

[00:00:23.510] - Aileen Day

Welcome to The Value Driven Brand Podcast, where you'll learn insights on how to communicate with authenticity, deliver genuine value, and create a memorable experience across your entire customer journey, helping your business become the sought-after leader in your industry. I'm your host, Aileen Day, now onto the show

[00:00:32.050] - Aileen Day

G'day, everybody, and welcome back to another episode of The Value Driven Brand podcast, I am your host Aileen Day. Today we have a very special guest with us every week, we have a very special guest with us. But this week is, of course, no different can you please join me in welcoming my friend, my supply chain, amazing guru Ingo Weidmann, thank you so much for joining us.

[00:01:02.540] - Ingo Weidmann

Nice to be here thanks for having me, Aileen.

[00:01:04.910] - Aileen Day

Now, Ingo joins us from New South Wales, and if you haven't met Ingo before, let me introduce you. So Ingo is the founder of a company called ChangeBAU and if you don't know what B.A.U might stand for in this world of acronyms, it's Business As Usual. Change Business As Usual has been running for a few years now, and in that Ingo consults to companies all over Australia about how they can optimise their supply chain. So some of you listening in might go, well, that's not very sexy, but you would be amazed at how much work goes into creating, and we're going to talk about it a little bit further on that, value chain through being able to support a really strong supply chain network as well.

[00:01:57.840] - Aileen Day

So basically working with companies to help them really kind of meet their customers demands and it always fascinates me, I was just explaining to Ingo, I have a little bit of experience in the supply chain discipline, but certainly none to the level of which he has.

[00:02:20.810] - Aileen Day

If I was to give you some insight into the experience that Ingo holds when we talk about value chain and supply chain optimisation, Ingo is the President, the New South Wales President of what's called the Australian Transformation and Turnaround Association, where they bring so many amazing supply chain change managers together to build upon the knowledge that is already out there and to help support businesses do better in their supply chain optimisation. And apart from running his own company, he has done work with the likes of Artex, OneSteel, Horizon Oil, and Qantas like there some pretty serious names, to say the least.

[00:03:10.280] - Aileen Day

And now he goes and consults, encourages businesses on how to do it like the big guys do, and do it even better again. So I'm always curious, I always love understanding how it is that you got to where you are today like what drove you to go, you know what? I'm going to go and teach and educate companies on how to do supply chain better, the best, what is it that made you go, this is it, this is my purpose.

[00:03:43.860] - Ingo Weidmann

Yeah, good question. Thanks for the introduction. My whole supply chain experience started in the manufacturing world, so I started my career at Streets Ice Cream just when the Magnum Ice Cream was being launched. And it was a classic supply-demand dilemma, everyone wanted the Magnum and we just couldn't make enough of it in the old factory. So I was at the hearing team to start off with and then went over to the production team.

[00:04:12.360] - Aileen Day

Yeah.

[00:04:12.660] - Ingo Weidmann

And that's where I learnt how much fun it can be to try to, meet the demand, especially when demand

was higher than supply.

[00:04:21.830] - Aileen Day

Yes, absolutely. I remember when Magnum's got released, so that's interesting.

[00:04:27.760] - Ingo Weidmann

So it was all, was all...

[00:04:28.030] - Aileen Day

And then what got you from there?

[00:04:30.890] - Ingo Weidmann

From there, I then joined Artex, I work for Artex twice, and I'm now back here consulting third time.

[00:04:39.320] - Aileen Day

That's a good, that's a good news story that they'll have you back as a consultant as well.

[00:04:47.090] - Ingo Weidmann

It's a growing company and it's growing because they are able, they know how to meet the customer demand and doing and a distribution company that they in touch with the customer. So in the 90s, I was part of launching the brand that went into Bunnings, which is now approximately half of Artex's business, and it was all about understanding what the customer wanted and then setting up a supply chain that could meet the demand. And that's where I learnt a lot about how to get a manufacturing plant and the supply chain a-line with what the customer wanted.

[00:05:23.730] - Aileen Day

Yeah.

[00:05:25.040] - Ingo Weidmann

But as you can notice, things are different, so a company that traditionally made products for the building trade didn't matter if the product was a bit dirty, didn't matter if things weren't always perfect to then go to the consumer market and try to sell it for twice as much on the shelf at Bunnings and meet all the Bunnings guarantees, it meant the product had to be presentable. You had to always have product on the shelf, you couldn't substitute one product for another.

[00:05:47.930] - Aileen Day

Yes.

[00:05:49.700] - Ingo Weidmann

So it changed the whole supply chain from the start all the way through to, to the delivery part of it. And that's where I guess I got my stripes in the supply chain game, had a very good mentor at the time, so the business was growing pretty, we had an acquisition once a year and then got acquired eventually by Artex. First got acquired by a British company and then by a German company, so this acquisition and bolting on businesses and suddenly telling your factory they've got to make another three different brands in 18 different colours and...

[00:06:23.820] - Aileen Day

I'd love to be a fly on the wall that day.

[00:06:28.010] - Ingo Weidmann

That's the exciting part about supply chain, and then trying to raise the standard factory that's been making the smallest product that May was 10 leaders and I hated that to then say we now have to make 500 more products. And by the way, instead of three colours are going to make it in 14 colours, it just blows everyone's mind a bit. And that's, that's what got me excited about supply chain is getting people engaged, getting them to understand why we're doing it and then getting to believe in the brand. And once you get factory workers excited about being part of the brand and say, oh, we're now going to sell a product that Mum and Dad can see on the shelf at Bunnings.

[00:07:00.560] - Aileen Day

Yes.

[00:07:01.070] - Ingo Weidmann

It gets, they pride steps in and they get more excited and they actually start to take a bit more care and take a bit more pride in the way the labels put on or where that sticker goes or and does the little things. And that's ultimately where my thing comes from it's, getting people to get engaged, understand why they're doing it, and then setting up metrics that actually measure them on that so they get rewarded for doing the right stuff.

[00:07:23.730] - Aileen Day

Yeah, absolutely. And I know from the, from the moment that you and I first met and I heard the way that you spoke about the way that you encourage businesses and work with them to that big piece around understanding the customer need. I knew right then and there I was like, right, I have to have this man on my podcast because he gets it. It's not just a case of waking up one day and going, I'm going to sell a piece of poly pie and everybody will love it, no that bloody well won't love it. You have to understand exactly who you're selling it to, what are the purposes that they are going to be using it for.

[00:08:07.200] - Aileen Day

And so many organisations just don't do that they just expect, you know, I just literally won't blog, you know, build it and they will come. This isn't the field of dreams, there's more to it than that and knowing that because this is The Value Driven Brand podcast, I know that you have some really amazing insights around your experience on what, you know, have other businesses have done with your help to create a value-driven brand and you just started to touch on it then. And that is to use, to use key metrics to drive decisions so how does that play a role in creating a value-driven brand?

[00:08:57.710] - Ingo Weidmann

It's, it's everything, it's if you understand what your customer values and you can turn that into a metric that everybody in the value chain understands and understands how they're impacted if you can get all that aligned and everyone knows what they do and then can see that reflected in that metric. And if that metric customer is willing to pay you for, you start to print money. And it's getting that alignment and it's not easy, but it's getting easier because of digitisation so there's a lot more information available now, there's a lot more information that you can make available on the factory or the warehouse floor and ultimately, it's about the people who play a role in adding value to the product or that service them, understanding how the customer perceives it.

[00:09:47.930] - Ingo Weidmann

During my time still in Tasmania, we got very close to a company that made **wind towers** and I got my production people to understand what the next step in the production process was. So they spent a week at the customer understanding what the next step is for the piece of steel that came out of their warehouse when they came back to the business then to understand how important it was to get this right or how the product represented on the truck because they knew I was going to be unloaded at the other end. It built that relationship and it allowed me as the manager of the business, to become a key part of the customer's process to the point where they trusted me in doing the first step of their process.

[00:10:34.280] - Ingo Weidmann

It became a long term relationship, but the key to that was the people in my warehouse understanding that they're not just processing a piece of steel. They actually thought this was, they understood how that piece fit into the final **wind tower** and had a lot of pride in what they were doing. And it's just understanding how to measure that, getting them to understand it. And then it really starts to gain momentum on its own. And I've applied that principle in every way, everywhere I've worked.

[00:11:01.430] - Aileen Day

That is absolutely game-changing. I cannot tell you of a single company that I'm aware of that does

that with their team, and the thing that I know about supply chain is that we try to screw costs to the wall so hard that the concept of relinquishing the, the manufacturing team out of the factory and putting them into a scenario where they're going to learn about the application of what it is that they're creating, people would go, mate, that's going to cost a fortune not doing it. But I would see that as an absolute game-changing, value-driven investment, because if you do that, as you just said, the level of pride in their work and motivation that they go back with, because you not only have you taken them out of their usual surroundings and trusted them to carry out this activity where they get to play a bigger part than they already were, giving them the comprehension that they are a bigger player in this whole process that people otherwise wouldn't have done and I always talk about breaking down silos, right?

[00:12:28.100] - Aileen Day

Because one thing I know doing what I do is I am constantly faced with businesses who have departments and areas of their business or manufacturing and supply chain and, and they're all in what we call silos so they all behave like their, their own business. They don't communicate with each other, they don't comprehend the next move or the impact that they have on the next piece of the puzzle or the customer journey of a business journey. And therefore, people fall to pieces and teams fall to pieces, and therefore the customer experience falls to pieces as a result.

[00:13:09.770] - Aileen Day

And what you have just done is and I love that you said they trust you, your customers trust you because that is one thing that I am relentlessly banging on about, is you have to endeavour to create activities that deliver trust. And that is amazing, I you haven't, you haven't told me about that so I was like, oh, my God and it's so simple. Put them on a bus, take them out to the site, like, seriously it just is worthwhile, that is brilliant, I love it. I am also curious, though, what kind of metrics are we talking about? Are we talking about behavioural metrics? Are we talking about production metrics? You know, I always love the good old I used to walk in the supply chain and just say DIFOT a lot and people would go, oh, she knows what she's talking about. For those listening that's Delivered In Full On Time, it's apparently a big thing.

[00:14:19.650] - Ingo Weidmann

It's the biggest thing and it's, you don't, if you don't meet that delivery in full on time, then you're going to be chasing your tail. But once you, once you've once, you're on par with your competitors are better on delivering on your promise. The next thing is the understanding what the customer values, so that's deal example I guess the other things that, that operative came back with, he we always joked that this guy cuts his grass one way and is a perfectionist and, he was crazy, but he spent a lot of time making sure certain imperfections were removed from the steel plate before we delivered it and spent a lot of time fussing over things that he thought were really important.

[00:15:01.520] - Ingo Weidmann

Once he came back from the customer, he basically and said, look, this is really important, this other bit doesn't really matter because they're going to sandblasted anyway or they don't really care about this. So suddenly we stop wasting energy on things that the customer didn't care about and started focussing on things that the customer really cared about. So it also saved money, so it became a win-win that you actually making the customer happy, creating a lasting relationship and stopping waste wasted energy on things that really don't matter at all.

[00:15:29.870] - Aileen Day

Are you hearing this gold.

[00:15:34.700] - Ingo Weidmann

And simple, but it is simple, but you've got to get people involved and engaged and also do the same or good supply chain management on the same on the supply side as well. And that involves that trust word again, to get your supplier to come into your factory or your process and actually get them to see why it matters if a product is presented a certain way, why you care that the handles are facing this way when they're delivered.

[00:16:00.230] - Ingo Weidmann

Once the supplier sees, I can see how important that is because that's the way that fits into your machine, they then go back to their manufacturer or their production plant and say, look, this customer really cares about this, and most of the time all their customers care about this, but they've never actually realised it. So it's just getting people out of their four walls into the customer's four walls and understanding what they care about and then taking that back and making it happen and then as a management team then has to put a metric in place that measures that that excitement wears off when people go back to their old habits, but if you put a metric in place, measures it that behaviour keeps going.

[00:16:38.720] - Aileen Day

Yeah.

[00:16:39.740] - Ingo Weidmann

And that's pretty much the source of most of my transformations have been just getting people to open their eyes and understand why they're doing it. And it gives them purpose coming to work because they know when that truck drives out the driveway, they actually know what happens next.

[00:16:55.350] - Aileen Day

Yeah.

[00:16:56.480] - Ingo Weidmann

Lots of great examples where they then, you know, talk about that wind tower and yeah, I make the base plates and I know what's important and they just that whole pride thing comes through and that creates a brand even in a boring commodity market like steel. And I've got lots of other more boring examples in the steel world, but it's the same thing, it's just getting people to understand what matters. But if you haven't got people...

[00:17:18.840] - Aileen Day

They aren't boring at all, and you know you know full well, I talk very regularly about the joy of CEHX (pr.sex). So customer, employee, and human experience and what that ultimately is, is just one of the most beautiful examples of that whole component you have taken into consideration: the customer needs to deliver a customer experience that would be worthy of their loyalty, you have created an employee experience where there's so much pride and therefore internal motivation to do the best job they can do, and then you've created a human experience because you've humanised those commodities.

[00:18:08.250] - Aileen Day

They're not just a manufacturing plant now they or manufacturer or a customer demanding that their product be packed on the left instead of on the right, they're not faceless now. They're human beings that now have the opportunity to deliver something bloody amazing that is going to create loyalty on every front that they work in. And I often discuss, you know, we talk about customer experience and, you know, whether or not people talk about your brand is actually not as a likelihood, not as high a likelihood as it is if people were to consider if people talk about work.

[00:19:00.840] - Aileen Day

So if we go to a seminar or whatever the chance of you telling me about your latest shopping experience, probably pretty low, but there is a 100 percent likelihood that I'm going to turn around and go, hey, girl, how's work? Right, and so what you've just done for these manufacturers, you've given them something to actually go, you know what, work is amazing, work is where I want to be. It's just so fascinating to see something so simple become such an amazing outcome.

[00:19:43.380] - Ingo Weidmann

The, the other example of that which you and your listeners can relate to more is I spent quite a bit of time with Qantas managing the international terminal in Sydney and the brand, Qantas is such a strong brand and everyone working in the company was so proud to work for Qantas and be part of the brand. Also, the aviation industry manages everything to the degree, the alignment, alignment that

everybody at the airport, my whole team of 600 people are looked after across the three shifts, the alignment they had to make sure that that door was closed on time.

[00:20:16.770] - Ingo Weidmann

And that KPI was it was, was phenomenal to then drive changes to lower the cost while keeping that brand loyalty and passion alive, and was a challenge because you start it with such high passion, you could actually drive a lot of change and the passion didn't die. And then the experience, every Qantas employee gets very good flights as part of their package, so they all are very proud to fly and Qantas and be part of the Qantas journey.

[00:20:46.770] - Ingo Weidmann

So while they're working underneath the aircraft, packing the aircraft, refuelling, and the work, I have to clean the toilets. They still imagine the next flight or how proud they were when their family was on the plane and how proud they were that they always left on time and all those things so that pride thing was so big in the Qantas game, and when I joined other organisations that didn't have that pride, I keep reflecting back on how am I going to create that pride? So people are happy to talk about their brand and as you said when they get asked at the barbecue where do you work? It's not just yeah, some building products manufacturing plant.

[00:21:23.340] - Ingo Weidmann

You know, actually, I make that brand that you just they'll probably say, did you do any renovations in the last few months. Oh, yeah, I have. What product did you use? Oh yeah, the Dunlop brand. I make that. So it becomes they're talking about the brand they make, not about the sense of adhesive they make.

[00:21:39.780] - Aileen Day

Yes.

[00:21:41.500] - Ingo Weidmann

You want your employees to believe in the brand that they are part of creating the brand.

[00:21:46.080] - Aileen Day

Yes.

[00:21:47.610] - Ingo Weidmann

You've got that employee engagement that...

[00:21:49.500] - Aileen Day

And so they should be they should absolutely be proud, that is so fantastic. Now, we also have now this is so cool I think what you have inadvertently done is given me so much more insight and content that I'm going to take and work out around team pride, because I absolutely am just enthralled to hear about how that inevitably creates a value-driven brand, you know, we're talking about metrics, but the metrics really are only win, when you've got that team pride and, and employee engagement going on. But we're also talking about delivering on the promise, so how does that help us create that value-driven brand that we all know we deserve to do?

[00:22:43.160] - Ingo Weidmann

Well, first thing is getting the people that are delivering the promise to know what the promise is, I think that's the most key.

[00:22:51.740] - Aileen Day

Fancy that.

[00:22:53.600] - Ingo Weidmann

In the supply chain don't know what the customer was promised, so it's just making that visible, and it's often in the weekly toolboxes that you have in the warehouse or just putting the signs up that they know what promises we made the customer you ordered before two o'clock, you're guaranteed next

day delivery. Everyone that's involved in getting their product to the customer needs to understand that's the promise that the businesses made.

[00:23:17.600] - Ingo Weidmann

If they don't know that, you can measure it as much as you want, you can tell them what their default rate was they don't care. But if they are part of understanding that that is a promise that your company makes, that your competitor can't do, they again, start to understand what role they play and they start to care a lot more about it and they start to push back when the workload gets to a point where they can't deliver it. And that's when you start seeing the two-way communication when the people who actually involved in delivering the promise say, you know what, if we don't add another person or, if we don't do overtime this Saturday, we're not going to meet that promise.

[00:23:51.710] - Ingo Weidmann

And they sort of throw it back to management going, well, we can either meet the promise or we can do our best and not meet it that because they know how much that means to the company, because the customer backlash, if that promise is not met, because they're paying a premium because of that service.

[00:24:06.050] - Aileen Day

Yeah.

[00:24:06.700] - Ingo Weidmann

So your people have to understand why you're measuring it and why you're putting it up in lights.

[00:24:13.040] - Aileen Day

Yeah, I especially love that they're pushing back, and it's not because they can't be bothered, it's because they know what it takes to deliver the promise with the quality. They're like, hang on, we can do half a job and get it out or we could get more help and keep up the standards and still get it out. So that is, again, it comes back to that, they're motivated, they're proud to do the job at the level that is expected to be done, obviously, because as an organisation, there's clear communication and a very transparent understanding as to why that is an important factor, why that is an important promise to the customer the impact that that has to not just the customer, but them and their employment as well, I think is just marvellous now, this one is a biggie, right?

[00:25:16.340] - Aileen Day

So we're talking about visibility, alignment, engagement, my favourite customer experience, and sustainability. What is all of that got in common with delivering a value-driven brand?

[00:25:36.280] - Ingo Weidmann

Those are the elements that I think create a value-driven brand, and the reason I put the sustainability part at the end of it is if you can consistently have a good customer experience, you're going to get customers coming back so you create something sustainable rather than the customer shopping for the cheapest product.

[00:25:54.880] - Aileen Day

Yes.

[00:25:55.150] - Ingo Weidmann

And if your customer experience is something unique, and these days it's hard to do something unique because everybody else catches up so much quicker so you need to do whatever else does well and then do something different to demand a premium or alternatively do it as good as everybody else and have a lower price. That's not as much fun because you're doing things faster and cheaper.

[00:26:16.690] - Aileen Day

Yeah, it's not as exciting, I mean...

[00:26:22.150] - Ingo Weidmann

And demand premium and then that allows you to put more pressure on everybody to actually deliver. But the, the engagement comes by people understanding and the visibility then comes, them understanding what levers they can pull.

[00:26:38.770] - Aileen Day

Yeah.

[00:26:39.160] - Ingo Weidmann

And the trick I find in this decade is the information available that people are scared to make the decisions so they rather than make a decision to do this and get this off to the customer, they send an email or they wait for someone else to make the decision. Whereas if the right training is done and the right culture set and people are given the freedom to make rewarded for making the decision and they're not penalised when they make the wrong decision.

[00:27:08.420] - Aileen Day

Yes.

[00:27:08.950] - Ingo Weidmann

You make them make the wrong decisions, but if you did it in the good intent and you knew why you did it, you should still be rewarded for it. And I've seen that many times, and once people have the balls to make those decisions, the customers end up being much happier because it might be sending a part-load because you haven't got part of a product or maybe deciding to take some of the damaged product off-pallet rather than sending it anyway.

[00:27:36.680] - Ingo Weidmann

A customer would appreciate that, especially if they get that communication, but it's, it's people understanding that they contribute to the customer experience. It's not just that I can, but it's that it's the, those things together that create the customer experience.

[00:27:52.570] - Aileen Day

Yeah, absolutely, and I do, I do certainly appreciate the sustainability aspect of it in the sense of, you know, you will come across some people who talk about customer experience in the sense that, you know, to deliver a loyalty driven customer experience, you have to wow them every time you have to go above and beyond every single time.

[00:28:23.710] - Aileen Day

But I am here to tell you categorically that is not the case, because if you are constantly changing the way that you deliver an experience in an attempt to hopefully wow and blow their minds, you're actually going to really upset them because there's no what is plainly called consistency. And it's great to innovate, but you need to innovate, let the dust settle, and then innovate again, and that is a process in itself that, too, also needs to be a sustainable process. Innovation can't just be like, oh, I had a brain snap, let's do this so I have a brain snap again let's do that.

[00:29:11.590] - Aileen Day

Because it's unsettling as a customer experience goes and ultimately what we look for as consumers is something a little bit more stable because there's not a lot of stable stuff happening in our lives. The way we get delivered and experience is one of those things where we're actually looking for if it works and it meets, if not goes beyond our needs. Like Ingo said, find that point of difference where you can become that premium brand, then that is amazing, that's great, that is enough. You don't have to keep changing that point of difference every week to get where you need to be to become that trusted value-driven brand, you're just going to piss people off.

[00:30:03.400] - Ingo Weidmann

You nailed it, it's that consistency and if you change it too often, you will piss people off. I got a high distinction for my definition of quality at university, and I used McDonalds as the definition of absolute quality, it's the same every time you go, it's the same all over the world you know exactly

what you're going to get, doesn't mean it's high quality, you don't expect high-quality at McDonalds, but you expect it to be the same every time you buy it.

[00:30:31.370] - Aileen Day
Yes.

[00:30:32.560] - Ingo Weidmann
You expect it to always be in stock, you never go to McDonald's and they say they don't have the special sauce today would you still like your Big Mac?

[00:30:38.680] - Aileen Day
Yeah.

[00:30:40.030] - Ingo Weidmann
It's the consistency angle, and then you look at McDonalds, they keep reinventing themselves, like...

[00:30:44.980] - Aileen Day
Exactly.

[00:30:45.970] - Ingo Weidmann
Adding McCafe, they keep trying new things on the side. But they still have the old promise on this yeah, that's always going to be there if you don't want the new stuff.

[00:30:53.410] - Aileen Day
Yeah.

[00:30:55.690] - Ingo Weidmann
That's a model that a lot of companies can follow, is that you can innovate, but stay the same.

[00:31:00.340] - Aileen Day
Yes.

[00:31:01.870] - Ingo Weidmann
Listen to your customer, what they want.

[00:31:03.820] - Aileen Day
Yes, absolutely. Oh, I love that. So visibility, alignment, engagement, customer experience, which ultimately also then I'm going to say includes your employee experience and sustainability. Those are certainly the amazing keys to creating a value-driven brand if I've heard them before or if I have not heard them before actually, that's the first time I've heard them, so I think that is just fantastic.

[00:31:35.800] - Aileen Day
And it would be remiss of me not to tell you about one of my favourite steel working stories, which I'm sure you've heard before, but it comes from a gentleman called Dale Carnegie who wrote a book back, back in the day about a steel magnate called Charles Schwab. And Charles Schwab had a team of steel manufacturers who were not producing the, the level of steel that they needed to produce and he was actually on the precipice of bankruptcy. And he came into the mill one day and he said to the team, the dayshift team, how many steel rods have you made? And they said, six, sir.

[00:32:24.550] - Aileen Day
He got a piece of chalk and he wrote on the ground a massive figure, six, and then the night shift team came in and they said, what's this about? And they realised that that was the amount of rods that the team on the day shift had created, so they went, we got this and, and essentially what Charles Schwab did was he improved their motivation, he improved their drive to deliver their promise of steel by helping the teams compete against each other, and then the next morning, the day shift team came in and there was a seven on the ground and then basically that kept going, and it's so interesting that you say, you know, the team pushed back because the story goes that the team pushed back they

couldn't produce anymore without recruiting more people.

[00:33:26.720] - Aileen Day

So obviously, they were no longer on the precipice of bankruptcy and shutting down, that actually gone completely the other way and became one of the largest steel manufacturers in the USA. So there is a lot to be said for improving that employee experience and everything that Ingo has talked about today.

[00:33:51.920] - Ingo Weidmann

No good example, and if you don't measure things like quality, that can get out of hand as well, where people take shortcuts to meet certain KPIs. So if you don't have other metrics in place that can catch you out as well, which is why it's important to have that balance of metrics.

[00:34:06.500] - Aileen Day

Yes, absolutely.

[00:34:09.780] - Ingo Weidmann

It's going people, again, have pride. They get excited about what they do, they're not just coming in to work eight hours and clock off again.

[00:34:17.360] - Aileen Day

Yeah.

[00:34:17.720] - Ingo Weidmann

That's the key.

[00:34:18.890] - Aileen Day

Yeah, absolutely, give the team something to feel proud about some purpose behind what they do every day and, I'm almost certain that you will start to see your own supply chain, an organisation, a full organisation, become quite the optimised, optimised way of doing business. Ingo, before I let you go, because they are just absolutely delightful insights and for those of you who watch me on my live broadcasts a couple of times a week, let it be known that I'm taking some of this information and running, running with it.

[00:35:03.650] - Aileen Day

So I thank you so much, it's just been so wonderful but for those of you who have listened in before, you know, there's still one more piece. And for those of you who don't, every guest who joins me on The Value Driven Brand podcast gets given a guest profile, which they very kindly fill out for me and give me some insight into themselves. And one of the questions that I ask each guest is what is the one song that gets them pumped up for anything? Ingo, do you remember the song that you chose?

[00:35:42.390] - Ingo Weidmann

It's one of my favourite Queen songs, and it's always on the top of my most playlist, it's the Queen, Queen song called Don't Stop Me Now.

[00:35:52.890] - Aileen Day

I love it, I love it.

[00:35:56.540] - Ingo Weidmann

Having such a good time, I'm having a ball. It's all back to what we talked about, the employee experience if you can sing that in a workplace to get your employees to sing and believed in it, I think your value-driven brand is a guarantee.

[00:36:09.220] - Aileen Day

I reckon, yeah, Ingo's back to slide into DJ, DJ Ingo to an organisation, near you with a pumping soundtrack, I can imagine. No, it's true I reckon, when you got the right music on in the background, you can get the team to work even, even more, more productive. But yes, it is now, for those of you

who don't know, we have a special playlist here at The Value Driven Brand, it's called the Aileen Day Official Guest Playlist and you can now also grab this new entry to the playlist when you visit valudrivenbrand.com/podcast-series.

[00:37:00.550] - Aileen Day

And that is where you're going to find this podcast recording, as well as all of the resources available to get in touch with Ingo, and if you are an organisation who thinks that you might need some of Ingo's lovin' caressing in consulting, coaching around the way that you do business, then you can also visit valudrivenbrand.com/podcast-series, I'm going to stop that again valudrivenbrand.com/podcast-series. Goodness me, when my man Brendan does this transcript. He's going to think, what was she doing? That is where you're going to find all the information. Ingo, it has been such an absolute pleasure to get to chat with you about supply chain optimisation, about doing business better, and creating a value-driven brand. Thank you so much for joining me.

[00:38:07.360] - Ingo Weidmann

No, thanks for the opportunity, and it's been fun talking to you and we didn't swear as much as the people that surprised.

[00:38:14.630] - Aileen Day

No, we did it, we're keeping it PG today. M, M is for after 8 pm on Mondays. I love it, all right, that is it for us today, but thank you to Ingo and we will be back with another episode very soon, but for now, get out, go and create value for somebody else in your life, because we all know what goes around, comes around, I'm Aileen Day have a great week.

[00:38:53.570] - Aileen Day

Thanks for listening to The Value Driven Brand Podcast with your host Aileen Day. Is your business struggling to become known as the sought-after leader in your industry? Access our Value Driven Brand quiz and special three-part podcast series to identify the gaps and what you need to focus on first. Go to www.valudrivenbrand.com/podcast-series, that's valudrivenbrand.com/podcast-series. Tune in next time where we discuss more ideas on how you can deliver your own value driven brand.