Increasing productivity by mastering Key Behavior Indicators

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THINK OUTSIDE THE BOX
TRANSFORMING managers into engaged and EMPOWERED LEADERS is the most EFFECTIVE and SUSTAINABLE mean to increase PERFORMANCE.
PROACTION INTERNATIONAL

+13
Years of experience

+140
Professional coaches

+500
national and international companies

Manufacturing, Supply Chain, Service, Retail, Health, Municipal and Government Agencies.

USA / Canada / Europe
BEHAVIOR
KFI
Key Financial Indicators
KFI
Key Financial Indicators

KPI
Key Performance Indicators
KBI
Key Behavioral Indicators
PLANNING
COMMUNICATION
EXECUTION
SUPERVISION
CONTINUOUS IMPROVEMENT
Management Skills Index

51%

L1 L2 L3 L4 L5
MAKE YOUR BUSINESS FUTUREPROOF.
1. Assignment
2. Volume tracking
3. Performance measurement
4. Variance resolution
5. Make your business futureproof.
MAKE YOUR BUSINESS FUTUREPROOF.

MANAGEMENT EFFECTIVENESS INDEX

MEI

MHI. THE INDUSTRY THAT MAKES SUPPLY CHAINS WORK®
MANAGEMENT EFFECTIVENESS INDEX

16%
MAKE YOUR BUSINESS FUTUREPROOF.

FOCUS

1. Assignment
   Basic control

2. Volume tracking
   Scheduled follow-up

3. Performance measurement
   Parameters follow-up

4. Variance resolution
   Variance communication

5. Proactive management
   Continuous improvement

AWARNESS
MAKE YOUR BUSINESS FUTUREPROOF.

1. Assignment
   - Basic control

2. Volume tracking
   - Scheduled follow-up

3. Performance measurement
   - Parameters follow-up

4. Variance resolution
   - Variance communication

5. Proactive management
   - Continuous improvement

COLLABORATION

VARIANCES
MAKE YOUR BUSINESS FUTUREPROOF.

1. Assignment
   - Basic control

2. Volume tracking
   - Scheduled follow-up

3. Performance measurement
   - Parameters follow-up

4. Variance resolution
   - Variance communication

5. Proactive management
   - Continuous improvement

PROACTIVE PARTNERSHIP
MAKE YOUR BUSINESS
FUTUREPROOF.

10%-25%

1. Assignment
   - Basic control

2. Volume tracking
   - Scheduled follow-up

3. Performance measurement
   - Parameters follow-up

4. Variance resolution
   - Variance communication

5. Proactive management
   - Continuous Improvement
Topics of discussion

- Who is the client?
- Initial situation: Prelude to Proaction International
- Transformation of the culture and stabilization of the business
- Results
  - Productivity improvement
  - Lessons learned
Who is **Blue Apron**?

- An e-commerce American meal delivery service that provides customers across the United States with weekly pre-portioned meals with recipes to subscribers.
- The company ships Millions of meals per month.
- Currently has three fulfillment centers across the United States.
INITIAL SITUATION
PRELUDE TO PROACTION INTERNATIONAL

- Significant growth
- New processes
- Migrated to a new software system
- New leadership in operations at all levels
- Unit cost not on budget
- Weak management skills at mid to front line levels
- Broken communication throughout the chain-of-command
- Minimal active supervision
- Little focus on behavioral metrics throughout the facilities
TRANSFORMATION OF THE CULTURE AND STABILIZATION OF THE BUSINESS
GREATLY IMPROVED THE MANAGEMENT’S KNOWLEDGE

- Movement up 2 levels from a majority level 1 to a level 3 in management and supervisory skills knowledge
- Improved in all categories through rigorous training and coaching
The shift daily planner is what I’m most proud of and has helped me during my shift!

I can focus more on continuous improvement and not on fire fighting.

Before the project, there was no set standards.

It’s not about how many people, it’s how we use the people.
Increased the active supervision

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Decreased the “firefighting” and increased “proactively” supervising the area
IMPROVED THE MANAGEMENT SYSTEM AND COMMUNICATION STRUCTURE

Greatly added structure and improvement to communication at all levels
SUPERVISION WITH A PURPOSE GREATLY IMPROVED

KBI Results
Last 12 months | Category: Active supervision Rituals

A strong balance between CF2’s and O2’s improves leadership and the quality of the active supervision.
KEY BEHAVIOR INDICATORS

- Significant increase in Active Supervision
- Visual management board in all sectors
- Engagement & Mobilization improved at all levels of the organization
- Communication effectiveness
KEY PERFORMANCE INDICATORS

- Productivity improvement
- Greater ability to adapt to volume fluctuations
- Improved Labor planning process

- Significant increase in Active Supervision
- Visual management board in all sectors
- Engagement & Mobilization improved at all levels of the organization
- Communication effectiveness
KEY FINANCIAL INDICATORS

- Reduced operating costs
- Productivity improvement
- Greater ability to adapt to volume fluctuations
- Improved Labor planning process
- Significant increase in Active Supervision
- Visual management board in all sectors
- Engagement & Mobilization improved at all levels of the organization
- Communication effectiveness
NEXT STEPS

- Implement a sustainability system with Continuous Improvement, Certified Coaches, and Local Management
- Install mobile app for results perpetuation with fulfillment centers
- Conduct OMI and PSI surveys to validate the culture change
LESSONS LEARNED

• “We learned that we would have involved the specialist much earlier in the process, which would have allowed results to come in even quicker”

• Involved both sites in a sessions to strategize high level approach which would have increase buy-in of second facility

• “We would have started the focus on improvement in the Kitchen areas first instead of heavy focus on Pack”
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Or visit MODEX

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