



Reach a sustainable
level of performance
and resilience

Consulting

People Development Consulting

Summary

- **Overview:**

- ▶ Presentation
- ▶ Advantages & Benefits
- ▶ Clients reference

- **Service Offering:**

- ▶ For Business leaders
- ▶ For HR Leaders

- **Case Study:**

- ▶ Volkswagen
- ▶ SAP
- ▶ Gemalto

- **Credentials**

- **Contact**

Overview

Presentation

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. At 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

What we bring to leaders

	HR	Strategy & operations
Consulting Leadership Development	Senior Talent System	Sustainable human Development strategy
	Executive Coaching	M&A Integration
	Certification System	Aspirational Culture
	Human Rights	Change Management
	Talent Assessment	Corporate University
	Managing a Diverse Workforce	
Programs & Tools	Personal Development Training	Competency Development
	Manager training	Productivity
	Employee Development	Compensation & Benefits
	Executive training & education	HR Audit
	Cultural intelligence	Job description
	Key employee mentoring	Performance & development

Overview

Advantages & Benefits

Our specific advantages

- **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

Your benefits

- 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

Global Companies

VOLKSWAGEN

GROUP CHINA

ConocoPhillips

SAP

DHL

FERRERO

Kempinski

HOTELIERS SINCE 1897

QUALCOMM

WACKER

NOKIA

CONNECTING PEOPLE

gemalto
security to be free

...

Business Schools

MONASH University
Graduate School of Business

 **清华大学**
Tsinghua University

 **Lancaster University**
MANAGEMENT SCHOOL

EUROMED
MARSEILLE
ECOLE DE MANAGEMENT

THE **NANYANG**
MBA

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Service Offering

For Business Leaders (1/2)

M & A Integration

Working with merged company to develop competitive workforce and optimal leadership team:

- ▶ Organizational structure and design
- ▶ Assessment of key propositions
- ▶ Selection of leaders & key positions
- ▶ Training programs for new organization
- ▶ Branding of new organization

Aspirational Culture

Consulting to link company and employee aspirations and build aspirational management culture

- ▶ Consulting to build aspirational culture and employer branding
- ▶ Leadership training
- ▶ Supervisor and management training
- ▶ Employee training
- ▶ Development of tools for assessing motivation and managing aspirational development

Change Management

Consulting for organizational change including changes in culture, leadership style and workforce capability

- ▶ Organizational design
- ▶ Core competency development
- ▶ Consulting in company culture change
- ▶ Leadership training
- ▶ Supervisor and management training
- ▶ Employee training
- ▶ Development of tools for tracking changes and evaluating results

Service Offering

For Business Leaders (2/2)

Sustainable Human development Strategy



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

Corporate University



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)

Human Rights

Compliance with human rights and social responsibility standards

- ▶ Audit
- ▶ Advisory
- ▶ Training
- ▶ Certification

Talent Assessment

Identification of potential and development of capabilities, motivation and values

- ▶ Design of assessment criteria and profiles
- ▶ Assessment of candidates
- ▶ Report and recommendations

Managing a Diverse Workforce

Developing organizational and individual capability to manage diversity in culture, gender, age, social background

- ▶ Audit of diversity issues
- ▶ Development of organizational actions
- ▶ Training managers on diversity
- ▶ Training employees on diversity

Service Offering

For HR Leaders (2/2)

Senior Talent Systems

Develop a senior level system in an organization according to defined standards and criteria.

- ▶ Design profiles and competency grids
- ▶ Define assessment criteria
- ▶ Train on the system
- ▶ Organizational design
- ▶ Standards design
- ▶ Localization

Executive Coaching

Individualized development sessions with a consultant at a senior level

- ▶ Aspirations and goal-setting
- ▶ Assessment and feedback
- ▶ 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 career-lifestyle 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.

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

Mentoring / Corporate University

Mentoring



Mentoring
250 executives
& staff
5 years

2008
ongoing

Brazil



Volkswagen

Mentoring
200 executives
& staff
5 years

2007
ongoing

China



Mentoring
120 executives
& staff
5 years

2008
ongoing

Asia



Mentoring
150 executives
& staff
1 year (ongoing)

2011
ongoing

Asia



Apple Computer, Inc.

Corporate
University

2005
2009

France



CONNECTING PEOPLE

Set Up &
Management of
Learning Center
(Training &
Development for
6.500 employees)

2000
2005

Asia Pacific



Mentoring
250 executives
& staff
5 years

2008
2012

France



Mentoring
150 executives
& staff
4 years

2008
2011

Worldwide



Mentoring
50 executives
& staff
2 years

2008
2010

China



Mentoring
500 executives
& staff
3 years

2007
2010

China



Mentoring
50 executives
& staff
2 years

2009
2010

China



Mentoring
30 executives
& staff
2 years

2009
2010

China



CONNECTING PEOPLE

Mentoring
50 executives
& staff
4 years

2007
2009

Asia



Mentoring
100 executives
& staff
4 years

2005
2009


Asia

Corporate University

Credentials

Coaching / Talent Management

Coaching



Volkswagen
Mentoring
200 executives
& staff
5 years

2007
ongoing

China



QUALCOMM

Coaching
8 country managers
4 years

2009
ongoing

Asia Pacific



NOKIA
CONNECTING PEOPLE

Coaching
200 executives
& staff
4 years

2009
2012

Asia




Kempinski
HOTELIERS SINCE 1897

Coaching
100 executives
& staff
5 years

2007
2012

Worldwide



TELKOMSEL
By Telkom Indonesia

Talent
Management
For 4,400 Employees

2009
2010

Indonesia



NOKIA
CONNECTING PEOPLE

Talent
Management
For 9,000
Employees

2008

Greater China



Apple Computer Inc.

Coaching
150 executives
& staff
4 years

2005
2009

France



ConocoPhillips

Coaching
40 executives
& staff
2 years

2007
2009

China



WACKER

Coaching
5 country executives

2005
2009

Asia



SAP

Coaching
30 executives & staff
2 years

2007
2008

China

Talent Management



Credentials

Development Center / Business Transformation & Change Management

Development Center

 <p>CONNECTING PEOPLE</p> <p>Development Center for Top 50 Sales people In Nokia Mobile Phones</p> <p>2004 Asia Pacific</p>	 <p>CONNECTING PEOPLE</p> <p>Development Center for Top 50 Project Managers In Nokia Networks</p> <p>2005 Asia Pacific</p>	 <p>CONNECTING PEOPLE</p> <p>Development Center for Top 50 Operations Directors In Nokia Networks</p> <p>2006 Asia Pacific</p>
 <p>CONNECTING PEOPLE</p> <p>Development Center for Top 50 Sales People In Nokia Mobile Phones</p> <p>2008 Greater China</p>	 <p>Development Center for Top 50 Services Business Managers</p> <p>2011 Greater China</p>	

Business Transformation & Change Management Projects

 <p>Set Up and Implementation of Competence Management System</p> <p>2010 2011 Worldwide</p>	 <p>Set Up and Implementation of Global Remote Services Delivery Centers</p> <p>2010 2011 Worldwide</p>
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Credentials

Leadership Development / Performance Management / Certification

Leadership Development



CONNECTING PEOPLE

Leadership Development For 800 Future Business Leaders

2002
2007

Asia Pacific



CONNECTING PEOPLE

Leadership Development For 200 Future Business Leaders

2007
2008

Greater China




CONNECTING PEOPLE

Asia Talent Program (Accelerated Development of Top 50 Asian Leaders)

2007
2008

Asia Pacific




By Telkom Indonesia

Leadership Development For Top 30 High Potential

2009
2010

Indonesia

Performance Management



By Telkom Indonesia

Performance Management For 4,400 Employees

2009
2010

Indonesia

Certification



Set Up and Implementation of NSN Solutions Certification For 1,200 Employees

2010
2011

Worldwide

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Contact

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Mazars is present in 5 continents.

Detailed information available on www.mazars.com.