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<u>VIDEO</u>	<u>AUDIO</u>
FADE UP ON TITLE: PepsiCo's health and safety culture	Music up. Music fades.
MS of NARRATOR, a child (think Calvin from Calvin & Hobbes), into the camera. Montage of Dilbert, clips from The Office; alternatively, a massive production line, all workers toiling away, monotonously. FADE OUT.	<u>NARRATOR</u> : There's a popular stereotype about office employees, that they live lives of quiet desperation, always following orders from higher-ups ... No say in their destiny. I'm here to tell you: that's not the case everywhere.
FADE UP on PepsiCo workplace. SUPER: Health and safety culture is important to PepsiCo Cliché shot of one person talking to another, the screen divides into two (they each talk to someone else), the shot divides into four . . . eight . . sixteen . . . until the screen is filled with hundreds of people dialoguing with one another. CU of CEO fat cat at his desk, feet up, smiling. His smiles turns to a frown; he takes his feet down. CU PepsiCo Code of Conduct book, pages flipping NARRATOR, pointing to camera. NARRATOR pointing to camera, but slightly left (or right). NARRATOR pointing to camera, but slightly left (or right).	<u>NARRATOR</u> : At PepsiCo, when it comes to health and safety, everyone plays an important role, and everyone has a voice. It's a true dialogue. That's because PepsiCo's health and safety <i>culture</i> is not created by leadership. Sure, there are rules and procedures, a best practices approach at how you do your job. But the actual <i>culture</i> . . . that's created by you . . . and you . . . and even you , the guy sleeping in the third row. . Really. It is.
NARRATOR walking through a bustling production line. A MAN is carrying a humongous stack of heavy,	<u>NARRATOR</u> : Here's why.

<p>bulky boxes. Maybe even running in circles, a blatant act of disregard. But everyone around him goes about his business, not interfering. A manager finally intervenes—a rule has been broken. She points down the hall (a la "Go to the principal's office" demeanor).</p> <p>MAN in HR office being scolded a la Charlie Brown's teacher to student.</p> <p>MAN walking head down, back to his desk.</p>	<p>If our health and safety culture were just a set of rules . . . maybe something like, no walking with a comically large stack of heavy boxes . . . well, that would probably be a good rule . . .</p> <p>You'd get called down to HR, you'd get a note in your file,</p> <p>and no doubt, you probably wouldn't do it again . . .</p>
<p>Same clip as previous, with MAN running in circles with large stack of heavy boxes.</p> <p>MAN #2 steps in.</p> <p>WOMAN #1 pleads with him, worried.</p> <p>MAN #3, rah-rah type.</p> <p>MAN considers their appeal and puts down the boxes, to pats on the back from his colleagues, who collectively head back to work. NARRATOR remains behind.</p>	<p><u>NARRATOR</u>: But a better <i>culture</i> is when the same guy is walking with a comically large stack of heavy boxes and his co-workers step in . . .</p> <p><u>MAN #2</u> "Hey, Bob, you're going to get hurt."</p> <p><u>WOMAN #1</u> "Bob, safety first! After all, you've got a wife and kids."</p> <p><u>MAN #3</u> "Yeah, Bob, we need you at 100% in our department. Otherwise, we're not as productive."</p> <p><u>NARRATOR</u>: See, rules only get you so far. But when everyone buys into health and safety, a collective effort and behavior is established. And the office is a safer and more productive place.</p>
<p>FADE UP ON TITLE: The five levels of health and safety maturity</p> <p>DISSOLVE TO:</p>	<p>Music up.</p> <p>Music fades.</p>
<p>Animated 5, 4, 3, 2, 1 progression of numbers, a la Letterman's Top 10 List intro.</p>	<p><u>NARRATOR</u> (VO): There are five safety culture levels, and PepsiCo's goal is to reach and maintain the highest level. Let's talk about those levels, from weakest to strongest.</p>
<p>FADE UP ON TITLE: Pathological</p> <p>DISSOLVE TO:</p> <p>Industrial Revolution Age factory. There's a huge, Mad Max-like machine that's operating with dozens of employees feverishly at work, all bandaged and bruised. A large spinning spike that's stamping out</p>	<p>Music up.</p> <p>Music fades.</p> <p><u>NARRATOR</u>: The weakest level, that's pathological. That's when a company has its routines, and accidents happen on-and-off, but they're quickly and discreetly disposed of.</p>

<p>metal spins out of true and injures one of the workers. The supervisor snaps his fingers. Immediately, two security people sweep in, throw the injured man onto a stretcher, one places a bandana over his mouth to muffle his cries, and they remove him swiftly from the floor. (NOTE: the imagery should come across as Simpsons-like parody of the time period, not gross or scary.) The other workers glance over at the man and continue working, too scared to react or slow their work out of fear of reprisal.</p> <p>FADE OUT.</p>	
<p>FADE UP ON TITLE: Reactive</p> <p>DISSOLVE TO:</p> <p>The same Industrial Revolution Age factory setting, and the same injury occurs. This time, the manager's reaction is more of concern for the worker, and two medics/security personnel immediately tend to the injured worker. Additionally, the other workers pause from their tasks out of concern. As they do so, the production line starts to back up (think <i>I Love Lucy</i> episode with the chocolates) . . . As product falls from the production line, the manager and medics turn their collective attention. The medics drop the stretcher (and the injured worker) and they all race to the line to herd the workers back to their jobs.</p> <p>FADE OUT.</p>	<p>Music up.</p> <p>Music fades.</p> <p>Next up is reactive. Take that same factory, management is concerned after an accident and takes efforts to address them. It's just not a sustained effort at this point.</p>
<p>FADE UP ON TITLE: Bureaucratic</p> <p>The same Industrial Revolution Age factory setting, this time the spinning spike has dozens of managers and tech people tending to it, monitoring it like it's the Space Shuttle. It's creeping along at a snail's pace but works well (anxious "hurrahs" from management). In the meantime, as the line has slowed to a crawl, the workers sit in lounge chairs, take smoking breaks, play cards, one reads War and Peace . . . and as the product creeps toward them (maybe one in 10 seconds), they perform their task effortlessly and quickly resume their leisure pursuits.</p> <p>FADE TO OUT.</p>	<p>Music up.</p> <p>Music fades.</p> <p><u>NARRATOR:</u> Next up is bureaucratic, where management finally addresses operational shortcomings.</p> <p>The only problem, with all of the new rules and procedures, well, let's just say the workers have a lot more time on their hands.</p>
<p>FADE UP ON TITLE: Proactive</p>	<p>Music up.</p> <p>Music fades.</p>

<p>This time, as the employees work on the line, a supervisor, clipboard in hand, inspects the machine. He's pleased that it seems to be working well. Suddenly, a part pops out of place. Concerned, he radios via walkie-talkie, referencing the problem. A worker appears, new part in hand. The supervisor pushes the new part in place, but it's not a precise fit. The worker knows it's not quite 100%, takes out a hammer and chisel, whittles it down just a bit, and then it fits perfectly. (Not a temporary fix but a real one—the solution is one that emphasizes resources and finding solutions with what you have to work with. There should be no implication that this was a band-aid to a more serious problem.)</p> <p>FADE OUT.</p>	<p><u>NARRATOR</u>: Proactive is next, and that's really good. That's when steps are taken by everyone to work safely, and management has everyone's health and safety front-of-mind. Sometimes, though, resources are not allocated as necessary.</p>
<p>FADE UP ON TITLE: Sustainable</p> <p>DISSOLVE TO: The same scene as prior, except this time, the supervisor, clip board in hand has the replacement part in hand. As soon as the piece pops out of place, he smoothly places the new part, which fits perfectly. It's a seamless process, and the process continues, uninterrupted.</p> <p>Perhaps simultaneously as the production line moves, workers exhibit the same second-nature sense of fixing things. A product falls from the line and without looking, a worker catches it, places it back on the line, and continues working.</p> <p>Everyone is whistling, this is a smooth, finely tuned production line.</p> <p>FADE OUT.</p>	<p>Music up.</p> <p>Music fades.</p> <p><u>NARRATOR (VO)</u>: Finally, there's the sustainable level. That's where standards are highest, and everyone always strives for best practices. This is not reactive or even proactive; rather, it is a remembered process, an ingrained process of operating that comes second-nature.</p>
<p>FADE UP on Pepsi factory. The factory floor is alive with activity.</p>	<p><u>NARRATOR</u>: At PepsiCo, our goal is to reach the highest level of health and safety culture maturity, but we can't do it alone. It starts with strong leadership . . .</p>
<p>SUPER: Six Leadership Behaviors Arnold Schwarzenegger posing for a body building competition, singing a bill before a group of politicians.</p> <p>SUPER: 1. Builds Trust Supervisor is the psychiatrist and in a chair, with a worker lying on a couch, weeping.</p>	<p><u>NARRATOR</u>: And no, that doesn't mean Arnold Schwarzenegger.</p> <p>You know, strong leadership. Someone who builds trust in others by listening and raising awareness.</p>

<p>SUPER: 2. Acts with Integrity Supervisor moderating a union-like meeting of workers. He appears visibly invested and concerned, interested in their points of view. He nods, with empathy.</p> <p>SUPER: 3. Inspires Others Supervisor with safety hard hat, walking along the production line, clip board in hand, performing safety checks and nodding, smiling to workers.</p> <p>SUPER: 4. Encourages Innovative Thinking Supervisor is next to a production line worker who demonstrates a new way to seal a box. Rather than use a tape gun, he demonstrates a new product that nearly instantly seals the entire box, quickly and efficiently. The supervisor is impressed and shakes the man's hand.</p> <p>SUPER: 5. Coaches People Supervisor is leading a team of auditors around the production line. He points to several things, noting their operation. One of the auditors notices something amiss on the line—a nail protruding from a table. The supervisor sees it, uses his walkie talkie to radio help, and a contractor quickly steps in and fixes the problem.</p> <p>CU Narrator winking.</p> <p>SUPER: 6. Rewards Achievement Supervisor presenting employee with novelty-sized check (think charity golf event).</p>	<p>Who acts responsibly, with integrity.</p> <p>Who inspires others, with his clear vision, visible leadership . . . who regularly takes safety tours.</p> <p>Who encourages everyone to thinking creatively, leading to innovation.</p> <p>Someone who coaches his staff, who's hands-on with audits, and who works with contractors and others when necessary. . . .</p> <p>And . . . not that we want or need it . . .</p> <p>But who rewards achievement, too.</p>
<p>Pepsi factory. The factory floor is alive with activity.</p> <p>A employee is mopping the floor and crosses his legs, he has to go to the bathroom (and does so). He exits.</p> <p>Another employee, carrying heavy equipment, is just about to pass over the wet floor.</p> <p>Seeing this, another employee rushes over, picks up a yellow pylon that says, "Caution, Wet Floor."</p>	<p>NARRATOR: And in addition to strong leadership, everyone, not just management, takes responsibility for that goal, inspiring others and ensuring that everyone follows the same best practices.</p> <p>It's hard work, because it's a never-ending, ongoing pursuit, a perpetual process that ensures—or at least works toward—an incident-free workplace.</p>
<p>NARRATOR walking across the same factory floor, it's running smoothly and efficiently. Management looks on with clipboards, continually monitoring operations. Everyone is vigilant.</p>	<p>So take responsibility. And inspire others. Together, we'll create a safer <i>and</i> more productive workplace.</p> <p>A win-win for everyone.</p>

	That's the PepsiCo way.
<p>NARRATOR exits the factory and walks outside. He's heading into the sunset, a la Jack Bauer with messenger bag, with a RAINBOW arched over the PepsiCo headquarters. Unbeknownst to him, there's a banana peel just in front of him. Just as he's about to step on it, a worker jumps in front of him, grabs the peel, shows it to the NARRATOR; they shake hands ("job well done") and not to one another, knowingly. The worker stands, back to the camera, as the NARRATOR heads into the sunset. A proud, team effort.</p> <p>FADE OUT.</p>	<p>Birds chirping. Music up.</p> <p>Music fades.</p>