

Business case

Reinforcing the Transformation Roadmap Monitoring of a European Leader In The Automotive Industry

PRACTICE

Innovation

SECTOR

Automotive

MISSION DURATION

15 Months



Our client, a European leader in the automotive industry, wants to strategize its medium term transformation plan and reinforce the monitoring of this transformation roadmap.

KEPLER is supporting this client by offering internal 'tailor-based' TMO tools.

Context

- Pre-existing light monitoring: made by an internal collaborator, with a quarterly committee with group Executive Committee
- Desire to strengthen the monitoring of the transformation project leaders
- Need to establish more proximity with the project leaders
- Willingness to lead change management actions in order to facilitate transformation

Objective(s)

Accelerating Time-To-Market

- Supporting the Executive Committee in the group transformation plan implementation
- Putting transformation projects under control with regular reports
- Ensuring that all project leaders from different transformation axis move their projects forward

Methodology

- 1 **Updating the strategic transformation plan** with Executive Committee
- 2 **Construction of a complete roadmap by transformation axis** (projects over the next 3 years with identified leader, project objective & deliverables (follow up over time))

3 Transformation Management Officer (TMO) Role

- Consolidation of global transformation roadmap (all axis: industrial, commercial, HR, IT, ...)
- Framing of TMO material to monitor transformation (axis synthesis charter, project charter, ...)
- Organization of a dedicated monthly governance (weather tracking, projects progress monitoring, arbitration, risks mitigation)
- Implementation of a validation process for new projects

4 Change Management Role

- Definition of a transformation plan with change management actions for group collaborators (newsletters...)
- Organization of a seminar with Top management strengthen accountability in relation to the success of the transformation

Levers and Tools

- **Internal TMO Tools**
- **Monthly Commttees with COMEX**
- **Medium Term Plan Update**

Project charters/Flash reports

Projet	Responsable	Statut	Progrès	Risques
Projet A	J. Dupont	En cours	75%	Bas
Projet B	M. Martin	Planifié	10%	Moyen
Projet C	L. Leroy	En cours	50%	Élevé
Projet D	P. Petit	En cours	30%	Moyen
Projet E	S. Simon	Planifié	0%	Bas

Medium-term plan

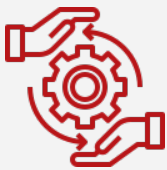
Forces	Faiblesses
- Reputation de marque - Expertise technique - Profil de la direction - Capacité d'innovation	- Projet de transformation - Profil de la direction - Profil de la direction - Profil de la direction
Opportunités	Menaces
- Projet de transformation - Profil de la direction - Profil de la direction - Profil de la direction	- Projet de transformation - Profil de la direction - Profil de la direction - Profil de la direction

Transformation roadmap





Update of medium-term plan with new stakes
& enrichment of roadmaps



Implementation of an efficient governance
and of new ways of working to monitor group transformation over time



Strong & efficient relationship with all stakeholders (COMEX, project leaders, communication department) **to help accelerate transformation**

The medium term transformation plan needed to be boosted at Top Management level and driven with more regularity at operational level.

We succeeded in structuring and then setting up an efficient way of working with all the actors of the transformation, with the result of accelerating the delivery of key projects and mitigating the risks on a month-to-month basis.

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