



P&G



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How P&G leadership accelerates their operational excellence journey & results

(... and get a high ROI on digital OPEX investment!)

By Marc Winkelmann
P&G Global Director IWS

Join me at
 #PGIWS



About the P&G Supply Chain Operations

We have 1 operational excellence strategy for decades: IWS (or Integrated Work Systems)



70	109	58.000
Countries of operations	Sites	Employees in Product Supply



P&G Operations technologies includes:

► Regulated, medical, FDA, micro-susceptible	► Chemical feedstock	► High speed precision assembly
► Powder making and blending	► Electronics	► High line speeds
► Enzymes, bleaches, chemistry	► Liquids, creams, gels	► Very frequent change overs
► Stamping, extrusion and molding	► Solids, powders, tabs	
► Industrial products	► Paper, plastics, metal	



IWS basics

We choose to have 1 operational excellence strategy to maximize scale advantages and effectiveness



IWS is

P&G's CHOSEN

CORPORATE OPERATIONAL EXCELLENCE PROGRAM

based upon our PRACTICAL EXPERIENCE

to drive

COMMON CULTURE and COMMON STANDARDS

across ALL FUNCTIONS and ALL LEVELS

in ALL SUPPLY CHAINS



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IWS basics

We started IWS to improve unit throughput without capital investment



1837

Today



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IWS basics

We created standards by documenting proven successful best practices



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Today

Process Reliability

High-performance work systems

Total Quality Management

Process control

Reliability engineering

Operational Efficiency – RUN TO TARGET

Toyota Production Management

Capital effectiveness / Vertical Start-up

E2E optimization / Lean

Toyota's 'On the Floor'-culture

Internet of Things

**Start =
P&G Practical
Experience**

Select proven,
best
practices

Check
intended
result is
delivered

Integrate
practice
holistically
in IWS



How we developed IWS over time

We continue to develop IWS to drive our operational excellence capability



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Today

P&G
1960's:
HPO

P&G
1990's:
PR

P&G
2000's:
RTT

P&G
2010's:
COTF

P&G
2020's:
Digital

Select
proven,
best
practices

Check
intended
result is
delivered

Integrate
practice
holistically
in IWS

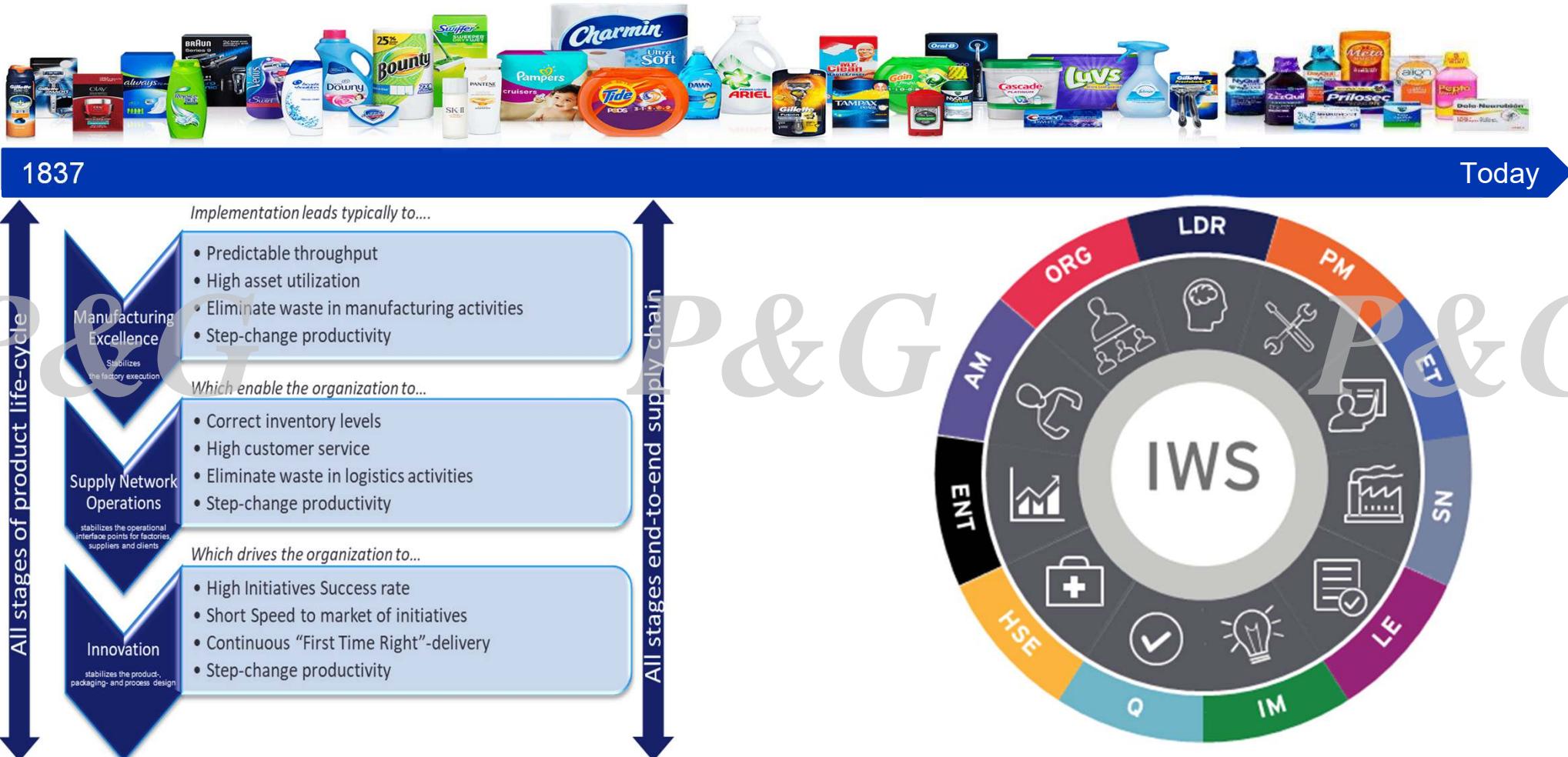
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How we developed IWS over functions

We organized our best practices from our best performing sites into pillars for reapplication



What is this common culture that drives IWS?

Demonstrated in P&G and non-P&G sites.... Every year, every site.... Independent of type of business!

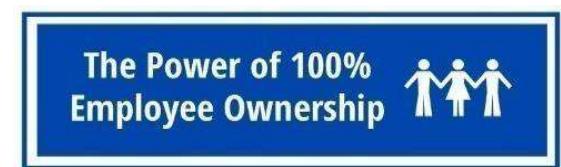


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What does IWS deliver in EACH supply chain?

Demonstrated in P&G and non-P&G sites.... Every year, every site.... Independent of type of business!



0 (significant) safety and quality incidents

Each employee uses IWS to do their work

5% net savings year-on-year

Each employee shares/reapplies solutions

7% productivity year-on-year

Each employee owns results

10% inventory year-on-year

Each employee is engaged

97%+ service

Each employee is trainer and student



IWS foundation

You as *LEADERS* make the difference!



The Power of Zero
Defects & Losses

The Power of 100%
Employee Ownership



How leadership accelerates the operational excellence journey & results

*The 7 actions YOU can execute
to drive the Power of 0 and 100!*



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How to enable your teams to achieve superior site results?

The 7 actions we expect from our leaders!

1 Convert the corporate vision into executable standards for operations
to enable 100% of our employees contributing to the business

2 Design an organization that operates and improves simultaneously
so everybody in the organization get a predictable, productive day

3 Be a servant leader to help your team to succeed
by observing, asking and helping

Build each employee's technical-, process-, and problem-solving capability
and convert that capability into superior business results

5 Have a daily meeting to set the priorities for each employee
by defining what fw actions to do, next to the routine standard work

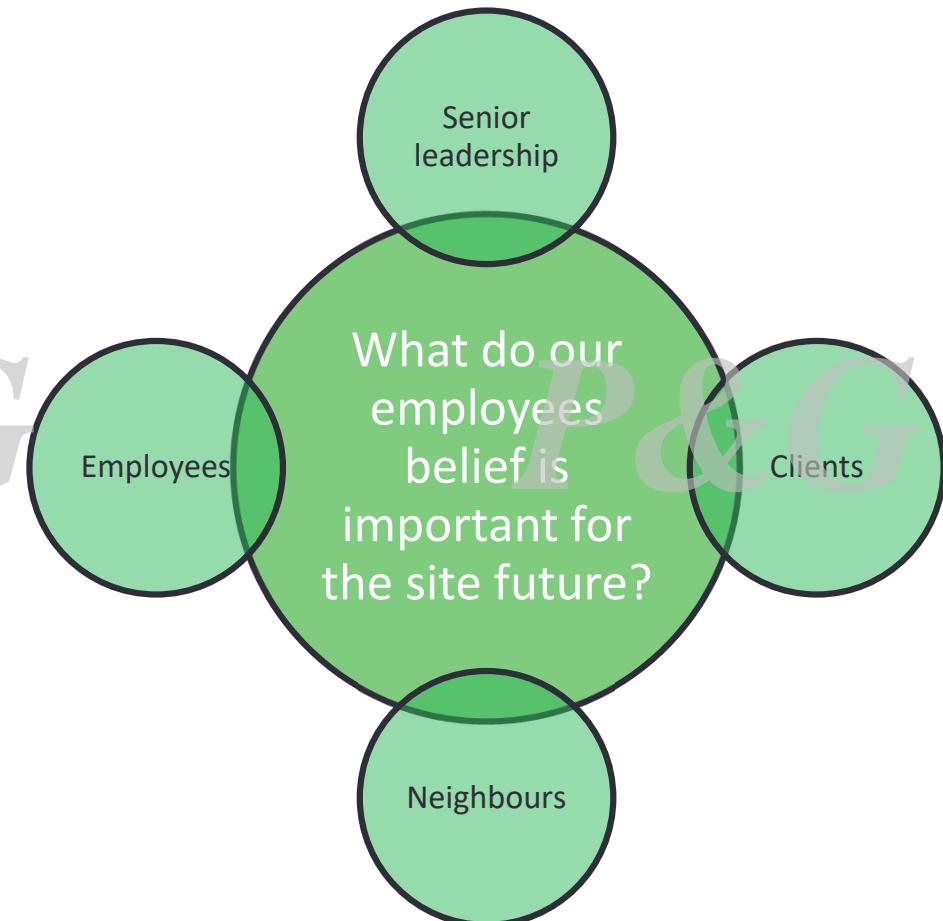
6 Eliminate losses together with the operating team
as our employees can and want to OWN 'their' work

7 Use of digital tools to empower the team
by using digital tools to drive the IWS culture and support problem solving



How clear are your objectives, strategies, culture, and goals?

P&G expect every organization to define and communicate a 'workable' direction to all employees!



How clear are your objectives, strategies, culture, and goals?

P&G expect every organization to have spelled-out and aligned success criteria to drive their success



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Convert the corporate vision into executable standards for operations

Link the organization goals to the overall corporate- and regional business goals

Objectives



P&G MECHELEN
the place to be

10|1
10|1

#1 Supplier & Employer
XX \$MM Cost saving / year
XX DOH Cash Reduction / year

Get clear alignment with
the level-up on what the
organization is expected to
deliver!

P&G P&G P&G

Convert the corporate vision into executable standards for operations

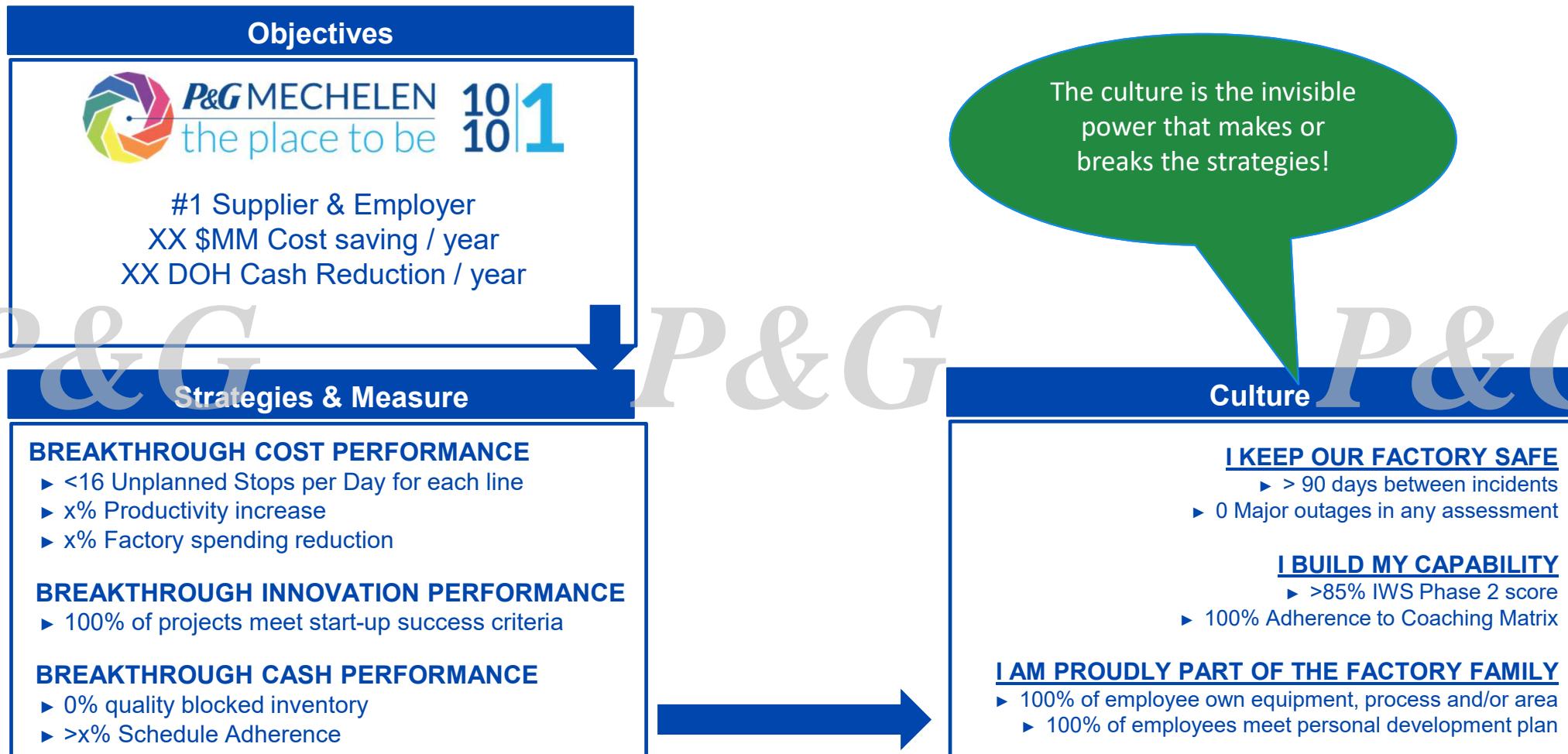
Define the few 'must do'-strategies that drives the results..... And decide what NOT to do!



Every employee can link his/her workplan to these strategies & desired culture

Convert the corporate vision into executable standards for operations

'Culture eats strategy as breakfast'..... Work on the business and cultural elements at the same time!



Convert the corporate targets into a deployable CBN in each site

Define the strategies & goals so that the site delivers the stakeholder's expectations



Convert the site CBN into executable workplan for each employee

Create a 1-1 connection between the employee and the site CBN

Culture	
	<p>I KEEP OUR site SAFE</p> <ul style="list-style-type: none"> ▶ > 90 days between incidents ▶ 0 Major outages in any assessment
	<p>I BUILD MY CAPABILITY</p> <ul style="list-style-type: none"> ▶ >85% IWS Phase 2 score ▶ 100% Adherence to Coaching Matrix
	<p>I AM PROUDLY PART OF THE SITE TEAM</p> <ul style="list-style-type: none"> ▶ 100% of employee own equipment, process and/or area ▶ 100% of employees meet personal development plan
Strategies & Measure	
	<p>BREAKTHROUGH COST PERFORMANCE</p> <ul style="list-style-type: none"> ▶ <16 Unplanned Stops/Day/production unit ▶ xx% Productivity increase ▶ xx% site spending reduction
	<p>BREAKTHROUGH INNOVATION PERFORMANCE</p> <ul style="list-style-type: none"> ▶ 100% of projects meet start-up success criteria
	<p>BREAKTHROUGH CASH PERFORMANCE</p> <ul style="list-style-type: none"> ▶ 0% quality blocked inventory ▶ >xx% Schedule Adherence



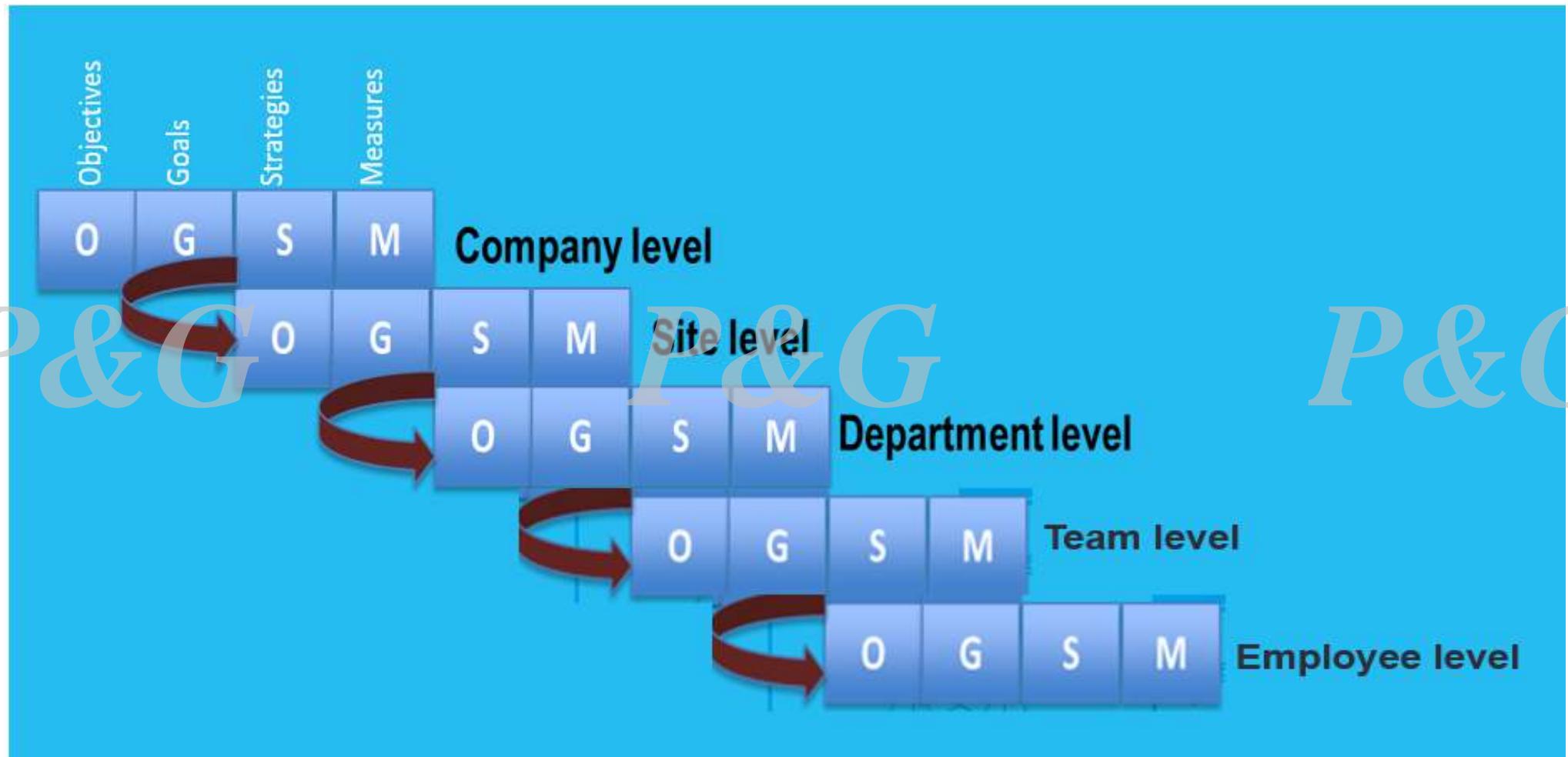
WORK & DEVELOPMENT PLAN					
			Date: Complete _____		
Breakthrough	Action Plans	Goals (optional column)	Oct	Jan	Apr
<i>Cost Savings 4 hour no touch • MU @ 98</i>	<ul style="list-style-type: none"> - Participate on the plant wide Equipment owner team 	<ul style="list-style-type: none"> • Based on your department's work plan, list your primary responsibilities/objectives in the corresponding areas below. • List specific goals and timing milestones that are the basis for measuring your work results. • Write in the corresponding contribution/benchmark number/letter combination for each work item on your plan. • Review and update your work plan each quarter with the appropriate total quality symbol. 			Δ
Critical Measures	Action Plans	Goals	Oct	Jan	Apr
P - Productivity <i>Volume, PR, MPS, Productivity, Hours No Touch • 85% PR • < 10 stops/shift • Happy face on the 4 hour survival plan</i>	<ul style="list-style-type: none"> - Complete CII's in area - Develop team plan to reduce false start ups and keep on business area board - Receive training and lead team to achieve 4 hr survival rate 	<ul style="list-style-type: none"> - 100 % completion - review in department QR 			Δ
Q - Quality <i>Q4 Capability, Consumer Complaints, Defects, Damage • < 5000 FPPM • Pass Health System Audit</i>	<ul style="list-style-type: none"> - identify defects and achieve 100% tracking by Q3 - work with and prepare team for audit 	<ul style="list-style-type: none"> - all use defect system - 60% defect fix rate by Jan 			Δ
C - Cost <i>• 98% MU</i>	<ul style="list-style-type: none"> - track monthly M&R in equipment book - maintain area @base - follow CBA for material prep - follow midrange - coach team mates on O reference for start ups 	<ul style="list-style-type: none"> - long book complete - audit weekly - 100 % compliance - all members knowledgeable by Nov. 			Δ
D - Delivery <i>• < 90 min pitch changeover • < 45 min count changeover</i>	<ul style="list-style-type: none"> - qualify members on C/O chas. - execute 2 pitch changes on shift by September - execute 3 count C/O by Dec. 	<ul style="list-style-type: none"> - training complete by July - 70 % qualified in area by Nov. 			X
S - Safety <i>TIR, Monthly topic completion, BOS participation • 100% participation rate on mandatory training</i>	<ul style="list-style-type: none"> - develop the team training schedule for the year - put buddy system in place for those who miss the training - target training to be complete by 3rd 	<ul style="list-style-type: none"> - training schedule done & posted - buddies assigned - training occurs 			O

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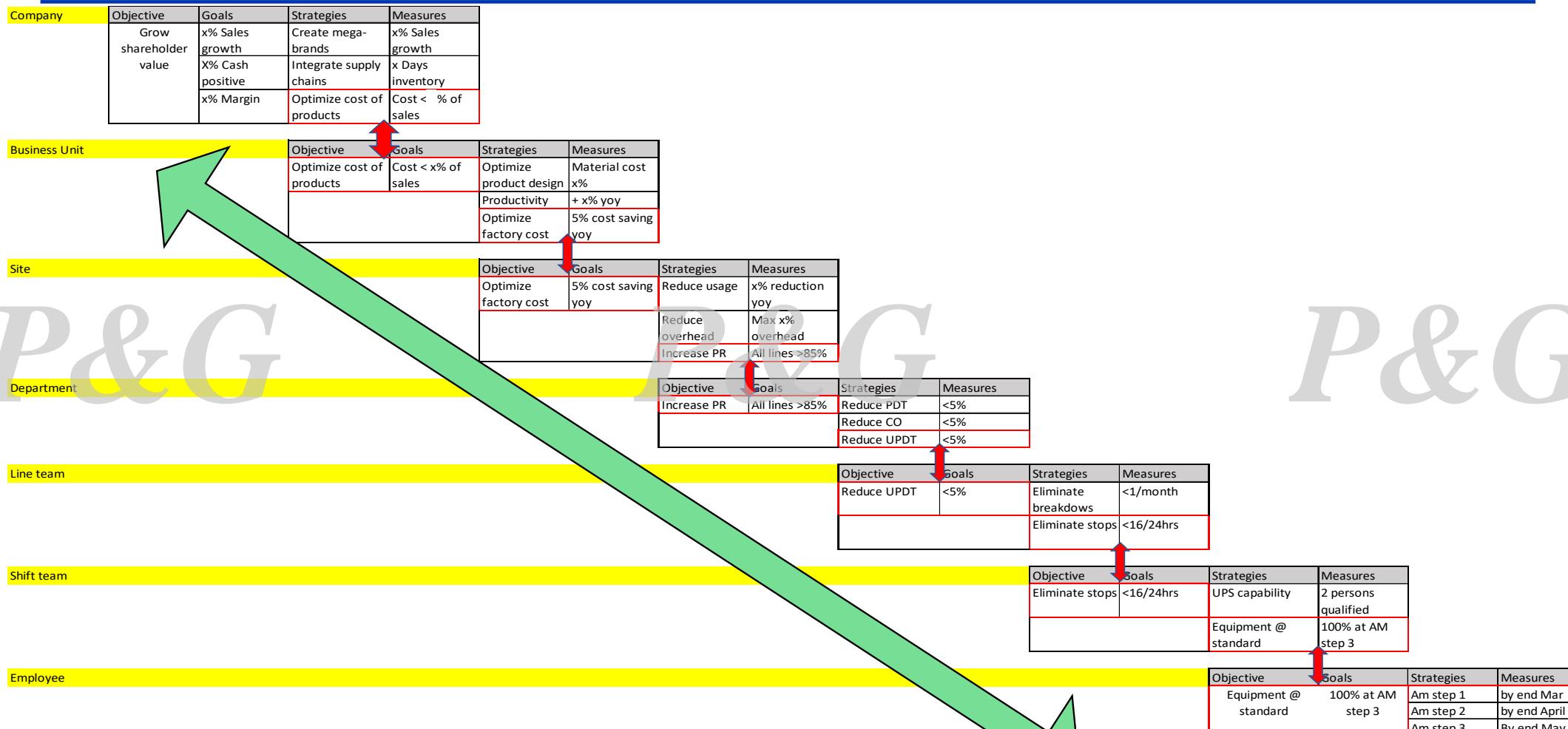


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How to deploy the site target to every employee?

A practical example how cascading works



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How to enable your teams to achieve superior site results?

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to enable 100% of our employees contributing to the business

2 **Design an organization that operates and improves simultaneously**
so everybody in the organization get a predictable, productive day

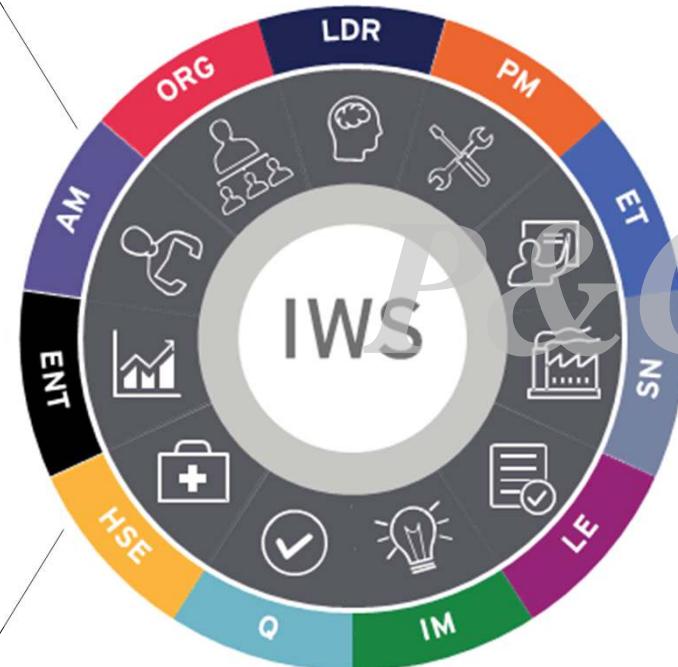
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Build each employee's technical-, process- and problem-solving capability
and convert that capability into superior business results

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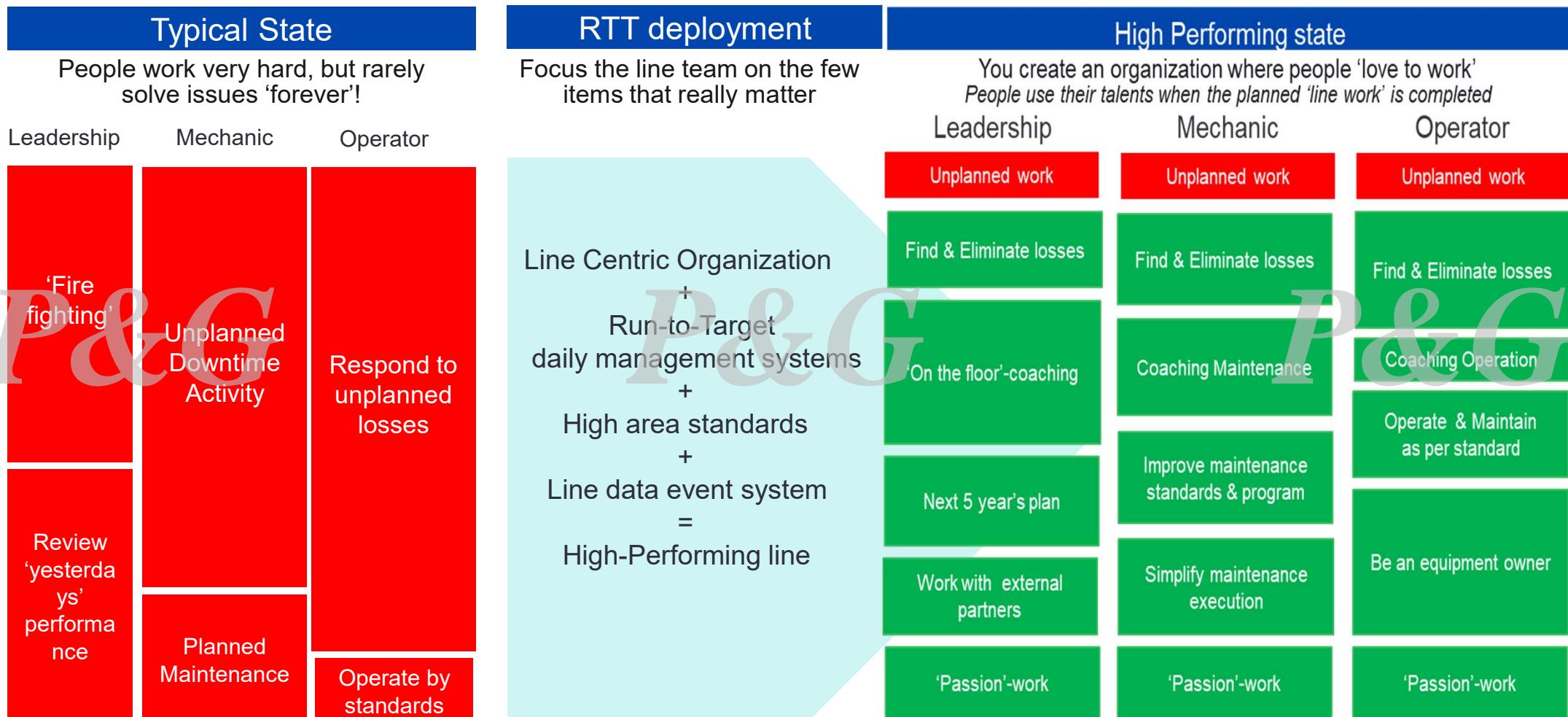
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Get reliable production units that drive stability

Run-to-Target is the KEY to stability!



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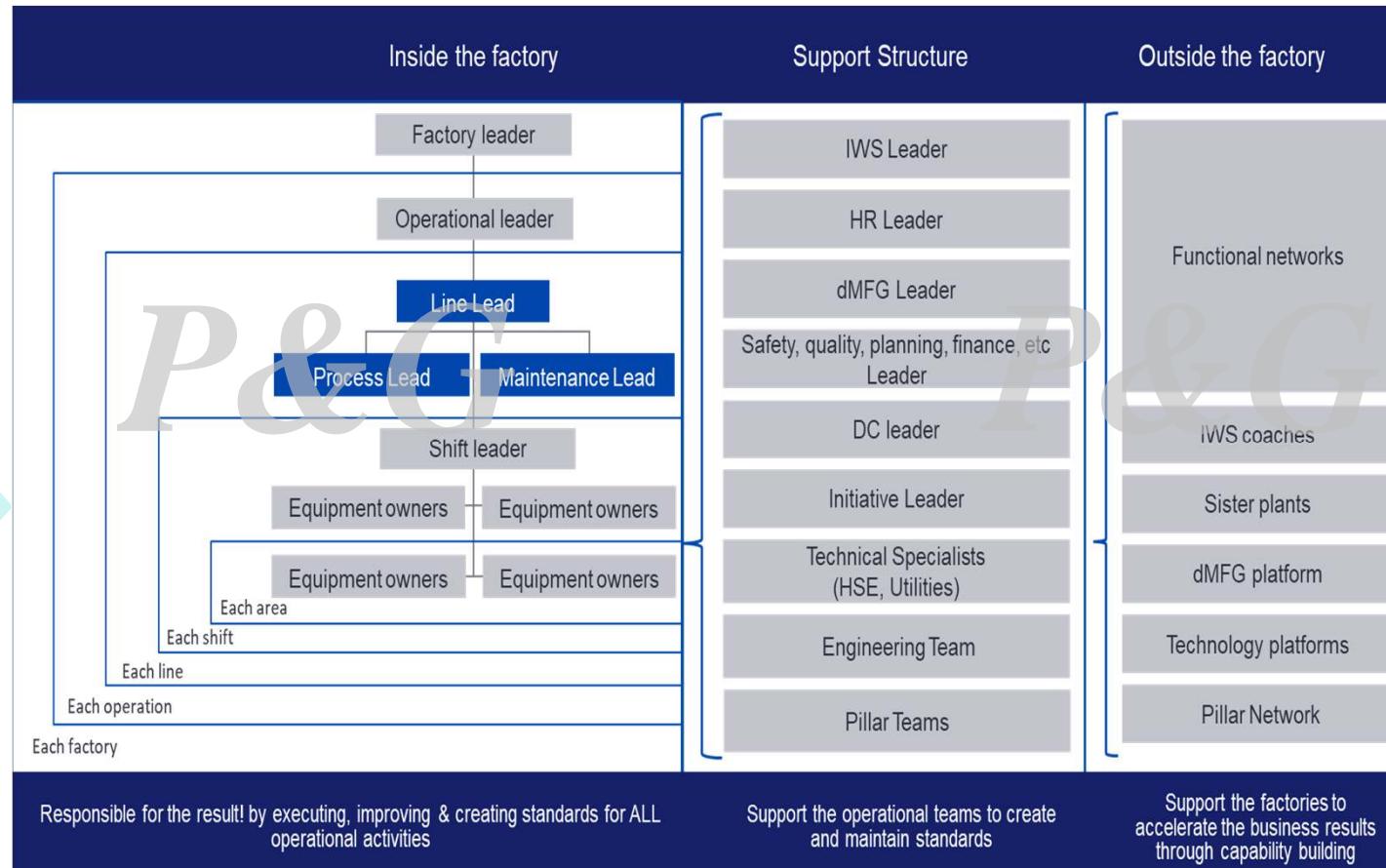


Get reliable production units that drive stability

Line centric organization is the ENGINE to drive RTT

RTT deployment

Have sufficient manpower to do run & improve!



Get reliable production units that drive stability

Line centric organization is the ENGINE to drive RTT

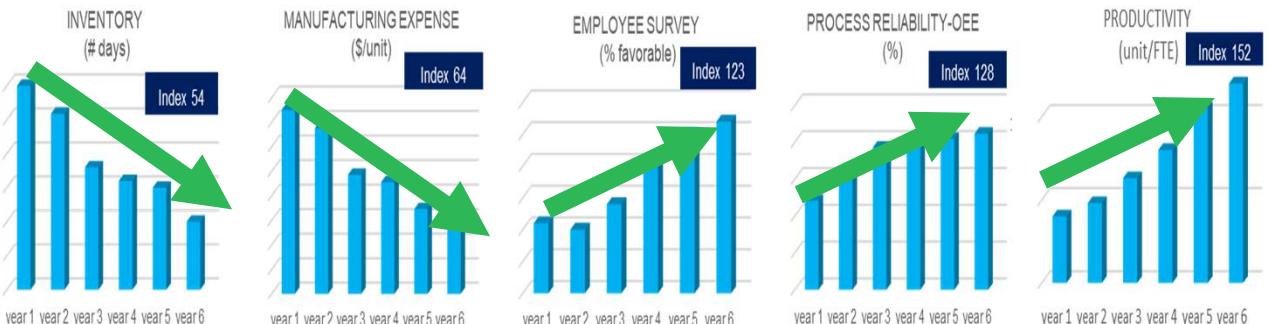
RTT deployment

Line Centric Organization
+
Run-to-Target
daily management systems
+
High area standards
+
Line data event system
=
High-Performing line

Focus the team on UNPLANNED STOPS, you impact ALL measures!



If you reduce # of unplanned stops,
ALL other KPI's will be positively impacted

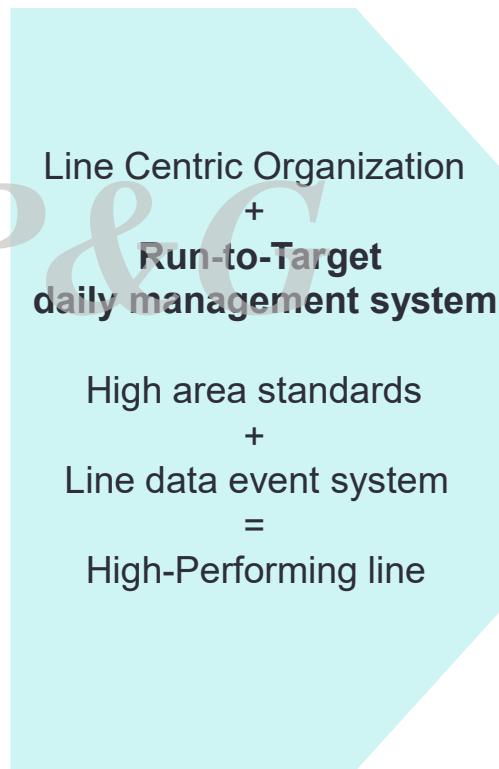


Get reliable production units that drive stability

You need to focus on the few items that truly matter.... And RUN them to TARGET

RTT deployment

Give each team sufficient focus to do improvement work!



Run-to-Target Work processes	Unplanned stops before RTT	Step 1	Unplanned stops after Step 1	Step 2	Unplanned stops after Step 2	Step 3	Unplanned stops after Step 3
Daily Direction Setting	83%	94%	100%				
Centerline	81%	88%	100%				
Cleaning, Inspection, Lubrication	74%	82%	100%				
Defect handling	63%	94%	95%				
Safety	88%	91%	95%				
Quality	to start	90%	95%				
Maintenance execution	to start	85%	93%				
Breakdown elimination	to start	88%	91%				
Changeover execution	to start	to start	88%	13	8		
	127	28					

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Get reliable production units that drive stability

You need to focus on the few items that truly matter in a doable way

RTT deployment

Give each team sufficient structure to do improvement work!

Line Centric Organization
+
Run-to-Target
daily management system

High area standards
+
Line data event system
=
High-Performing line

Qualität Informations- und Feedbackboard						Datum: 27.01.2018
	Punkte	Früh	Spät	Nacht	Korrektives/vorbeugende Aktionen	Wer?
Anzahl Personal weniger als geplant? Sicherstellen dass nur trainierte MA die IPC und Line Clearance durchführen. Prüfen ob Verstärkung von anderen Linien möglich ist.	3/0	0				
Gibt es neue oder unqualifizierte Mitarbeiter im Bereich? Ein trainierter MA führt eine Einweisung durch und kontrolliert die Arbeiten regelmäßig. Sicherstellen dass Line Clearance und IPC durch trainierte MA durchgeführt werden. Der Line Leader/SAP ist verantwortlich dass das Onboarding erfolgreich abgeschlossen ist.	2/0	0				
Gibt es besondere Aufträge (EOs, neue Materialien, neues Equipment, Materialänderungen, Reformulierung, etc.)? MA der zuständige Abteilung sollen vor Ort sein, Team sensibilisieren Sicherstellen, dass eine schriftliche Anweisung vorliegt, klare Aufgabenverteilung durchführen.	2/0	0				
Gibt es in den letzten 24h Alerts oder Abweichungen, die qualitätskritisch sind? Sicherstellen, dass der Alert (Varianz) vorliegt. Die Abweichung allen bewusst machen und Muster bereitstellen.	2/0	0				
Gibt es eine Überarbeitung, Sortierung oder Wiederverpackung? Sicherstellen, dass eine schriftliche Anweisung vorliegt, klare Aufgabenverteilung durchführen.	2/0	0				
Gibt es geplante Eingriffe (Wartung, Projektarbeiten, ...)? Vorher: Material und gutes Produkt abräumen. Danach: Maschine ist sauber, betriebsbereit und funktioniert, wie sie soll. Danach: in der Anlaufphase das Produkt intensiv kontrollieren.	3/0	3			Probelauf (Waage) O.C.	
Gemeinsame Produktüberprüfung Sind alle Kodierungen richtig und lesbar? Gibt es Packmaterialauffälligkeiten?	2/0	0				
Punkte insgesamt:	3				Qualitäts-Risiko für diese Schicht: niedrig, erhöht oder hoch?	

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Get reliable production units that drive stability

You can not expect people to deliver great results in a bad environment!

RTT deployment

Give each team the environment to find defects and work efficiently!

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Line Centric Organization
+
Run-to-Target
daily management systems
+
High area standards
+
Line data event system
=
High-Performing line



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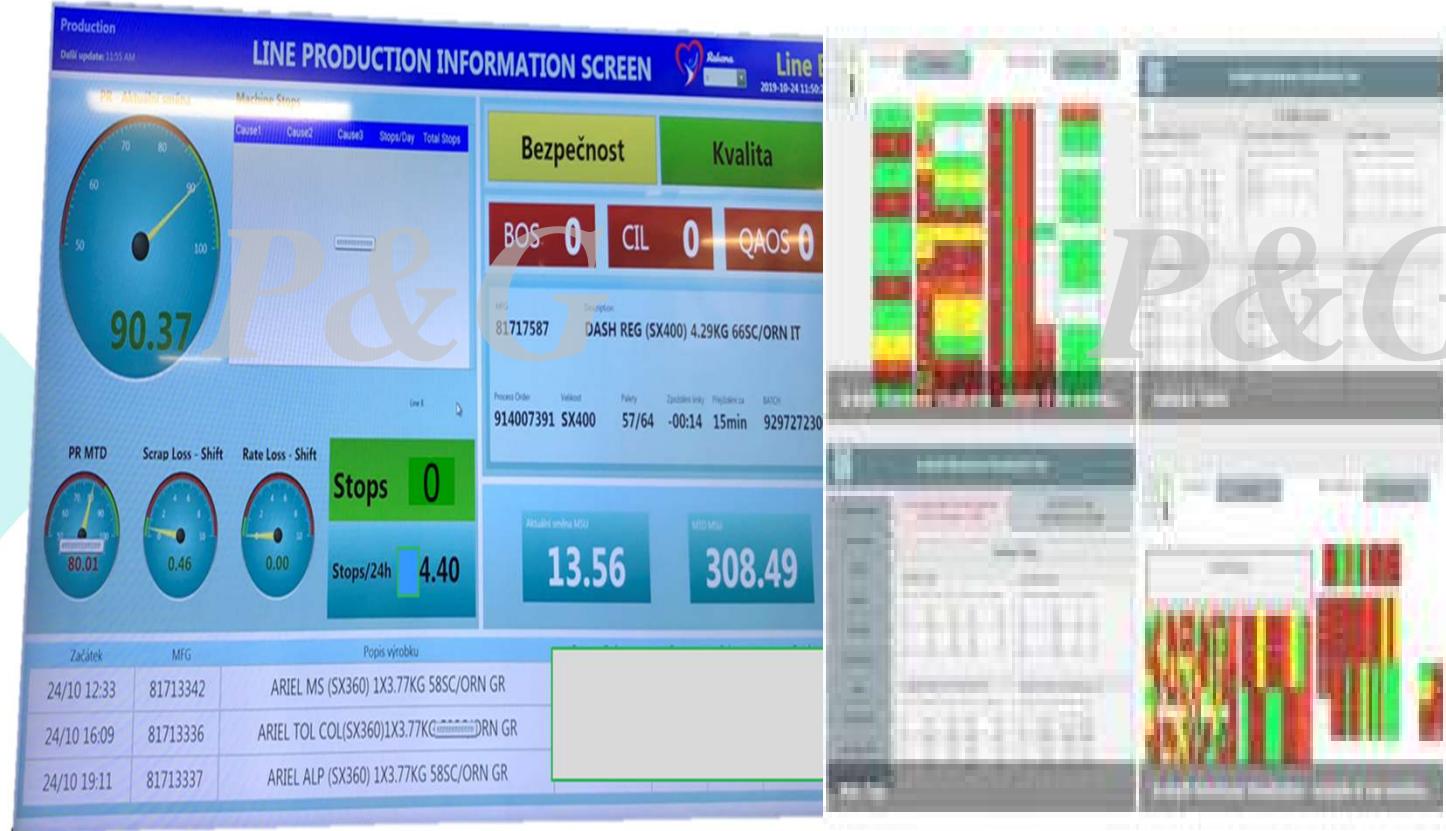
Get reliable production units that drive stability

Eliminate theories and have a data-driven approach

RTT deployment

Give each team sufficient information to do improvement work!

Line Centric Organization
+
Run-to-Target
daily management systems
+
High area standards
+
Line data event system
=
High-Performing line



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Get reliable production units that drive stability

The IWS state delivers a predictable, doable workload for each employee to operate & improve!

RTT deployment

Line Centric Organization
+
Run-to-Target
daily management systems
+
High area standards
+
Line data event system
=

High-Performing line

High Performing state

You create an organization where people 'love to work'
People use their talents when the planned 'line work' is completed

Leadership

Unplanned work

Find & Eliminate losses

'On the floor'-coaching

Next 5 year's plan

Work with external partners

'Passion'-work

Mechanic

Unplanned work

Find & Eliminate losses

Coaching Maintenance

Improve maintenance standards & program

Simplify maintenance execution

'Passion'-work

Operator

Unplanned work

Find & Eliminate losses

Coaching Operation

Operate & Maintain as per standard

Be an equipment owner

'Passion'-work



How to enable your teams to achieve superior site results?

The 7 actions we expect from our leaders!

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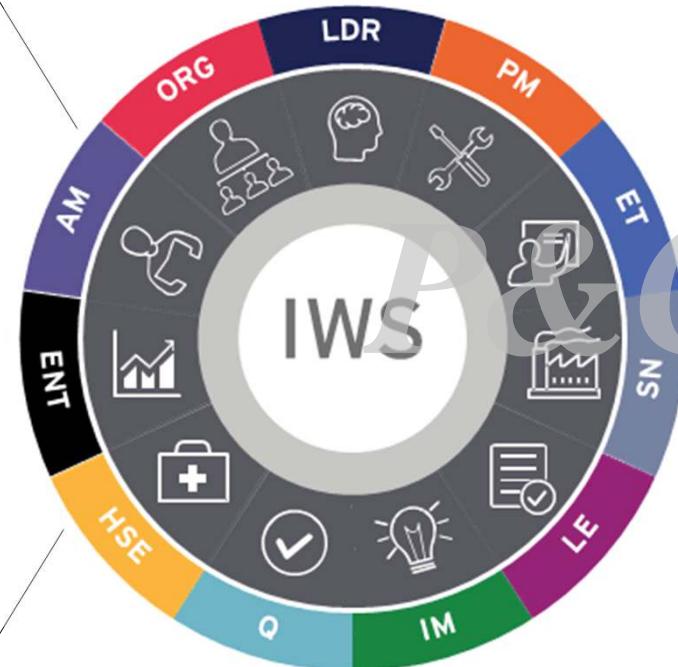
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Be a servant leader to help your team to succeed

Free-up your agenda by deciding what to do and not to do.... And keep the morning free to be 'On the Floor'

Leadership

Unplanned work
Find & Eliminate losses
'On the floor'-coaching
Next 5 year's plan
Work with external partners
'Passion'-work

Early morning
Mid morning
Late morning
Early afternoon
Mid afternoon
Late afternoon

Coaching On the Floor activities

Understand upfront which unit has exceptional good or bad results Join the DDS of the selected unit

Coach - Select a problem and help a team to investigate & solve
Celebrate - Select person/team to celebrate
Connect - Find standards to reapply across the site/company

1:1 with direct reports or 1:3 with indirect reports

Do standard tour at fixed time and route to 'see' people and 'defects' Do quality- and/or safety incident tour to understand situation & solution

Follow-up on mid-morning activity
E-mail

Standard PDCA reviews: business, department , key project or pillar



Be a servant leader to help your team to succeed

Leaders need to develop self-sufficient teams and people – We coach & help!



Coaching On the Floor activities

Coach - Select a problem and help a team to investigate & solve
Celebrate - Select person/team to celebrate
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Developing capable equipment owners

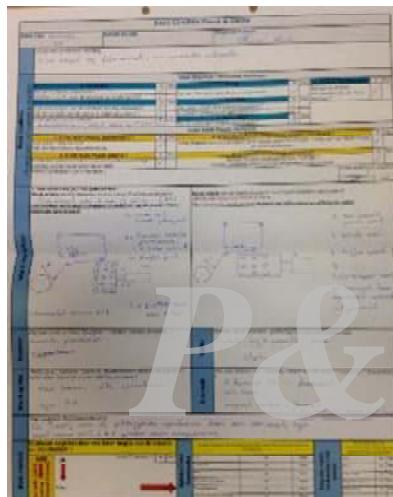
We make our operators quickly productive as equipment owners!

Day 1 → Step 2 → Step 3 → Step 4

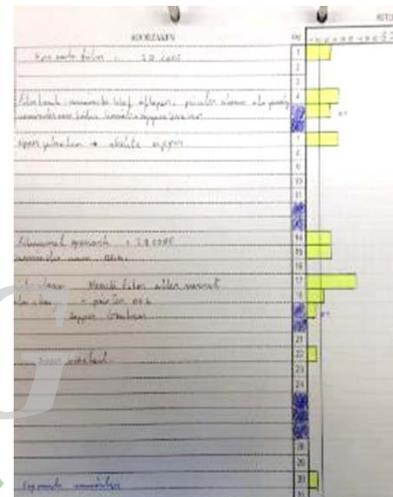
Unplanned work



Find & Eliminate losses



Coaching Operation



Operate & Maintain
as per standard



Be an equipment owner

Operate

Each operator runs the line, reset equipment, and replenish materials

Maintain

Does changeover, executes the planned stop, fix defects, and documents production problems

Improve

Does maintenance tasks, in-depth problem solving and result tracking for the owned equipment

Own

continuously defines and teaches better standards of the owned equipment



IWS helps with a clear path-to-success to build the needed/desired capability
*Each step has standards, tools & examples to know **WHAT** and **HOW** to do*



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Train each equipment owner's technical capability

A structured action plan to bring the equipment owner and equipment in 'AM base condition'

8 Steps to develop equipment owners

- 8 Improve equipment standards
- 7 Do equipment result and loss tracking
- 6 Define CIL, CL and planned-stop standards
- 5 Understand technical function of the equipment
- 4 Eliminate sources of contamination
- 3 Find & Fix defects
- 2 Perform initial cleaning
- 1 Create safety map



Train each leader with coaching capability

A structured action plan to bring the coach in 'AM base condition'

8 Steps to develop equipment owners

- 8 Improve equipment standards
- 7 Do equipment result and loss tracking
- 6 Define CIL, CL and planned-stop standards
- 5 Understand technical function of the equipment
- 4 Eliminate sources of contamination
- 3 Find & Fix defects
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- 1 Create safety map



6 coaching blocks:

1. Foundations: Safety & Quality
2. Unplanned stops result
3. Base condition: defect handling, centerlines, planned stop
4. Standards: hard-to-reach areas, 5S, visual controls
5. Personal development: EO book, training plan
6. Action plan: audit score + 3 actions

How to enable your teams to achieve superior site results?

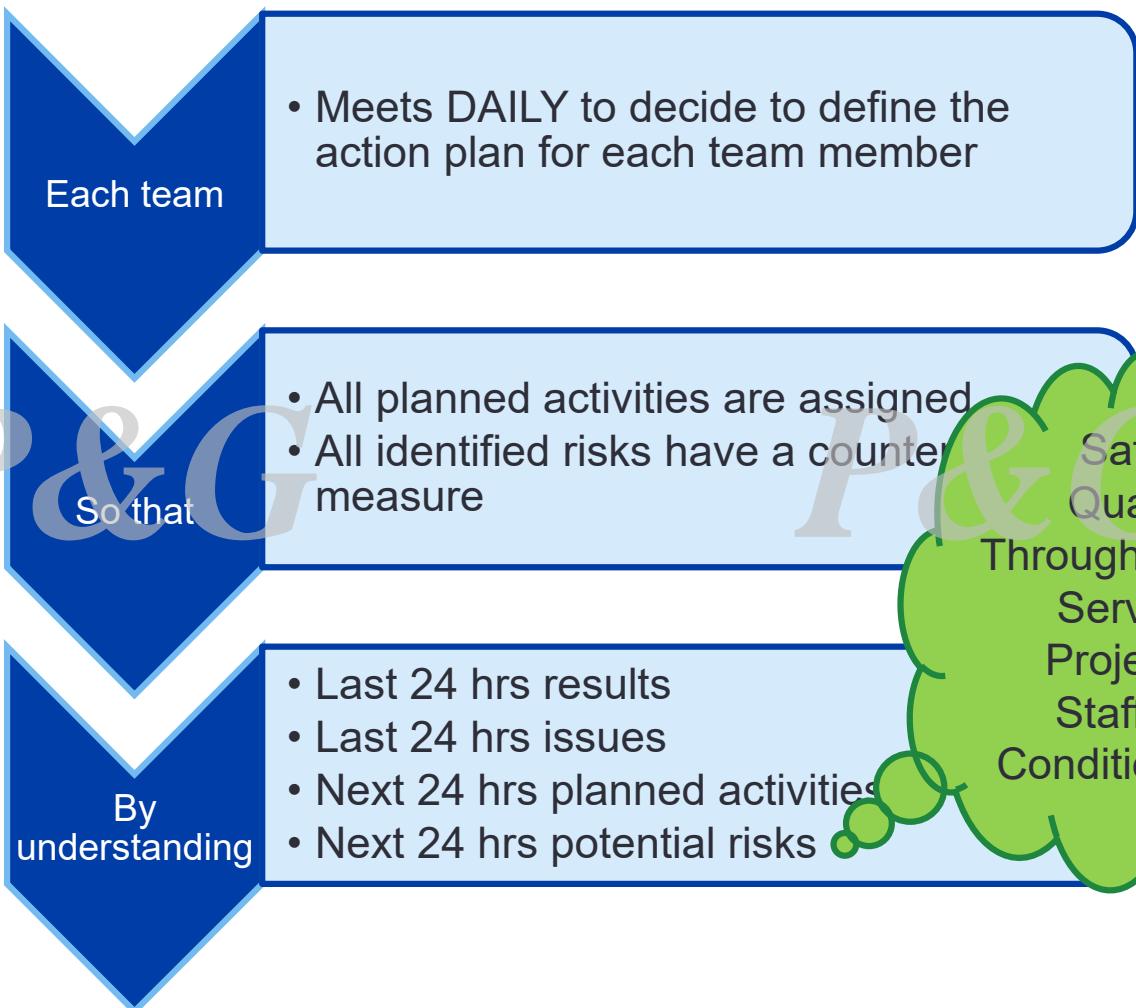
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- 5** **Have a daily meeting to set the priorities for each employee** by defining what few actions to do, next to the routine standard work
- 6** Eliminate losses together with the operating team as our employees can and want to OWN 'their' work
- 7** Use of digital tools to empower the team by using digital tools to drive the IWS culture and support problem solving



Defining each day what's needed to have a 'uneventful day'

Everybody is following a 'standard' workplan



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Each meeting is planned and standardized to be effective and short!

The standard ensures that the meeting is every day the same..... Very efficient & very effective!

SW - DDS Line IE RTT		
Werk Omgeving	Link naar de Mechelen Values	Benodigde spullen voor het werk proces
	<ul style="list-style-type: none"> Task is important for quality Task is important for safety Task is important for internal control Task is important for service 	<ul style="list-style-type: none"> Access to 1-click reporting system Whiteboard marker
	# Aktion	Verwachting
	1	Receive from the department safety leader the information of topics to be discussed in today's DDS
	2	Run the 1-click report to see all near misses of yesterday. Decide which near misses are relevant to be discussed with the team. Write those near misses to be discussed on the DDS board in block 1.
	3	Check that the BOS observer noted his/her observations on the board. If not observations written down, remove the 'old' observations. Use the 1-click report to see whether there are any other relevant BOS observations and if so, update the DDS board.
	4	Team PM planner to go through todays planned PM activities to define which tasks have risk, so needs to be flagged in the DDS.
	5	Team defect handling owner has printed the open safety defects.
	6	<ol style="list-style-type: none"> 1. Review the on the board written incidenten/near misses with the team. Discuss if there is any action for the team; if so, write down the actions in block 3. 2. When an incident/near miss is discussed, mark on the board "Y" for the team. Expectation is that each team reviews each incident/near miss <u>within 48hrs</u>. When each team has marked then incident with "Y", the team safety leader can wipe out the issue.
	7	<ol style="list-style-type: none"> 1. Talk through the observations (the positive and negative!). 2. Define if any actions are needed in the coming shifts; if so, write the actions in the 24hr actionlist of block 4.. 3. Define and write down on the board who will do the BOD tour today and where. 4. Check if there are actions for the line team team in block 4. 5. If there are actions for 1 specific shift, update the shift safety block with the actions in block 10.
	8	<ol style="list-style-type: none"> 1. Check if there are any open actions for today. 2. If yes, define who will close the actions. If no people are available, decide which help is needed from the other lines/support?
	9	<ol style="list-style-type: none"> 1. Check if there are any open actions for today. 2. If yes, define who will close the actions. If no people are available, decide which help is needed from the other lines/support?
	10	<ol style="list-style-type: none"> 1. Use the print of the open safety defects. 2. Decide for each open safety defect the criticality and the right actions. 3. If the actions is for the line structure: write down the action in block 4. 4. If the actions is for the team structure: write down the action in block 10.
		<ol style="list-style-type: none"> 1. Discuss the risky PM activities of today and define the countermeasures. 2. Write countermeasures in the safety block of the shift which does the PM task block 10.
		<ol style="list-style-type: none"> 1. Review the planned stop plan and define risky activities. If any, define the countermeasures. 2. Write all countermeasures in block 7



How to enable your teams to achieve superior site results?

The 7 actions we expect from our leaders!

1 Convert the corporate vision into executable standards for operations to enable 100% of our employees contributing to the business

2 Design an organization that operates and improves simultaneously so everybody in the organization get a predictable, productive day

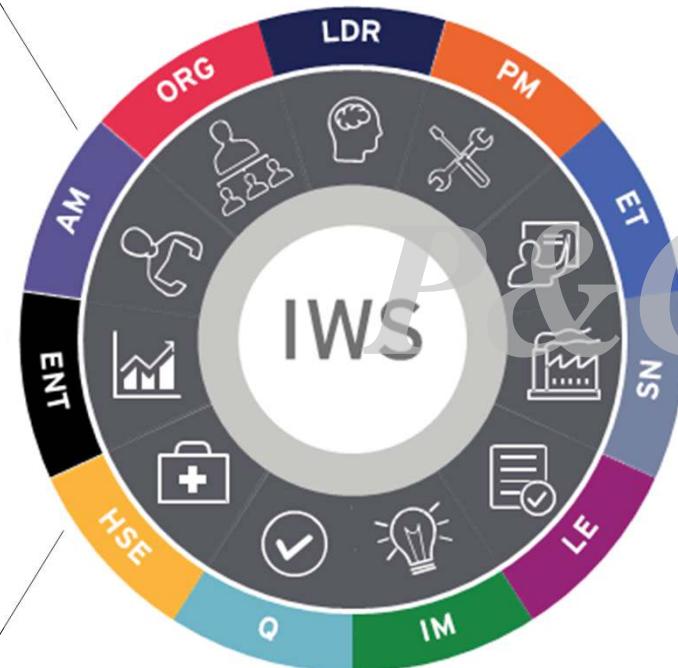
3 Be a servant leader to help your team to succeed by observing, asking and helping

Build each employee's technical-, process- and problem-solving capability and convert that capability into superior business results

5 Have a daily meeting to set the priorities for each employee by defining what few actions to do, next to the routine standard work

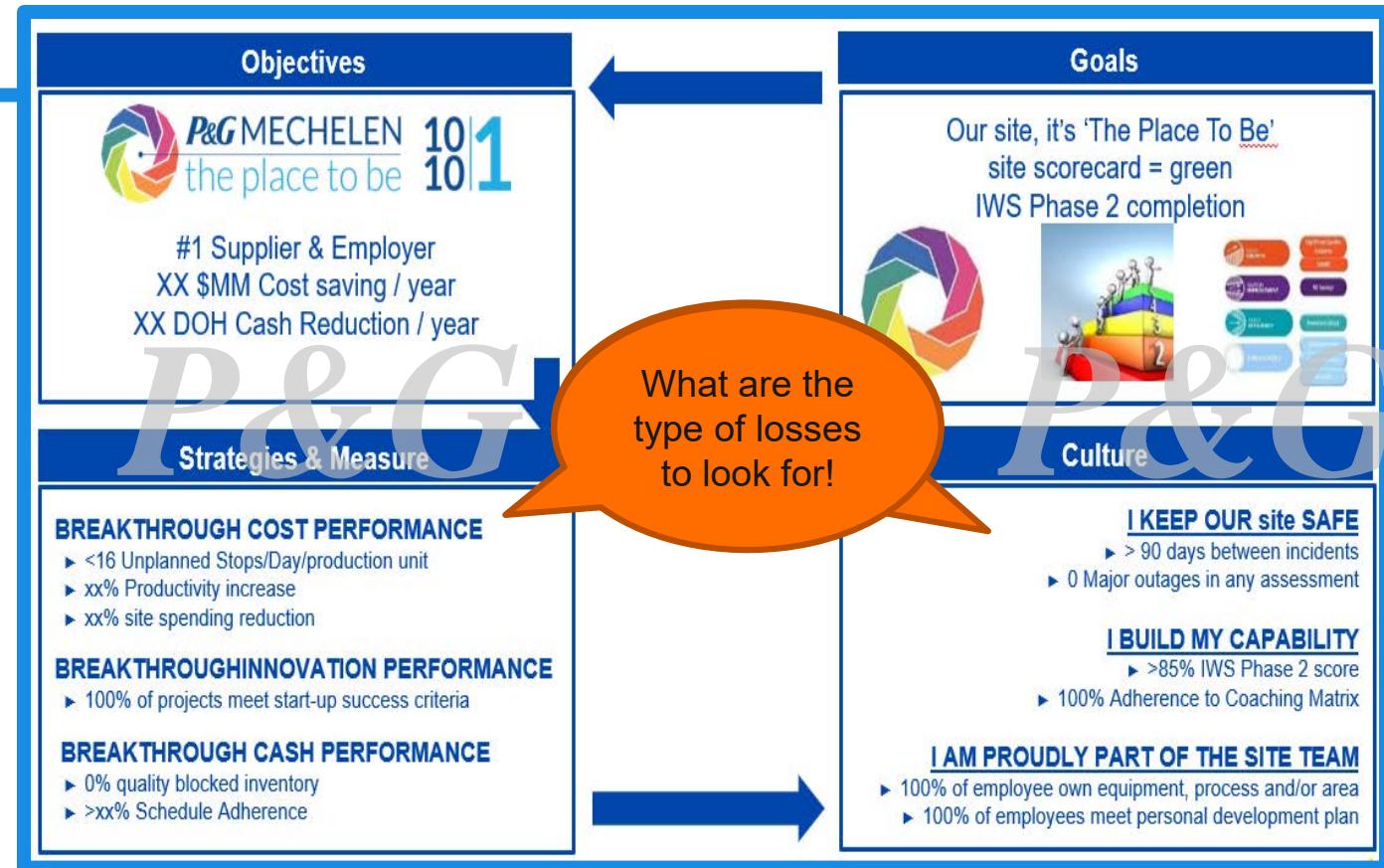
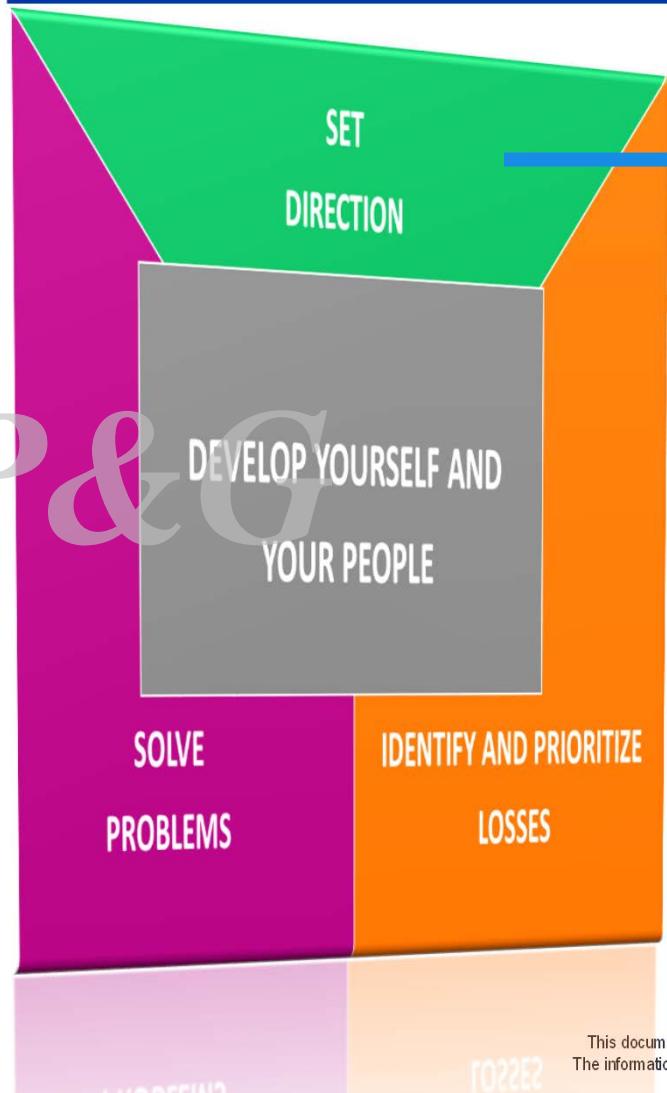
6 **Eliminate losses together with the operating team as our employees can and want to OWN 'their' work**

7 Use of digital tools to empower the team by using digital tools to drive the IWS culture and support problem solving



Everybody continuously identifies losses

All employees know for which losses to look.... It's spelled-out in our Compelling Business Need!



Everybody continuously identifies losses

All employees understand their work processes and can identify losses!



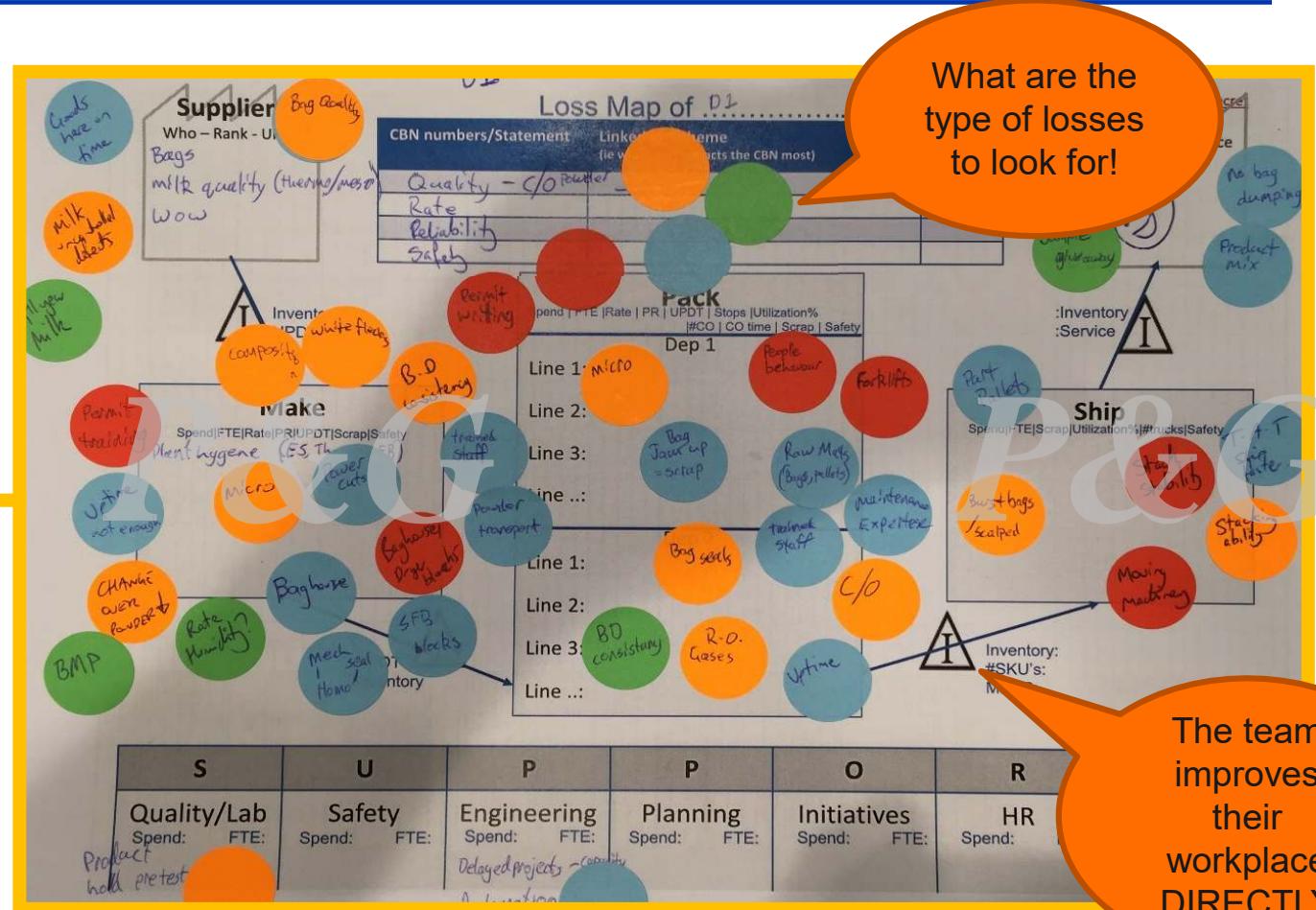
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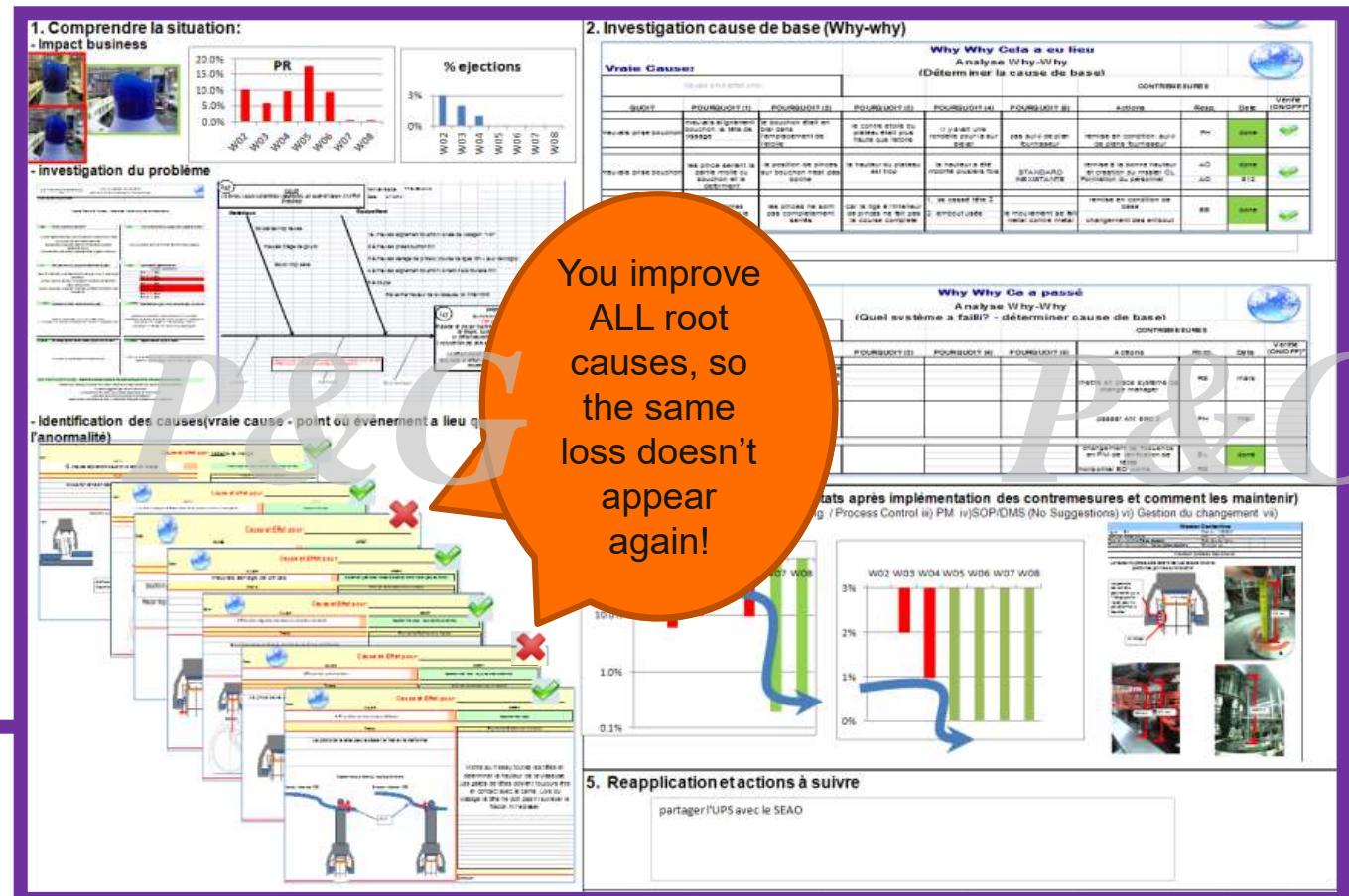
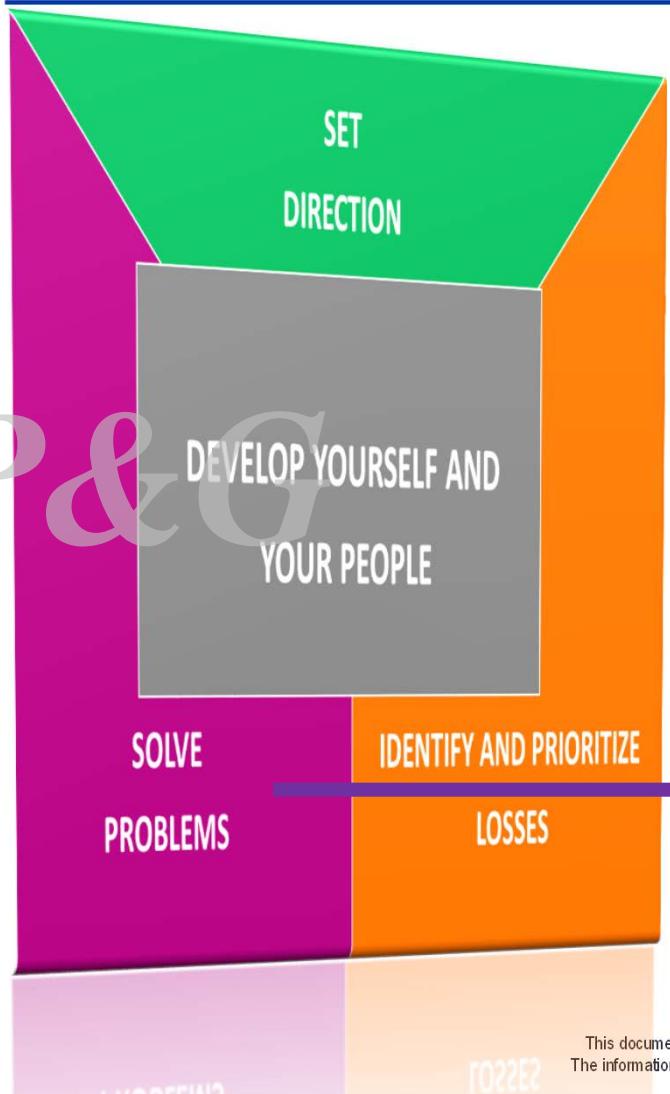
Everybody continuously identifies losses

The loss map helps the communication between departments..... It's about doing, it's not rocket science!



Everybody continuously solves losses

All employees have time & capability to solve their problems.... With or without help from their leaders/peers!

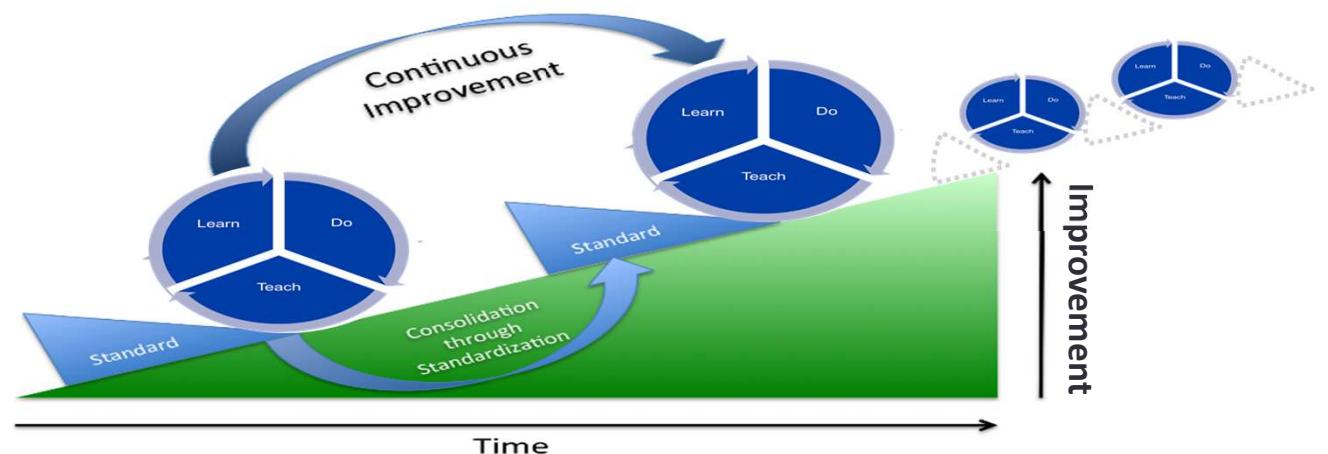
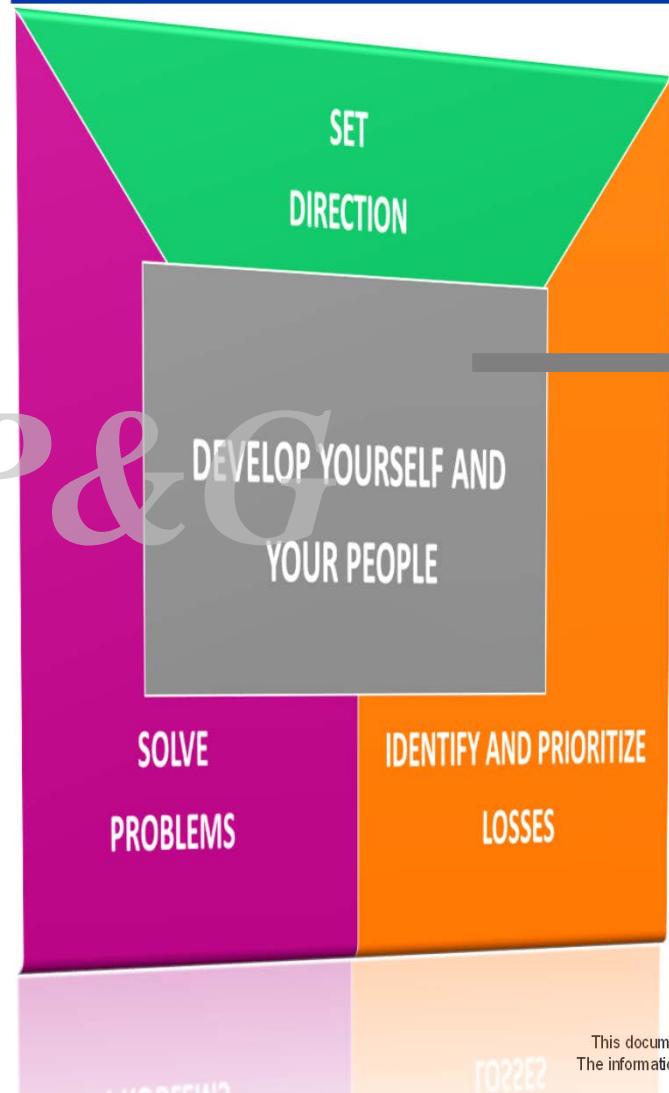


You improve ALL root causes, so the same loss doesn't appear again!



Establish a culture of continuously eliminating losses

Everybody is sometimes teacher, sometimes coach..... Together you build capability by doing work!



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How to enable your teams to achieve superior site results?

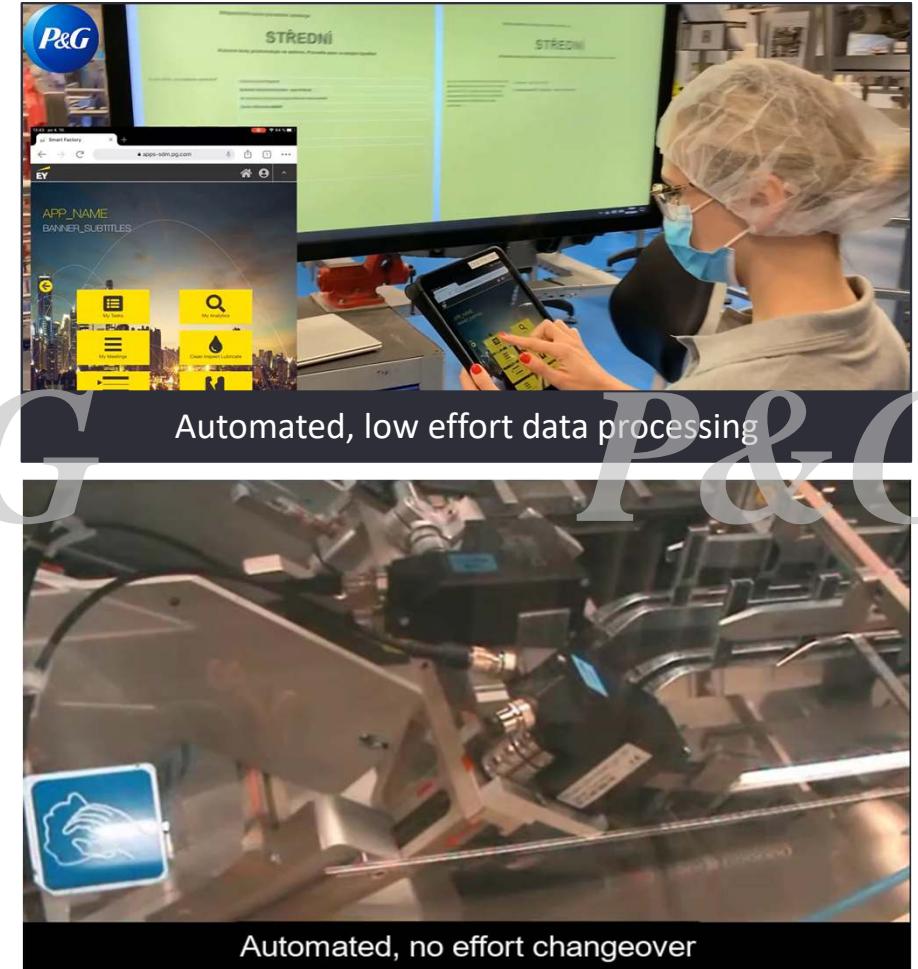
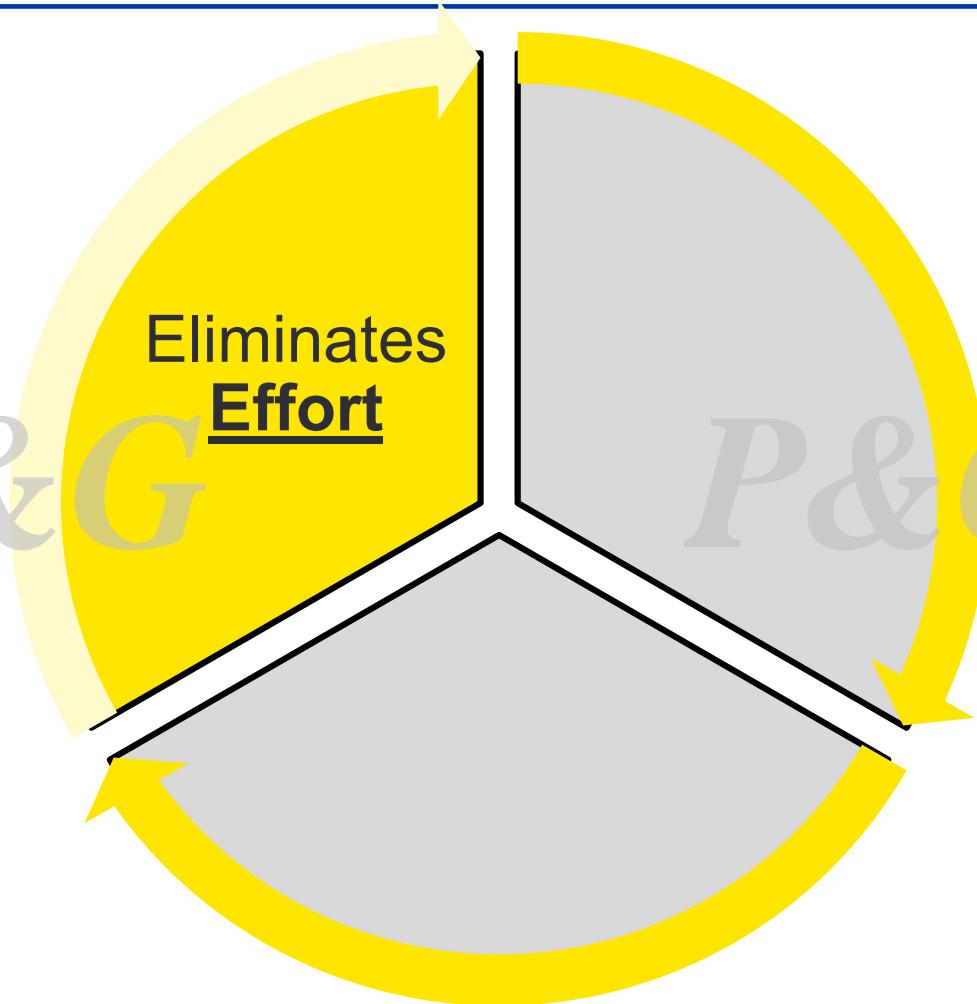
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eManufacturing importance

Digital tools reduces the effort by processing data.... Thus more time available for loss elimination!



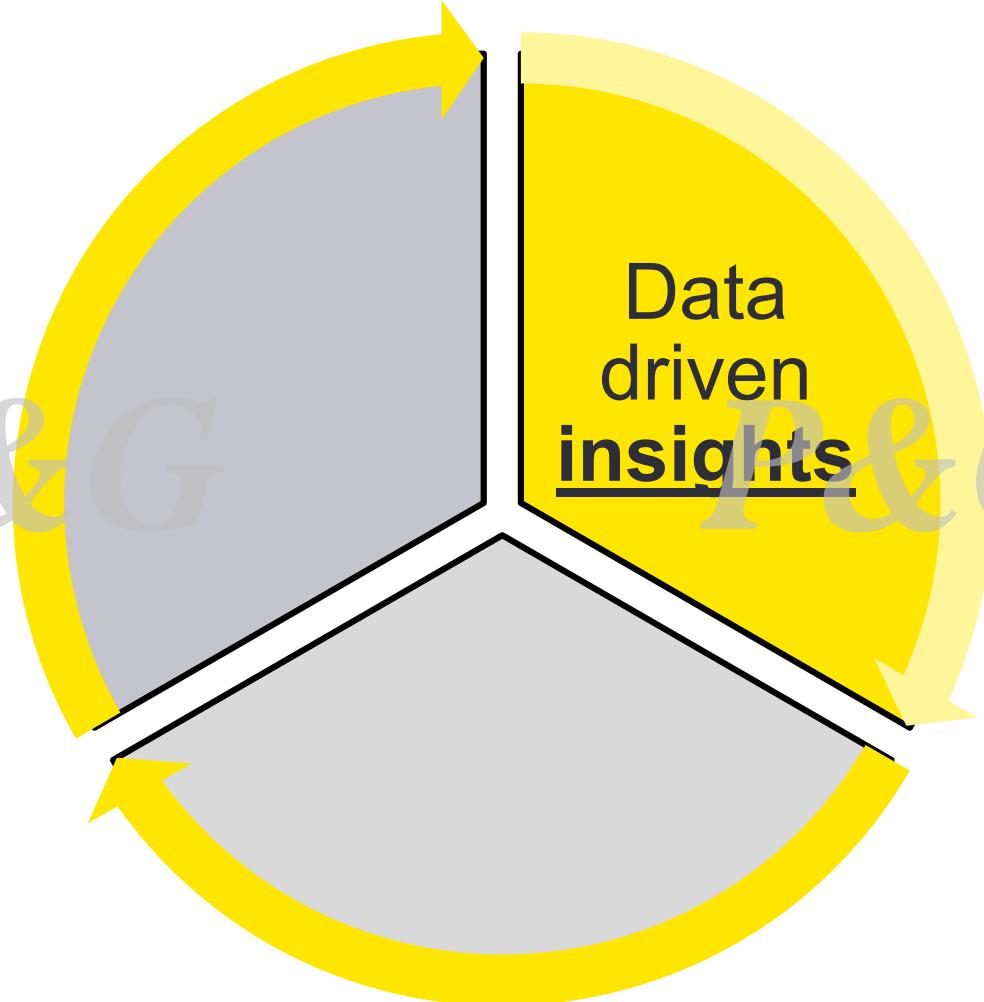
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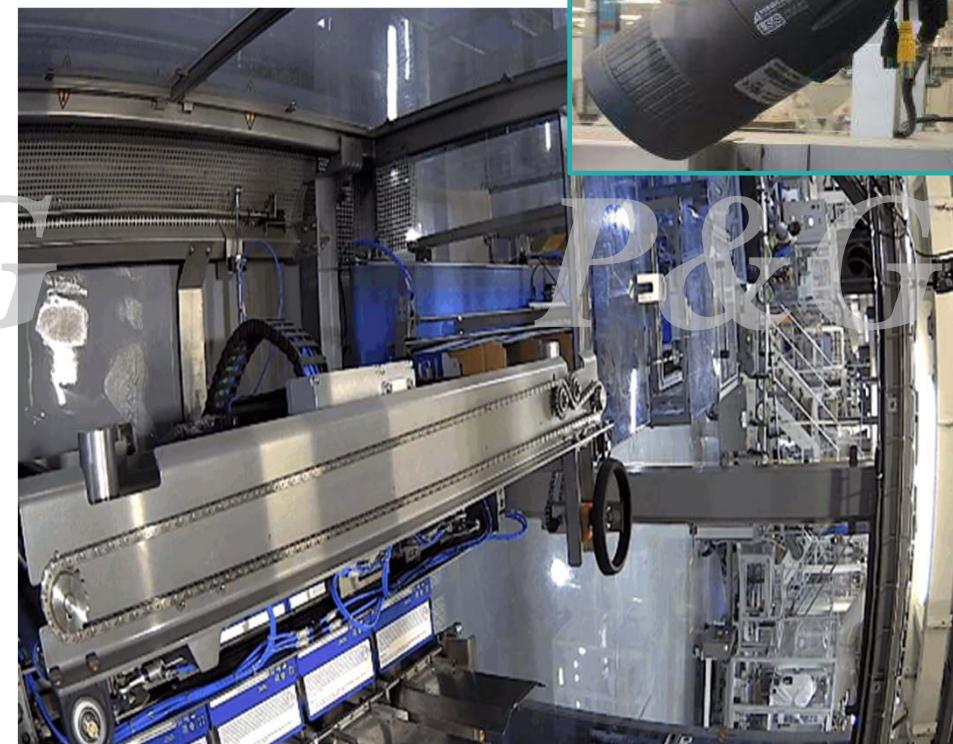


eManufacturing Importance

Digital tools help to provide data to replace guesses with facts



The corporate standard
line camera.....
Works in 1 step as
setup is validated!



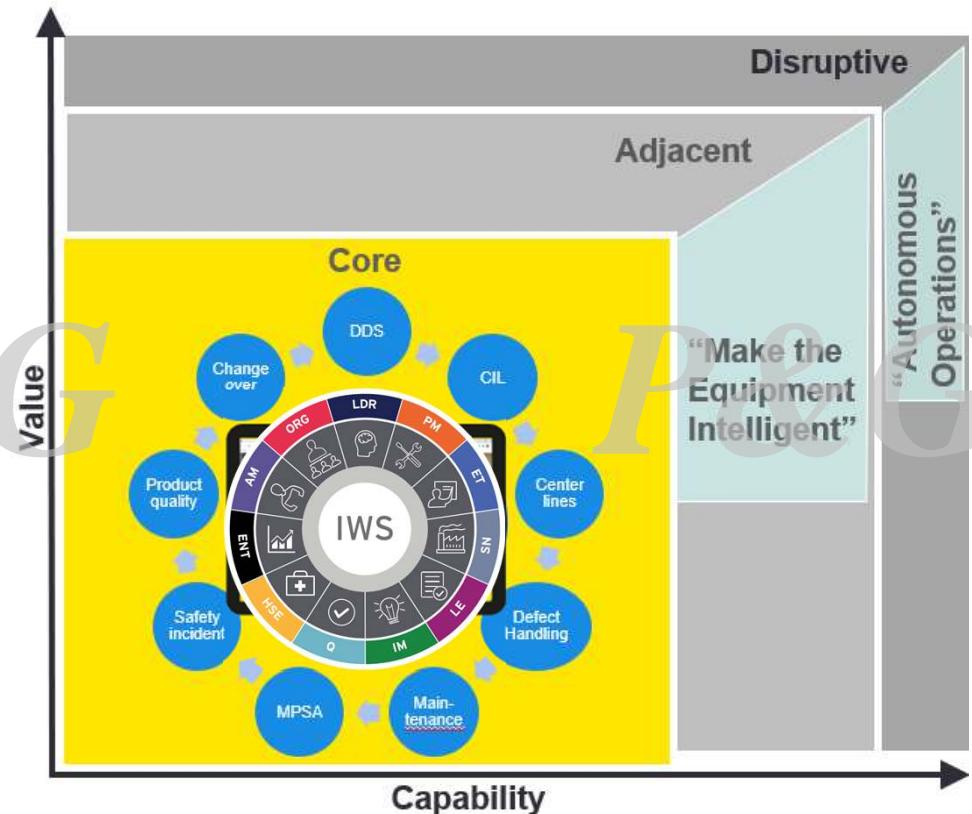
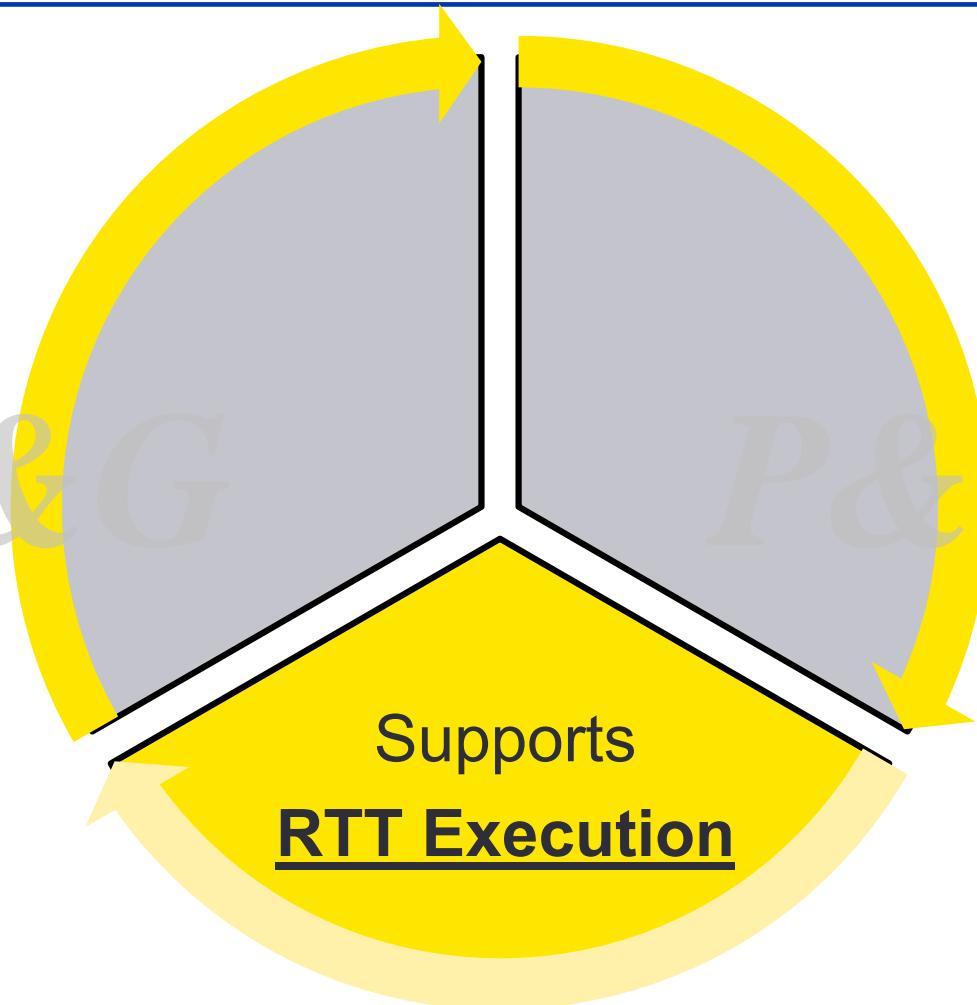
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eManufacturing Importance

Digital tools help to set the RTT culture..... As there is only 1 way to do the work!



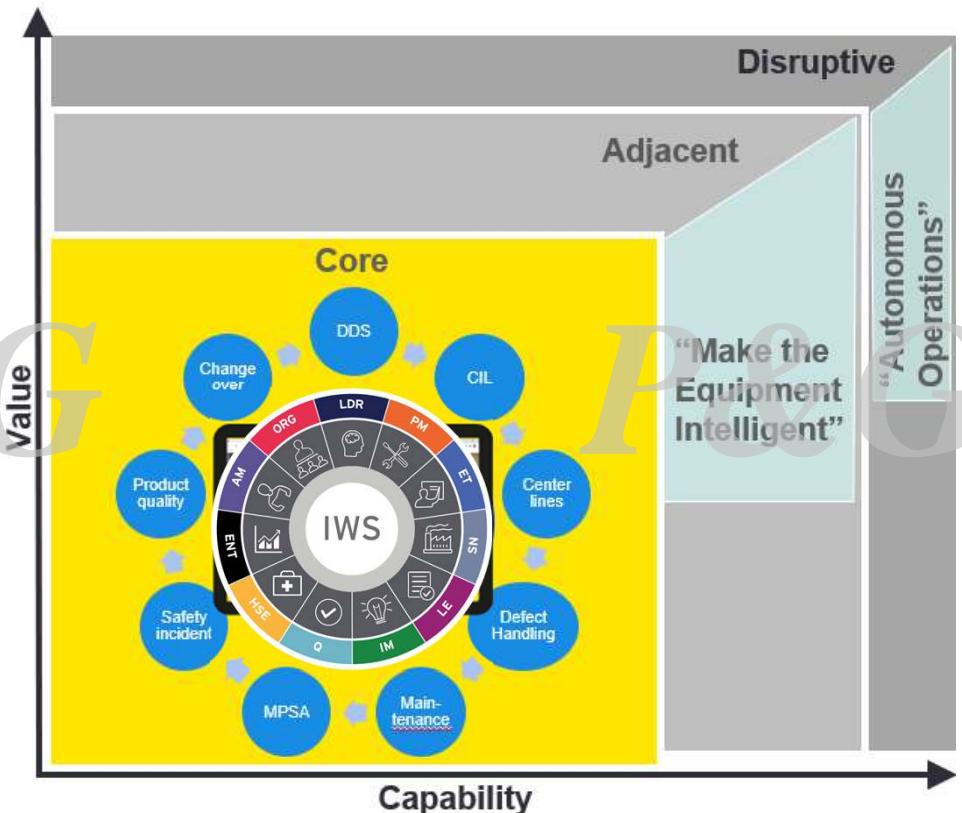
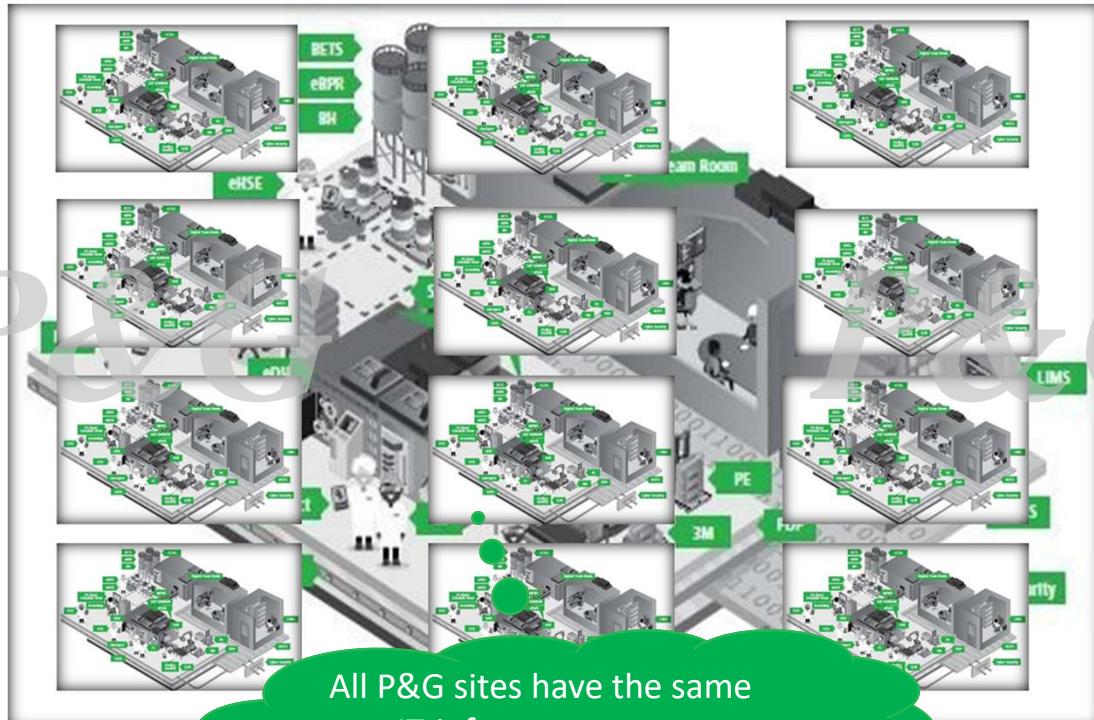
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eManufacturing Foundation

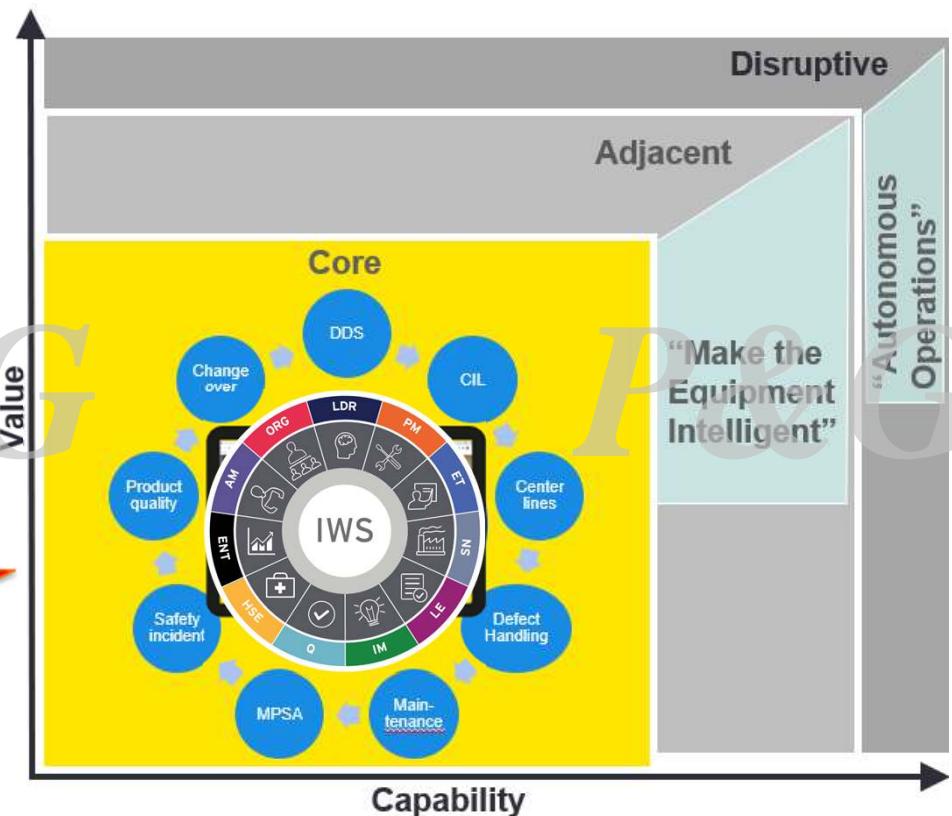
We simplify execution and maintenance with standard IT-solutions



eManufacturing Foundation

We ensure that ALL employees understand our digital journey: the opportunities and the practical use!

Future Skills	Demonstrated Capability	Model 70:20:10	Band 4+	Band 1-3	Technician
Virtual Collaboration	Capable of effectively connecting and collaborating virtually across diverse teams & networks (internal and external to P&G).	Self (10) Others (20) Do (70)	Envision Virtual Tools Training Office 365 – Virtual Training Courses	Enable Virtual Tools Training Office 365 – Virtual Training Courses O-365 Champions Yammer Group	Execution By-Site E-system/SAP/RTCIS Virtual Tools Training ,AR/VR Office 365 – Virtual Training LinkedIn Learning Courses (TBD) Taicang iCapability - Digital Learning Center O-365 Champions Yammer Group
Data Analytics/ Visualization	Capable of identifying & analyzing relevant data via various sources & tools. Able to simplify & share data visually with key stakeholders. Able to drive key business	Self (10) Others (20) Do (70)	Envision Data Learning Courses – Storytelling with Data Visualization	Enable Tableau – Yammer	Execution Introduction to Analytical Thinking Data Visualization Capability Digital Learning Center Tableau – Yammer
Digital Literacy & Emerging Technology	Capable of adapting/leveraging digital capability and emerging technology to more effectively deliver on business need, and identify new methods/areas of penetration to deliver on business objectives.	Self (10) Others (20) Doing (70)	Envision Learn Digital Tools Digital Capability Catalog Manufacturing Capability Catalog PS Security & Skills Security Matrix	Enable Digital Ambassador Network Hackathon Toolkit Tech talks	Execution Digital Ambassador Network Hackathon Toolkit Tech talks Trust in digital systems in augmenting previously manual tasks Access & search online information to find relevant information & solutions, navigate between sources, create strategies Analyze data/digital info, identify problems Make decisions based from digital devices Solve programs with IT & digital tools



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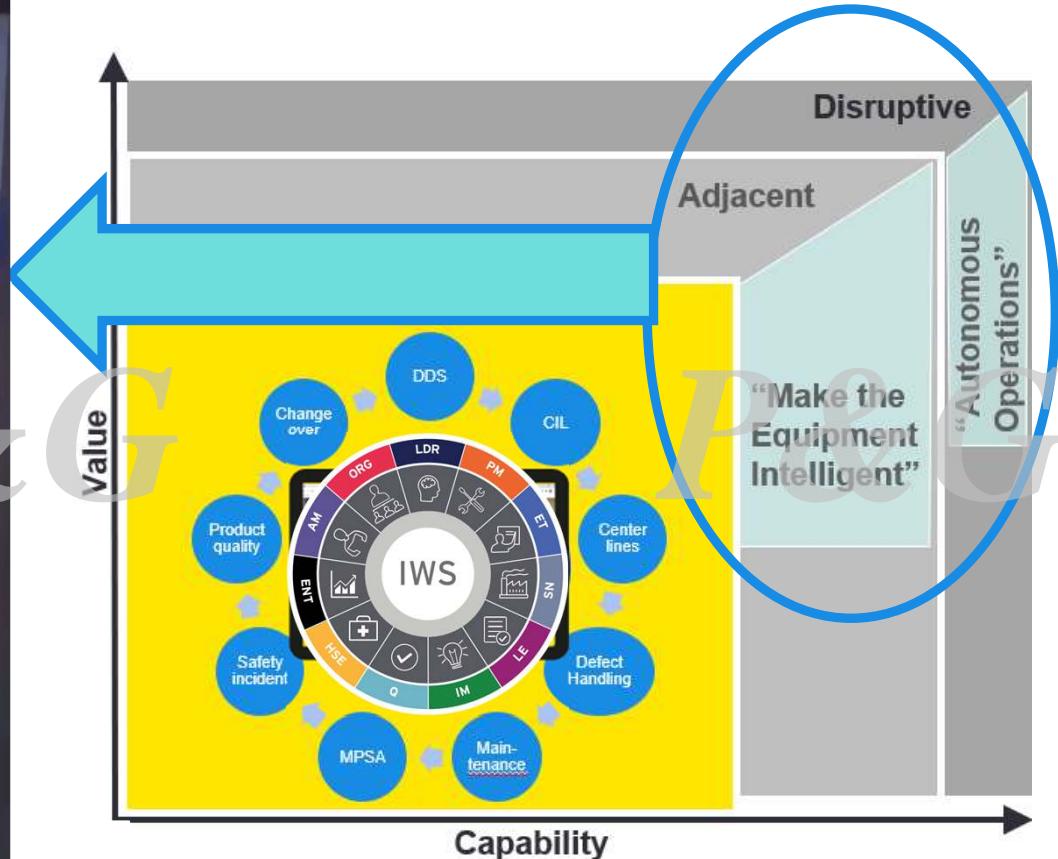


eManufacturing Foundation

The robust platform and stability enables time, capability, and justification for advanced digital solutions



Virtual Reality 3D Design Review



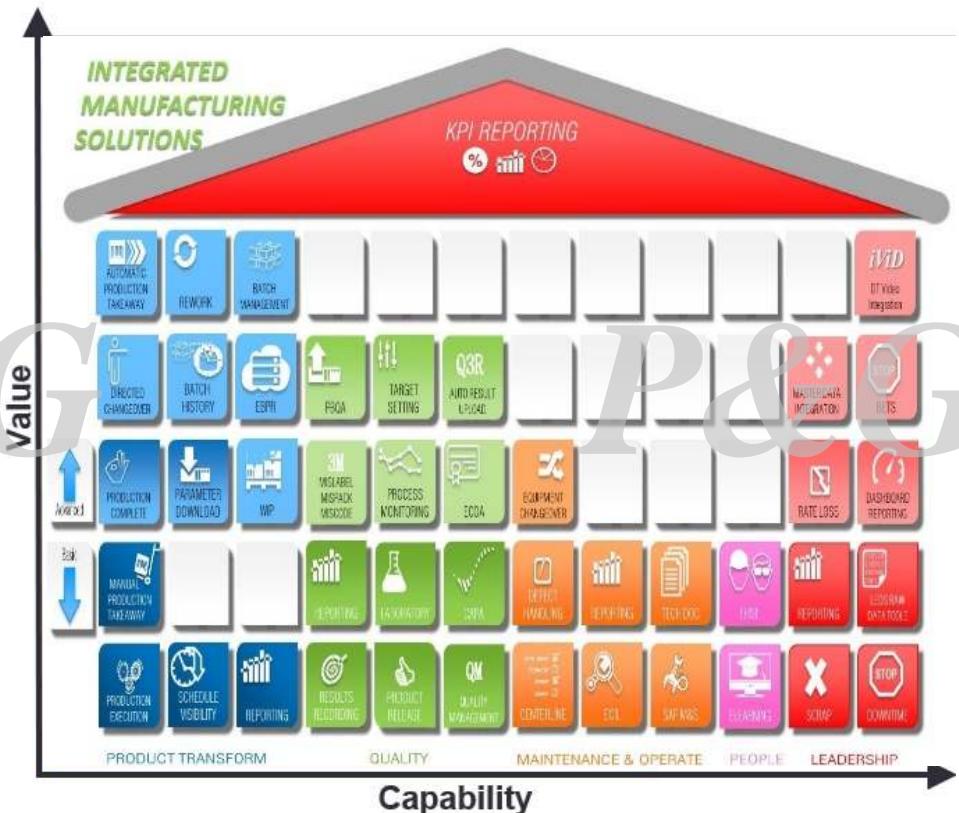
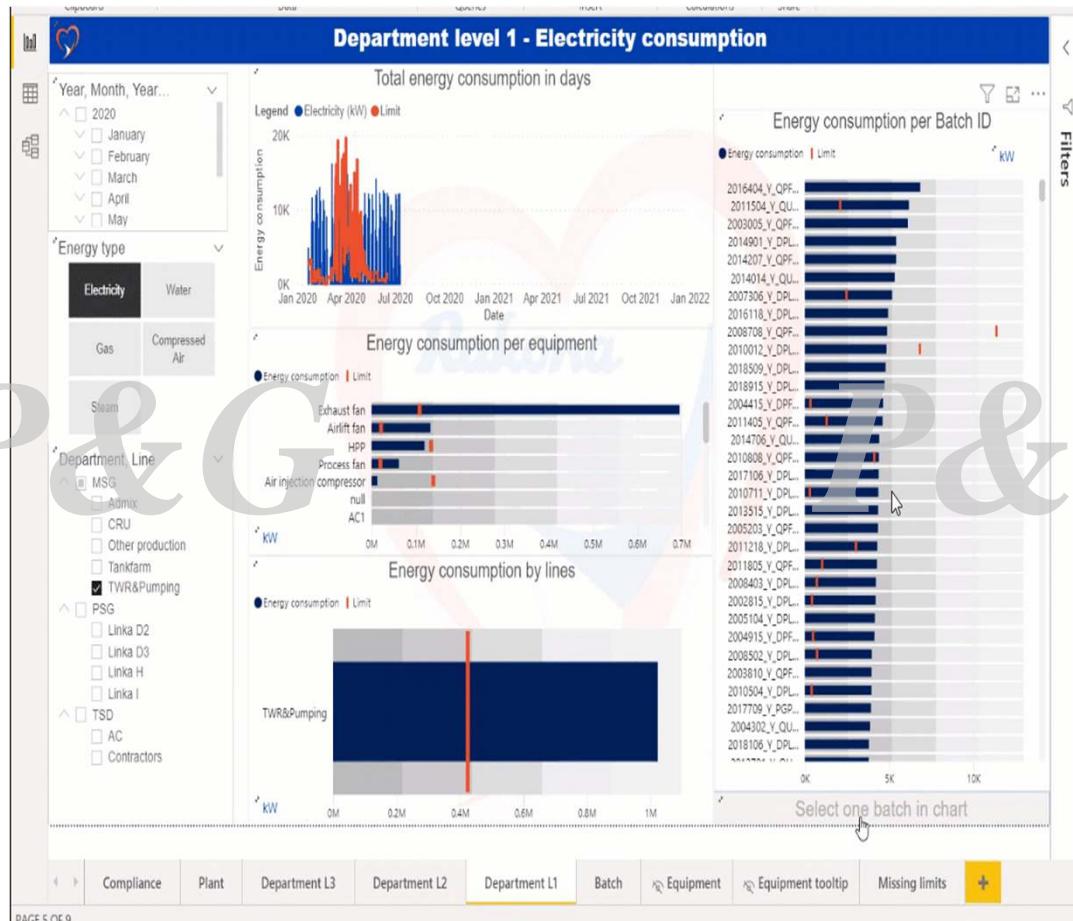
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Citizen developers

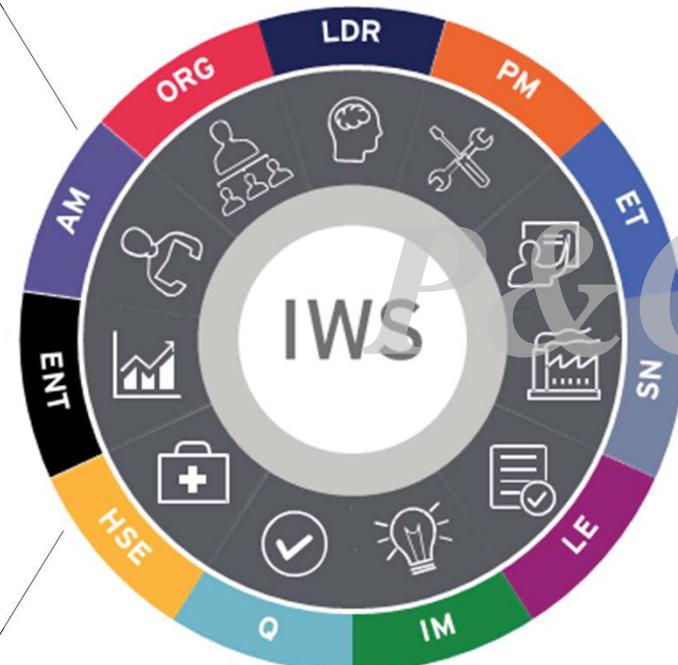
Our P&G app-store contains the citizen developers' apps to be used by anyone in the company



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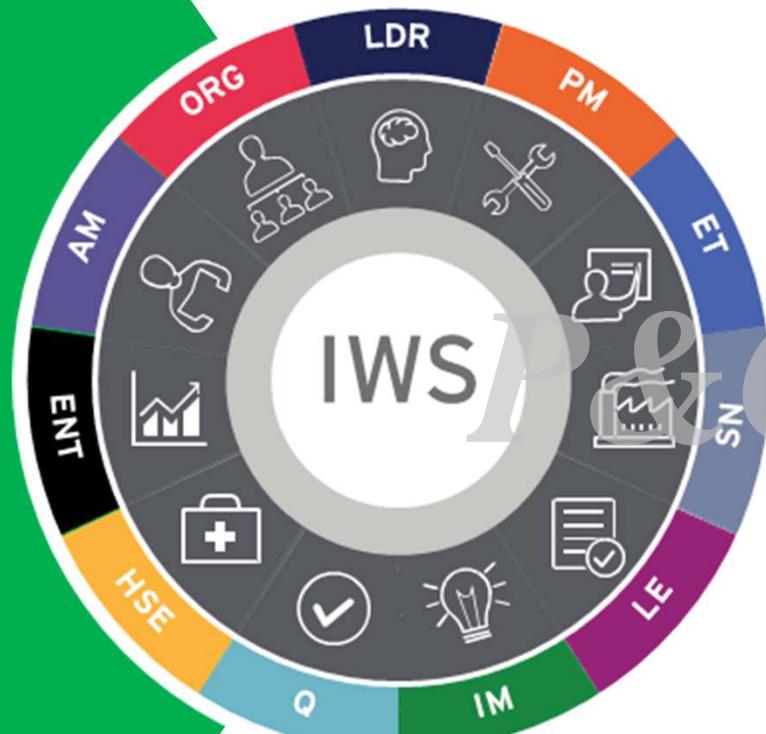


How to enable your leaders and employees to achieve superior results?

It's hard work, but if done with the right mindset, success is inevitable!

But....

How does IWS help YOU
enable your teams to achieve
superior operational
excellence results?

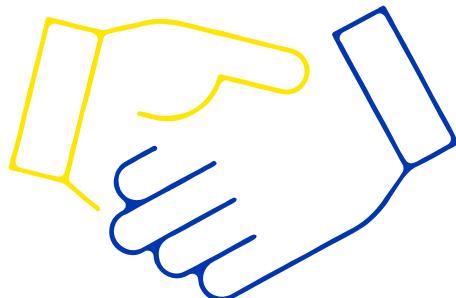


A unique partnership in the consultancy business

Get direct access to P&G expertise as IWS client!



**Supply Chain
transformation**



- Option 1: IP library, with the CBA's, tools & trainings we use in P&G**
- Option 2: Executive 1-1**
- Option 3: Virtual site tour**
- Option 4: Physical site tour**
- Option 5: P&G subject matter expert support**

Time for
P&G
questions

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