



STRATEGY & TRANSFORMATION CONSULTING

Company profile

2023

COMPANY PROFILE

Pagamon, **strategy** and **transformation consulting**... but in a different way

Pagamon, consulting... but in a different way

Conciliating shareholders value and employee well-being while helping organizations achieve sustainable transformation

- Incorporated in 2013, Pagamon is a **boutique Consulting firm** focusing on **business results** designed for and with **people**
- Pagamon leaders deliver strategic vision and operational transformation support based on their hands-on experience acquired with **leading consulting firms**
- At Pagamon, we believe an organization can only be successful on the long run provided it equally relies on its **key assets**, both **internal** (process, employees, offers and data) and **external** (customers, stakeholders)
- Every day, we co-design strategic and transformation plans combining **business insight, pragmatism** and **agility** in implementation... with a touch of fun!
- Our clients - major corporations, mid-caps and public sector – value our approaches and methodologies to support their growth in a **profitable, sustainable** and **responsible** way
- Our consultants embrace the world to deliver recommendations at the heart of your business in a **gentle** and **tailor-made** way

WE ARE PAGAMON, STRATEGY AND TRANSFORMATION CONSULTING... BUT IN A DIFFERENT WAY

10 years of experience, enriched by engagements and deep expertise

Pagamon supports leading industry and services players, both private and public, in France and abroad

+80

YEARS OF EXPERIENCE

in consulting assignments,
gathered by its leaders

10

YEARS IN BUSINESS

Pagamon was incorporated
in 2013

33

COUNTRIES

addressed through engagements
conducted since Pagamon creation

15

CONSULTANTS

MiM and MBA graduates from top
Business and Engineering Schools
together with Universities

+180

ENGAGEMENTS COMPLETED

since its creation



Pagamon, strategy and transformation consulting

Helping companies find the right balance between their 5 key assets to support a **profitable, sustainable, responsible** growth

STRATEGIC SUPPORT



- Resistance to market disruptions
- Resilience over time

TRANSFORMATION OF OPERATIONAL | DIGITAL MODEL



- Operational Model Alignment
- Balanced assets

CHANGE MONITORING



Pagamon is a registered training institute since 2014, approved by the French DIRECCTE under the activity declaration #11756031875

- Dynamic & continuous adaptation: reactivity | adaptability
- Motivation of employees

Pagamon supports leading industry and services players

Major corporations (CAC 40, SBF 120), mid-caps and public sector

INDUSTRY

Renault Group



AIRBUS

ALSTOM*

nexter



SERVICES (CPG, RETAIL, LUXURY, TOURISM, ETC.) & PUBLIC SECTOR

Club Med

THALYS*



ESTÉE LAUDER



Conforama*



NATIXIS*

LIFESCIENCES

valneva



GALDERMA



ESSILOR
MIEUX VOIR LE MONDE



*: personal references of Pagamon leaders and managers – engagements performed before joining Pagamon

A firm on a human scale, Pagamon is committed to strong values

Pagamon is committed to profitable, sustainable and responsible growth for the benefit of its customers, employees and partners



HUMANISM

Team Spirit
Humility
Initiatives



PERFORMANCE

Results driven
Excellence
Sustainability



CHALLENGE

Spirit of Conquest
Innovation
Entrepreneurship



RESPONSIBILITY

Observatory of Balanced
Organization™
Employees' Shareholding
Profit-sharing

Pagamon is committed to fruitfully inspire the market

We are committed to participating globally in the **reflections** and **analyses** of economic sectors and to proposing **innovative** approaches and different perspectives



PUBLICATIONS

In addition to its missions, Pagamon offers **analysis** and innovative **views** on key issues and themes addressing various sectors.

- *Building a Covid-19 vaccine portfolio: which governments made the right choices?*
- *Analysis of the technical and economic maturity of ORC to improve the energy efficiency of diesel and gas-fired power plants.*
- *Case study: Glossier, a 360° customer journey.*
- *Food consumption: responsible trends in the face of the Covid-19 crisis.*
- *The challenges of 'customer centricity' for distribution networks.*



CONFERENCES

A player in the latest developments and innovations, Pagamon organizes and participates in **conferences**, **webinars** or **workshops** on current topics.

- *Industry in the age of agility.*
- *The renaissance of French industry (Ministry of Industry).*
- *Healthcare Data Institute conferences.*
- *Digital CX - Amsterdam.*
- *Customer Experience Forum - La Baule.*
- *Luxury & Data Webinar - Ekimetrics.*
- *Customer Engagement Day - Genesys.*
- *Influence marketing day.*
- *Patient Experience Barometer.*



BALANCED ORGANIZATION

In order to shed light on the best practices of successful organizations and to contribute to the societal and economic debate, Pagamon has created the **Observatory of the Balanced Organization**.

- *Annual multi-sector survey of all types of companies to understand the Balance between each asset area.*
- *'Think Tank' bringing together business leaders, opinion leaders and academics to debate and exchange on the Balance and its best practices.*
- *Organization of periodic meetings | Publications | White papers.*

Pagamon approaches R(SE)² through asset domain balance

A daily commitment to our values

Pagamon **Respects** its internal and external ecosystem in terms of **Social, Societal, Economic and Environmental** issues.

Our **R(SE)²** approach contributes to ensuring that every decision and action we take has a positive impact on the development of our employees, our clients, our firm and our direct and indirect partners.

*V*ision

To be the reference firm in the **sustainable** support of the **transformation of organizations**

*M*ission

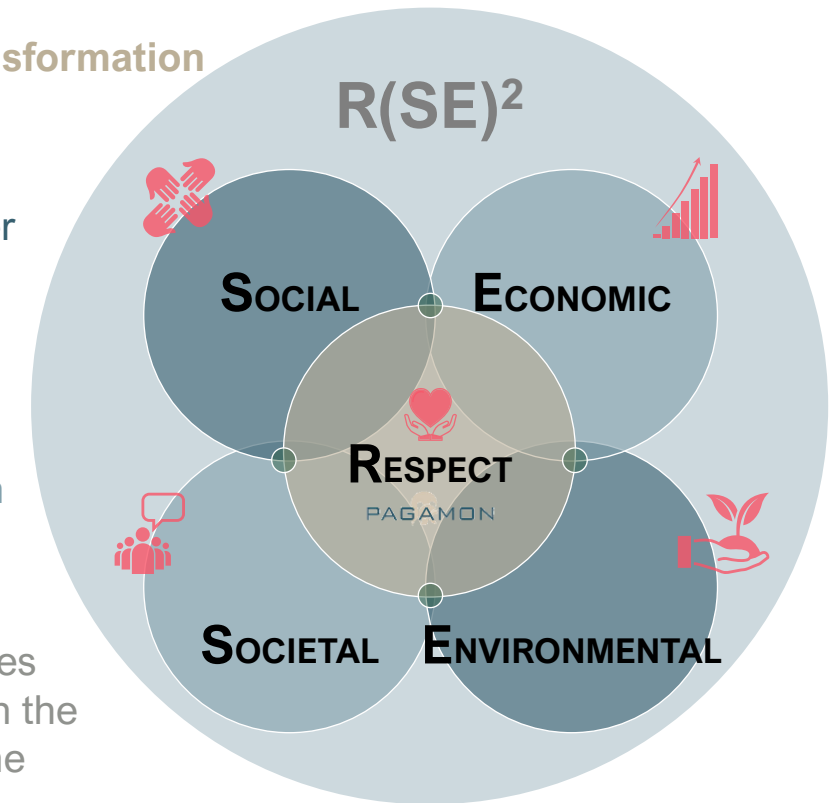
Helping organizations transform their **operating model** in order to **sustain** their **business model**

*V*alues

- Spirit of **conquest**
- **Respect** for everyone, employees & customers alike
- **Results-oriented**
- **Innovation**
- **Challenge**
- **Humility & co-construction**
- **Societal commitment**

*C*ommitment

To contribute to the professional **development** of our employees ("stewardship"¹) and to the **development** of our clients through the search for a sustainable **balance** of their main asset areas in the service of **profitable, sustainable and responsible** growth



¹ The notion of "stewardship" covers the fact of making an organization progress in the service of its employees in order to leave it in a better situation for future generations.

OUR VALUE PROPOSITION

Pagamon helps your organization structure its **strategic vision**, achieve **operational transformation** and sustain **change** to become a **Balanced Enterprise**

Structuring your strategic orientations

Multi-sectoral expertise in order to **design** and **implement** your strategy in the short, medium and long term

Diagnosis | Visioning

- Medium-term **outlook** | Benchmark
- **Market** analysis B2C | B2B
- **Positioning** study: customers | offers | competitors (quali | quanti) | partners
- Level of **digital maturity**
- **Growth** strategy
- Defensive development **strategy**
- **Visioning**: strategic, economic, operational and organizational
- **Scenario**: downsizing | restructuring | development | diversification | digitalization

Strategic Planning

- 1-3-5 year **strategic planning**
- Innovation, industrial, commercial, distribution, sourcing and pricing **strategies**
- **External growth** plans
- Operational model alignment: governance | offers | market | process
- Economic and financial **performance** projections

Business Modeling

- **Business Plans**
- **Modeling**: financial flows | economic growth | organization | operations
- **Investment** planning
- **Impact** analysis
- **Governance** model | KPIs
- **Business** (re)deployment plans

Due diligence

- 360° **Target** evaluation (M&A)
- Strategic, operational and management **Baselines** analysis
- Study of **addressed** and **addressable Markets** (positions | potential)
- **Synergies** | **Risk** Mitigation Plan
- **Transitioning** facilities
- **Value** impact analysis (acquirer)
- **Post-Merger Integration**

ORC market study (energy)

Strategic audit of a mid-cap business (public sector subsidiary)

Covid-19 vaccines business plan (biotech)

Profitability program – Cost reduction plan (automotive)

Growth opportunity evaluation thru acquisition (lifesciences)

Acquisition of 2 vaccines (labs)

Management evaluation of target – acquisition process (services)

Innovating and developing your offer portfolio



An end-to-end approach for innovation, development, adaptation and launching your offer portfolio

Innovation

- Innovation **strategy** | Stimulating innovation | Intrapreneurship spin-off
- Continuous innovation **process** | Innovation organization
- Incremental, major, disruptive innovation **Funnel** | **Qualification** methodology | Design Thinking
- **Value** measurement
- Innovation **acquisition** and due diligence
- Innovation **plan** design

Development Cycle

- **Structuring the development approach**: milestones (from functional to technical design of complex systems)
- Project **governance** | Multi-trade | Multi-cultural
- **Coaching in Agile mode**: team coaching, iterations, rituals, artifacts | Product Owner, Scrum Master | Product backlog

Product | Brand Strategy

- Brand or product **ambition** | Values
- **Business plan** | **Product plan** (per unit | per range)
- **Design** | **Development** of the product offer: architecture, innovation, segmentation (offer | customer | channel)
- Launch | deployment | relaunch **strategy**: market, distribution channel, geographic area
- **Communication** plan | Storytelling
- **Repositioning** audit
- **Pricing** approach | Pricing policy

Service Policy

- Service **strategy** | Positioning 'service universe'
- **Competitive** analysis | Kano modeling
- **Portfolio** design | Structuring of service **packages**
- Graduated **pricing** policy (segment | country | terms)
- Declination on the distribution channels | Service **charter**
- **Declination** of the service portfolio

Innovation : development and fine tuning of an air-conditioning system (automotive)

Ground test facility development process (aeronautics)

Design of a 3-year development plan for a perfume brand (luxury)

Design of an e-leasing vehicle offer addressing B2C market (automotive)

Functional approach to equipment design (optics)

French-Japanese governance | Development project of a vehicle platform (automotive)

Simplifying the employee experience and collective performance



Approaches to deploy employee-centric strategies by simplifying work modes, environments and solutions

Work modes

- Review of the **challenges** and **objectives** of changing work methods (acculturation | simplification | productivity)
- Critical analysis of **operational modes** ('pain points', simplification)
- **Mapping** of work situation evolution opportunities (sedentary / mobile | network / head office)
- 360° **impact analysis** (employees, organization, C-level) and **Segmentation** plan of the impacted populations
- **Support** plan (relays | ambassadors)
- **Change** management plan (functional / operational targets)
- **Dashboards** (measurement of appropriation, budget)

Workspace | Work environnement

- Review of real estate **assets** (leases, spaces...)
- Analysis of the **spatial behaviors** of employees | TTM (Task & Time Monitoring)
- Simulation of the evolution of work positions | Virtual reality workshop
- Workshops to raise **awareness** on new workspaces
- Plan for the **restructuring** of spaces | Budget monitoring plan
- Target **support** plan (relays | ambassadors)
- **Change** management plan (functional / operational target)
- Dashboards (measurement of appropriation, budget)

Workplace

- Review of the **alignment** of tools with target work modes (admin. | support | operations)
- Workshops to **present** collaboration, simplification and efficiency improvement solutions: 'core IT' | start-up
- **Qualification** of solutions
- Plan for raising **awareness** and **appropriation** by employees (digital citizen...)
- **Change** management plan (functional / operational target)
- **Dashboards** (usage measurement, budget)
- **Deployment** monitoring

Simplification of complexity | Elimination of irritants | Capitalization of best practices (automotive)

Optimizing your operating model



Ad hoc skills and expertise for agility and digital transformation of your operations together with operational excellence

Organization Agility

- Organization Transformation towards **Agility**:
 - Formalization of **agility objectives** in the context of the organization: anticipation, rapid deployment of innovation, flexibility of resource allocation
 - Evaluation of the **current level of agility**
 - **Operational implementation**: collaboration methods, team autonomy, speed of communication/decision making...
 - **Key Success Factors**: management support / sponsorship, dissemination of an agile culture
 - **Coaching teams** in implementing organizational changes
- Implementation of the **Agile** method in the organization:
 - **At team level**: product vision, backlog management
 - **At scale**: scope, target model, implementation, change management

Scoping and deployment of an agile transformation on a vehicle project (automotive)

Review of Talent Acquisition organization & operating modes (leisure industry)

Digital Transformation

- Assessment of the **digital maturity level** of the operational model (value chain: end-to-end | link)
- Management **awareness**
- Review of **operational** processes and **support** functions: QoS, TTM reduction, cost control
- **Gap** and **impact** analysis on operations (digital assets) | Level of ambition (short and medium term)
- Evaluation of sector, industrial, service and technological **opportunities** | Prioritization of stakes
- Digital transformation **strategy**
- Transition program towards the digital target (quick wins | medium term)
- **Monitoring** of efficiency gains | Rescoping

Digital transformation of manufacturing, supply chain and engineering (automotive)

Evaluation of a Big Data initiative in R&D (CPG)

Operational Excellence

- Evaluation of the organization's **performance**: activity performance ratio, sector comparison, load/resource balance review
- Evaluation of **processes**, **resources** and **tools** to improve operational activities
- Identification of **productivity gains**
- **Alignment** of processes and **streamlining** of the organization with business requirements
- Definition of ground rules and processes to create **continuous improvement**

Review of processes and budget management tools to limit the costs associated with prototypes (automotive)

Diagnosis of the organization and efficiency of marketing departments (leisure industry)

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

Turning your data into relevant information



Approaches to move towards 'data centricity' in terms of strategy, operations and governance of data

Data Strategy and Organization

• Organization Data capabilities diagnosis

- Measuring the level of maturity of the organization and its employees regarding data
- Mapping and classification of the organization's data sources and flows
- Identification of data optimization opportunities

• Data Management strategy definition

- Design of strategic data roadmaps
- Technology watch and benchmarks

• Change Management | Acculturation to data

- Sharing the vision, communicating tangible benefits, addressing resistance to change and involving employees in the continuous improvement process
- Measuring the level of adherence / acculturation through periodic surveys
- Training of employees adapted to their business context: management training, training-the-trainer, peer-to-peer training or independent learning

Development of a common data science vision (CPG)

Use of information

• Identification of optimization opportunities

- Identification and localization of target data to be collected based on business needs
- Diagnosis of business optimization through data
- Evaluation | Business model initiatives

• Support in a Test & Learn process

- Methodological support, scoping and implementation of a Data Lab
- Animation of ideation and prototyping workshops
- Scoping, support and industrialization of initiatives (PoCs)
- Value-based management of initiatives

Optimizing R&I costs by improving consumption data management (CPG)

Evaluation of a Big Data initiative in R&D (CPG)

Governance

• Definition of data management policies

- **Governance:** procedures, roles, responsibilities, rules and indicators governing the effective use of data in the organization
- **Documentation:** standards, roles and responsibilities for consistent documentation across the organization
- **Architecture:** principles for standardizing data architecture across the organization
- **Quality:** practices, roles, and responsibilities for managing data lifecycle | tools to ensure data quality

• Implementation of data governance bodies (vision, strategic alignment, supervision, arbitration, data strategy, data culture)

• Definition and scoping of governance roles / responsibilities (CDO and possible relays, data stewards...), identification of profiles

Definition and implementation of R&D data governance (lifesciences)

Extending and strengthening your customer relations assets



Expertise to enrich a relational, commercial and operational customer experience promoting cross-channel distribution

Customer Knowledge and Culture

- Customer | channel | offer **segmentation** - V⁴ approach
- **Customer Journey** Mapping | Personae Approach
- Diagnosis and evaluation of **Customer data**.
- **Measurement** tools : QoS | CSAT | NPS | CES | sales
- **VOC** strategy (extended customer culture, KPIs) | Customer Centricity
- Customer **awareness** and culture **training** program

Customer diagnosis | VOC process (automotive | B2B - 8 countries)

Customer centricity infusion program (automotive | B2C)

Customer Satisfaction and Customer Experience (CX)

- Analysis of the **relational, commercial** and **operational** CX (internal | external) | Digitalization
- **CX 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
- **Conquest** strategy - **Loyalty** - Up/cross-selling
- **Activation plan**: segmentation | organization | digital and technologies | CRM program
- **Digitizing** CX strategy
- **Monitoring** KPIs: effectiveness, satisfaction, value (RFM)

Integration of several CRCs | Harmonization of 'customer centric' practices (technology)

Development of the 'Customer Experience Ambassador' roadmap (construction)

Marketing and cross-channel Distribution

- Cross-channel **CX consistency** analysis on all **marketing** and **distribution channels** | Review of assets (network, web, CRC, face-to-face...) : customer journey and interactions, data and information, processes, investment pooling | PO³ approach
- Analysis of channel **objectives** (B2C | B2B) by segment (customer | offer) - **E-commerce** review | audit - Review of **intermediation** (distribution | prescription)
- **Performance** measurement (single and multi-channel): transformation, customer treatment, costs and KPIs
- **Improvement** | assets **alignment** action plans (inc. digitalization) - Cross-channel **monitoring** dashboards
- Review of the marketing | sales | services **organization**: scope | processes | integration | coherence

Diagnosis of the organization and efficiency of marketing departments (leisure industry)

Brand strategy | Distribution strategy (luxury)

Redefinition of the entire B2C customer journey | Global transformation of the customer experience (automotive)

Supporting and managing your transformation programs

Smoothen the appropriation of change within your organization and secure the activation and effectiveness of your action plans

Human Change Management

- **Impact** analysis of the transformation plan by population
- **Change** strategy | Deployment plan | Obstacles, risks and levers roadbook
- **Mobilization** plan: information | communication | training | awareness by stakeholder (ambassadors | relays | leaders & managers | employees) and BU
- **Educational***, **communication** and **awareness** engineering
- **‘(Re)conversion’** component: positions | skills | gap analysis | actions
- **‘Tools’** component: training* | gamification | onboarding / collaborative
- **‘Field feedback’** component: surveys | meetings
- **‘Measurement of appropriation’** component: understanding | interest | use | satisfaction
- Change Management **Cockpit**: calendar of change actions
- **Monitoring** of the change management plan | Budget | Alerts (social inc.) | KPIs

Dynamic Competency Management (automotive)

Operational Management

- **Structuring** of the program (objectives | milestones | responsibilities | workload | 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 feedbacks [capitalization | hand-over]

PMO for the Customer Satisfaction program (automotive)

PMO of the redesign of Regulatory Affairs program (lifesciences)

Business Monitoring | ROI

- **Correlation** matrix ‘milestones’ x ‘business objectives’: indicators of achievement (quali | quanti) | deadline
- Stakeholder **accountability** plan | Indexing of **objectives**
- **‘ROI’ cockpit**
- Monitoring the achievement of economic objectives allocated to the program and projects | Continuous **rescoping**

Cost reduction program – target: 5% operating margin (automotive)

* : Pagamon is a registered training institute since 2014, approved by the French DIRECCTE under the activity declaration number 11756031875

Pagamon applies methodologies adapted to each transformation

A wide range of innovative approaches and tools to promote sustainable and responsible change



Strategy

Benchmark
SWOT
Business Case
Business Model
Canvas
5 Forces' Model



Innovation | Agility

Design Thinking |
Design Sprint
C | K
Hackathon
Agile
Lean Start-up |
Lean Canvas
PoC
Carrousel



Change Management

TTM (Task &
Time Monitoring)
DILO
Gamification
Micro-learning
MOOC
Virtual classroom

Customer Experience Offers Portfolio



Operational Transformation



Monitoring



PDCA
FSSA
RACI
Risk Mitigation
Plan

All Pagamon consultants are trained to support transformation programs in Agile mode

MANAGEMENT TEAM

Pagamon leaders deliver **strategic vision** and **operational transformation** support based on their **80-year** hands-on experience acquired with **leading consulting firms**

Christophe Bildé

Founder and President – Selected References

- **RENAULT: Management of all the missions carried out by PAGAMON within the Industry and Commerce divisions. More than 75 projects since 2013. Among the most emblematic :**
 - Global Customer Experience Improvement Program
 - Definition and implementation of a group simplification program
 - Alignment of two project organizations within the framework of a joint automotive platform development
 - Deployment of CRM Sales Force in more than 30 countries
 - Full Vehicle Cost Reduction Program
- **AIRBUS – Improvement of flight test facility development processes**
 - Complete review of the development process (process, operating modes, organization...)
 - Construction of structural deliverables and modeling of cross-milestone business processes
- **ESSILOR – Several Engineering missions**
 - Implemented a common functional analysis approach
 - Designed and facilitated training cycles
 - Controlled the industrialization of a new manufacturing process
- **ALSTOM Transport – Several Lean Engineering missions**
 - Optimized time between testing and commissioning of the first trains leaving the production line
 - Contributed to the definition of the global development logic engineering product Rolling Stock
- **ASSA ABLOY – Outsourcing of the locks business (manufacturing mode to distribution mode)**
 - Design of the inbound logistic scheme and supply flows
 - Building the forecasting model / order and inventory management / redesigning warehouse processes
- **DEPARTMENT OF DEFENCE – Organizational missions**
 - Improvement of the organizational scheme of the Ile Longue power distribution plant redesign project
 - AMOA during the contractualization of EMO contracts / critical analysis of organizational arrangements
- **CGG VERITAS – Cost control plan**
 - Reduced equipment and service purchase expenses: 10% savings over an 18-month period
 - Reorganized processes and the purchasing function
- **DE DIETRICH – Purchase and design cost reduction plan**
 - Managed a competitiveness program generating 10% savings (piloted roughly 100 productivity actions)
 - Conducted value analysis operations (reduction of design costs by 10%)
- **ORANGE**
 - Studied the diaspora in AMEA zone and opportunities for the development of Fixed Broadband offers



+20 years of experience in strategic and organizational consulting (Assystem, Capgemini Consulting)

Skills

- Design and implementation of competitiveness programs
- Customer Experience
- Transformation projects
- Organization
- Industrial diagnostics
- Development logic
- Purchasing policy and strategy

Industries

- Automotive
- Railway
- Aeronautics
- Large-scale distribution
- Services
- Pharmaceuticals
- Oil-related Industry

Profile

- MBA, Purchasing & Supply Chain. Kedge BS (1995 – 1996)
- MBA, Economics. INSEEC U (1992 - 1995)
- French: native
- English: Fluent

Richard Dumas

Founder and Managing Director – Selected References

- **EUROPEAN VACCINE MANUFACTURER – Re-insourcing the outsourced distribution of its vaccine**
 - PMO: supported internal project manager in structuring M&S operations in 21 countries / markets - via subsidiaries or distributors - and the associated supply chain
 - Supported the transfer of pharmaceutical responsibility, inventory, changes in packaging, continuity of market supply, etc.
- **EUROPEAN VACCINE MANUFACTURER – Acquisition of a vaccine business**
 - Coordinated operational due diligence: defined the report's framework, planned tasks, consolidated results, conducted specific analyses. Facilitated meetings with funding partners
 - Sized the merged of medical and commercial structures and designed the transition plan
- **ACQUISITION OF AN INDIAN VACCINE MANUFACTURER**
 - Performed business due diligence: strategy review, evaluation of R&D, industrial and commercial capacities, stress test of the capacity to deliver according to the business plan
 - Prepared the "information memorandum" intended for the board and banks of the purchaser
- **HOLDING – Strategic review of two biotechnology subsidiaries**
 - Biotech developing immuno-therapeutic vaccines: defined partnership scenarios, predicted cash burn rate and return time, etc.
 - NIH supplier CRO: built new strategies to increase profitability and value
- **ACQUISITION OF TWO PROPHYLACTIC VACCINES**
 - Value analysis: market sensitivity to product differentiation, changes in vaccine recommendations, prices, reimbursements, worldwide sales and profitability forecasts
 - Sized necessary medical-commercial structures, etc.
- **ACTIVITY IN FRANCE OF A LISTED DIAGNOSTICS COMPANY NASDAQ**
 - Evaluated options following the takeover of the French distributor by the competitor: statu-quo, choice of a new distributor, own distribution, etc.
- **DISPOSAL OF AN ANIMAL NUTRITION BUSINESS (ASSETS DEAL)**
 - Defined the operational carve-out plan: group functions to be recreated, solutions for country sales subsidiaries, duplication of accounting, documentation, etc.
 - Synchronized the disposal schedule: administrative, legal, financial, operational, etc.



+30 years of experience in strategic and organizational consulting (Capgemini Consulting, Bossard Gemini Consulting, Gamma International)

Skills

- Strategy
- Business planning
- Due diligence
- Operational efficiency

Industries

- Life sciences (pharmacy, biotech, animal health, crop sciences)
- Oil and gas (downstream)
- Industry

Profile

- Civil Engineer. Ecole Nationale des Ponts et Chaussées (1978 – 1981)
- French: native
- English: Fluent

Pierre Kalfon

Partner – Selected References

- **TOUR OPERATOR – ExCom Strategic Support – Multiactivity Transformation Program**
 - Strategic plan re: Group activities evolution to return to breakeven (airline, tour operating, distribution network). Actions plan (3-year). Design & implementation of a new strategy to boost the distribution network (travel agencies).
- **PROPERTY MANAGEMENT – Operations Review – International Business & Operating Model**
 - Development opportunities for international locations (Germany, Belgium, Switzerland): market analysis, competitive intelligence, taxonomy of target markets. Target business model design, by country.
- **PRINTED ADVERTISING AND RELATIONAL MARKETING – Strategic | Operational Digital Plan**
 - Corporate positioning towards more digital offerings & business solutions. Analysis of opportunities & impact on the operating model: marketing, sales, services. Recommendations and action plans re: evolution of organization.
- **TRAVEL SERVICES TECHNOLOGY DISTRIBUTOR – Analysis of Activities Repositioning**
 - While repositioning Group activities on added-value services market targeting major accounts (distributors): scoping of existing service offerings (market segments, geos...), GTM strategy definition, projects prioritization, action plan.
- **SPECIALIST RETAILER (FURNITURE AND HOUSEHOLD APPLIANCES) – Strategic Support (new service portfolio and after-sales)**
 - New services policy design (upstream / downstream sales cycle) in a B2C environment. Support for implementation: call center, self-service and self-care, deliveries, click and collect | drive, web services, in-store design.
- **REAL ESTATE NETWORK – Strategic Support – Customer Relationship Policy**
 - Design of a Customer Relationship strategy. Task forces with network agents to assess current operations, define best practices and redesign customer journeys aiming at better pricing value delivered through the network.
- **SPORTS FEDERATION – Operation Review of Customer Relationship Assets**
 - Flash audit | scoping of the CRM & CX program: evaluating alignment between business needs for each activity & business solutions in place | Diagnosis of current CX initiatives governance | Recommendations. Business Case.
- **POSTAL SERVICES OPERATOR – Operational Master Plan – Sales Effectiveness**
 - Operational master plan to improve sales efficiency targeting 1. Key Accounts, 2. Professionals and 3. Individual Customers. Guiding principles for the development of business lines and the organization of the mkg /distribution.
- **EUROPEAN TRAIN OPERATOR – Operational Audit of CX / Customer Relationship Activities**
 - Definition of Customer Relationship positioning over a 3-year period: formalization of ambition levels, review of the existing situation (i.e., in terms of Customer Relations Center), development of a target model. Impact analysis.
- **INVESTMENT BANK – Strategic and Operational Support – New Ways of Working**
 - Scoping, management and implementation of a new workplace program (collaborative ways of working, mobility, workspace, new tools) addressing all CIB staff. New tools based on O365 suite, “flex office”, simplification of day-to-day work, administrative and operational efficiency. Design and run of the transformation program.



- +25 years of experience in strategic and business consulting (Accenture, CSC Peat Marwick | DXC).
- +3 years of experience in corporate communications (Harrison & Wolf).

Skills

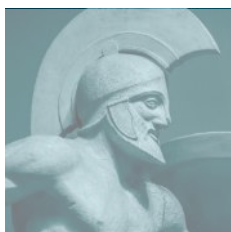
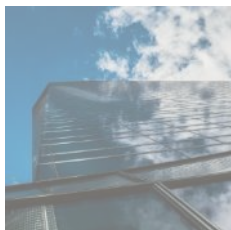
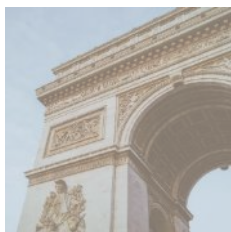
- Organization | Digital transformation
- Target Operating model
- CX | Product offerings | Cross-channel
- Change Management
- Workplace (ways of working, workspace, tools)

Industries

- B2C Services
- Network business
- Postal services
- Travel & Leisure
- Real estate networks

Profile

- Executive Leadership degree – Cornell University (2007)
- ESSEC MBA (1988)
- French: native
- English: fluent



15 rue Beaujon, F-75008 Paris (France)
+33 (0)1 42 99 94 68
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