Obsession with numbers, organizational problems, What's Going Wrong at OneSERVICES?

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One SERVICES has more than 900 employees who generate approximately 20% of France's revenue. This activity, presented as one of the Group's growth drivers, has been under intense pressure for years. **Today, the system is cracking.**

Working conditions deteriorated by repeated transformations

The situation has not just appeared; it is the result of too many organizational changes over the past three years:

- Integration of SEIT into SEF
- Operational dysfunctions and cumbersome processes
- Introduction of new costing tools
- Changes in the management of technicians

On top of these transformations, there have been **strategic decisions that Schneider clearly failed to anticipate properly**, the consequences of which are weighing on the **Services France business**.

The **closure of CEV Privas**, with the transfer of industrial activities to CARROS, combined with the relocation of logistics from Montélimar to Beringe (Netherlands), is causing disruptions in the supply of parts and requiring priorities to be managed constantly. The sale of **SA3i**, for its part, is impacting the sale of certain multi-brand contracts.

Too much pressure, work that no longer has any meaning… and what about people in all this?

For a long time, the teams have been warning about the consequences of increasingly demanding targets, resulting in **greater pressure, difficulties in converting certain business opportunities and a decline in the conversion rate of quotations into orders**...

And when targets become difficult to achieve, **employees are hit twice!** On top of the stress comes **financial pressure, since achieving these targets determines part of their SIP.**

During the CSE meeting on 21 November, the words used by Services France Management were particularly strong: **"The pressure of the numbers is what makes the teams snap"** and **"any further increase in margin can now only be achieved at the expense of volume."** The situation is finally clear!

Difficulties acknowledged… but action must be taken on the root causes!

The One Voice survey was worrying enough for Schneider to decide to carry out investigations, which confirmed the reality of the difficulties reported by employees.

During the extraordinary CSE meeting on 21 October, Services France Management acknowledged the suffering that had been expressed and the urgency of taking action: **"we need to be able to tell each other what is not working."**

The difficulties have now been clearly identified; several areas for improvement are being considered:

- A reflection on the arbitration rules between new construction and renovation;
- The simplification of interfaces and operating methods.

The proposals concerning the follow-up of **"small quotations"** by Account Owners raise questions, because these teams are already under very heavy pressure. The aim must not be simply to shift the workload.

Finally, Management is becoming aware of the situation. The CFTC expects strong action to improve the teams' day-to-day working conditions and restore their motivation.

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