



The Cooper Tire Story

Background

Cooper Tire & Rubber Company is a leading manufacturer of replacement tires and original equipment automotive components. The company is the fourth largest tire manufacturer in North America and the eighth largest tire company in the world. Cooper believes in the power of people and that people respond to recognition and trust, the freedom to participate, the opportunity to learn, and the chance to develop personally and professionally.

Solution - Phase 1

- 1) Develop a strategy to elevate the Cooper safety culture, increase safety awareness, and reduce injury related costs.
- 2) Reinstate recognition for loyalty and service throughout the organization, which had been absent for years.
- 3) Recognize and reward individuals who have displayed "Above & Beyond" behaviors and communicate their stories throughout the organization.

Determine Key Objectives

Solution - Phase 2

Program Design

- > The I.S. Team met with Cooper leadership to understand their objectives, and the importance of designing a program strategically aligned with "The Cooper Way", which based on Cooper's core values.
- > I.S. then proposed a plan to address these objectives through an umbrella program using an enhanced technology platform. Cooper themed the program Cooper "PEAKS" with a focus on People, Engagement, Achievement, Knowledge, and Success
- > The Cooper PEAKS Program offers visibility, and greater ROI to Cooper. The program recognizes team members for supporting a safe work environment, service and loyalty, attaining strategic values, carrying out "The Cooper Way", and demonstrating "above & beyond" behaviors
- > Specific program elements include:
 - Recognize and reward manufacturing plant safety activity based on man hours worked without a lost time incident, DART rates, worker's comp rates, and year-over-year improvements.
 - Recognize loyalty and service within Cooper, awarding employees on the day of their anniversary with personalized certificates and points towards their choice of thousands of available award options.
 - Provide management an easy way to recognize and reward "above & beyond" behaviors consistent with the "Cooper Way". Nominations can be sent electronically by managers through the PEAKS site or in-person with nomination cards. Recipients automatically become eligible for a monthly drawing when they receive a nomination!





- > To effectively communicate the program, Incentive Services designed a PEAKS program folder with cut sheets covering each aspect of the program.
- > Cooper's CEO participated in an introduction video where he provided an overview of the PEAKS program and its importance to Cooper.
- > Personalized service award certificates were produced for managers to present on the day of an employee's highlight year service anniversary.
- > Nomination cards were produced for managers to distribute to employees demonstrating general "Above & Beyond" behaviors in their normal jobs and in safety.
- > Incentive Services partnered with Cooper's marketing department to develop stories on service anniversaries, above & beyond behaviors, plant safety milestone, etc. These stories were posted to the online newsletter as well as on the PEAKS program website.

Technology

Through the data management process, points are deposited into associates' point accounts as they achieve safety milestones, highlight year service anniversaries, or are selected as a monthly "above & beyond" drawing winner.

- > Monthly, Cooper's IT department provides a refreshed data file of new and terminated associates.
- > The program website features a unique account for each participant, the program intro video, custom graphics, detailed program rules, and an award catalog featuring merchandise awards, travel packages, apparel items, and more.
- > The site allows two forms of on-the-spot recognition:
 - Managers can go online and submit a nomination by selecting a core value and a specific reason as to why they are recognizing this individual. The employee will then get an email notification of the nomination.
 - Managers can distribute PEAKS cards with codes that employees can enter on the site, listing the nominating manager, the core value and the specific reason for the nomination. They will be entered into the monthly drawing.

Analysis & Results

- > Prior to the program, only one of the Cooper manufacturing plants had achieved 500,000 man hours without a lost time incident. Since running the program, all of their plants have achieved this goal. In addition, one plant has achieved a safety milestone of 1,500,000 hours.
- > When comparing safety metrics to the prior year:
 - DART has been reduced by 30%
 - Lost Time Injuries have decreased by 36%
 - Recordable Injuries have decreased by 18%
- > Cooper has realized \$1.1 million in cost savings related to recordable injuries in the first year of the program, and has realized a Safety ROI of over 2 to 1.
- > An average of 2,000 Individuals have been recognized with service anniversaries on an annual basis.
- > There have been an average of over 16,000 recognitions awarded annually, including safety, service, and spot.
- > Cooper continues to work on building a high performance culture that values "Above & Beyond" practices and recognizes associates and managers driving the change.