

SEAM-STORYTELLING

Socio-Economic Approach to Management

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4 ISEOR's activities

600 researchers
2,000 organizations
72 industries (35%
manufacturing, 30%
services and 35% public
services)
40 countries

Intervention

Training

11 training programs
for executives &
researchers:
- change management
- sales management
- financial control
- behavior management
- internal consultancy
- governance
- strategic venturing
- 2 programs in Spanish
- 2 programs in English

Teaching

Publication

13 University degrees:
undergraduate, graduate &
doctoral levels
& Courses in other business
schools

45,000 pages of publications
60+ books in French, English &
Spanish
770+ conference papers &
journal's articles

Dysfunctions

4,713

Hidden costs

€20,000 to €70,000/p/year

decrease performance

Social
(CLIENT & STAFF
DISSATISFACTION)

STEERING

Economic
(LOSS OF RESSOURCES)

Stimulation

Synchronization
ORCHESTRATION

Cleaning-
up

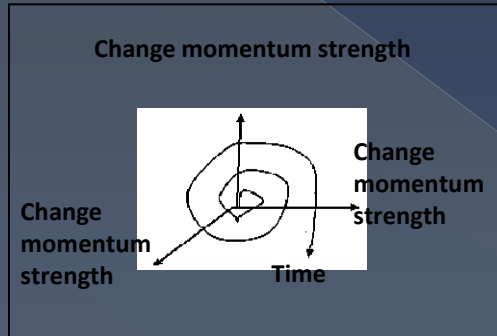
35 to 55%
Recyclable into
added-value

Tools: time management, competency grid, priority action plan, piloting logbook, periodically negotiable activity contract

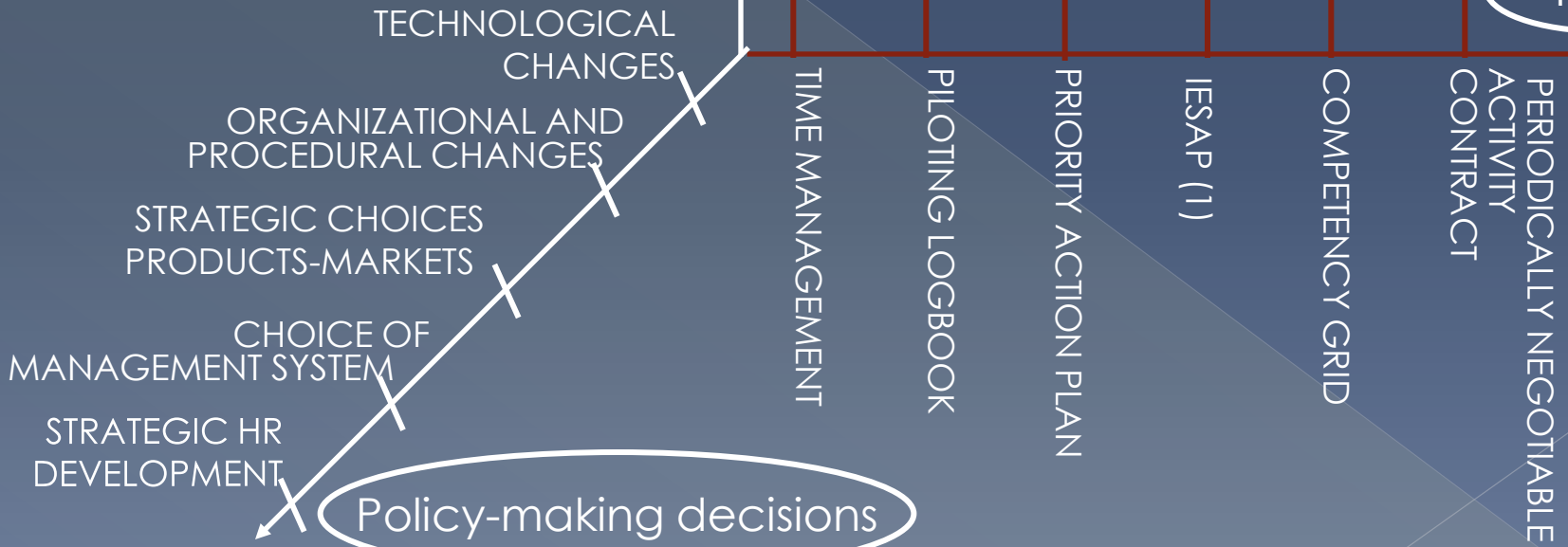
to fight back against **AMNESIA**

SEAM : The trihedron

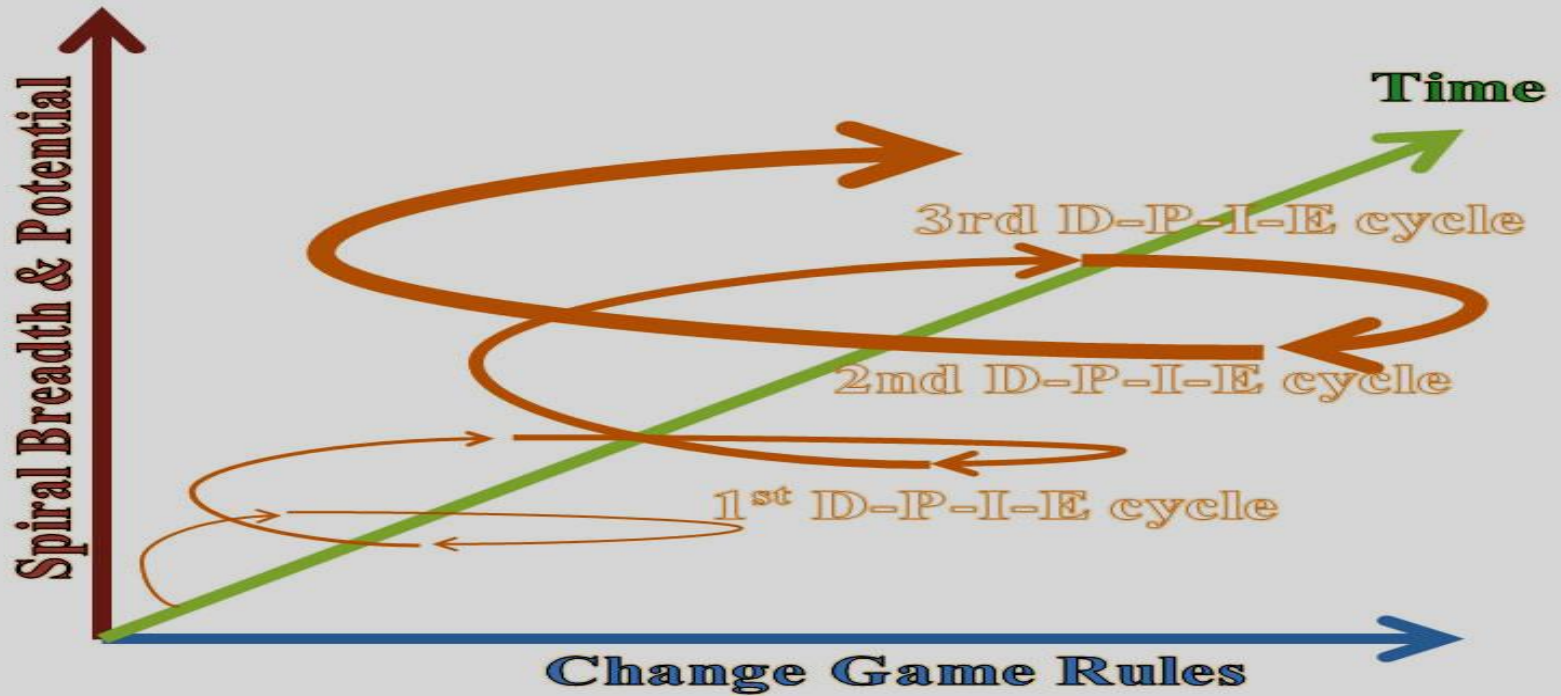
Cyclical process of problem solving



Tools



(1) IESAP : Internal external strategic action plan



SEAM... IS FULL OF STORYTELLING!

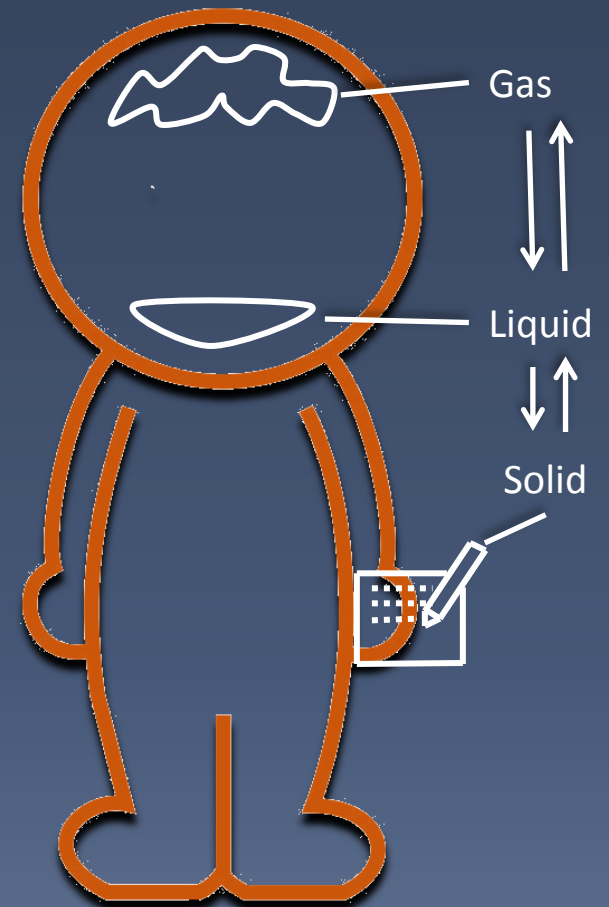
SEAM pays
attention to
material
storytelling

SEAM
strategic
planning is
about
Storytelling

3C's is all
about
Storytelling

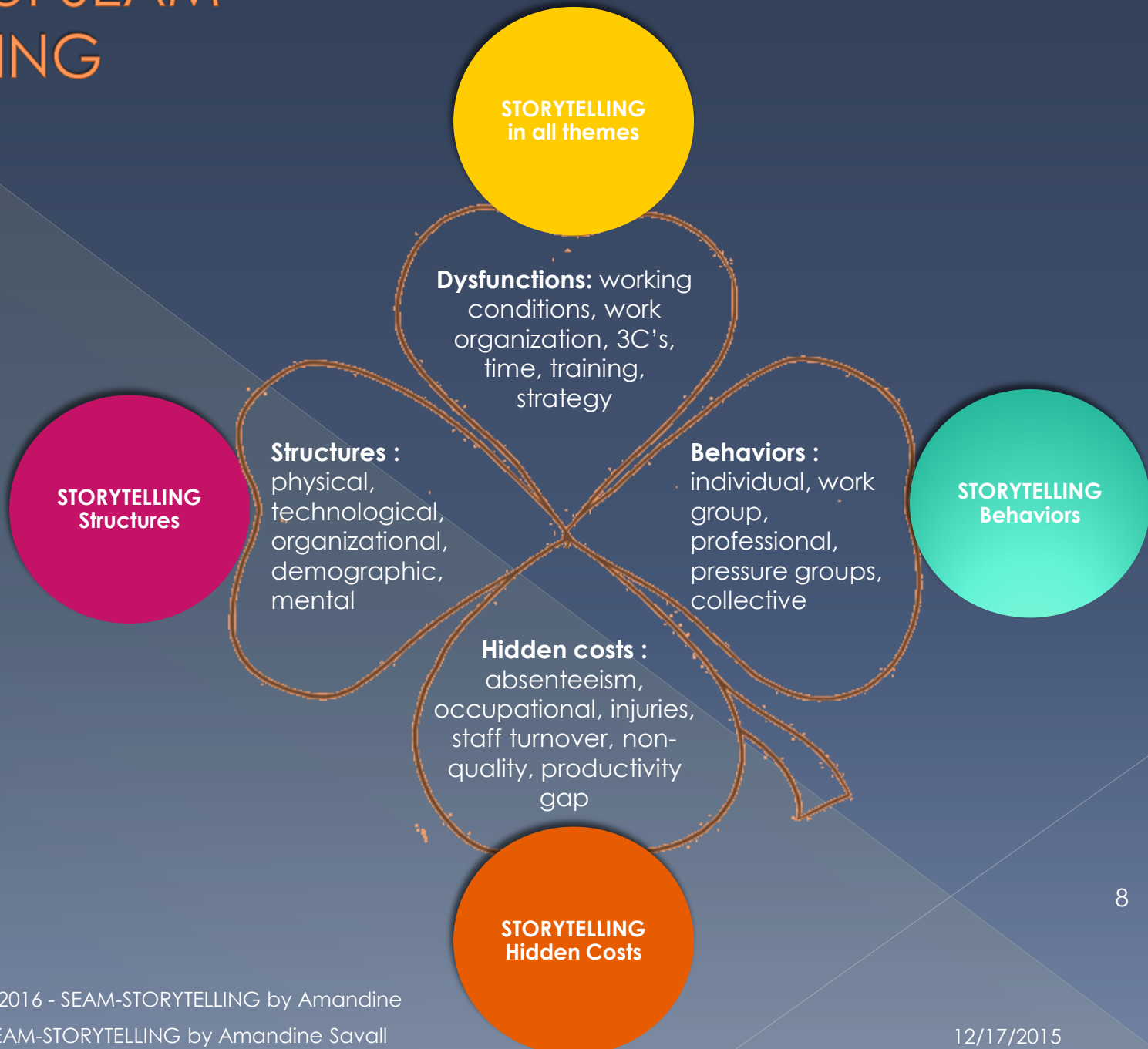
SEAM
consultants'
storytelling

SEAM-STORYTELLING



Birth of new knowledge

Anatomy of SEAM-STORYTELLING



What's In SEAM-STORYTELLING?

- o Socio-economic Accounting = Qualimetrics
- o Contradictory intersubjectivity
- o Cognitive Interactivity

- ◉ By expressing themselves about their issues, they decided to **get out of the public stock exchange...**
- ◉ Crossing different stories of staff, they reviewed and based their management system on **empowerment, multi-skills and being more oriented towards client...**
- ◉ Today, the company is **leader on the French market** and has started an ambitious **internationalization process...**
- ◉ The story with ISEOR team started **30 years ago...**

- In 1974, Pasquier family business started with one site. 40 years later, **18 sites** are implemented in France, Spain, Italy, UK & US.
- To produce all the bakery products, they employed 350 people at the beginning and multiplied this number by 8. Today, **4,000 employees** produce around **1 million products** a day...
- So that the company is called :

“the first baker in France”

- The productivity and profitability have exponentially increased :
 - Revenue was multiplied by 22
 - Net profit x 17
 - Equity x 43
 - Staff x 8

- Implementing SEAM since 2012, the CEO wanted to improve the social and economic performance of his organization...
- Through the project group, they decided to reshape the organizational structure and to implement a synchronized decentralized system of sales & financial control...
- Now, there are 25 key leaders who have improved their leadership, training & performance management skills.

- ◉ There are 500 permanent staff and 800 contractors managing more than 3,500 temp workers.
- ◉ More than 350 people told us their story, expressed their dysfunctions and imagined a better way to work...

- People were able to measure about **€25 million** of hidden costs (i.e. €60,000/person/year) of wasted time, loss of sales, GP, ...
- Through project groups and implementation of what people had imagined, **€8 million** were recycled into value-added
- They achieved a revenue of €330 million and a net profit of €10 million.
- But, when you're a public company in an ever-changing environment, you need to go further all the time... The story is not over!

Thank you for your attention...