


# Cross-Functional Process Mapping: Outcomes and Engagement

Tim Benshoof  
Jean Cunningham

Want Better Employees?  
Be a Better Employer.



Lean Transformation Summit 2018  
Nashville | March 25-28, 2018



## Tim Benshoof

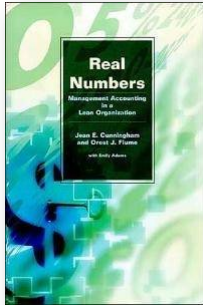
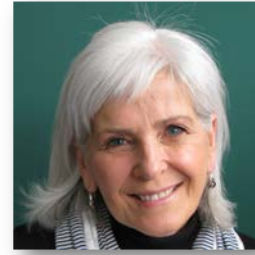
Vice President of FP&A and Strategy  
Wonderful Pistachios and Almonds

- 1995 to 1997 – Cost Accounting
- 1997 to 2002 – Plant Controller
- 2002 to 2006 – Corporate Controller
- 2006 to 2008 – Cooperative Tax
- 2008 to 2015 – International
- Current – FP&A and Strategy

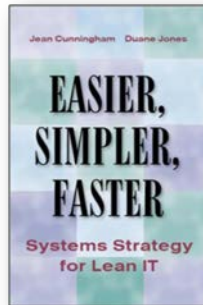


## Jean Cunningham

President  
Jean Cunningham Consulting



Managing Times Press, 2003  
Shingo Prize, 2004



Productivity Press, 2007  
Shingo Prize, 2008

- Building Lean beyond manufacturing
- Executive sensei, management coach
- Lean Business Management (Lean Office)
- Lean Accounting, Lean IT, Lean HR
- Former CFO, Lantech, Inc
- Former CFO, Marshfield Door Systems



Lean Transformation Summit 2018

## What is the Wonderful Company?

the Wonderful company™



Lean Transformation Summit 2018

## Wonderful Family of Products

Wonderful<sup>®</sup>  
**ALMONDS**  
Wonderful<sup>®</sup>  
**PISTACHIOS**



**POM**  
WONDERFUL



**halos**



Clementines



Navel Oranges



Valencia Oranges

**Sweet Scarlett's**  
TEXAS RED GRAPEFRUIT



Red Texas Grapefruit



Minneola Tangelos



Lemons & Limes



**teleflora**

JUSTIN  
VINEYARDS & WINERY

*Landmark Vineyards*



**FIJI**  
WATER





**Suterra**




Lean Transformation Summit 2018


## Wonderful Pistachios & Almonds


The largest vertically integrated pistachio and almond grower/processor of in the world.

> 4 plant locations to process the crop



> 1,300,000 square feet to process the crop  
118,000 square meters






**Pistachio business: 325+ million lbs. annually**

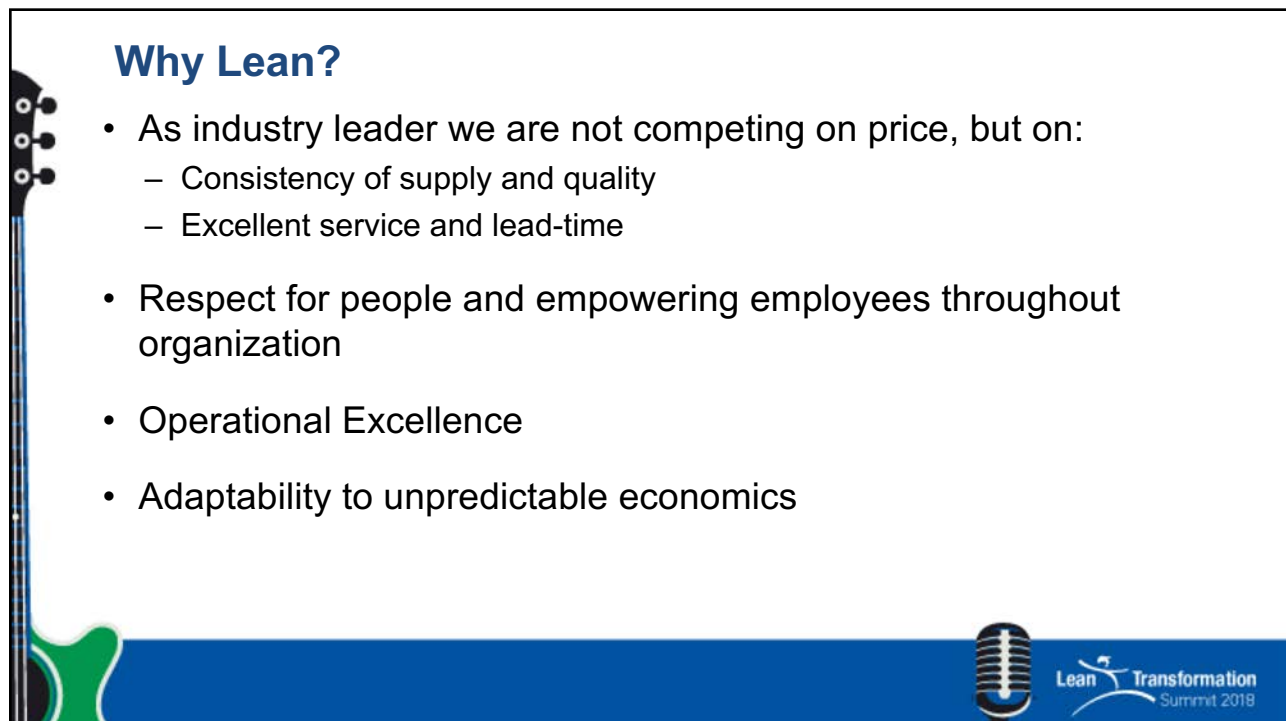
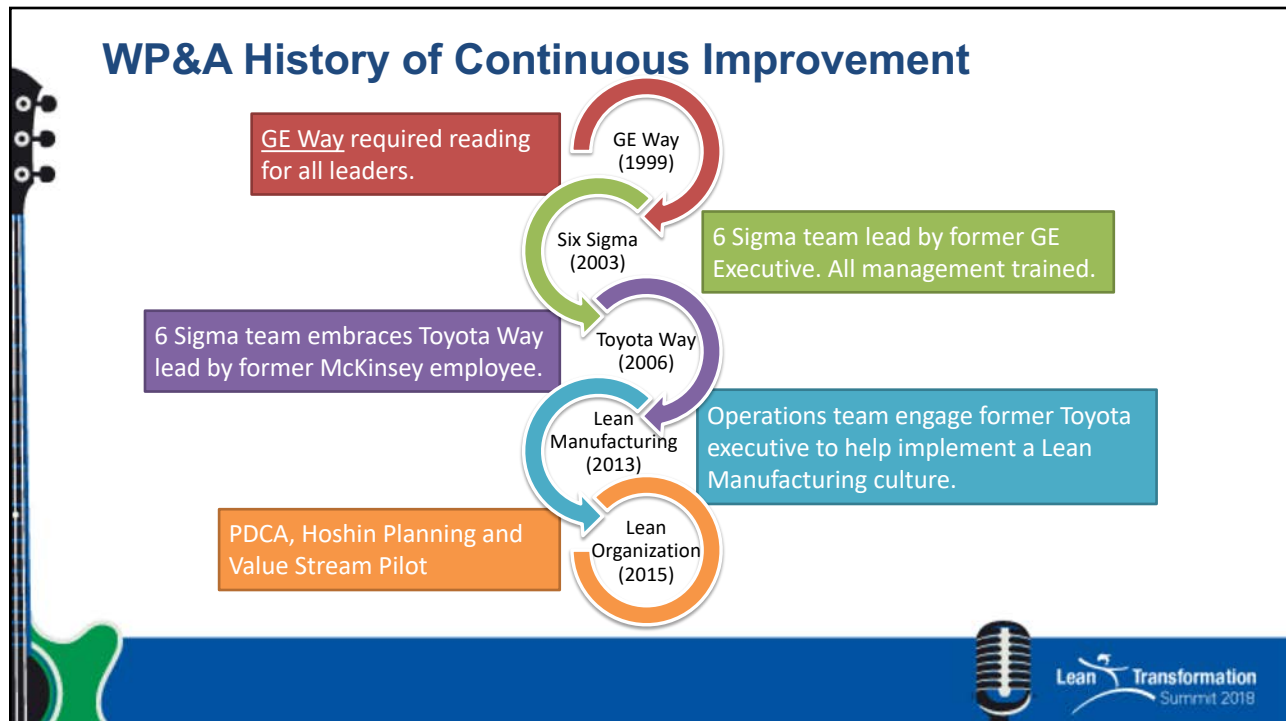
- Largest pistachio processor
- ~55% share of the California production
- Full range of Wonderful branded products and bulk packages

**Almond business: 100 million lbs. annually**

- ~4% of the California almond production



Lean Transformation Summit 2018



## Where is WP&A on Lean Journey?

- People
  - Started by successfully creating a culture of safety
  - Working on employee development and capability programs
- Continuous Improvement Tools
  - Trained over 1,000 employees in PDCA
  - Established self-directed WIN teams to solve company problems
- Lean Management
  - Evolving company Hoshin planning (improving executive alignment on mission, goals and company measures)
  - Departmentalization remains a major hurdle to breakthrough improvement



Lean Transformation  
Summit 2018

## My Journey

- I could see a gap between what I heard about Lean and our financial reporting and metrics
- Discovered “Accounting for Lean”
  - Brian Maskel’s (BMA) website
  - Jean’s *Real Numbers*
  - Jerry Solomon workshop
  - Lean Frontiers Summits
- Implemented a value stream pilot at one of our remote facilities
- Organized a number of in-house training sessions with Jerry Solomon targeted at leadership of the entire organization




Lean Transformation  
Summit 2018

## Why Almond WIP Inventory Reduction is Important

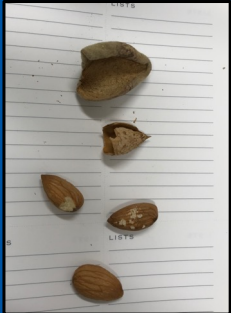

- Direct outcome of our 5-Year Hoshin planning target
- Very much a value stream problem
- Balanced cross-functional team
- Sponsored and supported by the executive leader of the overall almond business
- Root causes are indicative of other areas of our business



Lean Transformation  
Summit 2018



Almond Reject Flow  
Jan 24-26, 2018





## Almond Reject Flow

- Objective/Call to Action
  - We want visibility to the grade of the almonds so that we know what types and volumes are available to sell at the highest value
  - Get to grade every week
- Scope: Begins when loaded into WHS huller. Ends when ready for processing of M1, M2, M3, M4, M5 and M6 almonds
- Team participants:
  - Levi, Walter, Ted, Tim, Chepa, Anu, Christina, Sonia, Gustavo, Christian, Eric, Jose,
  - Team facilitator: Jean Cunningham
- Jan 24-26, a total of 11 hours meeting time



## Current Problem

- At end of December, there was 4.5 M lbs of M2-M5 product not processed. There was also 1.9 M lbs in reject stage; not at final grade. A total of 6.4M lbs.
- Actions: (1) overtime, (2) increase grading at the sizer, (3) make the problem visual at the weekly update meeting, and (4) report on Mondays to the area leaders.
- Action results, Jan 26: the “Not Processed” reduced from 4.5 M lbs to 2.3 M lbs. “Reject” was at 0.8 M lbs. A total of 3.1 M lbs.
- “Reject” is at the lowest point in 3 years. “Not Processed” is at a typical range for this point during the last 3 years.



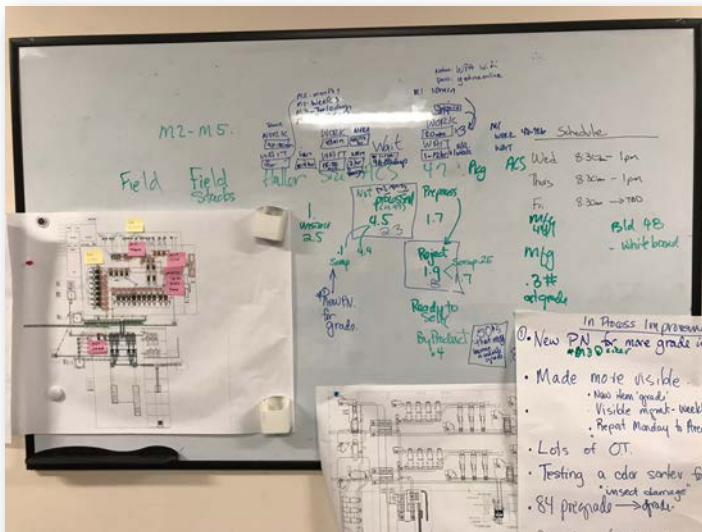
## Agenda

- Full time activity to use a team to address the problem for the future state with no constraints.
- Current state flow done as a group; mapped life of an M1-M6 almond stream
- Looked at timeline of overall value stream of almonds from huller to ready for processing
- Worked in sub-teams. Each team created future state visions, shared, re-vamped and then agreement. Sub-team visions were very similar.
- Call to Action: Brian
- Review Current State
  - Improvement currently in process
  - Sorting Process
  - Flow of rejects
  - Data
  - Value add
- Future State Description
  - Brainstorm options and alternatives
  - Select which options to evaluate
- Develop Action plans
  - Short team action plan for 2017 crop completion
- Key Metrics



Lean Transformation  
Summit 2018

## Evaluating Current State



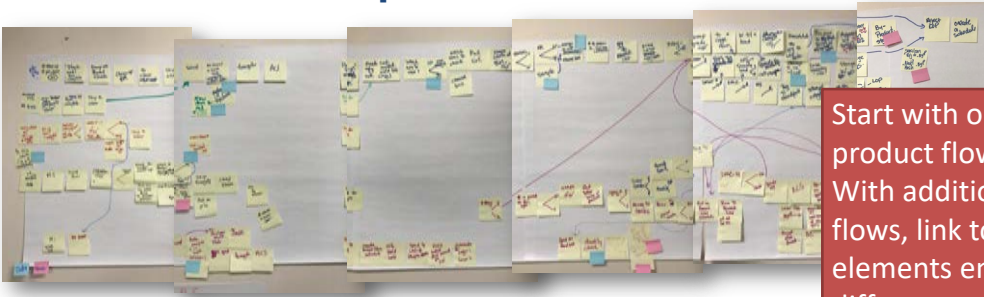
Don't spend time on neatness; Strive for understanding



Lean Transformation  
Summit 2018



## Current State Map



Start with one type of product flow. With additional product flows, link to common elements emphasizing differences.

Hold improvements until the end... Write that down!



## Value Add of Process

What is the purpose of the process?

S.Q.D.C.

- Ready for mfg & pkg...
- Quality to Spec
- ID ~~Spec~~ Level
- Optimal use of crop
- Transform to Almond out of shell

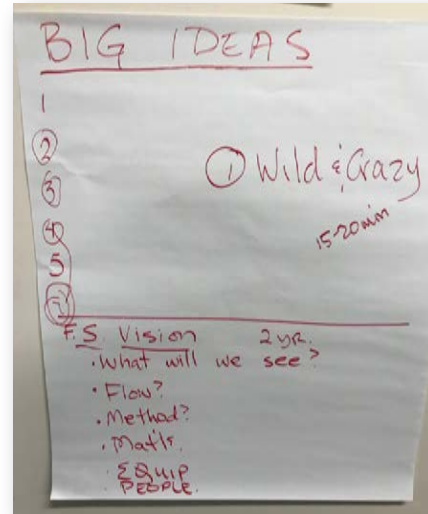


## Activity to think Big and Outside the Box!

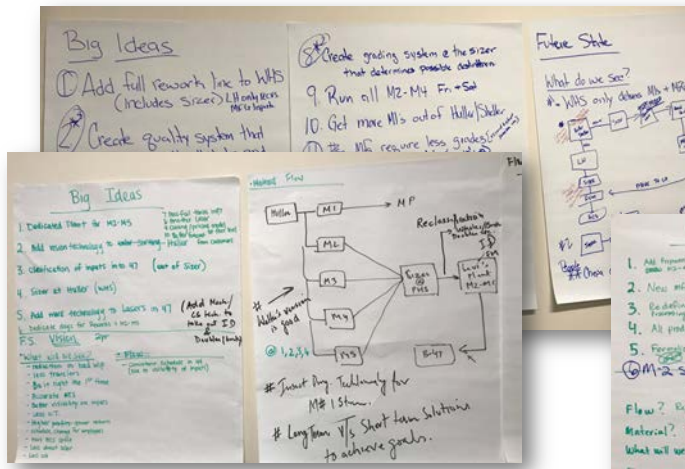
Broke group into 3 random teams after creating the current state map.

Each team:

- Created "Big Ideas" for how they would like to meet objectives in the future (2 years).
- Then created statements, maps, and pictures of what their vision would look like.
- Shared with other teams, and then built on each teams ideas.



## Big Ideas and Future State



- Keys to Building Consensus:
- 3 teams...not two
  - After sharing with all, return to team to improve ideas further
  - Add pictures



## Agreements for Evaluation

	Advantage	Lead	
Cost Optimization Model		Eric	
Visual Scanning equip at huller	Helps remove foreign material; insect damage	Gustavo/Walter	What equipment needed?
Secondary deck to filter out rock and sticks of M2 at huller	Remove foreign material of M2 Line so we do not need to put back through the dump bucket	Walter	
Equipment for M4 to allow up to sort better to identify M1 in huller	More M1 identified from M4	Walter/Gustavo	Chinese Color Sorter?
Secondary fluidizer pass equipment for M3 to separate more of the M5 product	Cleaner M3	Walter	Fluidizer or other equipment
Verification equipment for M1 stream so it is cleaner	Reduces rejects in 47 of the M1; keeps product that will reject eventually in WHS	Walter/Gustavo	
Sizer at WHS for M2-M4	Only if get to ultimate state so	TBD	

## Next Steps

- Present on 1/31
- Color sorter equipment test results: Gustavo
- Short term plan
- Create a visual of the new process that aligns with the future state developed: Walter
- Get information/experiments to see the impact the plan would have. Timeline is long since there is an annual season.
- Monitor assigned action item:
- Improvement owner: Levi



## What was the reaction of the organization?

- Employees really do want to make things better
  - The team was happy to invest time into solving a shared problem
  - The team remains committed to keep improvement on track and meets weekly
- Experienced facilitator is critical
  - Encourages input from the most junior team members
  - Keeps most senior team members in check and on task
  - Does not allow any assumptions or ambiguity
- If you get the current state clear, the solutions become obvious
  - Three groups all came up with the same set of BIG IDEAS
  - No debate on how to move forward
- Unanimous feedback: “We need to do more!” (new problems, new areas)



Lean Transformation  
Summit 2018

