

Transcript

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Gareth Meredith 0:05

One gosh.

Online. OK, so bonjour in your house. Hello.

So I'm Dominic. I guess that a lot of you know me. OK, I'm responsible for manufacturing. I'm very proud to be there today and very happy also to be with a team of manufacturing.

And to take this time to, to explain to you what we are doing. So our manufacturing organisation in fact it's very simple. We have in one hand the four plants. So you know changing in China.

Minor Ed and the lowest off in the UK, Leomin France and then in the other end we have four person that is a part of a manufacturing support team that is helping me to manage at let's say global level, the manufacturing worldwide of course it's a very big responsibility to manage this manufacturing activity because we're with us more than 500%. So more than half of the employees of the company we are working to create to produce product.

That should be with a safe environment.

That should be every time we have a cost effective. So we've to be competitive that should be produced in time with a right quality. So it's what I said, it's our karma.

It's not too easy. It's a lot of stress sometime, but somewhere I think for all the team it's in our industrial blood, OK and I am saying or so it's our industrial DNA. So this is our job, our daily job. So why we are there today it's because also we have had this week what we said the manufacturing week, OK, it was the first time we've done it, it was to get all the eight person together to work on a different subject.

We've very serious time and some fun also because we have a group and we need a team that is working all together. Mm hmm. So we split it in three steps this week. The first part was to check where we are for the results. OK for 2024 and what we have a challenge is to conclude this year according our budget. So it was for the day one, let's say day two was two let's say to take some distance.

With a reality and to work about a tool that we named the maturity manufacturing

mattress.

That help us to understand the level of maturity of all our four plants. The idea is not to make some judgments at one plant is behind the other and some are not. The point is to understand what we need to improve in the next years, OK, in our organisation, to be stronger and to get the result we want to have in the perform 20 fourty plan.

It was also the time, this second day, to have some conference about what we name in manufacturing industry 5.0.

K for many years now we are speaking about industry 4.0 industry. 4.0 is industry manufacturing moving to more computers, more digitalisation, more robots and so on.

And appears this name industry 5.0 and we were very interesting to understand what was was this new concept but in fact where we were thinking it was a revolution. It's an evolution. OK it's industry five 4.0 plus planet plus people.

So this is what we are already doing, so nothing new. So good news.

And the last day, today we are going to work OK for the town hall meeting, of course. But also to prepare. What are the activities in our plants to be ready for perform 2030? So this is the last day of this week. OK. But this is also a very important day. OK. But I'm not alone in this team, of course. So I would like to ask Arno to present himself. Thank you.

So I am French. You will understand it with my accent. My name is Arnold Coudre in charge, working for coraz for nearly 15 years and in charge of two different roles. One role is local in Le Mans. I am in charge of managing NP DS, so it's purely manufacturing side of things and the other one is global is related to health and safety.

Where I am the head of health and safety for colartum and this role is mainly to connect people together.

To connect all the local ambassadors on each factory, each plant location we have some local experts of handset you that are doing a great job and I'm there to create a synergy between them to connect themselves together and also to share the energy I have and to bring a part of it to them and to ensure on a daily basis that everyone in collat is working in a safety place.

OK, I know. OK, good presentation. Now can you explain to us what is the safety strategy for collapse? Yes, sure. And so the safety strategy for card is quite easy to explain and easy to understand. We have a target which is 0 accidents. So there is

absolutely no confirmation about it. There is no negotiation. This is our target, the complex one. It's a long journey. We know this, but if things were easy, we would not be there. So we have to manage it and we.

Have a strategy that is based on.

3 pillars. The first one which is important is the behaviour.

We all are actors of safety of our own safety, but also our quality, safety, our team safety and this is going through our behaviour where we have to be with the right mindset and for this some of us have to be trained. So this is the first part, changing the mindset by the training.

The second one is based on our leaders, our our, on our managers. Our managers are on daily basis managing their activities, their managing people, processes, equipments. But they also have to manage the safety, their own safety, their team safety, they have to act with a good example. They are leading this. They have to have the right ownership on safety to make sure that people which are coming.

At work.

There's specific specific shape at the beginning of the day, we go back at the end of the day with the same one.

And of course, the last one is what we're doing today is communicate. We have to communicate differently. We have to communicate really and we have to communicate positively. What I mean is that when we hear about health and safety, she needs to report some accidents, which are, of course, bad news. But we are doing a lot of positive things that we are not sharing. This is what we have to do, not having the bad aspect of things, but also the good ones.

So having a positive communication will be one of the key things and we also have to celebrate all the things that we do or the good results that we had. And this is something that will be done with everyone and many the health and safety ambassadors.

OK, so good strategy, but what are we going to support this strategy or no? So of course as you understood, I'm not the only one doing this and the local ambassadors are not also the only one to do this, this is.

Something as I said, that he's everybody's handsome. So after a period of time where we have invested money in equipments and things to help, we are now in the strategy to invest in people.

As I said previously, we will train them to have the right mindset and safety. We have started it in the mall the last month and we have a programme on the year to come

just to have everyone being aligned with the right approach on things and right, I would say sensitivity.

The point is to avoid having accident and to avoid having accident, we have to be focused and identify a report. Any situation that could lead to possible accident. So this is the first thing. The second one is there is a team, there are local ambassadors and we are leading monthly meetings to create a discussion to create the synergy. I explained at the beginning, we have to learn from the past what did wrong and what have we learned to avoid doing it once again.

We also have to share our experience. We have all different neighbours, all different knowledges, and putting them together will be a key thing for this.

We also have implemented a new tool. Some of them may know which is called kostango. It's used for the health and safety side of things. But not only you will see in the next presentation that I'm not the only one to use it. We have like a kind of live information. We are working on the web page that will arrive quite soon.

Well, you have a new information regarding Carson City. And just to conclude my presentation, some figures just to know where we are and what is the journey. 2022, we had 18 moderate accidents when we see moderate is people which are off from their work more than one day. So it's kind of serious. Last year 2023 there was 13 so minus five. If we go on this trend within three years would be at zero of course.

Why wait for three years? Can we? This year? No, that's not not possible. Next year probably would be good. This year is not possible because.

If we we see year to date we are at 2 moderate accidents and the last year same period we were at 7. So we have yet this progression. So let's cross finger that we'll end the year at 2 and that should be perfect for me.

But we have to talk about safety because something, something very important at it's something that is in our DNA, but also what people appreciate in our in our product is the quality.

You are able to provide and fortunately I have a quality guide close to me so Stephan, can you please introduce yourself to the audience? Thank you, Arno. It was a very interesting.

You are perfect, so thank you very much.

On my side, so I am Stephen Bode. So I AM 44 those that are not knowing me. So I am working for collat for now 27 years.

And I'm in charge for the quality of management system or site.

Under we are we are now certified ISO 9001.

Since 1998, OK. So and then I am also on another side, I am also.

In charge of the product quality management department.

On my team is in charge for the specification of products. The check on the management of non conformity.

OK. On two years ago.

I've been asked to take in charge also. The management of the quality at the group level.

The idea was to put in place common practises for the different manufacturing sites.

And also to ensure global reporting on the quality, non conformity on complaints.

Of course, I'm not alone on this.

Part I have All would say by chance I have a.

Efficient colleagues on each sides. For example, Simon, a Jew for sitan Ilona, Timothy, Eva for Crone and also Lucy Francis for for Snezzar. So it's a really interesting for me to share to, to work with these people.

OK, good. Quite interesting. And just can you explain what does this role means really?

It's very simple. In REGI, we have 4 manufacturing sites having different activities on all on all sites. They are put in place, quality management system on, they are, they are all the certified ISO 9001 or equivalent. So the idea is new to change everything. So we have to to respect what is what are the current processes and the objective is. Very simple is to put in place some common elements.

For example, the quality measurements, the performance indicators, and we also need to share the good practises, OK.

Also we have to put in to chair our knowledge, for example to to help each other in case of nonconformity or on the product. It's always interesting to discuss with somebody else to to get a solution.

On the also collateral as to need to have a global vision of the quality status. So we need to aggregate all the.

Information on the nonconformity on complaints to have a good understanding on our of our level at at this at this stage.

I would say that on this point, we are under the situation is under control.

We have nonconformity, of course, but the what is very important is to react on to be able to place the correct election, to prevent the repetition of the the issues and the the good thing is that I can say that on each manufacturing site someone is taking account these on this on this put in place the.

The right correct direction.

On I would add that our customer are also saying or considering that call out is a factory where the quality is really available, yes. So all all this is crystal clear for me, but can you just just give some examples of what has been done and what are the project the next steps? Yeah. OK. So since for example, since the beginning of 2023, we have put in place.

The same person performance indicator, so KPI.

Names scorecard.

And I could say that now we are changing our chairing, sorry, our results on the same way with the same definition behind under, it's becoming a a common language. It's very important. For example during these two days we were taking this under it's it's now I would say.

The creature. So it's a very good point.

For this year, as you you said for safety, the idea is to put in place also a common tool, A named cosongo, a tool manage the product nonconformity.

This is, I would say the the main action we will do this this year on this part.

Or more generally.

I am in contact very often with my colleagues.

Two chair could practise and I will.

Motion chair some good practise in terms of management of quality system.

To, I would say reduce.

The efforts on the to be more efficient. OK, thank you, Priya.

OK, so now we have spoke about quality and what about you, Gregory, could you introduce yourself?

For your introduction about quality.

I will speak about continuation improvement in Collat, so I'm going to marry. I work for collab since now 23 years.

And I'm leading the continuous improvement programme for for manufacturing sites.

Since now three years, so as you may certainly know, I also took.

The head of document since January.

So during all this continuous improvement.

Period, I would say.

We face a lot of challenge with Dominique, but it has been a really exciting time to work.

On the on transform also all our manufacturing sites, I would say.
Driving positive change for those organisation, so Dominic we will organise the transition period now on Dominic will take the lead until the end end of the year.
Thank you.

And could you explain what is the meaning?

So you are speaking about continuous improvement, but in reality what is so continuous improvement for main means?

Constantly finding where to to make things better. It means.

Stop from.

Cheese. All things are done, but on look for solution to to make them more effectively more efficient so it could be reducing waste. It could be improving the the quality we are talking but it could be also to improve the productivity of our site so. It's just makes things better.

On what were your main challenges, our main challenge are one of the main challenge we face, we don't compare is the resistance to the change.

I'm gonna.

Understand easily what does this means, because each time but we are trying to change things.

You are fixing team member, we are which are working since along there are long way.

In a certain way, in part so it means that you have to explain them what is the benefits? Well, communicate with them are at least.

Thank you. Good.

Yeah, it was amazing. Exactly. So, no, I can. I can also either what are the challenge we face in that now.

The challenge we face because you plug out this question.

That's the least.

So.

Don't throw it.

Restart again.

But it's a rule to see, but we have a collective team. Yes. Yes, it's a lot of human.

Now.

What we are, so I would say over the last three years what what was the main programme, the main programme?

Was to set up a first of all to deliver automate robotics and automation programme.

So with the support of David Grey, our technical Manager at Collateral Mall.

We set up a lot of new technology automation.

Some some complete example was Autoguided Baker.

Automatic padettaser on the connection in term of automation, our our technologies pick each other so.

Doing produce tunnel. You see these benefits impact for lemon sharper. The second one was that colour changing last year we set up strategic project in order to.

With the hunter on the on the all the team of enter in order to restart the competitiveness on the, I think what the changing team can be really poor because in a short term in three months I think they did a great job.

Really great job.

So I talked about the past. I will talk about now who was, what is what is today.

Our programme, so we are still improvement to set up, we are.

I've been as continuous improvement. There is no end.

So we have a rookie party for initiative.

The free man is you already talk about this on on Stephan. It's about custom Google implementation which will really change the way we work. It's a one single platform or one single collaborative platform set up not only in manufacturing site but also in our distribution centre in order to manage safety in order to manage quality but also. Also also operation so we are project all lead observation, potentiality project also.

The second one is the lead by our ITT.

Sanjay, on the emulation especially, is the update of the manufacturing institution system. So we are.

Setting new version in normal site but not only in normal. We are also running out. Stand in collection last quarter of this year on the certainly upform at the beginning of the year.

Of the next job on the the last one, but I would like to also mention because it you have.

It could be after connection with Cassie, but it's it has been need by your.

Team vassal, it's the way I've optimization warehouse optimization or we're talking about third party. We have a third party warehouse also.

So Lewis team did a really great job in order to improve the meaning rate of the warehouse.

We also it's not only linked to efficiency, we also have less impact in our product

because.

We will use also the number of shutter from three to two between between between. Our partner on on us, so I I can see that agita. Appreciate this.

Entryment also.

Play their role because the virtual so they renegotiate the contract so.

Just this project will allow us to reduce our budget of our work needs and more savings is 130 K, so it's much cheaper and I think that we can be poor about this.

So it's all for me. So on our way I will pass, we will talk about finance in our team. So Katie, Katie.

Could you could you please explain to us? Are you warned in the in our team?

Yes, of course. I'll send Gregory. Hello, everyone. I'm Kathy from China finance.

Actually it it is a. It is a great experience to work with my French team. So I have been with you so hard on me to learn French, but unfortunately after two years I can only say bonjour. So it's it's it's not easy. So actually I work part time for this manufacturing support team and maybe for I will provide the financial.

Information at the total manufacturing site level and then to to to allow the the to to to ensure the decision making and then also to provide some consolidated KPS scorecard to allow the benchmark between different sites so that the many support from finance to the team. So you talk about stockpile on what is the main topi OK, great. So this is a good question. I'm just gonna ask you Nathan.

Thank you.

So. So actually for the manufacturing unit side, it's it's not like the commercial unit, how well we are not targeting to to to have to to create the huge profit.

Alternatively our most important financial target is to optimise our costs. So this is the most important target for us. So ideally we we are expecting to see such kind of a cycle. We set the standard in the first year and then during the year the operation team.

Take various initiatives like what colleague just meant, Gregory just just mentioned. But we just mentioned the continuous improvement. So after all these improvements we we can reflect all these improvements into the new standard for the following year. Ideally, we would stay a reduce the new standard. So this is some cycle for the manufacturing unit.

So, OK, great. We want to have seen more within our result 2024 on potentially for the sales guys who are here. We can show you what will be the impact for 20 potential impact for 2025.

OK, OK. Yes. So I understand currently in call out call states really are a hot topic for us is really the the first priority for us. So we would like to see that for 20242024 Cox we we achieved a 1.1% reduction globally comparing with prior year and for the target of 2025 we set the target as no increase at minimum even we consider the inflation.

So actually we can say that nowadays all the side already started to take some initiative to to improve the cost, but we must say that they are still there still some gap. So we still need to find more initiatives to secure the 2025 Cox target.

So answer your question, Gregory. Yes, OK, thanks. So I think that is all from my side, OK. So OK see. So thank you. So now we are moving to the end of this terminal. Mm hmm, I am quite sure. I hope it's sure you have better understand what we're doing. OK, at the manufacturing support team, you see that we are lean. So it's not a big organisation. Now we are doing part time.

Only OK part time mm hmm for this activity. Mm hmm. That's the night I should actually.

OK, I want also to take this opportunity that we have a plan manager with us. So can you come with us? Enter Lucy, Mark Luig and Bruno. That is not the plan manager. He's part of a team today. OK, so why? Why we are doing like this because all this week we were together, OK? And I want in front of you. Thanks then.

Because we are working very hard, it was, I think, a very interesting week. Yes, OK. We are not usually on the top. OK, we are much more doing things. We are doers. I don't have to say this. OK. We are operational. But I think we are doing a great job. If I see the situation today of our manufacturing footprints, OK, we're not generating so many issues. OK. We are very clear on what we are doing. So thank you for the team. OK. Thank you for the energy. Thank you also for the positiveness.

And the good fun that we can have some time when we are not serious.

Especially with brinu especially, but especially with you also and I know and everybody, everyone is participating to this a good community. So as I said already to you, so our mission is in a safe location produce products OK, but have a right quality, the right cost. This is very important at the right moment, OK, and this is our daily work and this is our mission. So of course this is a very long process. This is a very long journey.

And you know that I'm used to say it's a step by step means that we are doing something and we should never move back. OK, every time a little bit better, better, better, continuous improvement. OK, so yes, yes.

You will have to continue to do continuous improvement. Even improvement yes, because it's not only manufacturing, OK, but everywhere we need to improve everyday. OK, so.

That's all for today. Thank you. Thank you very much.

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