



PRODUCTION

# STORY OF A SUCCESSFUL REDEPLOYMENT

The 700 employees at a Sagem Industries plant had the dynamic mindset needed to quickly adapt to changes in the Group, while bringing to the table their expertise and ability to innovate.



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Overall view of the printed circuit board finishing shop, which packages and inspects these electronic devices.

**112** continuous improvement initiatives now encompass more than 1,000 people.

**T**he people at Sagem Industries' Fougères plant have a corporate culture steeped in meeting challenges," says Philippe Gaulier, and he should know! Now head of logistics for the Safran group, he was also in charge of logistics for Sagem Mobiles, former owner of the plant now managed by Sagem Industries. He's in the ideal spot to observe the success of this latest metamorphosis. Originally founded in the 1970s to manufacture telex machines, the Fougères plant subsequently made fax machines, car dashboards, payment terminals, set-top boxes and, starting in 1995, mobile phones. Through 2008, it would roll out some 100 million phones. But when Safran divested its mobile phone business, this activity at the plant was shut down. However, Safran would never divest the plant itself,

according to CEO Jean-Paul Herteman: "The Fougères plant is a real gem because of its expertise in logistics and industrial processes. No matter what happens, we will keep it running."

### SKILLS AND CREATIVITY

The plant offers the major assets needed to successfully complete its redeployment, as described by general manager Jean-Paul Trabis: "Over the last thirty years we have built up considerable expertise in four major areas, namely production engineering, industrial support, logistics and the fabrication of printed circuit boards." In addition, Fougères offers enviable creativity and energy. Since the creation of the Safran group, the plant's employees have submitted the most improvement ideas within the scope of the Group's participative innovation program:



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more than ten ideas per person per year, on average. To ensure the success of this major changeover, plant management launched a large-scale training program in 2009, totaling 42,500 hours. About 60 employees are currently seconded to other sites as well. "We want to hone our expertise in the sub-contracted production of electronics parts made in small runs or even single prototype units," explains human resources head Robert Di Tommaso.

### ELECTRONICS DRIVEN

These extensive efforts are quickly bearing fruit. Fellow Safran company Turbomeca chose Sagem Industries to handle the logistics for half of its spare parts, as well as the pool of replacement engines and modules. "We have achieved excellent on-time delivery, at slightly lower cost," notes Philippe Gaulier. At the same time, Sagem also chose this site to handle certain production duties for the FELIN system (see article on page 32), including assembly of non-optical terminals, finishing operations on parts and management of the logistics platform.

But the plant is above all counting on its electronics expertise to ensure its long-term viability. In the words of Yves Riollet, head of the defense business, "We understand the processes, technologies and testing techniques, as well as everything to do with electronics finishing, varnishes and thermal cycling." Sagem has already tasked Fougères with fabrication of printed circuit boards for products such as the AASM guided weapon deployed by Rafale fighters, sights and navigation system sensors. By developing this business, Safran will be able to offset the end of the residual mobile phone packaging operations, before setting off to win new customers. "Of course, we eventually plan to win contracts from companies outside the Group," concludes Jean-Paul Trabis. ■

→ **More** Spotlight on Sagem Industries' logistics expertise in the Media section on Safran's website: [www.safran-group.com](http://www.safran-group.com)



→ DOMINIQUE-JEAN CHERTIER

Safran, Executive Board member, Social, Legal and Institutional Affairs

### Betting on the future

Safran's corporate management kept a close eye on the industrial redeployment of the Sagem Industries plant. Its current business diversification clearly reflects

management's commitment to maintaining employment and skills. "An extensive training program allowed us to meet this challenge," says Dominique-Jean Chertier.

This initiative also clearly illustrates the corporate social responsibility (CSR) stance that guides Safran day to day. "What we did in Fougères reflects our social solidarity, but it's also a bet on the future," adds Chertier. "The employees at this plant are a key to Safran's development in other business sectors." In fact, the redeployment of Fougères shows how the Group's values are actually applied in the real world.



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**20%** of daily shipments of engines or modules for Turbomeca are urgent, to repair a grounded aircraft (AOG, or Aircraft On Ground). They have to leave the Sagem Industries plant within two hours, and get to the customer as quickly as possible, anywhere in the world.



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