

Integrated Work System (IWS) helps a dairy co-op keep people – and the business – healthy during COVID

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.

