

Execute Bold Strategic Transformation

Case Study: Greif



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Issue

Greif sought to activate a bold strategic transformation, including a culture shift, unlocking efficiencies, aligning around core growth priorities, meeting financial goals and simplifying the operating model.

Greif had to ensure that 15,000 employees, across different levels and geographies, were brought into the transformation and the underlying strategy.



Action

Greif took a people-first, multipronged approach that embedded clarity, consistency and connection at every level to activate and mobilize employees around the transformation and the strategy.

Insights



Aspiration becomes reality when there is clarity of vision, transparency in communication and intentional investment in people.

“The future of leadership isn’t about dictating terms, but about enabling voices.”

Bala, CHRO



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Intentional communication and engagement:

Formed a CEO-CHRO partnership to communicate unified, transparent messaging across the organization.

- ✓ Fostered two-way engagement via townhalls, roundtables and Q&As to ensure employees received timely, clear updates and had multiple pathways to raise questions or concerns

Governance and execution support:

Established a PMO to provide structure and discipline to transformation execution.

- ✓ The PMO coordinated across workstreams, tracked initiative progress and ensured cross-functional alignment

Foundational operating system — Greif Business System 2.0

A structured, scalable approach to continuous improvement, using embedded best practices to drive operating discipline, resource optimization and the aggregation of marginal gains

Culture and capability enablement:

Took a holistic, people-centered approach to ensure that employees do not just understand strategy, they feel a part of it, including:

- ✓ Greif University: Learning and development platform
- ✓ Lead to Last: Leadership development program
- ✓ Performance and Development Review (PDR) process: Performance expectations are aligned to core values and strategy, then cascaded down



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Result

Engagement and culture:

- ✓ 94% colleague participation in the annual survey
- ✓ 86th percentile in manufacturing sector engagement
- ✓ Gallup Exceptional Workplace Winner — second consecutive year
- ✓ Newsweek Global Most Loved Workplace — third consecutive year

Business performance:

- ✓ Raised low-end guidance: Adj. EBITDA to \$725M (from \$710M)

Customer centricity:

- ✓ Net Promoter Score (NPS): 70 — far exceeding manufacturing benchmarks
- ✓ Strategic alignment around Polymer Solutions is underway

First step

Establish communication, clarity and transparency in messaging from the outset.

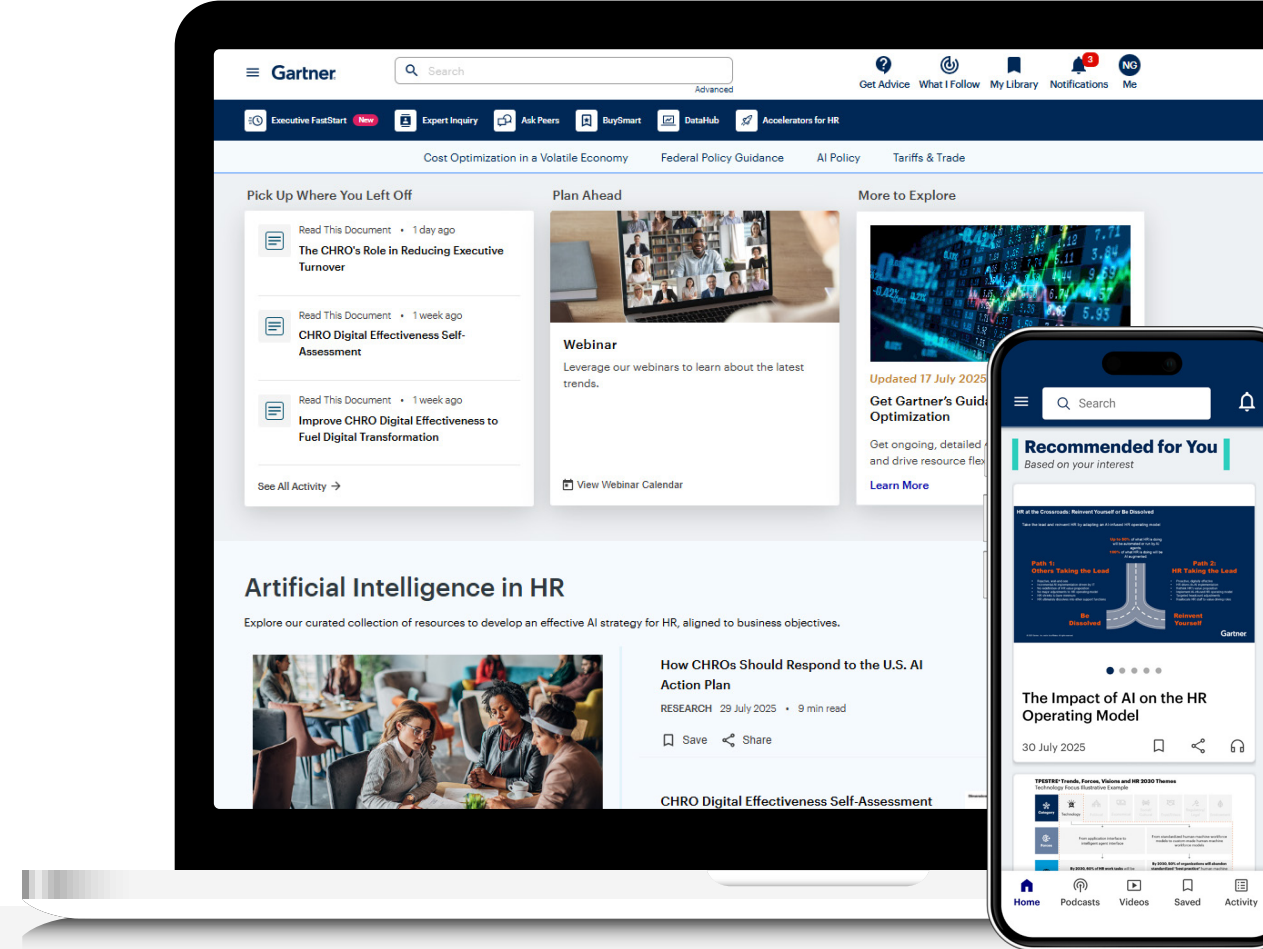
Key opportunity

Seize opportunities to double down on shared leadership and cross-functional alignment.

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