

WAVESTONE

In partnership with

FRANCE
INDUSTRIE



HIA

Industry 5.0 Barometer

2025 edition



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Editorial

For its tenth edition, the Wavestone Barometer marks a real break from previous publications.

This year, it explores the challenges of Industry 5.0 and expands its scope to include German industry, in addition to French.

As in previous years, this edition is produced in partnership with France Industrie, La French Fab, and Hub France IA. In a period marked by structural difficulties such as declining industrial GDP in France, and large-scale layoffs in Germany especially in the automotive sector, this publication will focus on the levers of performance for the industrial sector.

Industry 5.0 redefines performance criteria by going beyond productivity to integrate essential dimensions such as sovereignty, sustainability, and greater consideration for the human factor. This barometer reflects these themes, and addresses key topics on productivity improvement, scaling up digital solutions, integrating artificial intelligence, and human and environmental challenges.

We wish you an excellent read!



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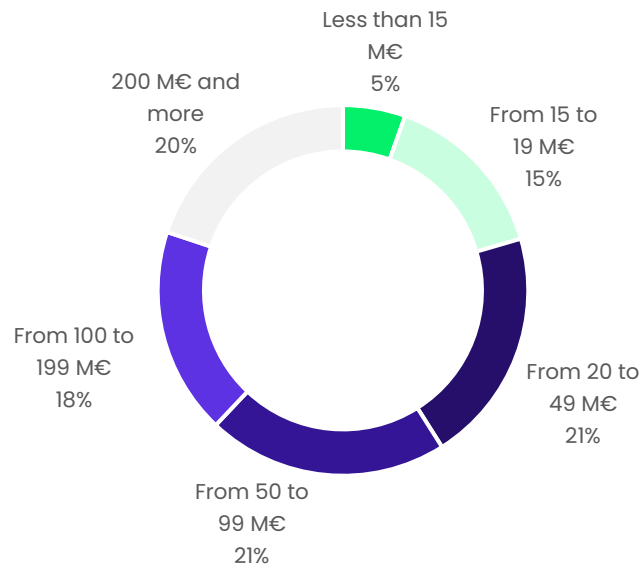
Methodology

A disruptive approach compared to previous editions, with over 600 respondents.

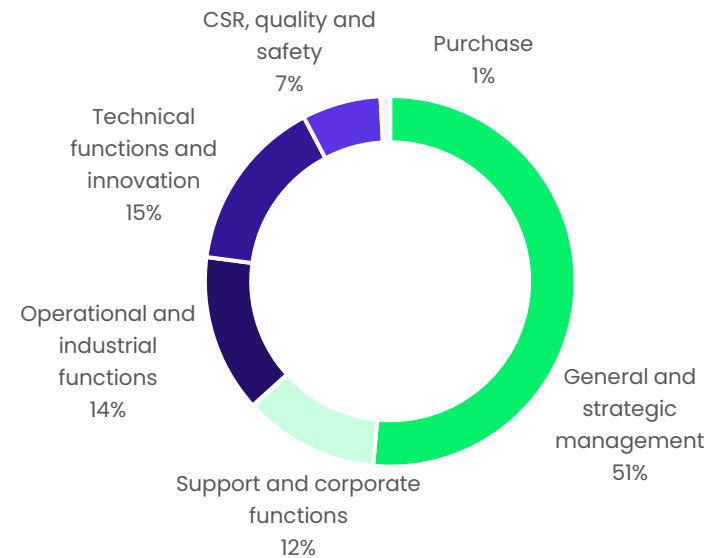
- Survey conducted by Opinion Way
- Franco-German panel (302 responses from France, 300 from Germany).
- An 18-question form was sent out during summer of 2025.

Respondents represent the industrial ecosystem in both countries.

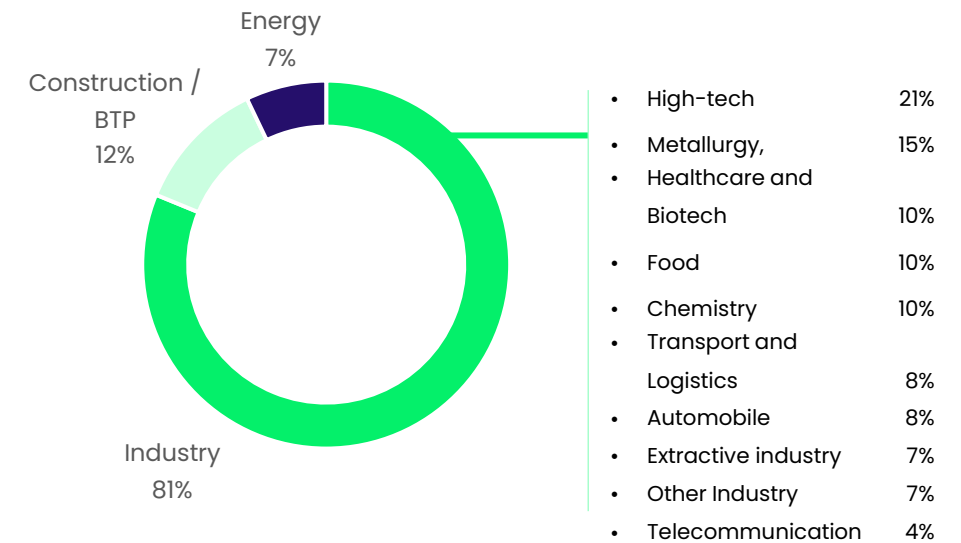
Turnover (2024)



Function

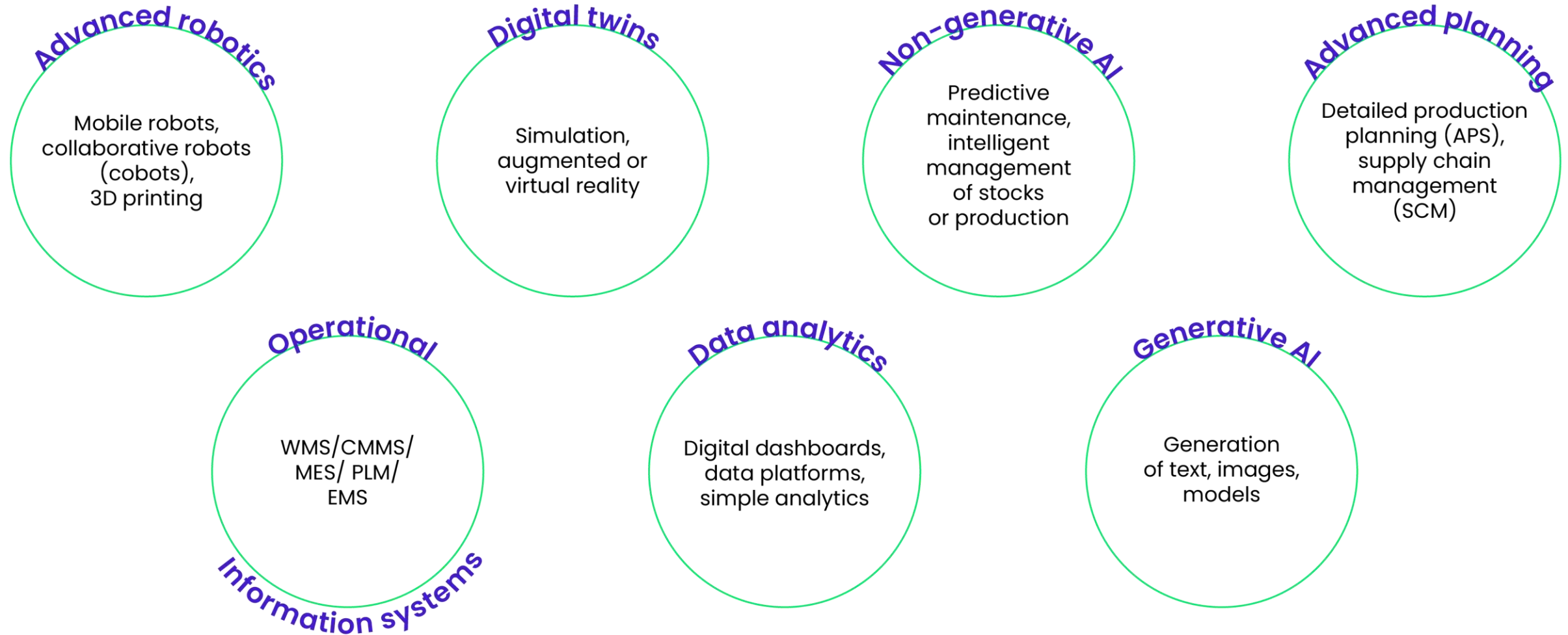


Sector



Key concepts

A simple categorization of Industry 5.0 technologies



Key findings of the survey

Industry 5.0 in 2025: a year between refocusing on ROI and an outlook on performance extended to CSR



Productivity

Digital projects put to the test of ROI

In a challenging and uncertain economic context, companies are particularly focused on the contribution of digital transformations to operational performance.

60%

of manufacturers believe their performance level is too low

41%

of manufacturers consider the ROI of digital initiatives too low, hindering their digital maturity



Data & AI

An acceleration of AI use cases

Manufacturers have quickly invested in AI and are seeing initial tangible results with operational use cases of generative AI.

+32%

Generative AI use cases deployed and operational compared to 2024

6%

of respondents have not begun exploring AI initiatives



Scaling up

Challenges in rapid deployment

In both Germany and France, upgrading sites on technical fundamentals is the primary obstacle to scaling.

1 in 5

companies successfully achieve multi-site deployment at the expected pace

x7

higher likelihood of on-time deployment for companies with interoperable systems



Sustainability & human factor

An increasingly strong CSR footprint

Although productivity and quality remain the main drivers of digital projects, CSR continues to gain ground in Industry 5.0 initiatives.

7 in 10

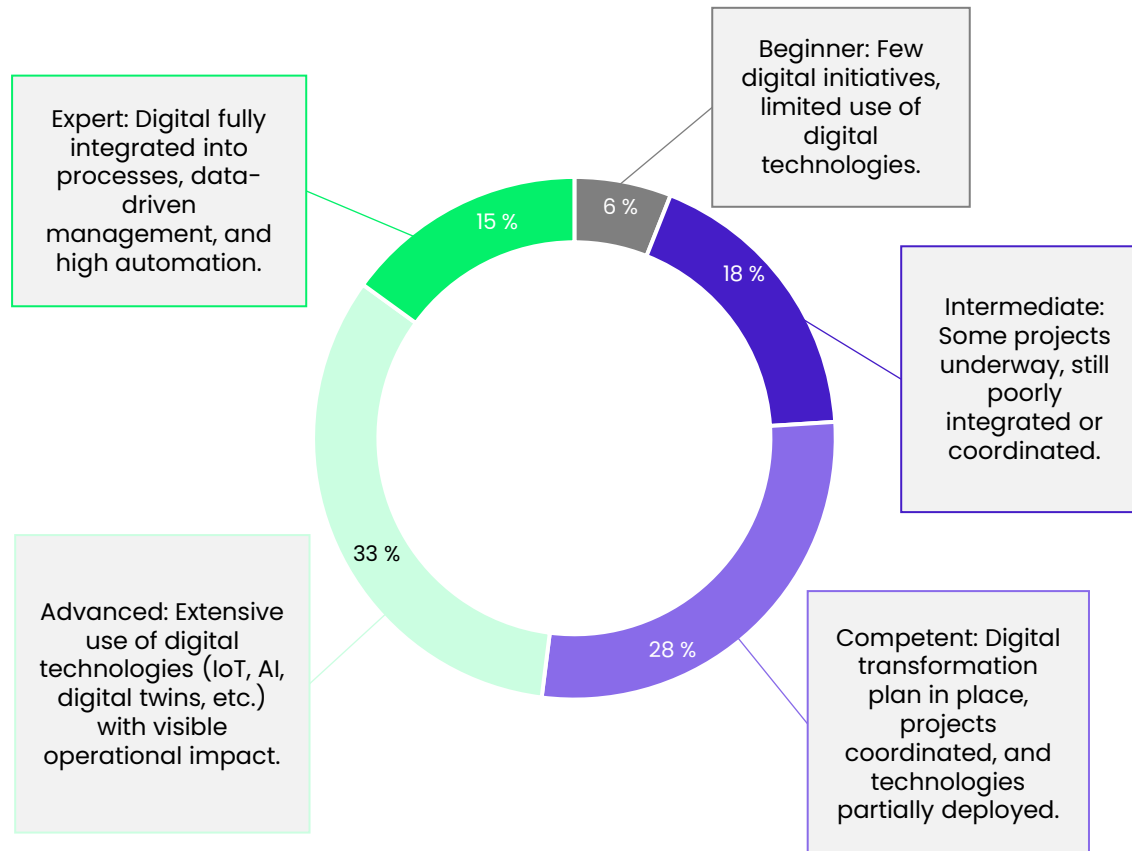
companies deploying or having deployed digital solutions addressing human or environmental challenges

46%

companies integrate environmental criteria from the initial planning phase

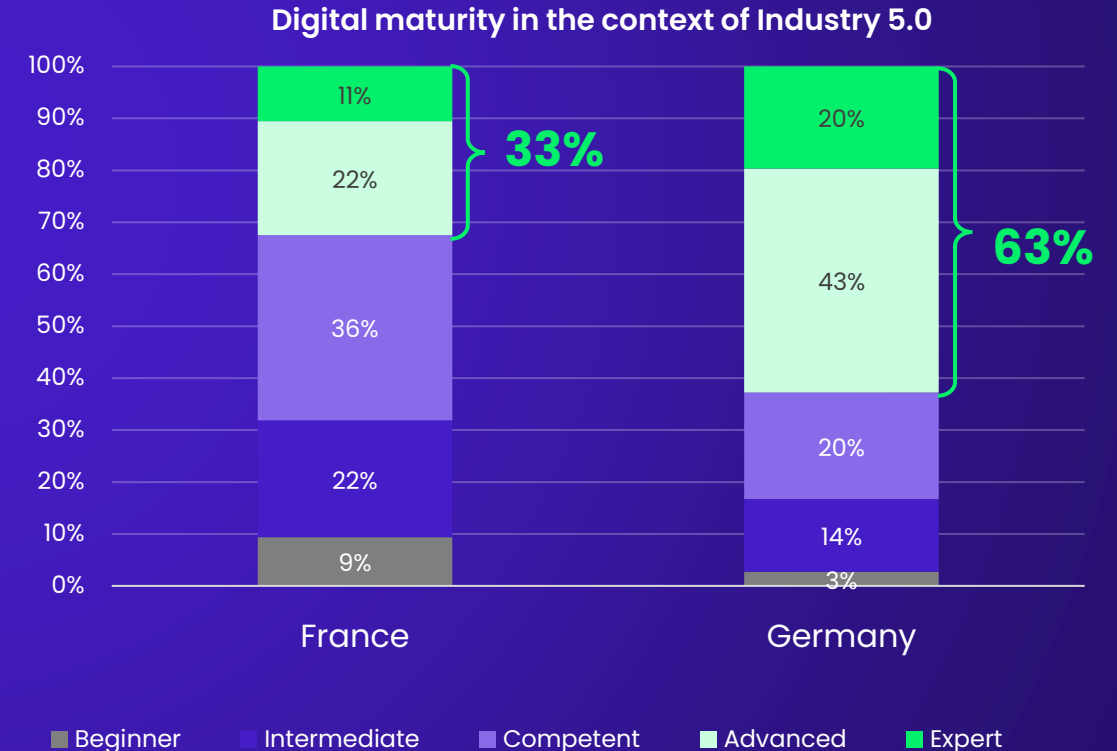
Industry 5.0: digital is widely deployed

In both France and Germany, digital is no longer a question for manufacturers: only 6% consider themselves at the beginning of their transformation. However, their maturity levels remain varied.

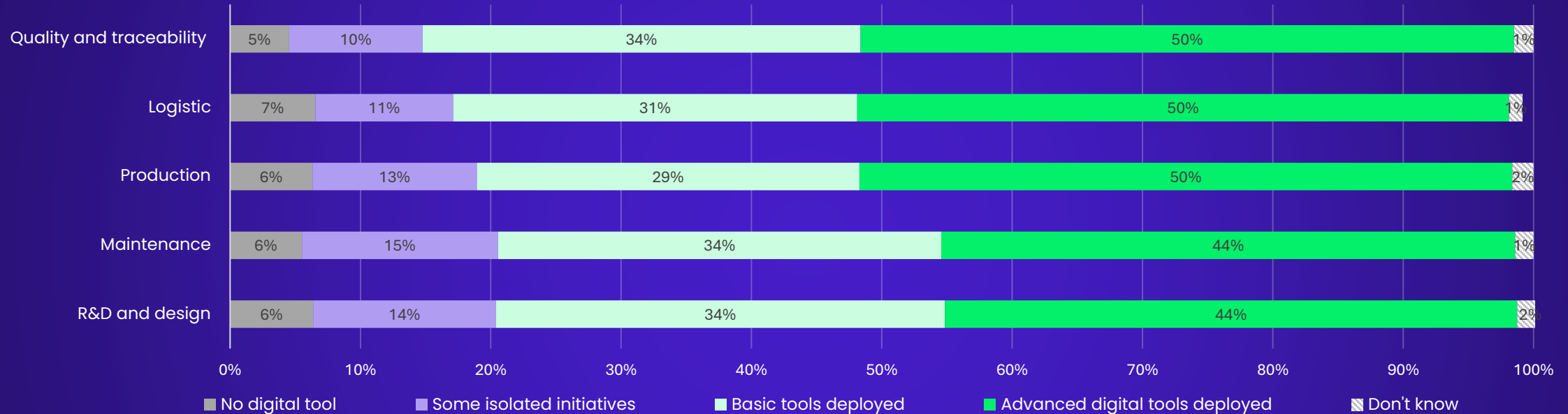


German industry is more advanced in digitalization

In Germany, manufacturers use digital tools extensively, with more complex use cases and a greater number of processes covered.



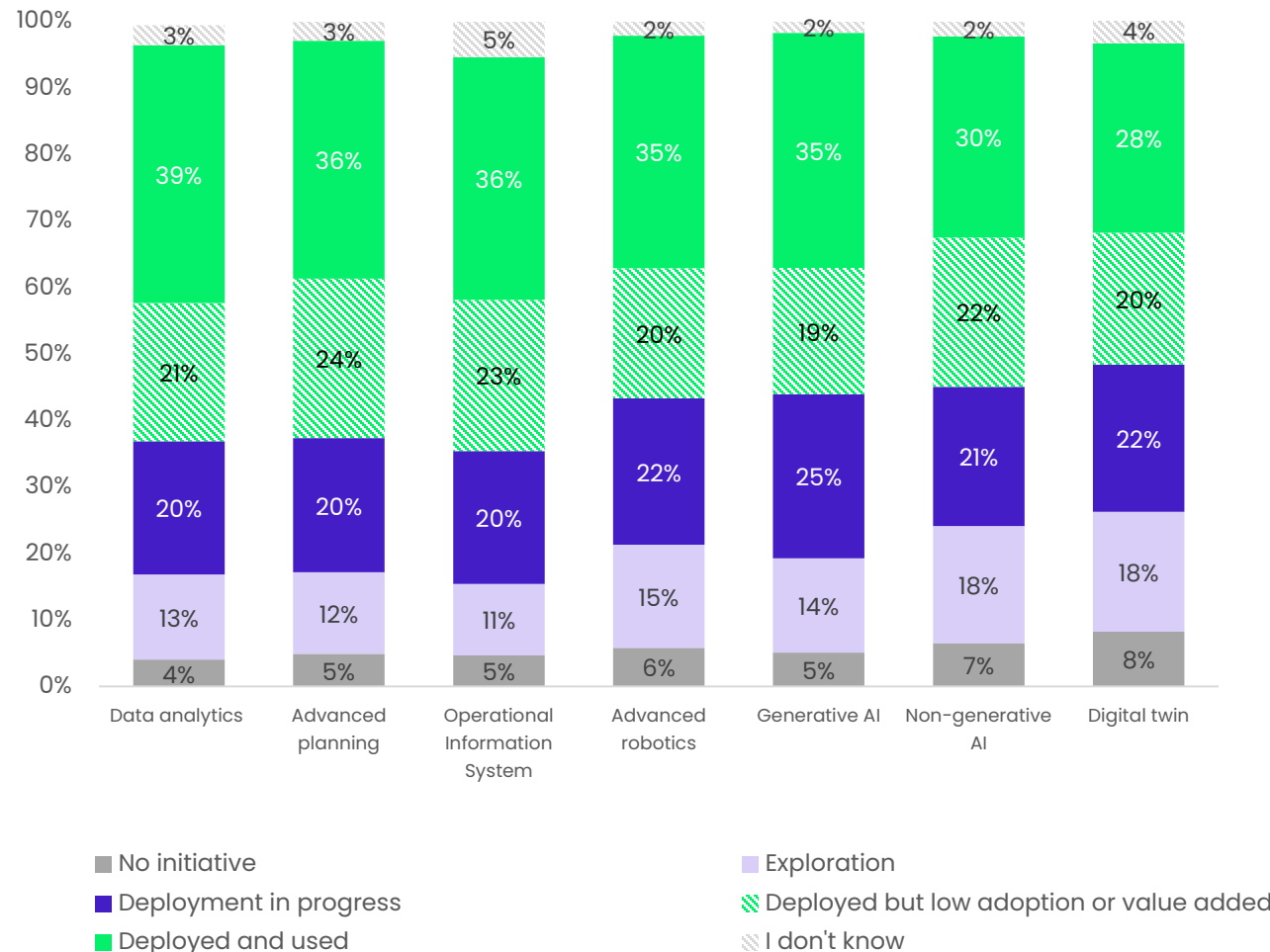
Digitalization: uneven deployment across functions



- Quality and traceability remain the most digitalized areas (#1 in 2024).
- R&D remains the least digitalized function (as of 2024) but is closer to production and maintenance..

With the entire industrial value chain digitalized, companies can envision greater digital continuity and more complex use cases (e.g., digital twins).

A diversification of digital technologies in the Franco-German industry



1. Advanced robotics
2. Data visualization
3. Planning



1. Data visualization
2. Generative AI
3. Operational IT systems

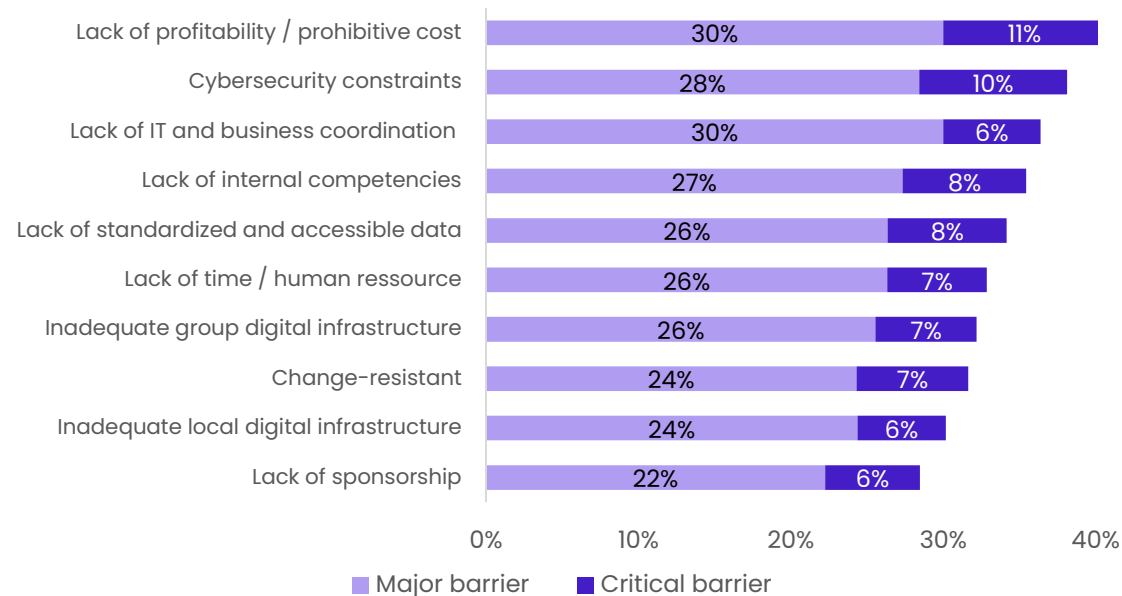
Diversification of technologies:

Compared to previous years, a transition is taking place. While operational IT systems were previously more widely deployed, other technologies have caught up in 2025. Some manufacturers are even considering to decommission these systems to replace them with advanced data analysis and visualization tools.

Generative AI:

A breakthrough in operational deployments is being observed in France. These have increased from 7% to 31% (+22%) in 2025. AI market tools (Copilot, ChatGPT, etc.) are being rapidly utilized for simple use cases with observable impact. Complex use cases remain rare.

There are many barriers to digitalization



- **Necessary trade-offs:** the lack of time/resources, skills and the necessary ROI push manufacturers to rationalize efforts.
- **A sound technical base:** must comply with cybersecurity rules and facilitates the deployment of solutions (see next paragraph).
- **Team support:** from the launch of initiatives to their adoption, all stakeholders (management and operators) must share a common objective.

Interoperability: a declining but persistent barrier

i Interoperability is the ability of systems to exchange information.

Systems are not connected and exchange little or no information

26%

Systems can exchange data, but it remains complex and inefficient

43%

Systems are well connected, with smooth and controlled communication

22%

Systems are fully interoperable and designed/chosen accordingly

7%

Interoperability is a key technical prerequisite for establishing a digital ecosystem. It is a combination of:

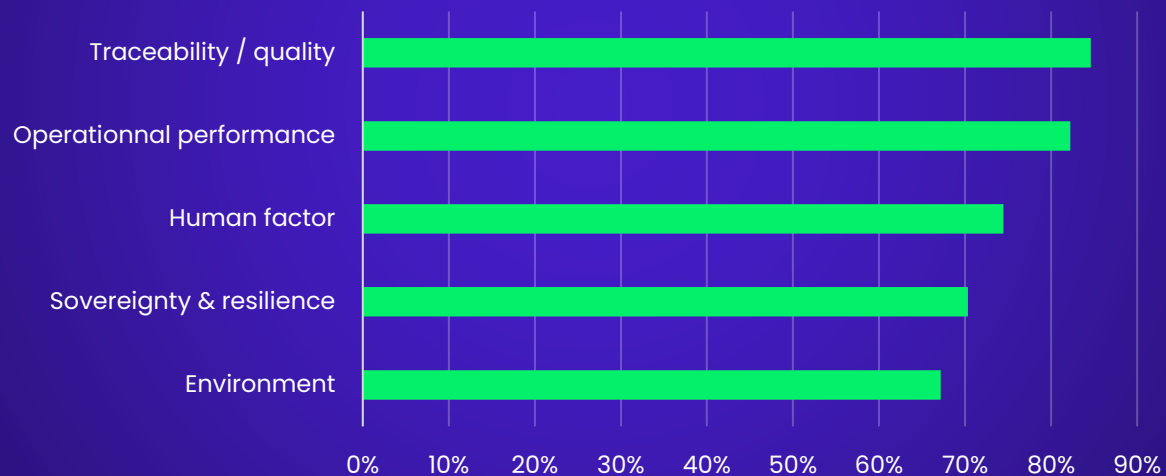
- connected, flexible, and robust IT and OT infrastructure
- applications capable of communicating with your IS architecture
- homogeneous, controlled and accessible data

There is a significant gap between France, where one in three manufacturers have systems that are not fully operable, and Germany, where it is one in four.

Industry 5.0: a broader approach to performance

The growing integration of environmental, human, and resilience aspects confirms manufacturers' trend toward broadening their definition of digitalization.

Themes of ongoing or completed digital projects in companies



+11%

ongoing or completed projects on human factor and sovereignty components in Germany

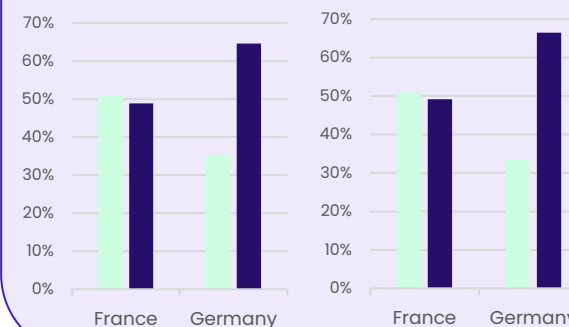
Different organization depending on the country and the topic

In Germany, 61% of initiatives are launched centrally, at the company level.

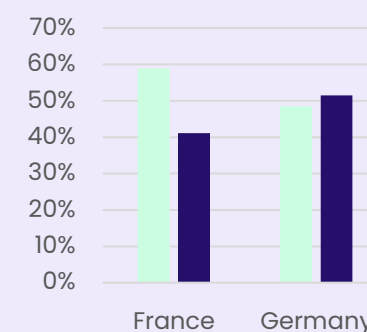
In France, the opposite is true: 56% of projects start at the regional or local level.

On one hand, a centralized approach facilitates solution standardization, scaling, and IT expertise management. On the other hand, a decentralized approach better accounts for local specificities.

Sovereignty & Resilience and Quality & Traceability: topics driven by central teams



Manufacturers address environmental issues at the local level



Local or regional

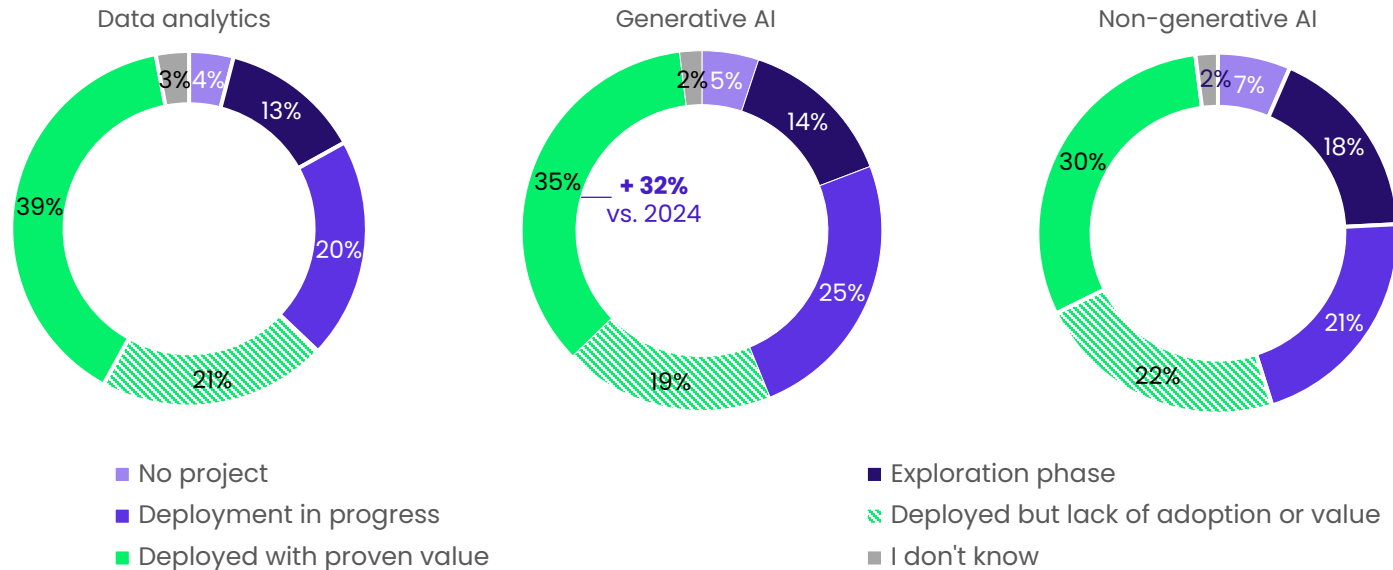
Global or Business Unit



01

**Focus:
Data & AI**

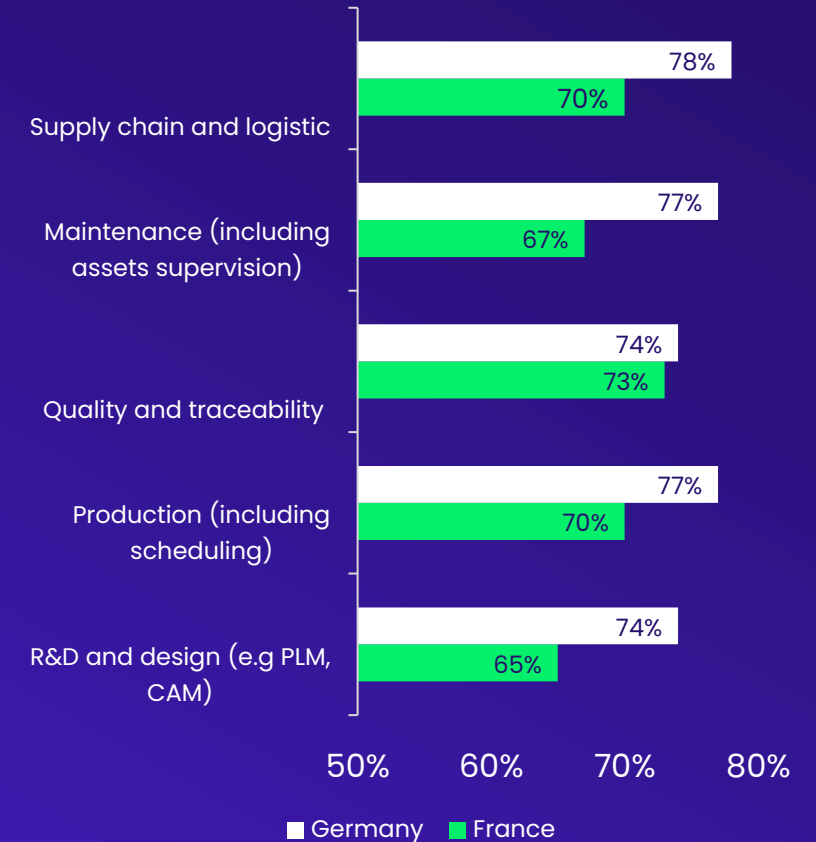
Data & AI: accelerating use across all functions



Generative AI: strong growth, expected to continue in the coming years (25% of respondents are currently deploying it). Ready-to-use, well-known, and effective tools deliver quick results (only 19% of manufacturers consider them ineffective), despite this technology still being emergent.

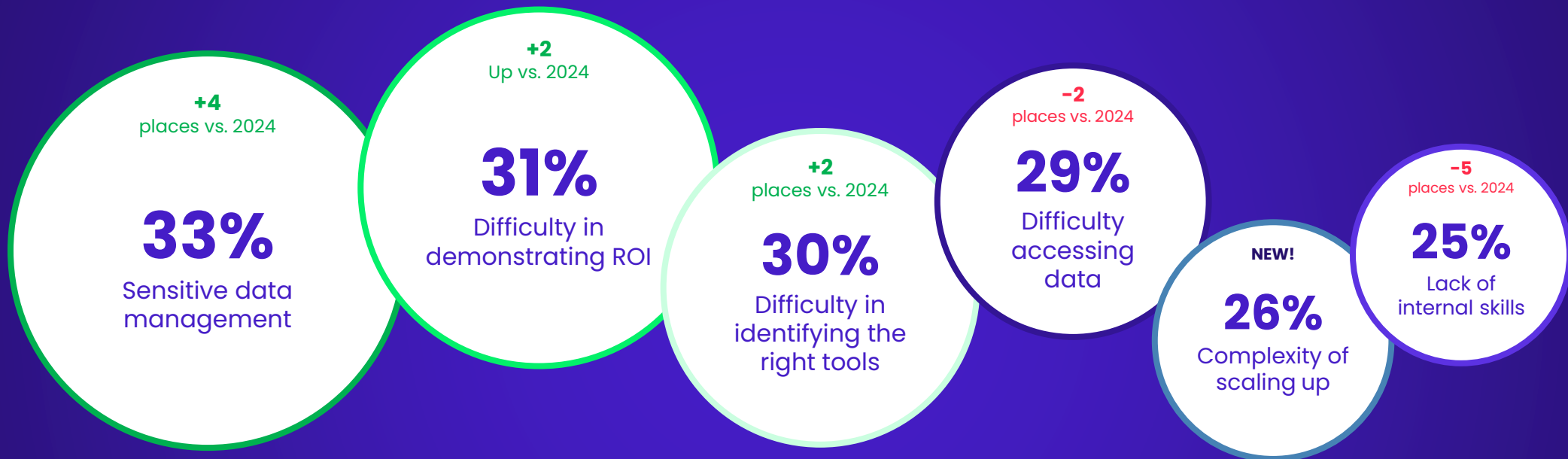
Data analytics: Data visualization and analysis is the most mature and widespread "data" technology. However, its added value could be further improved.

AI (excluding generative): less deployed and perceived as less effective by respondents, with more complex use cases that are harder to industrialize and require numerous prerequisites. Nevertheless, it remains a major productivity lever with high-value applications.



As with the fundamentals of digitalization, French industry lags behind Germany in the AI shift.

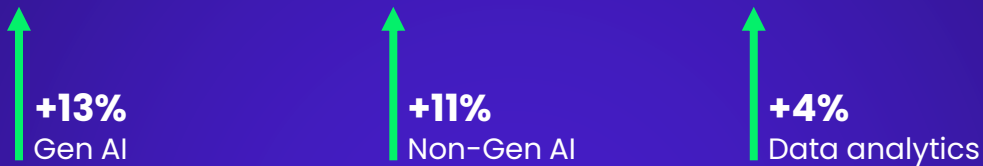
The main barriers specific to the deployment of AI use cases



Unlike previous years, when barriers were mostly technical, respondents this year cite more varied causes (organizational, legal, etc.). The difficulty in demonstrating ROI, identified as a major barrier, confirms the trend of manufacturers favoring technology investments with quick returns.

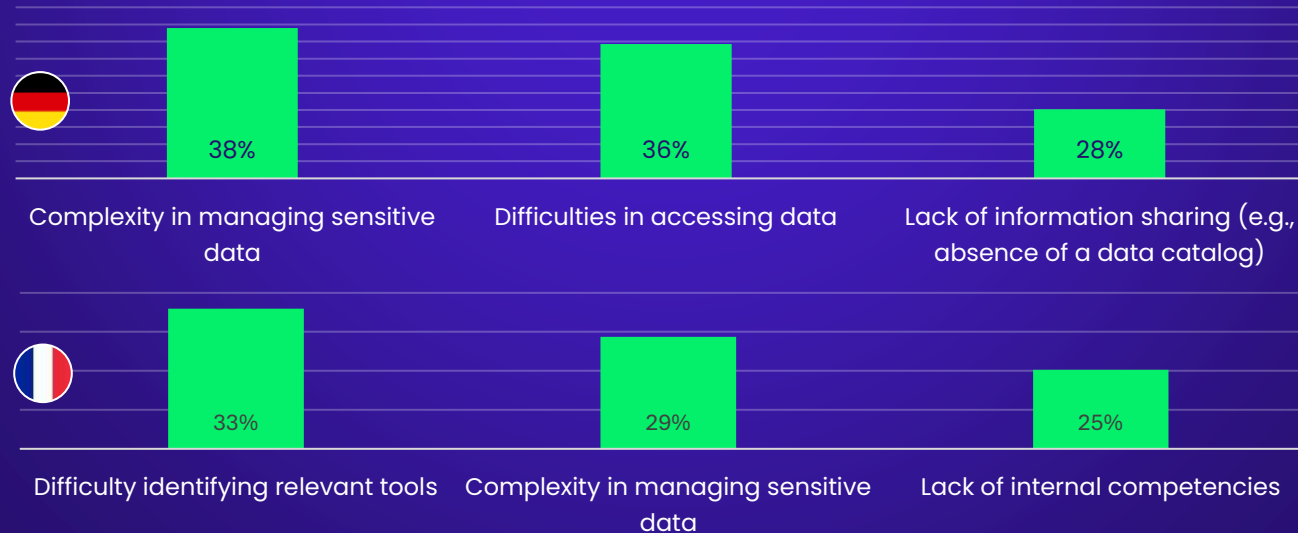
The emerging theme this year is the management of sensitive data, which requires acquiring new skills for projects. This trend echoes the rapid rise in cybersecurity needs observed in our 2018–2019 surveys.

Germany's lead in the field of AI



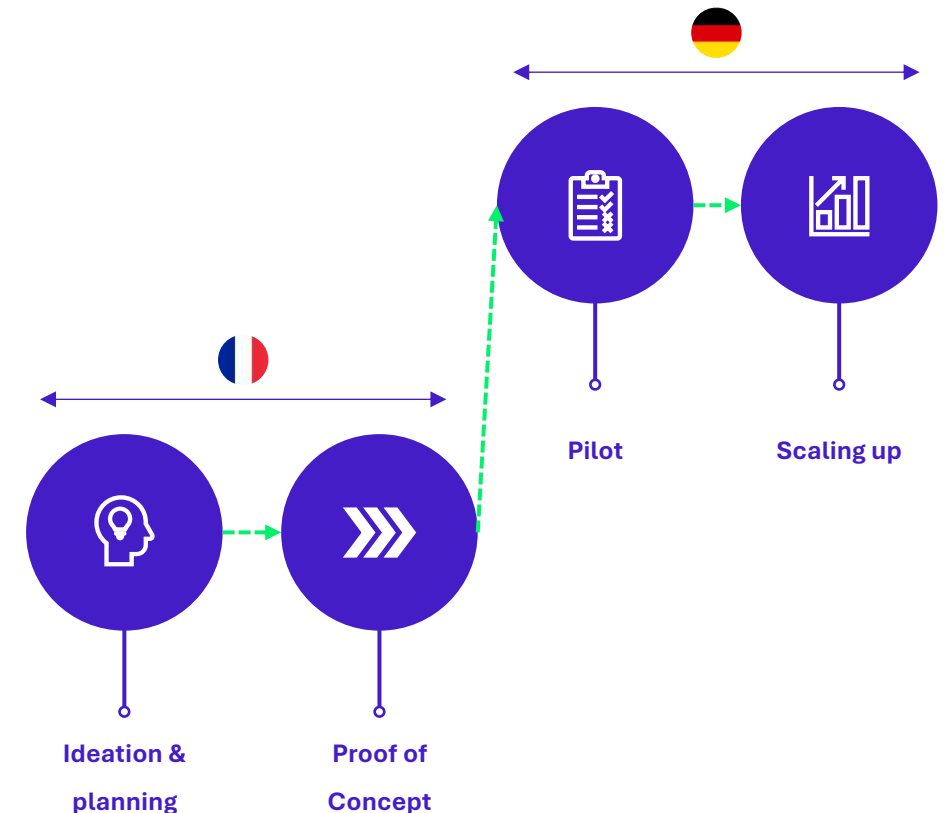
AI and data deployment are accelerating in German industry, with barriers different from those in France, reflecting greater maturity.

Top 3 barriers for Data & AI*



* ROI excluded

The main barriers mentioned in Germany relate to data management and are observed during technology implementation, particularly during pilot projects.



The main barriers for French companies, related to tool selection and particularly cultural adoption, arise at the start of a project on new technology that is often poorly mastered.

VERBATIMS

Data & AI



Anne Delphine Beaulieu
Digital Transformation and CSR
Director, LISI Group



Jean-François Hénon
Co-founder,
Optimistik

— How to leverage AI in a context of imperfect data?

«Since the beginning of the year, we have deployed an artificial intelligence platform that already includes around thirty use cases and involves nearly 200 employees. This rapid adoption demonstrates that it is possible to move quickly, despite imperfections.

Without data, there is no AI. With poor-quality data, failure is inevitable. However, waiting for a perfect environment leads to stagnation. Our approach is to continuously improve data quality alongside projects, rather than perfecting everything before starting.

The key success factor? Business engagement. When teams take ownership of their data challenges out of both necessity and conviction, responsibility becomes shared, and transformation accelerates. Our priority is clear: support those who dare to start and experiment, rather than waiting for perfection.»

Anne Delphine Beaulieu

— What are the challenges of AI projects?

«AI remains a tool — the final layer of a project to implement [...] The first level of complexity is data collection, especially in heterogeneous systems with paper records, Excel spreadsheets, and a variety of applications (LIMS, ERP, etc.). The second challenge is contextualization. While often reduced to geographic location, for us it primarily means aligning with users' vocabulary and context. For example, a problem observed in the quality lab LIMS may originate on the production floor. It is necessary to trace back the batch, retrace production steps, and aggregate data, sometimes across multiple batches if the problem is structural. The third challenge is adoption. We have developed three tiers of tools based on user profiles.

First, workflow tools for operational staff in the plant, who may not have data science skills, guiding them step by step to identify causes of performance fluctuations or factors affecting a yield indicator, allowing automated optimization of settings.

Next, predictive models for data scientists provide simplified access to data.

Finally, generative AI offers new possibilities, helping to understand and configure solutions, and enabling natural language queries, for example: "Show me the long batches from the past three months.»

Jean-François Hénon



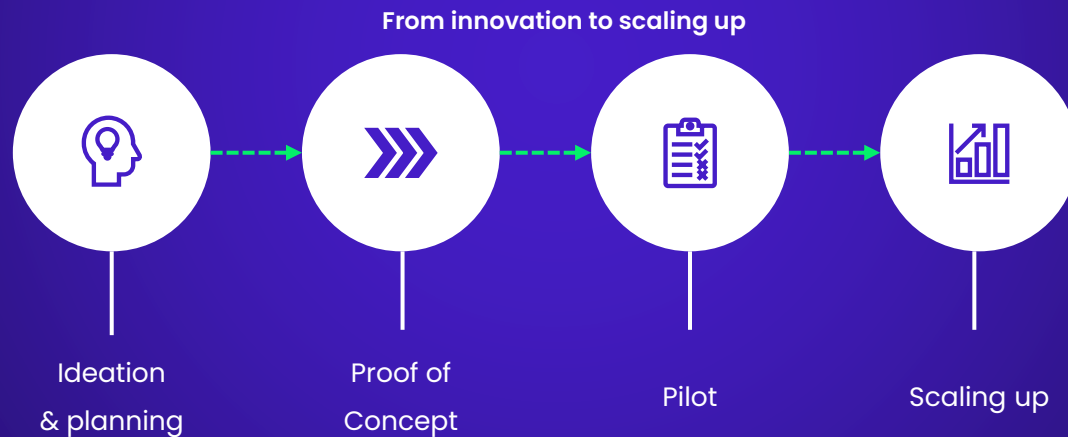
2

**Focus:
scaling up
initiatives**



Scaling up digital initiatives

Scaling up is a key step in turning local experiments into real performance levers for the organization. This phase goes beyond simple technical deployment and involves process structuring, team alignment, securing technological environments, and user adoption.



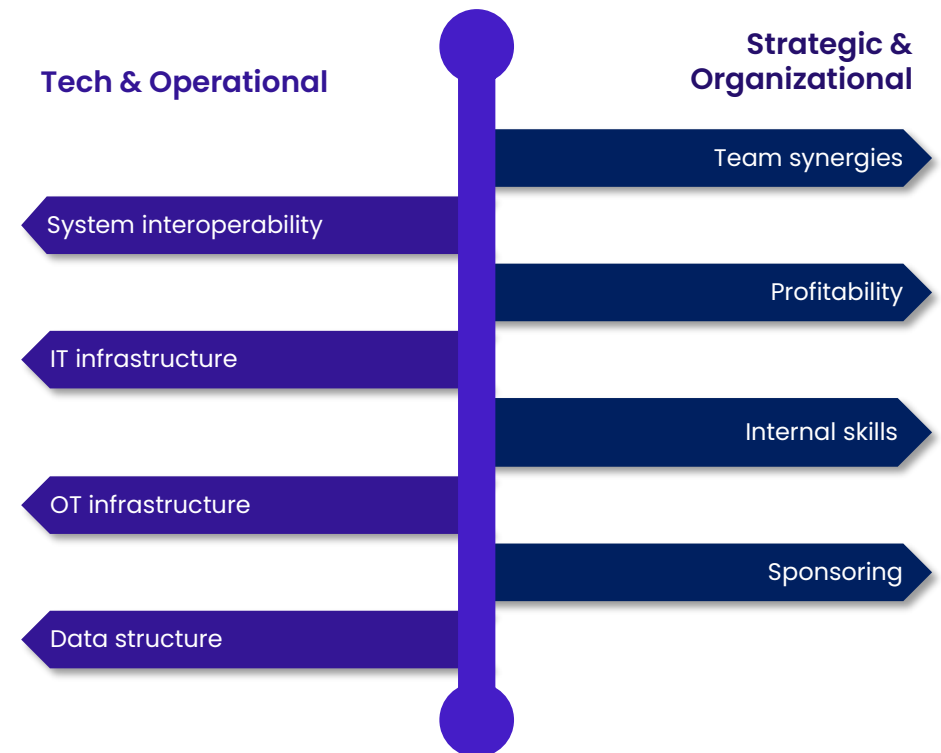
80%

of companies do not scale up at the expected pace

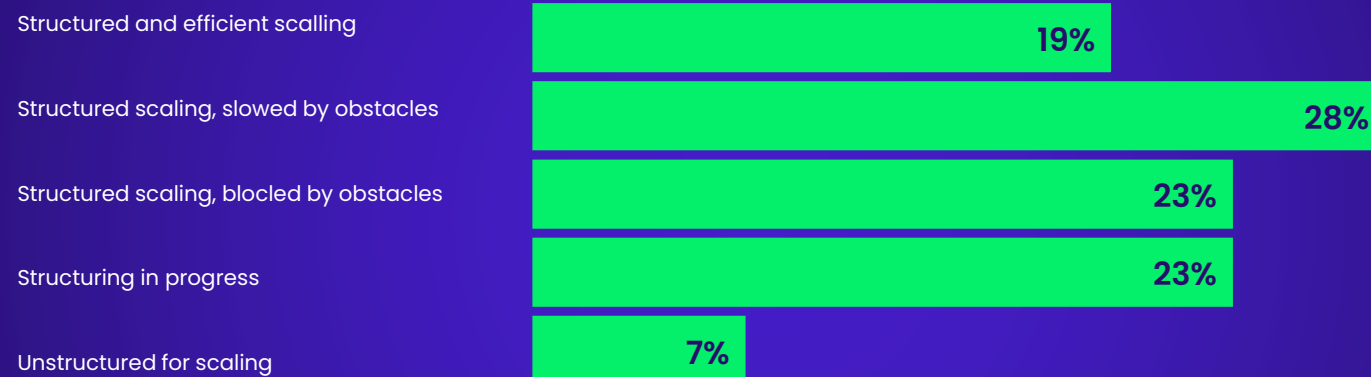
Scaling up: why does it stall?

Scaling up a proven-value initiative is hindered by numerous obstacles.

Key success factors and barriers to scaling up



Effectively transition from pilot projects and Proof of Concept (POCs) to large-scale deployment.



~ 47%

Companies succeed
in scaling their initiatives

~ 53%

Companies face challenges in scaling
as procedures are still under
structuring and formalization

The difference between Germany and France appears significant (+20%) and can be explained by several factors



36%

Manage to scale-up



56%

65%

77%

High interoperability of industrial IS

31%

40%

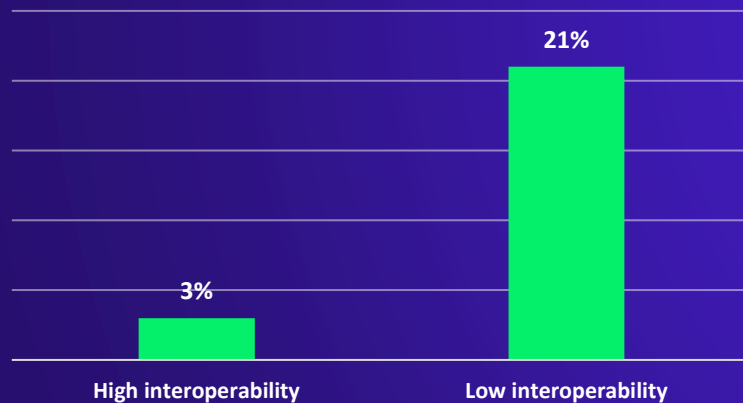
Integration of cyber and IT competencies
within project teams

"Statement from a respondent (large French company):

'We are able to define solutions and use cases in a structured manner, but struggle to deploy them globally due to heterogeneous technical foundation'

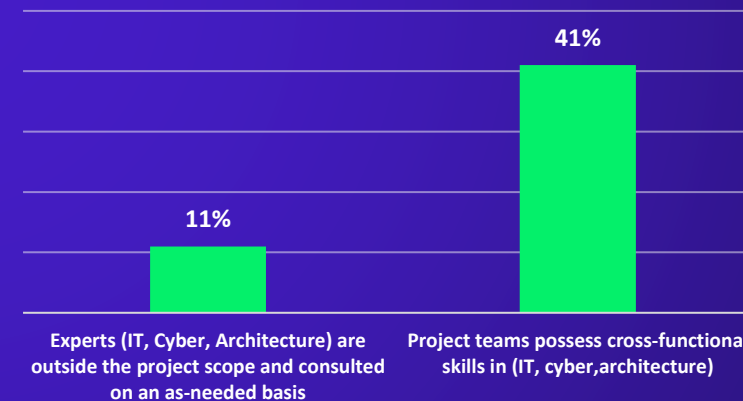
Scaling up: are technology maturity and multidisciplinary organization key factors?

% of responses reporting "structured and effective scaling" based on the level of interoperability



7x
more companies have strong interoperability among those successfully scaling their projects.

% of responses reporting "structured and effective scaling" based on their organization



4x
more companies strengthen team skills and break down silos between functions among those successfully scaling their projects.

Interoperability: a driver for scaling up

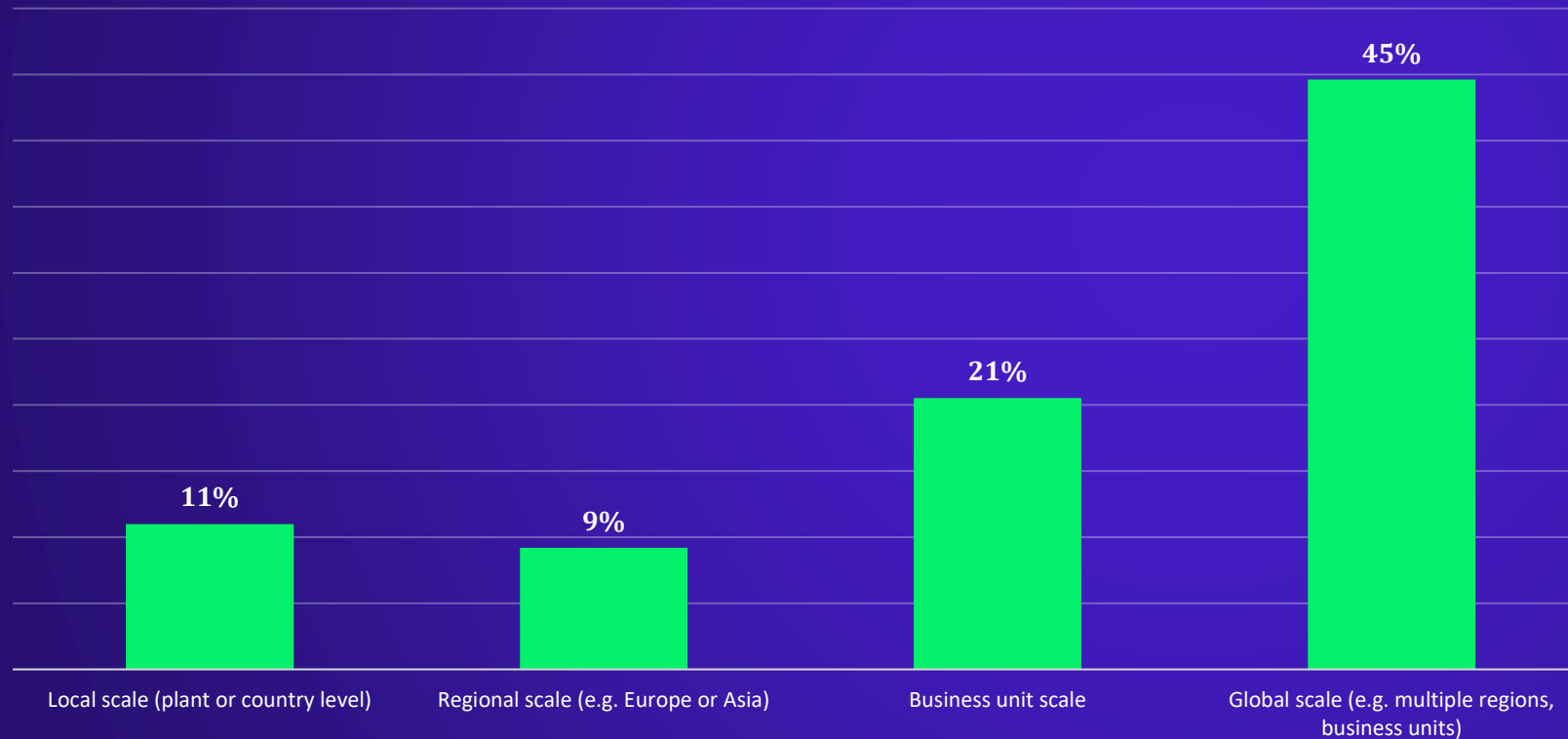
- / **Simplify** governance with a unified view of the data chain and enhanced cybersecurity.
- / **Connect** ERP, MES, SCADA, and IoT to streamline exchanges and eliminate duplicates and errors.
- / **Amplify** production capacity and data sources without reinventing workflows.
- / **Limit** costs by reducing custom development and middleware.
- / **Extend** new systems, initiatives, and machines to activate use cases.

Team synergy: a driver for scaling up

- / **Synergy development** between teams and functions to reduce bottlenecks and speed up decision-making.
- / **Coordinate** resources and workflows efficiently to achieve fast and reliable results.
- / **Adapt quickly** processes to integrate new initiatives without disruption.
- / **Leverage** skills and break down silos to streamline information flow.
- / **Extend** visibility and overall control to secure the scaling process.

Project momentum must come from the top to enable scaling up

% of responses reporting “structured and effective scaling” based on the origin of the initiative



- **Characteristics of local/regional initiatives:** limited resources, lack of sponsorship, absence of standardization and strategic alignment. This explains the low on-time scaling rate (~10%) → *the tool adapts to local characteristics.*
- **Characteristics of global initiatives:** standardized processes and technologies, and shared resources. Fewer silos emerge as the initiative expands → *local differences adapt to group standards.*

VERBATIMS

Scaling



Jean-François Hénon
Co-founder,
Optimistik



Octave Lapeyronie
Co-founder,
Fabriq



Anne Delphine Beaulieu
Digital Transformation and CSR
Director, LISI Group

— What Is the key to scaling AI projects?

« Collaboration between business teams and IT is a critical factor for successful scaling. Clients who are often pleasantly surprised by the speed of implementation are those where this collaboration comes naturally.

For IT, the challenge is to reduce the number of Excel sheets and shadow IT while bringing their expertise to deploy and secure the solution. For operational teams, the goal is to autonomously create their own use cases, making the platform a reference tool for all performance levers in the factory.

As Christophe Picard, Industrial Director at Adisseo, aptly summarized the philosophy for deploying OIAnalytics: “You have to make people want to use it!” The project began simply, with process engineers and a few operators. Gradually, use cases multiplied, employees moved between departments, shared their experience, and adoption naturally grew to several hundred active users per day across all global sites.

Launching an AI project purely top-down is not the most effective approach. Inspiring desire and combining bottom-up and top-down approaches is essential — one cannot succeed without the other.»

Jean-François Hénon

— What are the key success factors for scaling in large organizations?

« Focusing on the end user — understanding the value created for them — makes a solution incredibly easy to deploy and maintain [...] This is extremely important because without usage, there is no data; without data, there is no value at scale for the organization [...].

Another critical success factor is project structure and support. We use a hybrid project model, combining Fabriq teams with client teams to build a roadmap, define standards, and find the right balance between group-wide standardization and allowing local teams the freedom to be creative and develop the next generation of standards [...].

Finally, it's essential to inspire desire at the group level to scale up. For this, a clear ROI is needed. The base ROI of Fabriq comes from time savings and faster problem resolution. But at scale, the value proposition extends to leveraging know-how and best practices across sites — implementing Yokoten — accelerated and enhanced by AI [...] This moves beyond isolated continuous improvement: a problem solved by one team at one site becomes a problem prevented across the entire group for years to come. Creating value at the group level is also what motivates the organization to scale.»

Octave Lapeyronie

« User experience is decisive for the adoption of digital tools. A clear and functional interface is a prerequisite, as is a well-managed data flow.

Initially, the choice was made to give users freedom, allowing each individual to adopt the tool according to their specific needs. Gradually, the need for standardization emerges, enabling the identification of best practices and the development of standards progressively deployed across the group. This approach reflects our belief that innovation stems from collaboration, operational teams, and the diversity of initiatives. Preserving this creative dynamic in its early phase is essential.

However, this transformation also requires structured support. It demands project managers capable of mobilizing business units, creating synergies, and fostering peer-to-peer exchange.

This is the essence of digital transformation: identifying relevant solutions, guiding their maturation in line with business needs, enabling on-the-ground adoption and innovation, and gradually converging towards shared standards, which in turn drive greater collective efficiency. »

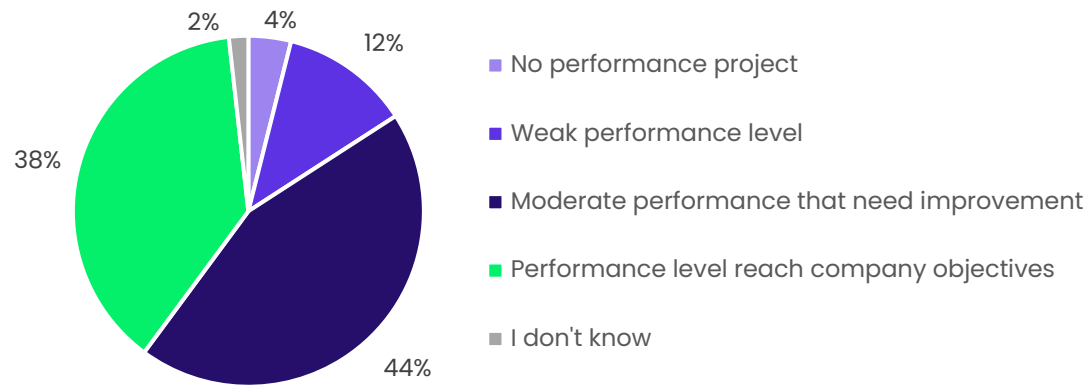
Anne Delphine Beaulieu

03

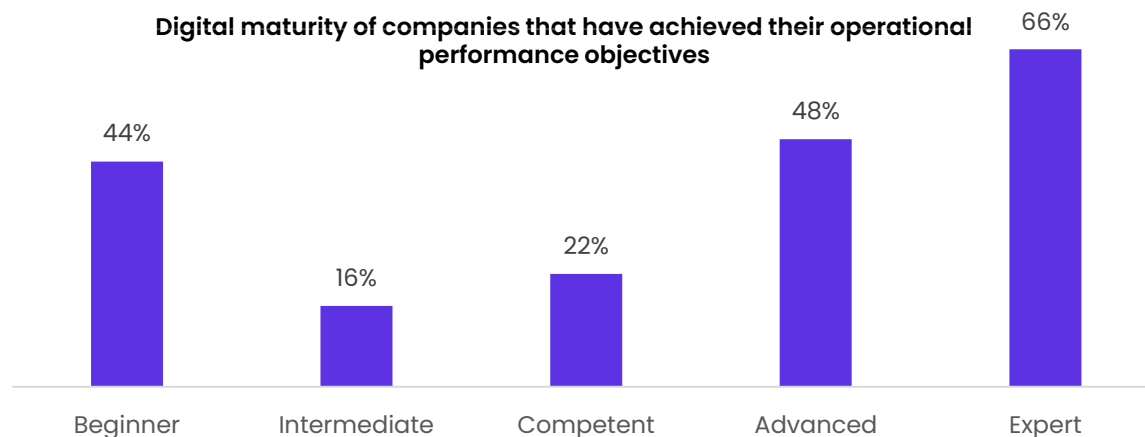
**Focus:
operational
performance**



Operational excellence projects: Lean, 5S, process redesign, etc.



Digital maturity of companies that have achieved their operational performance objectives



Operational performance: pending objectives and ongoing projects

Operational performance is the second main driver of digital projects, behind traceability and quality. More than 50% of companies have ongoing or planned projects.

56% believe that operational excellence programs should contribute to improving performance. However, digital tools do not compensate for inefficient processes — operational excellence initiatives often precede or closely accompany digital projects.

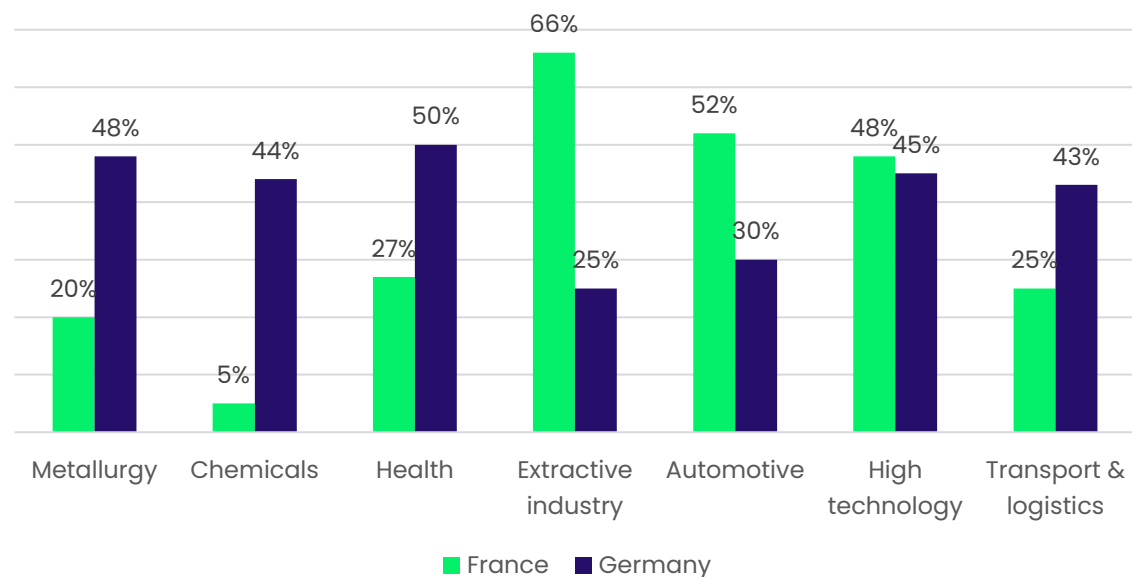
A clear correlation emerges between digital maturity and the achievement of satisfactory operational performance.

Companies with very low digitalization are exceptions — these manufacturers likely already operate at the required performance level without relying on digital tools.

As with any major shift, digitalization remains an investment that until sufficiently advanced, does not yet unlock its full performance potential.

France–Germany disparities: a nuanced German lead

Share of companies reporting they have achieved their performance objectives
(by industry sector, in France and Germany)



In Germany, companies in traditional sectors such as metallurgy and chemicals report having achieved their performance objectives at 48% and 44%, respectively. In France, these figures drop to 20% and 5%.

However, in the extractive industry, 66% of French companies consider their objectives achieved, compared to only 25% in Germany. Similarly, in the automotive sector, France leads with 52% of companies having reached or nearly reached their goals, versus just 30% in Germany.

While these figures highlight sectoral disparities, they may also reflect differing levels of ambition. Companies that report not having met their objectives may, in fact, be performing better but have set themselves higher targets.

VERBATIMS

Digitalization of operational excellence



Thomas Wagner
Group CIO,
Lynxeo



Octave Lapeyronie
co-founder,
Fabriq

— How can performance and digitalization be reconciled in an industrial context with a strong legacy?

« One of the main challenges is introducing digital technologies on the factory floor, particularly through network and Wi-Fi coverage that meets cybersecurity standards. This requires significant investment with immediate ROI, especially since past investments have often favored support functions over operational functions.

To address this, we focus on simple solutions, such as the digitalization of SQDCE. Our priority is to deliver value and digital tools directly to operators, enabling them to gradually transition into the digital world. This is not always straightforward, as not all operators are “digital natives.” These tools are designed to reduce administrative workload on low-value tasks, allowing factory personnel to focus on value creation.

At the same time, the need for production data requires IT/OT integration, which is hampered by equipment obsolescence and cybersecurity constraints. Therefore, we start with simple use cases, such as monitoring energy consumption or performance tracking (e.g., line speed for OEE calculation), which are relatively easy to deploy and produce quick, measurable effects. These early wins justify the initial investments, including IT/OT prerequisites, data collectors, and infrastructure.

Later, we can move on to more complex use cases, such as predictive maintenance, which offer greater gains but are more specific and technically demanding..»

Thomas Wagner

— How do you manage process heterogeneity among your clients?

« The ability to adapt to each client’s specific context has been a focus for us since the creation of Fabriq. Our goal is to offer a solution that is simple, user-friendly, and appealing within the industrial sector, while also being capable of adapting to on-the-ground realities, existing systems, and processes. Balancing these two dimensions allows us to find a middle ground.

This flexibility enables a healthy balance between standardization and innovation. It also allows teams on the ground to experiment with new ideas, such as custom dashboards or performance indicators, to continuously improve operational performance.»

Octave Lapeyronie



**Focus :
environmental,
social, and
sovereignty
responsibility**



Sustainable: a consideration for all companies

HUMAN FACTOR

99%

of companies have at least one lever to maximize the potential of their employees' skills.

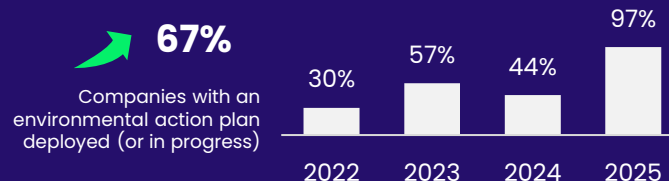
Main levers:

1. Adaptation of operational processes
2. Training programs
3. Improvement of workplace quality of life

ENVIRONMENT

97%

of companies have at least one lever to reduce their environmental impact.



Main levers:

1. Environmental criteria from the planning phase
2. Employee training
3. Monitoring of environmental indicators

RESILIENCE & SOVEREIGNTY

78%

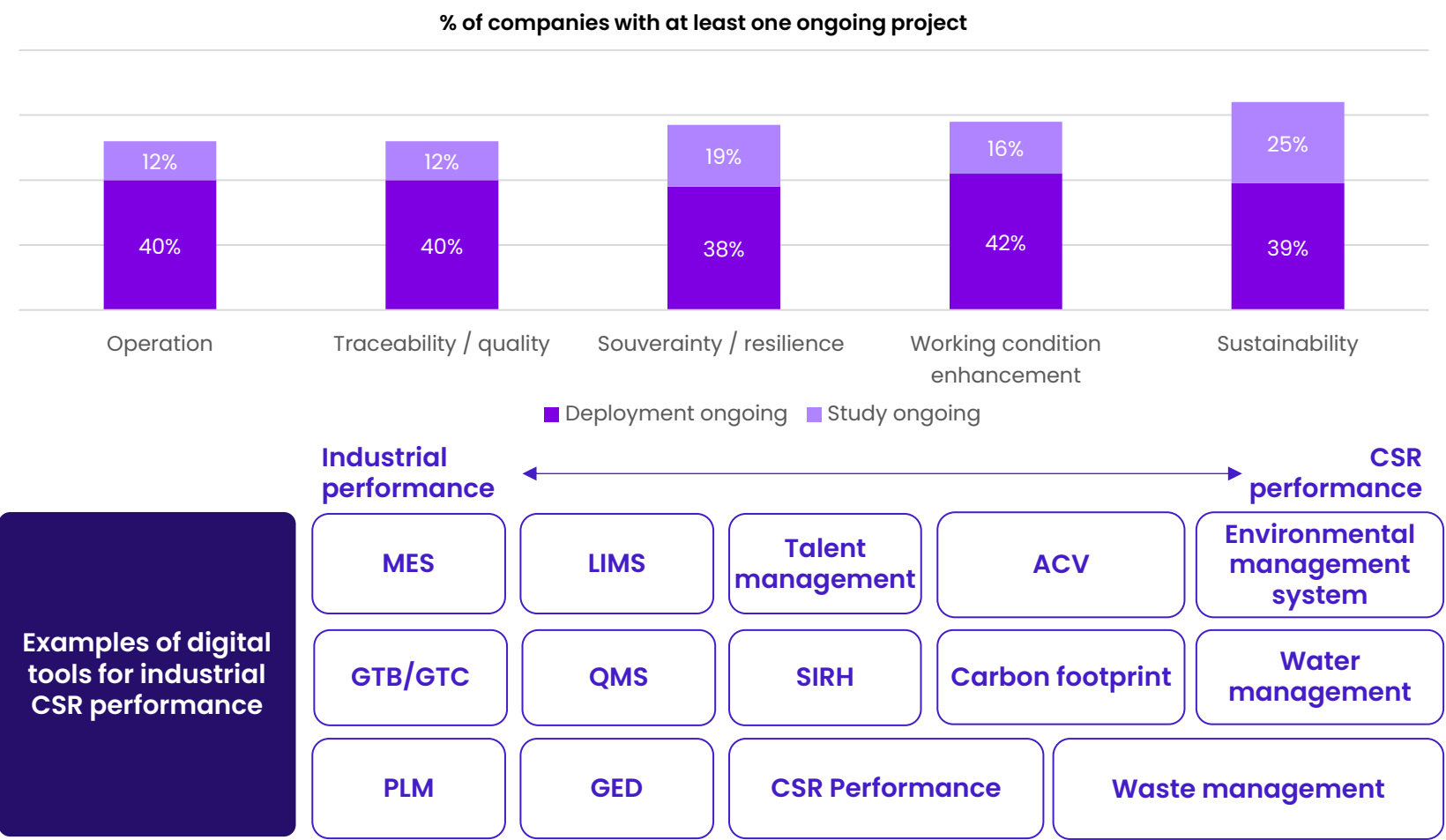
of companies consider sovereignty and resilience issues.

Key topics:

1. Energy (supplier)
2. IT & data infrastructure
3. Raw materials

Despite an uncertain economic context and a slowdown in European legislative pressures, sustainability issues remain firmly embedded in companies. The topic continues to be addressed, but resources are limited and allocated to high-impact projects.

Commitment to sustainable development requires new digital tools to support the transformation



CSR projects represent a **significant portion of the portfolio** under consideration, compared to traditional projects focused on operational performance.

60% of companies with at least one ongoing CSR project

Companies increasingly view these issues as **new sources of performance** rather than constraints. Moreover, digital tools already used for industrial performance can also serve as levers to enhance CSR performance.

For example, 18% of companies surveyed in 2024 consider the CSRD primarily as an opportunity to improve overall performance (Wavestone CSR Barometer 2024).

Industries are now sufficiently mature to identify carbon emission sources and focus on high-impact projects

4 types of profiles based on the levers selected to reduce carbon footprint



Supply & Product driven*

1. Supply chain – 91%
2. Raw materials – 87%
3. Product adaptation – 80%

*Food processing, High Tech, Transport, Automobile



Energy & Process driven*

1. Energy consumption – 79%
2. IT carbon impact – 70%
3. Product adaptation – 69%

*Metal, Extraction, Chemistry



Digital driven (Telecom)

1. IT carbon impact – 100%
2. Raw material – 80%
3. Energy source – 60%



Healthcare & biotech

1. Raw materials – 85%
2. Product adaptation – 69%
3. Energy source – 60%

Among the concrete actions implemented, extra-financial reporting, largely driven by regulation, now concerns only 1 in 4 companies. This step is no longer a priority, as it has paved the way for identifying the real strategic levers on which industrial players are focusing to reduce their carbon emissions.

Growing maturity across the value chain

Environmental issues are no longer addressed reactively but anticipated right from research & innovation phase. The share of companies integrating these criteria upstream has increased from 30% in 2024 to 46% in 2025.

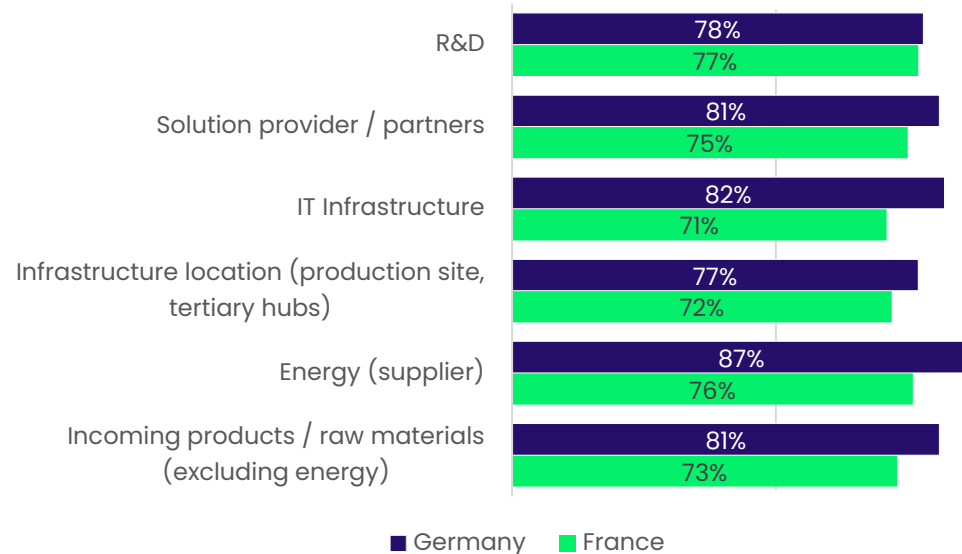
Eco-design as a lever for differentiation

Designing to reduce environmental issues is no longer just a constraint: it has become a marketing argument and a differentiator. Industries are embracing eco-design and low-impact design as key levers for competitiveness.

Just as digital transformation reshaped industries in recent years, environmental considerations have evolved to influence not only production processes but also the nature of the products themselves. This shift is driving a transition in design philosophy: from a focus on operational optimization to the development of durable, low-impact solutions.

Initiatives addressing sovereignty and resilience issues

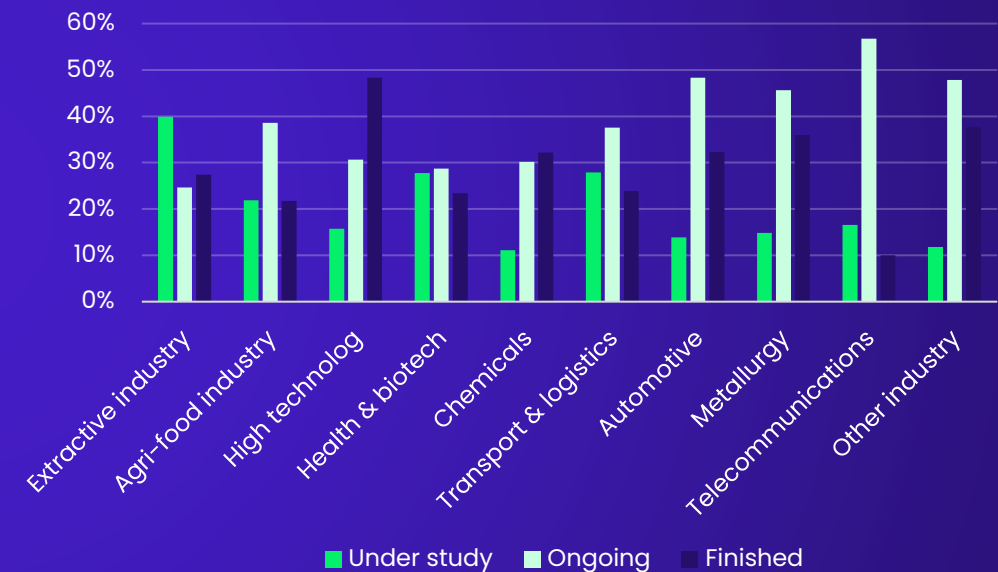
Finished or ongoing resilience projects



Companies are increasingly factoring in resilience and sovereignty issues, driven by an uncertain geopolitical context. Today, most say they are taking these challenges into account. We also see that German companies are more likely (+10%) to consider these issues across all areas.

Projects mainly under study, with an edge in high technology

Sovereignty and resilience: a massive consideration by companies



The most advanced topics are server localization, IT infrastructures, and cloud computing. The high-tech sector is the one with the most completed projects. In other sectors, projects are often still in progress or under study and do not always translate into concrete actions.

Balancing resilience, sovereignty, and energy optimization

87%

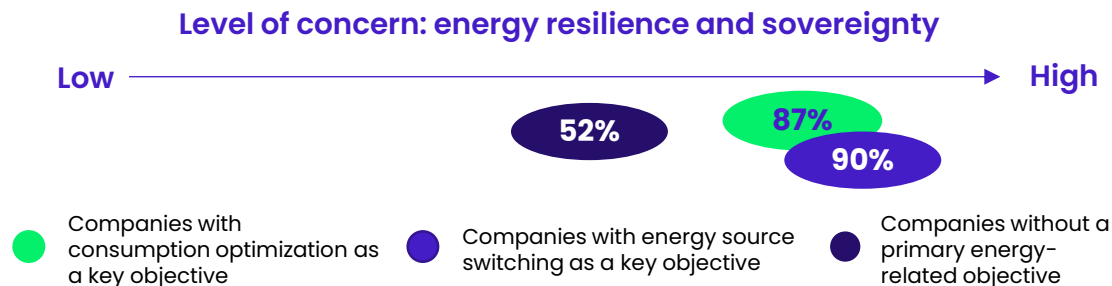
ENERGY OPTIMIZATION

of companies that make energy optimization a key objective have conducted impact analyses related to energy resilience and sovereignty.

90%

ENERGY SOURCE SWITCHING

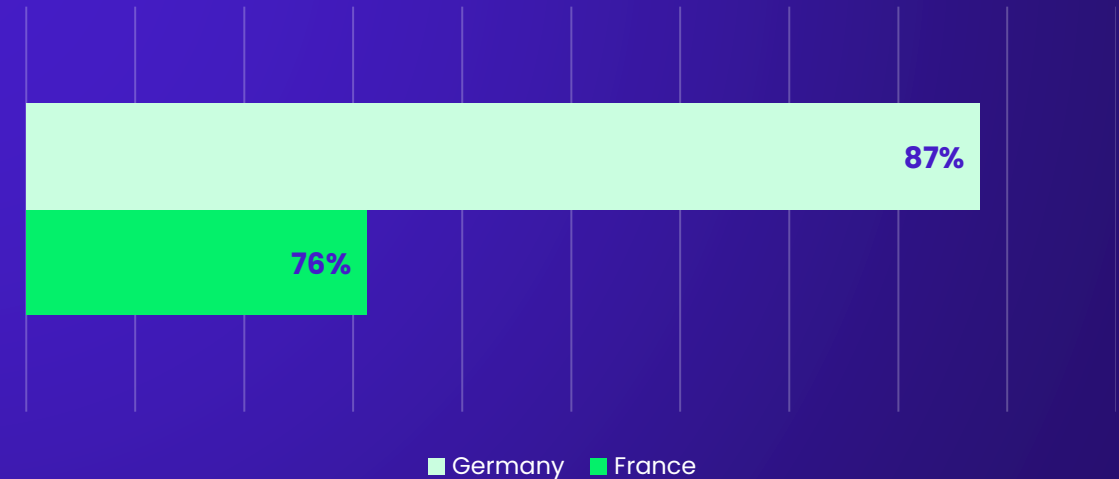
of companies that make energy source switching a key objective have conducted impact analyses related to energy resilience and sovereignty.



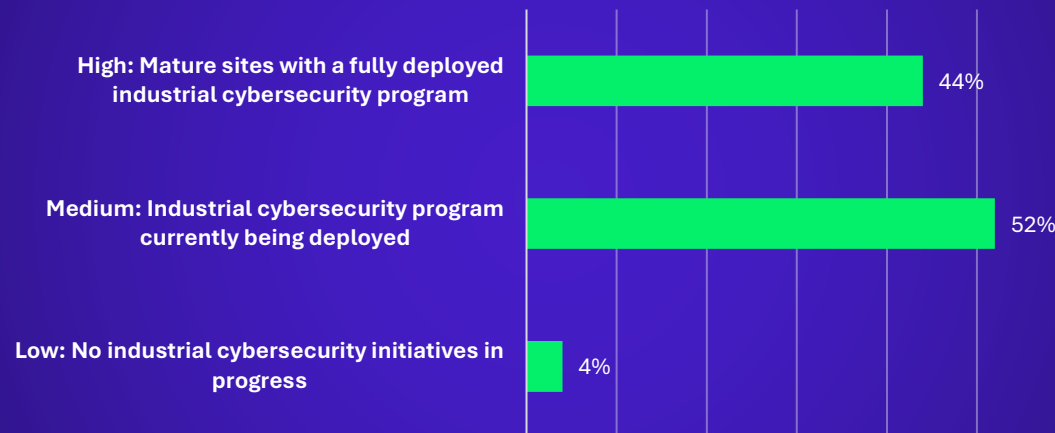
The importance of the energy mix for industry

German companies are more likely to consider energy resilience issues and to make consumption optimization and source switching key objectives. Being more dependent on external sources due to an energy mix heavily reliant on fossil fuels, they are more engaged in concrete reflections and actions on these topics.

Consideration of energy sovereignty and resilience issues within the company

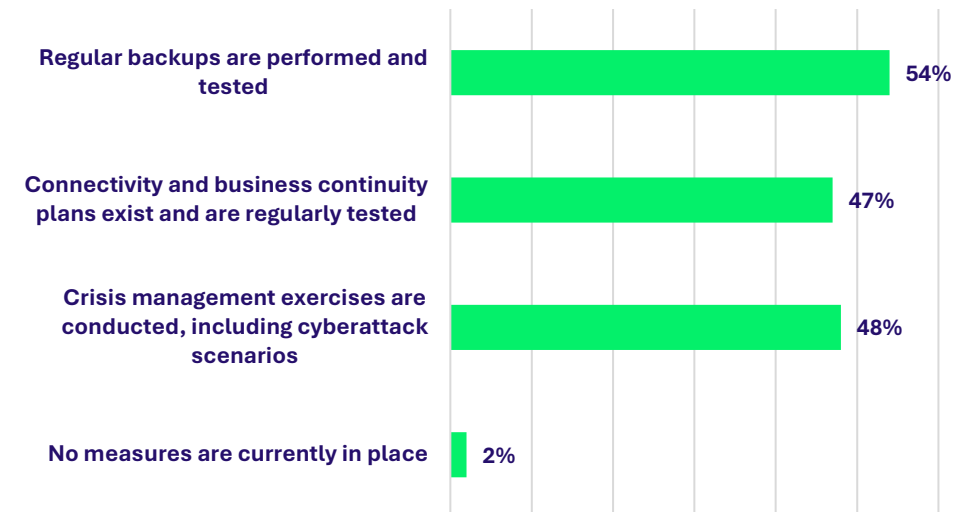


Confidence in the resilience of production tools and cyberattack response measures



Industrial cybersecurity is a priority for companies, but most are still in transition. Over the past decade, numerous programs have been launched, providing some resilience, yet half of organizations (52%) are still in the deployment phase. The main challenge is to support these companies in accelerating their maturity and reducing areas of vulnerability.

Operational resilience strategy implementation



Companies are expanding strategies to strengthen their operational resilience. They regularly test their cybersecurity mechanisms through increasingly frequent and technical exercises and simulations to enhance maturity and automate recovery processes in case of incidents.

Additionally, a crisis management governance framework must always be in place, providing a solid foundation to coordinate responses and improve overall resilience.

VERBATIMS

Expanded performance



Anne Delphine Beaulieu
Digital Transformation and
CSR Director, LSI Group



Octave Lapeyronie
Co-founder,
Fabriq

— How does the broader notion of performance translate into practice?

«Our approach to industrial transformation: harnessing technology to drive a broader, more balanced form of performance — one that is Profitable, Sustainable, Resilient, and Human-Centered.

This vision of expanded performance is fully aligned with our CSR framework: People, Planet, Profit.

Two strategic priorities now stand out: digital sovereignty, which requires reducing dependencies on traditional technology providers, and climate adaptation. Beyond reducing emissions, companies must anticipate the impact of geo-climatic risks — such as water management and rising workplace temperatures — on employee health and organizational performance.

Operational excellence today depends on a systemic approach that integrates the People, Planet, Profit dimensions to design tomorrow's solutions and ensure long-term competitiveness.»

Anne Delphine Beaulieu

— How does Fabriq integrate the broader notion of performance?

« When we visit our clients' sites, we often find that their management tools — dashboards, action plans, and performance reviews — don't clearly distinguish between the different dimensions of performance. Financial performance is frequently addressed at the same level as — or sometimes at the expense of — team, safety, or environmental performance.

Fabriq offers a solution by centralizing all these indicators in a single platform. Today, this data is often scattered across multiple systems, which tends to marginalize CSR-related dimensions in favor of areas traditionally seen as higher priority, such as quality, cost, or delivery time.

With Fabriq, these indicators are not only consolidated but also recognized for their true value within overall operational performance — making them both visible and actionable. By eliminating waste (muda), for instance, organizations achieve both financial and environmental gains, as resource savings directly improve sustainability.»

Octave Lapeyronie

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