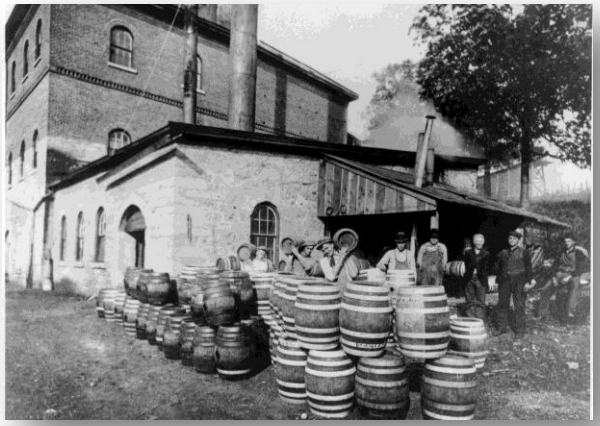
Focus on What Matters Most

Carrie Stordahl and Alan Gasvoda
Manufacturing Development Managers
Golden and Milwaukee Breweries
MillerCoors

Today

- MillerCoors
- Our Operational Excellence Model
- Golden Brewery
- Strategy Development Process
- Day to Day Execution

A rich history: founding families



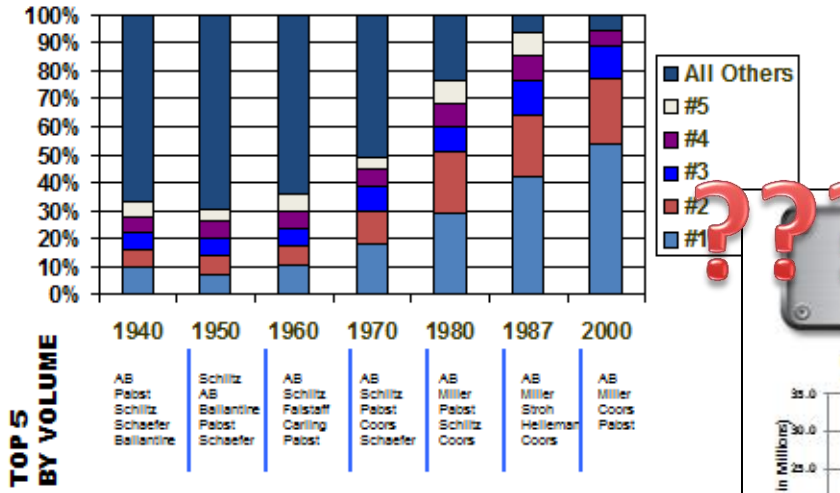
MillerCoors
Manufacturing Way

To our brands today ...

MillerCoors
Manufacturing Way

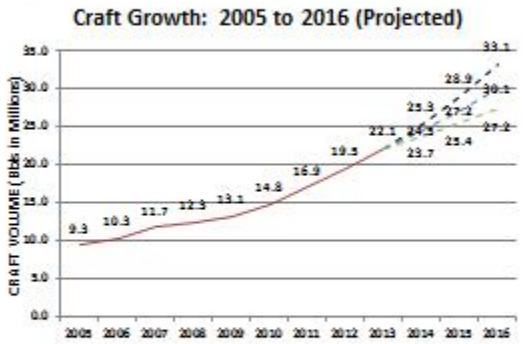
The industry

In the not too distant past …



?????

Today



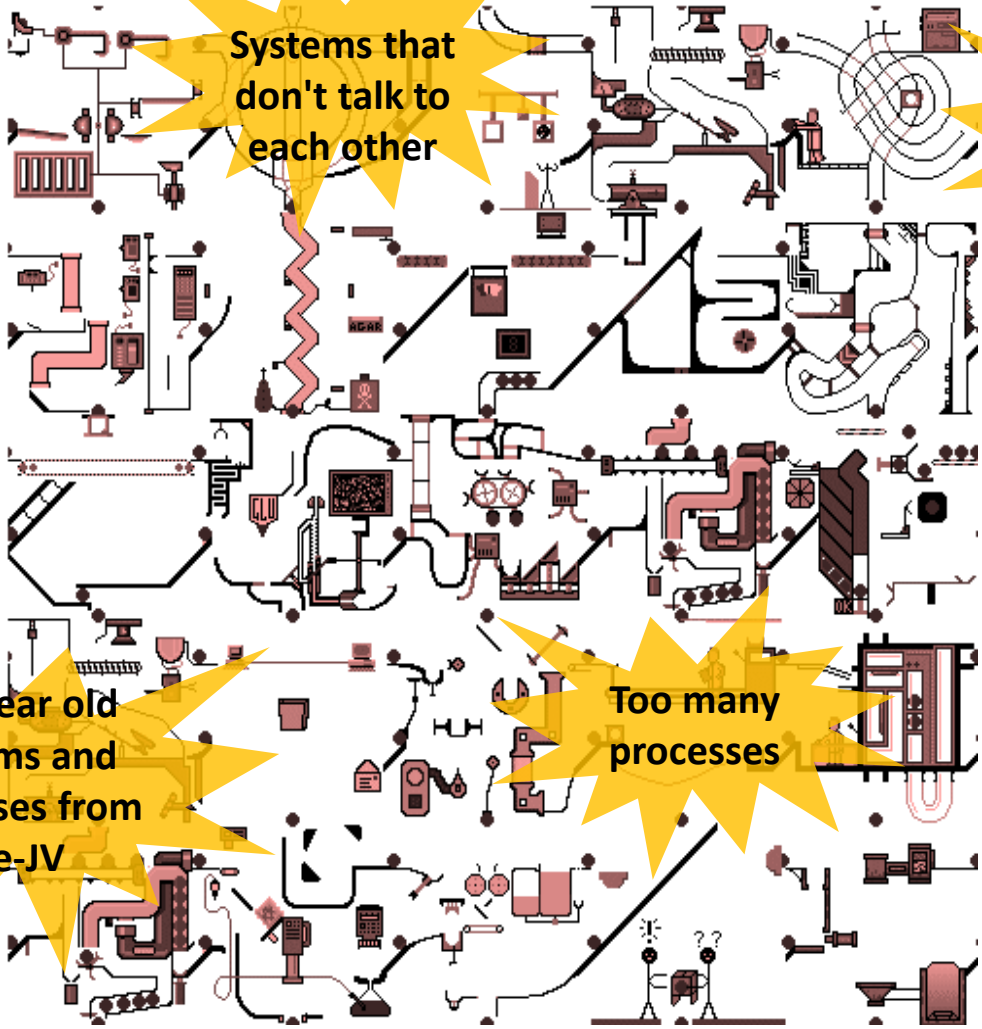
Craft (current) ------- +16.2
Craft (most likely) ------ +12.1
Craft (worst case) ------ + 8.1

More US breweries than ever

MillerCoors Manufacturing Way

Our way of working...

START



Systems that don't talk to each other

Many ways to work

10+ year old systems and processes from pre-JV

Too many processes

FINISH

OUR BELIEFS
TEAM FRAMEWORK
CAPABILITY & COMPETENCY
BEST PRACTICES

MillerCoors®

Manufacturing Way

OUR WAY TO WORK TOGETHER TO DELIVER WORLD-CLASS RESULTS

MillerCoors Manufacturing Way

What Makes This Our Way?

Our Beliefs

- People are valued
- Continuous improvement
- Execute with excellence
- Focus on customers

Capability and Competency

- Grow leaders at all levels
- Culture of engagement
- Continuous learning
- Competency Acquisition (CAP)
- Collaborate to learn
- Share and apply knowledge

Team Framework

- Cross-functional, self-sufficient teams
- Process focused business units
- Broad, whole jobs
- Standard: work, jobs, roles, structure
- Safety, maintenance, quality, short interval control & problem solving at source

Best Practices

1. 5S
2. Teamwork
3. Performance Measurement & Control
4. Focused Improvement
5. Autonomous Maintenance
6. Asset Management
7. Quality Management
8. Manufacturing Flexibility
9. Health & Safety Management
10. Leading and Managing Change
11. Environmental Management

Golden Brewery

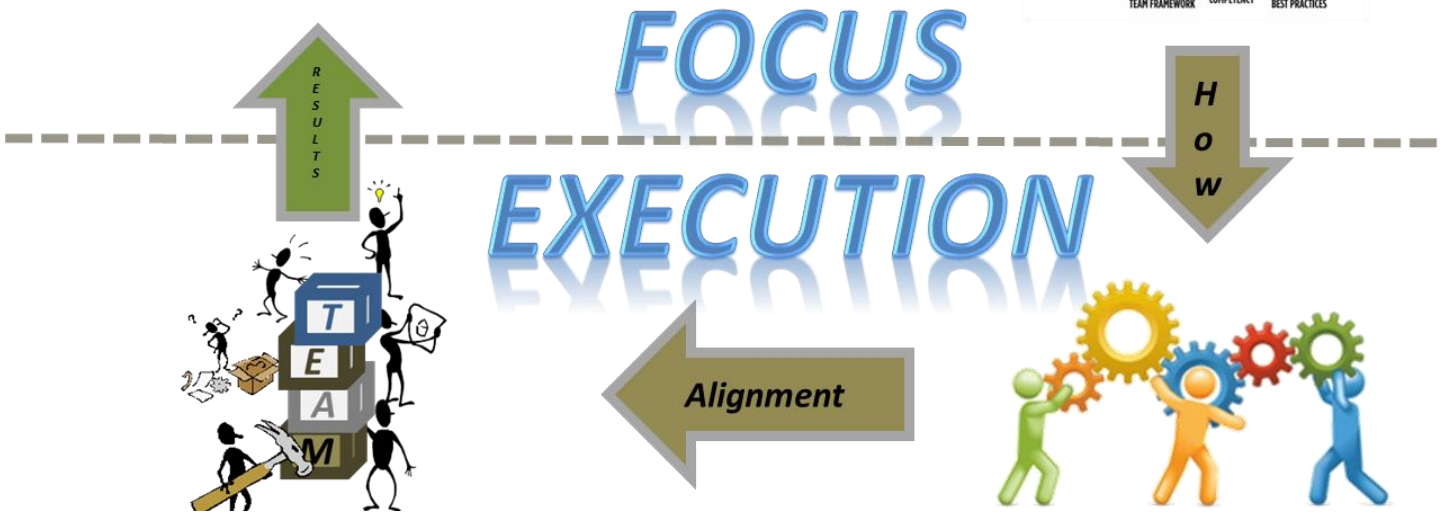
Golden Brewery

- Founded in 1873 selling 3500 barrels
- Volume
- 16.9M bbls packaged (2008)
- 10.5M bbls packaged - (2014)
- 12M square feet under roof
- Golden Valley stretches across 5.5 miles
- Approx. 1000 MillerCoors employees
- One of the largest single site brewery in the world

Focused Disciplined Execution...

- *Winning In Beer 2.1*

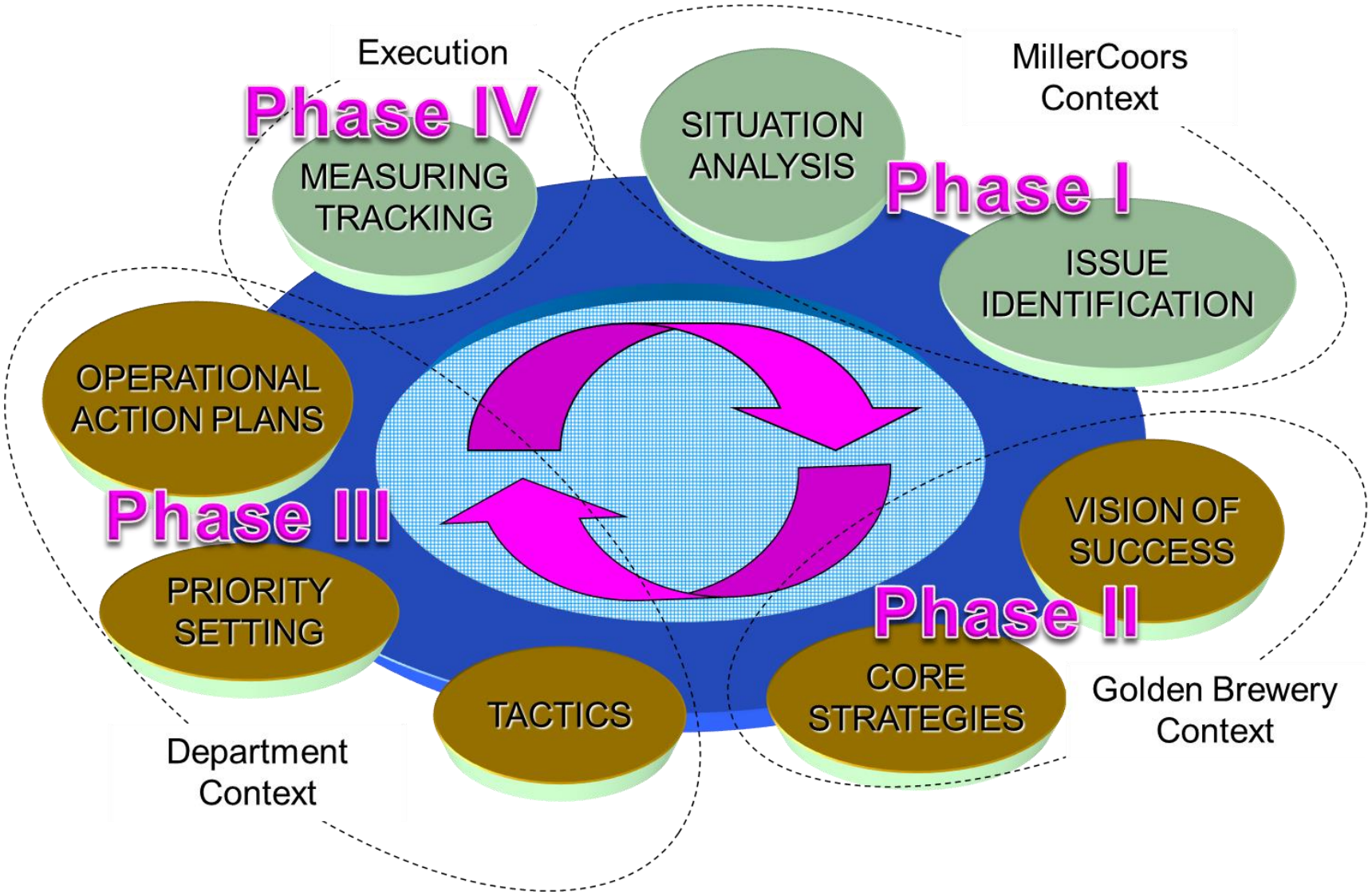
- *Build Capabilities*
- *Standard Processes*



- **Short Interval Control**
- **Teamwork**

- **Structured Communications**
- **Problem Solving**

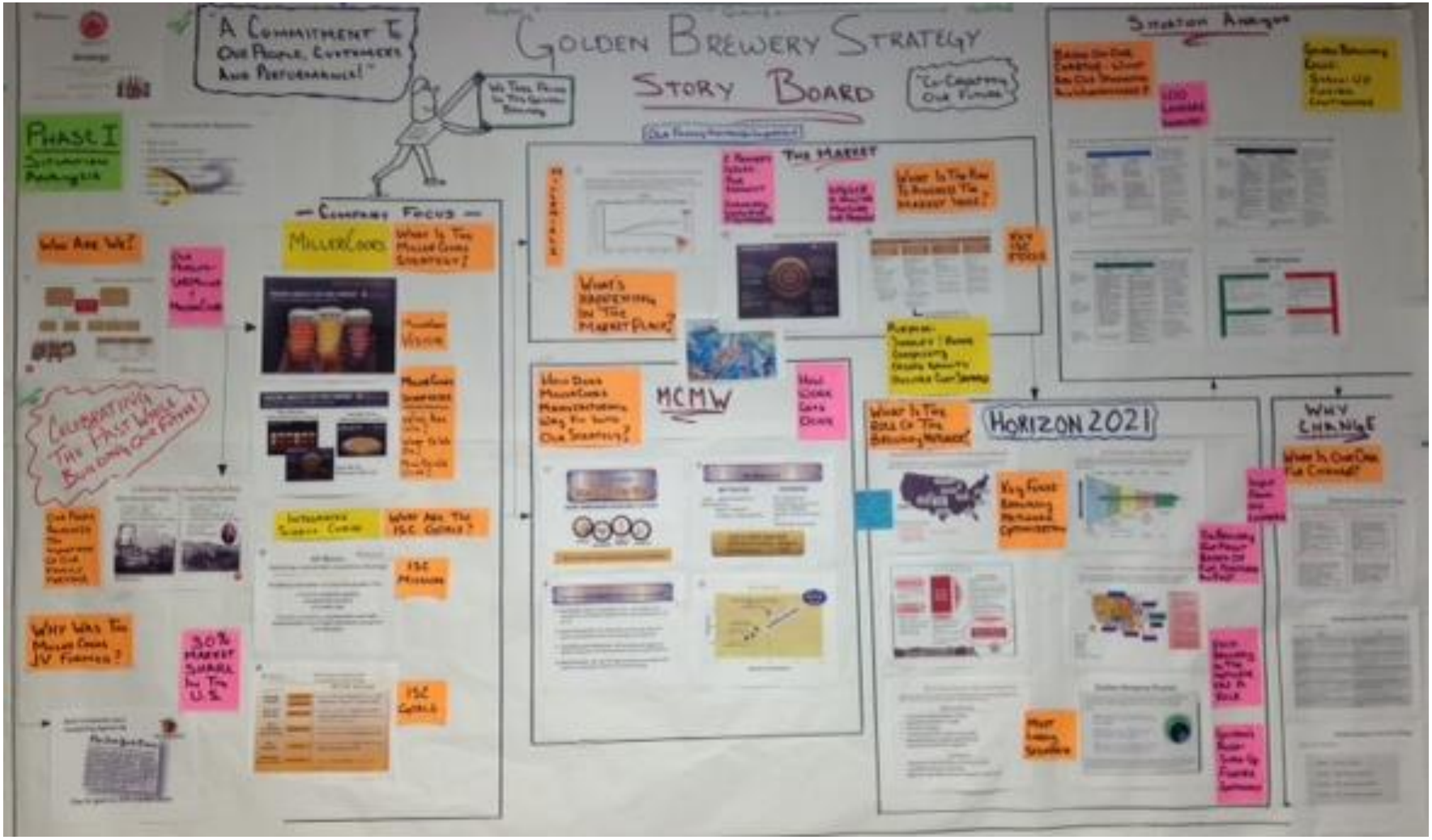
4 Phase Strategy Approach



Strategy Approach

- Co-Create the content with a broad group of people
- Use the Storyboard to tell the Golden Brewery strategy story
- Build the army
- Drive to completion & track progress
- Utilize a variety of media to communicate and connect with people
- Recognize the Strategy is a “Living” Document

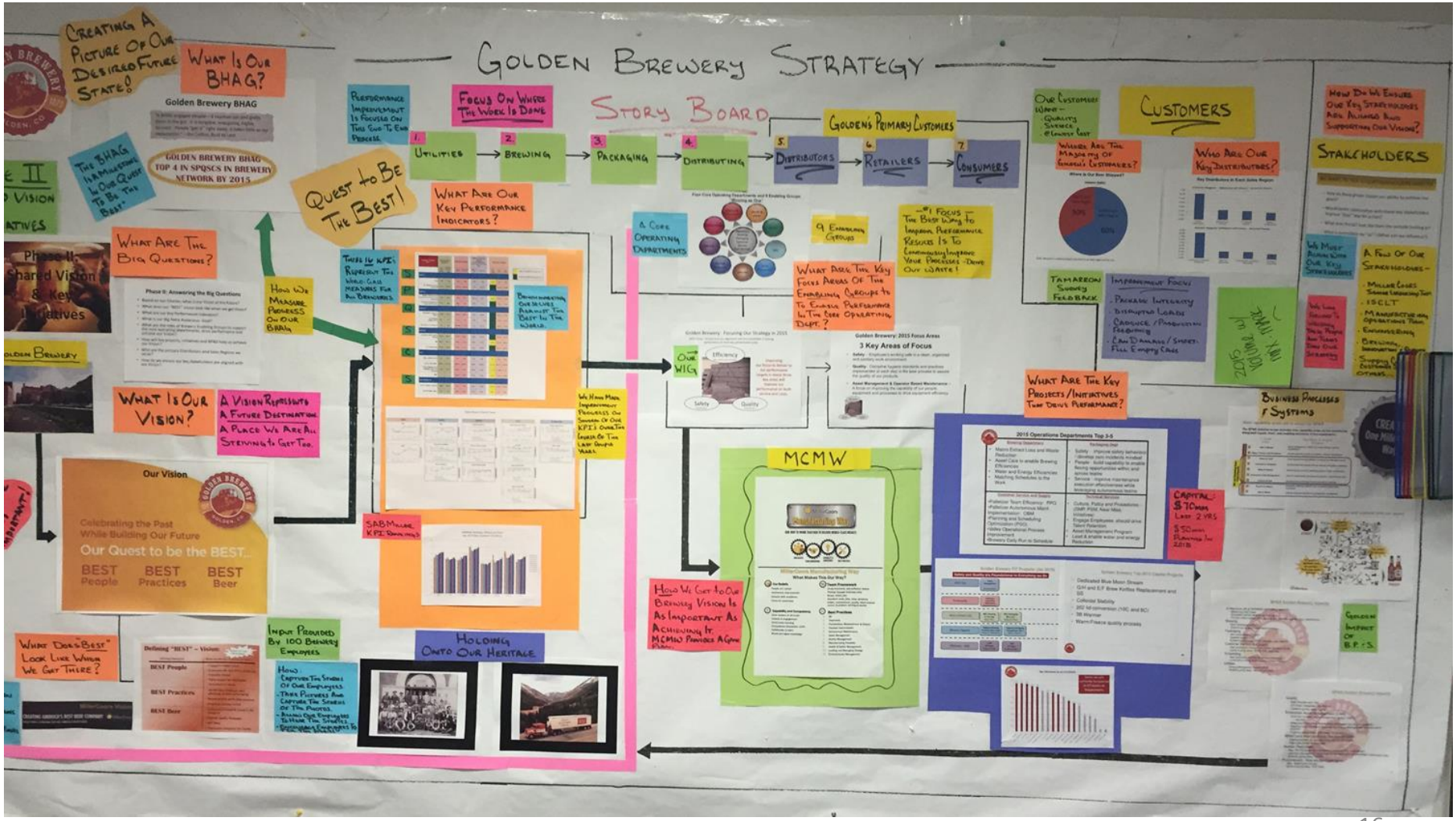
Phase 1 Storyboard



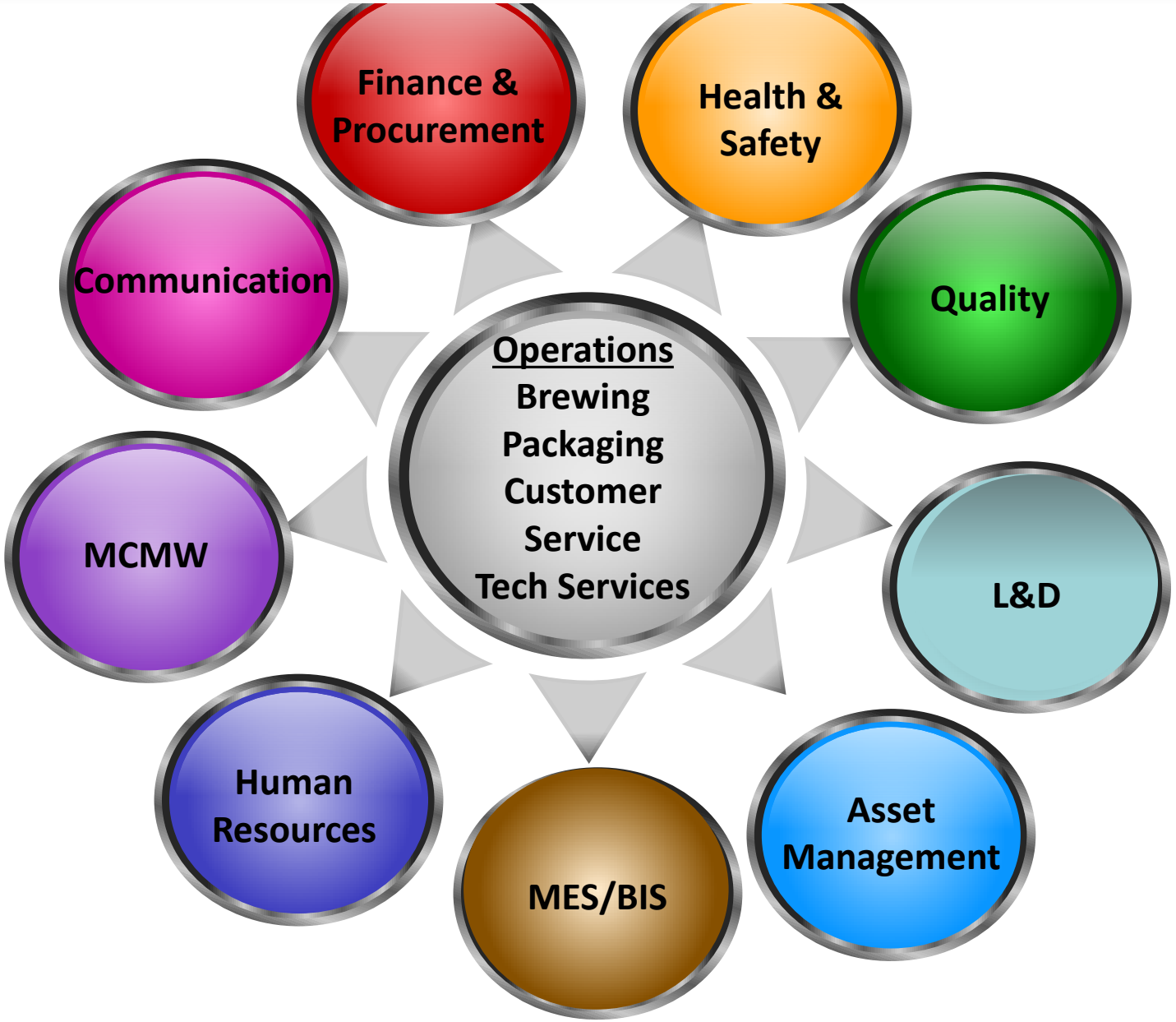
Phase II Answering the Big Questions

- Based on our Charter, what is our Vision of the future?
- What does our “BEST” Vision look like when we get there?
- What are our Key Performance Indicators?
- What is our Big Hairy Audacious Goal?
- What are the roles of Brewery Enabling Groups to support the core operating departments, drive performance and achieve our Vision?
- How will key projects, initiatives and BP&S help us achieve our Vision?
- Who are the primary Distributors and Sales Regions we serve?
- How do we ensure our key stakeholders are aligned with our Vision?

Phase II Storyboard



Four Core Operating Departments and 9 Enabling Groups
"Winning as One"



2015 Operations Top 3

Brewing

- Beer Loss
- Asset Management
- Water and Energy Efficiencies

Packaging

- Safety
- Build Employee capability
- Packaging Efficiencies

Customer Service & Supply

- Palletizer Efficiencies
- Asset Management
- Streamlined Scheduling

Technical Services

- Employee engagement and culture
- Asset Management
- Water and Energy Reductions

Strategy Execution

"Brilliant strategy when coupled with mediocre execution always ends up generating disappointing results"

Book: Executing Your Strategy – by: Morgan, Levitt, Malek

What Is Strategy Execution

- Execution requires a **focus** on common goals and KPI's.
- Execution is about individual and team **accountability**.
- Execution requires a disciplined **Cadence** in using a standard set of processes and tools.

Cascaded KPI's

Integrated Supply Chain

SCORECARD

MillerCoors

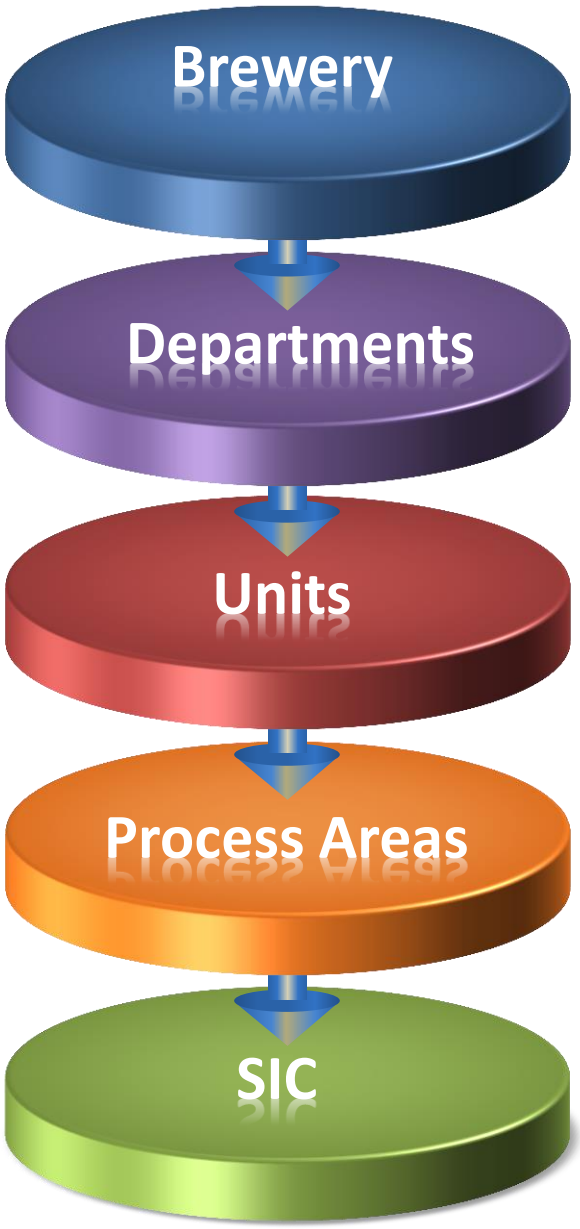
Updated November 2014

Key Performance Indicator	MONTHLY RESULT	YEAR TO DATE	Low Threshold	TARGET	High Threshold
1. TCIR	1.92	2.62	3.0		2.4
2. Engagement	Reported Annua				
3. Diversity and Inclusion	Reported Annua				
4. GEMS Maturity	Reported Annua				
5. Global Ranking	Monthly = YTD				
6. Consumer Complaints	26.2				
7. MCTS Drive to 9	99.5%				
8. Distributor Out of Stock (Base)	1.22%				
9. Distributor Out of Stock (NEB)	1.85%				
10. Yard Dwell Time > 48 hrs.	6.50%				
11. ISC Flex Plan	($4.3M)				
12. Cost Savings Delivery	$7.8M / $6.6M				
13. Energy Usage (Mj/hl)	131				
14. Water Usage (Hl/Hl)	3.45				
15. MWBE Spend (TBD)	$29.84M				

2015 Manufacturing Ops Scorecard

Safety	Total Case Incident Rate (TCIR)
People	Employee Engagement Index GEMS Maturity Global Ranking
Quality	Brewery Quality Index (BQI) Consumer Complaints Brewery Hygiene
Service	Loaded Compliance Machine Efficiency (ME) Factory Efficiency (FE) Unadjusted Run to Schedule (RTS)
Cost	Barrels Per Labor Hour (Bbl/Labor Hour) Total Cost Per Barrel (Cost/Bbl) Maintenance Cost per Barrel Macro Extract Loss (MEL)
Sustainability	Energy Usage (MJ/HL) Water Usage barrel per barrel (Bbl/Bbl) Environmental Deviations

Vertical Alignment Cascaded KPI's: ISC to Teams



Brewery:
Aligned to ISC and BHAG
Reviewed by L4

4 Departments:
Aligned to Brewery
Reviewed by L3

10 Units:
Aligned to Departments
Reviewed by all Salary Leadership Team

30 Process Areas:
Aligned to Units
Reviewed by GLT, L3, L2

SIC:
Aligned to Process Areas & OEE, MEL, Energy and Water
Reviewed by GLT, L3, L2, L1

Cascaded Standard Scorecards

Brewery – L4

GOLDEN BREWERY SCORECARD - 2013
delivering performance

GOLDEN BREWERY BHAG: TOP 4 IN SPQSCS IN BREWERY NETWORK BY 2015

	KEY PERFORMANCE INDICATORS (KPIs)	MARCH RESULTS ACTUAL	MARCH RESULTS TARGET	YEAR TO DATE RESULTS ACTUAL	YEAR TO DATE RESULTS TARGET	GOLDEN RANK IN MC BREWERY NETWORK
	ENGAGE PEOPLE					
SAFETY	Days Away Restricted and Transfer Cases (DART) (#)	1.08	1.49	2.54	1.49	6
	Safety Management Process (SMP) (Points)	89.0	90	84.0	90	6
	ENGAGE PEOPLE					
PEOPLE	MCMW Adherence to Plan (%)	92%	85%	82%	85%	n/a
	CAP - Packaging: Ops Basic (%)	47.0%	70%	49.2%	70%	n/a
	CAP - Packaging: Alpha (%)	0.0%	15%	0.0%	15%	n/a
	Employee Engagement Adherence to Plan (%)	70%	85%	65%	85%	n/a
	TRANSFORM THE PORTFOLIO					
QUALITY	Consumer Complaints (per 100k shipped bbls) (#)	22.5	24.6	20.6	24.6	8
	Brewery Quality Index (BQI) (%) *TIP*	83.0%	90.0%	82.9%	90.0%	8
	Right the First Time (RFT) - Micro Compliance (%)	93.3%	88.5%	92.6%	88.5%	6
	EARN CUSTOMER PREFERENCE					
SERVICE	Brewery Run Cadence (%)	99.1%	98.9%	99.1%	98.9%	2
	Loaded Compliance (%)	91.2%	91.1%	92.6%	91.1%	5
	Machine Efficiency (ME) (%)	69.1%	71.1%	68.4%	71.1%	8
	Overall Equipment Effectiveness (OEE) (%) *TIP*	68.8%	69.1%	67.7%	69.1%	8
	FUEL GROWTH					
COST	Total Cost / bbl (includes depreciation) ($)	$25.28	$25.97	$24.42	$23.33	7
	Bbls per Total Labor Hour Worked (#)	4.80	4.60	4.70	5.12	7
	Maintenance Materials Cost / bbl ($)	$2.89	$3.06	$2.46	$2.16	7
	Waste $ / bbl ($) *TIP*	$2.24	$2.01	$2.17	$1.89	8
	EMBRACE SUSTAINABILITY					
SUSTAINABILITY	Energy Usage (MJ / HL) (#) *TIP*	175.0	211.0	183.0	211.0	8
	Water Usage (bbl / bbl packaged) (#) *TIP*	4.03	4.11	4.37	4.11	8
	Waste to Landfill (tons) (#)	25	10	27	10	n/a

Packaging -L3

PACKAGING DEPARTMENT SCORECARD - MARCH 2013
delivering performance

GOLDEN BREWERY BHAG: TOP 4 IN SPQSCS IN BREWERY NETWORK BY 2015

	KEY PERFORMANCE INDICATORS (KPIs)	MARCH RESULTS ACTUAL	MARCH RESULTS TARGET	YEAR TO DATE RESULTS ACTUAL	YEAR TO DATE RESULTS TARGET
	ENGAGE PEOPLE				
SAFETY	Days Away Restricted and Transfer Cases (DART)	2.74	1.86	2.69	1.86
	Safety Management Process (SMP) (Points)*TIP*	88.0	90.0	82.3	90.0
	ENGAGE PEOPLE				
PEOPLE	Capability Acquisition Process (CAP) - PKG Employees Rated Ops Basic (%	47%	50%	50%	70%
	Capability Acquisition Process (CAP) - PKG Employees Rated Alpha (%)	0%	15%	0%	15%
	MillerCoors Manufacturing Way (MCMW) Adherence to Plan (%)	67%	85%	24%	58%
	Employee Engagement Survey Adherence to Plan (%)	85%	85%	28%	58%
	ELEVATE BRANDS				
QUALITY	Brewery Quality Index (BQI) - Packaging *TIP*	65.15%	82.00%	66.82%	82.00%
	Consumer Complaints (complaints/month)	114	94	133	94
	Right the First Time Microbiological Compliance	93.30%	88.50%	92.58%	88.50%
	EARN CUSTOMER PREFERENCE				
SERVICE	Run to Schedule (R2S)	78%	85%	79%	85%
	Overall Equipment Effectiveness (OEE) *TIP*	68.8%	69.1%	67.3%	69.1%
	Machine Efficiency (ME)	71.5%	71.1%	70.4%	71.1%
	FUEL GROWTH				
COST	Barrels Packaged per Labor Hour (bbl/hr)	11.50	11.50	12.05	14.10
	Total Packaging Cost per Barrel ($/bbl)	$5.17	$5.65	$5.06	$5.90
	Packaging Maintenance Cost per Barrel ($/bbl)	$0.58	$0.73	$0.61	$0.57
	Packaging Beer Loss (Macro Extract Loss) (%)*TIP*	3.1%	3.1%	3.5%	3.1%
	Packaging Container Loss	1.80%	0.95%	0.71%	0.95%
	EMBRACE RESPONSIBILITY				
SUSTAIN	Energy Reduction - PKG Only (MJ/HL)	6.90	3.00	7.05	3.00
	Water Reduction - PKG Only (bbl/bbl)	0.004	0.05	0.02	0.05
	Waste to Landfill - Brewery (tons/month)	27	10	82	30

Cans Unit – L2

CANS BUSINESS UNIT SCORECARD - 2013
delivering performance

GOLDEN BREWERY BHAG: TOP 4 IN SPQSCS IN BREWERY NETWORK BY 2015

	KEY PERFORMANCE INDICATORS (KPIs)	MONTHLY RESULTS JAN ACTUAL	FEB ACTUAL	MAR ACTUAL	APR ACTUAL	MAY ACTUAL	JUN ACTUAL	JUL ACTUAL	AUG ACTUAL	SEP ACTUAL	OCT ACTUAL	NOV ACTUAL	DEC ACTUAL	TARGET	YEAR TO DATE RESULTS ACTUAL	TARGET
	ENGAGE PEOPLE															
SAFETY	Days Away Restricted and Transfer Cases (DART)	8.74	0.00											0.95	4.76	0.95
	Safety Management Process (SMP) (Points) *TIP*	70.5	92.5											90	81.5	90
	ENGAGE PEOPLE															
PEOPLE	MillerCoors Manufacturing Way (MCMW) Adherence to Plan (%)	0.0%	0.0%											85.0%	0.0%	85.0%
	Capability Acquisition Process (CAP) - Employees Rated Ops Basic (%)	50.0%	58.0%											50.0%	56.0%	70.0%
	Capability Acquisition Process (CAP) - Employees Rated Alpha (%)	0.0%	0.0%											15.0%	0.0%	15.0%
	ELEVATE BRANDS															
QUALITY	Consumer Complaints (complaints/month) *TIP*	41.0	30.0											54	71	108
	Right the First Time Microbiological Compliance (RFT Micro) (%)	92.0%	92.5%											88.5%	92.4%	88.5%
	Total Package Oxygen (TPO)	0.30	0.3%											1.5	0.30	1.5
	Fills	0.01	0.7%											.65 - .699	0.59	.65 - .699
	EARN CUSTOMER PREFERENCE															
SERVICE	Run to Schedule (R2S)	80.8%	79.6%											85.0%	80.2%	85.0%
	Overall Equipment Effectiveness (OEE) *TIP*	64.3%	66.6%											69.4%	65.6%	69.4%
	Machine Efficiency (ME)	67.9%	69.3%											73.0%	68.7%	73.0%
	% Breakdown	38.0%	32.3%											40.0%	34.2%	40.0%
	% Operator Based Maintenance (OBM)	6.6%	5.9%											12.0%	6.3%	12.0%
	% Schedule Adherence	71.8%	82.0%											85.0%	75.0%	85.0%
	FUEL GROWTH															
COST	Cost/BBL ($/ BBL)	$2.97	$3.21											$2.70	$3.07	$2.68
	Maintenance Cost/BBL ($/ BBL)	$0.49	$0.45											$0.41	$0.48	$0.33
	Can Line Beer Loss (Macro Extract Loss) (%) *TIP*	3.75	3.89											3.10	3.85	3.10
	BBL / Labor Hour (BBL)	24.31	23.00											24.29	23.72	23.08
	Packaging Can Loss (%)	0.78%	50.79											0.90%	0.79%	0.90%
	EMBRACE RESPONSIBILITY															
SUSTAIN	Adherence to Energy Reduction (MJ/ HL)	22	6.0%											3	7	3
	Adherence to Water Reduction (BBL/ BBL)	1.29	0.0%											0.05	0.02	0.05

7 Can – L1

7 CAN LINE SCORECARD - March 2013
delivering performance

GOLDEN BREWERY BHAG: TOP 4 IN SPQSCS IN BREWERY NETWORK BY 2015

	KEY PERFORMANCE INDICATORS (KPIs)	MONTHLY RESULTS JAN ACTUAL	FEB ACTUAL	MAR ACTUAL	APR ACTUAL	MAY ACTUAL	JUN ACTUAL	JUL ACTUAL	AUG ACTUAL	SEP ACTUAL	OCT ACTUAL	NOV ACTUAL	DEC ACTUAL	TARGET	YEAR TO DATE RESULTS ACTUAL	TARGET
	ENGAGE PEOPLE															
SAFETY	Days Away Restricted and Transfer Cases (DART)	37.55	0.00	0.00										0.95	17.68	0.95
	Safety Management Process (SMP) (Points)	57.5	72.5	95.0%										94	77.0	94
	ENGAGE PEOPLE															
PEOPLE	MillerCoors Manufacturing Way (MCMW) Adherence to Plan (%)	0.0%	100.0%	100.0%										85.0%	0.0%	85.0%
	Capability Acquisition Process (CAP) - Employees Rated Ops Basic (%)	95.0%	73.0%	100.0%										70.0%	89.0%	70.0%
	Capability Acquisition Process (CAP) - Employees Rated Alpha (%)	0.0%	0.0%	0.0%										15.0%	0.0%	15.0%
	ELEVATE BRANDS															
QUALITY	Consumer Complaints (complaints/month)	9	10	12										15	26	45
	Right the First Time Microbiological Compliance (RFT Micro) (%)	87.1%	92.3%	95.8%										85.0%	91.7%	85.0%
	Total Package Oxygen (TPO)	250	237	192.0%										150.0	226	150.0
	Fills	1.21	0.86	0.90										1.0	0.95	1.0
	Finished Product Hold	######	######	######										99.96%	######	99.96%
	EARN CUSTOMER PREFERENCE															
SERVICE	Run to Schedule (R2S)	84.4%	70.3%	71.2%										85.0%	75.2%	85.0%
	Overall Equipment Effectiveness (OEE)	67.5%	65.3%	67.5%										70.0%	68.3%	70.0%
	FUEL GROWTH															
COST	Cost/BBL ($/ BBL)	$0.69	$1.15	$1.38										$2.03	$1.13	$2.03
	BBL / Labor Hour (BBL)	753.60	63.48	45.50										29.63	67.68	29.53
	EMBRACE RESPONSIBILITY															
SUSTAIN																

Strategy Translated Into Daily Execution

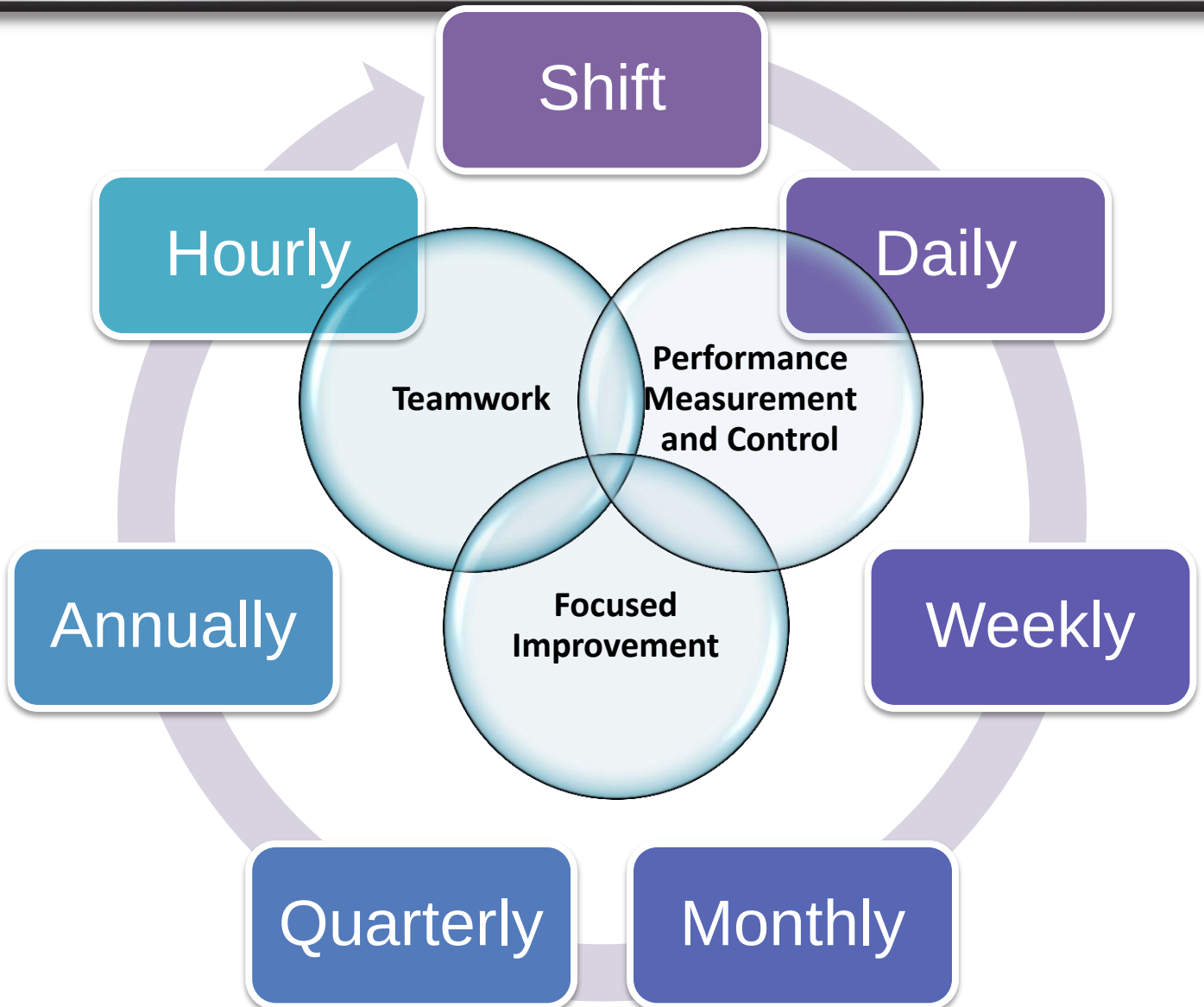
- Strategy deployment… more than words
- Structured Communications
- Short Interval Control
- Problem solving
- Build winning teams
- Drive to simplify

Structured Communications

Quite Simply…

- How we know we are driving performance and winning
- How we create an environment to enable us to win and be successful
- How we use laser focused, disciplined processes to help us win

Structured Communications is a Business Process



Structured Communications

- 12 minute shift meeting
- Team KPIs
  - Tracked across a shift 8-12 hours
- Gap list with escalation process
- Problem solving (1 page 5 why sheet)
- Top 3 Focus for the shift
- Entire team involved with clear roles

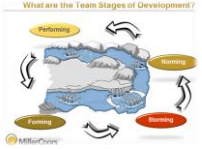
Standard Team Rooms

SCORECARDS

TEAM CHARTER

SAFETY COMMITTMENTS

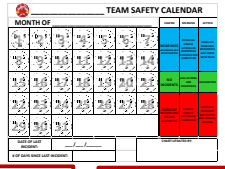
TEAM DYNAMICS



AGENDA

ATTENDEES/ ROLES

SHIFT/ TEAM NAME
SHIFT MEETING BOARD



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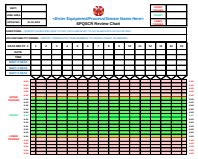

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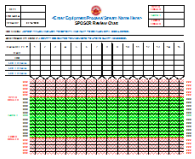

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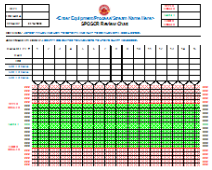

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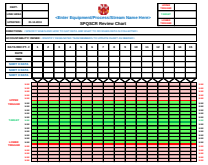
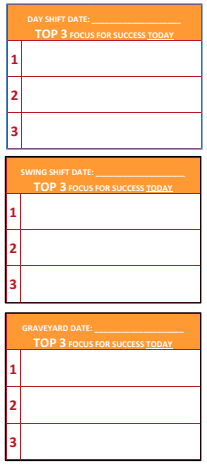
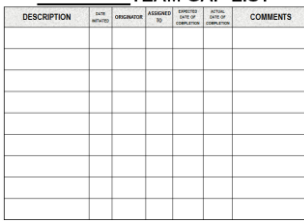


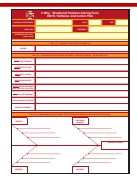
TOP 3 FOCUS



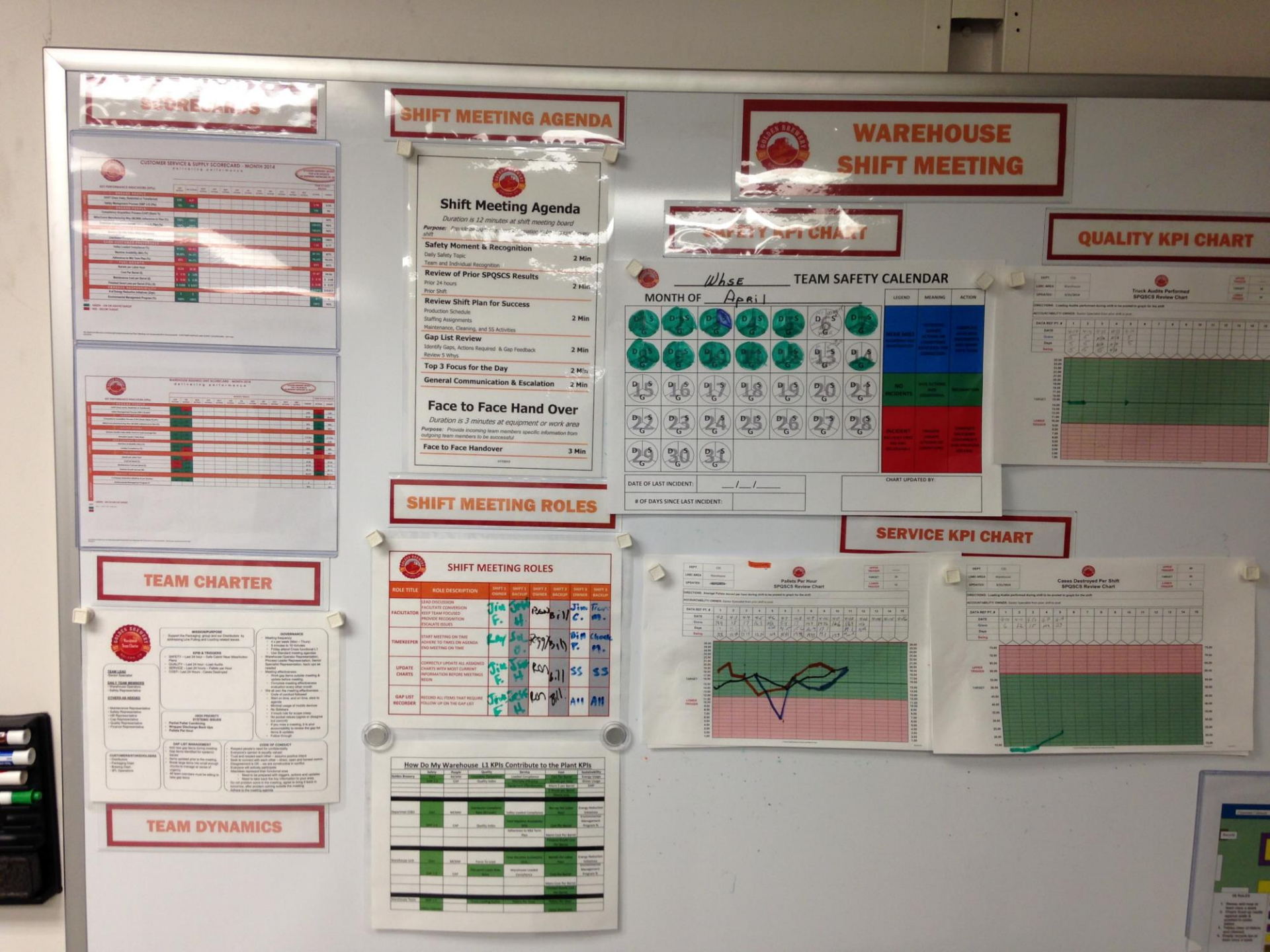
GAP LIST



5 Why



5S Plan


SHIFT MEETING AGENDA
Shift Meeting Agenda
Duration is 12 minutes at shift meeting board
Safety Moment & Recognition
Daily Safety Topic
Team and Individual Recognition
2 Min
Review of Prior SPQSCS Results
Prior 24 hours
Prior Shift
2 Min
Review Shift Plan for Success
Production Schedule
Staffing Assignments
Maintenance, Cleaning, and 5S Activities
2 Min
Gap List Review
Identify Gaps, Actions Required & Gap Feedback
Review 5 Whys
2 Min
Top 3 Focus for the Day
2 Min
General Communication & Escalation
2 Min
Face to Face Hand Over
Duration is 3 minutes at equipment or work area
Face to Face Handover
3 Min
WAREHOUSE SHIFT MEETING
QUALITY KPI CHART
Whse
TEAM SAFETY CALENDAR
MONTH OF April
LEGEND
MEANING
ACTION
NEAR MISS
NO INCIDENTS
INCIDENT
DATE OF LAST INCIDENT:
OF DAYS SINCE LAST INCIDENT:
CHART UPDATED BY:
SHIFT MEETING ROLES
SHIFT MEETING ROLES
ROLE TITLE
ROLE DESCRIPTION
FACILITATOR
TIMEKEEPER
UPDATE CHARTS
GAP LIST RECORDER
SERVICE KPI CHART
Pallets Per Hour
SPQSCS Review Chart
Cases Destroyed Per Shift
SPQSCS Review Chart
TEAM CHARTER
TEAM DYNAMICS
How Do My Warehouse L1 KPIs Contribute to the Plant KPIs

MAY 5 CAN

PKG	
5 CAN	

5 CAN LINE RATE BY PACK TYPE - 6 PK 16 OZ
SPQSCS Review Chart

DESIGN LINE RATE	2825
PLANNED LINE RATE (72%)	2034
TRIGGER (5% BELOW PLAN)	1932

5-23 @ 1925

E EPAC METER SHEET TO DETERMINE AND RECORD THE 5 CAN LINE RATE (AVERAGE CASES/HR) BY PACK TYPE FOR THE SHIFT

Y/ OWNER:

PT. #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
E	5-13	5-13	5-13	5-14	5-14	5-15		5/16	5-16	5-17	5-17	5-17	5-18	5-18	5-18	5-20	5-20	5-20	5-21	5/21	5-22
RCLE 1)	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D	G S D
e Rate #	2246	1965	1900	1601	1305 1437	1900 2000	1999 2252	1849	2146	2446	2459	2143	2044	2388	2714	1678	2025	2	2259	2540	2470

5-23 D 2475

2532 2457 2382 2307 2232 2157 2082 2007 1932 1857 1782 1707 1632 1557 1482 1407

LINE RATE

TRIGGER

2.015 1483

5/17 5/18 5/19 5/20 5/21 5/22 5/23

5/23 5/24 1250

MAY 2 CAN

5 CAN LINE RATE BY PACK TYPE - 18 PK 16 OZ
Review Chart

DESIGN LINE RATE	3750
TRIGGER (72%)	2700

(AVERAGE CASES/HR) BY PACK TYPE FOR THE SHIFT

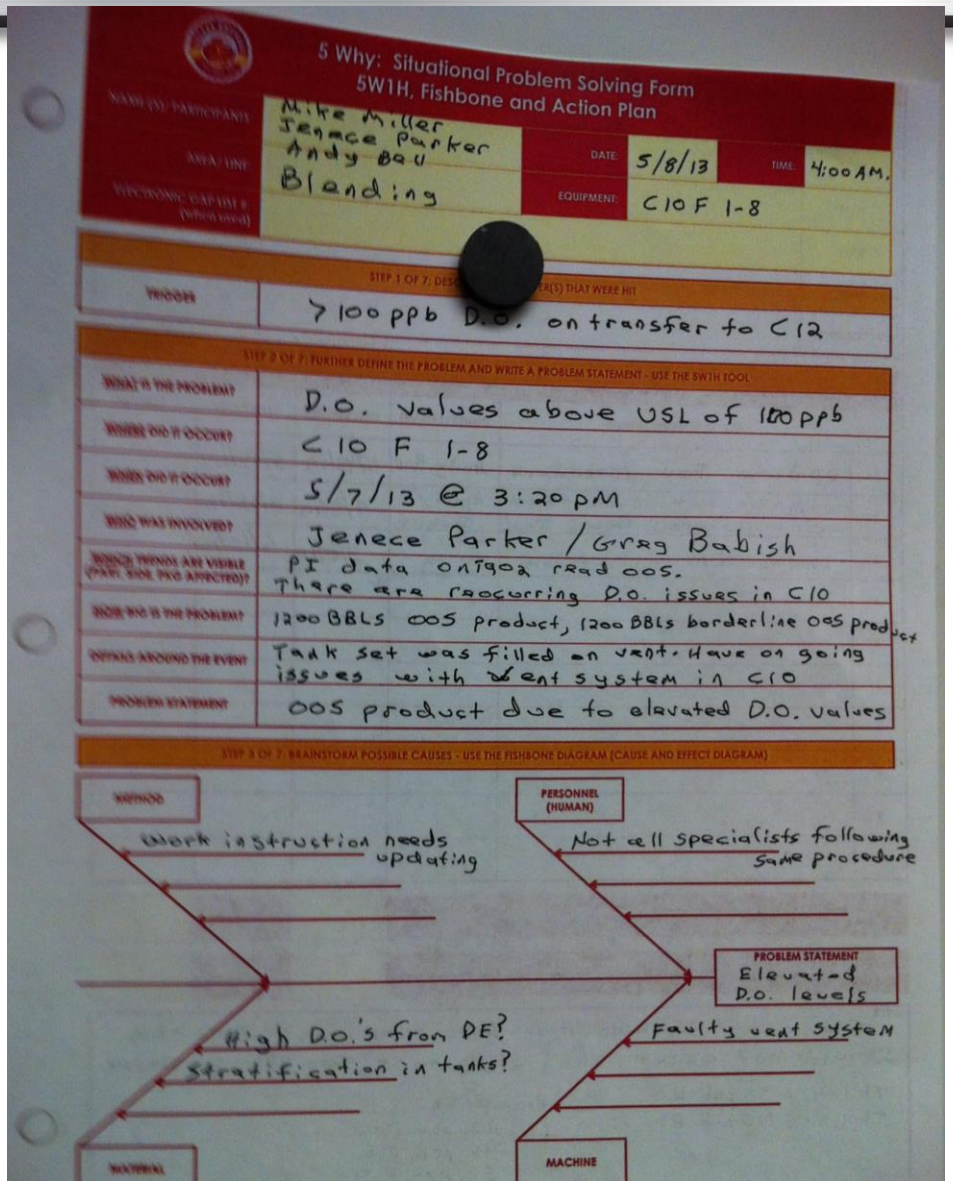
EPT.

PKG	
AREA	5 CAN

TEAM

DESCRIPTION	DATE INITIATED	ORIGINATOR	ASSIGNED TO	EXPECTED DATE OF COMPLETION	ACTU COMP
DPL Startup Agreement Cans 2hrs Ahead	3/5	Jerry Marvin	D. Bernier	3/12	
Filler oil level sensor false readings	3/5	Jerry Marvin	K. Sigafoos	3/12	3/8
2pkr EZ Check Freezing; Search Tasks	3/5	R. Modesitt	V. Dawkins	3/12	
EIT	3/6	J. Marvin	D. Bernier	3/12	
PanelView/Elect. Program Issues	3/7	Bob	D.B		

Problem Solving



5 Why: Situational Problem Solving Form
5W1H, Fishbone and Action Plan

NAME (S) PARTICIPANTS: Mike Miller, Jenece Parker, Andy Bau
AREA / LINE: Blending
DATE: 5/8/13
TIME: 4:00 AM.
EQUIPMENT: C10 F 1-8

STEP 1 OF 7: DESCRIBE THE TRIGGER(S) THAT WERE HIT

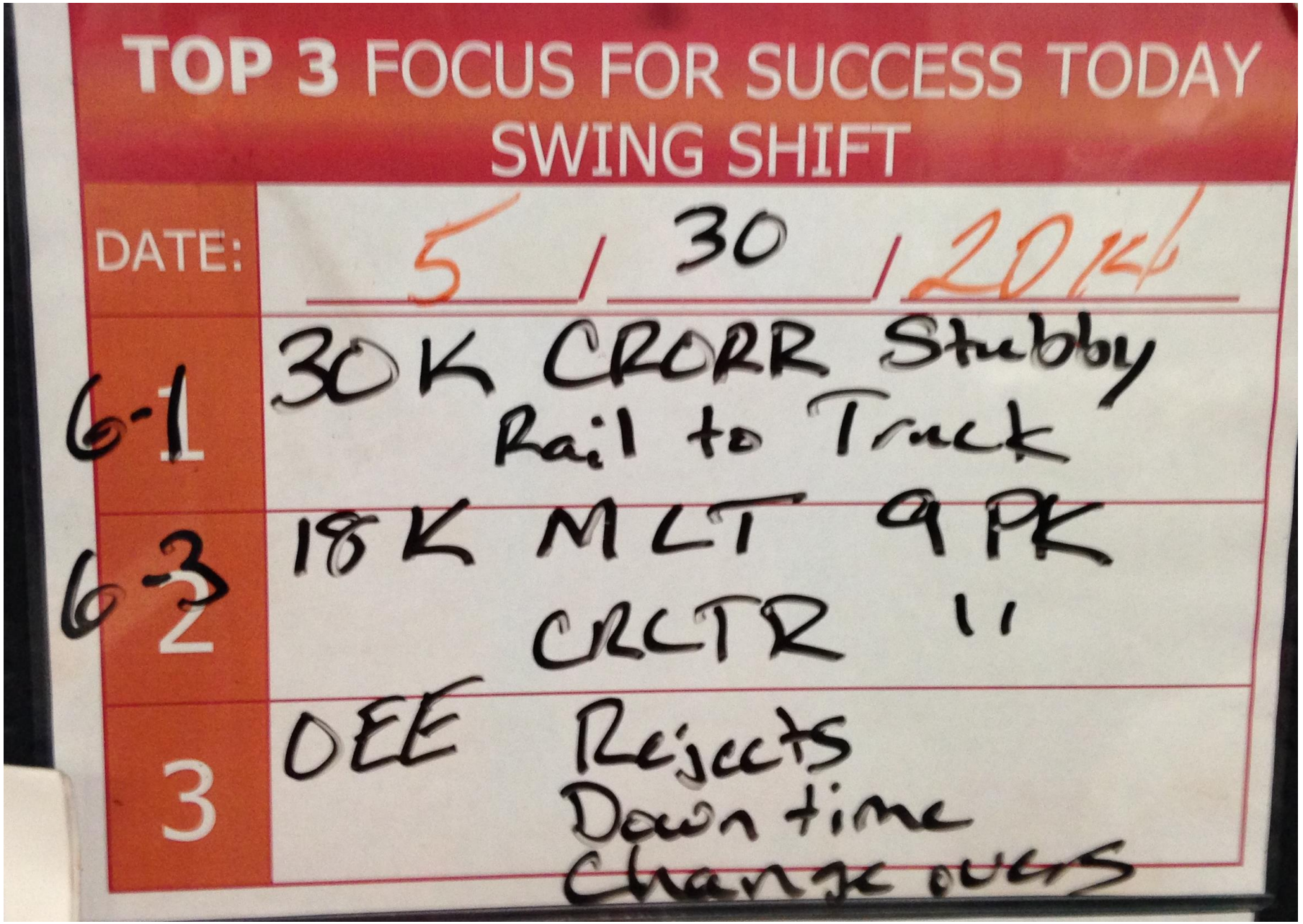
TRIGGER: > 100 ppb D.O. on transfer to C12

STEP 2 OF 7: FURTHER DEFINE THE PROBLEM AND WRITE A PROBLEM STATEMENT - USE THE 5W1H TOOL

WHAT IS THE PROBLEM?	D.O. values above USL of 100 ppb
WHERE DID IT OCCUR?	C10 F 1-8
WHEN DID IT OCCUR?	5/7/13 @ 3:20 pM
WHO WAS INVOLVED?	Jenece Parker / Greg Babish
WHICH TRENDS ARE VISIBLE (PART, SIDE, PKG AFFECTED)?	PI data on 1902 read 005. There are reoccurring D.O. issues in C10
HOW BIG IS THE PROBLEM?	1200 BBLS 005 product, 1200 BBLs borderline 005 product
BYPASS AROUND THE EVENT	Tank set was filled on vent. Have on going issues with vent system in C10
PROBLEM STATEMENT	005 product due to elevated D.O. values

STEP 3 OF 7: BRAINSTORM POSSIBLE CAUSES - USE THE FISHBONE DIAGRAM (CAUSE AND EFFECT DIAGRAM)

METHOD: Work instruction needs updating
PERSONNEL (HUMAN): Not all specialists following same procedure
PROBLEM STATEMENT: Elevated D.O. levels
MATERIAL: High D.O.'s from DE? Stratification in tanks?
MACHINE: Faulty vent system

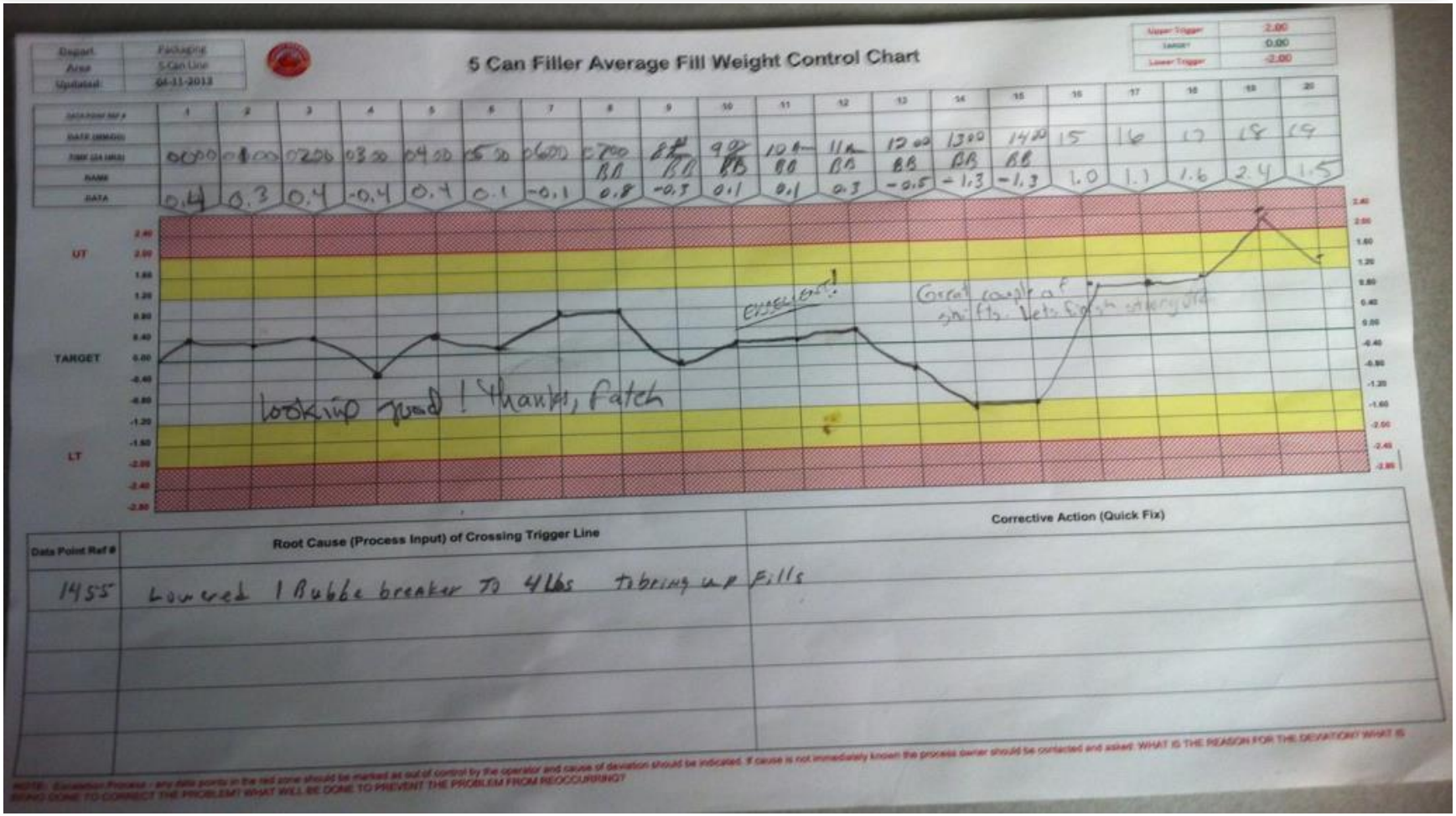

TOP 3 FOCUS FOR SUCCESS TODAY
SWING SHIFT
DATE: 5 / 30 / 2024
6-1
30K CRORR Stubby
Rail to Truck
6-2
6-3
18K MLT 9PK
CRCTR 11
3
OEE Rejects
Down time
Changeovers

Structured Communications

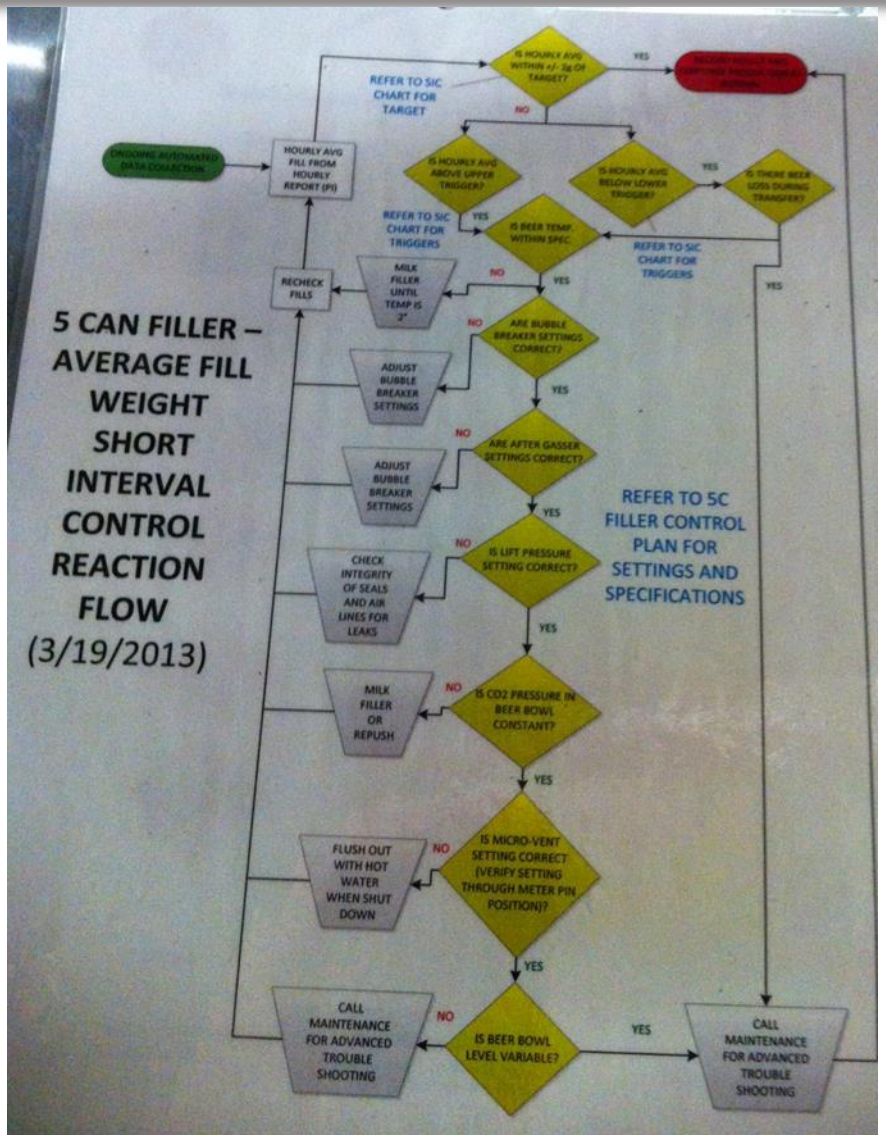
Short Interval Control: SIC

- Hour to hour, on the shop floor
- Identify and act on opportunities for improvement
- Engage team members to review performance data
- Guide quick decision making and fixes (corrective actions) based on real time data

Short Interval Control: SIC



Quick Fix Routine



Short Interval Control: SIC

- Teams owning their performance
- Hour to hour
- To know they are winning

OUR WAY TO WORK TOGETHER TO DELIVER WORLD-CLASS RESULTS

WHAT HAVE WE LEARNED ...

Execution is Key

- Strategy…..
- Focused & disciplined execution
- Accountability
- Cadence
- Engaged teams sharing their learnings

- “IT’S ALL ABOUT THE PEOPLE !!
  - Using Standard Processes, To Achieve A Common Purpose

KEEP
CALM
AND
FOCUS ON
Execution

Safety
WIG
Heritage
Brewing
Strategy
Focused
Flexible
EHS
Golden
MCMW
ISCLRP
ReadytoExecute
Engagement
ProblemSolving
TechnicalSer
HumanResources
ManufacturingSystems
Family
GamePlan
Win
Policies
Recogn
Packagin
Continuous
StructuredCon
ManufacturingDevelopment
AssetManagement
MillerCoors
SOP
Cadence
ScaleUp
Water
MacroExtractLossMEL
LargeBatch
Processes
People
Practices
CAP
Supply
CustomerService

Thank You!

A link to the full conference survey will be emailed to you Tuesday afternoon.

Session Code: VS-6

Focus on What Matters Most **Carrie Stordahl and Alan Gasvoda**

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