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The greater good

Case Study  
Manufacturing

## Integrating an autonomous subsidiary into the Regional Group

**Company Name:** n/a

**Location:** France

**Sector:** Manufacturing

**Function:** Finance,  
Purchasing, HR, IT

**Business Challenges:**

Reduce costs by  
rationalising a number of  
legal entities

**Consulting Services:**

Strategic Operations,  
Change Management

**Capabilities:** Organisational

Effectiveness, Operational  
Due Diligence (micro-  
design, organisation  
implementation, 100 day  
planning)

**Client Quote:**

*"We engaged Celerant for their objectivity and rigorous approach in leading that difficult exercise and facilitating discussions between two entities that did not have the same interests at all."*  
Integration Project Manager.

### Situation

Our client, a multinational company, launched a global programme to reduce local subsidiaries by 40% in 3 years. Celerant was engaged to perform the feasibility study for integrating a French subsidiary, defining the business case, the potential merger modalities and creating a detailed plan. The study's main focus was the integration of support functions.

### Approach & Delivery

Celerant Consulting created 11 workstreams that covered the strategy, governance, communication, legal, HR and IT aspects of integrating the 10 French support functions.

Each workstream was lead by a Celerant-Client operational leader, with Celerant ensuring objectivity and fact based decision making through robust and validated data and workshops with members of both companies. Any disagreements that could not be resolved at workstream level were escalated to the Board for a final decision.

The pros and cons of different integration scenarios were studied, particularly from a financial and HR point of view, and submitted to the Regional Board for approval.

Once a final scenario was agreed, Celerant Consulting led the definition of detailed transition plans, including supporting HR and preparing consultation with the unions.

The client then took the lead to carry out social negotiations and actual integration.

### Results

Celerant's feasibility study demonstrated an overall Group benefit through less complexity and less cost, so the decision was taken to integrate.

The detailed organisation was agreed on both sides, with the integrated entity benefitting from a clearly defined mission.

Detailed transition plans ensured that no activities or alignment in processes or procedures were overlooked and on time, in full, integration was achieved.

### Client Satisfaction

Celerant has been very objective, factual, thorough and challenged both sides of the business without fear of retaliation. Their focus on results and sense of details helped us make timely and fair decisions in a very emotional context.