

Consulting

People Development Consulting



Overview:

- Presentation
- ► Advantages & Benefits
- Clients reference

Service Offering:

- ► For Business leaders
- ► For HR Leaders

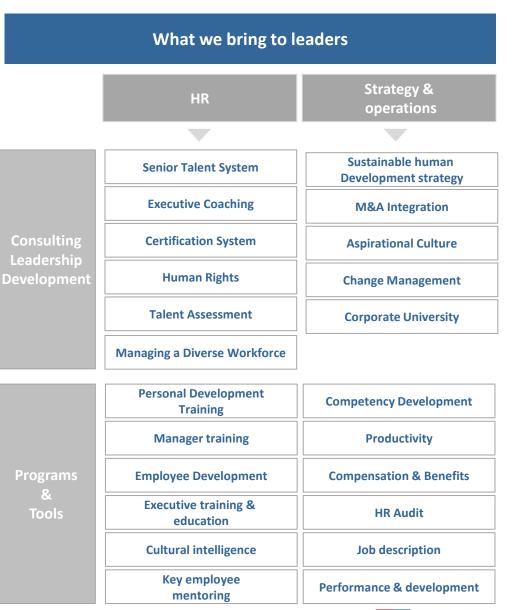
Case Study:

- Volkswagen
- ► SAP
- ► Gemalto
- Credentials
- Contact



Our Mission

- Mazars helps leaders develop their workforce and organization while complying with the human value of individual and social development
- People development is a top priority for business leaders: building the quality & effectiveness of the company's workforce and its leaders is key to business success. A the same, every employee has become an entrepreneur for his or her self-development
- Matching the needs of a global and fast-changing organization with the aspirations of self-managed employees has created a new framework for people management



Overview *Advantages & Benefits*

Our specific advantages

Your benefits

- Value Approach: Mazars values people as well as performance. We have a unique ability to link investment in talent and human development to the company's KPIs and KDIs and value the human dimension in corporate reporting
- Global Presence, local solutions: Mazars worldwide presence helps clients adapt to requirements for a global workforce while delivering solutions down to the level of the individual employee
- Standards, tools, certification: concepts, tools and practices are unique to Mazars. We certify human development investments and quality
- A Human development strategy to match your business goals and challenges
- Aspirational leaders able to attract, retain and develop talent across cultures and generations
- Online human development tools and programs adapted to innovation, productivity and change
- Measurable results using global standards that take into account diverse development needs



Overview

Client References : Examples





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Service Offering For Business Leaders (1/2)

Working with merged company to develop competitive workforce and optimal leadership team: Organizational structure and design M & A Assessment of key propositions Integration Selection of leaders & key positions Training programs for new organization Branding of new organization Consulting to link company and employee aspirations and build aspirational management culture Consulting to build aspirational culture and employer branding Leadership training **Aspirational** Culture Supervisor and management training **Employee training** Development of tools for assessing motivation and managing aspirational development Consulting for organizational change including changes in culture, leadership style and workforce capability Organizational design Core competency development Change Consulting in company culture change Management Leadership training Supervisor and management training **Employee training**

> Development of tools for tracking changes and evaluating results

7

MAZARS

Service Offering For Business Leaders (2/2)

Sustainable Human development Strategy

> Corporate University

Two types of consulting

- Long-term career development programs including extension of careers for seniors, career paths for women, flexibility of workforce, diversity of job contracts
- HR dimension of sustainable development consulting including consulting and training for awareness or to meet specific targets

Creation or renewal of corporate university or similar training concept

- ▶ Integration of existing training into a strategic approach.
- Development of new programs
- Learning design
- Delivery of learning and training
- ► Train the trainer
- ► Coaching staff in learning and development



Service Offering For HR Leaders (1/2)

Compliance with human rights and social responsibility standards Audit Human Advisory **Rights** Training Certification Identification of potential and development of capabilities, motivation and values Design of assessment criteria and profiles Talent Assessment of candidates Assessment Report and recommendations Developing organizational and individual capability to manage diversity in culture, gender, age, social background Managing Audit of diversity issues а Development of organizational actions **Diverse** Training managers on diversity Workforce Training employees on diversity

Develop a senior level system in an organization according to defined standards and criteria. Design profiles and competency grids Senior Define assessment criteria Talent Train on the system **Systems** Organizational design Standards design Localization Individualized development sessions with a consultant at a senior level Aspirations and goal-setting Executive Assessment and feedback Coaching Personal development plans Advice and support

Certification Systems

Validation HR processes including learning and development of employees

- Design of standards
- Design of competences
- Design of learning and training
- ► Validation and measurement

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Case Study : Volkswagen China

Sustaining market leadership



Business Case

- Market share decreased in 2006 in China
- Competition intensified with more automobile companies entering China and Chinese companies reaching maturity to compete

Actions

 Volkswagen China decides to build leadership for Chinese middle managers with competency assessment, action learning and mentoring by senior Volkswagen managers.

Key Development Indicators

- Internal promotion of Chinese leaders
- Reduction in turnover
- Skill levels at global standards
- International mobility



Business Results

- Volkswagen China increases market share: China is biggest market and profit center.
- In 2010 Volkswagen avoids a wave of strikes in the automobile industry.
- In 2011 Volkswagen is granted permission to build wholly owned factory in China and growth plan is to become world's largest auto maker.





Business Case

- 2007 SAP creates fast-growth strategy for labs in China and Brazil
- To sustain growth, SAP needs to accelerate leadership promotion of local high potentials.

Actions

- SAP Labs uses mentoring by experienced managers to accelerate leadership capabilities of local high potentials.
- Personal development helps high potentials manage added responsibility, match aspirations to opportunities and maintain careerlifestyle priorities

Key Development Indicators

- Create an environment of trust and open communication
- Show proactive interest in the person, not just as an employee doing a job.
- Provide accurate feedback on the individual's development



Business Results

- SAP China and Brazil realize fast growth by promoting internal talent to leadership positions.
- SAP labs in emerging markets is successful in achieving the same levels of quality and innovation as in developed countries.



Case Study : Gemalto

Building Asian leaders



Business Case

- 2006 Gemplus merges with Axalto to create a market leader in digital security
- Gemalto wants to create coherent leadership culture and talent strategy
- Gemalto Asia's fast growth depends on innovation and new markets

Actions

- Gemalto trains leaders to manage individual development and mobility.
- Local leaders are trained to become Asian and Global leaders

Key Development Indicators

- Promotion
- Asian mobility
- High satisfaction rate for employee recognition of leaders who develop their careers
- Upgrading workforce for innovation and change management



Business Results

- Gemalto Asian leaders drive business development in high added value markets.
- Gemalto Asia leads company in productivity and quality



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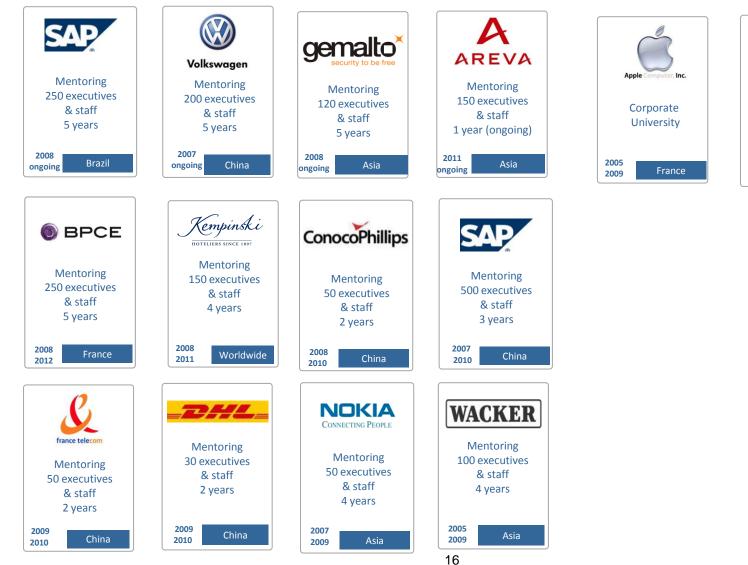
Credentials

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Credentials Mentoring / Corporate University

Mentoring



Corporate University

NOKIA

CONNECTING PEOPLE

Set Up &

Management of

Learning Center

(Training &

Development for

6.500 employees)

Asia Pacific

2000

2005



Credentials *Coaching / Talent Management*

Coaching



Talent Management





Credentials

Development Center / Business Transformation & Change Management



Business Transformation & Change Management Projects





Credentials

Leadership Development / Performance Management / Certification

Leadership Development NOKIA TELKOMSEL NOKIA NOKIA TELKOMSEL CONNECTING PEOPLE CONNECTING PEOPLE CONNECTING PEOPLE 0 Asia Leadership Leadership **Talent Program** Leadership Development Development Performance (Accelerated Development For 800 Future For 200 Future Management **Development of** For Top 30 **Business Leaders Business Leaders** For 4,400 Employees Top 50 Asian **High Potential** Leaders) 2002 2007 2007 2009 2009 Asia Pacific 2007 2008 **Greater China** 2008 Asia Pacific 2010 Indonesia 2010 Indonesia

Performance Management

Certification





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