

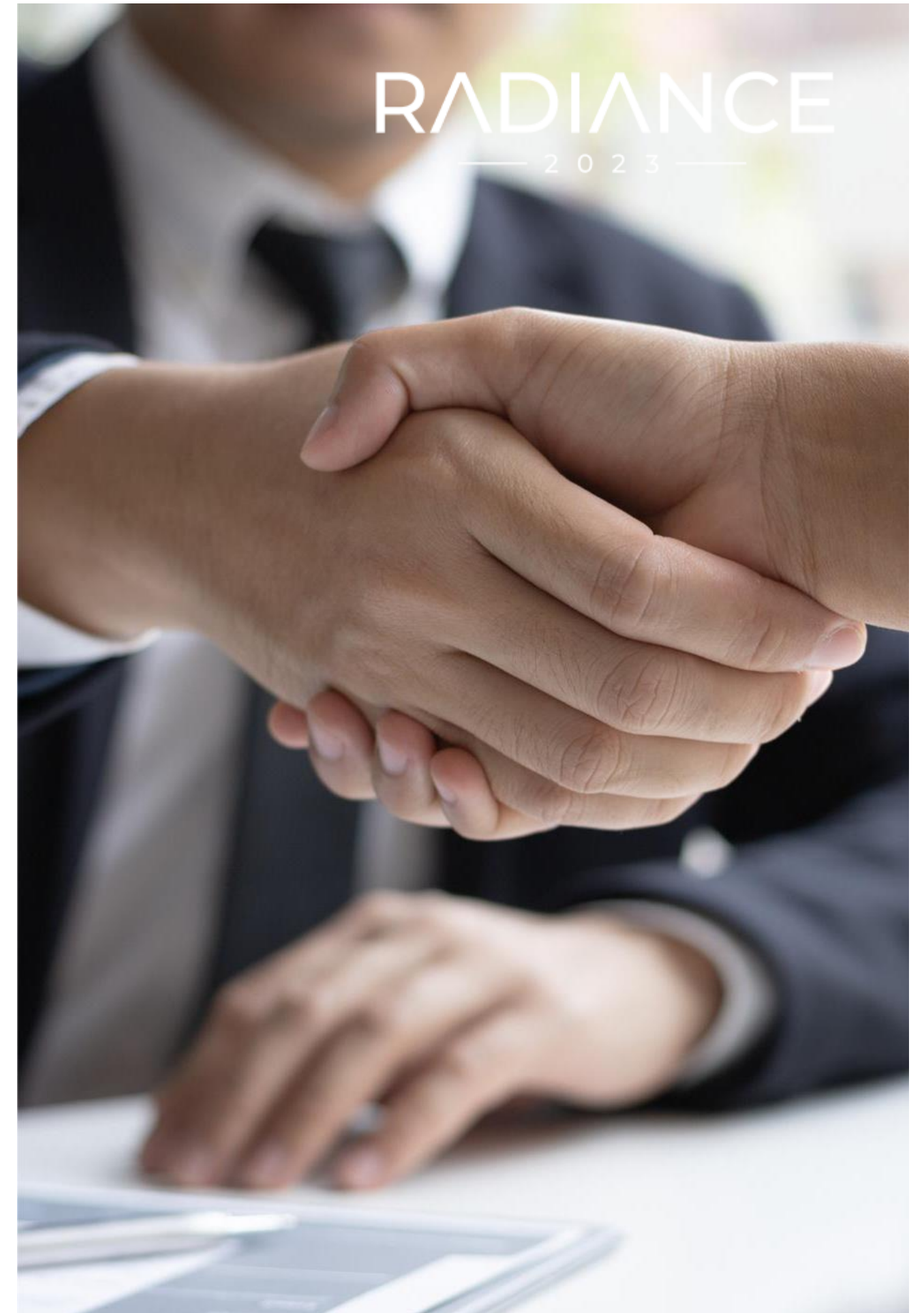


# Hiring Order to Cash Talent in our New Reality

**COLLEEN ZDROJEWSKI**

VP, Finance Business Services

- Leads team of over 300 FTEs
- Drove efficiencies through Lean Sigma culture
- Reduced 50% headcount & achieved \$3M annual savings





# Agenda

- About Keurig DrPepper
- Evolving Impact of Technology on O2C Roles
- Opportunity of Attrition
- The Indispensable Skill
- Setting the Foundation
- Going to Gemba
- Keurig DrPepper's Recipe for Success



**~\$14Bn**  
Net sales in 2022

**S&P 500**

**NASDAQ 100**

**~\$50B** Market cap at  
year end 2022



**HQs:**

Burlington, Massachusetts  
Frisco, Texas  
Montreal, Quebec  
Mexico City, Mexico



**150+** Principal Warehouses/  
Distribution Centers



**30** Manufacturing  
locations

**NASDAQ:**  
**KDP**

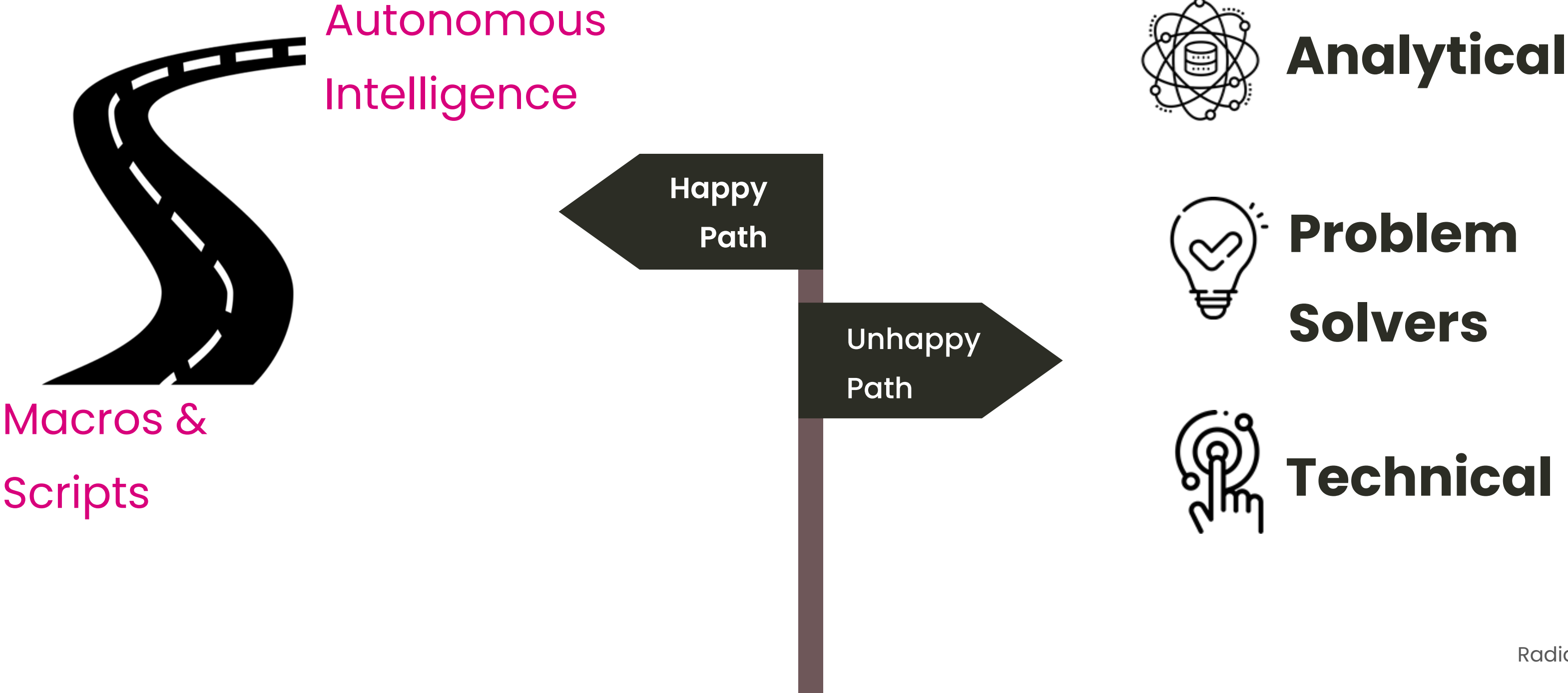


Approx.  
**27K**  
Employees



**125+** Owned, licensed  
& partner  
beverage brands

# Evolving Impact of **Technology** on O2C Roles



# Use **Attrition** as an Opportunity

## **Challenge the need to hire:**

Has our process improvements enabled us to eliminate a position?

## **Access Team Structure:**

Are we properly organized, what level do we need?

## **Opportunity for Lateral Growth:**

Should we play musical chairs?

## **Access Process Requirements:**

Has our process evolved requiring a change in skillset focus?

## **Access Team's Capabilities:**

What are our weaknesses?





# The Indispensable Skill: **Intellectual Curiosity**

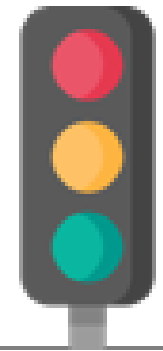


# Building the Foundation is Critical to Success



# Onboarding, Training and Development

## GATE TRAINING



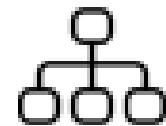
**“Stop & Go” syllabus** for training,  
including time estimation at each level

### Gate 0



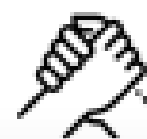
KDP/Finance  
Training

### Gate 1



FBS/Dept  
Training

### Gate 2



Team-Based  
Training

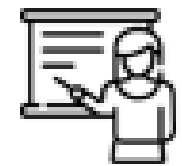
### Gate 3+



Role Specific  
Training



## Continued Education



WorkDay  
training syllabus

Leverages WorkDay  
learnings to further  
train employees





# The Value of **Gemba**

**01**

Enables a better understanding of the process and the challenges that the team is facing

**02**

Builds relationships with those who do the work and create the value in the process.

**03**

Enables leaders to identify and address waste and inefficiencies in the process

**04**

Enables leaders to identify improvements that should be replicated and the opportunity to praise their team members

**05**

Builds the “Problem Solving” muscle in the team.

**06**

Identifies potential training opportunities or standardization for the team.

**07**

Visible leadership increases employee engagement

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# 7 Questions to ask on Gemba Walks



**1**  
What task are you doing now?

**2**  
Is there a standard process for completing this task?

**3**  
Are you facing any problems while completing this task?

**4**  
What causes the problem?

**5**  
How do you find the root cause of this problem?

**6**  
How can you fix the problem?

**7**  
Who do you contact if you need any help resolving the problem?

# Recipe for Success: USA

## Understand

Engage with IT Partners and Vendors to not just operate the system, but understand how it works and how to optimize it. **Understand the “Why!” Go to Gemba!**

## Simplify

Use Gemba and other Lean Six Sigma tools to remove waste and identify areas of simplification and standardization. Be the champion to influence change upstream that is creating waste and inefficiencies.

## Automate

Understand and Simplify BEFORE trying to automate.

Leverage native system automation first then other tools in your toolkit.

