

Designing and
Implementing a
New Organization
for the Knowledge
of Competitive
Environment Activities
of a Cosmetics Leader

PRACTICE

Innovation

SECTOR

Cosmetics

MISSION DURATION

6 Months

Our client, a leader in the cosmetics industry, seeks to design and implement a new organization to better manage activities related to knowledge of competitive environment.

KEPLER offers an approach consisting in an exhaustive activities mapping followed by several cross functional Organization design workshops.

Context

- Competitive environment knowledge and documentation activities are becoming more and more strategic to secure patent filing, freedom to operate studies and also in a prospective intent to identify innovation opportunities (blue ocean, weak signals detection,...)
- Performance of this activity was not satisfying due to quality issues and gaps in terms of organization and processes between entities and geographies
- Documentation activities appeared to be spread between the various R&D entities and hubs and highly heterogeneous in terms of headcount, practices, skills, and tools
- Moreover these activities were not valorized within the R&D community leading to unclear profiles and career paths

Objective

Engaging R&D Community

- Design and validation of a new organization for all activities related to competitive environment knowledge

Methodology

1 Detailed diagnosis of all competitive environment knowledge activities (36 interviews with all functions involved: Intellectual Property, documentation, labs and all geographies) covering all aspects (4S): Strategy, Structure, Systems, Social

2 Benchmark with 5 major companies, leaders in their sectors and in the top 20 for patent filing in France

3 4 workshops with a cross-functional team and 3 steering committees involving all key stakeholders:

- Step 1: enriching and validating diagnosis
- Step 2: reviewing and adjustment of 5 proposed organization scenarios
- Step 3: selecting and finetuning the best option according to the issues at stakes. Roles and responsibilities of each entities were detailed, and the necessary transformation roadmap was built

4 Recommendations for the new organization and the associated implementation roadmap were presented to the board of R&D for final validation

Levers and Tools

- **4S: Strategy, Structure, Systems, Social**
- **Activities and Organization Mapping**
- **Organization Design Workshops**

4S



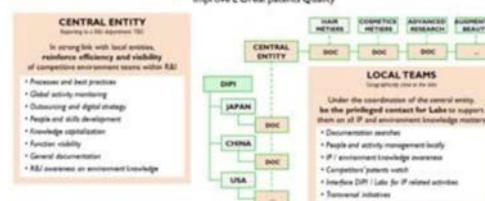
Activities/organization mappings



Entities reason why and mission

Several organization scenarios studied with regard to stakes leading to a preferred option: reporting to a central entity

- Provide up to date knowledge of competitive environment and develop awareness of such environment knowledge throughout R&I
 - Foster Innovation and boost Labs efficiency through appropriate orientation of R&I efforts
 - Secure legal aspects of new products launches
 - Improve L'Oréal patents Quality





Quick agreement on diagnosis and need for change



Appropriate mix between bottom-up and top-down approach to ensure buy-in



Validation of a preferred option to be implemented

This project was an opportunity for our customer to set-up solid change management basis in the perspective of building a strong “filière” for an undervalued yet key function of its R&I organization.

Yannig Leroux
Director

Our Offices



Visit Us | [Kepler-consulting.com](https://www.kepler-consulting.com)



■ USA

159 N. Sangamon Street, Suite 200
Chicago, IL 60607-2201 - USA

usa@kepler-consulting.com

Tél : + 1 (708) 969 1963

■ EUROPE

32 boulevard Haussmann
75009 Paris – France

info@kepler-consulting.com

Tel.: + 33 (0)1 44 75 05 35

■ INDIA

#312, Cathedral Road,
Nungambakkam,
Chennai – 600034 - India

india@kepler-consulting.com

Tel.: + 91 (0) 44 40 50 92 00

■ CHINA

Room 120, 11F, No. 1 Wuning Road,
Jing'An District,
Shanghai, 200042, China

china@kepler-consulting.com

Tel.: +86 21 8041 1804

Contact the Authors



Julien Besse

julien.besse@kepler-consulting.com



Yannig Leroux

yannig.leroux@kepler-consulting.com