



**F/I/E/**

**France Industrie & Emploi**

Human resources consulting

Change management

**F/I/E/**

Revitalization

**F/I/E/**

Social  
strategy

**F/I/E/**

Careers

**F/I/E/**

Communication

**F/I/E/**

Risk  
management

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## France Industrie & Emploi and the Human Resources & Management practice of Kurt Salmon partners are supporting companies in their “redeployment” strategy

Kurt Salmon, world leader in independent consultancy, and F/I/E/ France Industrie and Emploi specialized in the management of human resources and change management, have signed a partnership agreement to combine their skills and bring an innovating answer to the needs for redeployment which companies are currently facing.

During a difficult period when it appears increasingly fundamental to intervene very much upstream to anticipate the structural changes of the problems of change to which industrial or service companies as well as public services are confronted with, it is important to provide them with overall answers so that they can face these changes and come out on top and feel strengthened.

To face these new problems, Kurt Salmon and F/I/E/ together offer personalized support to companies and employees on all problems related to redeployment: social engineering, HR management, career management, revitalization and redevelopment of sites, as well as institutional relations and social and crisis communication. The pooling of skills and synergies which will result from this partnership between Kurt Salmon and F/I/E/ turn these two partners into a total experts able to serve companies.

France Industrie & Emploi is a firm specialized in human resource consulting and change management.

For 12 years, on the strength of several hundred assignments handled on the entire territory, our company has been serving enterprises and communities to anticipate and deal with the trends of an ever-changing and increasingly complex environment due to changes that have affected the scope of work and social relations.

F/I/E/ is committed to guaranteeing the strong development of jobs and enterprises in the regions.

## Our offering

F/I/E/ helps companies to implement their social strategy in order to optimize their performance and allow them to anticipate and then deal with the necessary strategic reorientations and reorganizations that sometimes lead to the implementation of government job protection plans (PSE).

Our company also works on designing and implementing regional development projects. We help enterprises to meet their obligation to revitalize and develop in new employment pools. F/I/E/ also acts as a consultant for communities. It helps and promotes the creation of new companies and businesses.

Since January 2013, F/I/E/ and Kurt Salmon, world leader in independent consultancy, signed a partnership agreement to combine their skills and provide an innovating answer to the needs for redeployment which companies face. They offer personalized support to companies and employees on all problems related to redeployment: social engineering, HR management, career management, revitalization and redevelopment of sites, as well as institutional relations and social and crisis communication.

## Our organization

F/I/E/ is organized in five complementary divisions:



These divisions cover the full range of F/I/E/ expertise. They allow us to offer our clients comprehensive solutions, and to take on pluridisciplinary projects.

## Our fields of operation

F/I/E/ helps to prepare and implement projects such as:

- ▶ Employment and Skills Planning programs (GPEC)
- ▶ Enterprise reorganization and restructuring plans
- ▶ Merger/acquisition plans
- ▶ Workforce reduction or site closing plans
- ▶ Development and implementation of Job Protection Plans
- ▶ Reviving an employment pool
- ▶ Site redevelopment
- ▶ Setting up new enterprises

## Our teams

Our consultants share the common values of commitment, professionalism and receptiveness. They seek to offer the best possible support for executives and their teams, and to local decision-makers involved in the economic development of regions. They are experienced, former corporate employees, so they are fully familiar with the issues and challenges our clients have to deal with. They are accordingly able to facilitate management of the projects undertaken.

Our territorial coverage ensures that our teams have full knowledge of local environments.

Our consultants take the specifics of each situation into account, providing personalized solutions that fit the specific needs of our clients.

*“Build the jobs of tomorrow together”*

*“Anticipate employment trends in the regions”*

Strengthening the dynamism of a region, revitalizing an employment pool, and promoting enterprise development in order to meet the challenges of employment are the objectives of F/I/E/ Revitalization.

F/I/E/ Revitalization works with enterprises and communities in order to anticipate and make proposals. It supports them in each stage of their projects, from the definition of strategies adapted to setting up companies, to the diagnosis and impact study phases.

The global expertise offered by F/I/E/ Revitalization guarantees successful economic development and employment in the regions for all players involved.

## A unique offer

- ▶ An ongoing sectional watch conducted by our teams of senior consultants.
- ▶ An efficient network of key influencers, both national and international.
- ▶ Ongoing monitoring and updating of qualified sectional files.
- ▶ A proven practice of direct marketing by a team of specialists.
- ▶ Acknowledgment of institutional and corporate strategies.
- ▶ A participative and open approach for all audiences concerned by economic development: companies and their executives, employees, professional bodies, the State and communities.

## Enterprise offer

F/I/E/ Revitalization dedicates its know-how to groups subject to the revitalization obligation within the framework of Job Protection Plans (PSE). It also coaches and guides enterprises in their development and setup projects in new regions.

## F/I/E/ Revitalization expertise

### **Analysis and measurement of PSE impacts on regions.**

#### **Design of revitalization plans.**

- ▶ Economic and social diagnosis of an employment pool.
- ▶ Impact study.
- ▶ Study on the employability of employees: assess the match between available skills and employment potential.
- ▶ Feasibility study on revitalization of an employment pool: propose alternative solutions.
- ▶ Definition of a revitalization plan adapted to the characteristics of a region and negotiation of an agreement with the State.

### **Implementation of revitalization action within the framework of PSEs**

- ▶ Identify the enterprise setup projects, corporate rescuers, investors, and draw them to a site and a region.
- ▶ Create new jobs by supporting the development of local micro-companies and SMEs.
- ▶ Design and implement structural projects for a region.
- ▶ Support enterprise creation projects: spin-off strategy, etc.

### **Support for setup projects on entire national territory**

- ▶ Establishment of optimum localization for setting up a company.
- ▶ Assistance in preparing a business plan.
- ▶ Assistance in recruiting and inducting personnel on new location.
- ▶ Establishment of enterprise relations with national and local institutional players.
- ▶ Search for industrial and R&D partners.
- ▶ Mobilization of public and private financial aid for new locations that may be eligible.

## Community offer

F/I/E/ Revitalization is committed to communities to help reactivate and develop employment pools. To do this, it is involved from the definition of development strategies, to the promotion of regions, to prospecting actions and setting up of new enterprises.

## F/I/E/ Revitalization expertise

### **Economic diagnosis of regions**

- ▶ Analysis of business sectors and employment potential.
- ▶ Assessment of positioning of region on market.
- ▶ Assessment of its appeal.
- ▶ Assessment of match between a region's supply and the companies' demand.

### **Definition of economic development strategies**

- ▶ Structuring of a competitive, global and sectional regional offer.
- ▶ Definition of conditions and resources to provide it with a unique positioning.
- ▶ Definition of actions plans and budget estimates.
- ▶ Establishment of tools for monitoring and evaluating the return on investment.

### **Region marketing**

- ▶ Position and value the regional offer.
- ▶ Implement an operational marketing mix designed for qualified investor targets.
- ▶ Set quantifiable and measurable objectives, especially in terms of job creation.
- ▶ Create new jobs by setting up new businesses and through endogenous development.

### **Prospecting and support of regional setup projects**

- ▶ Qualified targeting of national and international companies to be prospected.
- ▶ Creation of tools for promoting the region.
- ▶ Drafting of sales arguments.
- ▶ Testing of prospecting plans.
- ▶ Direct prospecting of enterprises and investors.
- ▶ Insertion of enterprises in the region.
- ▶ Assistance in the recruitment, welcoming and induction of staff.

*“Make the social component a real resource”*

*“Ensure human development and serve corporate efficiency”*

To preserve their balances in an increasingly complex environment, companies, their executives and their employees must constantly meet new needs and challenges. That's why F/I/E/ Social Strategy is there to help them define and conduct their strategic projects concerning organisation, employment and skills development.

F/I/E/ Social Strategy is therefore generally involved in major strategic changes, more specifically for enterprise reorganisation plans, whether they are the result of mergers/acquisitions, strong growth cycles or declining business activity.

## Our unique offer

- ▶ An original methodology, proven through extensive experience dedicated to corporations.
- ▶ A tailor-made, personalized service, specially suited to the issues faced by each company, taking its culture and internal and external environment into account.
- ▶ A fine-grain analysis of macro and micro-economic situations.
- ▶ An experienced team headed by consultants formerly members of executive boards.
- ▶ A comprehensive offering supported by all the other F/I/E/ business divisions.

## Assessment and development of HR policies

Dedicated to companies and their executives, F/I/E/ Social Strategy helps design and implement optimum HR policies for enterprises in order to strengthen their global performance.

F/I/E/ Social Strategy ensures that the HR policy is consistent with the company's strategic goals, enabling executives and employees to deal with new economic challenges and the ensuing new social and employment policies.

Its approach is ruled by three guiding lines: anticipating problems, individualized solutions, and actions in close collaboration with the field.

## F/I/E/ Social Strategy expertise

### Defining and developing a social strategy

- ▶ Taking account of the enterprise's historical, social, cultural and economic background.
- ▶ Analysis of future needs.
- ▶ Definition of strategic orientations and key areas of focus.
- ▶ Definition of project implementation, control and assessment procedures.

### Upgrading the organizational performance of the company

- ▶ Identification of strengths and weaknesses of social organization, and of its distinctive expertise.
- ▶ Assessment of match between management methods and market requirements.
- ▶ Design and adaptation of performance improvement scenarios.
- ▶ Building action plans to effectively improve the company's competitiveness.

### Anticipating the employment trends (GPEC) and implementing human resource adaptation measures

- ▶ Definition of the corporate strategy according to the impact of its environment and means of action on the workforce and skills.
- ▶ Identification of transformations required in employment and skills.
- ▶ Design of transitional procedures and plans.
- ▶ Development of employment skills and planning (GPEC) draft agreements and negotiation processes.
- ▶ Implementation of GPEC.
- ▶ Action monitoring and assessment.

### Developing human potential

- ▶ Conducting in-depth interviews with the concerned executive(s) and employee(s).
- ▶ Development of personalized, individual programs.
- ▶ Implementation of targeted themed workshops: interpersonal communication, management styles, time control, etc.
- ▶ Assessment and improvement of employee employability using modern, proven and international tools, including feedback from the person's working circle.



## Restructuring support and job protection plan management

F/I/E/ Social Strategy helps to conduct companies' restructuring projects and ensures their smooth social, human and organizational management.

### F/I/E/ Social Strategy expertise

#### **Social engineering consultancy**

- ▶ Analysis of the company's internal and external environment.
- ▶ Assessment and definition of economic and strategic challenges of reorganisation.
- ▶ Choice of relevant scope of reorganisation.
- ▶ Definition of strategic procedural choices.
- ▶ Planning the implementation of the reorganisation project.
- ▶ Development of a strategy for dialogue and negotiations between management and employees.

#### **Anticipating, preparing and managing Job Protection Plans (PSE).**

- ▶ Drafting of economic arguments justifying reorganization.
- ▶ Definition of social coaching measures for employees.
- ▶ Sizing up economic and social impact of reorganisation on a region.
- ▶ Advocating measures tied to the revitalisation requirement.
- ▶ Securing the project.

#### **Manager training and coaching**

- ▶ Mobilisation of management teams.
- ▶ Training of management teams so they can act as information relays to explain the reorganisation and respond to employee anxiety.
- ▶ Implementation of a reorganisation management program.

#### **Employee mobilisation and involvement**

- ▶ Diagnosis and analysis of employee/management relations.
- ▶ Development of an action program intended for all employee categories: team building, expressive groups, conventions, seminars, etc.
- ▶ Assessment and regulation of social climate.
- ▶ Analysis and interpretation of information collected, and making of decision aids available to executives.

#### **Employee support**

- ▶ Information for employees on Job Protection Plan measures and on current project (creation of an Information/Advice Space, a toll-free number, etc.).
- ▶ Definition and implementation of individual repositioning action plans.
- ▶ Individual and collective outplacement.
- ▶ Employee coaching in Employment Mobility Space: implementation of Employment Branches.
- ▶ Employee coaching for company start-up or reactivation projects.
- ▶ Collection of job offers and proposal of individualised repositioning solutions to each employee.

## *“Putting human capital at the heart of corporate development”*

F/I/E/ Careers coaches executives and HR decision-makers as they strive to optimise the human potential of their enterprise. Specialised in assessing skills and internal and external mobility procedures, F/I/E/ Careers also helps to hire new high potentials.

F/I/E/ Careers gives its clients a guarantee of successful completion, and to maintain its assignments beyond the trial period for recruitment, and after the first repositioning for an outplacement.

F/I/E/’s global offer to its clients allows F/I/E/ Careers to perform its assignments through real anticipation, which guarantees their consistency with the enterprise’s social strategy.

In addition, F/I/E/ Careers satisfies ethics requirements

- ▶ Our procedures are quality-certified with the “Service quality” insurance certification based on standard ISO 9004-2, since 1998.
- ▶ Compliance with rules of ethics stated in the SYNTEC charter.
- ▶ Independence of the assessments of our staff of expert consultants.
- ▶ Guaranteed secrecy for both the enterprise and the candidate.

## F/I/E/ Careers expertise

### **Recruit new high potentials**

- ▶ Assessment of enterprise expectations and needs: job description, required professional and managerial skills, corporate culture.
- ▶ Drawing up of a detailed specification.
- ▶ Search for candidates through a direct approach handled by a two-person team: an expert consultant and a research assistant.
- ▶ Evaluation of candidacies sent by the client.
- ▶ Personality test and assessment of match between candidates and position.
- ▶ Submission of a short-list of candidates and advice to client on final choice.
- ▶ Follow-up of candidate integration during trial period.
- ▶ Resumption of assignment in case of failed trial period.

### **Reveal and assess the enterprise’s expertise**

- ▶ Conduct interviews focusing on career path, achievements, skills and match between employees and target positions.
- ▶ Conduct tests in order to understand the personality of the employees and their career motivation.
- ▶ Help the enterprise to evaluate the best candidate for internal mobility.

### **Develop and coach enterprise new potentials.**

- ▶ Skills, career and manager positioning assessments.
- ▶ Managerial reports: coach managers as they take on a new position.
- ▶ Coaching: prepare for internal mobility and solve difficulties with management and/or the teams.
- ▶ Individualised outplacement.

*“Allow the right understanding of the project”*

*“Ensure a good company’s image”*

Enterprise change projects face companies with unusual situations that make them fragile: social tensions, increased number of stakeholders, excessive media coverage, damage to corporate image, etc.

To cope with these situations, F/I/E/ Communication proposes a global communication strategy. By anticipation, it is involved from the first phases of a project and takes account of the constraints tied to social laws. It allows the right understanding of the project by the various audiences concerned, and ensures the message conveyed to internal and external players is consistent. If a crisis has already developed, a specific crisis strategy becomes necessary to defend the company’s project and preserve its image. Special actions with institutional players and the media are also defined and implemented.

## F/I/E/ Communication expertise

### **Social communication and project support (Anticipation)**

- ▶ Analysis of stakeholders (internal players, institutional players, media).
- ▶ Definition of challenges.
- ▶ Development of language guidelines and definition of communication arguments.
- ▶ Design and drafting of internal documents.
- ▶ Manager training.
- ▶ Observance of work calendar.

### **Crisis communication (Crisis management)**

- ▶ Anticipate the crisis communication strategy through prior identification of risk criteria and definition of the reasons for potential crises.
- ▶ Identify key targets.
- ▶ Define the company’s communication stance.
- ▶ Set up a crisis unit.
- ▶ Coach the spokespersons.

### **Institutional communication and lobbying**

- ▶ Identification of local and national institutional players currently or potentially concerned by the company’s projects.
- ▶ Contact-making, appointment organization and follow-up.
- ▶ Study and analysis of arguments and messages to be conveyed according to stakes.
- ▶ Design and drafting of required documents (institutional brochure, letter, etc.).

### **Media relations**

- ▶ Definition of language guidelines and preparation of questions/answers
- ▶ Identification of contacts and preferred information relays.
- ▶ Drafting and production of communication media.
- ▶ Media training/Training of enterprise spokespersons in managing press relations and commanding techniques for speaking to the press.

## *“Anticipate and manage conflicts”*

F/I/E/ Risk Management helps enterprises anticipate and manage all crisis situations they may face. Among these situations, those involving change, restructuring or delocalization are now more frequent.

Investigations, analysis and assessment of risks, and diagnosis of the social climate and sociopolitical environment are all elements provided to executives to allow them to better deal with crises and manage conflicts.

### F/I/E/ Risk Management expertise

#### **Implementation of an economic intelligence approach to enable expanded competitive watch**

- ▶ Conduct investigations.
- ▶ Combat threats stemming from economic competition (fraud, industrial espionage, infringement, etc.).
- ▶ Identify new technologies in transportation security, factory protection, etc.

#### **Benchmarking**

- ▶ Perform a comparative analysis of the processes and management methods of enterprises of similar sizes operating in identical business sectors or different ones.

#### **Risk analysis and anticipation**

- ▶ Map the risks for each company site.
- ▶ Define a prevention plan based on each risk and its probability level.

#### **Diagnosis of the enterprise’s social climate and environment**

- ▶ Describe the company’s internal and external environment.
- ▶ Analyze and process all available and collected information.
- ▶ Analyze the mindset of the various contacts such as local authorities and communities.
- ▶ Develop the strategies to be implemented.

#### **Protection of persons and property**

- ▶ Ensure the personal safety of employees and executives.
- ▶ Provide assistance in site security.
- ▶ Surround executives during their trips, and in some cases their families.
- ▶ Ensure the smooth running of the various meetings.

## References



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