



ANTHEUS
ADVISORS

ANTHEUS ADVISORS

STRATEGY AND TRANSFORMATION CONSULTING

CORPORATE PRESENTATION

ANTHEUS, BUSINESS CONSULTING... BUT DIFFERENTLY

HELPING ORGANIZATIONS ACHIEVE PROFITABLE, SUSTAINABLE AND RESPONSIBLE GROWTH

WHO ARE WE?

VALUE PROPOSITION

ABSTRACT FROM OUR REFERENCES

LEADERSHIP TEAM

FURTHER INFORMATION...


- Founded in **2020**, Antheus is a **STRATEGY AND TRANSFORMATION CONSULTANCY** focused on achieving successful results by working in partnership with its customers. The Antheus brand was acquired by The Doers consulting firm in **2026**.
- 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 **AMPLIFYING** 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, AN AMPLIFIED APPROACH TO STRATEGY AND TRANSFORMATION CONSULTING

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

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+80

YEARS OF EXPERIENCE

in consulting,
brought together by our partners

6

YEARS OF EXISTENCE

since our inception

+50

ENGAGEMENTS

since our inception

9

BUSINESS SECTORS

covered by Antheus

15

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



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




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 consultants and partners before they created or joined Antheus

ANTHEUS HAS DEVELOPED A DEDICATED APPROACH TO THE *AMPLIFIED ORGANIZATION*: A MORE RESILIENT, MORE AGILE AND MORE SUSTAINABLE ORGANIZATION

AN *AMPLIFIED ORGANIZATION* SIMULTANEOUSLY ACTIVATES ITS FIVE ASSET DOMAINS AND ORCHESTRATES THEM TO GENERATE COMPOUNDING EFFECTS — CREATING MORE VALUE, FASTER, WITHOUT DISTORTION — THEREBY STRENGTHENING ITS RESILIENCE

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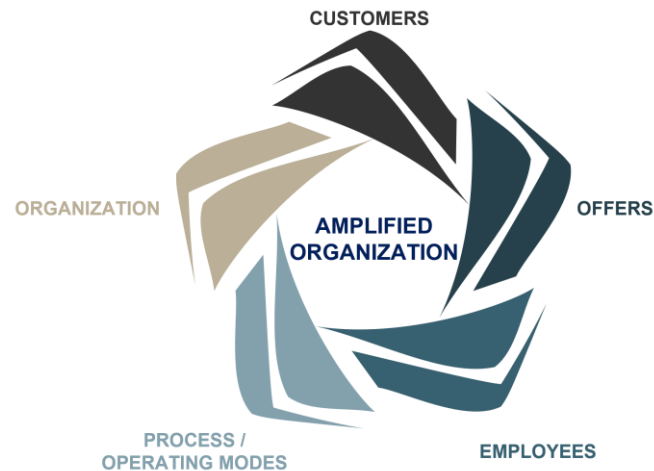
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1 We conduct an *ANNUAL SURVEY* to assess the level of activation of each asset domain

2 We run a *THINK TANK* to identify and share best practices in order to:



ACTIVATE ALL YOUR ASSETS

ORCHESTRATE THEIR INTERACTION

ACCELERATE IMPACT

... and reinforce your resilience




ANTHEUS LEADS THE *AMPLIFIED ORGANIZATION OBSERVATORY* TO MEASURE ORGANIZATIONS' MATURITY IN DRIVING DEVELOPMENT AND TRANSFORMATION THAT DELIVER COMPOUNDING EFFECTS

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

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**

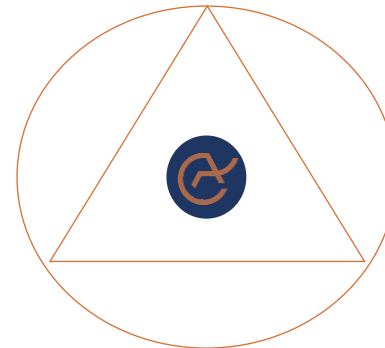
Commitments

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
- **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

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



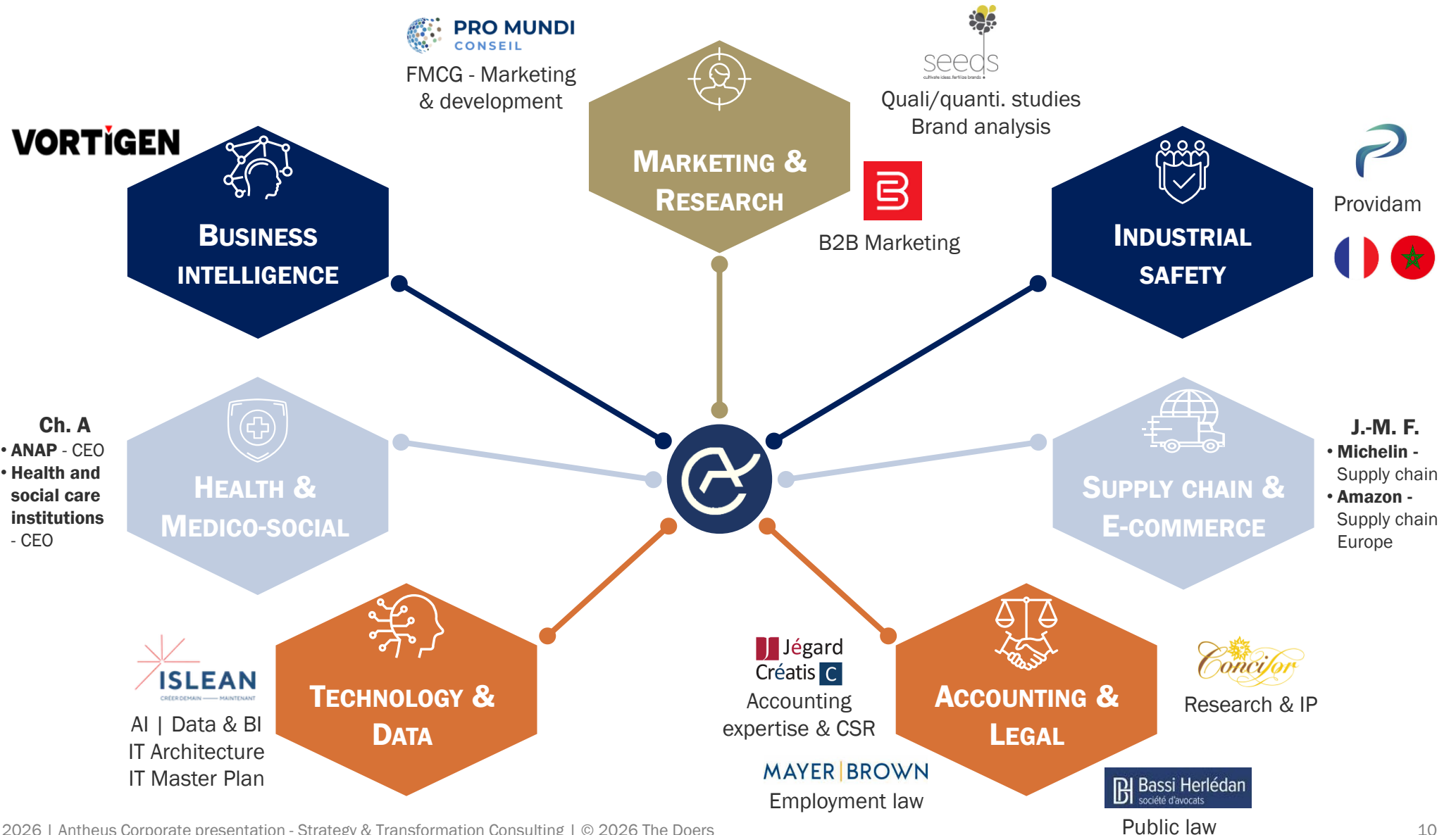
- Operating model alignment
- Balance between asset areas



- Continuous adaptation: responsiveness and adaptability
- Employee motivation

ANTHEUS, AN INTEGRATED FIRM WITHIN AN ECOSYSTEM OF PARTNERS TO BROADEN OUR SCOPE

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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)

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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

Customer knowledge & culture

- Customer | channel | offer **segmentation** - V4 approach
- **Customer Journey** modeling | **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 - recency, frequency, moneraty value)

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)

Improved network support (tourism)

Redesign of a loyalty program (rail transportation)

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

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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

Innovation	Development cycle	Product & brand strategy	Service policy
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Brand or product ambition Values • Product plan (unit range) • Design Development of product offering: architecture, segmentation (offering customer channel) • Launch deployment relaunch strategy: market, distribution channel, geographic area • Communication plan Storytelling • Brand repositioning audit • Approach and pricing policy 	<ul style="list-style-type: none"> • 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)

Definition and positioning of a training offer (public sector)

Design and implementation of service policy (specialized distribution)

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

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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	Environment Workspaces	Work solutions
<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • 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 OPERATING 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)

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

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

Improving the efficiency of the Circuits / Tour Operating business (tourism)

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

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

Retail & marketing efficiency diagnosis (leisure)

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

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DESIGNING AND DEPLOYING AN ORGANIZATION TO SERVE YOUR STRATEGY



EXPERTISE IN BUILDING ORGANIZATIONS AND GOVERNANCE 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) 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)

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

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

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)

Review of the organization and operating model of the Communications Department (tourism)

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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

- **"Corporate Journey"** Planning | **Impact** analysis by population segment of the transformation plan
- **Change** strategy | Deployment roadmap | Roadbook – Obstacles, risks and levers
- **Mobilization** plan: information | communication | training | stakeholder awareness (ambassadors | relays | leaders & managers | employees) and BUs
- **Learning, communication** and **awareness** engineering
- **"(Re)conversion"** track: roles | skills | gap analysis | action plans
- **Tools** track: training | gamification | onboarding / collaborative platforms
- **Field feedback** track: surveys | focus groups / meetings
- **Adoption measurement** track: understanding | engagement | usage | satisfaction
- Change Management **Cockpit** | Change action calendar
- **Change Plan Steering:** budget | alerts (inc. social signals) | KPIs

- Program **structuring** (objectives | milestones | responsibilities | workloads | budget | KPIs)
- Review of **expectations** and **governance** | Constitution of bodies
- Operational "program" **cockpit**
- Risk Mitigation Plan | Reporting
- Deployment of **monitoring** (macro | micro) and **communication** tools
- **Ongoing:** risks | budget | deadlines | alerts (recalibration)
- At the **end of the program** : post-mortem and feedback (capitalization | hand-over)

- **Correlation** matrix "milestones" x "business objectives": achievement indicators (quali | quanti) | deadlines
- Stakeholder **Accountability** Plan | **Goals** Indexing
- **ROI Cockpit**
- Monitoring the achievement of **economic objectives** allocated to the program | to the projects | Continuous **recalibration**

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)

Some references relate to projects carried out by our consultants and partners before they created or joined Antheus
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STRATEGY | REVISION OF THE DEVELOPMENT STRATEGY OF A LEADING FRENCH FAST-FOOD COMPANY, AND TRANSLATION INTO AN ANNUAL ROADMAP

Business sector

Helping franchisor KFC France revise its strategy to accelerate growth

Fast-food

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+ facilities

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

- Favorable 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

- 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

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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 & 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



Pierre KALFON

Senior Partner

- **Experience:** +35 years in strategy and transformation consulting (Accenture, CSC Peat Marwick, Harrison & Wolf, Pagamon)
- **Expertise:** organization, transformation, change management
- **Functions:** marketing, sales & services, HR, operations, networks
- **Industry experiences:** B2B and B2C services, transport, tourism & leisure
- **Education :** ESSEC Business School (1988) and Cornell Johnson Graduate School of Management (2007)



Lionel FAVRE-FÉLIX

Senior Partner

- **Experience:** 35+ years in executive leadership and finance across SMEs, mid-sized companies, and large multinational organizations
- **Expertise:** value creation, financial performance, financing, and growth
- **Functions:** CEO, CFO, M&A, Business Development, and Transformation
- **Industry experiences:** energy & utilities, environmental services, sustainability, sports & leisure, and transportation
- **Education :** ESSEC Business School (1988)



Philippe DUCLOS

Senior Partner

- **Experience:** 12 years in the French administration (industry, environment, European Affairs), 30 years in strategy consulting (McKinsey, Oliver Wyman Delta, Theano Advisors)
- **Expertise:** strategy (corporate & business), organization, M&A
- **Functions:** finance, B2B marketing & sales, R&D, operations, supply chain
- **Industry experiences:** industry & utilities, public administration
- **Education:** Polytechnique (X 1980) and Mines Paris (CM 1983)



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PIERRE KALFON, SENIOR PARTNER



ORGANIZATION | TRANSFORMATION | CHANGE MANAGEMENT

- **Pierre has 35 years of experience in strategy and transformation consulting.** He began his career at **Andersen Consulting** (now Accenture) working with clients in the **Transportation, Tourism and Leisure** sectors on organizational redesigns and operating-model evolutions. He notably led the launch of SNCF's e-commerce business (**voyages-sncf.com**, now SNCF Connect), then France's leading online retail platform.
- Pierre then became **Head of Consulting** at the **corporate communications** agency **Harrison & Wolf**, where he structured the consulting practice and supported leading **banking, energy** and **automotive** groups on institutional communication challenges (financial communications, HR, crisis management), combining traditional and digital media.
- In 2004, Pierre joined **CSC Peat Marwick** (now DXC) as **Senior Partner for Western Europe** to advise cross-sector clients. In charge of **Strategy & Operational Transformation** offerings - especially digital - he focused on **customer experience, marketing/sales/service** organization, and **employee-experience** improvement. He led numerous **international** organizational redesign programs, headed global **CX** (Customer Experience) offerings, and maintained relationships with **analysts** (Gartner, IDC). Among other engagements, he supported a leading bank in transforming its ways of working, workplaces and solutions for 17,000 employees.
- Pierre then became a **Partner** at **Pagamon**, a boutique strategy and transformation consultancy, where he oversaw the **non-financial services** sector. He led, among other projects, the transformation of a premium automotive manufacturer's distribution network, operational excellence programs for a leading high-end tourism group, and the refocusing of an electrical equipment manufacturer on "customer-centric" approaches.
- At **Antheus**, Pierre manages the **Services** sector, bringing expertise and offerings in **operating-model** transformation, **organizational** evolution, **employee engagement** in change programs, and the fine alignment of **marketing, sales and service** functions.
- Pierre holds an MBA (MiM) from **ESSEC** Business School (1988) and completed **Cornell** University's Executive Leadership Program (Ivy League) in 2007. He is fluent in **French** and **English**, and is based in **Paris**.

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LIONEL FAVRE-FÉLIX, SENIOR PARTNER



VALUE CREATION | FINANCIAL PERFORMANCE | GROWTH & FINANCING

- **Lionel is a seasoned executive with more than 35 years of experience** helping organizations navigate growth, transformation, and value creation. Throughout his career, he has served as Chief Executive Officer, Chief Financial Officer, and Executive Committee member across SMEs, mid-sized companies, and international organizations.
- His approach is built on a simple conviction: sustainable performance stems from the combination of **strategic vision, financial discipline, operational excellence, and sound governance**. Today, he advises business leaders and shareholders on the strategic decisions that shape long-term value creation and business performance.
- Over the course of his career, Lionel has led numerous **transformation, turnaround, and growth initiatives**. He has helped organizations improve profitability, strengthen operating models, secure their financial trajectory, and address governance and shareholder challenges. He also brings extensive experience in corporate finance, including fundraising, acquisitions, leveraged buyouts (LBOs), mergers and acquisitions (M&A), and initial public offerings (IPOs).
- As Chief Executive Officer of Biodiv-Wind, Lionel successfully led the company's turnaround, tripling revenue while restoring **sustainable profitability**. He currently serves as CEO of BIOS France, where he is leading the company's expansion across France and the Benelux region.
- An **entrepreneur** at heart, Lionel also founded and developed Ski Republic into one of Europe's leading sporting goods retail networks, with approximately 100 company-owned and franchised stores. This entrepreneurial journey gives him first-hand insight into the challenges business leaders face throughout the corporate lifecycle - from growth and organizational scaling to financing, ownership transitions, and business expansion.
- At Antheus Advisors, Lionel works alongside executive teams and shareholders to address the strategic and operational decisions that have a **lasting impact on enterprise performance**. His advisory approach combines financial rigor, pragmatism, close collaboration with leadership teams, and an unwavering focus on sustainable value creation.
- Lionel holds an MBA (MiM) from ESSEC Business School (1988). He is fluent in **French, English, and German**, and is based in **Montpellier** (France).

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PHILIPPE DUCLOS, SENIOR PARTNER



TRUSTED ADVISOR | STRATEGY | ORGANIZATION DESIGN & TRANSFORMATION

- **Philippe has over 30 years of experience as a consultant**, supporting companies and associations across a **wide range of sectors** (metallurgy, energy, mining, transportation, aerospace, education, healthcare and social services). His assignments have ranged from designing **strategic plans** to improving **operations** and mobilizing **executive teams**.
- A **Partner at McKinsey & Company** for 15 years in Paris and New York, he focused on large-scale strategy and transformation programs in **industry**, addressing both their **business** impact (operational efficiency, sales transformations, corporate restructurings) and their implications for **organization, leadership** and **change management**.
- Philippe then joined **Oliver Wyman Delta** in Paris as Senior Partner before co-founding **Theano Advisors** in 2012. He specialized in **organization** design and structuring major **transformation projects**, acting as a **Trusted advisor** to top executives in sectors such as aerospace, nuclear, medical equipment and NGOs.
- Since **Antheus** was set-up in 2020, Philippe has been advising players in the **non-profit, mutual insurance** and **services** sectors, as well as in **energy**, on issues of **governance, strategy** and **transformation**.
- Earlier in his career, Philippe worked in industry and in the **French administration**: he served as Head of Environmental and Industrial Safety Inspection in the Pays de la Loire region, Head of EU External Relations (attached to the Prime Minister's office) and as Technical Advisor to the Minister for the Environment.
- He began his career as an engineer in iron production at **Saint-Gobain (Pont-à-Mousson)**, in **finance** at Total Petroleum North America, and on the transformation of the French **dairy industry**.
- Philippe is a graduate of **École Polytechnique** (X1980) and **École des Mines de Paris** (CM1983, Ingénieur en Chef des Mines).
- He is fluent in **French, English** and **German**, and is based in **Paris**.

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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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