



From 64% to 95%

How **PowerOS** made Kenvue logistics CVS's Supplier of the Year

EXECUTIVE SUMMARY

After spinning off from Johnson & Johnson's consumer health division to become an independent CPG company, Kenvue's logistics organization faced a leadership challenge. The same team now had to make decisions faster and take on more risk than the conservative, regulated pharmaceutical culture they came from. Rodney Leonard, VP of Customer Logistics, applied PowerOS to build the decisiveness his team needed to chase an aggressive set of targets that leadership had given three years to hit. His team got there in one.

95%

On-time-in-full fulfillment
within a year, up from 64%

CVS

Named Supplier
of the Year

+19 pts

Highest engagement of any
Kenvue North America team

ABOUT KENVUE

Kenvue is the consumer health division Johnson & Johnson spun off into an independent public company in 2023, taking iconic brands including Tylenol, Neutrogena, Aveeno, Listerine, and Band-Aid with it. The move turned a roughly 22,000-employee global organization used to operating inside a conservative, highly regulated pharmaceutical business into a standalone consumer packaged goods company. This case study focuses on the team Rodney Leonard, VP of Customer Logistics, leads within Kenvue's North America supply chain organization.

CHALLENGE

When Kenvue separated from Johnson & Johnson, Rodney's team had to unlearn the instincts that governed decision-making in a regulated pharmaceutical business and relearn how to operate as a fast-moving consumer goods company, taking on real risk and moving faster without the cushion of pharmaceutical margins to fall back on. Layered on top of that culture shift, leadership set an aggressive new standard for the team, with 95% of orders fulfilled on time and in full, a top-five ranking among customers, and 100% of financial commitments delivered, all on a three-year timeline. When the target was introduced, on-time-in-full fulfillment stood at just 64%, and the team widely considered the goal unrealistic within that window.

SOLUTION

PowerOS names the moment Rodney's team was in precisely. Every outcome runs into a wall, and at the wall a person or a team is either climbing or camping. When the 95/5/100 target arrived with a three-year runway, camping looked like the reasonable choice. Coming out of a rough post-COVID stretch at 64% on-time-in-full, most of the room treated the target itself as unreachable.

Aligning everyone around that number took real time and many hard conversations, not a single announcement. People said it would hurt their bonus and made no sense. The number never moved. What changed things was breaking the total down so each person could see their own part in it, not just the abstract 95/5/100 target. Once the team believed the number, progress came fast, and it spread on its own, one person's early win becoming the next person's reason to try.

RESULTS

PowerOS produced a fast, measurable turnaround for Kenvue's logistics organization. Rodney's team hit the 95% on-time-in-full target within a year of it being introduced, two years ahead of the three-year timeline leadership had originally given them. CVS, a customer where Kenvue previously didn't even rank among the top 15 suppliers, named the team Supplier of the Year. The team also delivered on 100% of its financial commitments.

Alongside the operational turnaround, Rodney's team posted the highest employee engagement score of any team in Kenvue's North America organization, 19 points ahead of the next-closest team.

“We really realized that we need someone to help us create the mindset to really drive decision-making faster and leadership in a VUCA environment.”

Rodney Leonard, VP of Customer Logistics, Kenvue



PowerOS

Hit the wall. Choose to climb.

SOLUTION

PowerOS gives leaders and individual contributors a repeatable system for refusing to surrender when they hit a wall.

DISCOVER

Name what's in your way, then find where you can still move.

DECIDE

Commit out loud, and tell someone who will hold you to it.

DO

Finish two wins, keep two habits, and ask one coach for the truth.

DELIVERY

Ways to Deliver PowerOS

- ✓ Power In 30™, our 30-day cohort, with weekly live sessions, on-demand modules, participant guide, and peer huddles.
- ✓ In person, as a keynote or a half-day or full-day workshop with your leaders and individual contributors.
- ✓ Virtual, as a keynote, a workshop, or two sessions spaced weeks apart.

PROBLEM

Powerlessness

Capable people hit a wall and conclude nothing can move, and that feeling spreads long before anyone notices they chose it.

- ✓ Accountability shows up after the miss, looking for someone to charge.
- ✓ Every reason is real, but together they add up to a verdict.
- ✓ The result is people who surrender instead of choosing to climb.



NEXT STEPS

To learn more about PowerOS, visit our website lonerock.io or reach out to one of our representatives.



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