

## Town Hall Meeting Transcript for Tuesday 21<sup>st</sup> November

*(note while the speaker indicates Gareth, it is actually Romain for the first 10 minutes until it transitions to a Q&A with Bruno and Dominique)*

0:0:0.0 --> 0:0:0.680

Gareth Meredith

So trying.

0:13:17.310 --> 0:13:17.550

Gareth Meredith

1.

0:13:19.840 --> 0:13:20.910

Gareth Meredith

Hello everyone.

0:13:21.620 --> 0:13:31.770

Gareth Meredith

Well, three weeks ago we launched together our perform 20-30 strategic plan and we agreed that the next step was to cascade with more detail.

0:13:32.280 --> 0:13:39.820

Gareth Meredith

The vision we had shaped, notably with the GLT, and I must say that many workshops already.

0:13:39.890 --> 0:13:40.540

Gareth Meredith

No song.

0:13:40.690 --> 0:13:41.40

Gareth Meredith

Yeah.

0:13:41.50 --> 0:13:41.220

Gareth Meredith

Good.

0:13:41.230 --> 0:13:41.790

Gareth Meredith

OK. Bye.

0:13:41.800 --> 0:13:42.360

Gareth Meredith

See it again?

0:13:42.370 --> 0:13:43.20

Gareth Meredith

No, all good.

0:13:43.970 --> 0:13:58.610

Gareth Meredith

Many workshops are really took place in the past weeks, led by the GLT or the ELT members and it's really great to see a many people already embracing or evolved values, especially agility and accountability.

0:13:59.770 --> 0:14:3.280

Gareth Meredith

Thank you so much for the feedback we got from the first sessions.

0:14:3.330 --> 0:14:26.100

Gareth Meredith

Many questions raised, of course, or or legitimate expectations about the short term actions, but it's really positive to see an aligned understanding of the behaviors that underpin these values, including a very strong will to challenge some existing routines or heavy, lengthy processes.

0:14:26.650 --> 0:14:34.460

Gareth Meredith

These sets a great scene as we evolve our culture and ways of working to line to perform 2030.

0:14:34.890 --> 0:14:41.240

Gareth Meredith

There's much more to do, but this is really a great start now regarding our business or performance.

0:14:41.250 --> 0:14:46.300

Gareth Meredith

This year I wanted to see if you words Jonathan or see a published on colart.

0:14:46.310 --> 0:14:48.910

Gareth Meredith

I think this was at the beginning of last week.

0:14:48.920 --> 0:14:49.980

Gareth Meredith

Got two weeks ago.

0:14:50.590 --> 0:15:0.490

Gareth Meredith

The narrative on or 8C2 or forecast 2 which is the 2nd business forecast we do on the current year and if you.

0:15:0.980 --> 0:15:11.930

Gareth Meredith

Unité à place à de located Go to The Wall is still there and the Girls à break gitan, we going How we plan to lend to you from à Financial perspective.

0:15:13.40 --> 0:15:25.900

Gareth Meredith

Juste ou refresh, two key figure tout kidy mine ou un twenty four approximation JB pinsons of net, sels and nested EBIT that you be close to four percent.

0:15:26.120 --> 0:15:28.790

Gareth Meredith

C'est le parking for that is Lee.

0:15:30.650 --> 0:15:40.10

Gareth Meredith

Guino Daft Tom remaining indice 698 to Go so from that's perspective where are we today ?

0:15:40.20 --> 0:15:47.130

Gareth Meredith

So we are approximate November, Uno de classement, soit mucho complicated d'un expected.

0:15:47.180 --> 0:15:56.820

Gareth Meredith

On ne verrait adverse Market and Lost parts of advent that we can manage to between the first Mister on excelsis remains right.

0:15:56.830 --> 0:15:57.510

Gareth Meredith

Positive.

0:15:57.520 --> 0:16:0.140

Gareth Meredith

Et puis look at we stand by end of October.

0:16:0.820 --> 0:16:1.400

Gareth Meredith

Oui, oui.

0:16:1.410 --> 0:16:6.90

Gareth Meredith

À force petite triple, 100, plus three qu'on perde with Lucia.

0:16:8.30 --> 0:16:18.840

Gareth Meredith

Batch d'ici significantly below original budget with the Queen with sided to lower the forecast and to mitigate.

0:16:18.850 --> 0:16:29.120

Gareth Meredith

This relativise le guichet performance we can compte en positif point a stronger magine, reduce expenses and very good cash management.

0:16:30.110 --> 0:16:35.450

Gareth Meredith

Sauf une seule contexte, the end of your race is Willy crucial.

0:16:35.460 --> 0:16:43.350

Gareth Meredith

Ils font to détour, business and financials en béton sport the year and star twenty twenty four from the right foot.

0:16:43.870 --> 0:16:53.650

Gareth Meredith

Oui, explique juste pour que Sting November December au most twenty two millions dancers pour disjoint, a de most important.

0:16:53.660 --> 0:16:56.470

Gareth Meredith

Mons, November 10, Ambert.

0:16:58.70 --> 0:17:5.690

Gareth Meredith

Code de Passements ce we have to deliver de success desmons and you say that à that Day today.

0:17:5.700 --> 0:17:8.750

Gareth Meredith

We are the pointier first of November with Love.

0:17:8.760 --> 0:17:33.770

Gareth Meredith

Each Days to Go in Times of business it's Sims to be indicating that we should be on track between need to keep on pushing and tell The Last Day another important topic in the past homo, tout le monde has been the World down by many of you to prépare twenty twenty four to deliver solide budget shopping 10 budget has not been.

0:17:35.120 --> 0:17:51.80

Gareth Meredith

Necesita ce nest place first lead écoute starting point again 10 is lood and expected we défaut hattori adjust some of the original Tools that we at check with the Hell teach all, because twenty four.

0:17:51.540 --> 0:17:58.660

Gareth Meredith

Puisque l'idée de first œuvre performe, twenty first Map sushmitha dira important New Drivers.

0:17:59.100 --> 0:18:14.610

Gareth Meredith

Changing lessay the outcome excellente sinon pression un this gonna be de côté topic of the Day, révisé pricing, Strategy, renewed bruns, ambitions qui coffre au dit Aussi Strategy.

0:18:14.620 --> 0:18:19.950

Gareth Meredith

Juste, tu n'aimes fiou, elle est been à long process to come up pour something for twenty four.

0:18:19.960 --> 0:18:20.790

Gareth Meredith

En termes of budget.

0:18:21.572 --> 0:18:46.252

Gareth Meredith

That can be at the same time ambitious yet realistic, but I think we are there at the next step is going to be to present it to the board that's going to happen next week. The final board meeting of the year and obviously we'll come back to you as soon as we have their sign off to express more into detail the key priorities and objectives for 2024.

0:18:47.452 --> 0:18:50.12

Gareth Meredith

Last topic I wanted to highlight is.

0:18:51.492 --> 0:18:54.612

Gareth Meredith

Our 360 reviews.

0:18:54.652 --> 0:19:16.972

Gareth Meredith

To remember to remind you that November marked the commencement of an annual online performance and development review period. So please, if you haven't done it already, select your 360 reviewers and start engaging in discussions with your line manager. This is really a unique opportunity to get valuable feedback from your peers.

0:19:17.622 --> 0:19:26.342

Gareth Meredith

And this is something that really matters in the environment of a stronger collective efficiency that we want to build together.

0:19:27.882 --> 0:19:32.442

Gareth Meredith

Well, time for me to leave the floor to Gareth, Dominic and Bruno.

0:19:33.29 --> 0:19:36.839

Gareth Meredith

For gréât Walk on excellence une opération humain.

0:19:36.849 --> 0:19:44.809

Gareth Meredith

Remember that is this is One of the five New Strategy pilotes sont lot toucher Weather today thank you.

0:19:46.989 --> 0:19:47.199

Gareth Meredith

5.

0:19:49.9 --> 0:19:50.409

Gareth Meredith

De Multitâche.

0:19:52.329 --> 0:20:3.399

Gareth Meredith

Ah ce we have a BERENGERE minik ver in the gréât back drop in le monde and office ya.

0:20:5.949 --> 0:20:7.59

Gareth Meredith

Ah Ben t'as ?

0:20:8.299 --> 0:20:9.749

Gareth Meredith

Excellence in operation.

0:20:13.839 --> 0:20:15.129

Gareth Meredith  
Dominique ami.

0:20:17.119 --> 0:20:18.19

Gareth Meredith  
Se prend une chaîne.

0:20:20.99 --> 0:20:22.979

Gareth Meredith  
Seul en have Heart.

0:20:29.419 --> 0:20:34.769

Gareth Meredith  
Question perspective, il a personne, c'est.

0:20:37.839 --> 0:20:58.309

BRUNO LÉBOURDAIS

OK 5 the question gares some try not to be to parenty cannot Win to Link Editor what what Wood means bêta en général week about EXCELLENCE in opération we think about everything that makes opération is à more efficient Or more effective toi start with effectivement of it.

0:20:58.569 --> 0:21:13.669

BRUNO LÉBOURDAIS

C'est bien mon effective in operations means for exemple better service to customers Or consumers ou inconfort exemple to Darwin goods from the warehouses, Bella quality of products canal, so be the ring faster and ob.

0:21:14.729 --> 0:21:17.9

BRUNO LÉBOURDAIS

Général the Show Three do not.

0:21:18.549 --> 0:21:23.249

BRUNO LÉBOURDAIS

Non mais on baron mental our stakeholders what Doing what want to do ?

0:21:24.289 --> 0:21:41.529

BRUNO LÉBOURDAIS

Elle est au links to the 2nd part j'ai efficiency sur when your more efficient the goal is to use less Resources to do that same that Sing you Wanted to the stars, The Last way in supply chain, less talk last time spent on low value on no value activities.

0:21:41.539 --> 0:21:53.999

BRUNO LÉBOURDAIS

Its thing we fréquente les save in Town also can be less, complexity soins beauté of things that les making operations do à better job à chemin want to chève.

0:21:54.179 --> 0:21:56.819

BRUNO LÉBOURDAIS

Un 2nd list of use less Resources Waldo Inso.

0:22:1.249 --> 0:22:4.779

Gareth Meredith

Salut la Caisse, t'as oui, oui.

0:22:6.29 --> 0:22:7.849

Gareth Meredith

Operation Some people.

0:22:9.819 --> 0:22:19.759

Gareth Meredith

Bing, excellent Operations and au oui des questions and Lucas eux en Spark.

0:22:22.679 --> 0:22:24.519

Gareth Meredith

The World of Manufacturing and.

0:22:26.51 --> 0:22:35.891

Gareth Meredith

And supply channel logistics. So I wonder if we can just get a bit of a an overview of what we've already what some of the good stuff that we've done already or some of the changes that we've made.

0:22:37.661 --> 0:23:8.301

BRUNO LEBOURDAIS

OK, let me let me stop. Let me reply for manufacturing first. OK. So because it's true, it's a very good question because when we say now we are going to excellence in operation, it do not mean that we have done nothing before and for this point, I just remember you know I'm not so so slow long time in collateral I arrived six years ago. But I remember when I first met the two of the plot I went to sitab, it was unorganised, there was a lot of safety issues, OK, I remember.

0:23:9.58 --> 0:23:15.18

BRUNO LEBOURDAIS

Cabinet open way One when to my Head with Seven workshop we are Moving for.

0:23:15.28 --> 0:23:20.78

BRUNO LEBOURDAIS

Moins de partout à never One by car OK and Le Mans, le Sam et tous les notes ?

0:23:20.88 --> 0:23:34.988

BRUNO LEBOURDAIS

Folie agonies now is good now to see we see vers 8 différents status où MINUAD vers outside relie excellent in opération One sidè very Modern we Go to SATA manawan, team sommet, the Go, same.

0:23:35.228 --> 0:23:40.108

BRUNO LEBOURDAIS

Vérification qui a changé lock, veut organisations very clear we can see by step.

0:23:40.588 --> 0:23:55.58

BRUNO LEBOURDAIS

Élément automated, un Crown with M Free so we avant le dit change l'auto fils, it's True, it's not finished because Lynn continue simplement excellence is the very, very long way, very longue journée.

0:23:55.168 --> 0:24:7.128

BRUNO LEBOURDAIS

It's no amusé to say step by step et cause wabe every time ou à Dead something more and more and more never come back, but also you use to say bah we are not running One on the meters.

0:24:7.138 --> 0:24:13.498

BRUNO LEBOURDAIS

But à marathon, marathon MINS it's never week-end Winnie to continue the White speed.

0:24:13.698 --> 0:24:19.868

BRUNO LEBOURDAIS

Évitant what speed but we have a very very longue journée to Go to the excellence so what is my point of View.

0:24:20.485 --> 0:24:41.845

BRUNO LEBOURDAIS

No, we are not started, but we are not to the end. We still have a lot to do. And Bruno, what do you think? Yeah, completely. I agree. I mean been the in colour since now more than 10 years. Nearly 12 now. And I've seen obviously some changes, some good, some bad. There's always movement which is I think what defines life at the end of the day when it comes to supply chain.

0:24:43.365 --> 0:24:47.805

BRUNO LEBOURDAIS

Just taking that here as a as a kind of example, we've been able to reduce.

0:24:48.296 --> 0:24:48.756

BRUNO LEBOURDAIS

Vraiment ?

0:24:48.766 --> 0:24:56.276

BRUNO LEBOURDAIS

La stand personnes stock over in the World Company Wallace at the same time, improving en service level and I'm produced November.

0:24:56.536 --> 0:25:2.916

BRUNO LEBOURDAIS

We should be above ninety four persons service lol Arrow with gréât Allô in the mind.

0:25:5.636 --> 0:25:19.526

BRUNO LEBOURDAIS

To reduce around by Night and Southern pounds Works of savings in programme, and so Doing all this in the show good good good a good basis for l'opération a good ability to Act.

0:25:19.596 --> 0:25:28.156

BRUNO LEBOURDAIS

Dans une salle, Dominique Says continue sur le prouvent is more a Johnny that à destination but we are clearly on the right pass.

0:25:29.756 --> 0:25:30.526

Gareth Meredith

Ouais.

0:25:31.206 --> 0:25:41.346

Gareth Meredith

Exemple, t'as une tête en bois, pas ta puce parce que parle salut, l'écran de number people relative.

0:25:43.116 --> 0:25:47.796

Gareth Meredith

Ça, me voilà ce Dominique exemple.

0:25:50.216 --> 0:25:53.726

Gareth Meredith

Quickly to people want to be like a Mother.

0:25:55.536 --> 0:25:57.246

Gareth Meredith

Agacé, How we know ?

0:25:56.826 --> 0:25:59.26

BRUNO LEBOURDAIS

Okay ce.

0:26:1.86 --> 0:26:12.946

BRUNO LEBOURDAIS

Il y a sommeil noad, I will member my week with Seven location Seven workshop was One parking LETAY two différent locations and values à November oui hein ?

0:26:17.116 --> 0:26:17.436

Gareth Meredith

Y a.

0:26:12.956 --> 0:26:24.446

BRUNO LEBOURDAIS

Il veut City Where were Doing assembling à Seth, de Adrian Westwing and the TEAM for One location to over One okay and trust with very artisanal et say.

0:26:24.646 --> 0:26:27.486

BRUNO LEBOURDAIS

It's not really process driven, okay ?

0:26:27.646 --> 0:26:27.976

Gareth Meredith

Il y a.

0:26:27.626 --> 0:26:29.776

BRUNO LEBOURDAIS

Il two very difficult, temps de sangle flow.

0:26:37.776 --> 0:26:38.106

Gareth Meredith

Y a.

0:26:30.976 --> 0:26:43.616

BRUNO LEBOURDAIS

Un écho revenu plan un autre Sochaux va Evan à Sylvie New Plant it's A Now World we are in the  
strial Word et things à very clear we know from the star to vienne.

0:26:43.626 --> 0:26:58.716

BRUNO LEBOURDAIS

What the clear Flo from the warehouse for components to the warehouse for finish product the loop  
okay and is what we want to know, because if I do not see weekend on the stand, we cannot mesure  
un oubli, cannot improve ici David Easy.

0:26:58.766 --> 0:27:3.106

BRUNO LEBOURDAIS

You know continue improvement lean il nothing very complicated.

0:27:3.116 --> 0:27:9.346

BRUNO LEBOURDAIS

It's only bon sens One logique only simple things, but de fast we need to see an One.

0:27:14.216 --> 0:27:14.456

Gareth Meredith

Bien.

0:27:9.356 --> 0:27:17.706

BRUNO LEBOURDAIS

You have a plein de batterie confused very un organisé you do not see so you and Tablet ton stand  
where to empowers what the button next ?

0:27:18.456 --> 0:27:18.676

Gareth Meredith

Ouais.

0:27:20.346 --> 0:27:23.306

Gareth Meredith

En je n'ai ordinateurs.

0:27:25.236 --> 0:27:25.776

Gareth Meredith

One Direction.

0:27:28.946 --> 0:27:30.916

Gareth Meredith

Ils sont pas service levels.

0:27:31.46 --> 0:27:39.806

Gareth Meredith

How absolue et increase people, voilà maintenant where you the I the significance.

0:27:41.866 --> 0:27:43.576

Gareth Meredith

Quand a Little bit ?

0:27:46.616 --> 0:27:47.46

Gareth Meredith

5.

0:27:48.606 --> 0:27:49.906

BRUNO LEBOURDAIS

Yeah ce et.

0:27:49.916 --> 0:27:50.746

BRUNO LEBOURDAIS

Et sur l'Oise ?

0:27:51.276 --> 0:28:15.366

BRUNO LEBOURDAIS

C'est là que never ending Story service level in cold because la CIA when in à very news situation especially the start of the year and the year before even West West of corrigé with factories witch at to stop and we are huge volumes of activity and with basics to recover a lot of volume that that were penninn the factories.

0:28:15.996 --> 0:28:19.526

BRUNO LEBOURDAIS

The was a WWW Moscou, Dominique chaude from that perspective.

0:28:24.116 --> 0:28:24.346

Gareth Meredith

Bien.

0:28:19.826 --> 0:28:30.586

BRUNO LEBOURDAIS

Alors bisley the because question after was what about four casting, and this is the shoes at impacted the most in twenty twenty two when you remember we are right.

0:28:30.596 --> 0:28:41.506

BRUNO LEBOURDAIS

Basically in July August September la Sing WhatsApp Link the Market Sims to be now going down and this stage we fait ce coup of double.

0:28:41.516 --> 0:28:44.156

BRUNO LEBOURDAIS

One effect à 18H.

0:28:45.46 --> 0:28:51.756

BRUNO LEBOURDAIS

Ans the same time we are too much of what was and selling to review the for casting process.

0:28:51.976 --> 0:29:2.396

BRUNO LEBOURDAIS

Trying to the ring back in other Real line, future master witches our demand planning Software with what the business relié expected of what we collectively so two appen.

0:29:2.876 --> 0:29:23.36

BRUNO LEBOURDAIS

Un autre symptôme also pudding prêcher on the right spot that was a problem is planning that is asking Dominique to produce more One month and less the months dont il Lenny bénéfice, the benefits One ou consistance dans les units to say that line with late Winnie to projector self finalement to Love good in two months, time et cetera.

0:29:23.156 --> 0:29:43.656

BRUNO LEBOURDAIS

The soul request the Lord of Calculation Safety Stock setting and also a good what we can TP demand planning à crazies all good we at Project, the future noisiel, amends, weibel, step by step Or paramètres by paramètres to build à Kind of cathédral that Stays no.

0:29:47.466 --> 0:29:48.436

BRUNO LEBOURDAIS

Bref, c'est à dire allez.

0:29:49.26 --> 0:29:49.486

Gareth Meredith

Right ?

0:29:49.576 --> 0:29:50.786

Gareth Meredith

Terminé, qui répondre ?

0:29:50.796 --> 0:29:53.276

Gareth Meredith

Sed UK message against by step.

0:29:57.636 --> 0:30:0.116

Gareth Meredith

Ce that Fantastic the marocain.

0:30:1.996 --> 0:30:7.596

Gareth Meredith

Pas à Annette Brady Grey exemple, some of things, weed, weed down active.

0:30:10.686 --> 0:30:14.756

Gareth Meredith

Karine, si tu what is what on est, on est.

0:30:17.166 --> 0:30:19.666

BRUNO LEBOURDAIS

OK l'aide Mickey we have a plan.

0:30:20.616 --> 0:30:23.266

Gareth Meredith

Ah là.

0:30:23.6 --> 0:30:25.696

BRUNO LEBOURDAIS

Non plan faut What I have in mind.

0:30:25.706 --> 0:30:56.246

BRUNO LEBOURDAIS

At least à Free levels, okay, je first One is How to Control a fixé cost because trouve être humain is giving US were use level challenge essayé tout said fixed cost en selwa twenty pour 100 we are much more today dépend avec plein de twenty 6 two forty c'est bon yes yes sont finis to vert tout better Control avec fixe cost sauf il dose notre mine va être we need to cut Edge only non is mine what maybe we need to adjust bah torso we need to adapt baby.

0:30:56.256 --> 0:30:59.536

BRUNO LEBOURDAIS

Vers son fils va two kendou négociation with Procurement Okay.

0:30:59.736 --> 0:31:0.766

BRUNO LEBOURDAIS

Un facing verbot.

0:31:0.776 --> 0:31:2.476

BRUNO LEBOURDAIS

Electricity Energy Nov.

0:31:2.686 --> 0:31:16.116

BRUNO LEBOURDAIS

WWW painful veut negociation laster bonne Energy Electricity we all Dino walgreen to impôts Oh bah lot of possibilities to do better on fixe cost of cost iti ski faut all web plante.

0:31:16.416 --> 0:31:22.586

BRUNO LEBOURDAIS

This is How responsibility to tournevis and we were discussing last week last week of the week.

0:31:22.596 --> 0:31:22.956

BRUNO LEBOURDAIS

Non ?

0:31:26.106 --> 0:31:26.436

Gareth Meredith

Je.

0:31:22.966 --> 0:31:30.946

BRUNO LEBOURDAIS

Last week with Toby, par exemple à Booth RIOK so maybe it's a way to improve à fix cost in the future.

0:31:30.956 --> 0:32:4.166

BRUNO LEBOURDAIS

Tu reduces all the administration cost and souris One point je sais que One back to Toby Toby Ahmed, very interesting job au box the cost of goods and How donne How it is a organisé to vers we have to two step One is How we show à tout allow White level of x cost of the products sur How COGS Abed WWW fixe cost à we Doing the White direction the White direction the White Strategy saucisson film to be done un anneau by finance team is leader.

0:32:4.176 --> 0:32:20.676

BRUNO LEBOURDAIS

On vise activity, un de 2nde One and the only Call SEVERINE, vers tongue is a boss standardised on the best for à plant is to produce One product twenty four à was the Day Seven Days à week à this is the best, I have to my past of COS.

0:32:20.716 --> 0:32:24.656

BRUNO LEBOURDAIS

We are not in this Field at all we are four then of parte numbers.

0:32:24.946 --> 0:32:51.186

BRUNO LEBOURDAIS

But Winnie to start to make standardisation so How to make less components How to Group production and séquence together and so on soit because this is the only way to be really Industrial, we are Industrial, Winnie, efficiency, efficiency, mince volumes verbes also activity to to do un convince va être vert ou Apple to we will be able to have a lot of savings and The Last point.

0:32:51.196 --> 0:32:55.326

BRUNO LEBOURDAIS

I have is continue simplement so this is the journée OKI said.

0:32:55.336 --> 0:32:56.966

BRUNO LEBOURDAIS

We started long time ago.

0:32:56.976 --> 0:33:5.206

BRUNO LEBOURDAIS

I think we made it more organized in The Last you with the Gregory Mallet okay we have plan for activities in Seven plans.

0:33:6.166 --> 0:33:8.916

BRUNO LEBOURDAIS

Sitham is way walvis activity.

0:33:9.176 --> 0:33:28.426

BRUNO LEBOURDAIS

Le mot is Doing me not so well as sitham heino va être Crown also à Doing a lot of point à bout camban Manuel da train the workers and the organisation of bootlin, so we are in the way now to do we have learn now et to do and vices.

0:33:28.436 --> 0:33:31.806

BRUNO LEBOURDAIS

The plan de Favour Nexus between tour Gonesse and for this.

0:33:32.266 --> 0:33:32.596

BRUNO LEBOURDAIS

Oui, oui.

0:33:32.606 --> 0:33:38.226

BRUNO LEBOURDAIS

Held by a Tool Watch name kostango bah will help push to organisé all visa activity.

0:33:38.236 --> 0:33:40.806

BRUNO LEBOURDAIS

So va trouver un autre Lost in in.

0:33:40.816 --> 0:33:45.856

BRUNO LEBOURDAIS

Mails, organisation and son base de two will help to make it organisé, hein ?

0:33:45.896 --> 0:33:49.566

BRUNO LEBOURDAIS

OK, on continue de simplement isolé soo Logic and organisation.

0:33:51.636 --> 0:33:53.66

BRUNO LEBOURDAIS

Souhaite l'autre Dominique Yes.

0:33:54.436 --> 0:33:56.226

Gareth Meredith

Et ça m'a fait chaud.

0:33:55.966 --> 0:34:0.346

BRUNO LEBOURDAIS

Ah OKOK all.

0:34:2.116 --> 0:34:26.116

BRUNO LEBOURDAIS

For me, One of the biggest topic for the next years to come is around procurement just the Call of IA data Procurement in Cox 0 sixty percent of the costume base bah product Tonight for One euros sixty percent comme from room material and components sur that important to Winnie basics you better at pro.

0:34:26.126 --> 0:34:26.446

BRUNO LEBOURDAIS

Comment ?

0:34:26.456 --> 0:34:27.546

BRUNO LEBOURDAIS

Ingérable, quoi ?

0:34:27.556 --> 0:34:47.926

BRUNO LEBOURDAIS

Good ready One thing, we mansion à Call of particular point is, Michael boys is oui want to produce of Duty, wwii score what the factories able to the most the maybe this Moore to not produce what destructeurs for more Day to Day job as Dominique mansion having all of complexity in the Beatles.

0:34:47.976 --> 0:34:57.186

BRUNO LEBOURDAIS

Dans la réalité, tu te impro from the front and comments wardrive agility way of the values and with very important and procurement place.

0:34:57.196 --> 0:35:11.76

BRUNO LEBOURDAIS

Kero Linda the Wood mention is also of muslims système Bot will now been before Spotify de allia this year, and this is à really notion show people.

0:35:11.86 --> 0:35:12.206

BRUNO LEBOURDAIS

Can you see okay, c'est.

0:35:12.956 --> 0:35:13.356

Gareth Meredith

C'est un.

0:35:13.716 --> 0:35:20.66

BRUNO LEBOURDAIS

Il occupa trop procumbens because we can feel that most of our si.

0:35:20.76 --> 0:35:27.706

BRUNO LEBOURDAIS

Au dos et Messieurs come from scope, three witches, everything our super dose, so basic community to get better at this Game below.

0:35:27.716 --> 0:35:36.856

BRUNO LEBOURDAIS

You know just efficiency to effectiveness what we want to and with Love lol of housed road to progress in terms of customer expérience.

0:35:37.136 --> 0:35:39.86

BRUNO LEBOURDAIS

I know what Consumer first à the keeper.

0:35:39.96 --> 0:35:44.896

BRUNO LEBOURDAIS

La BBC Your customers remains the biggest chunk of our turnover soit important.

0:35:44.906 --> 0:35:50.556

BRUNO LEBOURDAIS

The get all the benefits of our digitalisation of processes like par exemple be to be.

0:35:51.56 --> 0:35:52.776

BRUNO LEBOURDAIS

Ah oui, couteau que bah delivery.

0:35:52.786 --> 0:35:57.776

BRUNO LEBOURDAIS

Notices at the moment, sino Consumer as got a better track of ISS pastel.

0:35:58.56 --> 0:36:12.496

BRUNO LEBOURDAIS

The customer rasé with dans une feel right, c'est can we can Welcome, Welcome demand planning à des moments to got a very outside rigid process in colart with Link to FC One FC two process.

0:36:12.506 --> 0:36:23.306

BRUNO LEBOURDAIS

The trauma à l'audit Two and à we are working with Elise par exemple, to deploy a New demand planning tool with potentially New process to maxis a bit more streamline wallah friend.

0:36:23.316 --> 0:36:34.646

BRUNO LEBOURDAIS

We do I think Call to work que l'autre NP 10 and data collection is fréquente les question of can we be faster régulation is getting other and so we launch of New Project.

0:36:34.656 --> 0:36:43.186

BRUNO LEBOURDAIS

One is waste packaging let collectively by Marine analyse Elise alone but still we got further stock obligation to do with Cindy et cetera.

0:36:43.196 --> 0:36:54.56

BRUNO LEBOURDAIS

Who better balance stock between the roses all this Or small, continus improvement that will need to continue Doing to get to work and Go with the perform twenty petit Gold.

0:36:55.366 --> 0:36:55.896

Gareth Meredith

Fin, ça c'est.

0:36:57.846 --> 0:36:59.296

Gareth Meredith

Non, il m'a collective.

0:37:6.76 --> 0:37:10.706

Gareth Meredith

Il faut un tu en Shaw the Head.

0:37:14.196 --> 0:37:14.986

Gareth Meredith

Alors quoi ?

0:37:15.366 --> 0:37:20.526

Gareth Meredith

My not show what ever ouais.

0:37:22.716 --> 0:37:27.456

Gareth Meredith

Tu tu as eu sur des FAQ on the perfume, twenty pages ?

0:37:28.846 --> 0:37:32.716

Gareth Meredith

Et puis on skin à question and Head Holly the.

0:37:33.826 --> 0:37:34.196

Gareth Meredith

People.

0:37:36.426 --> 0:37:39.346

Gareth Meredith

Ce ce mythe de question et t.

0:37:41.86 --> 0:37:41.656

Gareth Meredith

C'est une Member.

0:37:50.216 --> 0:37:51.456

Gareth Meredith

Anything burnout ?

0:37:54.526 --> 0:37:56.16

Gareth Meredith

Qui passe questions.

0:37:57.596 --> 0:38:4.176

Gareth Meredith

But c'est One last thing and I'm Bruno you touch tone on Justin and your Lost.

0:38:5.456 --> 0:38:8.846

Gareth Meredith

Un pas avoir une étude c'est looking.

0:38:13.896 --> 0:38:14.536

Gareth Meredith

Volkswagen.

0:38:15.16 --> 0:38:20.476

Gareth Meredith

And values, Bing, passion colly, giletty and ACCOUNTABILITY with.

0:38:22.186 --> 0:38:24.936

Gareth Meredith

J'appelle un ami à Evolution.

0:38:29.796 --> 0:38:31.626

BRUNO LEBOURDAIS

Thank you for the question Gareth.

0:38:34.816 --> 0:38:36.386

BRUNO LEBOURDAIS

Stop basically.

0:38:36.596 --> 0:38:54.886

BRUNO LEBOURDAIS

We start with all the way to do it by the idea I got when we re the New values at we got passion and quality we got passion with is Read the beat in out of color the things we want to the will want to into the want to this is Willy we are in away.

0:38:55.206 --> 0:38:56.976

BRUNO LEBOURDAIS

And this One is balance with qualities.

0:38:56.986 --> 0:39:2.436

BRUNO LEBOURDAIS

Allez y yes you want to be passionate bah you want to live something with you know clean rational.

0:39:2.736 --> 0:39:22.376

BRUNO LEBOURDAIS

Tu montres respectueux et cetera ça, the axis aussi passion and quality and I find the New two values are interesting the like cardinal, you got agility witches, How to you want to take Christ all board you are what is count about it by ACCOUNTABILITY you want to take risks.

0:39:22.746 --> 0:39:27.56

BRUNO LEBOURDAIS

Bon you you to take responsibility with les Associated with risk.

0:39:27.96 --> 0:39:33.226

BRUNO LEBOURDAIS

On a juste que One exemple pour Wall Regarding Agility, me and Dominique à extrême légile.

0:39:33.606 --> 0:39:35.826

BRUNO LEBOURDAIS

Ensuite, mais mais mais.

0:39:35.836 --> 0:39:36.346

BRUNO LEBOURDAIS

Mais bien noté.

0:39:36.356 --> 0:39:39.506

BRUNO LEBOURDAIS

Son match, with my two, le 69.

0:39:39.516 --> 0:39:40.746

BRUNO LEBOURDAIS

Bien oui, nous dans 30.

0:39:40.816 --> 0:39:41.706

BRUNO LEBOURDAIS

Yes we.

0:39:43.596 --> 0:39:53.646

BRUNO LEBOURDAIS

The good thing is Welcome to comptabilité will so all recognise that we need to take à Los Angeles talk to the everything we do and Dominique Tomorrow.

0:39:53.656 --> 0:40:3.196

BRUNO LEBOURDAIS

Par exemple, Paul représente the Investment of a New Line and explain How to zali poser Lisa, the start with that does the plan Yes Now.

0:40:3.206 --> 0:40:7.256

BRUNO LEBOURDAIS

That's typical is the end of behaviours that we don't courage everybody to do.

0:40:7.266 --> 0:40:19.406

BRUNO LEBOURDAIS

Allez take risk, who takes the responsibility witches Associated with and l'un from everything you and I think this value a common Platform and everybody can use this value in the Day to Day job.

0:40:20.756 --> 0:40:22.276

Gareth Meredith

25 lovely.

0:40:25.926 --> 0:40:26.566

BRUNO LEBOURDAIS

Yo, Welcome.

0:40:23.936 --> 0:40:32.966

Gareth Meredith

Dominique and Bruno You, Présentation I'm Gone Back vertu remonte tu present thank you.

0:40:34.716 --> 0:40:49.546

Gareth Meredith

Y a pincé Gareth you you, Dominique and brio, Great duets and harsa you been Pretty Joly in the past months inside John, The Company, and that without The Big changes on top of the long terme.

0:40:49.556 --> 0:40:59.346

Gareth Meredith

Improvement sur with delivered by répressions and close the budget twenty twenty four, because twenty femmes to changing the way we.

0:40:59.356 --> 0:41:4.836

Gareth Meredith

Un gage with à Market, obviously and humidité, happen and Médicis.

0:41:4.846 --> 0:41:5.786

Gareth Meredith

Juste à post.

0:41:5.856 --> 0:41:15.676

Gareth Meredith

Bing et bon, tout deliver for the first, un médecin flatts cost of goods of decreasing prices has been Willy crucial to Hell.

0:41:15.686 --> 0:41:18.696

Gareth Meredith

Pus shaping the budget as dindon ça we are much.

0:41:18.706 --> 0:41:26.246

Gareth Meredith

Montrer do way to have this 103 quêtes à ta pis, Willy a dit Oh trop l'accès.

0:41:26.256 --> 0:41:39.36

Gareth Meredith

Écosystème we have blondes wave operation with in-house factories the Consumer of the Heart of Britain with you and Let's Forget all so that I am correct de teams in operation.

0:41:39.46 --> 0:41:43.936

Gareth Meredith

Ce confort a proxy percent of the headcounts at cool.

0:41:43.946 --> 0:41:47.336

Gareth Meredith

À ce decisions Mediapart, what we do with the Company.

0:41:49.486 --> 0:42:0.206

Gareth Meredith

Just as it has been à very Little french ton rôle meeting sorry for that with Bruno Dominique and Marcel sort à like to to to Ender plus à totally différent.

0:42:0.216 --> 0:42:9.326

Gareth Meredith

What will be Swift mot anglo-saxonne, and to remind you that des something très important happening this week in the US and Canada witches.

0:42:10.736 --> 0:42:13.486

Gareth Meredith

15, giving ça Thanksgiving gonna happen.

0:42:13.816 --> 0:42:15.606

Gareth Meredith

On push Day.

0:42:17.146 --> 0:42:22.926

Gareth Meredith

Open 7 that what is my be au price in Europe, hein ?

0:42:22.936 --> 0:42:36.836

Gareth Meredith

We say that is the old continent and that notably USA Young continent Forget that Thanksgiving ibot Legacy because I look at the Origin of tanks giving you know.

0:42:38.436 --> 0:42:52.786

Gareth Meredith

Ce qu'il vienne, il se traduction, célébrité in the Harvest and blessings from the pasture and started you Know Pen, une sixteen, twenty One witches Orly for the tueuse girl, and starting get World Bread.

0:42:52.796 --> 0:42:54.206

Gareth Meredith

2nd, yeah.

0:42:55.746 --> 0:43:6.506

Gareth Meredith

Pause Cheb in the English pilgrims in the US Ford chose Go with is even One Century mot than others.

0:43:6.516 --> 0:43:18.366

Gareth Meredith

Brown at COLART, le Front bourgeois ça longue Legacy Inde, je conduis to engloutis Hey guys of a down the US in Canada have a very happy Thanksgiving.

0:43:18.576 --> 0:43:19.576

Gareth Meredith

Thank you everyone.