

THE DISCIPLINE OF EXECUTING THE STRATEGY

Yves Connan, president-founder of Ka Mate Strategy, was for three years, the European responsible for « the culture of management changes » within General Electric. His mission: to diffuse and install on a long-term basis the GE dynamic with managers and teams of the Old Continent. The Work-Out method, undissociable from the GE culture and the Balanced Scorecard concept are, as of today, considered as references. Large french international accounts have already requested Ka Mate's know-how on this matter...



Your calling card is attractive... But how can one be certain of the efficiency of Ka Mate's collaborators on the field?

Ka Mate strength comes from a team whose members have all worked within enterprises for several years in France as well as in America. This professionalism ensures a concrete pragmatic approach. This experience has allowed us to add to the Balanced Scorecard concept, the facilitation approaches of performing teams, of « Team Building », the management of changes and the formalization of a « War Room ». We intervene today in France but also in Europe, the United States and Japan.



You say you engage yourself on the results...

Yes. It is a contractual engagement. Our indicator of measurement is the satisfaction of the client. As long as the Executive feels that our mission has not succeeded, we pursue our collaboration.

What is the Balanced Scorecard concept?

This concept was established by Robert Kaplan and David Norton. It is a management system which allows to translate the strategy into measurable objectives as well as in concrete and operational actions deployed within the enterprise.

How do you intervene?

Our expertise in facilitation is our true added value. We formalize the strategy map with the Executive Committee, adding the Balanced Scorecard, from which we create our « War Room » by establishing performance indicators and action plan follow-ups. It is a privileged environment, where reflection and decision making are optimized. We then ensure the deployment at all levels of the organization by integrating the culture of management changes necessary to the proper appropriation of the strategy. We intervene several months with the Executive Committee and different concerned project directors, by means of working sessions and individual follow-ups.

The « Work-Out & Facilitation » method accompanies the strategic choices of the enterprise...

Faced with a problematic and given constraints the aim is to resolve the conflicts tied to the entire organization, liberate everyone's competence and propose a methodology which enables managers and teams to progress toward a common objective. A team of experienced people, well informed and implicated is constituted in order to find solutions. These action plans are then submitted to the management who validates or opposes a precise argument. A « Facilitator », often a manager

with high potential, is the privileged interface of this dynamic. This method avoids misunderstood choices, favors everyone's implication and the creation of a true culture change.

Why the name Ka Mate ?

It comes from the famous Haka of the « All Blacks ». The Haka is a composition played by several instruments. Hands, feet, legs, body, voice, tongue and eyes: all play their role to intermingle and together transmit this passionate expression, vigor and identity of the Maori culture. The secret of the art of the

Haka? « Kia korero te katao o te tinane », « the entire body must speak ». The same goes for the organization and the strategy. All functions of the enterprise have their roles to play.

« Strategy is not a lengthy action plan but the evolution of a central idea through continually changing circumstances. Strategy has to be dynamic and anticipatory » (Jack Welch)

Clients Testimonies

French Firm – Telecommunications – Sales approximately 1 billion Euros

Associated General Director:

« It's a fantastic tool of communication and charring between all of us. Previously, everyone could define its activity within his department, but no one knew exactly how he was described in the global approach. Today, in the departments, each collaborator has analyzed more accurately the purpose of his job and has appropriated the points which concerned him. Then everyone endeavored to detail these points with his teams to define the priorities. Result, it works and each one knows in which manner his action contributes to the strategy on a daily basis ».

French Firm – Specialized Distribution – Sales approximately 200 million Euros

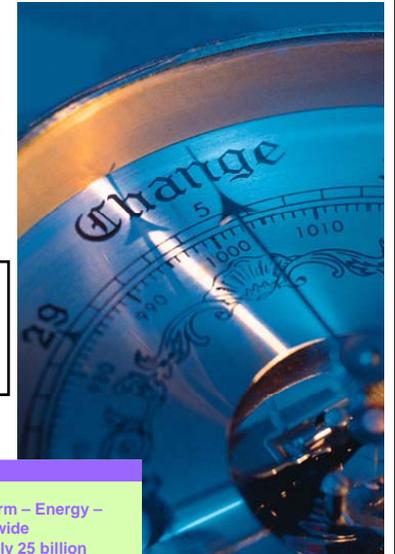
General Director:

« For me, the interest resides in the global vision of my activity beyond the financial indicators. The piloting of the formation programs, for example, becomes an essential challenge to maintain the financial objectives. With financial indicators only, I cannot see the evolution trend and I function on short term. With this approach, if I see that my end-customers want advice and expertise with regards to the selling points, I analyze step by step how to respond. Competent vendors and patrons in the sales outlets will be needed. Hence a thought on forming these persons... »

European Firm – Energy – Sales worldwide approximately 25 billion Euros

Vice President HR Worldwide:

« This approach allowed us to clarify the HR strategy of the enterprise and act as a true « Business Partners » within the Executive Committee. Today, we have homogenous processes for mobility, formalization of individual objectives, measurement of the performance, recognition of the performance, management of careers and succession planning whatever the countries. We have become true contributors to the operational strategy realization ».



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