

The process is the product.
The staff are the customer.

Presented By Tom Root

Designing the Future Summit 2018

lppd  Lean Product &
Process Development

Agenda

- Where we started
- The Organizational Recipes
- The Product
- The Circumstances
- The Process
- The Summary Statement
- The Appreciation



Where we started



It started with a Deli - 1982

- ZCoB! – 1990
- Bakehouse - 1992
- Zingerman's Mail Order – 1995
- Zingermans.com – 1999
- The "Zingerman's" Way - 2003



Mail Order 15 years ago

- \$7 Million (\$3.5 Million seasonal)
- 24,000 ft²
- 750 - 800 seasonal staff
- Low return rate
- 8 hour wait to interview
- Moved 3 times in 6 years
- Open Book Management



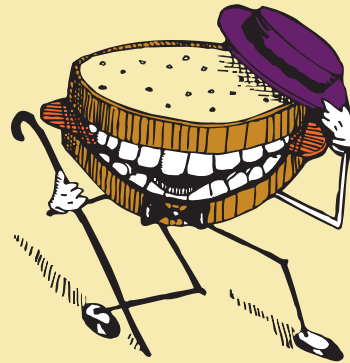
The Organizational Recipes



Zingerman's[®]

mission statement

we share the zingerman's experience
selling food that makes you happy
giving service that makes you smile
in passionate pursuit of our mission
showing love and care in all our actions
to enrich as many lives as we possibly can



Zingerman's

stewardship compact

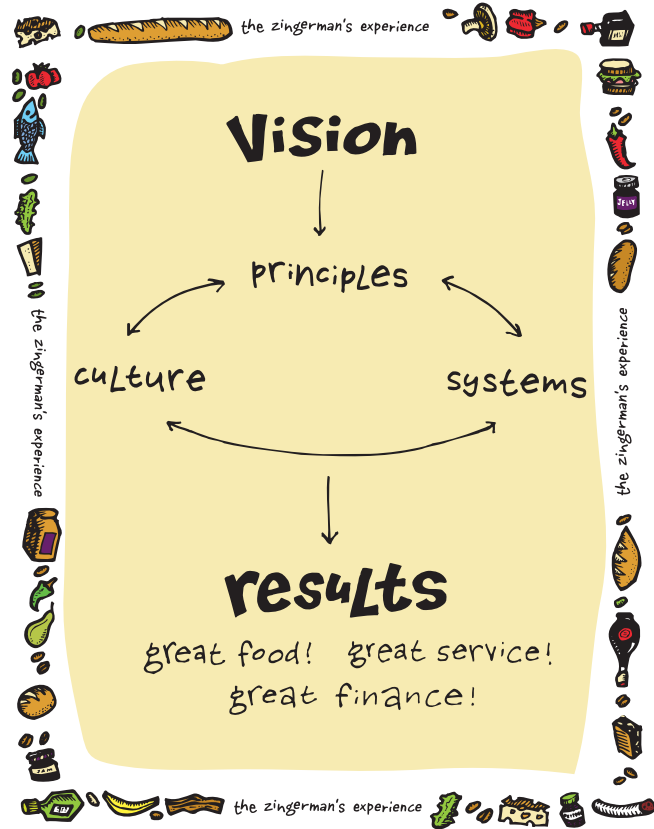
Leadership
agrees to:

- ① document clear performance expectations
- ② Provide the resources to do the work
- ③ recognize performance
- ④ reward performance
- ⑤ provide the freedom to manage the day-to-day work within the guidelines established in the expectations

staff
agree to:

- a. deliver on the expectations that the leader laid out
or
- b. negotiate through to agreement and then deliver on an alternate set of expectations

Zingerman's. business perspective



Servant Leadership

The best test, and difficult to administer, is: **Do those served grow as persons?**

Do they, while being served, become **healthier, wiser, freer, more autonomous, more likely themselves to become servants?**



Servant Leadership

A successful *Zingerman's* leader is a Servant Leader who effectively designs, manages, and teaches the components of the Zingerman's Business Perspective Chart in order to attain agreed-upon performance results



Servant Leadership

- Provide Vision
- Give great service to the staff
- Manage in an ethical manner
- Be an active learner and teacher
- Help staff succeed by living the Training Compact
- Say “Thanks!”



Zingerman's
guiding principles

- 1. Great Food!**
- 2. Great Service!**
- 3. A great place to shop and eat!**
- 4. Solid Profits!**
- 5. A great place to work!**
- 6. Strong relationships!**
- 7. A place to learn!**
- 8. An active part of our community!**



Open Book Management (the gateway)

- Know and Teach the Rules
- Keep Score
- Share the Success



The Product



Our Food

Imported Meats and Cheeses

Olive Oils and Vinegars

We produce...

- Breads and Pastries

- Coffee Roasting and Retail

- Fresh cheeses and gelato

- Candy bars and brittles

Delicatessen

Roadhouse

Korean Restaurant



The Circumstances



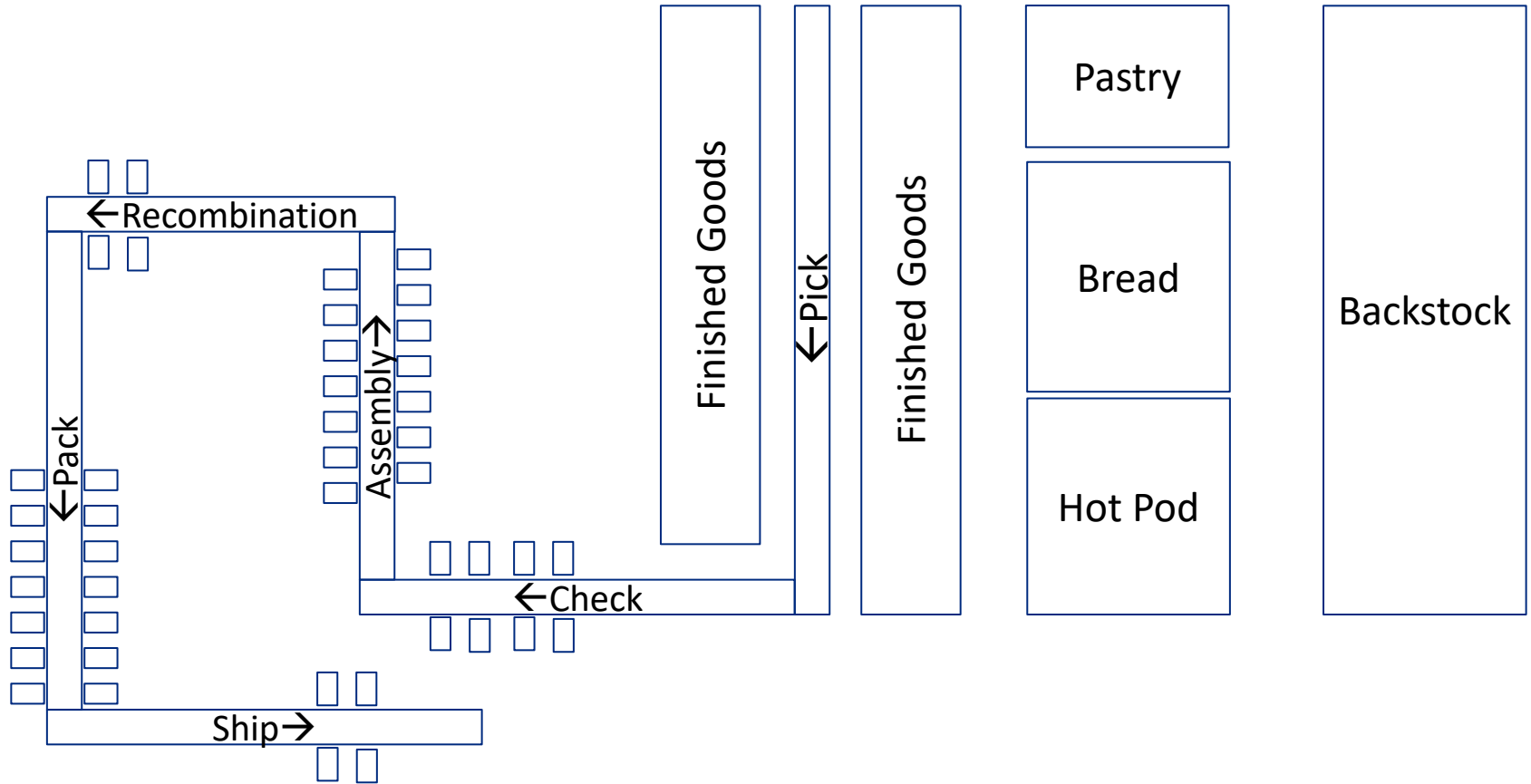
The Circumstances

- 50% of our annual revenue is generated in four weeks
- Year-round crew of 100
- Must hire ~450 seasonal workers
- Difficult training circumstances
- Forced to build in-house information systems

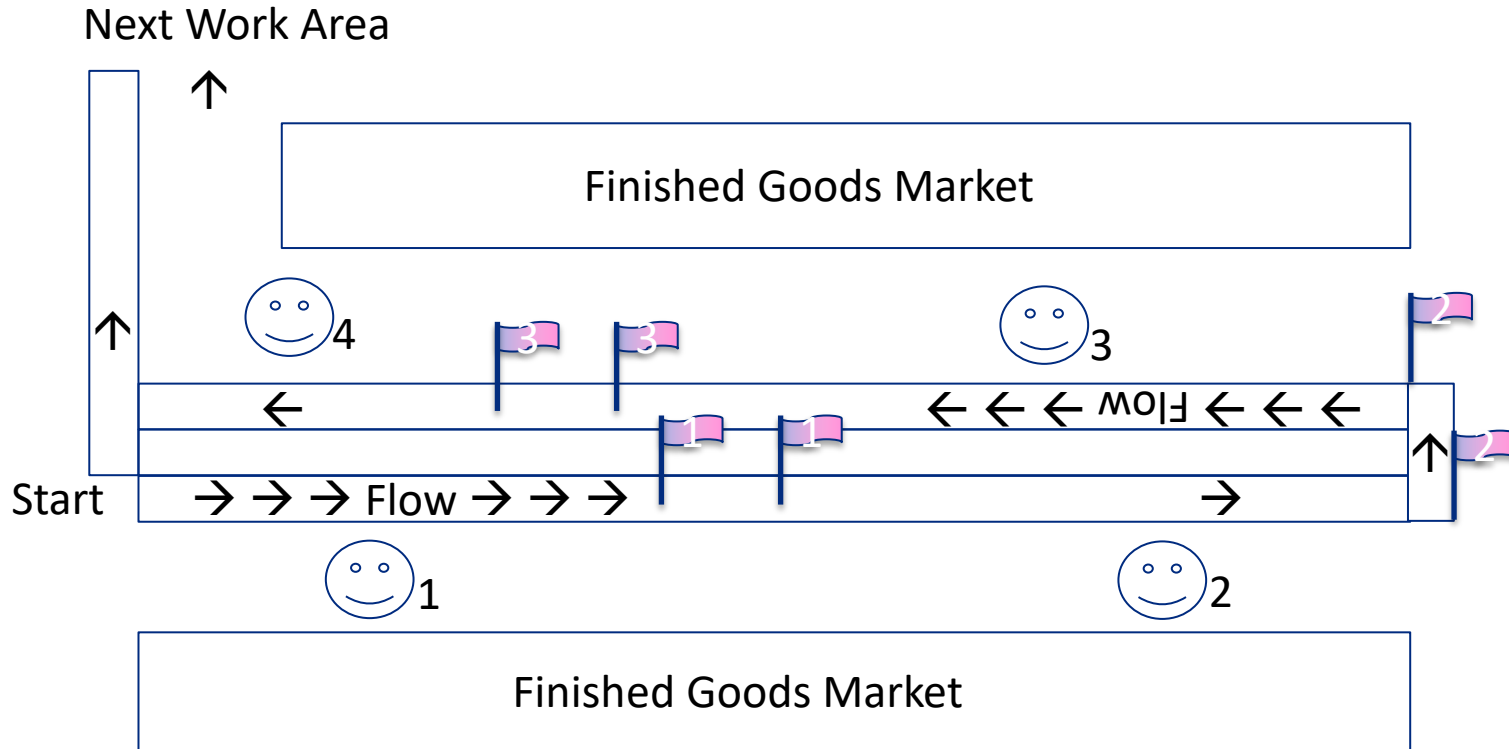


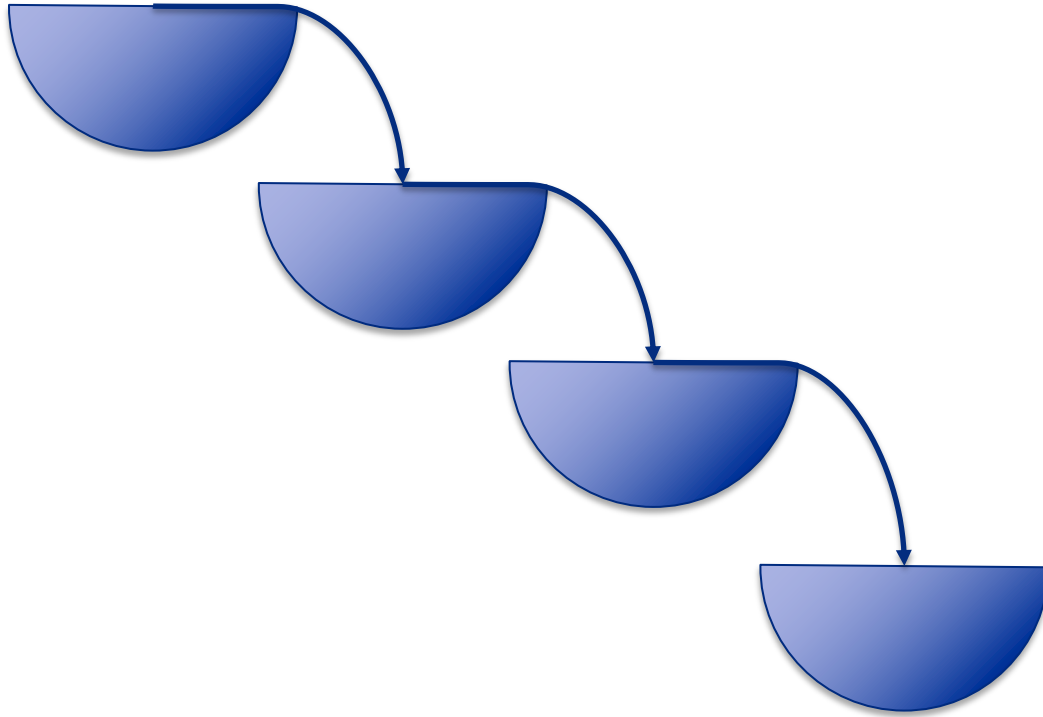
The Processes



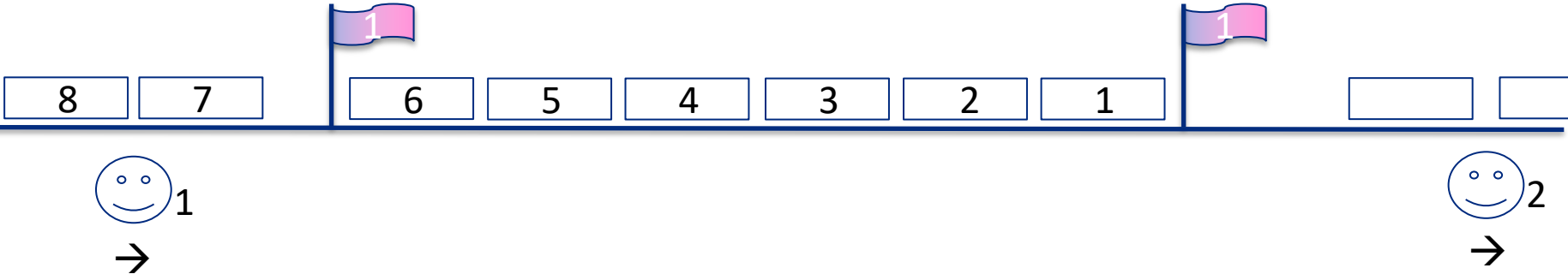


Pick Area





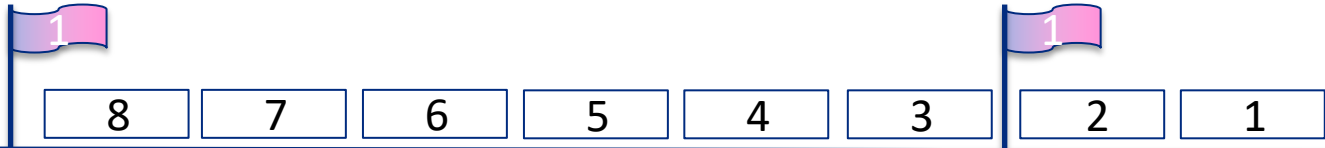
Pick Area



→ → → → Flow of the line → → → →



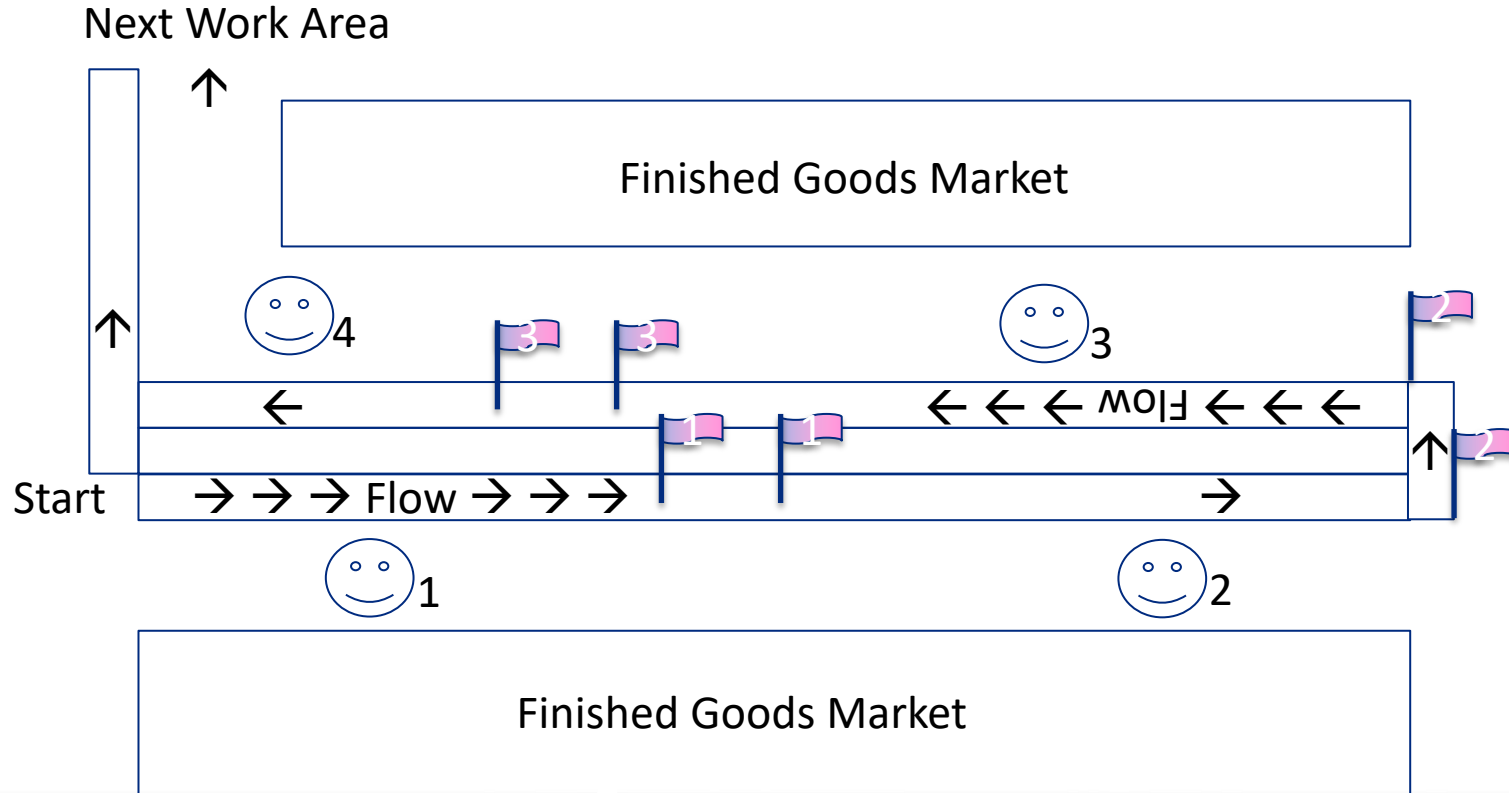
Pick Area



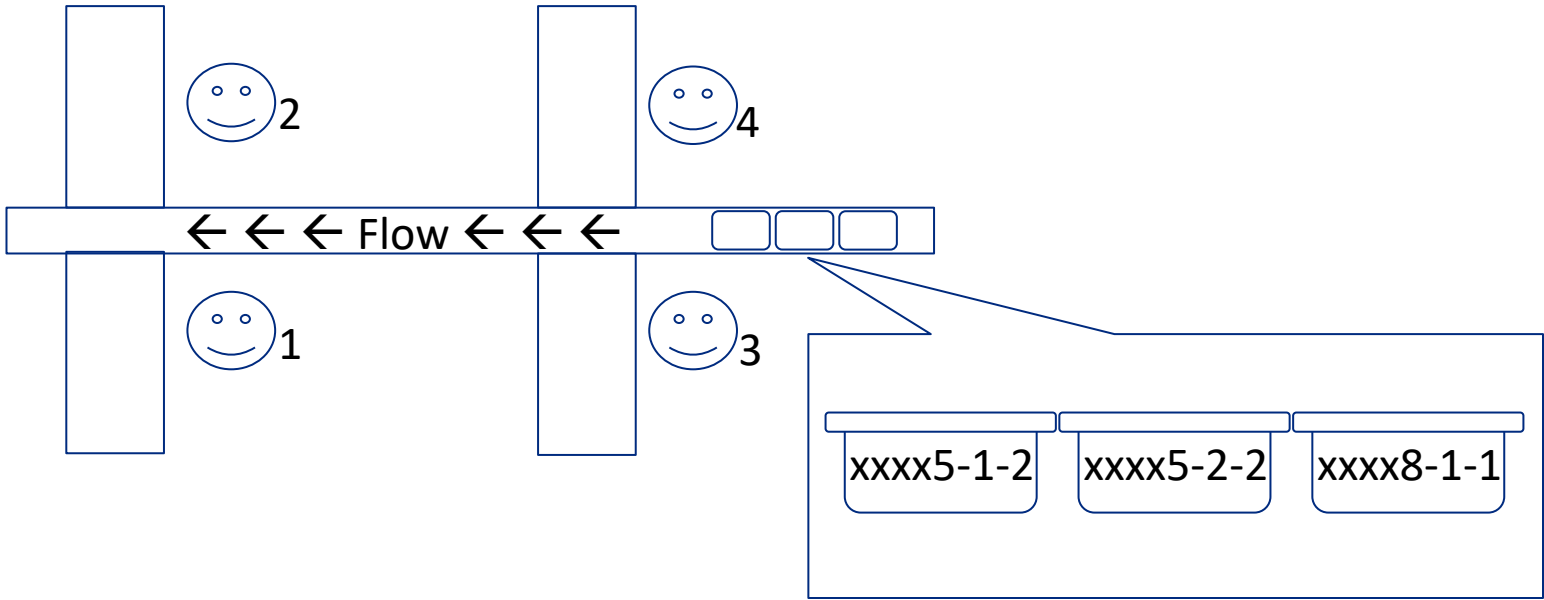
→ → → → Flow of the line → → → →



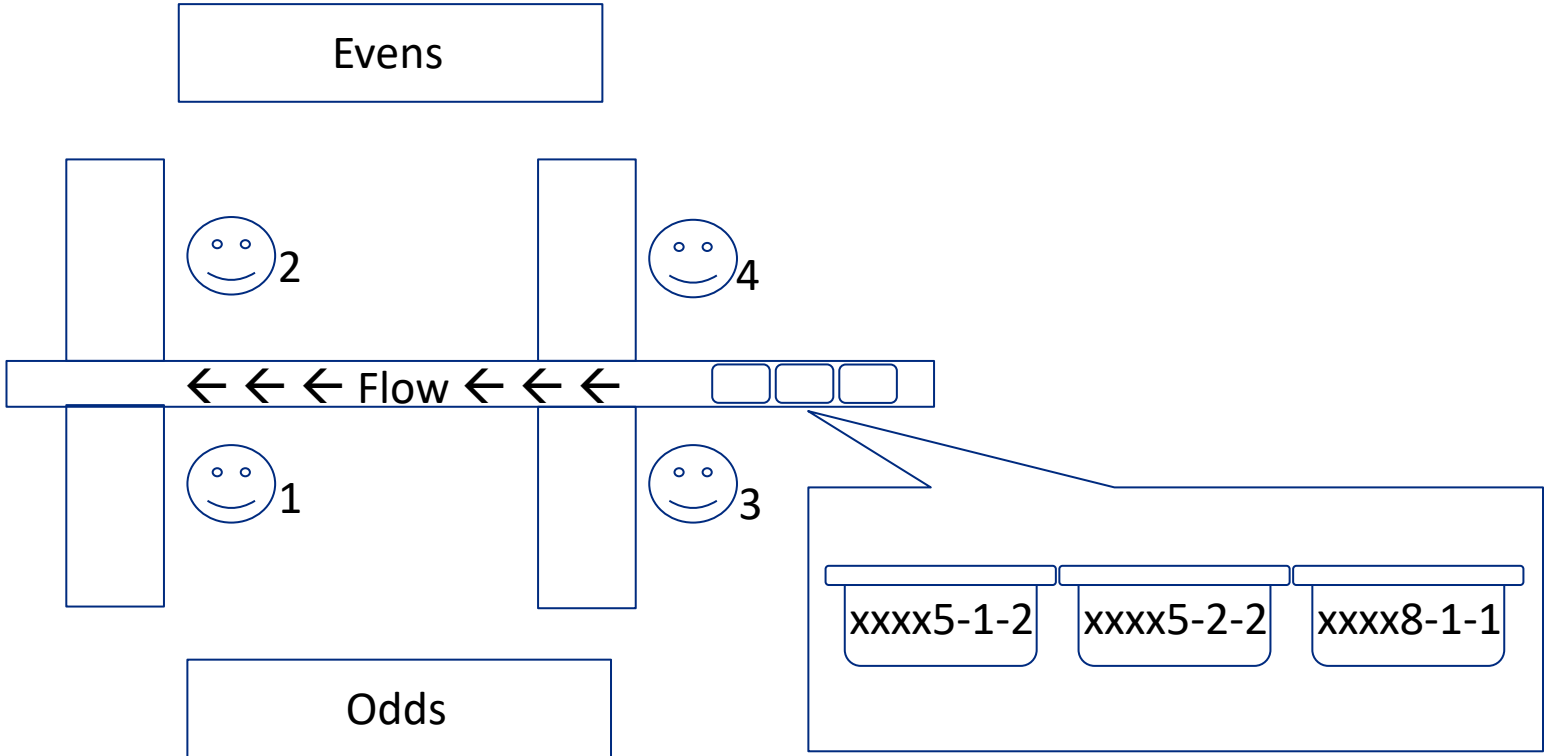
Pick Area



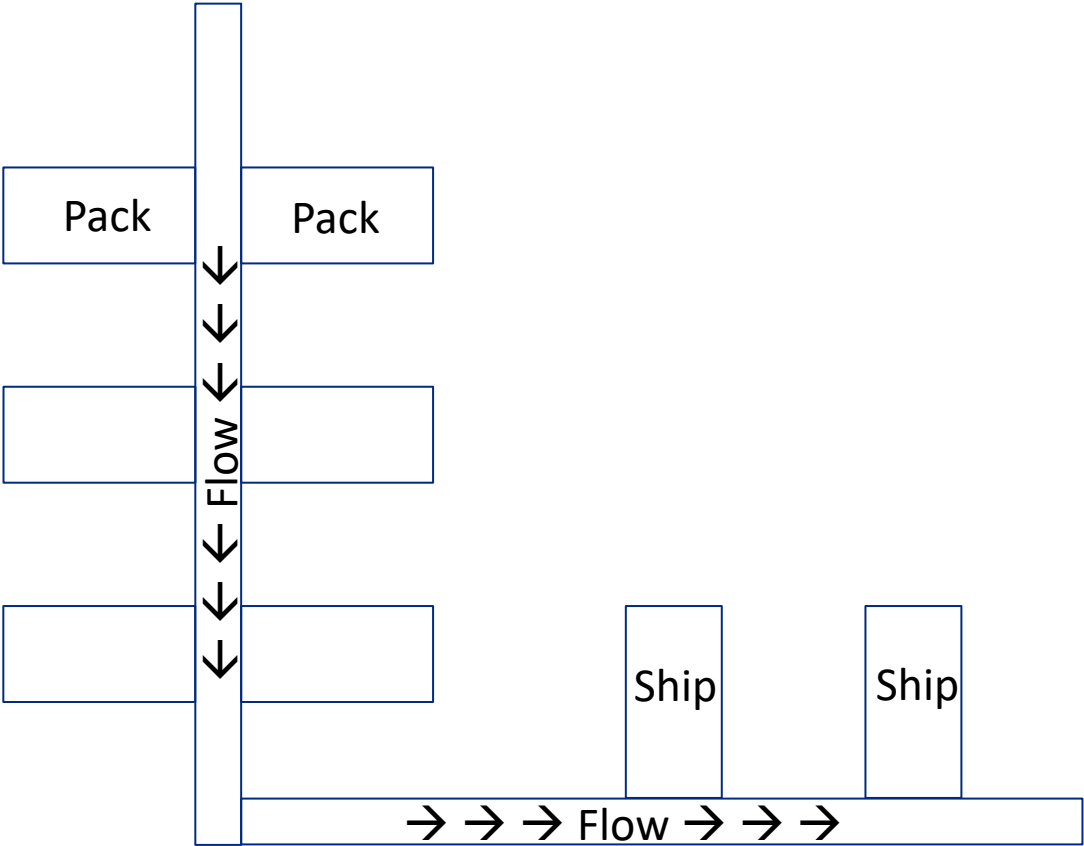
Recombination Area



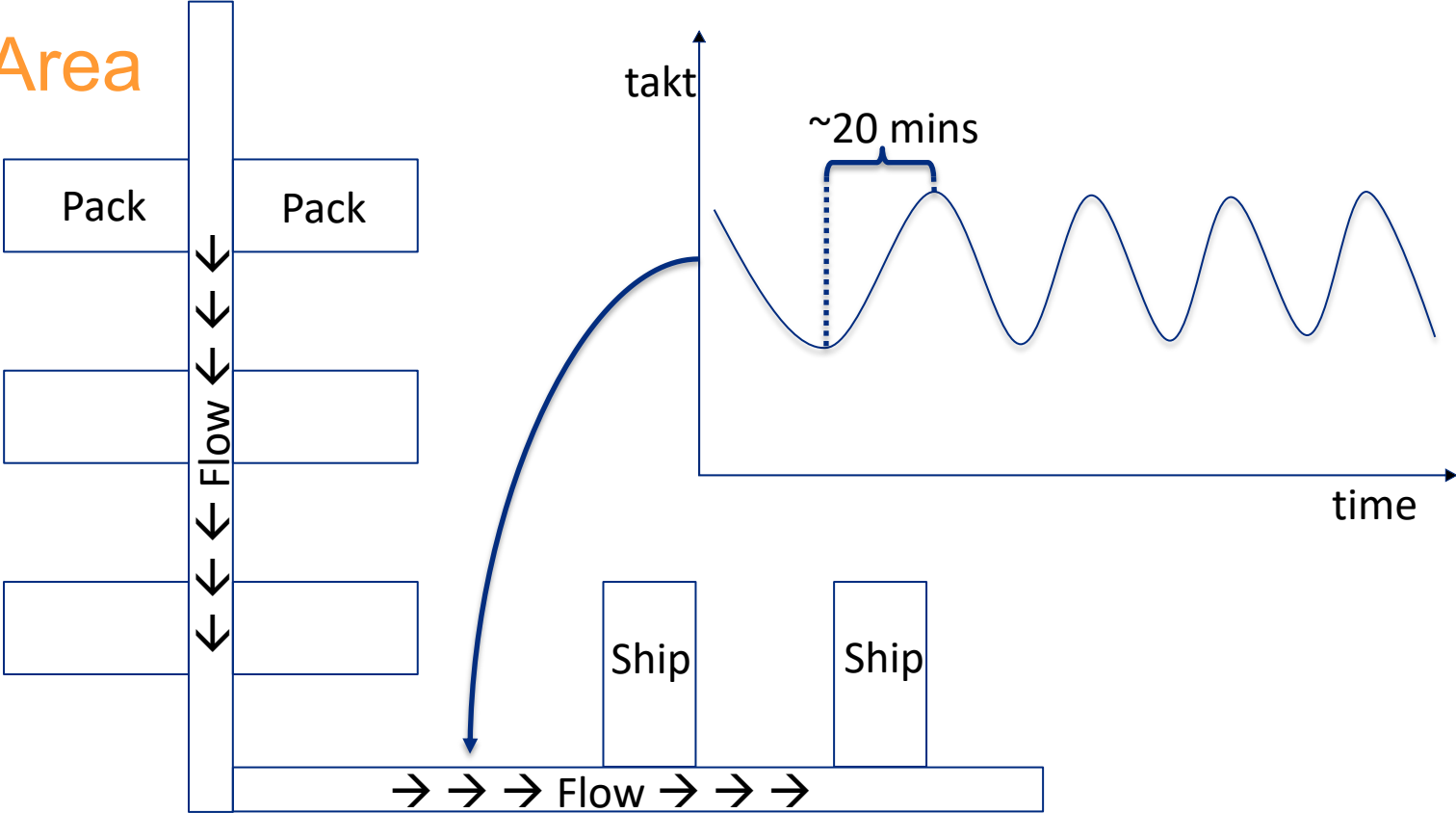
Recombination Area



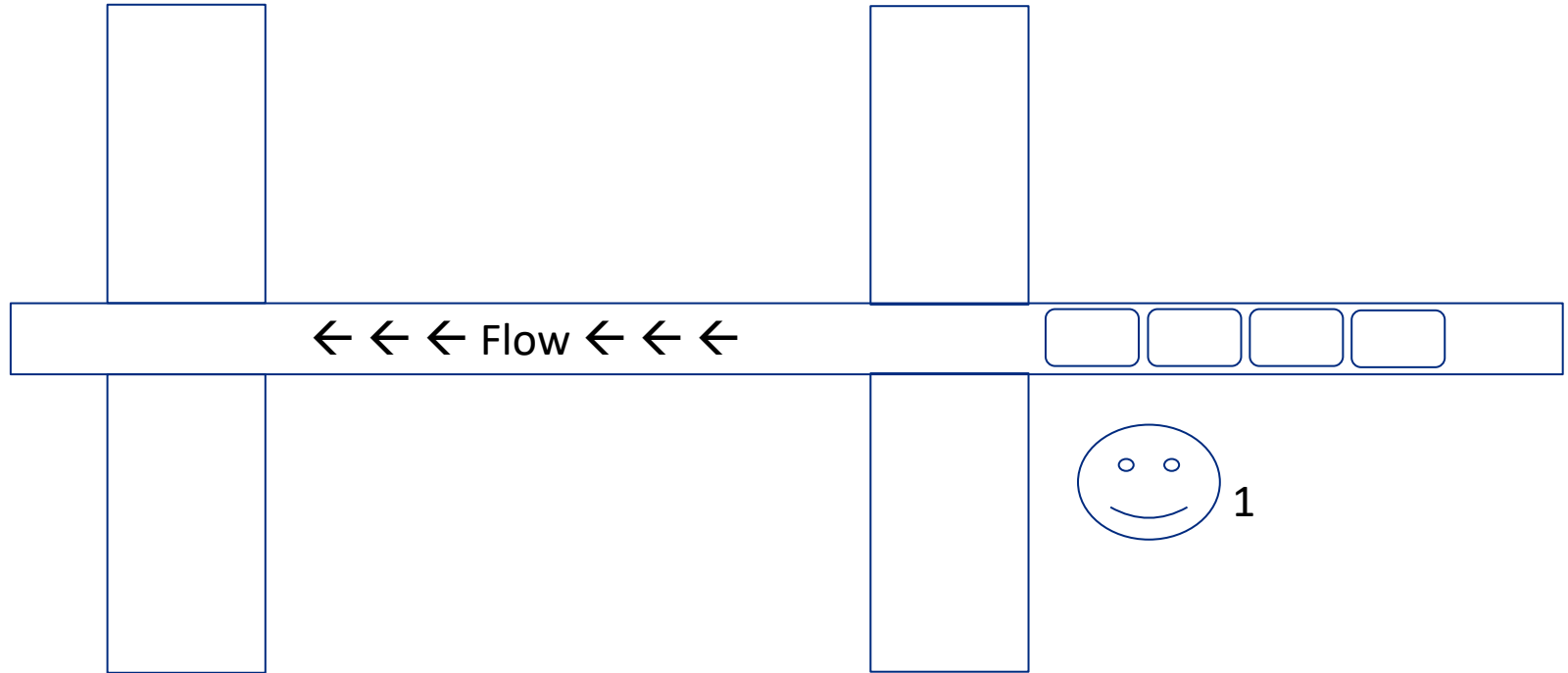
Pack Area



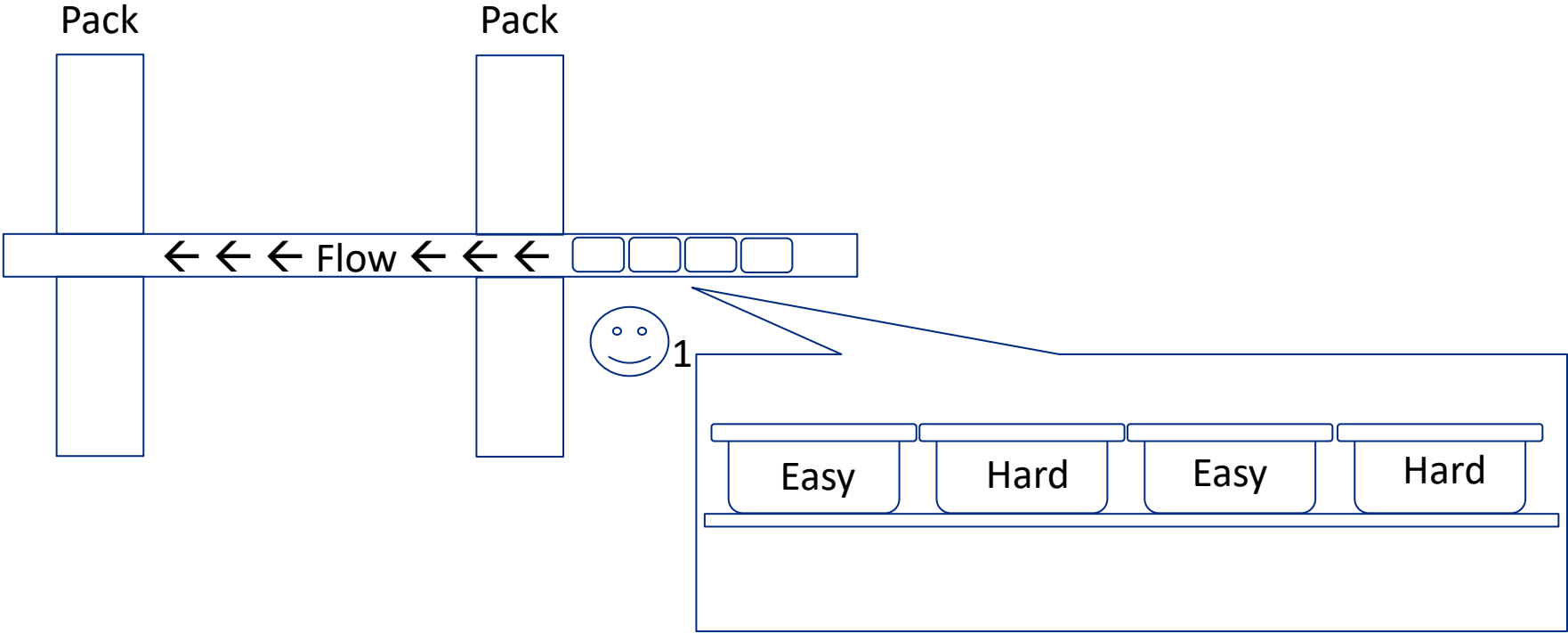
Pack Area



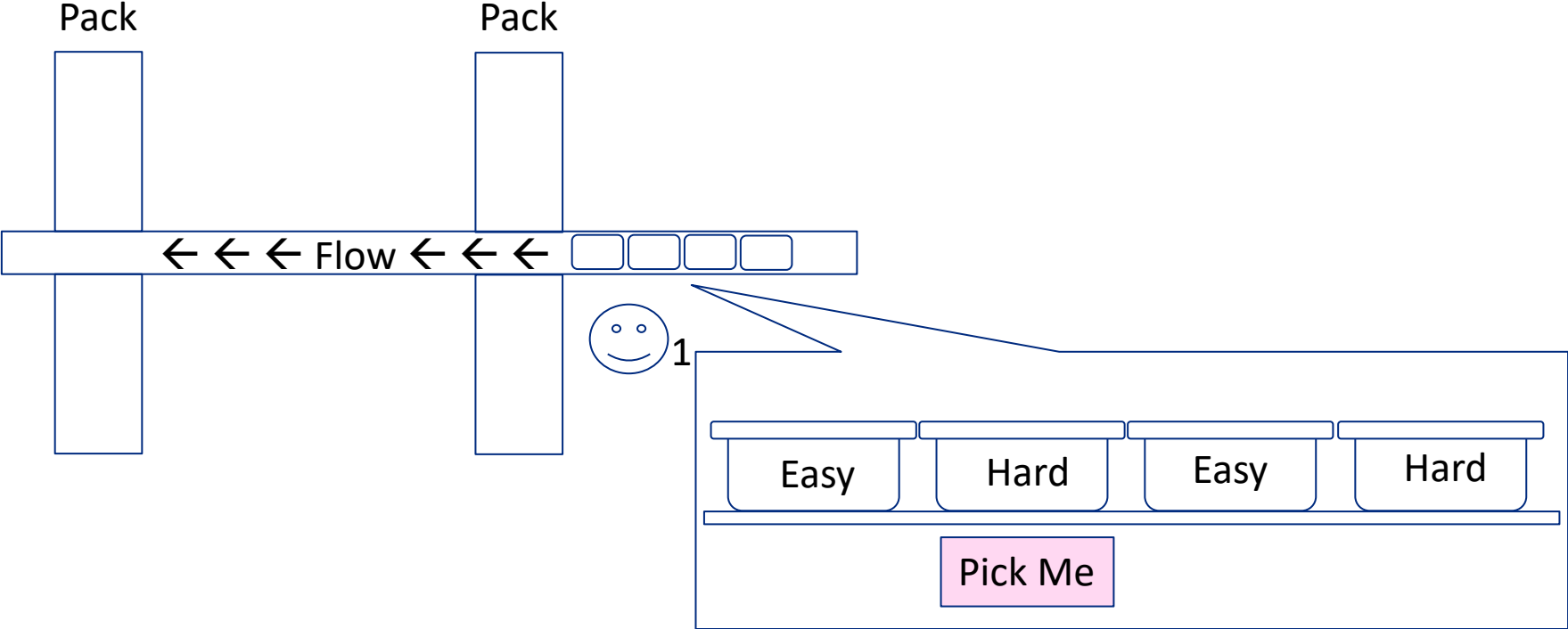
Pack Area



Pack Area



Pack Area



The Summary Statement

- Sustained Revenue Growth
- Improved staff experience
- Reduced reliance on seasonal staffing
- Maintained fixed-costs



The Summary Statement

Continuous Improvement is a good fit for our culture. It has helped us improve both quantitatively as well as qualitatively.



The Appreciation

Thanks for letting me live our mission.

