Client industry: Retail

The better the question.

How do you maintain “business as usual” in unusual times?

- A global dairy cooperative needed to keep people and business healthy during COVID-19 lockdowns.
- The company’s in-progress EY-led implementation of P&G’s Integrated Work System (IWS) had already made a significant difference in the results, capabilities and culture of its factories in multiple geographies.
- All sites had made tremendous progress with conversion cost, productivity, food safety and quality, industrial hygiene and safety, organization surveys, and customer satisfaction.
- This positive momentum needed to be maintained as the crisis raged.

The better the answer.

Using IWS principles to navigate the crisis

- Executives maintained a keen focus on well-being while keeping the supply chain going.
- The IWS philosophy of striving for zero loss and 100% employee ownership extended to new COVID-focused actions, building resiliency for people and processes.
- New Power of 0/100 targets were deployed: zero infections/transmissions; zero gaps in adherence; zero loss due to COVID-19 restrictions; and 100% adherence to protocols.
- The six elements of the Operational Model (OP) were mapped to drive new expectations on tasks, structure, people, information, decision and rewards.

The better the world works.

Powering business and supply resilience with IWS

- IWS enabled the company to maintain “business as usual” in unusual times.
- The company gave more power to autonomous teams, provided leadership coaching and people continued to look after each other – and still do.
- All but one site progressed in IWS phases during the heart of the pandemic, and the company overall achieved record results in delivery and profits in 2020.
- With its sustained cultural transformation, belief in servant leadership and well-laid-out IWS approach, the company has proven it can keep healthy through the worst of disruptions.