



P&G LEADERSHIP AT ENTERPRISE SCALE.

Procurement, contract manufacturing, printed packaging and supply resilience

THREE-ROLE LEADERSHIP ARC · 2017-2021 · HOME CARE + HYGIENE

QUANTITATIVE LEADERSHIP / THE RECEIPTS

\$270M

ANNUAL SPEND OWNERSHIP

Antibacterial finished goods
and indirect services

\$53M

LAUNDRY PLATFORM SCOPE

Small-bet + niche products
across six platforms

>10%

GROSS HARD SAVINGS

Competitive bids, negotiation
and design innovation

+39%

PRODUCTIVITY

Digitized sourcing process
+54% stewardship

\$40M

COMPETITIVE RFP

6% YOY savings delivered
during 14% market inflation

\$898K

HARD SAVINGS TRACKER

Design, standardization
and localization

+50%

SOURCING SPEED + AGILITY

Across six laundry platforms
with \$53M spend ownership

5 + 6

PLANTS + DISTRIBUTION CENTERS

Dual sourcing increased E2E
synchronization by 20%

COMPOSITE CASE STUDY / THREE ROLES, ONE LEADERSHIP SYSTEM

01 / BUSINESS CHALLENGE

**Scale complex sourcing
without trading away
continuity.**

Balance capability, capacity, quality,
cost, lead time and launch readiness
across contract manufacturing and
printed packaging portfolios.

02 / LEADERSHIP MOVES

- Segmented spend and supplier capability.
- Ran competitive RFPs and redesigned volume.
- Built and trained a savings tracking system.
- Qualified alternate capacity before disruption.
- Aligned technical, planning, ops, quality + brand.

03 / BUSINESS OUTCOME

**Savings that could
survive contact with
the operation.**

- Cost advantage during inflation
- Faster sourcing decisions
- More resilient source coverage
- Stronger end-to-end synchronization

QUALITATIVE LEADERSHIP / THE J5 PRINCIPLES IN ACTION

BUILDER DNA / SELF-ASSESSMENT LENS

01

PURPOSE

Translate consumer,
customer and business
needs into sourcing
choices that protect
the mission.

02

PASSION

Mobilize 83
multi-functional
teammates around
shared outcomes,
not functional silos.

03

PERSPECTIVE

Look past lowest
price to total cost,
supplier capability,
quality, continuity
and resilience.

04

PREPARATION

Digitize the workflow,
build the tracker,
qualify alternate
capacity and prepare
before pressure arrives.

05

PRESENTATION

Give analytical
direction to 17 leaders,
8 buyers and technical,
operations, quality
and brand partners.

LEADERSHIP TAKEAWAY

The Builder pattern: create a repeatable sourcing system where speed, cost and resilience reinforce one another.