

Client industry: Food processing

Manufacturing excellence program delivered 100% virtually: One client's journey

■ The better the question.

Can you deploy a manufacturing excellence program 100% virtually?

- ▶ A baked goods producer needed to improve the efficiency and productivity of its 40 plants across North America.
- ▶ The company selected EY and Procter & Gamble's Integrated Work System (IWS) to meet its manufacturing excellence objectives.
- ▶ The agreed-upon IWS rollout plan called for EY teams to travel to each location to work alongside the company's operators within their facilities.
- ▶ However, due to COVID-19 restrictions prior to program rollout - a key and urgent decision was required: should we put the program on hold for an indefinite time period, or move forward working together 100% remotely?

■ The better the answer.

Pivoting to deploy IWS 100% remotely

- ▶ The manufacturing excellence transformation was a key strategic priority for the company, so the decision was made swiftly to move forward in a 100% remote deployment approach.
- ▶ EY was able to quickly mobilize by leveraging our playbooks from past successful remote client engagements to successfully complete a virtual IWS deployment.
- ▶ Company operators on the shop floor were outfitted with laptops, collaboration software and cameras, and Wi-Fi was installed in plants.
- ▶ On-site company coaches provided an ongoing feedback loop to the remote EY team, collaborating with operators to ensure IWS capabilities were correctly implemented.
- ▶ EY's Smart Deployment Console (SDC) software guided teams through a structured digital learning journey and made IWS's capabilities accessible to all plant workers and leaders.

■ The better the world works.

Transforming teams and exceeding expectations with IWS

- ▶ The first line successfully went live within the 13-week sprint typical of EY IWS deployments, and rollouts have continued across other lines and plants.
- ▶ With IWS up and running at the first plant's lines, process reliability rose by 21%, the mean time between failure increased by 27.5%, and unplanned downtime fell by 31.8%.
- ▶ IWS's operational benefits have exceeded the company's expectations and IWS's principles of individual ownership have transformed the company's line workers.
- ▶ The company now plans to roll out IWS across corporate and category functions to create one culture and one way of working companywide and eliminate losses across the enterprise.

