



## TESTIMONIAL

“S&OP represents a change of mindset and a change of corporate culture. To make it work, we needed a training programme that explained the new process along with each person’s roles and responsibilities and the benefits. We also wanted the training programme to be both interactive and fun. This is what led to “S&OP: The Perfect Plan”.

Thanks to the cooperation between the Cegos Group and PSA Group, the project amply met our expectations. The players enjoy the game. The change of culture is progressing well.”

Aurore Guernalec, Head of change management

Groupe PSA decided to bring in a global S&OP (Sales and Operations Planning) process. It's part of the group's new strategy. S&OP is an iterative, cross-company, collaborative decision-making process. It helps the different group entities align their operations on a single, shared optimisation plan. It's a major cultural change for the company. To guide and support employees through the change, PSA asked Cegos to set up a dedicated training programme.

PSA was impressed by the fun-oriented approach proposed by Cegos: a training course designed around a made-to-measure game. "S&OP: The Perfect Plan" is a serious game for the classroom, that is at once immersive, riveting and appealing. This approach to learning is an attractive way of bonding the teams and helping them learn. It is also an easy format to localise for international teams.

In just three months, Cegos had designed the learning approach and produced the game, before leading training sessions for PSA trainers. The training content and duration was adjusted to the team's role in the S&OP process:

- One day for the supply chain, which is responsible for the process running smoothly;
- One 2-hour fast-track session for the other teams involved.

An international challenge over the company's social network boosted sharing and enthusiasm about this highly-strategic topic.

"S&OP: The Perfect Plan" involves over 1,000 learners from 9 different departments around the world.

## OUTCOMES

- The Brandon Hall Group's Gold Medal in the category "Best Learning Program Supporting a Change Transformation Business Strategy"
- The game has become a staple at PSA and has well exceeded the initially-planned scope, with 2.5 times as many learners
- "S&OP: The Perfect Plan" teaches the teams to use more collective intelligence, share information and strive for overall performance

## KEY SUCCESS FACTORS

- An extensive network of Cegos experts combining line-of-business know-how, game design and artistic skills with proven knowledge of the automobile industry
- Agile working methods that helped continually enhance the project
- A specific game universe and identity, making for a memorable learner experience
- The international dimension was factored in at every stage of the game's development (design, approach, etc.)