

We

**INSPIRATION, MEANING AND ACCURACY
TO YOUR STRATEGY AND MANAGEMENT**



Visionary leaders

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, line and staff 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.

MISSION

Help you to operate the powerful lever of strategic coherence

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 stakeholders.

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.**

COMPETENCES

We would help you to :

→ 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 (SCR) ...

→ 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 & communication 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 ...

COMPETENCES (cont'd)

We would help you to :

→ **boost your relationship with investors :**

- relations with shareholders: corporate or individual
- relations with intermediaries and analysts
- managing merger/acquisition issues ...

→ **get the most from your partnerships :**

- relations with retailers or specifiers
- relations with suppliers and co-contractors
- managing franchise networks, co-branding ...

→ **manage your internal transformation programmes :**

- target definition (models, organisation, process, IT, ...)
- target path in line with the mission statement
- follow up of the implementation

→ **nurture spin-off projects :**

- start up partly-controlled entities
- customize shareholding structure
- coach managers

EXPERIENCE

Acquired by carrying out a wide variety of assignments in a rare variety of business sectors, companies and institutions.

Ademeure - Air France - Agfa - Alcatel - American Express - Atlantic – Arval (BNP Paribas) - Austin Kellas International - Groupe Armor – Aryzta/Coup de Pates - Axa - BBGR (Essilor) – Banque Esperito Santo / BESV – Banque Postale - Bic – Biocoop - Bisquit – Blue Whale - Boehringer Ingelheim - Boulanger - Bureau Veritas – Cacharel - Calyon (Crédit Agricole CIB) – Cathédrale Notre-Dame de Paris - CNP Assurances - Cetelem (BNP Paribas) - Chambre de Commerce et d’Industrie de Versailles/ Val d’Oise/ Yvelines - Chambre Syndicale des Producteurs de Fer Blanc – Cofely (GDFSuez) - Cofresco (Melitta/Albal) – Comité Français du Butane et Propane (CFBP) – Condat – Cogema [Areva/Orano] – Corio - Crédit Agricole CIB – Crédit du Nord - Danone - Décathlon - Development Institute International (DII) – Dirickx - Doméo (HomeServe) - Dow Chemical - Écoliers du Monde - EDF GDF SERVICES – Éléphant Productions - Elida Gibbs – Elsan - Elyo (Suez) – Emerige - Enfants du Mékong – Estandon - Essilor - Exide – Fondation Guilé (Suisse) - France Télécom - Freyssinet (Vinci) – Gaïago - Genetio - Géo Magazine - Guittet - Guinness - Haworth - Henkel - Hertz – HPI/Totum (réseau de pharmacies indépendantes) - Insee – Institut Stanislas - Isover – J’ai Lu (Flammarion) - Kenzo (mode et parfums / LVMH) - Kronenbourg – Laboratoires Servier - Lacoste - Lafarge - La Poste – Les Blouses Roses - Les Nouveaux Constructeurs - L’Oréal - Microsoft – Opéga - OKI - Pechiney – M6 - Mattel (Poupée Barbie) - MCE5 - Michelin - Minelli/Orcade (Vivarte) - Mouvement des APEL – Natexis - Océ – Pellenc - Peugeot - Procter & Gamble - Quick - Orange – Rey International Paper - Rhône Poulenc – Royal Bank of Scotland - Schneider Electric – SITA (GDFSuez) - Simplesse / NutraSweet - Smurfit - Société des Bains de Mer - Sommer - Sofitel - Somfy – TF1 - Tourisme de la Principauté de Monaco.

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 mobilizes 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 mobilized 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 "mega choice" 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 organization, habit and behavior tend to fraction.

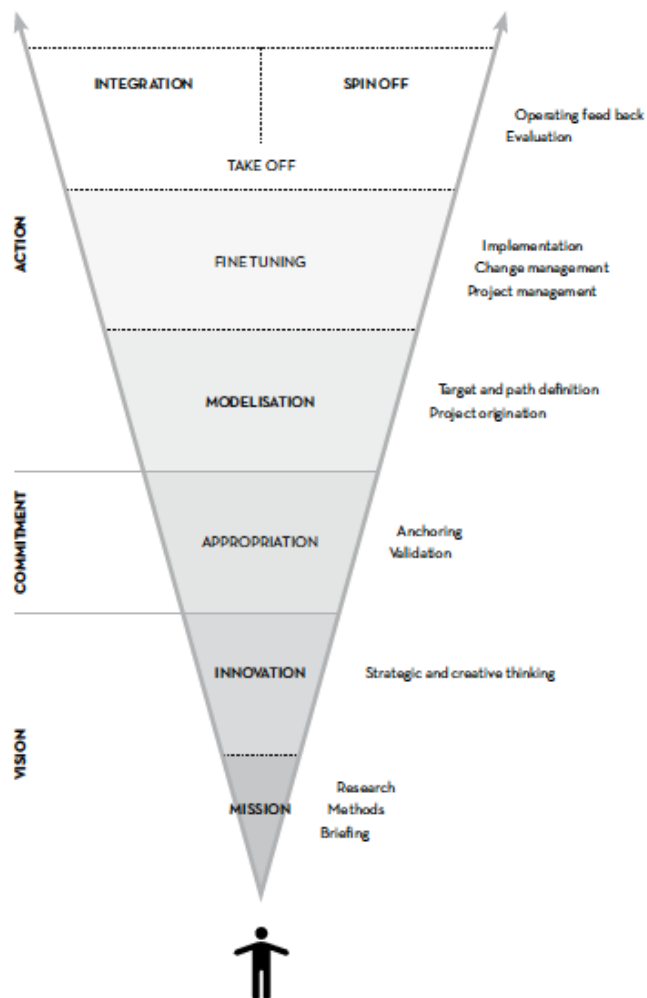
6. You help your teams gain back the taste for building together.

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.

7. Your company value exceeds by far the actualization of its free cash flows.

You will not only read it between the lines of the accounting standards. A qualitative climate of mutual trust and your brand acknowledged leadership are intangible assets that outweigh the valorization of your company.

From the concept to the concrete



From the concept to the concrete

Definition of reachable objectives • Task-force profiling • Integration of constraints • Customized approach • Key players involvement • Qualitative and quantitative studies • Documentary studies: semiology, ethnology, sociology, philosophy, history, art and culture • Synthesis of researches • Strategic and creative workshops or seminars • Consultancy • Project coaching • Torture tests vs. specifiers, resellers, buyers and users • Management and/or shareholders appropriation • Training for daily implementation • Vision embodying • Guiding principles and key success factors • Business model targeting • Impact analysis • Project scoping • Change and transformation strategy • Roll out strategy and management • Project kick off • Frame working • Internal and external communications • Key players individual coaching • Barometers and surveys: impact, memorization, understanding, approval, influence. Continuous improvement scheme • Comprehensive project review • Personal project review • Confirmation of internal relays to boost spin off.

TALENTS

A team of experts gathered by a common vision of their mission



Depending upon the profile of the issue to resolve, We Consulting 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, our team also includes experts renowned in fields as diverse as philosophy, anthropology, art, culture, sociology, semiology, history, media, new technologies, ergonomics...

CONTACT

Aubry Pierens



Aubry PIERENS, managing partner, 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 organization 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 (integrated since in the Publicis Group).

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

Aubry Pierens holds a degree in Law and another one in Political Science (Institut d'Etudes Politiques de Paris). He is co-author of the book: "Les Clés Pour Innover" (namely: 'Keys to innovate' – Editions Liaisons – 1999). In 2016, he also wrote "Un Regard Peut Tout Changer / Les conseils impertinents d'un consultant" - Editions Salvator - (namely: 'The Way You Look Can Change Everything / Impertinent Advices of A Consultant').

From 2003 to 2010, Associated Professor (Bachelor and EMBA) at the Management Institute of Paris (M.I.P, now EDHEC Executive Education & MBAs). Aubry has delivered lectures and conferences at various business and engineering schools: EBS, ISG, ISC, EDC, CNAM and CentraleSupélec.

Published and interviewed in various news and business medias (Les Echos, Le Cercle des Echos, L'Expansion, Expansion Management Review, Valeurs Actuelles, Le Point, Challenges, Nouvel Observateur, L'Entreprise, Stratégies, CB News, LinkedIn, Economie Matin, ...).

Guest speakers: Social Trends Institute (Paris, Rome, Bruxelles), OCDE, The Economist CEO Summit, Génération Entreprise, The Aspen Institute (Colorado/USA).

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