



# What else can we make? How else can we grow?

**Gary Peterson**

Executive VP, Supply Chain/Production

**O.C. Tanner Company**





# Purpose-driven Excellence

Innovating to provide more value to our clients

- Must be market-driven
- Need to iterate and experiment
- Get out of the box
- Keep improving



We help the world  
accomplish and  
appreciate great work

# O.C.TANNER

## Global Rewards & Recognition

USA AUSTRALIA CANADA CHINA GERMANY INDIA JAPAN MEXICO SINGAPORE UK



# O.C. Tanner Strategy Evolution

1927-1970

EMBLEMATIC  
AWARDS

EMBLEMS

+ Rings and  
Accessories

\$12 Million







# O.C. Tanner Strategy Evolution

1927-1970

**EMBLEMATIC  
AWARDS**

**EMBLEMS**



Rings and  
Accessories

**\$12 Million**

1970-2000

**SERVICE AWARD  
PROGRAMS**

**EMBLEMATIC  
AWARDS**



Additional  
Awards and  
Services

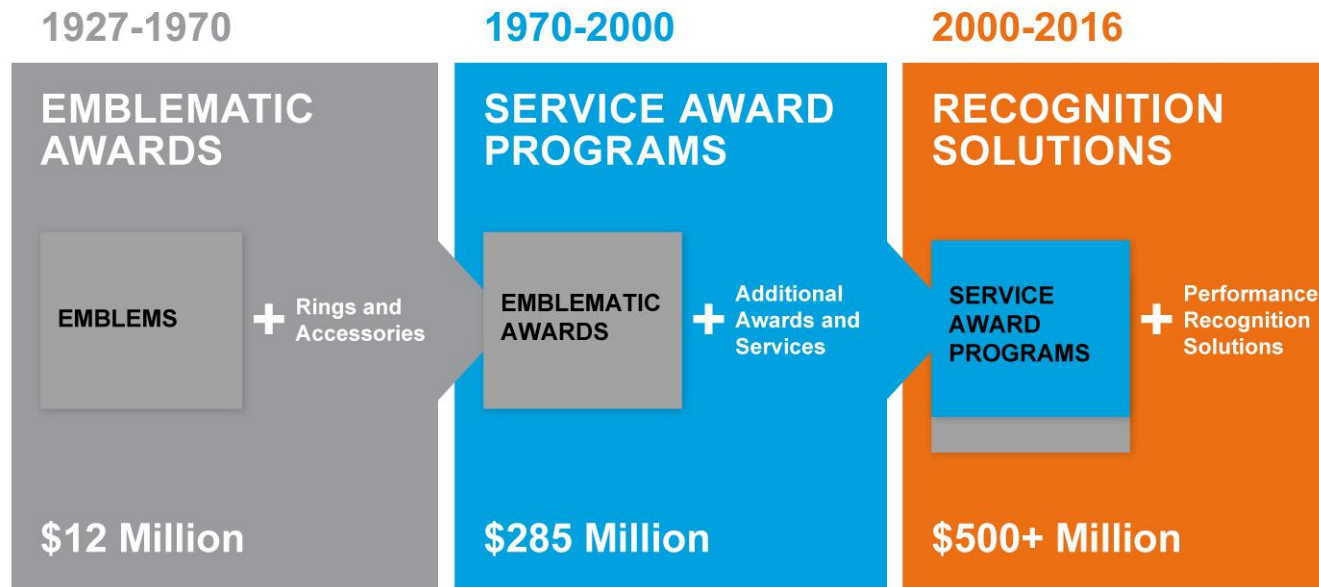
**\$285 Million**

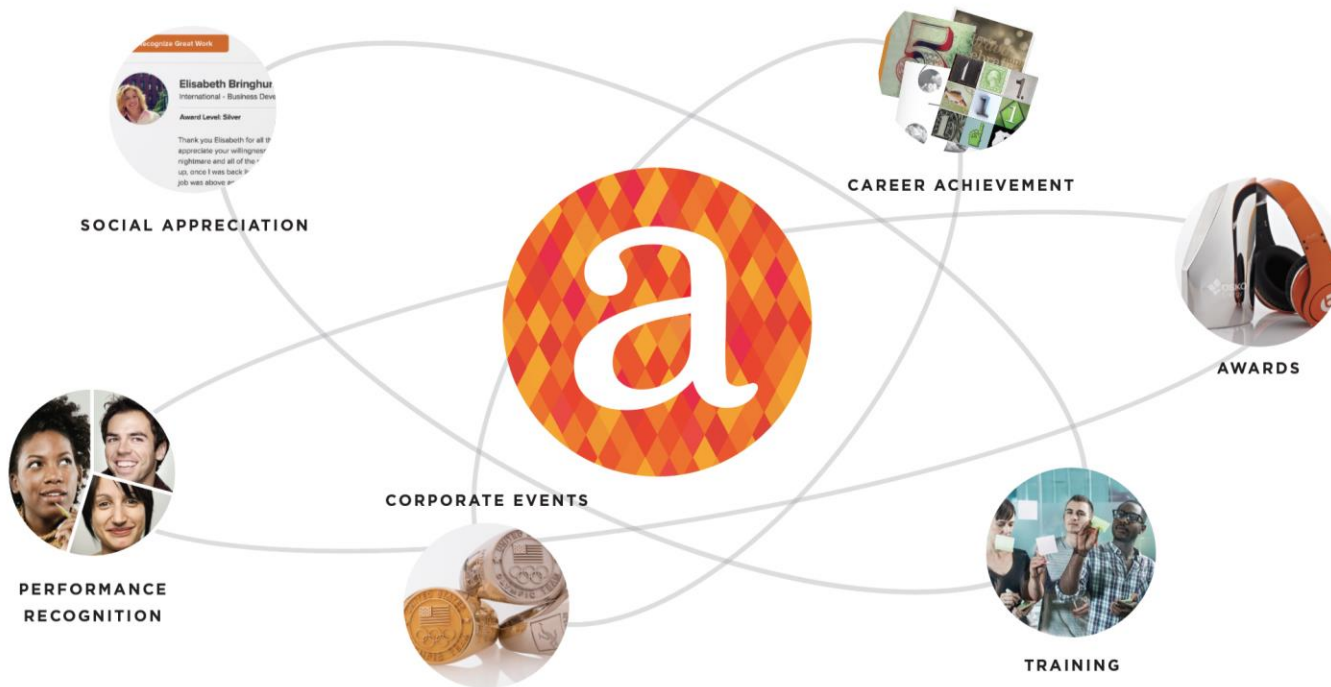






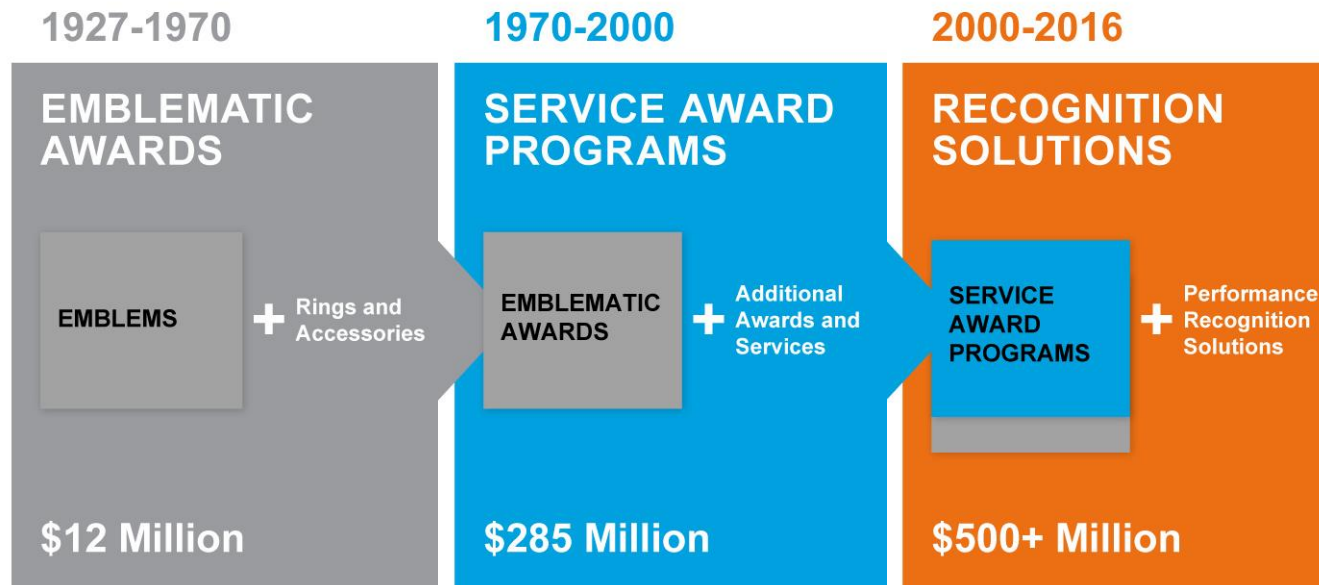
# O.C. Tanner Strategy Evolution







# O.C. Tanner Strategy Evolution









# What else can we make?

- What would our clients value?
- How else can we use our existing equipment and skills?
- What new equipment and skills do we need?





# Partnership with Marketing

## Twice a week PDCA

- Design Ideas
- New Products
- New Capabilities





# Improvement Kata

1. leader provides a challenge
2. team grasps the current condition, and sets a target condition
3. daily PDCA toward the target condition, by asking:
  - \* what obstacles are preventing us from reaching the target condition?
  - \* what is our next step? what should we try?
  - \* what do we expect to happen?
  - \* [perform the experiment]
  - \* what actually happened?
  - \* what did we learn?





# What else can we make?

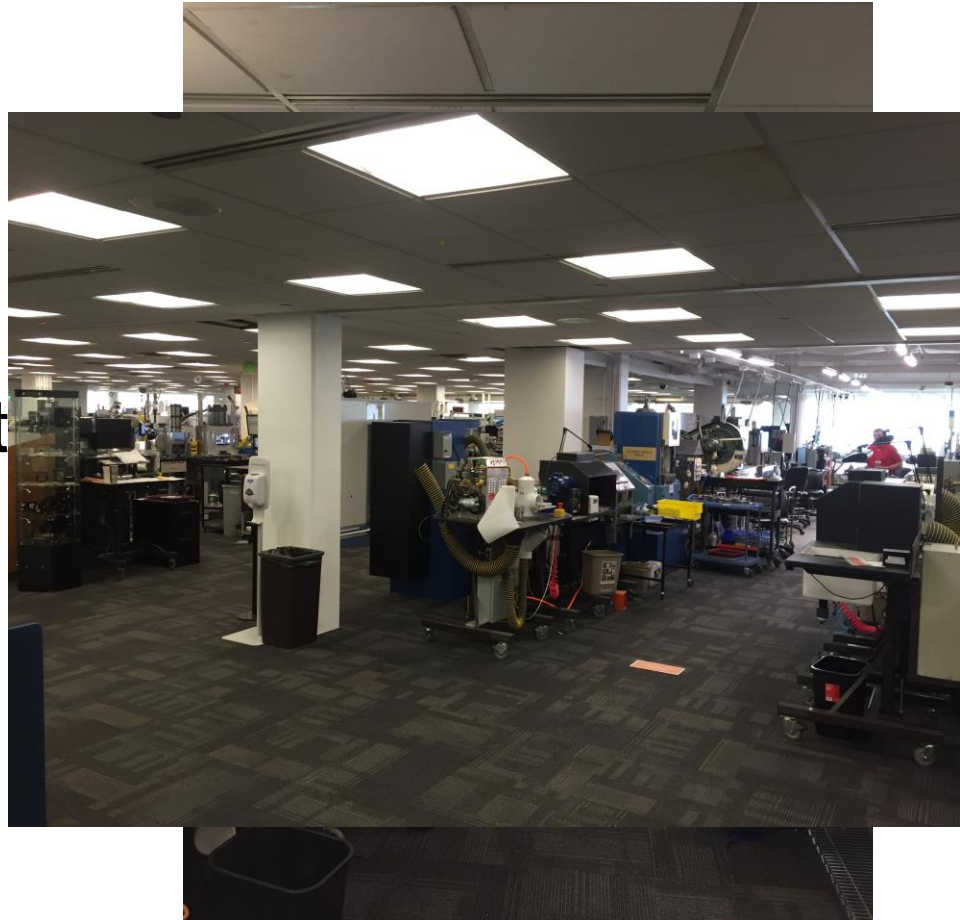




# Process Proximity

## Cell Outcomes

- Improved flow & communication
- Reduced throughput time
- Better quality and systemic thinking
- More daily kaizen





# True North

- **impact every life for good**
- **zero injuries and illnesses**
- **100% asset accountability**
- **100% quality**  
zero defects and returns
- **100% value added**  
1-piece flow on demand
- **100% on-time delivery**  
zero missed events, zero out-of-stock
- **delight clients 100%**  
with the most relevant, creative product value
- **100% capability**  
system, process, people and equipment



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# Our People

**we appreciate people:** who believe we're bigger together than we are apart ▪ who work shoulder-to-shoulder even when they don't see eye-to-eye ▪ who have great ideas, ingenious solutions and a collaborative spirit ▪ who understand what clients really need is a good listening to ▪ who watch out, speak up and work safely ▪ who keep their promises, learn lessons, laugh, spread joy and create a sense of family ▪ who do the right thing because it's the right thing to do ▪ who realize that ultimately we're in the most important business of all: **the business of valuing others**



# Thank You!

**Your opinion is important to us!**

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

**Session: TP/09**

**What else can we make?**

**Gary Peterson**

O.C. Tanner Company

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