



ANTHEUS ADVISORS

STRATEGY AND TRANSFORMATION CONSULTING

CORPORATE PRESENTATION

ANTHEUS, BUSINESS CONSULTING... BUT DIFFERENTLY



- VALUE PROPOSITION
- ABSTRACT FROM OUR
 REFERENCES
- LEADERSHIP TEAM
- FURTHER INFORMATION...

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 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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YEARS OF EXISTENCE

in consulting, brought together by our leaders

since its creation



CONSULTANTS & EXPERTS

covered by Antheus

from leading business, engineering and postgraduate schools



since its creation



ANTHEUS, FROM STRATEGY TO ACTION

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













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

OPERATING

MODEL

TRANSFORMATION



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

CHANGE

Management &

SUPPORT







ANTHEUS WORKS FOR INDUSTRY-LEADING ORGANIZATIONS





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B2C & B2B SERVICES* Club Med[‡]! **amadeus** NOUVELLES LA POSTE Adecco SNCF PARIS Conforama **NATIXIS** coursera FONCIA **PROTYS** SAPAUDIA



ANTHEUS

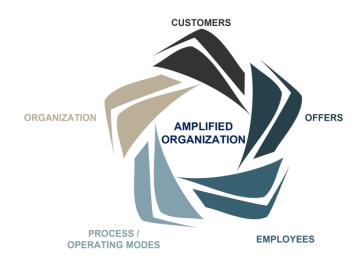
^{*} Some references relate to projects carried out by our managers before they created or joined Antheus

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



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

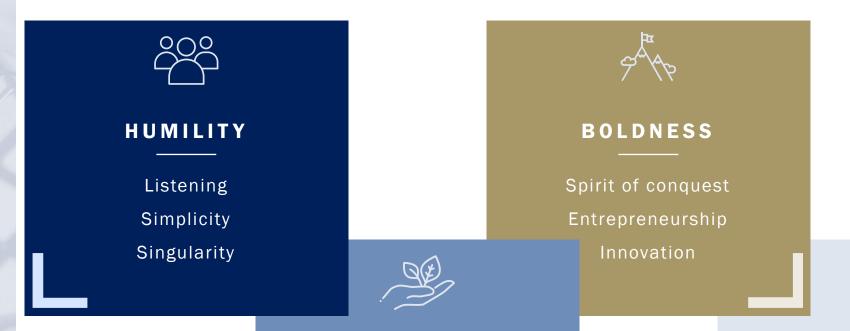








FURTHER INFORMATION...



BENEVOLENCE

Humanism Commitment Helpfulness



Results

Pragmatism

Excellence

Resilience



ANTHEUS MAKES A COMMITMENT TO ITS STAKEHOLDERS IN TERMS OF CSR



To be the benchmark in sustainable support for organizational transformation



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

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

Commitments

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



VALUE PROPOSITION

LEADERSHIP TEAM

FURTHER INFORMATION...

ANTHEUS, HELPING YOU ACHIEVE PROFITABLE, SUSTAINABLE AND RESPONSIBLE GROWTH

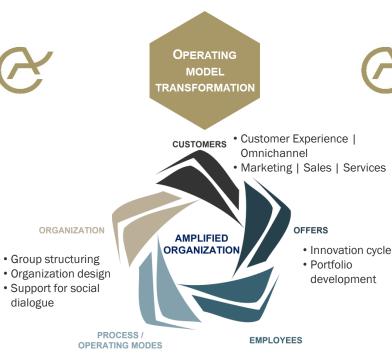




- **ABSTRACT FROM OUR** REFERENCES
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- · Operational excellence: costs, deadlines, service quality
- · Agility | Digitization
- Business model innovation

- Innovation cycle
 - · Ways of working
 - Environment
 - Working solutions
 - HRBP Organization





Operational management

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



- Operating model alignment
- Balance between asset areas



- · Continuous adaptation: responsiveness and adaptability
- · Employee motivation

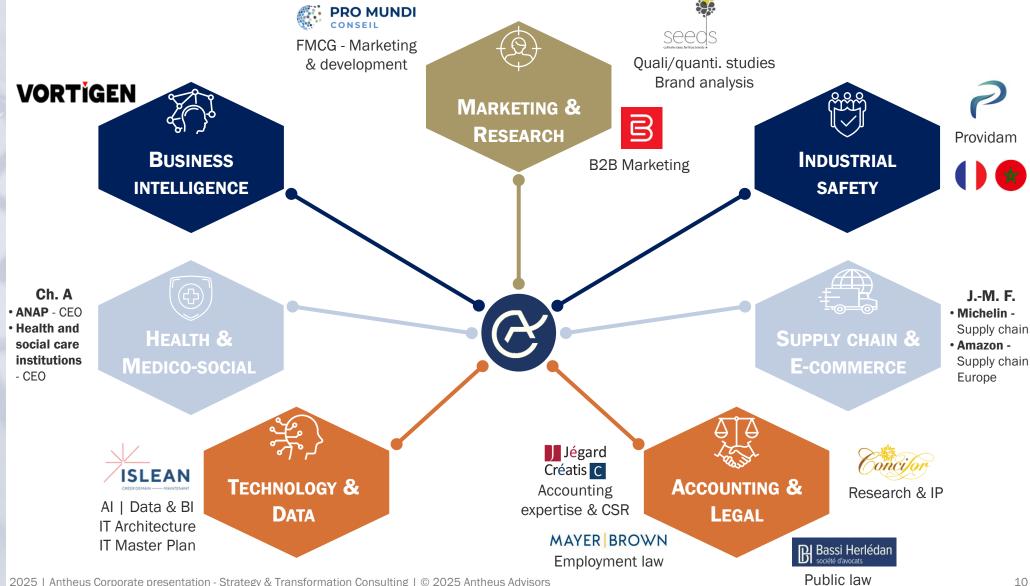


ANTHEUS, AN INTEGRATED FIRM WITHIN AN ECOSYSTEM OF PARTNERS TO BROADEN OUR SCOPE





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STRUCTURING YOUR STRATEGIC ORIENTATIONS





CHANGE MANAGEMENT & SUPPORT

WHO ARE WE?

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

Diagnosis & orientation

•B2C | B2B market analysis

• Positioning study: customers |

offers | competitors | partners

development | diversification |

Medium-term outlook

•Scenario: restructuring |

Support for convergence

exit

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)

Updating annual roadmaps for various BUs (fast-food)

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

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

Market research for the development of new offers (training)

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

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

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





EXTEND AND STRENGTHEN YOUR CUSTOMER EXPERIENCE SYSTEMS





CHANGE MANAGEMENT & SUPPORT

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

Customer knowledge & culture

Satisfaction & CX

Omnichannel marketing & distribution



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- 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

- 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/crossselling - 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)

- 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) – Ecommerce 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 (rail transportation)

Improved network support (tourism)

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





INNOVATE AND DEVELOP YOUR OFFER PORTFOLIO





CHANGE
MANAGEMENT &
SUPPORT

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

WHO ARE WE?

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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 | deployment | relaunch strategy: market, distribution channel, geographic area
- Communication plan | Storytelling
- Brand repositioning audit
- Approach and 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)

partnership with a mobile operator

Design of a service offering in

(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)





SIMPLIFY THE EMPLOYEE EXPERIENCE AND BOOST COLLECTIVE PERFORMANCE





CHANGE
MANAGEMENT &
SUPPORT

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

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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)





OPTIMIZE YOUR OPERATING MODES AND BUSINESS AND SUPPORT

PROCESSES





CHANGE
MANAGEMENT &
SUPPORT

SKILLS FOR OPERATIONAL EXCELLENCE, DIGITAL TRANSFORMATION AND OPERATING MODEL INNOVATION

Operational excellence

Digital transformation

Operating model innovation



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- Review of the challenges of improving process excellence: reducing costs, lead times, timeto-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)

- 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

- Implementation of an agile operating system allowing flexibility, team autonomy, collaboration and continuous adaptability to customer or user needs
- Cross-functional operating models: flow-towork, 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)





DESIGNING AND DEPLOYING AN ORGANIZATION TO SERVE YOUR STRATEGY





CHANGE MANAGEMENT & SUPPORT

EXPERTISE IN BUILDING ORGANIZATIONS AND GOVERNANCE TO MEET BUSINESS CHALLENGES

Group structuring

Organization design

Support for social dialogue



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- 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)

- 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

- 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)

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





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

• "Corporate Journey" Planning | Impact analysis by population

• Mobilization plan: information | communication | training |

• Learning, communication and awareness engineering

• Field feedback track: surveys | focus groups / meetings

Change Management Cockpit | Change action calendar

• Change strategy | Deployment roadmap | Roadbook - Obstacles,

• "(Re)conversion" track: roles | skills | gap analysis | action plans

• Adoption measurement track: understanding | engagement | usage

• Tools track: training | gamification | onboarding / collaborative

stakeholder awareness (ambassadors | relays | leaders & managers

segment of the transformation plan

risks and levers

platforms

I satisfaction

employees) and BUs

 Program structuring (objectives | milestones | responsibilities | workloads | budget | KPIs)

Operational management

- 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: postmortem and feedback (capitalization | hand-over)

Economic steering | ROI

- 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











• Change Plan Steering: budget | alerts (inc. social signals) | KPIs

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)

proved support for sales networks ourism)

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





REFERENCES

VALUE PROPOSITION





Business sector

Helping franchisor KFC France revise its strategy to accelerate growth

Fast-food

Client



Duration

2 months

Skills

- Strategy
- Structuring transformation plans

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



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



VALUE PROPOSITION







Business sector

Health, medical and social services

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

Client



Duration

6 months

Skills

- Organization design
- Change management

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
- 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

- 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



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



VALUE PROPOSITION







Client



Duration

24 months

Skills

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

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: selfdiagnosis 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



^{*} This project was led by one of our Partners before joining Antheus

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













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)
- Specialties: strategy (corporate & business), organization, M&A
- Functions: finance, B2B marketing & sales, R&D, operations, supply chain
- Sectors: industry & utilities, public administration
- Education: Polytechnique (X 1980) and Mines Paris (CM 1983)





Pierre Kalfon

Partner

- Experience: 35 years in strategy and transformation consulting (Accenture, CSC Peat Marwick, Harrison & Wolf, Pagamon)
- 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)

Club Med ¹/₂ :hager







Pierre-Marie **DECULTOT**

Partner

- Experience: 10+ years in strategy and organization consulting (Sia Partners, Theano Advisors)
- 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



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 co-founding **Antheus 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













PIERRE KALFON, 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** (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**













PIERRE-MARIE DECULTOT, PARTNER AND CO-FOUNDER



WHO ARE WE?

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STRATEGY | INDUSTRIAL ORGANIZATION | TRANSFORMATION PROJECT MANAGEMENT

- Pierre-Marie has over 10 years of professional experience in strategy and transformation consulting
- Throughout his career, he has built strong expertise in supporting executive teams with the design of strategic plans,
 organizational evolution and the steering of operational transformation programs
- He helps leadership teams shape **strategic directions** by conducting business reviews, structuring **mid-term strategies** and translating them into **transformation initiatives**. His assignments have included carrying out a market study and building the business plan for the creation of a new subsidiary of an industrial group, and supporting the revision of the growth strategy of a leading quick-service restaurant operator in France
- Pierre-Marie also undertakes organization-design projects for medium and large structures. Recently, he supported a leading international premium tourism player in reviewing the organization and operating model of its "Communications" function. He also helped an industrial SME producing equipment for the industrial gases sector to design the target organization of two merged entities, including a full redesign of the industrial production scheme. In addition, he led a project to transform the French Red Cross' organization from a geographic structure to business units
- He has managed numerous transformation projects for industrial companies (e.g., Veolia, Enedis, Suez) aimed at improving
 operational process performance. For example, in the nuclear sector he supported Framatome in a project to reduce the volume,
 criticality and lead time of non-conformity processing
- Pierre-Marie is a dual graduate of Centrale Supélec and ESCP Business School (2015)
- He is fluent in 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







Present concrete case studies, detailing the challenges, the approach and the **RESULTS OBTAINED**







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WHO ARE WE?

VALUE PROPOSITION

LEADERSHIP TEAM





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