

How IDEMIA Secure Transactions (IST) Built a Global Problem-Solving Culture Across Six Industrial Sites



Embedding structured thinking and a shared language for quality



IDEMIA Secure Transactions (IST) embarked on a global transformation to strengthen structured problem-solving and build capability across six manufacturing sites. With the support of Kepner-Tregoe (KT), the organization introduced a common methodology, trained teams across several levels and, most importantly, anchored new habits through coaching and internal certification.

Today, IDEMIA Secure Transactions benefits from more consistent quality investigations, greater analytical clarity in operations, and increasing maturity in its global problem-solving culture. IST sees clear improvements in how problems are understood, analyzed and resolved – a shift that is shaping culture, not just process. Furthermore, IST's new quality approach is visibly reflected in the significant improvement of their 8D processes.

Background – A Global Leader with New Challenges

IDEMIA Secure Transactions (IST), a business unit of the French multinational IDEMIA Group, specializes in secure payment, connectivity and cybersecurity technologies, serving more than 2000 clients worldwide. The company employs close to 10,000 people and operates six industrial manufacturing sites located in France, Brazil, India, China, Colombia and the United States.



As IST grew, its global footprint introduced increasing operational complexity. Quality teams were dispersed across sites with long-established local practices, making it difficult to ensure consistency in how investigations were approached. To maintain high standards at scale, the organization saw the need for a unified framework that could anchor structured thinking and foster a more cohesive, evidence-driven approach to problem solving.

Challenge – Why Structured Process Thinking was Introduced

What did the challenges look like on the ground? Teams were skilled and committed, but tools and methods differed by region. In complex cases, analysts sometimes jumped quickly to the most visible cause rather than methodically narrowing evidence. 8D investigations could look very different depending on who led them, and collaboration across countries was challenging without a common problem-solving language.

VP of Quality Silvia Laguens and her leadership team recognized that capability needed to be strengthened not only through tools, but through thinking. The goal was to harmonize global practice, reduce variation, accelerate customer issue response, and build internal capability to drive a quality-first mindset globally.

IDEMIA Secure Transactions partnered with Kepner-Tregoe (KT) to embed structured methodologies across operations. The tools were introduced not as a new program, but as practical enablers to:

- Strengthen root-cause analysis and decision-making.
- Build confidence in tackling complex quality issues.
- Create a common language for quality across geographies.
- Prepare leaders, managers, and technicians for future challenges.

Solution Design – A Global Program Built for Sustainability

A collaborative program between IDEMIA Secure Transactions and Kepner-Tregoe was designed to build capability at scale, balancing technical learning with application support in real work environments. In addition, coaching was intentionally positioned as a key mechanism to convert knowledge into habit. Instead of a one-time training effort, the program was built to ensure daily use, repeat exposure, reflection and reinforcement. This design allowed IDEMIA Secure Transactions to grow internal expertise and reduce future reliance on external support, making capability development a permanent asset.

Implementation Journey – From Training to Habit

The rollout was executed in two major phases:

Phase 1 (2023) Foundation and Alignment

The first phase took place in 2023. Management teams across all six manufacturing sites attended KT problem-solving training ranging from foundational process understanding to hands-on application. To avoid the common decline that occurs when workshops end, Kepner-Tregoe embedded on-site coaching, guiding teams as they applied structured analysis to real operational issues. Site sponsors were appointed early to support reinforcement and to begin developing internal ownership of the methodology.

Phase 2 (2024) Embedding and Scale-Up

The second phase unfolded in 2024 and marked the shift from adoption to internalization. Training was expanded to middle managers, production leaders and technical staff, creating a wider base of practitioners who could apply the method in daily situations rather than only in high-visibility investigations. To anchor the skills long term, IST and KT identified coach candidates at each site. Eleven were certified within nine months, representing a significant investment in capability transfer. These coaches completed an intensive development process including a five-day live training in Paris, action plans for site-based implementation, and assessments against KT's "ORCA coaching model", which emphasizes observation, reflection, effective communication and assistance during practical use. Once certified, these coaches became the internal force behind continuous adoption. They facilitated investigations, provided one-on-one guidance, supported 8D documentation, and gradually integrated KT thinking into daily operational routines.

Cultural Integration and Practical Use

Structured thinking became part of everyday practice across all sites, at the same time actions and implementation from coaches were very diverse and site dependent.



Brazil (Cotia)

Teams gained confidence and clarity; quick conclusions gave way to disciplined analysis.



China (Shenzhen)

Teams shifted from reactive responses to proactive problem-solving.



India (Noida)

Improved stakeholder engagement and collaborative root-cause investigations improved effectiveness.



France (Vitré)

Early wins motivated employees with coaching supporting lasting behavior change.



Colombia (Cali)

Strong cross-functional engagement and accurate KT terminology drove immediate corrective actions.



USA (Exton)

Teams emphasized "understanding the problem before solving," avoiding misdirection and moving from reactive to preventive actions.

Results and Impact – A Stronger Global Quality Culture

The transformation is visible in mindset, structure and behavior. Problem statements are clearer. "Jump-to-cause" reactions have reduced. 8D investigations are more complete and audited regularly, with structured reasoning and evidence-based decisions. Cross-site language is aligned, enabling smoother collaboration and knowledge transfer.

Area	Impact
Methodology	KT's issue resolution tools widely adopted across all sites
Mindset	Shift to analytical, fact-based thinking
Leadership	11 certified internal coaches sustain capability
Execution	Structured coaching ensures skill transfer
Global Synergy	Common quality language unites global operations

While overall improvements also resulted from other operational actions IDEMIA Secure Transactions recognizes the role structured thinking has played in strengthening performance, reducing variability and accelerating resolution across regions.

One milestone stands out: In 2025, Amy Qu from IST's Shenzhen site was named *Kepner-Tregoe Worldwide Coach of the Year*, a reflection of how deeply capability has taken root and how internal champions now drive progress forward.

What's Next and Strategic Value

Looking ahead, IDEMIA Secure Transactions is positioned to deepen proactive quality management, continue improving investigation maturity and expand structured thinking into adjacent operational systems. The global coaching network represents a sustainable capability, enabling the company to retain knowledge internally even as teams evolve. The experience demonstrates a broader lesson for organizations with distributed operations: lasting change in problem-solving effectiveness depends not only on training but on building the structures, habits and support mechanisms that enable people to think differently every day. IST developed exactly that foundation, and it now serves as a long-term strategic asset for quality and industrial performance across regions.



Customer Voice

"Implementing a new methodology is not easy, especially when people are in their comfort zone. But with time, coaching and consistent support, teams embraced KT tools – and more importantly, the mindset. This is now part of who we are."

Daniel Tavechio Mantelli,
Manufacturing Director, Cotia (Brazil),
IDEMIA Secure Transactions

Your organization is facing similar challenges? Explore [Kepner-Tregoe's approach](#) and discover how structured problem-solving methods, combined with coaching, build capability that scales.

Book a conversation with a [KT consultant](#) or discover [KT's eLearning and coaching program](#) that offers a practical way to develop global teams with minimal operational disruption while ensuring that the learning becomes part of daily work.