L’OREAL WORLDWIDE BEAUTY LEADER

1st Beauty industry company
26,9 billion € turnover
150 countries
86 000 people
4,0 billion € net profit
18+ % margin

2018 figures
C1 – Usage interne
A UNIQUE PORTFOLIO OF COMPLEMENTARY BRANDS
2018 OPERATIONS’ KEY FIGURES

- 14,000 3D printing product Mock-ups
- >50,000 Suppliers
- 40 Manufacturing plants
- 8 Types of distribution channels
- >63,584 People benefited from Solidarity Sourcing Program
- >500,000 Delivery points
- 38 carbon-neutral sites
- ~19,000 EMPLOYEES
- 129 NATIONALITIES
- 7 BILLION PRODUCTS
DIGITAL TRANSFORMATION

CONSUMERS TODAY

WE ARE HYPER-CONNECTED

WE ARE ECO-CONSCIOUS

WE WANT SAFE PRODUCTS

WE WANT TO FIND ANY PRODUCT, ANYTIME, ANYWHERE

WE WANT PRODUCTS THAT MEET OUR SPECIFIC NEEDS

WE WANT NEW EXPERIENCES
A CLEAR TRANSFORMATION FRAME

ACCELERATED DEVELOPMENT

CONNECTED PRODUCTS

AGILE OPERATIONS

PERSONNALISATION

DATA/IA/ANALYTICS

Impatient

Connected

Anything Versatile Impatient

Individual solutions

Impatient Anywhere Anytime Personalized

NEW CONSUMERS

C1 – Usage interne
A CLEAR TRANSFORMATION FRAME

PEOPLE AT THE HEART OF OUR DIGITAL TRANSFORMATION

Our ‘customers’: operators, mechanics, managers

Their pain points = business needs
THE 4.0 APPROACH BASED ON A STRONG LINK WITH IT

VISION
Business & IT needs

RFP
Q1 2017

DEPLOY
2019

ADDED VALUE CHECK

PILOTS
Q1 – Q3 2018

FRAME
Q3 2017

3 POC
Q2-Q3 2017

BACKBONE 4.0
4.0 ARCHITECTURE

Operations 4.0 Platform

- Consumers
- Site
- Manufacturing Pack
- Information Systems
- Gateways / Scada
- Equipment
- Teams
- Connected sensors
- Long range sensors
- Sigfox
- Connected & Personalized Product

C1 – Usage interne
THE 4.0 APPROACH CONSISTENT WITH OPERATIONAL EXCELLENCE

**Risk management**

- Management of Standards with 5S & Continuous Improvement methods

**Excellence**

- Excellence Operational System with 0 Losses

**Beyond**

- Consumer & People centric with digital, inter-connected & community solutions

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**REACT**

- Performance

**IMPROVE**

- Standard

**CONNECT**

- 3/4 deviations = 1 major issue

- My role and my responsibilities

- Boost performance to serve Business Model

- ANY PRODUCT, ANY WHERE, ANY TIME

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L’Oreal Operations
THE 4.0 APPROACH CONSISTENT WITH OPERATIONAL EXCELLENCE

REALTIME GUIDANCE

The right data at the right time & place

The right action & help at the right time

OPTIMIZATION from BI to IA

Analytics

Preventive maintenance

Simulation

Root causes & correlations

Risk Management

Excellence

Beyond

DATAS
DEPLOYMENT OF 4.0 TOOLBOX
OUR 4.0 TOOLBOX

REALTIME GUIDANCE

CONNECTED PEOPLE

Operational Excellence  REALTIME GUIDANCE  OPTIMIZATION
CHANGEOVER APPLICATION

Deployed in 20 plants within 1 year

1 week roll-out for 1st line

Results

Nb of change overs: + 40%
Duration: -18%
16 trips to the line computer, saved
OUR 4.0 TOOLBOX

OPTIMIZATION

CONNECTED EQUIPMENT
CONNECTED LINE: REALTIME DASHBOARDS & DYNAMIC CHRONOANALYSIS

MTBF  Cadence moyenne  Stops/h
07:11  84  0

Deployed on 5 lines started on 21 lines

2 months roll out to 2 days thanks to Pack ML – OPC UA - B&R Gateway standardization

Results
OEE: +10 %

EXCELL RUUA 5.02 Captiv Brun
A8463574  4882 / 27926
23044 Restant à fabriquer
Fin estimée : 27/11/2018 14:10

Expiration: 2021-11-28  Lot: 10RN02
Deployed on 1 skid, started on 8 skids

Roll out of 2 weeks

Results: +33% capacity
- 60% water consumption
4.0 INFORMATION
DIGITAL TRANSFORMATION - TAKE HOME

IMMERSION

SCALABILITY

EMERGENCE

PEOPLE
DIGITAL TRANSFORMATION - TAKE HOME

IMMERSION

EMERGENCE

SCALABILITY:
INTER-CONNECTED & COMMUNAUTARY SOLUTIONS

PEOPLE
THANK YOU