal</b> Indexing</li> <li>• <b>ROI Cockpit</b></li> <li>• Monitoring the achievement of <b>economic objectives</b> allocated to the program   to the projects   Continuous <b>recalibration</b></li> </ul>
	Improving the short and medium-term operational efficiency of the business model: processes, organization, HR & skills... (tourism)	Steering the transformation plan for the sales network (automotive)	Improved support for sales networks (tourism)
	Internal impact analysis of a customer relations strategy (real estate)	Management of the post-merger integration plan for 2 SMEs (industry)	Steering the overhaul of marketing activation plan processes (leisure)

# STRATEGY | REVISION OF THE DEVELOPMENT STRATEGY OF A LEADING FRENCH FAST-FOOD COMPANY, AND TRANSLATION INTO AN ANNUAL ROADMAP

## Business sector

Fast-food

Helping franchisor KFC France revise its strategy to accelerate growth

## Client



## Mission

- KFC France aims to have over 500 franchised restaurants in France within 5 years.
- Despite previous efforts by the teams, the rate of restaurant openings has fallen short of initial targets (~15 vs ~40 restaurants), prompting management to review its strategy and define a new plan.

## Approach

- Review of progress made under the previous strategic plan in relation to the objectives previously set.
- Benchmark against the competition and other players in the mass retail sector.
- Co-construction of a revised strategic plan.
- Facilitation of a management seminar to finalize and commit to the strategic roadmaps.

## Results

- Commitment to a strategic plan and annual roadmaps for each of KFC France's departments:
  - Development of the lease management model.
  - Expansion of the restaurant range.
  - Digital acceleration (including app, click & collect).
  - Study of restaurant acquisition opportunities.
- Increase in the number of new restaurant openings:
  - 2023 : ~40.
  - 2025 : 25.

## Duration

2 months

## Skills

- Strategy
- Structuring transformation plans

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# ORGANIZATION | DEFINITION OF A TARGET ORGANIZATION INTO BUSINESS UNITS FOR A LEADING ASSOCIATION IN THE HEALTH AND MEDICAL-SOCIAL SECTOR

## Business sector

Health, medical and social services

Helping the French Red Cross transform its 12-region geographic organization into 6 business units

## Client



## Mission

- The French Red Cross wants to improve the economic performance of its facilities business (17,000 employees) through an organization that brings together the business expertise functions and the management line responsible for running the 600-plus facilities.
- To achieve this, General Management wanted support in designing an organization based on 6 business units, enabling future BU managers to be allocated the dedicated functions needed to effectively manage their activity.

## Approach

- Determining the target organization and budget for each business unit:
  - By level: centrally and for each geographical territory
  - By function (management, HR, CEO, quality, etc.).
  - By budget item (payroll, travel expenses, external services, rent, other expenses, etc.).
- Determination of resource allocation keys shared between BUs:
  - Corporate functions.
  - Shared service centers (payroll, accounting).
- Assessment of social impact and development of a support and transition plan.

## Results

- Favourable opinion given by the CSE-C to the proposed new organization.
- Reduction of 2 hierarchical levels in the organizational chart.
- Bringing together within the same managerial line expert business functions and territorial managers for the same activity.
- Social impact and costs of the PSE minimized by reallocating resources within the various BUs.
- Deployment of the plan in 3 months after validation of Book 2.

## Duration

6 months

## Skills

- Organization design
- Change management

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# TRANSFORMATION | SUPPORT FOR THE TRANSFORMATION OF A PREMIUM CARMAKER'S DISTRIBUTION NETWORK\*

## Business sector

Helping Volvo Car France (VCF) transform its network of 120 dealerships

Automotive dealership

## Client

V O L V O

## Mission

- To achieve its strong growth targets (x2 sales volumes VN and VO, accessories and services), VCF is focusing on improving the performance of its network of 120 dealerships, and has launched the "Transformer" Program.
- The program is designed to help each site manager improve his or her processes by means of a detailed assessment of his or her capabilities & the launch of customized transformation projects.
- 6 themes have been selected to achieve these objectives:
  - Optimization: B2C and B2B prospecting, sourcing and sales tactics.
  - Premium CX strategy.
  - Digitization of operations and customer experience (CX).
  - Anticipation of 100% electric.
  - Optimization of site operational processes.
  - HR management, recruitment, managerial leadership & skills development.

## Approach

- Design of the program and of the approach combining consulting and coaching, aligned with the joint economic objectives of VCF and its Network:
  - Definition of program challenges and objectives.
  - Definition of the principles for supporting the Network (self-diagnosis of transformational maturity, vision and themes for transformation, translation into timed action plans).
  - Design of the Network Diagnostic Guide and the Practical Transformation Guide.
  - Formalization of operational action themes at site level.
  - Deployment strategy.
- Support for the transformation in 3 waves:
  - Integration of concession managers.
  - Setting in motion the transformation of the network - with Group management.
  - Assessment of network maturity (concession / contract / group) and alignment with VCF strategy (network head).
  - Supporting the network's development of transformational skills.
  - On-site monitoring of the progress of the transformation program.
  - Provision of a digital monitoring solution for site managers.
- Support VCF & the network in managing the "Transformer" program.

## Results

- Dealer network convinced and energized by the project and ambitions of the "Transform" Program, with a program take-up rate > 97%.
- Rapid adoption of the methods and tools proposed for site transformation: self-diagnosis completed by over 85% of all participants.
- Strong participation (>99%) in individual and group coaching sessions delivered by 6 certified coaches.
- Deployment in 2 months of a digital solution to monitor the program and transformation projects for 100 users:
  - Writing of use cases and user stories for 3 types of users.
  - Design and optimization of the solution's UX/UI with the development teams.
  - Drafting of a user guide.
- Appropriation of the Transformation Practical Guide by dealers.
- 2-year management plan:
  - Regular alignment with the management committee on program progress, risk management and program animation with communication plan.
  - 120-site self-diagnosis analysis report, monthly flash reports.
  - Over 1,000 formalized action plans.

## Duration

24 months

## Skills

- Customer Experience
- Network transformation
- Change management
- Digital
- Sales growth

\* This project was led by one of our Partners before joining Antheus.

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# SENIOR PROFILES WITH 80+ YEARS' EXPERIENCE TO SUPPORT YOUR TRANSFORMATIONS

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**Philippe DUCLOS**

*Senior Partner*

- **Experience:** 12 years in the civil service (ministerial cabinets, etc.), 30 years in strategy consulting (McKinsey, Oliver Wyman Delta, Theano Advisors)
- **Specialties:** strategy (corporate & business), organization, M&A
- **Functions:** finance, B2B marketing & sales, R&D, operations, supply chain
- **Sectors:** public administration, industry & utilities
- **Education:** Polytechnique (X 1980) and Mines Paris (CM 1983)



**Pierre KALFON**

*Partner*

- **Experience:** 35 years in strategy and transformation consulting
- **Specialties:** organization, transformation, change management
- **Functions:** marketing, sales & services, HR, operations, networks
- **Sectors:** B2B and B2C services, transport, tourism & leisure
- **Education :** ESSEC (1988) and Cornell Johnson Graduate School of Management (2007)



**Pierre-Marie DECULTOT**

*Senior Manager*

- **Experience:** 10+ years in strategy and organization consulting
- **Specialties:** strategy, organization, operations, post-merger integration
- **Functions:** marketing, operations, IT
- **Sectors:** energy, utilities, industry, training
- **Education :** CentraleSupélec and ESCP (2015)





# PHILIPPE DUCLOS, SENIOR PARTNER AND FOUNDER OF ANTHEUS



## TRUSTED ADVISOR | STRATEGY | ORGANIZATION DESIGN & TRANSFORMATION

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- **Philippe has been working as a consultant for over 30 years**, and has supported companies and associations in a wide range of sectors (metallurgy, energy, mining, transport, aeronautics, training, medico-social...), on assignments ranging from building **strategic plans** to improving **operations** and mobilizing **management teams**.
- Partner at **McKinsey & Company** for 15 years, in Paris and New York, his focus is on large-scale strategy and transformation assignments in **industry**, including both their “*business*” impact (operations efficiency, sales transformation, corporate restructuring) and their impact in terms of organization, leadership and change management.
- Philippe then joins **Oliver Wyman Delta** in Paris as a Senior Partner, before co-founding **Theano Advisors** in 2012; he specializes in **organization** and structuring of **transformation projects**, and carries out numerous assignments as “trusted advisor” to senior management (aeronautics, nuclear, medical equipment, NGOs).
- Since the creation of Antheus in 2020, Philippe has been working with players in the associative, paritarian, services and energy sectors on issues of **governance**, **strategy** and **transformation**.
- Philippe previously worked in industry and in the **French administration**, where he was head of the environmental and industrial safety inspectorate in the “Pays de la Loire” region, head of the EU external relations sector (attached to the Prime Minister’s office) and technical advisor to the Minister for the Environment.
- Philippe began his career as an engineer in cast iron production at **Saint-Gobain** (Pont-à-Mousson), in finance at **Total Petroleum North America** and in the transformation of the French dairy industry.
- Philippe is a graduate of École Polytechnique (**X 1980**) and École des **Mines de Paris** (CM 1983, Ingénieur en Chef des Mines).
- He speaks **French**, **English** and **German**, and is based in **Paris**.

# PIERRE KALFON, PARTNER



## ORGANIZATION | TRANSFORMATION | CHANGE MANAGEMENT

- **Pierre has 35 years' experience in strategy and transformation consulting**, starting out at **Andersen Consulting** (now Accenture), where he worked with clients in the Transport, Tourism and Leisure sector on organizational overhauls and changes to operating models. In particular, he piloted the launch of SNCF's e-commerce activity (voyages-sncf.com, now SNCF Connect), at the time France's leading e-commerce site.
- Pierre then became director of the consulting division of **Harrison & Wolf**, a corporate communications agency, where he structured the consulting activities and worked with leaders in the banking, energy and automotive sectors on their corporate communications challenges (financial communications, HR, crisis management approach), using a mix of traditional and digital media.
- In 2004, Pierre joined **CSC Peat Marwick** (now DXC) as a Senior Partner (Western Europe), supporting cross-industry customers. In charge of strategy and operational transformation offerings – particularly digital – he focuses on customer experience, the organization of marketing, sales and service activities, and improving the employee experience. He leads a number of international organization overhaul projects, and is in charge of CX (*Customer Experience*) offerings worldwide. He is also in charge of relations with analysts (Gartner, IDC). In particular, he is assisting a leading bank in the evolution of its working methods, spaces and solutions (17,000 people).
- Pierre then joined **Pagamon**, a strategy and transformation consultancy, as a Partner, with responsibility for the non-financial services sector: he piloted the transformation program for the distribution network of a Premium car manufacturer, as well as projects to improve the operational excellence of several activities of a leader in high-end tourism, and to refocus an electrical equipment manufacturer on “customer centric” approaches.
- At **Antheus**, Pierre focuses on the service sector, with expertise and offerings in business model transformation, organizational evolution, employee support as part of change programs, and the fine-tuning of marketing, sales and service functions.
- Academically, Pierre holds an MBA (MiM) from **ESSEC** (1988) and completed **Cornell** University's Executive Leadership Program in 2007. He speaks **French** and **English**, and is based in **Paris**.

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# PIERRE-MARIE DECULTOT, SENIOR MANAGER AND CO-FOUNDER



## STRATEGY | INDUSTRIAL ORGANIZATION | TRANSFORMATION PROJECT MANAGEMENT

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- **Pierre-Marie has 10+ years' professional experience in strategy and transformation consulting.**
- Over the course of his career, he has built up expertise in supporting management teams in building strategic plans, changing organizations and steering operational transformation programs.
- He supports management teams in **building strategic orientations** through **strategic business reviews**, the **structuring of medium-term strategies**, and their implementation through transformation projects. These assignments have included carrying out a **market study** and drawing up a *business plan* for the **creation of a new subsidiary** of an industrial group, as well as supporting the revision of the **growth strategy** of a French fast-food leader.
- Pierre-Marie also carries out **organization design** assignments for medium and large-scale structures. Recently, he worked for an industrial **SME** producing equipment for the industrial gases sector, to build the target **organization** for the **two merged entities**, also involving the overhaul of the **industrial production layout**. He also led a mission to **transform the French Red Cross organization** into **a business units** rather than by geography.
- Pierre-Marie has led **numerous transformation projects** for industrial companies (e.g. Veolia, Enedis, Suez), aimed at improving the performance of operational processes. For example, in the nuclear sector, he was involved in a project at Framatome to reduce the volume, criticality and processing time of non-conformities.
- Pierre-Marie is a double graduate of **Centrale Supélec** and **École Supérieure de Commerce de Paris(ESCP)**(2015).
- He speaks **French** and **English**, and is based in **Paris**.

# TO GO FURTHER, LET'S MEET!

FOR AND WITH YOU, OUR TEAM OF CONSULTANTS OFFERS TO...



**ORGANIZE A PRO BONO WORKSHOP TO BRAINSTORM YOUR ISSUES (DURATION: 2 HOURS)**



**PRODUCE A NOTE OF INTENT / FRAMEWORK TO SHED LIGHT ON YOUR PRIORITY THEMES**



**PUT YOU IN TOUCH WITH SOME OF OUR CUSTOMERS**



**PRESENT CONCRETE CASE STUDIES, DETAILING THE CHALLENGES, THE APPROACH AND THE RESULTS OBTAINED**



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