



inspiration, meaning and accuracy for your strategy and management



■ We, strategic and management consultancy

Welcome to all of you who wish to give extra inspiration, meaning and accuracy to your strategy and management.

- **Strategy** : corporate vision, brand vision, innovation, diversification, sustainable development, marketing and communication.
- **Management** : management team, employees, customer and stakeholder relations.

■ Summary

- Vision
- Mission
- Competencies
- Added values
- Methods
- Cases
- Credentials
- Viewpoints
- Contact



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HIGHER, BETTER, FURTHER, TRUER.



Whether you are a business manager, department head or project leader, the quality of your business plan, the expertise of your team, and support from sophisticated outside resources do not always guarantee your mission's success.

Leaders, who are capable of sharing the accuracy of their vision with all of the parties concerned by the business they are managing, are the ones who achieve the best performances.

- They successfully launch the kind of product or service that everyone wishes they had thought of sooner.
- They increase their company's growth on markets that were considered saturated.
- They are able to recruit employees and keep them without transforming them into greedy mercenaries.
- They create an attachment to their brand that extends well beyond the benefits it provides its customers.

Regardless of the mission to be accomplished, **the vision encapsulates all of the tangible and intangible elements that give value to a specific offer.**

- It is rooted in the company's past and present in order to give it a future.
- It is defined in concrete, immediately comprehensible terms.
- It is expressed in simple words, that everyone can understand.
- It inspires all those it reaches.

Defining it ultimately means gaining back the entrepreneur's virtuous reflex. Sharing it is the manager's primary responsibility.

For many years, **we have been helping management committees, operational and functional managers and their teams to define, express and share the vision that will give rarity and singularity to the offer under their responsibility.**

We assist them along the path that will **lead to an inspired and consistent proposal from one end to the other : a new product, a new service, a new recruitment or management mode, new behaviours, etc.** Their needs are concrete and multiple, but all share the same desire to aim higher, bigger, further, truer. And their visions become value.



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CAN **We** HELP ? OUR MISSION



To help build corporate projects, marketing plans, R&D, HR or investment policies on inspired and enriched visions.

■ The growth of a society, market, company or team can no longer be pursued on the basis of capturing someone else's wealth or reproducing models that have run their course. Their marginal cost is becoming heavier and heavier and the advantages more and more short-lived. The success of today's and tomorrow's offers is built **around visions that are inspired and shared by all of the parties involved** in the project in question.

We help management teams, line and staff managers and their teams to **define, express and share the vision** that will give **rarity and singularity to the entity or offer under their responsibility**.

■ Our support is based on three key values :

→ **Benevolence** : each person has at least one hidden, unexploited talent.

→ **Consistency** : it is not so much the ingeniousness of a company's proposition that makes it strong, as it is its consistency over space and time.

→ **Enthusiasm** : life and the world are rich in possibilities and wonder for those who know how to look at them.



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We WOULD HELP TO YOU :



- make **your corporate project** clearer and more exciting :
 - consistency among management teams
 - expression of the corporate culture
 - employee adhesion and mobilisation
 - incorporation of dimensions such as ethics, sustainable development ...

- explore **new strategic development routes for your business** :
 - business or job diversification
 - skills extension
 - creation of new entities (spin offs)
 - know-how extrapolation ...

- rework **your marketing strategy** :
 - offer architecture
 - range updates
 - creation of new products / new services
 - creation of services with added value
 - strategic communication platform
 - new market approaches ...

- increase the impact of **your brand strategy** :
 - assessment of brand heritage
 - definition of identity base
 - brand architecture
 - service provider specifications ...

- reinvent **your HR policy** :
 - new recruitment methods and offers
 - personalised career integration
 - loyalty and stimulation policy
 - valuing training investments ...

- boost your **relationship with investors** :
 - relations with shareholders: corporate or individual
 - relations with intermediaries and analysts
 - managing merger/acquisition issues ...

- to get the most from your **partnerships** :
 - relations with retailers or specifiers
 - relations with suppliers and co-contractors
 - managing franchise networks, co-branding ...



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ADDED VALUES



What does the quality of your vision give you ?

1. You activate the resonating effect specific to the corporate concept.

What is the purpose of a company in which each person is busy working in his own corner to achieve his own objectives ? What exciting and promising project justifies and mobilises the rare concentration of talents and resources to which you belong ?

2. You detect the sources of unexploited value.

With your sharp vision, you have a clearer picture of the magma of information and resources available to you, which can be mobilised to your company's best advantage. New routes for diversifying and enriching your offer open up to you.

3. You ensure the sustainable renewal of your company's offer.

Look beyond your annual objectives to continue to surprise, renew the interest you have been able to create, to emerge in an environment of "Megachoice" and maintain a creative tension within your teams.

4. You give depth and perspective to your positioning.

Consider the power of brand names like Lego, Danone or Apple. It does not come from any emphatic claim to leadership, nor from an objective of profitability or market share growth. But each has a rather precise idea of the contribution they would like to make to our lives.

5. You give your teams a shared reference base.

Take a step back to arbitrate the inevitable conflicts of interest or interpretation among your teams. Upstream of a global strategy plan, a communication marketing plan, a human resource, research and development or investment policy, a shared vision binds together what organisation, habit and behaviour tend to fraction.

6. You help your teams gain back the taste for building together.

The company is a collective game. The wealth it creates must be greater than the sum of the value contributed by each individual. Sharing a vision promotes involvement by all and increases the desire and enjoyment in doing so. Such an approach usually applies to companies, but also, more modestly, within a unit or project. The success stories sometimes make the best snowballs.



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TAILOR-MADE METHODS AND TOOLS / AN EXTENSIVE NETWORK OF EXPERTS

THE **We** RANGE OF TOOLS

- **Listening** : interviews, round table discussions, expert panels.
- **Observation** : fieldwork, mystery visit, benchmarking, documentary monitoring, store check, pre and post explorations.
- **Stimulation** : seminar, convention, brainstorming, 'think tank', creativity workshops, strategic coaching, team building, long-term deployment.
- **Thought** : prospective memo, semantic analysis, service provider specifications.
- **Measurement** : barometer, observatory, survey, research protocol.



THE 10 PILLARS OF THE **We** METHOD

- Make better use of the power of **intuition, imagination and desire**.
- Cultivate **enthusiasm** and **benevolence**.
- Set yourself **concrete, attainable and measurable objectives**.
- **Open generously** to the outside world.
- Dare to take **another perspective**.
- Apprehend the company's **human reality** in all of its dimensions.
- Believe that **everyone** can make a contribution.
- Take rigorous care in being **consistent from A to Z**.
- Share a stimulating **experience**.
- Run the full distance **together**.

EXPERTISE AND PARTNERSHIP

Depending upon the profile of the issue to resolve, **We** is backed up by a unique network of partners specialising in **quantitative and qualitative research, training, human resource management**.

To enrich and distinguish its interventions, the network also includes experts renowned in fields as diverse as philosophy, anthropology, art, culture, sociology, semiology, history, media, new technologies, ergonomics...



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In We ! / RECENT REFERENCES IN OUR VISION APPROACH



■ CORPORATE VISION

→ Co-piloting the vast program of defining and appropriating the **identity base** of a rapidly growing industrial company, a subsidiary of a large group working exclusively for independent or networked retailers.

→Assisting the executive committee of a major retailer in renewing and implementing an **international brand** strategy that guarantees the consistency with the entirety of its mix: products / services / locations / behaviour.

■ MARKETING VISION

→ Helping a telecom operator to **imagine a new generation of star products**, severely challenged by a significant modification of the technological, regulatory and competitive environment.

→ Resulting in the drafting of **breakthrough partnership guidelines** uniting two great leading brands active on clearly distinct markets to offer their common clientele services never seen before in the on-trade restaurant industry.

■ RESEARCH AND DEVELOPEMENT VISION

→ Accompanying the R&D department of a world leader in construction in creating **new ergonomics for technical products**, hidden from the eyes of the end-users.

■ COMMUNICATION VISION

→ Guiding senior managers in charge of key accounts for a service company to express the **vision, mission and values** that distinguish and boost its sales approach within the vast group to which it belongs.

■ HUMAN RESOURCES VISION

→ Assisting the HR department of an international group to devise a **new human resources management process** adapted to the foreseeable changes in expectations, behaviours and values among young executives.



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OUR CONSULTANTS HAVE GAINED THEIR UNIQUE EXPERIENCE ADVISING COMPANIES AND ORGANISATIONS SUCH AS :



Air France - Agfa - Alcatel - American Express - Atlantic - Austin Kellas International - Bbgr (Essilor) - Bic - Bisquit - Boehringer Ingelheim - Boulanger - Chambre de Commerce et d'Industrie de Versailles/Val d'Oise/Yvelines - Cofresco (Melitta) - Condat - Cogema - Crédit du Nord - Danone - Decathlon - Development Institute International - Dow Chemical - Ecoliers du Monde - Elida Gibbs - Elyo (Suez) - Essilor - Exide - France Télécom - Freyssinet (Vinci) - Géo - Guittet - Guinness - Haworth - Henkel - Hertz - Insee - Isover - Kenzo (LVMH) Kronenbourg - Lacoste - Lafarge - Lapeyre - La Poste - Les Blouses Roses - L'Oréal - Microsoft - Oki - Pechiney - Edf Gdf - Mattel - Michelin - Minelli/Orcade (Vivarte) - Océ - Peugeot - Quick - Orange - Rhône Poulenc - Saint Gobain - Schneider Electric - Simplese/NutraSweet - Smurfit - Société des Bains de Mer - Sommer - Sofitel - Somfy - Tourisme de la Principauté de Monaco - Unapel.

■ IN THE FOLLOWING SECTORS :

→ B to B

- Cardboard, packing
- Chemicals
- Energy
- Civil engineering
- Opticals
- Graphic reproduction

- Automobile equipment
- Construction equipement
- Electrical and electronic equipment
- Industrial equipment
- Computer and office equipment
- Construction materials

- Services to businesses

→ Administrations, district and city councils

→ Consumer goods

- Food products
- Toiletries, cosmetics
- Toys
- Computer equipment
- Paper goods
- Household cleaners
- Textile, apparel
- Wines and spirits

- Consumer banking
- Specialised retail
- Hotel industry
- Automobile rental
- Press, Media
- Fast food
- Telecoms
- Air transportation
- Tourism

→ Foundations and charities



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We THE IDEA SHAKER



■ Nothing to fear but...? *For an end to anxiety marketing.*

Has marketing become so powerless that it must exploit fear as a last resort to drive our social and economic activities? If we attentively decode our immediate environment, we realise that fear, that "highly emotionally-infused psychological state that accompanies the awareness of real or imagined danger or threat"

[Read more on www.we-consulting.com](http://www.we-consulting.com)

■ Let's create value ! And the right kind...

Today, the vast majority of businesspeople are uninhibitedly chanting the new litany of creating value. There is not an annual report, a press conference, a road show or financial advertisement in which this almost obsessive injunction does not appear. One would think that today's managers – although trained in the finest business schools and universities – have just discovered that the reason for a company's existence is primarily to create wealth.

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■ If we're not registering growth, let's change it.

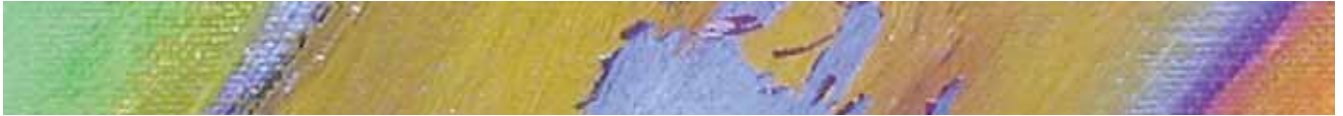
The race to be the biggest, for productivity or the dominant position, the infinite segmentation of the market offer, the artificial and increasingly costly support of demand, the mortal combat with competitors, the excessive "financialising" of strategies and decisions, the tyranny of the short-term: we are still reasoning within the framework of a growth model that is demonstrating its limits and malfunctions everyday.

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MAKING CONTACT WITH **We**



■ Aubry PIERENS

Aubry PIERENS (managing partner), age 49, holds a degree in law and another one in Political Science (Institut d'Etudes Politiques de Paris). He began his advertising career with Ogilvy & Mather in 1981. Successively account manager and group manager.



In 1986, he joined Havas Dentsu Martseller as group international director, coordinating international accounts while contributing in parallel to the extension and stimulation of the international HDM network by negotiating agency acquisitions in Austria, Finland, Greece, Turkey, Norway, Spain, Italy, Switzerland, Denmark and Portugal. In 1988, he would coordinate the organisation of the first Worldwide HDM Managers Meeting in Beijing.

In 1990, he held the same position at BDDP (now TBWA).

In 1992, Aubry Pierens was appointed general manager of the business and corporate communication agency La Rochefoucauld, Anderson & Lembke.

In 1998, he became associate and co-manager of the consulting and innovation firm eXperts before creating **We** in March 2003.

Co-author of "Les Clés pour Innover" (Keys to Innovation / Editions Liaisons), Aubry is a Professor at the MIP (Management Institute of Paris).

■ Would you like to contact us ?

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■ Do you want to write to us ?

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