



The Computerworld Honors Program

Honoring those who use Information Technology to benefit society

Final Copy of Case Study

YEAR:
2012

STATUS:
Laureate

Organization:
The Procter & Gamble Company

Organization URL:
www.pg.com

Project Name:
P&G's Global Asset Recovery Purchases (GARP)

What social/humanitarian issue was the project designed to address? What specific metrics did you use to measure the project's success?

Procter & Gamble's Global Asset Recovery Purchases team (GARP) was founded in 2007 to increase the recycling rate of the company's manufacturing sites and to deliver savings by reducing waste management costs and increasing the revenues from the sale of recycled materials. By leveraging P&G's relationships with external partners, GARP has found better ways to utilize waste or non-performing inventory, and in many cases, turn that material into useful products. GARP's success is measured on how much of the company's manufacturing waste is diverted from landfills. The program will continue until the company has achieved its long-term goal of zero manufacturing waste disposed to landfills. Since the program's founding, P&G has reduced its disposed solid waste rate by 57% per unit of production. In 2011, P&G saw a recycling rate of 72%, up from 46% in 2006, and six months into fiscal year 2012, the company is now up to 83%. Moreover, in the past year alone, tens of thousands of tons of would-be waste has been diverted from landfills.

Please describe the technologies used and how those technologies were deployed in an innovative way. Also, please include any technical or other challenges that were overcome for the successful implementation of the project.

Waste management at P&G operates within an Environmental Management System that has been in place for almost 30 years. This system provides a platform for every P&G site around the world to work within the same environmental standards, rules and methods for recording data. In this framework, data from different sites is tracked and recorded. This means there is a large amount of historical data for each site that, when accessed and reviewed, can help identify the biggest opportunities to improve the performance of these sites. Originally, P&G had its own internal database, called the Environmental Statistics Reporting Database, which was built specifically to collect waste, water and energy data from the sites. The database was effective at collecting data, but didn't export it in a way that was easy to visually interpret or manage. GARP knew that to identify important local opportunities, they needed a system that was built for multiple global users to extract and manipulate data in real time, at the same time. P&G partnered with an external supplier to develop a desktop application that allows the GARP team and site waste managers to extract and visualize the data through simple graphs and charts, helping them to identify sites and processes that were generating the most waste. This also helped to target sites with the greatest opportunity to reduce disposal costs. With this new GARP application in operation, managers could visit sites and show local plant and waste managers a visual and easy-to-read waste summary. Plant managers then had the information they needed to justify the allocation of resources to work on specific waste projects that would improve the environmental and economic performance of their site.

Please list the specific humanitarian benefits the project has yielded so far.

P&G donates products for disaster relief around the world, and donations are also frequently made at a local site level. InReturn is a local example of how GARP is making a difference. InReturn is a small, not-for-profit company in Cincinnati and was created to be a place of work for people with brain injuries. Currently, both P&G Feminine Care and Pampers send their production scraps, outdated materials and test samples to InReturn. The employees then use these repurposed materials to create absorbent pads of various sizes that the company then sells for industrial spill cleanup -- turning what was once destined to be trash into a donation that creates a useful product and touches lives. Other examples of successful GARP initiatives include: scrap finished product and product components from Beauty Care plants in China are being repurposed into leather care products, and mascara by-product is used for tire shine; scrap material from Always and Naturella feminine pads from the Budapest Hungary plant is now either recycled or used to fuel kilns at a local cement factory; off-spec baby wipe products are being sold to veterinarians for use in animal care; ACE bleach scrap that had previously been incinerated by the Timisoara Plant in Romania is now used for industrial disinfection at water treatment facilities and butchers; waste water treatment plant sludge from the Talisman and Mariscal plants in Mexico is being composted with other organic material to create compost used in land remediation. GARP has taken an eco-efficiency approach to improve the environmental profile of sites and systems by taking the waste and/or by-products of production and ensuring they are used, reducing the materials that end up in the trash and the demand for raw materials.

Please provide the best example of how the project has benefited a specific individual, enterprise or organization. Feel free to include personal quotes from individuals who have directly benefited from the work.

Although GARP is a company-wide initiative for P&G, the project hinges on the environmental benefits it provides at the local level, making P&G a more sustainable neighbor in all of the communities in which it operates. GARP is yet another way P&G is touching and improving lives. "Auburn's plant success is the latest milestone in our continued global effort to achieve zero manufacturing waste sent to landfill." - Len Sauers, P&G Vice President of Global Sustainability.

