



KEY PARTNERS

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Consulting—Training
Change Management

The Company



Key Partners is a consulting firm that was created in 1994.

Historically, Key Partners used to provide its services in two main fields of expertise, information systems (project consulting) and in industrial activities (lean manufacturing).

The firm's several experiences in these two fields made it clear that a common approach to change management was required. It's a fact that the implementation of an information systems project or an industrial project in lean manufacturing upsets – to a greater or lesser extent – the cultures of the people involved. In order to avoid any kick-back effects, it is absolutely essential that the project consulting include change management.

Since 2005, this approach has become a service in its own right, designed to help both IT systems managers and industrial managers, as well as human resources managers and general management. It draws on the whole range of services and skills provided by Key Partners.

Our consultants are equally capable of leading management committees and implementing solutions directly with your people on the field. Our missions and skills cover project planning, delivering seminars, training, on-site implementation and monitoring.

Due to the wide diversity of the projects we have driven, we've gained active experience in:

- The various main departments in companies i.e. sales, marketing, sales administration, logistics, production, IT and human resources.
- Professions as varied as luxury goods, banking, the automobile industry, parapharmacy, chemistry, the IT business and also institutions.

This brochure presents our concept of change management at Key Partners, a broad outline of the theory, as well as our services and some references.

The management of Key Partners

Change Management



Change management deals with all the human aspects that might prevent the success of a project.

Many of us have observed the resistance that can appear when change happens, whatever its nature. Fear of the unknown, compared with the security of what we know and are in control of, has undoubtedly a tendency to generate several emotions and reactions of opposition.

However, change is often beneficial when it's planned. Whether it's a question of adapting to new markets, changing our ways of working, changing our patterns of consumption...all of these things require us to modify our behaviour. This is the objective of change management.

Key Partners, a specialist in change management, uses a precise, operational methodology, targeting visible, measurable results - the PROCMP® method.

Our know-how is based on the [methodology of the wheel of change](#), composed of 5 stages to be implemented in order to guarantee that any project does not fail because of human factors. These stages cover all aspects of consulting before setting up the project, during the set-up phase and afterwards.

A METHOD BASED ON EXPERIENCE

Our approach is based on a simple principle - obtain results.

Our experience has shown us that when one of the stages was omitted, or incompletely done, or when these stages were accomplished out of sequence, it was difficult to achieve the targeted change. The stages of change must be done in sequence. Each stage has its own method of implementation as well as its own expected results.

It's only after one has obtained the results of one stage that the next stage can be deployed. The final result of the process is a change that is not only accepted, but achieved in reality.

Our services — Training



INTER- COMPANY SEMINAR:

1 day:

'Change management, theory and implementation techniques'

This is a one-day seminar with the objective for attendees to understand and to learn how to implement the approach and tools of change management.

It's aimed at company directors, heads of departments or units, at IT directors, project managers and all managers concerned by change management.

This seminar allows the attendees to understand past errors as well as their cause, and provides them with a clear methodological framework.

INTRA- COMPANY SEMINARS:

1/2 day for Management Committees:

'Presentation on change management'

This seminar provides management committees with the essentials of the method and the key points that reveal the classic errors.

The usual schedule for this seminar is a 2-hour training session followed by an interactive workshop of 1hour 30mins so as to allow the Management Committee to discuss previous projects and envisage future projects.

1 day:

'Understanding change management and the PROCMP® method.'

This is a one-day seminar to understand and to learn how to implement the approach and tools of change management.

It's aimed at the various members of the company involved in the project, and the exercises proposed are textbook cases similar to the client's project.

2 or 3 days depending on our clients' contexts:

'In-depth training on change management techniques and the PROCMP® method.'

This seminar, more detailed than the previous one, is aimed at the various members of the company involved in the project, and the exercises proposed are customized to the client's case, after an initial phase of prepared learning.

Our services — Consulting



ASSISTANCE WITH BUSINESS ANALYSIS/PROJECT OWNERSHIP ASSISTANCE

Key Partners accompanies the Management and the business analysis services in structuring, monitoring and running change management action in their projects.

BUSINESS ANALYSIS IN CHANGE MANAGEMENT

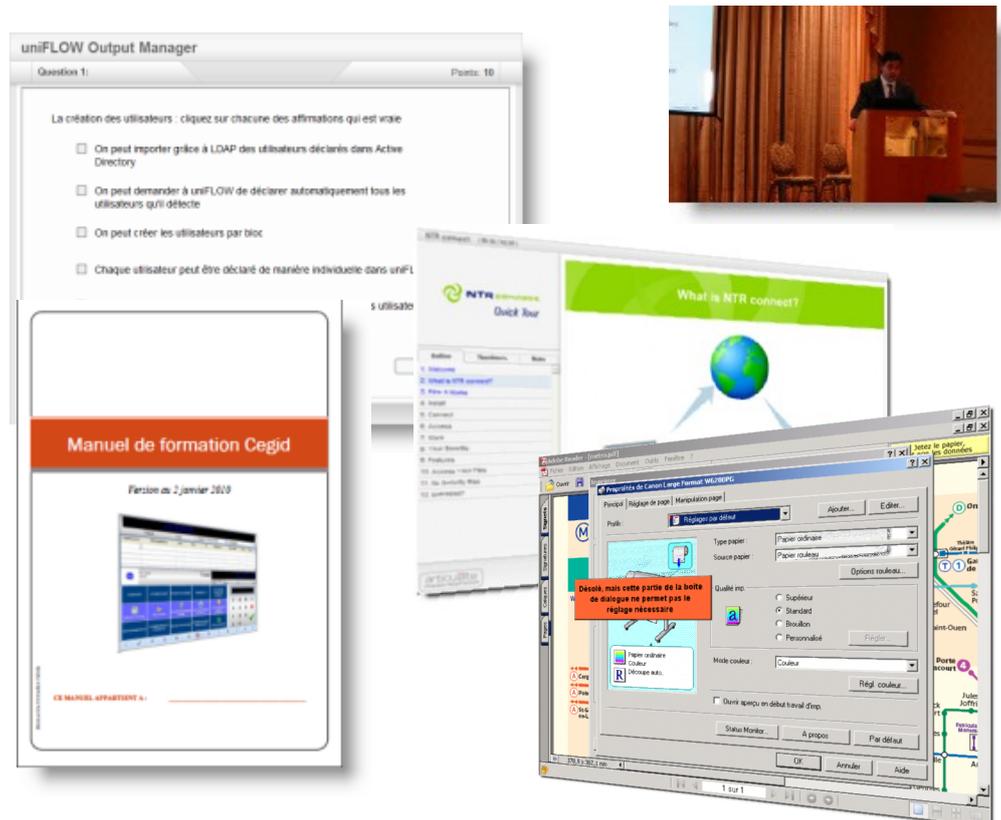
Key Partners takes charge of all or part of your change accompaniment process, whether it's the initial analysis or the carrying out of action at each of the stages of change management.

Key Partners implements multidisciplinary skills and carries out the following amongst others:

- Surveys and interviews,
- Group activity running (seminars, working groups, team building...),
- Learning tools (course materials, manuals, tutorials with a trainer..),
- Training,
- Design of dashboards and key performance indicators

DESIGN OF LEARNING TOOLS AND E-LEARNING

We design all types of learning tools for our clients: manuals, tutorials, quizzes

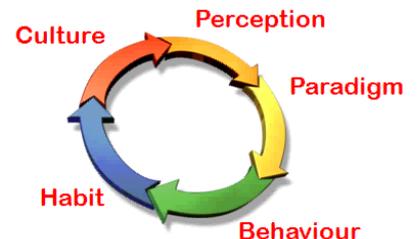


Learning tools designed by Key Partners

The PROCMP® method



Change management is the process to be deployed in an organisation so that a project that changes the company's habits can be implemented without meeting human resistance, whether it is passive resistance or – in the most extreme cases – violent resistance or strikes.



CULTURE

Change management is an activity that allows an organisation to be moved from one culture towards another culture. The first stage of the wheel consists of knowing the initial culture. We list in detail the habits and ways of working that need to be changed from the initial culture to the target culture.

PERCEPTION

The prerequisite to any change consists of making the interested parties aware that change is necessary, why it is so and what direction the company is moving towards. It is vital that nobody feels excluded from the project, and that everyone, because he or she is informed and knows what to expect, can come to grips with the change, assimilate it and get ready to live with it.

PARADIGM

Any change makes it necessary to see and to envisage things from a different perspective. This stage allows us to bring forward the new ways of thinking, as well as the knowledge to be acquired, the new tools to be set up as well as the resulting new organisations.

BEHAVIOUR

A change isn't finished when all the teams have acquired a new way of thinking. This new way has to materialize in daily action and behaviour. The behaviour stage solves this by ensuring that the required change is effective. On-site close monitoring addresses the problems encountered by reporting back any incoherence found to the project team so that they may be taken into account and resolved.

HABIT

This is the stage during which the project leaves the project mode so as to integrate the life of the company. Next, several tools need to be set up (reporting, procedures, various tools, etc.) as well as the management styles that will ensure the durability of the new behaviour.

References — Testimonials



"Attending this seminar has been an excellent opportunity to discover or review some concepts that are simple to implement in project management and change management.. Moreover, in 8 one-hour sessions, I've taken the opportunity of relaying the main stages to my marketing teams for whom change management is a real daily challenge."

D.L, Deputy Marketing Director

"I found your seminar to be very interesting because, having had a not very convincing experience; this training course has allowed me to see things from a different point of view."

A.P Production Manager

"Our tour of France is coming to an end and I wanted to particularly thank you for your virtual participation, because the whole network has been able to discover or has attended the projection of the short film that we made together. The film has been appreciated for its real value and has significantly helped people understand the stakes of this new positioning that our brand needs to take into account."

F.R. Marketing Director

"I'd like to heartily congratulate you for the successful start-up of the project in Benelux; you have my full support for the international deployment of this project. Well-done again! I look forward to seeing you soon"

M.M. Finance Director



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