SEAM-STORYTELLING
Socio-Economic Approach to Management

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4 ISEOR’s activities

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

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

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

**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

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

Hidden costs

decrease performance

Social (CLIENT & STAFF DISSATISFACTION)
STIMULATION
Synchronization ORCHESTRATION

Economic (LOSS OF RESOURCES)
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 discoveries

4,713

€20,000 to €70,000/p/year

bigSTORYConference 2015 - SEAM-STORYTELLING by Amandine Savall
SEAM: The trihedron

Cyclical process of problem solving

EVALUATION
IMPLEMENTATION
PROJECT
DIAGNOSIS

TECHNOLOGICAL CHANGES
ORGANIZATIONAL AND PROCEDURAL CHANGES
STRATEGIC CHOICES PRODUCTS-MARKETS
CHOICE OF MANAGEMENT SYSTEM
STRATEGIC HR DEVELOPMENT

Policy-making decisions

Change momentum strength

Tools

PERIODICALLY NEGOTIABLE ACTIVITY CONTRACT
COMPETENCY GRID
IESAP (1)
PRIORITY ACTION PLAN
PILOTING LOGBOOK
TIME MANAGEMENT

Module source: A 53
(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
Quantum (space, time, materialization)

Three steps of knowledge

Birth of new knowledge
Anatomy of SEAM-STORYTELLING

- **Structures**: physical, technological, organizational, demographic, mental
- **Dysfunctions**: working conditions, work organization, 3C's, time, training, strategy
- **Hidden costs**: absenteeism, occupational, injuries, staff turnover, non-quality, productivity gap
- **Behaviors**: individual, work group, professional, pressure groups, collective
- **STORYTELLING in all themes**
What’s In SEAM-STORYTELLING?

- Socio-economic Accounting = Qualimetrics
- Contradictory intersubjectivity
- Cognitive Interactivity
French family group: an manufacturing bakery

- 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
NYSE listed MNC : Belgian subsidiary

Qualitative results

- 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...