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**SPECIAL OPS**

**COVID-19**

—  
QUICK ACTION GUIDE



*free-spirited*  
EXCELLENCE

for a *still* better future

March 10, 2020, we celebrated our certification as “Entreprise à mission”, B-Corp “à la française”. We could not imagine at this time, that our commitment would have been such a “hot topic”, crucial and core to master that unbelievable crisis we are all living, and the world of tomorrow, we are preparing.

**WE COMMIT WITH ALL OUR HANDS, HEADS AND HEARTS TO HELP FIGHTING AGAINST COVID-19.**

Covid-19 crisis is foremost a humanitarian crisis, an incredible economical slowdown and will lead to unprecedented acceleration of new ways of thinking, .... There will be a “before” and “after” that, ...

We commit on helping you to **overcome the peak of the crisis, rebound just after and design the new paradigm and models of tomorrow..**

“Utopic people who succeed”: that was the words used by a friend and client of Kea some years ago to describe who we are and how we behave. More than ever, we want to share our optimism, energy and multifunctional expertise’s to **ADDRESS YOUR ISSUES AND NEEDS.** Our “new” commitment and solidarity are stronger than ever.

The Management team





# KEA C-19 | WHY KEA ?

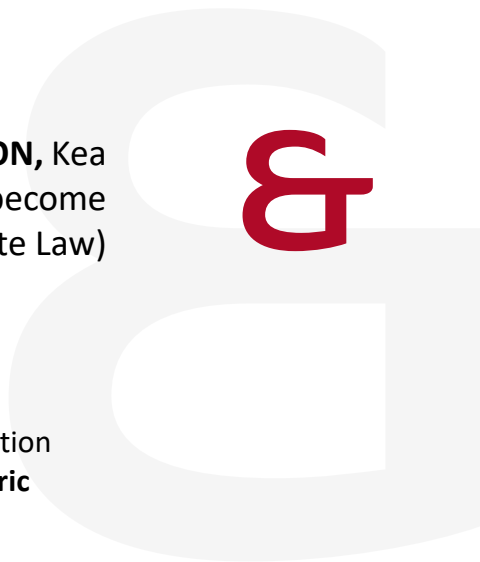


After 20 years of **RESPONSIBLE TRANSFORMATION**, Kea became the first European strategy consultancy to become « **ENTREPRISE À MISSION** » (Pacte Law)

2001, we created Kea with the ambition to commit on a more **human-centric business consultancy**

Today, we strive for being a leading consultancy in **Responsible transformation**

Our core mission:  
« **Drive the transformations for sustainable and desirable economy** »



Covid-19 : Kea commits next to you as a **PARTNER OF STEERING THE CRISIS AND REINVENTING THE BUSINESS MODEL** post Covid-19

Helping you **managing the 4 horizons of the crisis**: in the middle, save 2020, rebound and reinvent

You will work with Multifunctional commando teams of Kea integrated to your teams in a day-to-day approach covering strategic, operational and tactical aspects

**Agile to the core** approach (Scrum/ Sprints)







# KEA | WHO WE ARE ?

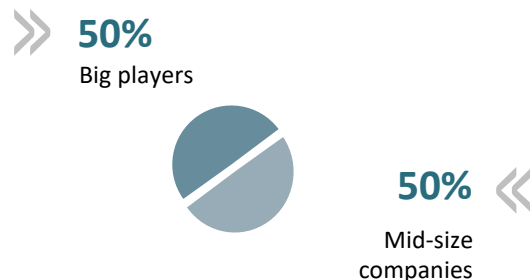
OUR CORE MISSION: Drive the transformations for sustainable and desirable economy

[www.kea-partners.com](http://www.kea-partners.com)

## OUR COMPANY

- » Founded in **2001**
- » Consultants in France **+150**
- » Independent partnership belonging to 100% to its consultants 
- » 1<sup>st</sup> European consultancy to become "Entreprise à mission" 

## OUR CUSTOMERS



## OUR AREAS OF EXPERTISES

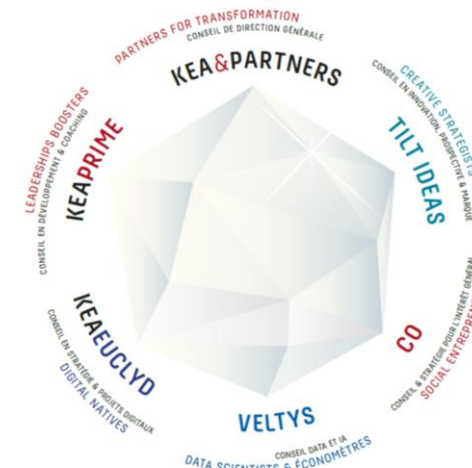
- » Strategy & growth  Distribution
- » Operational excellence  FMCG
- » Organizational transformation  Industry
- » Digital & IT  Services

## OUR SYSTEMIC APPROACH

- » ... combining **culture**, **strategy** and **technology** to generate **results** and **resilience**
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## KEA GROUP

Multiple expertises dedicated to your transformations



## THE TRANSFORMATION ALLIANCE

Kea member of

- » **5** sister firms
- » **500** consultants
- » **15** locations in the world
- » A global reach on **30** countries on **5** continents

The Transformation Alliance 

**h&z** The consultancy with Head, Heart & Hand 

**MBSCONSULTING** Management for Business Sustainability 

**Kea** Partners for transformation 

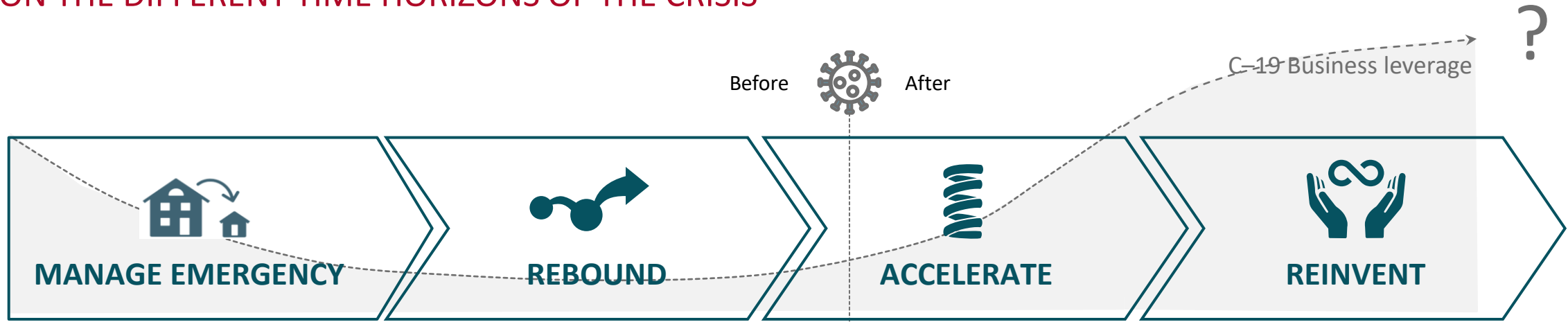
**Q5** 

**Cordial** 



# KEA C-19 | YOUR NEEDS

## ON THE DIFFERENT TIME HORIZONS OF THE CRISIS



### YOUR NEEDS

#### MANAGE HEALTH AND FINANCIAL CRISIS

- > Securing health and wealth of your employees
- > Driving Shut down of plants and sites
- > Solving Supply chain and sourcing issues
- > Designing and managing saving programs and cash preservation actions
- > ...

#### REBOUND AND SAVE 2020

- > Accelerating decision-making, empower cascading
- > Finding right balance between "save P&L 2020" and "avoid scarifying positions"
- > Finding new rooms of maneuver and levers to act

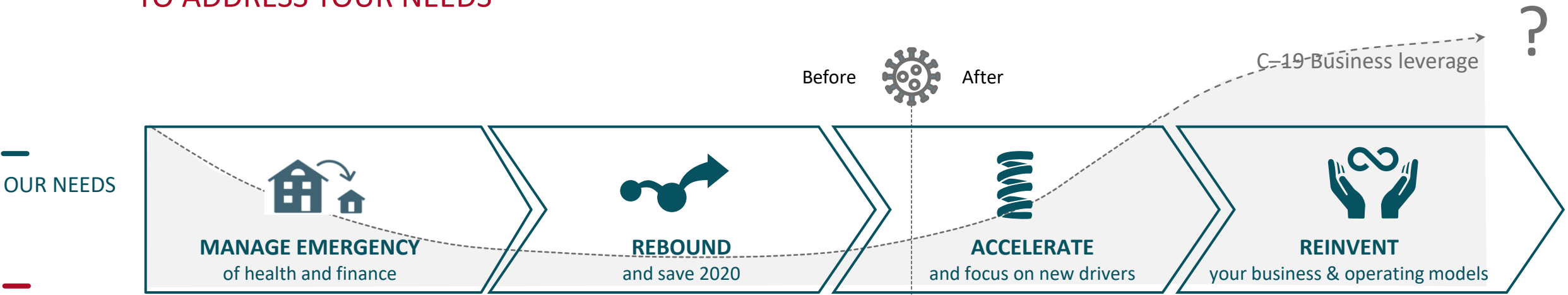
#### ACCELERATE AND FOCUS ON NEW DRIVERS

- > Anticipating impacts and understand new "rules of the game"
- > Adjusting organization and operating model : more Digital and E-commerce, shorten route to consumer (from BtoB to BtoC), ...
- > Relaunching/ -starting plants and sites
- > Setting up new ways of working

#### REINVENT YOUR BUSINESS MODEL AND COMPANY

- > Designing new customer relationship to adapt continuously to new "C-19 behaviors"
- > Reinventing Supply chain and industrial footprint
- > Renewing company governance, new balance between control and autonomy
- > Creating cultural shift to make "Agility and frugality a new reflex"
- > ...

# KEA C-19 | OUR OFFERS TO ADDRESS YOUR NEEDS



## WHERE WE MIGHT HELP

### Support CEO & EXCO

- > Mirror et sparring partner of CEO & EXCO
- > Market / Biz ntelligence and prospective
- > Digital facilitation of EXCO

### Closeness of Customer relationship

- > New routes to market & E-business acceleration
- > Trends scanning
- > Innovation and creative strategies

### Secured operations

- > Reshaping of operating model
- > Agile organization

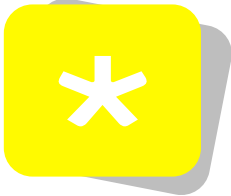
### Reinvention of Supply chain

- > Post-crisis Supply chain & redesign of logistical scheme (last mile delivery)
- > Sourcing and relationship model Industry - retail
- > Logistical acceleration and slow down

### Connected organization

- > Agility to the core
- > New ways of working
- > Collaborative processes and tools





# KEA C-19 | DETAIL OF OUR EXPERTISE'S

## SUPPORT OF CEO & COMEX

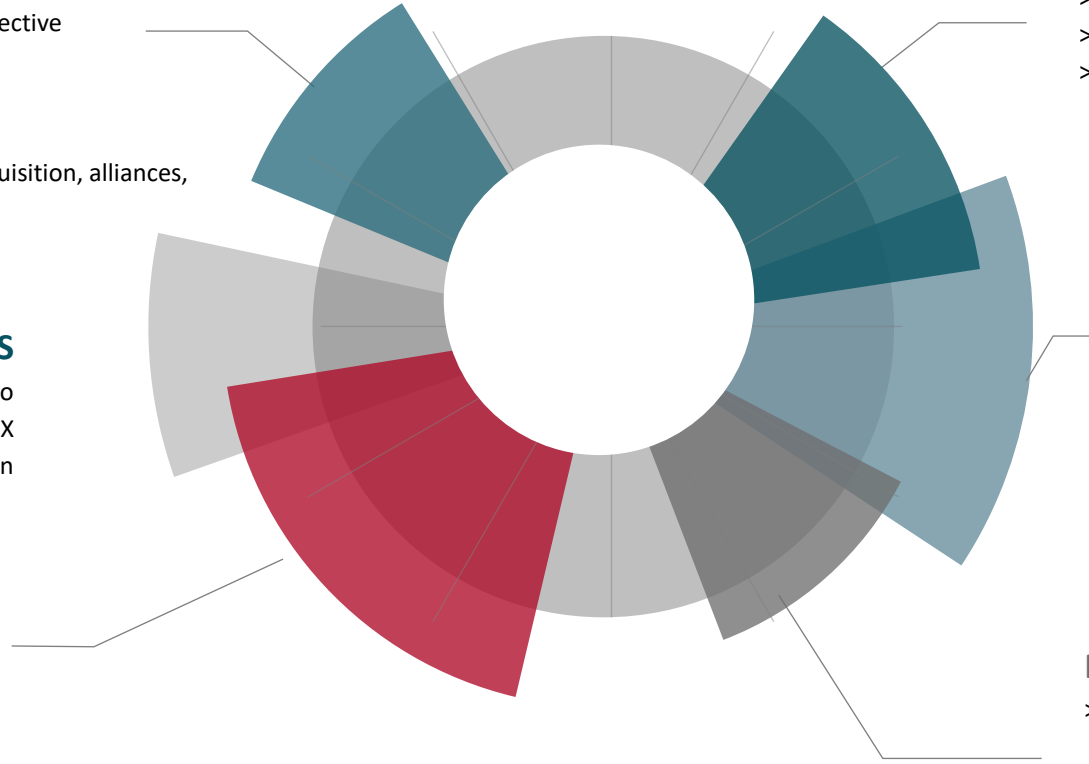
- > Mirror & sparring partner
- > Market/ Biz intelligence and prospective
- > Digital facilitation of EXCO
- > Benchmarks and cross-fertilization
- > Digital facilitation of EXCO
- > Opportunity studies (Build-up, acquisition, alliances, ...) in post-C19 contexte

## (RE)ALLOCATION OF RESSOURCES

- > Mitigation/ reshaping project portfolio
  - > Reallocation CAPEX/OPEX
  - > Adjustment of organization

## CONNECTED C-19 ORGANIZATION

- > Way of working in lockdown situation
  - > Collaborative processes and tools
    - > Agility to the core



## CLOSENESS OF CUSTOMER RELATIONSHIP to adapt continuously to new behaviors

- > New routes to market & E-business acceleration
- > Adjusted satisfaction surveys and revisited loyalty programs
- > Trends scanning
- > Innovation and creative strategies
- > New Marketing and promotional methodologies
- > Digital Sales force

## SECURED OPERATIONS

- > Reshaping of C-19 operating model
- > Reorganization of tactical process (ex: sourcing)
- > Recovery plan
- > Sustainable competitiveness, post-crisis recovery
- > Unleash digital potential to gain operational efficiency
- > Agile organization
- > Future of IT, Data-powered architect

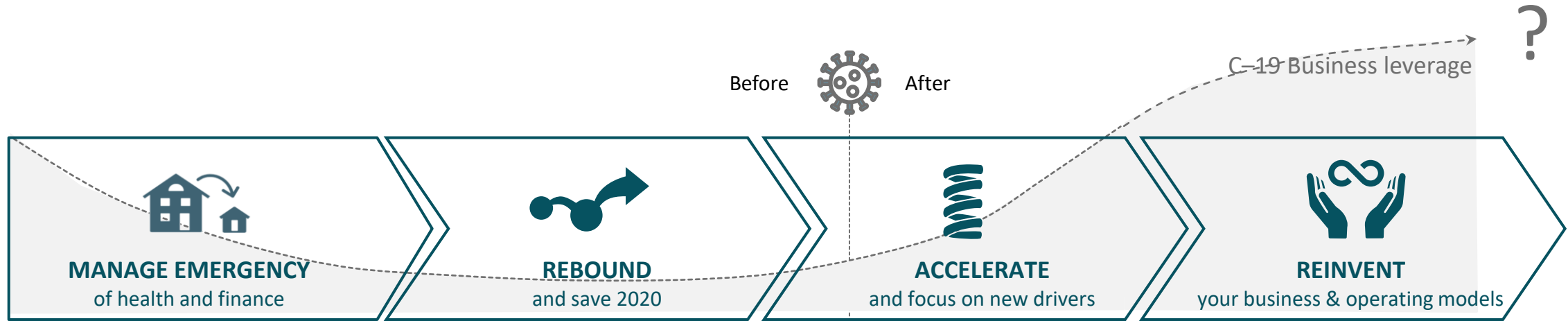
## REINVENTED SUPPLY CHAIN

- > Post-crisis Supply chain & redesign of logistical scheme (last mile delivery)
- > Sourcing and relationship model Industry - retail
- > Logistical acceleration and slow down



# KEA C-19 | OUR COMMITMENT AND SOLIDARITY NEXT TO YOU

YOUR NEEDS



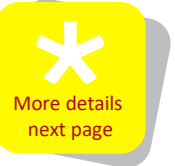
HOW WE MIGHT HELP

## LEVERAGING YOUR ACTIONS

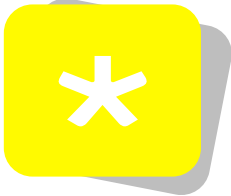
- > **Leveraging your Leadership team initiatives and decision making (CEO & EXCO)** on strategic, operational and tactical issues in order to help you weathering the storm and better bouncing back
- > We propose to build « **Commando teams** » out of high experienced Kea Partners working with you hand in hand in an **agile mode**

## SOLIDARITY AND PARTNERING

- > Initial fire-fighting phases have to lead to special financials going from “for free” to highly discounted” partnership
- > Acceleration and reinvention phases should lead in the right rhythm to the way back to normal conditions







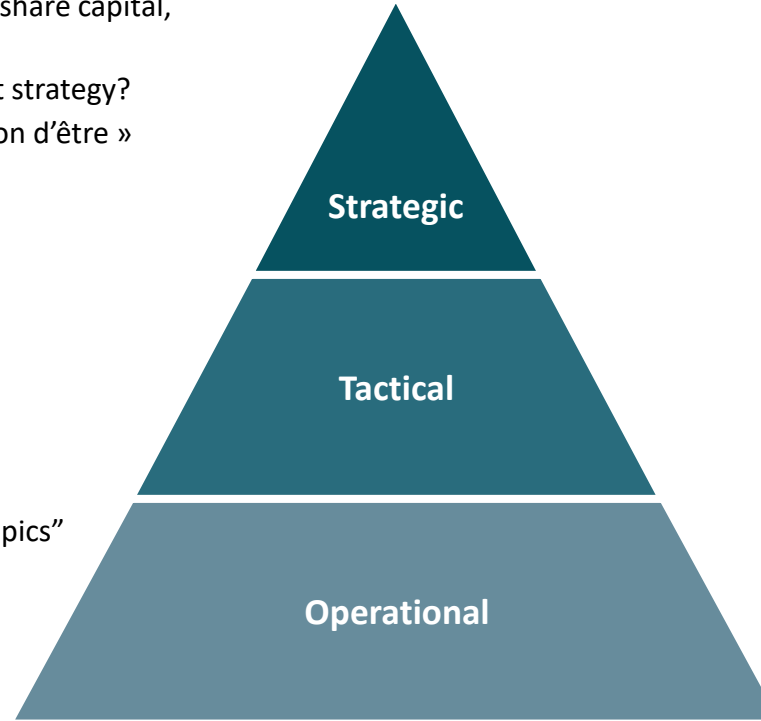
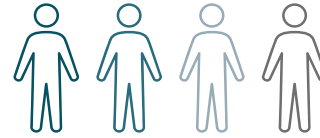
# SUPPORT CEO & COMEX TO WEATHER THE STORM

## VISION WITHIN AND AFTER CRISIS

- > Maintaining sustainability of company: human capital, share capital, financial room of maneuver, ...
- > Loyalty to initial project and core mission – pivot & exit strategy?
- > Sustainability as core element and driver of new « raison d'être »
- > Relaunching/ acceleration programs

## DAILY BUSINESS

- > Accelerated reporting and monitoring on special “hot topics”
- > Risk identification and “war room” treatment
- > Daily project delivery – Scrum mode
- > Internal and external communication on a daily basis



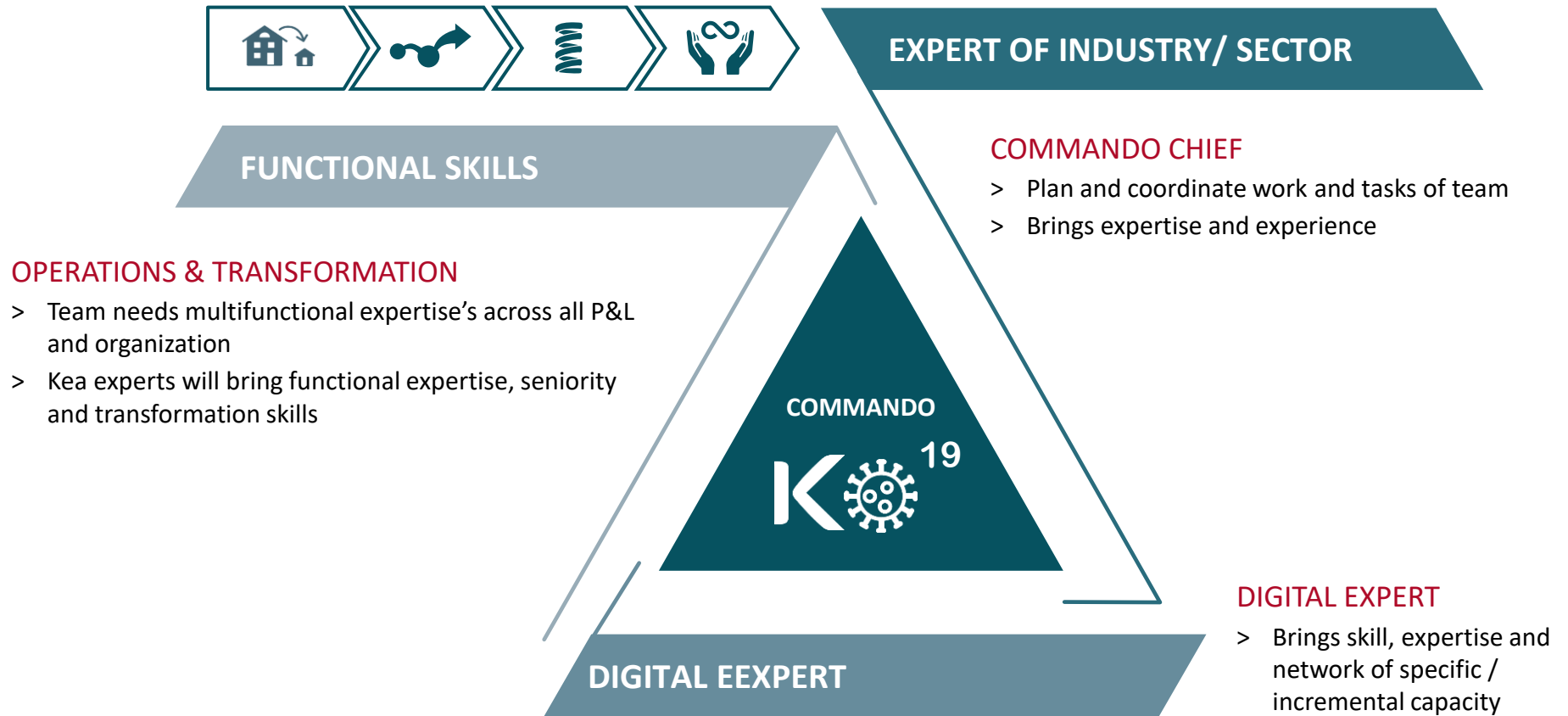
## MONTHLY DECISION-MAKING

- > Digital acceleration
- > Organizational adjustment ... or reshaping
- > Fire-fighting project management
- > Covid-19 emergency plans
- > Resource reallocation
- > “Special focus” on special required skills and talents
- > Secured communication (internal & external)



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# COMMANDO TEAMS WORKING IN AGILE MODE



**Kéa** Partners  
for transformation

The Transformation Alliance 

CASABLANCA - DÜSSELDORF - HONG KONG - LONDRES -  
LYON - MILAN - MUNICH - NEW YORK - PARIS - ROME -  
SÃO PAULO - STOCKHOLM - SYDNEY - VIENNA - ZURICH

*If I am not for myself, who will be for me?  
I am not for others, what am I?  
And if not NOW, when?*

Rabbi Hillel the Elder, 90 B.C

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