

Case Study: International CPG

The Need

This company is a leading global manufacturer of tissue, personal care, and health care products with manufacturing facilities in 42 countries and product sales in more than 150. Employing more than 43,000 people worldwide, it posted sales of \$20.1B in 2022.

In 2015, the manager of a large infant care facility wanted to assess her manufacturing organization to determine if the current organization and deployment of personnel supported new production targets based on the sector business strategy.

The Solution

We started our work with several critical assessments of operations structure and design, executive team capabilities, and manufacturing line structures. The output was a diagnosis of talent gaps and a strategy to close them. Our team reviewed the outputs with senior executives and designed a session with all levels of management to design new roles, links to performance management, and compensation processes. We worked together to put action and implementation plans in place based on the facility design.

The Value

Through this process, we were able to shift facility teams from internally competitive manufacturing lines to shared resources with cross-training. This allowed for flexible movement of critical talent across lines, effective knowledge transfer, and increased trust between line and management personnel. It also increased opportunities for development and advancement of line and management personnel.