**­­DHL Golden Ticket - Saint-Gobain: Workshop Summary**

**Exploring the voice of the customer – key themes:**

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| **Voice of the customer headlines** | **Key themes** |
| 1. DHL show what sustainable, cost-efficient logistics could look like for Saint-Gobain. – **COO** 2. DHL have taken time to deeply understand our supply chain and where we can improve. – **Supply chain lead** 3. I see a different side of DHL: forward-thinking, strategic, and ahead of the curve in solutions. – **Operations director** 4. We knew DHL were the largest, but their fresh, outside-the-box engagement shows true thought leadership. – **Strategic lead** 5. DHL are the only provider we need, delivering value at every touchpoint as a true strategic partner. – **Supply chain lead** 6. DHL solutions have transformed our supply chain and enabled us to achieve sustainability targets ahead of schedule. – **CEO, Supply chain lead** 7. DHL are the partner of choice to unlock our strategic goals, having listened, understood, and demonstrated real solutions. – **CEO** 8. DHL have shown capability to be our strategic partner, supporting growth, sustainability, and innovation agendas simultaneously. – **CEO** | * Cost * Sustainability * Expertise * Partnership * Collaboration * Customer focus * Strategic partner * Innovative * Forward thinking * Thought leader * Scale * Transformation * Value |

A diagram of a company

AI-generated content may be incorrect.

**Defining the decision making unit:**

**Decisions makers:**

Head of Business transformation, MD (BU), Supply Chain Director, Head of Logistics & transport

**Wider influencers:**

CEO, CFO, Board Group (FR)

**Wider community:**

Sustainability lead, CTO/Digi Head, Procurement lead, Operations Manager, Operations Director, Head of Legal

**Three confirmed audience groups with key priorities and themes:**

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| THEMES | Head of Business transformation | MD (BU) | Supply Chain director |
| TOP 3 PRIORITIES | **Sustainability, growth and digitalisation:** bring the strategy to life  **Deliver growth efficiently**: simplify and consolidate to remove inefficiencies  **Future-proof operations:** prepare for regulatory change and remain efficient | **Reliable customer service:** on time and in full for end customers  **Financial targets:** deliver group and business P&L goals  **Trusted logistics partner:** outsource risk, ‘don’t need to think about logistics’ | **Future-proofed solutions:** think ahead to avoid pressure in the supply chain  **Fit-for-purpose supply chain:** aligned to growth ambition and sustainability  **Visibility and control:** data and openness that gives end-to-end oversight |
| ALL OTHER THEMES | **Portfolio improvement** with competitive products and solutions that meet regulation  **Innovation and digitalisation,** driving transformation with new tech  **Expectation setting** with realistic transformation agendas  **Support and guidance** with clarity on what transformation should be | **Health & safety** with zero accidents and safety-first culture  **Change enablement** with shifts delivered at the right pace  **Incremental** **improvement**, a ‘hop, skip and jump’ approach to transformation | **Greater influence with peers**, by being proactive and meeting future expectations  **Confidence** sustainability targets will be achieved  **Strong culture across supply chain** withconsistent ways of working |

**Defining our points of difference that matter:**

* **Transformation leadership** – proven ability to deliver true change agendas (easyJet, Mars, NUMS), shifting perception and unlocking measurable growth.
* **Cross-sector expertise** – applying logistics mindset and solutions across complex, hard-to-change industries, transferring learnings where precision and security matter.
* **Sustainability at the core** – embedded into every solution with zero-carbon warehousing, low-emission transport, and advanced reporting to accelerate progress to net zero.
* **One DHL, end-to-end** – global scale with local focus, integrating freight, trucking, forwarding and parcels to deliver seamless, visible solutions.
* **Commercial rigour** – upfront and transparent on cost efficiency, insulating against inflationary pressures and strengthening financial confidence.
* **Confidence to challenge** – not just answering the brief but proposing bigger, future-proof solutions that meet transformation and growth ambitions.
* **Redefining delivery –** By applying transformation agendas for customers like easyJet, NUMS, and Mars, we shift perception and unlock measurable growth.
* **Solutions beyond the brief –** We bring confidence to propose solutions customers need, not just asked for, ensuring transformation that drives higher aspirations and advantage.
* **Proof in performance –** Industry recognition such as Gartner award and partnerships with leaders like Perkins (Caterpillar) prove our ability to deliver distinctive solutions that redefine a business.

**Summary of key areas identified for exploration in the value proposition:**

1. **Shape long-term transformation** by defining a 10-year logistics vision that embeds resilience, predictability, innovation, and growth.
2. **Scale sustainability impact** through zero-carbon warehousing, low-emission transport, and advanced carbon reporting to accelerate net zero progress.
3. **Streamline and future-proof** operations with integrated, multi-brand models and digital tools that unlock efficiency, data visibility and smarter decisions.
4. **Engineer supply resilience** by diversifying networks, embedding risk management and delivering future-proof solutions that protect operations.
5. **De-risk transformation with proven expertise and industry recognition** that give Saint-Gobain confidence in achieving growth and sustainability targets.