

Unleash the Power of Front Line Members

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CI Coach and Demand Planner
Johnsonville

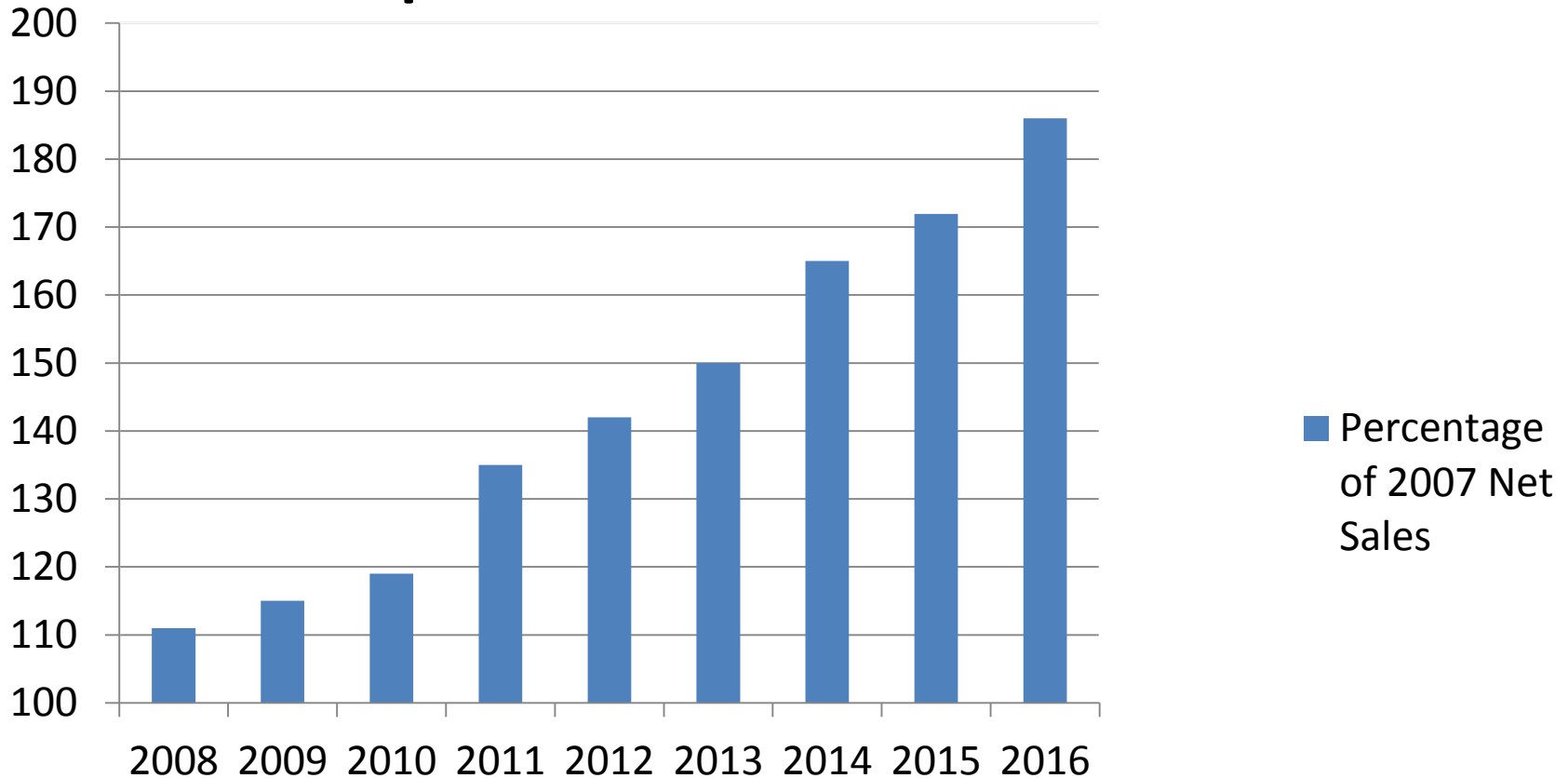


Brand Strength

- **3 out of 4** brats sold in the U.S. are Johnsonville
- **1 out of 3** Italian sausages sold in the U.S. are Johnsonville
- **2 out of 5** fresh breakfast links are Johnsonville
- **Leading brand in U.S.**
 - Bratwurst
 - Smoked-cooked sausage links
 - Fresh breakfast links and patties
 - Italian sausage



Impressive Sales Growth



History of CI at Johnsonville



Pre – 2013

Penny a pound
Silo improvement process



2013

Business Case
Structure
Steering Team



2014

+ Positions
ZBA
Sprint Teams



2015

Standards
- POFH
- OEE
- Pipelines
- Std Work



2016

Power Teams
MDI Process
Productivity Tied to GPS



2017

Expand ZBA
ETE Mapping
Power Teams
BU Own Productivity

History of CI at Johnsonville Sausage

Power Team

- A cross-functional team of 4-5 individuals is formed
- Launched with 5 day event (learning/application)
 - The team learns to embrace CI principles and mindset
 - The team owns the value stream and delivers incremental improvement as part of their job
- Team members dedicate 5 hrs per week minimum to delivering improvements
 - Weekly team meetings (1 hr weekly)
 - 2 Improvements per month (4 hrs weekly)
 - Monthly report out to Sponsor and management
 - Visual post impact to the organization
- Follow the PDCA Model

Power Team History

- April 2016 – Riverside RP1 (4)
- August 2016 – Meadowside Impingement (7)
- January 2017 – Perry Way Link Line (5)
- February 2017 – Banner Creek South Line (6)
- May 2017 – Mومence Way (6)
- August 2017 – Meadowside Co-Ex (5)

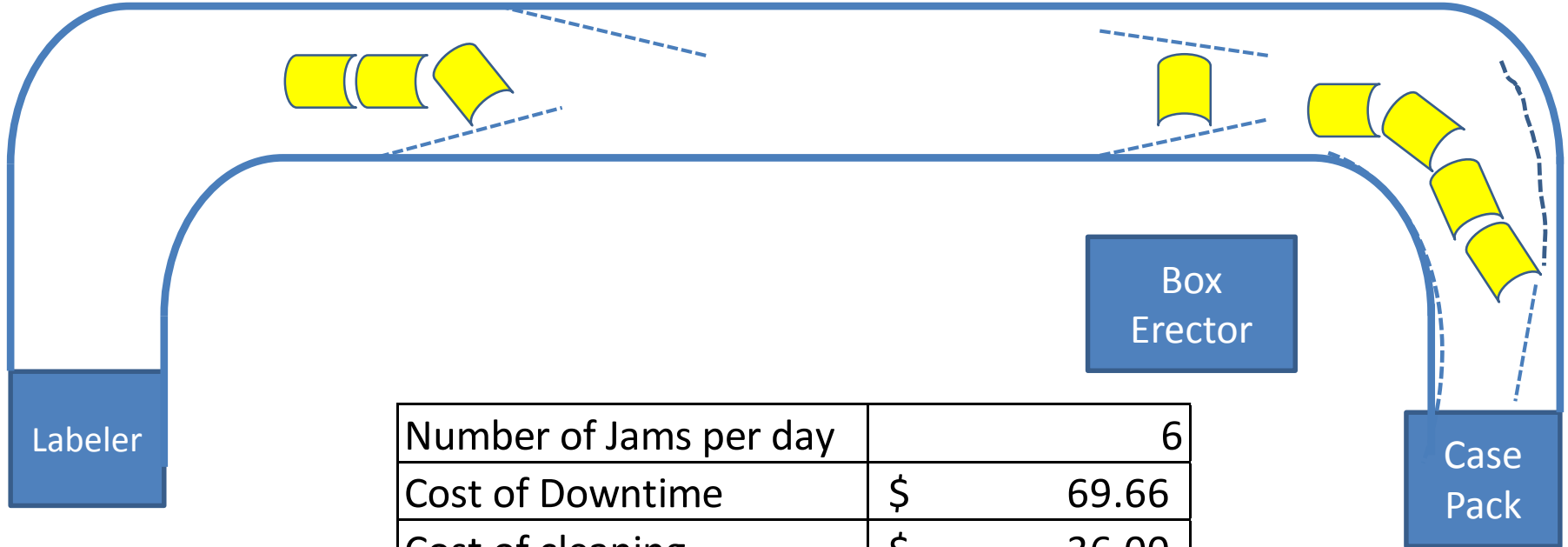
Power Team Focus Areas

- Member Safety
- Food Quality
- Efficiency
 - Downtime reduction
 - Throughput increase
 - Rework/inedible reduction
- Member Frustrations

Perry Way



Banner Creek



Number of Jams per day		6
Cost of Downtime	\$	69.66
Cost of cleaning	\$	36.00
Cost of Rewrap	\$	25.43
Cost of inedible	\$	74.07
Daily Cost	\$	205.16
Annualized	\$	53,340.30

Keys to Success

- 4-6 weeks of prep prior to training week
 - Planning Checklist
 - Focus of the team (measurable)
- Training week with first improvement
 - Team Charter
 - Must be very visible and have the highest possible impact
- 4 non-negotiables

Riverside Power Team

3/1/2017

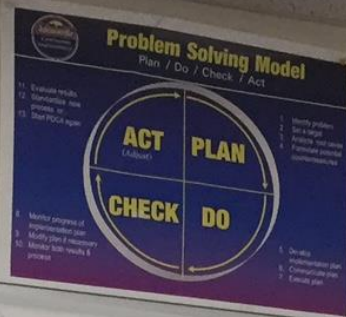
Riverside Power Team Members:

Steve Sargent

Dan Roerdink

Alex Nelson

Jim Kunst



WEEKLY ORDER



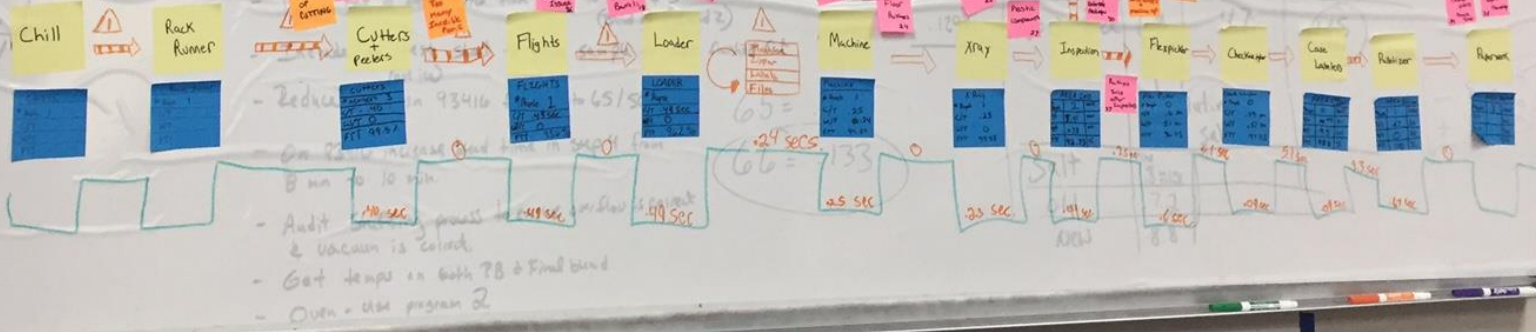
Current STAFF

Member #	12-13
C/I	3.74 S/min
FTT	75.9%
W/T	14.75 Sec
Line speed	15.1 cm/min

Future state

Member #	12-13
C/I	4.05 m/min
FTT	79.68%
W/T	21.91 Sec
Line speed	14 cm/min

264 lb/hr



Lean Principles

Lean addresses problems at the systems level AND with individual process steps.

Hit the Ground Running...

- 3 cutters to 2 cutters
- Reduction in head count
- Utilize reduction in head count for other lines

Wrong Message



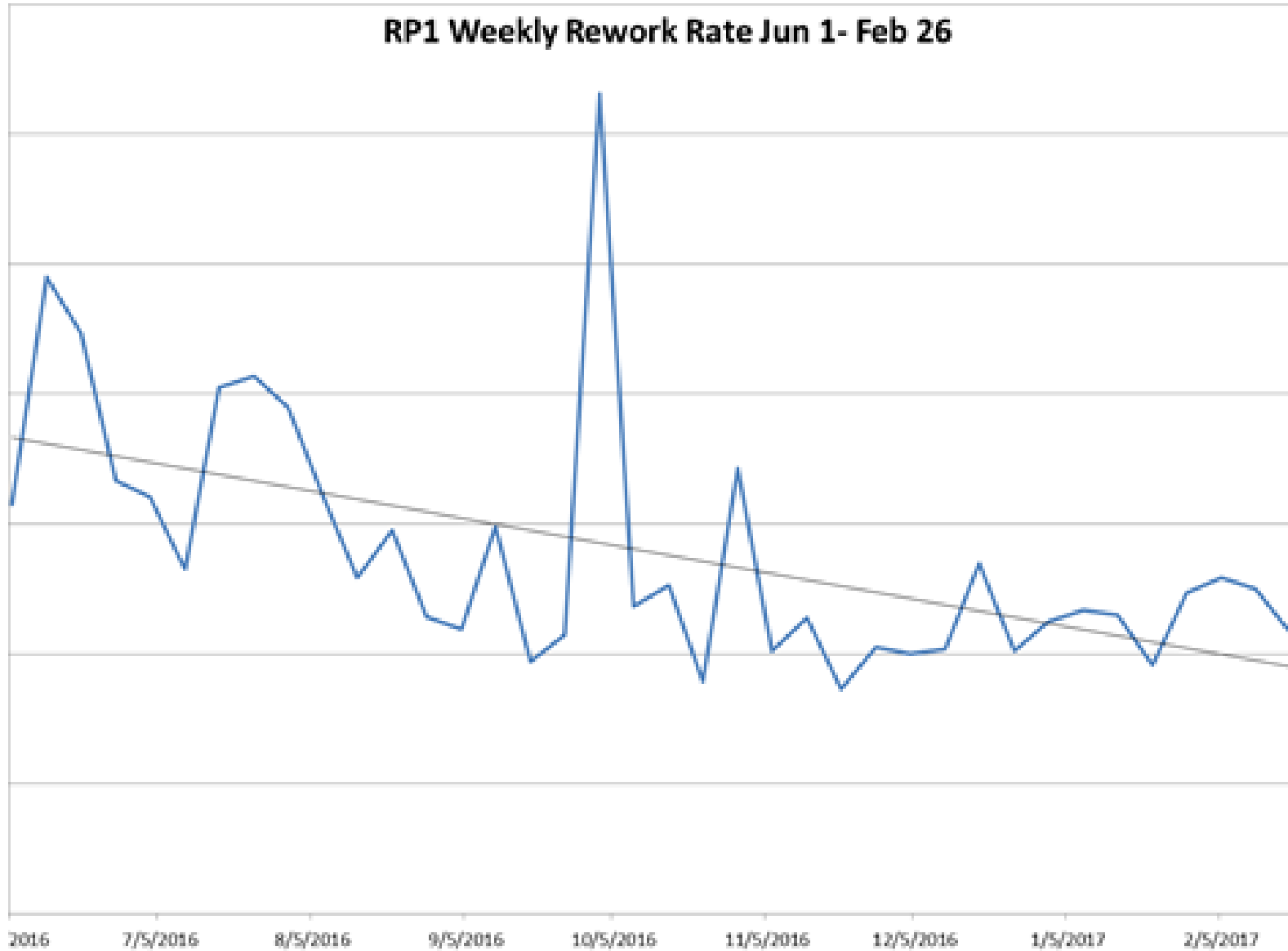
Rework at Cutters



Loading Area



RP1 Weekly Rework Rate Jun 1- Feb 26



Changeovers

- Target changeover time is less than 10 minutes
- Detailed task list with process
- Current State- 15-20 Minutes
- \$20,000-\$30,000 savings potential

Better Lighting at Inspection



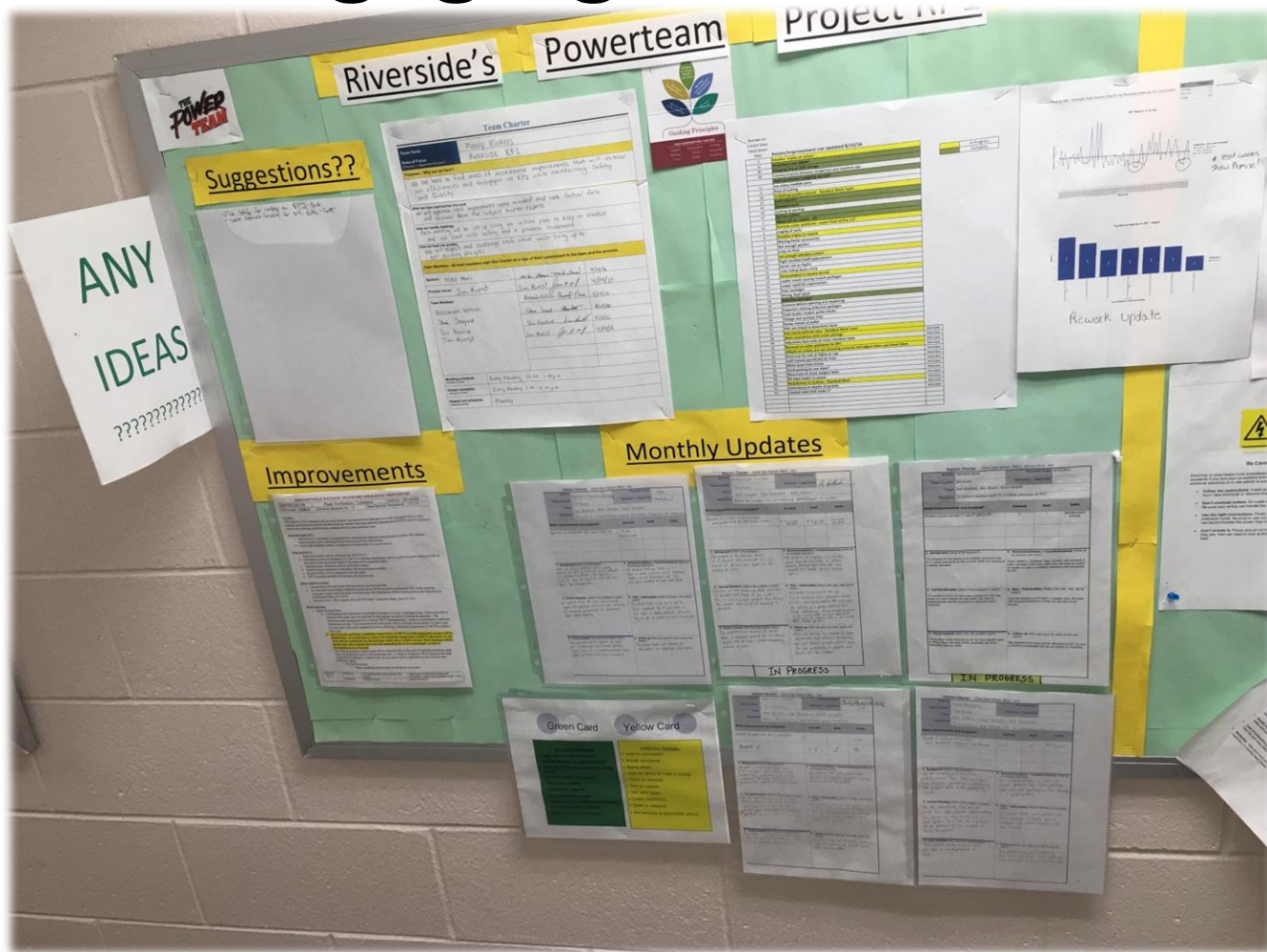
Problem Solving



Ergonomic Work Stations



Engaging Members



What worked...

- Improving our process utilizing the SME's
- Cost Savings target reached
- Breeding a CI culture

What Didn't....

- Member focus from the start
- Celebrate the small wins
- 100 miles away – Production Demands

Control Chart Update (Centerline)

- Update control charts saving about 10 minutes of downtime each day at startup and after changeovers.
- Data collection of attributes from the RAW side before the MPO, out of the MPO, and lastly out of Impingement Oven.

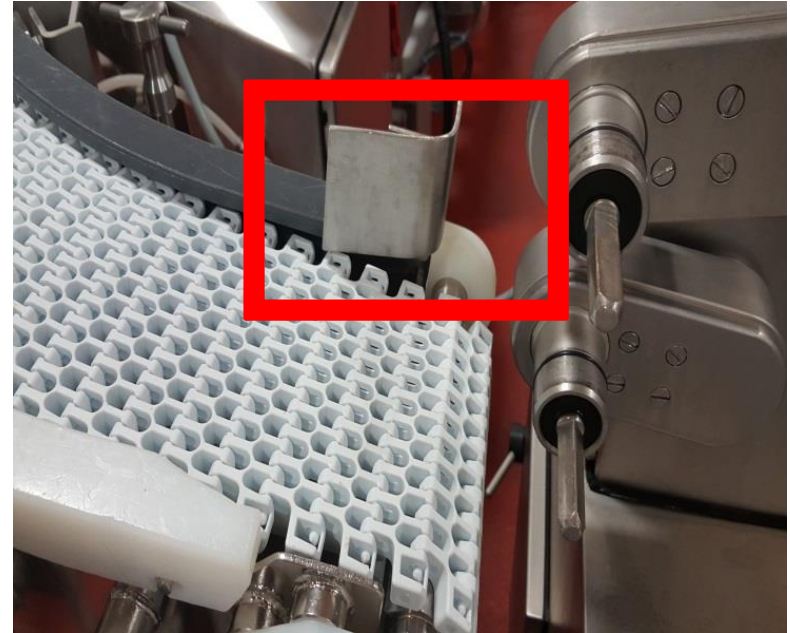
Downtime savings	Minutes
Daily	10
Weekly	50
Yearly	2600

Control Chart Update

- ✍ **95% success rate at startup with attributes (17/18)**
- ✍ **The failed instance is believed to have been caused by the Impingement Oven moisture settings being off significantly.**

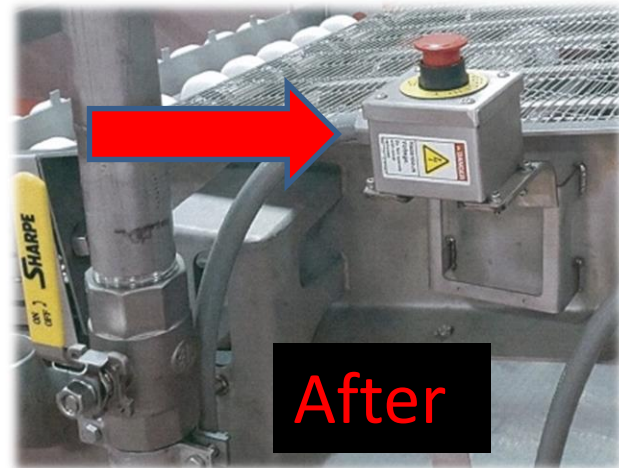
Natural Casing South Linker Guide

- During production run: 300 lbs. of product falling off the linkers
- The next run roughly X lbs of product end up on the floor
- Cost savings of roughly \$X/shift due to a simple addition
- **If ran 1 full day a week for an entire year that would equate to a cost savings of approx. \$37,939**



MPO E-Stops

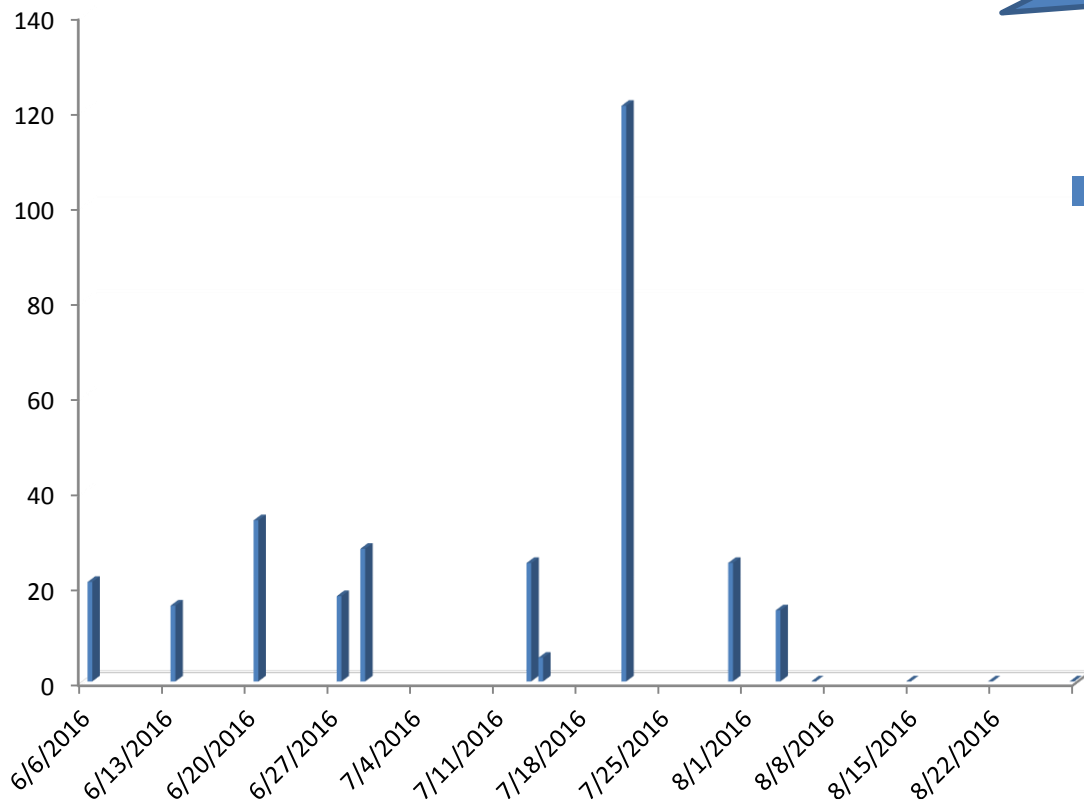
- ✦ E-stops were placed horizontally and were prone to being bumped on accident by members
- ✦ Brings the multi-purpose oven to a hard stop
- ✦ Rotated the stops 90 degrees to improve safety and reduce accidental hits



Results



■ Minutes down due to...



Avg. Downtime:
22.4 minutes

Most recent e-stop occurred
(15 Minutes downtime)

E-stop adjusted: 08/05/16

First Year Cost Savings

Meadowside -- \$92k

Riverside -- \$87k

Score Card

Kaizens	Actual Savings	Targeted Savings
Two Cutters	\$X	\$X
Shift Change	\$X	\$X
Flash Packages	\$X	\$X
Rework Reduction	\$X	\$X
Reiser Cutter Platforms	\$X	\$X
Change Over Process	\$X	\$X
Total	\$87,921	\$198,805

**19 Improvements
4 Members**

Thank You!

Your opinion is important to us!

Please take a moment to complete the survey using the conference mobile app.

Session No: TS/12

Unleash the Power of Front Line Members

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