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Hello On The Way. My name's Valérie Durandy, and I'm Product Director at Nature et Découvertes.

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I've had a working career that I've been building for some time now, as I'm over 50, and I wanted to share with you something that is very important to me, and that is how I've managed to reconcile my personal priorities, as I have four children with my husband, with a professional career that I've been building little by little, and where I'm now Product Director.

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So that's great. So I'm passionate about retail and business, I've spent my whole career at department stores, at Printemps and at Franck & Fils, and then I spent twelve years at Le Bon Marché, which was a major step in my career, as Le Bon Marché was in the middle of implementing a new strategy at the time. That was about a particular semantic for department stores, which essentially meant that we were transforming the department store.

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It was led by a highly visionary person, Philippe De Beauvoir, and I worked as a buyer for twelve years. And what was rather extraordinary for me was that he had this initiative, saying we were going to combine two professions, those of buyers and of stylists. And so for 12 years I was able to develop my creative side, working with stylists, and developing an eye for products, which was quite exclusive to the teams I was working with at Le Bon Marché, which was a real asset for my career, as I was headhunted to move to Monoprix, which is another major chain

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that people at BNP probably know, and that is also really interesting and is very close to its customers. And there I managed all the interior decor teams, and the challenge was to premiumise their product range. And back then I was lacking in the digital aspect, as in our businesses digitalisation is pretty complex in retail. And I realised that if I wasn't at a pure player, it was going to be difficult.

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So I made the decision to move to a pure player, called West Wing, which is a German private sales site. And there I got a major immersion in a variety of areas, and among others of course there was the digital aspect, KPIs, that I picked up very energetically and enthusiastically. And I learned how to manage young people, everyone was under 27, so I was probably a bit of mother figure or a broad tent for everyone there, and that was rather special for me, because that suddenly that was an asset.

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I think that when you're over 50, having that agility, that understanding, and also that motivation to mix generations in management. And so that was rather nice. But after 3 years, I realised that the fast fashion aspect wasn't sustainable. I had quite a lot of trouble with the private sales business model, and that really woke up the ecological dimension in me.

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Maybe the word's a bit too strong, but anyway, engagement. And I realised that we can't have a society like that, one of permanent consumption, and I very quickly decided that I needed to go back to a business model that suited me better. Phygital. So moving to Nature et Découvertes was a great opportunity. I was at West Wing for 3 years, and then quickly I moved to Nature et Découvertes.

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And that was the high point. I was coming to a brand that's been extremely engaged since its very start, so I felt much more aligned, first of all with my passion for retail, phygital and working for a brand that's been very engaged since its creation. And so I'm much more in harmony with my beliefs and my values.

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The story of Nature et Découvertes is really rather beautiful. It's a family company that's 30 years old, and was created by a couple, François and Françoise Le Marchand, who are also very visionary. Françoise and François have 4 children. And just over 30 years ago they visited the United States.

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They discovered a concept called The Nature Company, which was an American concept. And so they imported the concept to France, with a strong conviction from the beginning of the aspect of "knowing about nature so as to better protect it." And so the whole idea of the company is to teach all of us about nature, biodiversity, and environmental issues.

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And understanding how our planet works, understanding the challenges of life. And that was all 30 years ago. And people having been talking about it a lot since the recent pandemic, but that was 30 years ago. So it was rather extraordinary, as I arrived as a newbie, I have to say, and even rather humble in my managerial stance.

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And I found extremely engaged teams there, with strong convictions and really loyal teams. There's relatively little turnover at this company, as there's a real sense of being on a mission. And so, for

example, Nature et Découvertes did its first CSR report in 1994, called Arc en Ciel, or Rainbow, a pretty name.

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And CSR reporting at Nature et Découvertes is long established, and has been an annual event since 1994. So that's a very strong anchoring, and a very authentic one. And there was also the establishment of the Foundation very early on in the history of Nature et Découvertes. And what really amazed me when I arrived at this company, was the commitment of the teams.

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Every employee is an actor. And so, for example, I was very surprised by the teams when I arrived: I met ornithologists in the stores, I met naturopaths, I was very surprised. So as I'm quite expressive, people said "But are you surprised?", and I said yes, I was really surprised. Stores have salespeople, do you have salespeople?

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No, for us, at Nature et Découvertes, there's alternative expertise, a new and rather disruptive expertise. And it's been like that from the start. It's been like that right from the start of the company's history. So at Nature et Découvertes we have over 100 stores, with a turnover of just under 200 million.

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And we've been part of the Darty group since 2019. We've got a very varied set of product categories. It ranges from well-being, to the outdoors, to lithotherapy, to scents, to hammocks, to decoration. Well, basically a lot of product offerings. And this variety of products, of offerings, is constructed by experts at our company.

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And so for all of our employees, when I arrived, I was surprised to see such a real pride in belonging. And that's not always the case everywhere. At Le Bon Marché I was lucky enough to feel a real sense of pride of belonging. And it's the same at Nature et Découvertes, because there's a lot of meaning.

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Our company has B Corp certification. And we're on our third certification. So that's not something new for us. Still, it's more and more complex, more and more demanding. It's one of the most demanding certificates for the profession. And it was François Lemarchand who wanted to get this certification, which was initially an American one, and is now spreading widely in France.

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And that also goes for us, it makes a lot of sense, as B Corp certification ranges from governance, to employees, to warehouses. It covers all parts of the company. So you can't cheat, it can't be cheated. So at a certain point, it's more and more demanding, because the stakes are getting higher and higher.

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But it also engages us, it draws us right into the action, it's not all fine words and talk, it's action, it's facts, and we have to demonstrate what we're doing. So I think that's very significant and very inspiring and motivating for our teams. So in the world of products, it's a major challenge today, since, as you know, there's a lot of information that's now transparent, and that's a very good thing in terms of traceability, and above all, impact .

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So, we've been calculating our carbon footprint for a very long time, but we were doing it on what's called scopes one and two, and we weren't doing it on scope three, meaning products and customers' journeys. We are now calculating our carbon footprint. I'm going to explain its origin, as I think it's interesting,

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it's a story that has some meaning. During the first lockdowns, so March 2020, at Nature et Découvertes we closed all our stores, and we really had, and I think everybody did, a very dramatic dimension to our internal discussions at Nature et Découvertes, as we were already quite knowledgeable about environmental issues, I think we can say.

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But then, with the pandemic, things accelerated sharply. And so since 2000, there has been a social engagements department at Nature et Découvertes, that reports to general management. Then after that, there's my commercial product department. So we decided in May, so just after the first lockdown, to place the environmental engagement aspect at the heart of the business.

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And that was when we created what we call the sustainable innovation unit, whose primary role is to accelerate the transformation of our offering. So that means that it comes under my responsibility, and so it's at the heart of my job, it's not separate from my job. And I think that mobilising the teams makes them more effective and things go much faster.

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And so in this sense, our sustainable innovation unit has three main fields of work: circularity, sustainability, and reducing our impact. So we created that in June 2020. So the issue is that we produce a certain number of products, and 65% of our offering comes under the Nature et Découvertes brand, and so they're exclusive.

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So we still have a lot of possible areas for action, for reducing our impact. So in 2021, we calculated our carbon footprint using Carbone 4, which is a well-established and now well-known company, and was founded by someone I'm sure you know, who has a good understanding of subject, and so with Carbone 4 we created a tracking tool for product managers, which they now always use when we have to decide on stocking products.

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The aim is to reduce the impact of our offering and transform it, by occasionally getting rid of products that have too heavy an impact, compared to other products with less impact. So our tools are very clear and clearly identified. I think that now the experts understand them well. So of course there's making the maximum use of recycled materials. There are products where this reduces its carbon footprint by a factor of four.

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So that's extremely effective. Then there's sourcing, which isn't always easy, but it's also very effective. And then you can work on the weight of products. If a product is lighter, then it potentially uses fewer materials and more energy and materials are saved. It's a long job, and I think it's a job that needs day to day support from management.

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You have to accept having a fairly humble posture too, and remind yourself that it's about taking things in small but conscious steps. And you need a lot of determination, and also the determination to spread the word. I think it's important to explain to our suppliers, to our partners, why we're doing all this, where it's leading us, and why it's so significant in shifting the needle.

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And that we're a partnership, and we're like a bracelet, where every link in the chain is connected to the next, and I think that's what will reduce our impact, and what will help us to maintain our commercial activities. Because, as we're B Corp certified, we want to reduce our impacts and protect the planet.

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But we're not ashamed of the fact that we're an employer, and so we generate a level of activity that allows us to remain an employer. So it's all done with a lot of coherence. And what's so significant at Nature et Découvertes. And it's also done with a certain humility. So it's true that to get a product policy moving, at some point you're going to come across a difficulty, and it's that currently we don't have much of a voice

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at Nature et Découverte. Ultimately we're a rather discreet brand. We don't advertise and we never have done, and these days we're surrounded by actors who are speaking very loudly and clearly, and if you don't know what you're doing, you might end up thinking "I'm not really sure about this brand's level of environmental engagement." But now, Nature et Découvertes is getting involved.

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We're talking about everything we do in a simple way, and so customers know what they're buying, how it was designed, and why it makes more sense to buy from Nature et Découvertes than from somewhere else. So when we did all that carbon impact tracking for all our Nature et Découvertes product lines, I asked the product manager to identify products, our best sellers, because they're the ones we can have the most impact with, of course, that we could very quickly modify, so as to reduce their carbon footprints.

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So in fact we identified the two examples, that I can talk about here, that are interesting, and illustrate idea nicely. The first is a product for infants, for children under three, called a turtle nightlight. So with this turtle nightlight, there's a lot of plastic, that's how it is, it's plastic, for infants that's one of the most durable materials.

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So that also makes sense. But it still has a pretty big carbon footprint, as you can imagine. So the product manager worked on several different areas. The first was using recycled plastic, so rather than using plastic manufactured for the product, we used recycled plastic. Then he reduced the weight of the product, so the product is lighter.

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And then, and maybe it's a small thing, we got rid of the plastic fasteners that connected each element, and so that gave us really satisfactory result, as we reduced the impact of the product by 76%. And he's rather proud of it, and I think he's right, he should be proud, it's a great result.

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And there's then another example that's totally different, which is a blanket. At Nature et Découvertes we have a bestselling product, which is a polyester blanket. And so two years earlier, the product manager had already replaced new plastic with recycled plastic. So that was already done, we couldn't use that again.

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But we came up with the idea of selling it in a vacuum pack, so putting it in a vacuum pack and selling it compressed under vacuum. It takes up less space in containers, it takes up less space in stores. And then we could also tell customers that it's a two-for-one, as the vacuum pack can be reused for something else.

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So that's another success, for a product that had already reduced its carbon footprint. Of course there are lots of examples, as we have lots of products at Nature et Découvertes. But those two are some of our best-sellers, and the most interesting to actually talk about. So at Nature et Découvertes, a long time ago we made the choice to significantly reduce importing products by plane. At Nature et Découvertes,

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shipping obviously has a very significant impact on our carbon footprint. But it was something that really interested and surprised me, while doing our work on Carbone 4, is that shipping only accounts for 7% of the carbon footprint of our products, and so on our scope 3 footprint. So it's very low. Why is it 7% for Nature et Découvertes, I don't know how much it is for our competitors, but for a very long time now, less than 1% of our imports from outside the European Union are shipped by plane.

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That's really low, because in retail, shipment is often by air, and that has a very serious carbon footprint impact, very significant. I think consumers today have a lot of preconceptions, or misconceptions. And there are also false good ideas.

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But there are preconceptions that aren't true. And shipping is one of them. Everyone says that manufacturing in Asia makes shipping a very serious issue. Obviously I'm not saying that container ships don't have a carbon impact. And then if you go into details, there's the weight of the container ship and its fuel, the duration of the voyage, etc., but that's a misconception.

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In fact it's only 7% of the carbon footprint. In fact production and materials have the most significant impact. And production is a really crucial area, and it's also about the energy that the factory uses. Is it coal-powered? Does it use another energy source, and how is the electricity produced? And that's the real issue. Coal is a major issue.

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It's a major issue in Germany, very close to home, and it's also a major issue in Asia. At Nature et Découvertes we've got a very abundant range, so we always want to have more and more products. But the work we did with the Carbone 4 teams had a big impact on us, as we became aware of the carbon footprint of products we had no idea about.

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We had absolutely no idea. And since the approach is completely scientific, there's no discussion, there's no debate. So obviously the issue is that the carbon footprint for electrical products is the most serious, the most important. And it led us to get rid of certain products, even though they accounted for a significant amount of our sales. So I'm not able to share all the details, but we got rid of certain products.

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It wasn't an easy choice. When we can't transform a product, we have to get rid of it right away. And tell our customers, "Go and buy it secondhand," as there are plenty on the market already. So go and buy it second-hand, you can easily find it on secondhand platforms.

At Nature et Découvertes we have that concern. Well, it's not actually a concern.

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We have the goal of sharing and explaining to our customers why a product is or isn't available in stores. So at Nature et Découvertes, what's interesting is sharing, and our salespeople, who we don't actually call salespeople, we call them advice guides. Like mountain guides. Because we want to share what we've accomplished and our knowledge, with our customers.

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And I think that with the conversations between our customers and our advice guides, customers who visit Nature et Découvertes learn something. "Wow, I went to Nature et Découvertes, there was a Tibetan bowl and a telescope for looking at the sky. Hey, I found out that there's a comet passing by on February 1st, it's amazing. On the night of February 1st you need to look at the sky, because there's a comet passing." So for us, making customers aware means in-store conversations.



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And then of course there's the web and social networks, there are all the things you can share while you're learning. **I think it's important these days to have that word in our daily lives: being learners, to understand and be understanding, I think we live better and maybe it makes us more optimistic about the ways we can look after our planet,** that's for sure.

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We also have a strong belief that we live in a very "well-equipped" world. We're surrounded by objects, there are so many objects in our homes. So one of our beliefs, is that in the future it'll be a lot less about having things, having objects, and more about being. And when I say being, I mean wanting to paddle down the Loire in a kayak and camp out every evening.

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So we're going to offer that at Nature et Découvertes in 2023, 2023/2024, We're going to set up a services platform. We're going to offer our customers trips out into nature, which we've already been selling for a very long time now in our stores. We'll offer them the chance to have a weekend going down the Loire by kayak, or discovering the Baie de Somme and seeing all the wonderful birds there are to birdwatch.

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And we think that by explaining to our customers, little by little, that once you've got your own binoculars, you can birdwatch all over France. And if you don't have any idea where you can birdwatch, Nature et Découvertes can guide you! So I think that these days we have a major role of supporting consumers.

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And an informational role. Informing, sharing, being generous and being transparent in a thousand ways. And there I think we have a lot of scope for improvement. But we really want to remain generous, and to have that dimension of being part of a collective group. Because the collective, these days, is a major thing. All those third spaces that are opening up. It's rather extraordinary seeing what's happening.

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So of course it's still a low-key trend for now. Not everybody knows what a third space is, not everyone knows what you'd find there. And there, there aren't any salespeople that are going to be talking to you. Because in third spaces, nothing is sold, but rather people share what they have learned, they talk about issues, and there you go: it's that aspect.

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We've really found a lot of faith from seeing that happening. Everyone's got their own role to play today, that's what's so good. So this work we're doing on our products, on materials used, and why we choose those materials, currently we've got a major challenge, which is communicating it better. I think that's maybe a weak point.

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A weak point where we're probably not being very pedagogical about our products. We're very talkative about products, we say a lot of things about a given product, but I have my teams. But at some point you have to literally draw people a picture. Let's be strong about how we express it: 76% less carbon is really a lot. So that's the work we're currently doing in our stores.

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You don't really see it clearly enough, we depend a lot on our teams to pass on the information. But I think the visibility isn't clear enough yet. As a test, in one store we've set up large panels that explain to customers everything that we've done. The role of the foundation, our calculation of our carbon footprint.

We're working on the whole educational aspect, so that customers think "Before I used to discover a product at Nature et Découvertes, it was fun and I was happy to learn and discover. And now I understand why they altered that product I really liked, that's maybe a different colour now than it was a couple of years ago."

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So giving meaning to the actions that we do, and explaining them clearly on our products. I think that in that area we've still got a bit of progress to make. So that's our challenge for this year, for 2023, but we even have a plan for up to 2025. The major challenge is making people aware of everything we're doing, it's about doing and letting people know about it.

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Ultimately Nature et Découvertes is a brand that's rather talkative. And that's also what pleases our customers, we always have plenty to talk about. But now I say to my teams "We have to get to the essentials, we have to be educational."

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And so then that will allow our customer to better understand. So that's really a major project. And our other major project is putting the user, the customer, back at the heart of our range of offerings. Currently at Nature et Découvertes we've got multiple customer profiles. We focus on families, we focus on children, we focus on seniors.

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But we've realised that 18-30 year olds are coming in a lot less often than before. And those same 18 to 30-year olds who should have a strong affinity with the work we're doing, as it's a generation that's extremely socially engaged. So the big decision we made, to deal with that paradox, was to become more user-centric than we'd been in the past, and also to work with experts that we've identified, who I call doer-conveyors, who are completely aligned with their convictions in their day to day lives.

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So, for example, an adventurer, and I mean a real adventurer. When you see what he's doing on Instagram, he says he's been out walking in the Larzac. And initially he'd had the idea of eating the plants he found along his way, but after four days of plants, he couldn't take it anymore. And so he says on Instagram:

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"I'm tired of boiling my plants every night. How am I going to last for another three days?" But this anecdote shows that today, influence is positive, and it's interesting, but at Nature et Découvertes, influence is not what drives us. What drives us is making our customers aware of people who are actors, who are truly doers, who send out positive messages, people who will allow us to live in better harmony with the planet.

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And also to understand the planet better. Also not putting yourself under insane pressure, because you think that you're not reducing your eco-impact at a given moment, and not to fall into depression either. So that's one of our major projects, and we're going to have to communicate well. And then we've also been doing a lot of work on modifying the customer journey.

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That's a really important project. Currently our stores have a rich product offering. But customers often say "I don't quite understand." They're not always very readable. They're sort of like Ali Baba's cave. So we also have to work on giving them more clarity.

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And so we also have to work on the customer journey.

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And so 2022 was a very rich year. I find that times of crisis are a great opportunity for coming up with new initiatives, so I'm a rather optimistic person. So I've found that the pandemic has sparked a lot of creativity. And in 2022 at Nature et Découvertes, we tested out secondhand products, and so we did two POCs, one in July, and one in November. So very modest trials, and quite under the radar, as we needed to see how it worked in terms of the customer journey.

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The goal is to roll it out in 2023. Also, to sell secondhand items, you have to have enough secondhand products to sell, and that's where there's a bit of a problem. You have to build up your stock, bearing in mind that for the moment we're doing it in B to C mode, and we're not doing it in B to B or C to C. We chose B to C, because that's what we do best in terms of channel.

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And so for several years at Nature et Découvertes we've been holding a springboard event

And so we do this springboard event once a year, we have a call for applications, often from young startups. But the people presenting startups aren't necessarily young, I'd like to point out, which is an interesting idea.

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Just because it's a startup doesn't mean it has to be someone under 30, and for example we had someone who was over 50, and who was launching a rather extraordinary project. A prototype for breathing in line with cardiac coherence. Anyway. So, the springboard event. The idea is to bring in people who have created products that are good for well-being, for nature, for everyday life, for families, or for whatever, in fact.

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So we do that once a year. So startups bring their pitches to Nature et Découvertes, and there's a jury made up of different people with different levels of responsibility, and with different sensitivities. And that's important to us, because in the selection criteria, right from the initial conception, for a very long time there's been the environmental impact.

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So if we get applications for products that aren't in line with the environmental commitment of the Nature et Découvertes brand, we don't consider them. Even if it's a great idea-

So the springboard is an a great event. It really energises us, because we're in a room with mostly entrepreneurs. So that's a powerful feeling. And it calls us into question, it challenges us to understand exactly what the creator has brought to show us.

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For example, hydroponics: I had no idea what hydroponics was. We didn't know how it worked. So someone came to us with an aquarium, and explained hydroponics to us. And for half an hour I had to really focus very hard understand how it worked. And it's brilliant. It's like permaculture, it's one of those subjects that comes back time and again.

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There's an aspect to these proposals that I call archaeological innovations, meaning seeking out practices that we did before the war, which were quite low impact. It's like the idea of using carbon to clean your water. There are lots of examples. When you're at scout camp and there's no toothpaste, you can use charcoal. It's not very glamorous, but it is effective.

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So there's the springboard event, and the challenge for the people taking part, it challenges them intellectually, and it also calls things into question, with strong convictions, and you think "Ah really, I didn't know that" Oh really? The moon, are you sure? So observing the moon's like that? Well yes, that's how it is."

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Where do you get your data from? Is that serious? So scientifically verifying when there's an issue. Making sure it's a reliable source. And so then it allows us to support the launch of the product. And sometimes we've made prototypes and said to the creators: Nature et Découvertes can help you with developing your product, and getting it on the market.

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We really make our know-how in sales available to them, and then of course we let the entrepreneur fly on their own, as we don't have a volume of business that would allow us to keep them as an exclusive for more than one year. So there have been some great stories, there's the story of one product, I'll try to explain it, the storyteller, the story box, LUNII.

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I think the parents out there will know about this one. It's a lovely story. So it all started with the Nature et Découvertes teams, so that's great because in our toys/games range, we really want to offer solutions to parents where they don't put their kids in front of screens. Boris Cyrulnik said "It's a tragedy.

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Putting a six year old child in front of a screen is a tragedy. They don't look at their mothers, they don't see the little smirks on their mum's face as shes says no-no-no when she's not happy." In terms of emotions and learning, it's really very worrying. And in fact he says we'll only realise it in 20 years. So for us a major challenge is offering solutions where children aren't put in front of screens, and kids,

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rather than watching a cartoon, they listen to a story, and it captivates them. Because of course, the stories are told well and straight away the Nature et Découvertes teams said "But that's brilliant, that's a brilliant idea."

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So there was something absolutely brilliant at our latest springboard event, that took place in October. I realised that more and more it goes without saying that environmental issues are a major theme in innovations today.

Commenté [MB10]: Je ne suis pas sûre de ce mot

Commenté [NMI1R10]: Oui c'est ça

00:29:01:17 - 00:29:19:00

We have had applications where it's a prerequisite, and that's new. It's new, because before the pandemic it wasn't necessarily the case, but now, finally, in 2022, it is, and I think that's great. I thought to myself "that's it, the world's changing", so that's great, that's brilliant. I'll give you an example.

00:29:19:00 - 00:29:36:18

So two young women from Brittany came in, who are absolutely brilliant chemists. They came to present to us, and it still makes me smile, a solid nail varnish remover. Nail varnish and removers are a disaster. They're a disaster in terms of materials, and they're also a disaster because you put it on your nails. I'm not saying that nail polish is virtuous, but there are more and more vegan nail polishes.

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But they had an idea: We're going to make a solid nail varnish remover. They completely eco-designed it with the minimum environmental impact, it's great, it's brilliant. So in fact, today, that discourse that we've been talking a lot about internally at Nature et Découvertes for over ten years, now I think it's spreading everywhere.

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It's not a rumour anymore: it's just reality. And so when you go to trade shows, even the suppliers are now telling us more and more: "You know, I told another customer about what we'd done with you about reducing your impact. It's great, it's great." So at the beginning, some product managers would say "But Valérie, maybe we shouldn't say too much about what we're doing", and I'd say "But yes - if we want to transform, if we want to support the transformation,

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then of course we have to be open source!" So that's also a new way of working, but it's a positive one, and that's how we'll be able to reduce our overall impact. So it's important that our customers, and even beyond our customers, the entire population, understands the issues and understand how they have a major role.

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And something I find very positive is that I think that almost everybody knows what the IPCC is. And that wasn't the case 3 years ago. Something that's very positive is holding climate workshops. And we've done that internally at Nature et Découvertes. I've been training on it for a while, because now I also do it on a personal basis.

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And we're also going to try, I think it's a bit tricky, but we would like to invite our customers to discover our *Fresque du Climat* climate workshops. At Nature et Découvertes we're making stores into venues for climate workshops, and spreading the word that it's not all that complicated, and that it's very accessible to everyone.

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So that's a major issue. And one that our customers need to understand.

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You need to find the right tone: make it simple, make it accessible. But there's a major challenge, which is communicating better, because Nature et Découvertes is a company that's been involved in this subject right from the start. So we know this because we've done customer surveys and people ask "Why don't you speak more loudly and more often about it?"

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It wasn't in our culture, it's not our culture. But I think we're going to emphasise that more, because we're very legitimate. Obviously there's always that fear of being seen as greenwashing. We're always a bit afraid of being accused of that. But for all that, I think our customers need to understand. I think that's the major issue, making people understand, explaining, it's about pedagogy.

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And a lot of it.

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So in my day to day life, since I've been at Nature et Découvertes I've changed a lot of things, because I've understood a lot of things. So that's been really positive. And so I've been spreading the word all around me, and for the last four years, since the pandemic, that's accentuated, I've actually reduced my consumption a lot. And coming from the retail sector, that makes you quite the consumer.

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In fact when you work in retail, you're always tempted, because you see all the new products before customers do. So you get a bit impatient. Now I always look at second-hand sites before buying new clothing, whether it's for me or for my children. Another thing that's new, and

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that had actually started before the pandemic, is that for all foods, for groceries, fruits and vegetables, I look at their place of origin, and I don't buy what's not in season. That's quite new at for me, it's fairly recent and as there are between five and six of us at home, it's not bad. So those are my little baby-steps.

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There you go. The thing I really wanted to share with you in the end, is that I think we're at a pivotal moment, which is exciting, really exciting. And you have to support your teams on a daily basis, which isn't always easy. What I mean is that I do my best as a scout.

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You know scouts: they always promise to do their best, that's what Baden-Powell said. And I also do my best to contribute with humility, like Pierre Rabhi's little hummingbird.