

Case Study

Colgate-Palmolive

Driving Continuous Improvement with Operational Visibility



Colgate-Palmolive deploys Avatour to drive operational efficiency across the globe at a fraction of the cost of travel.

The Challenge: Upholding Operational Efficiency Around the Globe

- Site visits are expensive and time consuming
- Coordinating travel is a challenge for multiple stakeholders
- Site visits are disruptive to operations

The Solution: Virtual Site Visits With Avatour Shared Reality

- Facilitate various site visits virtually
- More frequent site visits
- Real-time and recorded walkthroughs
- Quick to deploy, easy to use

Colgate-Palmolive: Committed to a Healthier Future

Colgate-Palmolive (ColPal) is a global leader in the production and distribution of consumer goods, including home care, health care, personal care, and pet care products. With over 100 years in business and 34,500 employees worldwide, ColPal is one of the most recognizable brands today.

Avatour has worked with several ColPal brands, but perhaps most closely with **Hill's Pet Nutrition**, a leading pet food brand. The division has a presence in more than 80 countries and employs over 6,000 people, with a distribution network of over 500,000 stores across the globe.

The Challenge: Upholding Operational Efficiency Around the Globe

For a leading global company like Colgate-Palmolive, upholding a high standard of performance, quality, and safety at every facility is fundamental to their success. However, **maintaining standards across hundreds of manufacturing and warehousing facilities (60 of them in the US alone) can be a monumental challenge.**

Before Avatour, ensuring stakeholder visibility required regular travel by teams of subject matter experts, supervisors, and third-party auditors to far-flung facilities. There was no viable alternative to being physically at the “Gemba” (a Lean management term for the place where work happens) for walkthroughs, training exercises, and inspections.

But **there are inherent challenges to relying entirely on in-person site visits:**

Challenge #1: Site Visits are Expensive and Time Consuming

With facilities all around the globe, even routine site visits can be costly and time consuming. For companies like Colgate-Palmolive which are focused on continuous improvement, this challenge compounds quickly when multiple site visits to the same location are needed throughout the year.

The average three-day international business trip in economy costs around \$2500 per person - ignoring the loss of hours spent in transit. And the challenges of travel have lately become unpredictable, with flight delays and cancellations becoming much more frequent, and the overall cost of travel skyrocketing.

Challenge #2: Coordinating Travel is a Challenge for Multiple Stakeholders

Typically, a team of subject matter experts (SME's), supervisors, or auditors are required for a given site visit. **The more people required on site, the more of a logistical challenge the visit becomes.**

One must consider the travelers' schedules, find cost-effective and convenient travel options, ensure compliance with company travel policies and regulations, and manage unexpected travel disruptions and changes. Traveling to international sites adds another layer of complexity to the process.

Challenge #3: Site Visits are Disruptive to Operations

Bringing multiple people to the “Gemba,” whether it's the factory floor or a warehouse, **requires some level of disruption to day-to-day operations.** How disruptive a visit will be can vary depending on the objective of the visit, type of facility, number of visitors, and required safety protocols.

The Solution: Virtual Site Visits With Avatour Shared Reality

When Covid lockdowns made travel next to impossible, the Global Engineering team at Colgate-Palmolive sought to implement **a solution that delivered remote visibility of their operations.**

The team initially considered a variety of videoconferencing platforms and remote collaboration tools but quickly realized they failed to deliver the experience that was needed. Soon after, the Global Engineering team came across **Avatour** and found it to be **the ideal platform to collaborate across their sites.**

Facilitating a Variety of Site Visits, Virtually

Using Avatour, the Factory Performance, Quality, and Safety teams at Colgate-Palmolive are able to facilitate a variety of site visits virtually. **These visits include:**

- **Factory Performance & Reliability walkthroughs**
- **Factory Acceptance Tests**
- **Health & Safety Inspections**
- **Gemba Walks**
- **Supplier audits**

More Frequent Site Visits

Each team at Colgate-Palmolive are **now equipped to conduct more frequent site visits at a fraction of the cost.** Whether it's to better prepare for an inspection, or to simply conduct walkthroughs more consistently, stakeholders have visibility on-demand without having to travel across locations.

Real-time and Recorded Walkthroughs

For time-sensitive visits, teams can start up an Avatour session in real-time as the factory or warehouse floor operates. **Alternatively, teams can record the activity in 360° to review independently or discuss when convenient,** for a more flexible collaboration option.

Quick to Deploy, Easy to Use

Operators familiar with the site can easily record or host live walkthroughs using lightweight, easy-to-operate hardware. This non-intrusive way of capturing the dynamics of a space in 360° ensures safety for all guests and employees while reducing operational disruptions.



“
The time Avatour has saved us in travel and meetings has been great... less travel and less change of the plant production schedule means a more efficient production trial for our team.

”
Chris Carpenter
Factory Performance and Reliability Leader
Hill’s Pet Nutrition, Inc.

The Outcome: On-demand Visibility with Massive Cost Savings

What began as a stop-gap solution during the pandemic has become a long-term gain in operational efficiency. The team at **Colgate-Palmolive** is now **deploying virtual site visits to optimize processes and improve collaboration at facilities around the world**. And the return on investment has been dramatic.

In January of 2022, the team at Colgate-Palmolive invited 16 people to run a comprehensive review of a facility in Thailand, 12 of whom joined the virtual session from the United States.

If all 12 attendees from the US were to visit the location in person and the rest were to commute locally, **this single trip would've cost \$78,876 and over 350 hours of productivity lost** on the flights alone (This calculation includes round-trip business class flights, lodging, and meals for each attendee).

Single Session ROI

By inviting the 12 US team members to attend virtually, Col-Pal saved:



Total Cost Saved:
\$78,876



Total Time Saved:
350 hours (on flights alone)



Total CO2 Saved:
64,070 lbs

With Avatour, ongoing visibility and process improvement is no longer subject to the constraints of physical distance. With the ability to conduct walkthroughs and site visits virtually, the team at Colgate-Palmolive can:

- **Conduct walkthroughs and audits at a fraction of the cost**
- **Schedule multiple product demonstrations and discussions in a single day**
- **Involve more experts across locations for knowledge sharing**
- **Reduce annual carbon emissions to support green initiatives**
- **Save team members hundreds of hours spent in transit**

**Want to learn more
about Avatour?**

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