

Christian AURIACH

Mobile: +33 6 66 91 41 96

E-Mail: contact@auriach.net

Current functions

Since 2022: teaching at Celsa Sorbonne University (course "Project Management and Entrepreneurship" given to Master 1 students)

- Professor of innovation management (communication and media option)
- Support for 60 projects of innovation per year in the media sector

Since 2013: consultant in strategy and innovation management, founder of Scenent. Speaker in the field of AI-Enabled strategies.

Since 2004: teaching at ESCP Business School (Specialized Masters, 3rd^{year} Grande École, training of managers and executives; affiliate faculty since September 2023)

- Teacher affiliated in innovation strategy and management
- Custom & Business Solutions Department

Publications (extract)

- European Commission-funded study and research project report *RecFishing : From pilot project to European catch reporting platform for marine recreational fisheries* (May 2023, available on op.europa.eu)
- *Lawyers Study 2020* (November 2016; strategic projection of the sector based on interviews with 34 law firms and 16 of their clients)
- Creation and maintenance of the *referenceinnovation.com* blog
- Pro in Consulting: 63 tools and 11 action plans at Vuibert, in collaboration with Thierry Boudes (ESCP Business School). 2018.

Professional experiences

1998 – today: a variety of training and teaching in the field of strategy and innovation management, with students from leading business schools (*ESCP Business School* and *Celsa Sorbonne University*) and engineers (*ISAE-SUPAERO*) and with professionals, at executive, director and managerial levels.

2013 – today: various missions in strategy and innovation management, including design and co-execution of strategic plans, and optimization of innovation portfolios. Areas: Europe, Africa, Middle East, Asia. Sectors: finance, aerospace industry, software publishing, automotive, temporary services, pharmaceutical industry, public services, electronics, telecommunications, mass distribution. Excerpt:

- For *Société Générale*: Advised *Société Générale* on prioritizing its portfolio of innovative projects, based on an assessment of its business model. Scope: 24 businesses, 50 countries. Result: €5 million to €50 million gap depending on the business. See *client testimonial in the appendix*.
- For the *European Commission*: management of the design and deployment program of the European recreational fisheries control scheme body. Duration: 1 year. Delivery on time and on budget, strategy validated, and mobile application deployed. Pragmatic hybridization of PMP and Prince II methodologies.

- For *Servier laboratories* (see customer testimonial in appendix):
 - Advising the group on the launch of a new offering (CDMO), consisting of sharing excess production capacity with the competition and acting as an intermediary between pharmaceutical laboratories and pure CDMOs. Implementation of a business model and development of a BM Canvas for 10 production sites (4 continents). Achievement of €50 million in turnover at the end of the third year. See *the customer testimonial in the appendix*.
 - Advising the Industry branch board of directors in its strategy definition process: facilitation of workshops with 12 board members, trend management, evaluation of high-potential assets, emergence and qualification of 4 cardinal strategies, "test & learn" campaign with a selection of high-potential profiles, feasibility study and analysis of footprint.
 - Co-piloting a change management program: from BtoBtoC to BtoB CDMO. Sales team trained, economic model validated.
 - Realization of a case study on the global supply chain, in France – the *Renault* case. Result: comparative analysis of a pharmaceutical company with the advanced digital twin of the *Renault's* supply chain.
- For an *Airbus* subsidiary: production, analysis and implementation of an AI-enhanced study on the future of the aerospace industry, in France and in Europe. Result: decision-making roadmap for the CEO, over 10 years.

2005 – 2013: Partner at Accenture

In charge of the "Process & Innovation Performance" service line

Developing strategic plans for clients across 16 different sectors, focusing on technology and innovation as levers for value creation. Specialties: trend management, strategic analysis, scenario planning, new product and service launches, and coordination with operational excellence and organizational design. Areas of intervention: Europe and Asia.

1997 - 2005: Manager then Senior Manager at Accenture

- Sectors: Banking and Insurance, Capital Markets, Public Sector, Telecommunications
- Areas of intervention: strategy and innovation

From 1997 to 2002: teaching at ISAE (Sup'aéro)

1994 – 1997: Back-office integration manager, Crédit Lyonnais - Central Europe and Asia

- Sectors of activity: international commercial banking, treasury and foreign exchange
- Areas of intervention: optimization and automation of processes
- Responsible for integrating back-office functions for the investment banking business. Duration: 3 years. Projecting business needs and trends over a 7-year horizon, planning short and medium-term scenarios, and managing the implementation program.

1989 - 1994: engineering projects in the Space & Defence sectors, Matra Cap Systèmes (JV between Cap Gemini and Matra, now part of the Airbus group)

- Scope: control and command of resources at sea, inertial technology, strategic simulation
- Functions: design and optimization, processes and systems

1988 – 1989: project manager at SGDN (now SGDSN)

- Establishment of strategic files in the Aeronautics, Space and Telecommunications sectors
- Marker watch and analysis for political decision-makers

Education

2004 Specialized Master in *Business Consulting*, ESCP Business School, Paris
1988 ISAE Engineer (ISAE-Sup'Aéro, Toulouse, France)

Languages: French, English (read, written, spoken), Spanish (read).

Appendix – Customer Testimonials (extract)

Servier Laboratories. Context: creation of a new global business line

As leader of a Contract Manufacturing Organization (CMO) team of the Servier group, present on 4 continents and relying on 11 factories in 9 countries, our objective was to create and develop a business unit allowing us to absorb part of the fixed costs of our industrial assets through the management of a portfolio of production projects for active ingredients and pharmaceutical specialties on behalf of third parties.

This new business unit was competing with other major pharmaceutical companies, but also with pure-play CMOs. To establish ourselves and grow in these competitive markets, we launched a project approach by calling on C. Auriach to propose a suitable method and process, from the promotion and sales phases of projects to their delivery, including value creation modeling.

Very professional, Christian capitalizes on a rich and varied professional experience and builds solution on the best of it. Agile, responsive, educational, demanding, having and mastering the concrete tools adapted to the situation, he knew how to meet our expectations and support us in this important project. Ultimately, we achieved the objectives of creating value for the group by generating significant gains with a very controlled level of investment.

Arnaud Girard, Managing Director CDMO, Servier Industries

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Société Générale. Context: need for visibility on the portfolio of ongoing innovation projects, on the cumulative amount of investments, on the return on invested capital, on the maturity of the innovation culture and on the deployment of best practices.

As head of the Business Process Management entity of the Société Générale group, one of my main challenges was to improve the visibility and impact of the innovation projects carried out by my teams. I called on C. Auriach to select, adapt and implement a management method and tools for both our employees and our partners, during the general deployment of a process management initiative. The scope covered all of the group's geographies and businesses, i.e. 24 business & service units and around fifty countries. By leveraging this input, we grouped our innovation projects into a selective portfolio, each initiative of which must justify the creation of value using a method adaptable to numerous contexts. The deployment method is an innovation in itself, insofar as the performance of each introduction of a new capacity, a new product or a new service is measurable according to the same 4 axes, the result of a unique modeling taking into account the very wide variety of contexts within the group: customer satisfaction, productivity, generation of net banking income and loss prevention. Each of these axes is broken down into criteria for evaluating the value specific to the profession and possibly to the geographical area concerned. The gains recorded vary between a few million euros and a few tens of millions of euros per year depending on the business/geographic area intersection considered.

Françoise **Fernandez-Fievet, Business Process Management Lead, Société Générale**