

#083 WHAT ARE THE FIRST LESSONS YOU ARE LEARNING FROM THIS HEALTH CRISIS?



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I think that there are already several lessons to be learned from this period on the Operational, Social and Commercial axes.

From an operational point of view, it was first of all the switchover to teleworking and short time working of 2,400 people overnight. The implementation of barrier gestures and protective equipment at our logistics and transport sites. An operational point 3 times a week and a weekly 30-minute videoconference for 160 managers. Very quickly, we noticed that our operational efficiency had not deteriorated, on the contrary. We are going to learn from this by finding the right balance between teleworking and face-to-face work with a better work-life balance.

On the social side, it is a radical transformation of the management mode. We have moved from a management of control to a management by objectives based on trust. It will be difficult and undesirable to go back. We are going to strengthen the support of our managers to help them integrate these new benchmarks into their leadership. Another important project is the adaptation of our operational reporting in order to leave more room for autonomy and initiative.

Finally, the last category of teaching concerns the commercial dimension of the company. The crisis has potentially disrupted our clients' business model.

We will have to listen to them in order to identify new needs and adapt to them accordingly. The crisis has also taught us to be a lot leaner in our daily lives this year which, de facto, allows us to identify ways of optimizing production costs. Market intelligence and optimization leads will probably be two components to get through the coming economic crisis. It's a great challenge for the teams. We have already identified several key success factors: digitization, data, monitoring, e-commerce, urban delivery...

In conclusion, I would say that we have just spent 3 dramatic months from a health point of view but exciting from a managerial point of view. For us, supply chain professionals, a new era of possibilities has just opened up. ”

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As early as 1972, visionary men sensed that this function would be decisive for all companies. For almost fifty years, professionals in the sector have made ASLOG the reference partner.

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The **#SupplyChain4Good** community was created at the initiative of Michelin and ASLOG, as part of the Movin'On ecosystem, in favor of a more sustainable mobility of goods.

#SupplyChain4Good's ambition is to federate the actors who work for Supply Chains that are simultaneously good for the planet, the people and the business performance. The members of this community are «shippers» (industrial and commercial companies), «operators» (transporters, logisticians, shipping companies, ports...), «support functions» (academics, consultants, information systems, regulators, NGOs...).

They cover all economic sectors and all regions of the world. Their work takes place throughout the year and culminates in the annual Movin'On Summit, the world summit on sustainable mobility.