Progress ↗ Consulting

Management Advisory
Customer Cases 2024

Developing people, ↗ transforming organizations

This catalogue contains clickable links

FR

Progress Consulting

Our mission !

For more than 20 years, we have been helping our customers to meet their strategic challenges. We help you from the **development of your human capital to transforming your operating and organizational methods,** through a unique combination of expertise from our different business lines. *

More specifically, the 'Management Advisory' business line aims to have a **lasting influence on the value-creating elements** within an organization. This by ensuring alignment between strategy, structure and operating methods, while actively taking into account the realities of the people who make it up.

This document uses real-life examples to illustrate the main services offered.

*Management Advisory | Learning & Development | Talent Management | Coaching Academy | Cultural Transformation | Digital Solutions

Progress Consulting in a Nutshell

Nearly **40 professionals** from international firms or with proven managerial and/or operational experience in a variety of sectors.

Numerous **local and international references** in large-scale organizational transformation and human development projects

A **network of experts** who can be deployed according to the specific needs of a project or context: System Implementation, Facility Management, CSR & Environment, Lean Management & Operational Excellence, etc.

A proven, **participative methodology,** designed to ensure both the sustainability of new working methods and the development of internal skills

An area of intervention that extends far **beyond national borders** - and continues to expand

Taking environmental and other CSR considerations into account in our internal projects and operations, in line with our values and the principles advocated by our customers.

6 areas of expertise, one approach: pragmatism & simplicity

STRATEGIC ROADMAP

ORGANIZATIONAL DESIGN

OPERATIONAL PERFORMANCE

CHANGE MANAGEMENT

CULTURAL TRANSFORMATION

PROJECT MANAGEMENT

Strategic Roadmap

We support you in drawing up your organization's main strategic lines, so that you can identify and reinforce your **key orientations and positioning**, and strengthen your competitiveness and durability: vision, macro-economic analysis of target sectors, growth and differentiation levers, action plan and implementation follow-up, etc.

→ **I want to know more**

Organizational Design

We work with you to build an **organizational structure that supports the implementation of your strategy,** taking into account both your context and your constraints - whether internal or external. This must be supported by governance based on consistent management systems and the essential, dynamic capabilities of your resources

→ **I want to know more**

Operational Performance

We work with you to optimize your company's **performance in terms of its operating modes and processes,** with a view to enhancing both your employees' and your customers' experience. This enables us to implement and embed a holistic approach based on best practices and continuous improvement.

→ **I want to know more**

Change Management

Based on an approach founded on best market practices and our experience in managing human dynamics in a context of change, we support your staff in their **acceptance, adoption and commitment to a key development** within your organization.

→ **I want to know more**

Cultural Transformation

Our systemic approach enables us to **measure and influence in depth all the components of your organization's culture.** We make it a key instrument for improving and sustaining performance, as well as a strong argument for attracting and retaining talent.

→ **I want to know more**

Project Management

We support you in the **preparation, execution, deployment and monitoring of your strategic projects.** We focus our efforts on the quality of the approach and the results to be achieved, while ensuring the right level of coordination and involvement of the various stakeholders throughout the project lifecycle.

→ **I want to know more**

Determining growth ambitions & plotting a course to achieve them

Budget
10.000 € - 15.000 €

Timing
Preliminary intakes followed by 2 one-day work sessions

Resources
1 consultant (Strategy)

Expressed Needs

01 Align the Executive Committee with the organization's purpose and growth drive, without neglecting quality and historical operating models.

02 Strike the right balance between innovation and sales, to ensure that the organization is in a position to meet tomorrow's challenges.

03 Ensure greater consistency in the diversity of solutions offered and markets addressed, primarily in terms of feasibility and profitability.

Our Approach

In collaboration with the Management Committee, the approach breaks down into 6 key points:

→ *"What's the play we're in?"* Reflecting on the micro-economic aspects of the sector and competitive mapping

→ *"What role do we want to play?"* Reflection on segment and geographic coverage, market/product pairing,...

→ *"What differentiates us for this role?"* Reflecting on differentiating factors and competitive advantages

→ *"What do we need to do to get there?"* Determining the structure, governance and investments to be put in place.

→ *"Which path do we want to walk?"* Identification and planning of the actions to be taken to achieve the target vision

→ *"How can we stay on course?"* Determining and committing to the means of monitoring the strategic action plan

Organization
100-200 FTEs
Green energy
Belgium & International

Challenge
Definition of the 3-year strategic roadmap in a context of strong growth

Results

✓ A clearer link between product/role combinations and customer typologies
✓ Highlighting and optimizing differentiation levers
✓ A 3-year strategic plan detailing targeted changes in sales, resources and product mix.
✓ A deployment plan detailing priority actions at different levels (sales, HR, operations, management systems, etc.).

Some References

Limagrain

ENERSOL
ENERGY SOLUTIONS

cndg

Project Background & Rationale

Having just added two new partners to its Management Committee, the company is faced with a dilemma: to pursue its development and continue to aim for double-digit growth - at the risk of losing its identity and original differentiation levers - or to stabilize by relying on existing expertise and working primarily on improving the quality of products and services without targeting new markets. In a constantly (r)evolving sector, it is essential to align with key strategic orientations and understand the implications of pursuing them.

More informations

Table of contents

Reflecting strategic ambitions & strengthening expertise management

Budget
15.000 € - 25.000 €

Timing
6 à 8 workshops of
1/2 day each

Resources
2 consultants (Org Design
& Talent Management)

Expressed Needs

01 Create a structure that is more capable of meeting the specific needs of targeted segments and better managing anticipated innovation trends

02 Capitalize more effectively on in-house technical and methodological expertise and identify essential strategic partnerships

03 Enable career development paths based on target markets and technical know-how

Our Approach

The aim of this approach is to draw up a transition plan towards the target organization and operating principles, based on the implications identified during the process:

➡ Confirmation of the guidelines and founding principles resulting from the preliminary exercise

➡ Assessment of the degree of strategic maturity of businesses and in-house expertise

➡ Identifying global technologies applicable to all targeted segments, or specific to a particular segment

➡ Defining the main principles of governance and the responsibilities of the roles identified

➡ Formalizing target structure and transition and implementation plan

➡ Career development logic based on 3 axes: technical criticality, team management and strategic management

Organization
50-100 ETPs
High-Tech & Space
Belgium

Challenge
Determining the target organizational structure & strategic talent management

Results

✓ A market-driven organizational structure supported by in-house technological competence centers

✓ Specific business lines fully responsible for the end-to-end lifecycle of customer orders and projects

✓ More efficient allocation and use of in-house expertise

✓ Governance that emphasizes key roles and interactions within the organization

Some References

CooperVision

LISER
LUXEMBOURG INSTITUTE OF
SOCIO-ECONOMIC RESEARCH

LAMBDA-X | HIGH-TECH
INNOVATION

Project Background & Rationale

In order to achieve its strategic ambitions in terms of development and growth, a preliminary strategic exercise led the Management Committee to the conclusion that it was now necessary for the company to organize itself no longer on the basis of the technical expertise currently present within its teams, but rather according to the current and future realities of its target markets. This should translate into greater proximity and attentiveness to customers, as well as more strategic and structural management of talent.

More informations

Table of contents

Optimizing & harmonizing internal processes to support growth

Budget
100.000 € - 150.000 €

Timing
Variable, based on scope to be covered (4 weeks/perimeter)

Resources
2 to 3 consultants (Process) part-time

Organization
500-750 ETPs
High-Tech & Media
Belgium, EMEA, NALA, APAC

Challenge
Formalizing & optimizing internal processes & continuous improvement

Project Background & Rationale

To enable and facilitate the development of its new ERP, the organization wanted to review and optimize its internal processes, and ensure that they were properly applied by its teams. To achieve this, 12 functional areas directly linked to the ERP were identified with a view to being formalized into end-to-end activity flows. One of the underlying objectives of this initiative was to develop a culture supported by clear 'processes' and perimeters of responsibility within the organization. Initially, the approach is based on the needs identified by the ERP project team, before being extended to the rest of the organization - particularly with a view to ISO certification.

Expressed Needs

01 To document the key processes and activity flows for each functional area identified, in order to facilitate the ERP integration work.

02 To build a global end-to-end view of the target functional architecture and define the main governance principles enabling its implementation within the organization.

03 To reinforce the skills and process maturity levels of the people identified as Business Process Owners (BPO), to enable them to perform effectively in their new role.

Our Approach

Our adopted iterative and highly participative approach yields practical and prompt outcomes across the different areas involved:

→ Confirmation of target perimeters and real needs. Identification of the most appropriate digital formalization tool.

→ Co-construction with key stakeholders of activity flows and levels and types of responsibility (RACI).

→ Simultaneously, formalization of the target functional architecture and the governance framework facilitating interactions between perimeters.

→ Gradual deployment of processes within teams, and support for the potential changes they entail.

→ Support for Business Process Owners (BPOs) in acquiring key process skills and reflexes

→ Launch, with BPOs, continuous improvement cycles on each scope

Results

✅ Description of processes down to the appropriate level of detail (simplicity and pragmatism)

✅ BPOs in tune with their new role, with clear responsibilities at all levels

✅ All processes centralized in a collaborative tool

✅ Clearly identified dependencies and interactions between functional areas

✅ Continuous improvement anchored in the day-to-day operations of teams

Some References

EVS   KNAUF INSULATION   SABCA

More informations   Table of contents

Anticipating & Managing the Impact of deploying a CRM

Budget
100.000 € - 150.000 €

Timing
9 to 12 months, based on the CRM project schedule

Resources
2 consultants (Change Management & Organizational Culture)

Organization
750-1250 ETPs
Finance
Luxemburg, then worldwide

Challenge
Definition & implementation of a change management plan for a new CRM

Expressed Needs

01 Assess the current situation and the readiness of affected populations for future changes, then identify and plan the actions to be taken.

02 Through a series of initiatives (e.g. workshops, communication plans, collective or individual coaching, etc.), help those involved in the field to make the new tool their own.

03 Coach the team of in-house Digital Officers individually and/or collectively, with a view to acquiring and reinforcing "Change" skills.

Our Approach

The approach is based on 2 major successive stages, 'Project Intelligence' and 'Execution and monitoring of the change management plan' :

→ Assessment of impacts and potential resistance to CRM deployment - via questionnaires, interviews and dedicated workshops

→ Identification and planning of actions to be taken (e.g. training, communication, workshops, coaching...)

→ Deployment of these actions in an agile manner, based on a predefined schedule of 'key moments of change'.

→ Monitoring the understanding and commitment of key stakeholders to the change brought about by the new CRM, using the ADKAR© methodology to validate collective and individual commitment objectives, and reacting to any resistance with appropriate actions.

Project Background & Rationale

In order to strengthen its leading position in the face of competition, and to serve its customers even better, the organization wanted to implement a modern, dynamic CRM solution, designed to centralize all information and interactions relating to the customer lifecycle (initially in Luxembourg, then in other Group entities). The aim of the initiative is to support the CRM project team in managing the human dynamics involved in this complex change, and thus to combine the quality of the deployed solution with the necessary level of buy-in from stakeholders.

Results

- ✅ Detailed mapping of anticipated impacts and potential resistance
- ✅ Planning and implementation of support actions in 4 areas: training & onboarding, on-the-job support, local coaching, communication & promotion
- ✅ Identification and activation of a community of internal ambassadors and Change Managers
- ✅ Emulating the approach in the Group's other geographical entities

Some References

CA INDOSUEZ WEALTH MANAGEMENT

AG

UNIVERSITÉ DU LUXEMBOURG

More informations

Table of contents

Developing a culture of Empowerment & Collective Intelligence

Budget
50.000 € - 100.000 €

Timing
24 months, based on specific, targeted interventions

Resources
2 Consultants (Change manager / Trainer & Coach)

Expressed Needs

01 Help management to refine its cultural transformation plan in concrete terms

02 Make middle management aware of the new managerial approach & provide them with the tools to implement it

03 Provide individual support to managers who are finding it difficult to adopt the new approach

04 Help overhaul comitology to align managerial processes and culture

05 Raise awareness among field staff to generate a "systemic

Our Approach

The approach deploys a series of structured interventions in "agile" mode, aimed at having a lasting impact on the organization's culture:

➔ Workshops with management on the "Cultural Transformation" roadmap

➔ People management training sessions focusing on "Empowerment" and "Collective Intelligence"

➔ Conferences (in short format) for field staff

➔ On-site cultural diagnostics for each team (level of cooperation, empowerment, etc.)

➔ Work sessions based on results, with formulation of a collective action plan

➔ Playful exercises to raise "analogical" awareness among stakeholders

➔ Individual coaching for selected managers

➔ Ongoing sharing of readings, frames of reference, tools and models (some in Digital Learning format)

Organization
150-300 ETPs
Finance / Insurance
France

Challenge
Deploying a culture of personal empowerment & collective intelligence

Results

✅ Middle management convinced of the significance of the Cultural Transformation approach
✅ Visible changes in behaviors in the field
✅ Governance adapted to the new culture
✅ A majority of staff convinced, having changed certain behaviors in the field
✅ Change resulting from individual coaching for some managers

Project Background & Rationale

The organization's Back-Office had long operated on a classic "industrial/bureaucratic" model, i.e. a "directive and paternalistic" management style that controlled the work of the staff in "execution" mode. Internal and external customers demanding greater efficiency and agility, a certain degree of demotivation in the field and the arrival of a new Top Manager were the 3 key elements at the origin of this project to develop a culture of empowerment centered on participation. The aim of the initiative is to support the management team in implementing a culture of personal empowerment and collective intelligence at every level of the organization.

Some References

PhysIOL

CA ASSURANCES

SERVICE PUBLIC FÉDÉRAL JUSTICE

More informations

Table of contents

Developing a Project Culture, adapted to changes in target markets

Budget
25.000 – 35.000 €

Timing
9 to 12 weeks

Resources
1 consultant (Project Manager) part-time

Organization
250-350 ETPs
High-Tech & Medical
Belgium

Challenge
Sustainable Development

Project Background & Rationale

The organization wishes to reinforce the level of maturity of its R&D teams in terms of project management, from the formalization of the initial idea to the production launch of the product, including the more structured management of post-production. The company is also seeking to equip its teams to cope with an increasingly complex project approach, which must integrate unprecedented regulatory requirements and constraints linked to (new) markets. The aim of the initiative is therefore to define a 'project' methodological framework adapted to the organization's evolving needs, and to ensure that teams apply it to their respective projects.

Expressed Needs

01 Determine a suitable 'Project' framework, i.e. review and/or refine governance, methodology and project processes in line with current and future needs

02 Provide concrete support to internal project managers on their respective projects, to ensure that the defined principles are properly applied

03 Equip the organization with a governance structure enabling it to monitor the product lifecycle (PLC), once deployed on the market

Results

- ✅ A framework describing the fundamental principles of internal project management, adapted to the realities of target markets and current legislation
- ✅ Project contributors applying these same principles to their respective projects
- ✅ A community of project managers sharing best practices and contributing to the continuous improvement of the project approach within the organization.

Our Approach

The deployed approach focuses on the definition and implementation of suitable 'project' principles :

➡ *Framing*: Confirmation of ambitions, objectives and initial assumptions

➡ *Activation*: aligning stakeholders with the initiative's pace and dynamics

➡ *Intakes*: Individual interviews to identify current perceptions of needs and priorities

➡ *Co-Construction*: Work sessions aimed at defining methodological principles, prioritization criteria for incoming projects and development/post-development processes in a participatory manner.

➡ *Coaching* : Application to real cases, e.g. evaluation of current projects on the basis of the defined principles, identification and promotion of internal best practices.

➡ *Follow-up*: Dissemination of new operating methods and implementation of any necessary corrective actions.

Some References

TRASIS

SPGE
Société Publique de Gestion de l'Eau

spi

More informations

Table of contents

Progress Consulting

Progress Consulting, it's also our other business lines...

... for a customized & systemic care of your challenges

Our Business Lines

Learning & Development

Training in sales, project management, assertiveness, delegation, time management, leadership, etc. | **Support in acquiring skills as part of a Transformation initiative**

Talent Management

Identification of key competences that support the actual and desired strategy of the organization | Talent Lifecycle Management Consulting | Talent acquisition, retention and development: 360°, Assessment, PDP,...

Coaching Academy

Individual or group customized coaching via certified coaches in multiple dimensions | Certified training | ICF work methods and protocols

Smart Cultural Transformation

Cultural Diagnosis (Spiral Drives ®) | **Target organizational culture** | Collective and individual acceptance of the new organizational culture | Management of the organization's Cultural Transition

Digital Solutions

Definition & deployment of a Digital Learning strategy, via digital pedagogical initiatives | **Design and production of interactive digital content** | Digital support for change initiatives

Contact

Stéphane Driessens
Partner 'Management Advisory'

📞 +32 479 86 89 82

✉️ sdr@progressconsulting.be

Progress
Consulting