MoreSteam®

Webcast
Series

Continuous Improvement

Method & Mindset

AB InBev

About MoreSteam

Enterprise continuous improvement from training to project completion

603,000+

GoToWebinar Attendee Panel

Lauren Pincus – Global Director
Continuous Improvement

ABInBev Black Belt

ABInBev Green Belt

ABInBev

LOGISTICS – WORK TOGETHER, WIN TOGETHER – LEAD FUTURE GROWTH

8 ANNIVERSARY

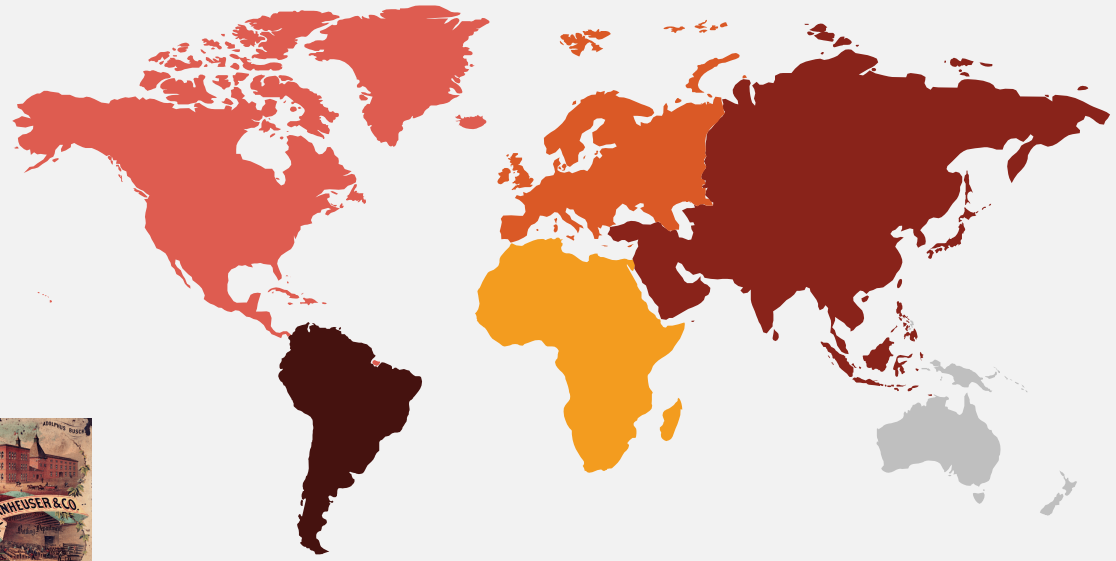
PURDUE UNIVERSITY

LSM Licensed Scrum Master scruminc.

LSPO Licensed Scrum Product Owner scruminc.

ABInBev

AB InBev's Heritage
Six Centuries of Brewing History



Belgium
1200s

Leffe was originally brewed 800 years ago by Belgium Monks

North America
Mid-1800s

In Canada, Labatt Brewery was formed by Europeans that moved to the region. Anheuser-Busch brewery also was formed by German partners, Adolphus Busch and Eberhard Anheuser

Latin America
Late 1800s

In Latin and South America, they embraced the German and Austrian style lagers and in 1879, Ambev was formed in Brazil and Quilmes was formed in Argentina

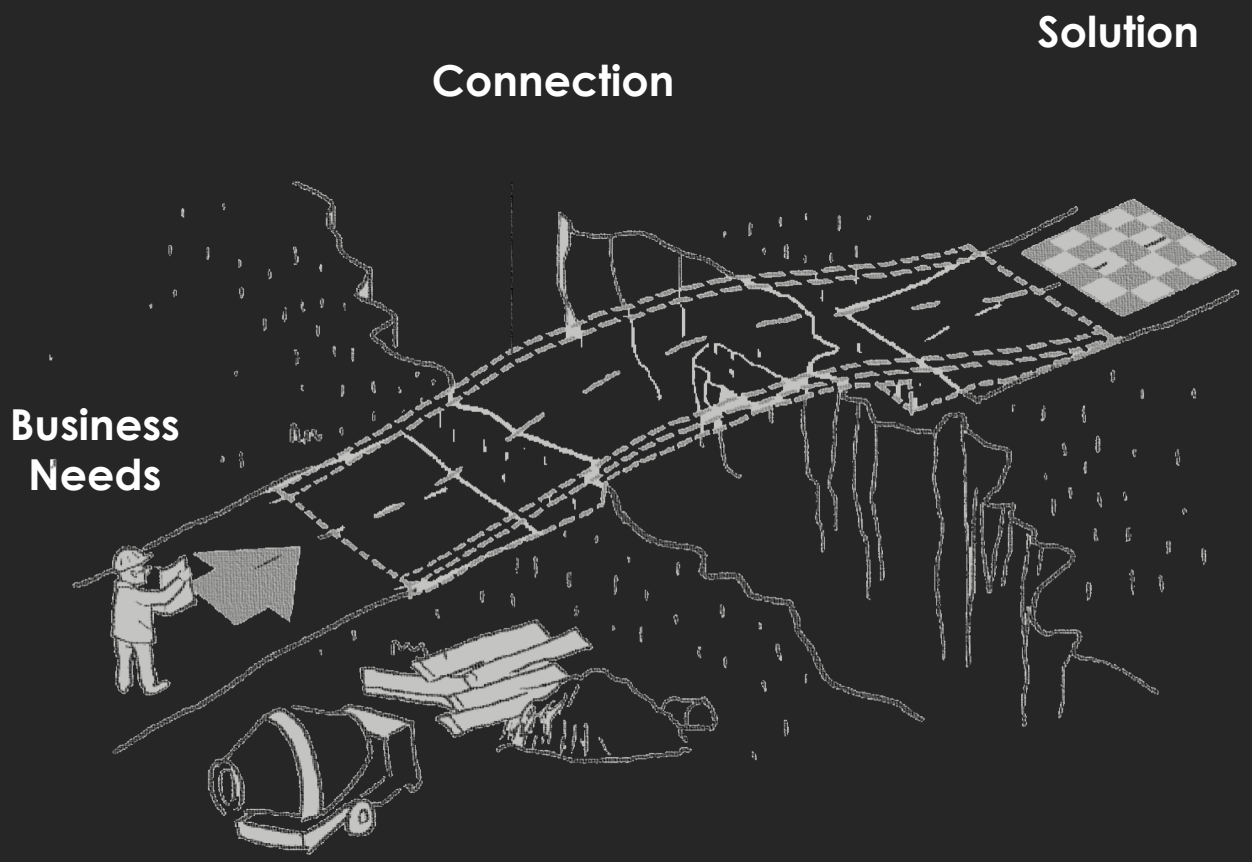
Mexico
Late 1900s

Mexico adapted the European technique, creating a 'special model' of beer, forming Grupo Modelo

AB InBev
2000s

In the early 2000s, Interbrew and Ambev merged to create InBev. Anheuser-Busch joined in 2010 followed by Grupo Modelo in 2013, and SAB Miller in 2016

Business Connections Role



BELTS PROGRAM
EVOLUTION

9 Years Of Evolution

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Scope	NA LAN	APACN NA LAN	MA EUR APACN NA LAN	LAS MA EUR APACN NA LAN	LAS MA EUR APACN NA LAN	LAS MA EUR APACN NA LAN	India LAS MA EUR APACN NA LAN	AFR APACS COPEC India LAS MA EUR APACN NA LAN	AFR APACS COPEC India LAS MA EUR APACN NA LAN	AFR COPEC India LAS MA EUR APACN NA LAN
Project Types	Pilot	GB	WB GB & BB	Design WB GB & BB	WB, YB, GB, BB Design Belts as Consultants	WB, YB, GB, BB Design Belts as Consultants	WB, YB, GB, BB Design Belts as Consultants	WB, YB, GB, BB Design Belts as Consultants	WB, YB, GB, BB Design Belts as Consultants	WB, YB, GB, BB Design Belts as Consultants
# Belt Projects	46	260	427	666	753	909	824	637	401	250

- Increase in scope, projects, and services year over year
- Scaling back the number of belt projects, focusing on higher impact and more strategic
- Offering other methodologies and services aligned to an agile and flexible workforce

Belt Offerings

- Introduction to problem solving
- PDCA
- Basic analytics
- For ALL employees

- Medium analytics
- Introduction to statistics

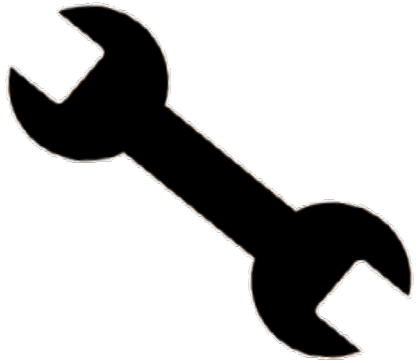
- Intermediate statistics for more complex problems

- Advanced statistics to solve complex problems

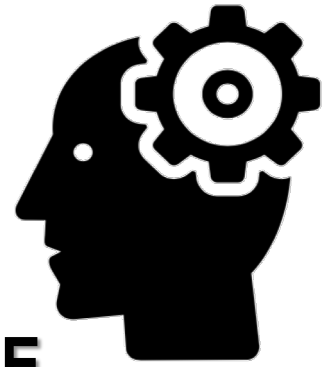
- Leads programs and other experts to train and execute projects
- Acts as internal consultant for zone

Program Offerings | Lean Six Sigma and Agile

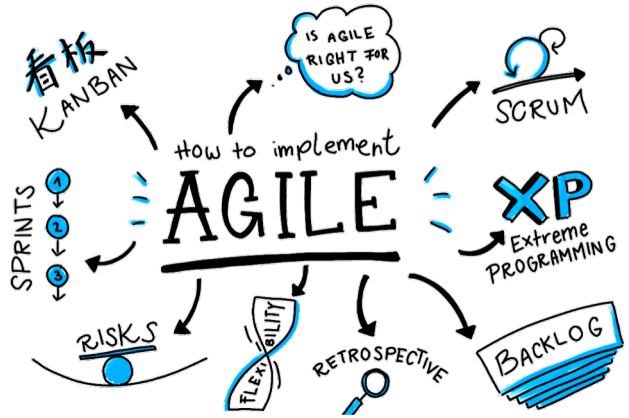
LSS Method



Agile Mindset



Becoming an AGILE organization



Program Offerings | Internal Marketplace

Understand ABI's Internal Capabilities

Internal talent mapped out in SKILL MATRIX & added as SUPPLY users

Connect Capabilities with Squad Concept

DEMAND users can post PROJECTS and allow SUPPLY to apply

Visualize Platform with ABI Dream

MACHINE LEARNING matches SUPPLY & DEMAND and enables PROJECT SOURCING

Agile Workforce

Overview and Belts Community Highlight

AB InBev

Talent deployment challenges

Siloed Experts

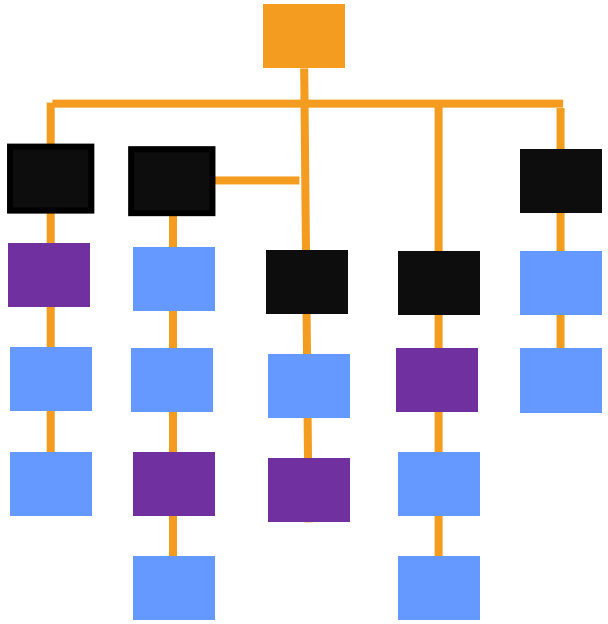
Our ability to seek out initiatives and apply deep expertise is limited.

Inconsistent Demand

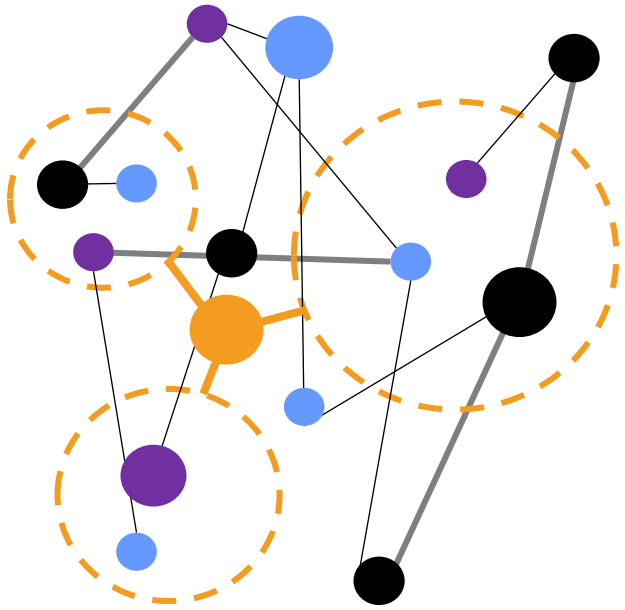
Our need for talent surges and declines throughout the year.

Can we fill these positions with a flexible on-demand workforce?

Current State

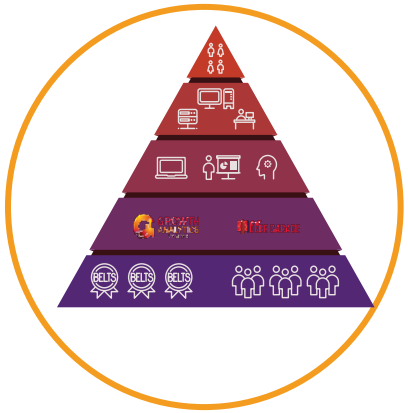


Future State



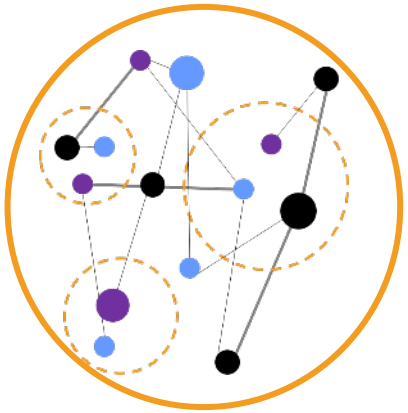
Break the mold of traditional talent deployment

Agile Workforce enables strategic work to be done by organizing our talent in a smarter way.



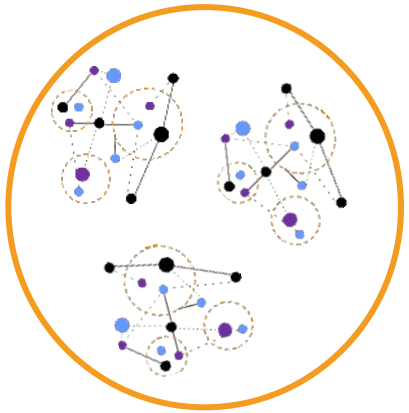
Finding the right people

We must create and leverage **internal** and **external talent** pools to access the **right talent**, at the **right time**, on the **right projects.**



Accessing the right skills

We must define core skills and expertise to **build our organization** and **arrange talent for growth**

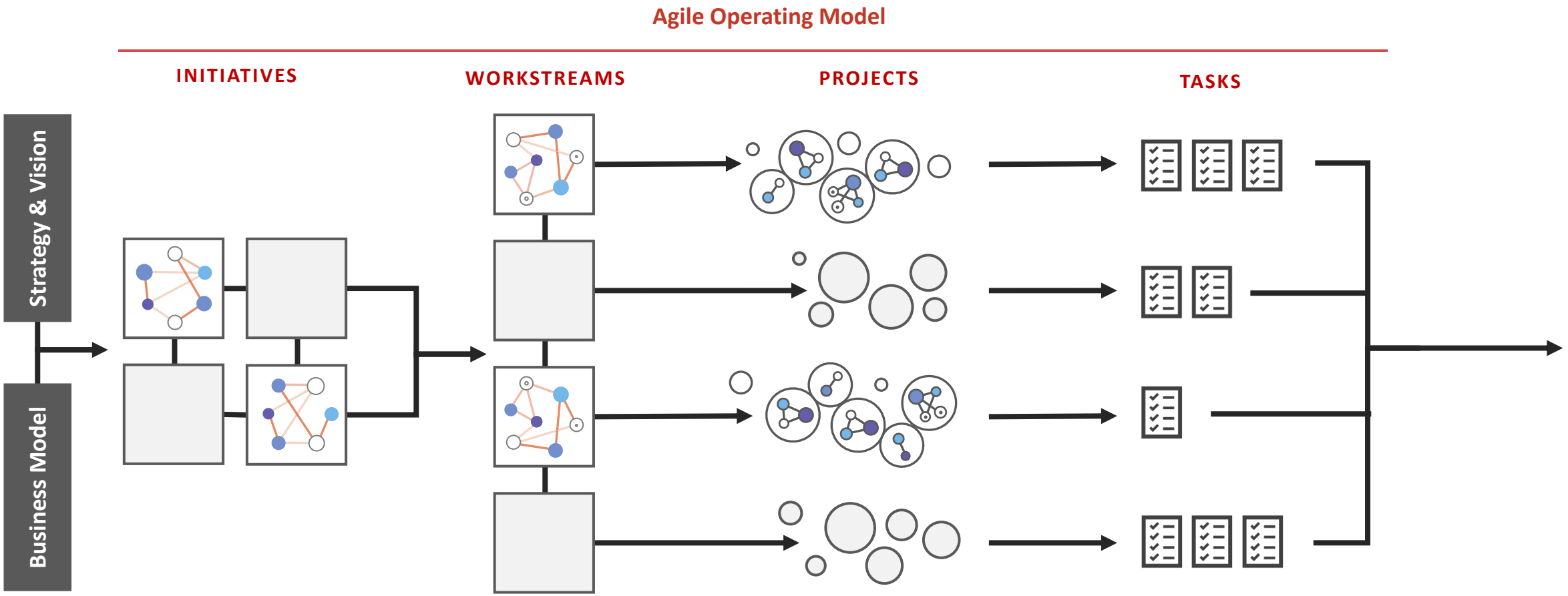


Deploying the right teams

We must empower **agile, specialized, and dynamic teams** to solve our most strategic projects and tasks.

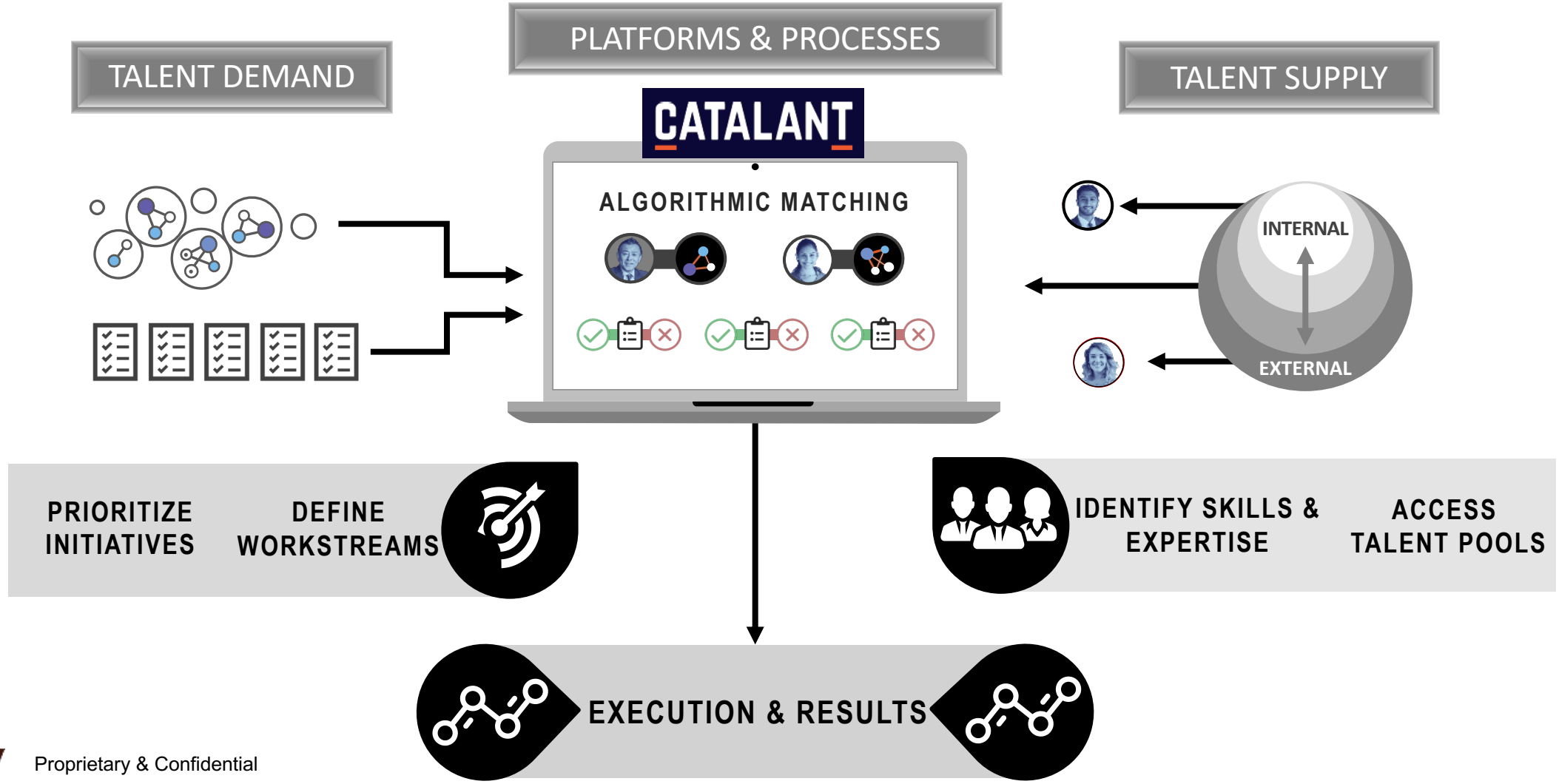
Accelerating Value Delivery via Framework

We start by unbundling initiatives and workstreams into smaller, focused projects and tasks …

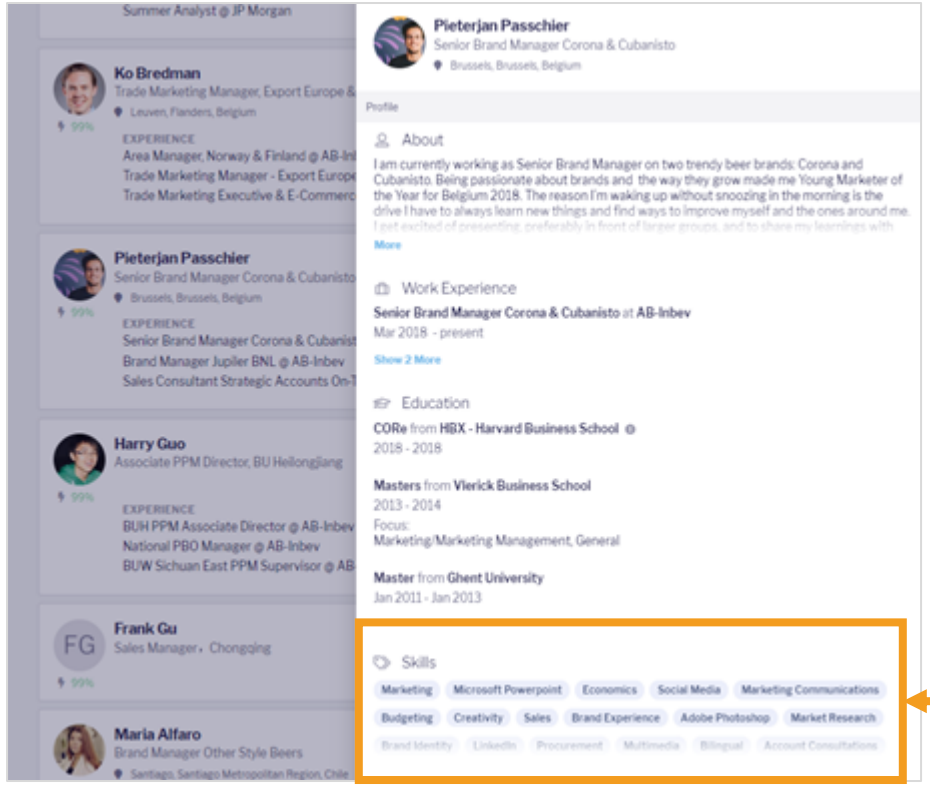


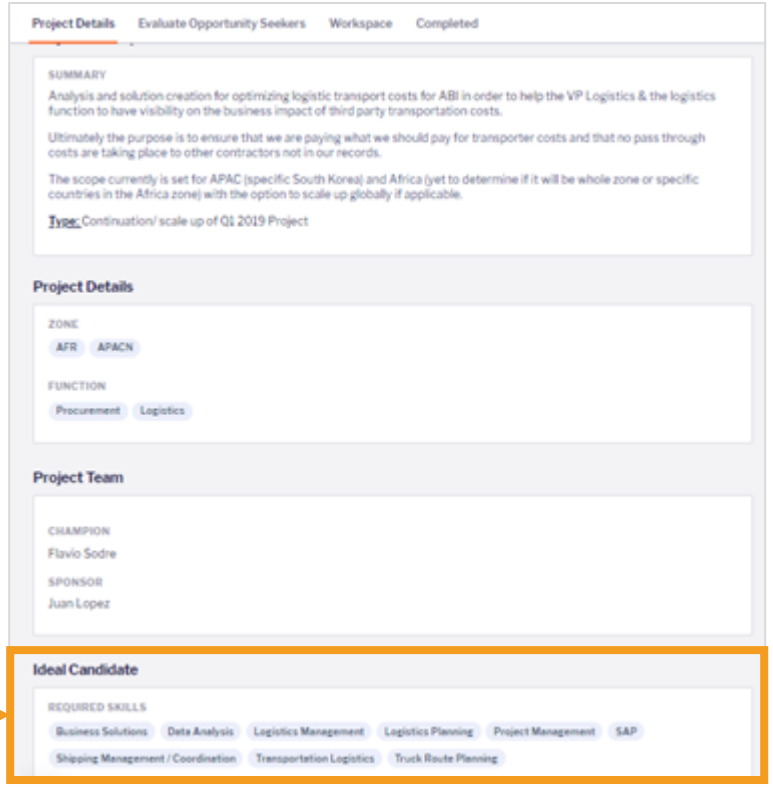
Platform | Providing matches based on skills

Goal: Pair short term problems with highly skilled, highly specialized talent to deliver results.



Platform matches skilled employees to projects

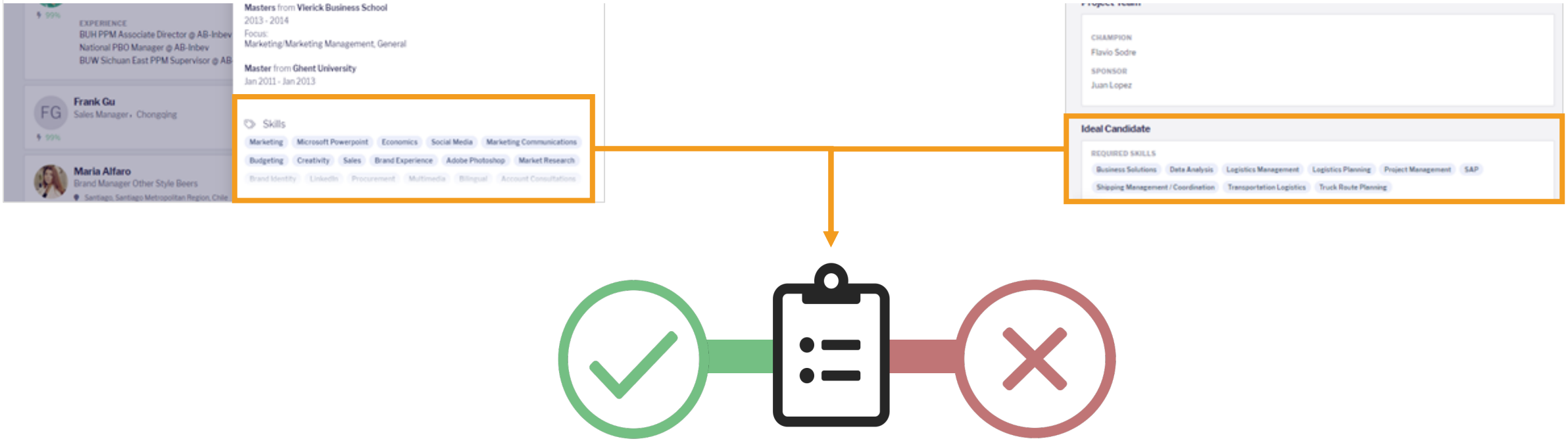




Employees can create profiles, tag skills, and even **upload skills inventory** from their LinkedIn profile

Project Owners can post projects with tagged skills & **find internal talent with matching skills sets**

Platform matches skilled employees to projects



The **Catalant** platform automatically searches for and **recommends eligible candidates** who meet the ideal skills of the project – **enabling agile dynamic teams** via ABI's global talent pool.

Additionally, **employees can use the platform to pitch participation** on posted opportunities – a powerful way to **enable autonomy**, **grow mastery of skills,** and **gain exposure** to other teams.

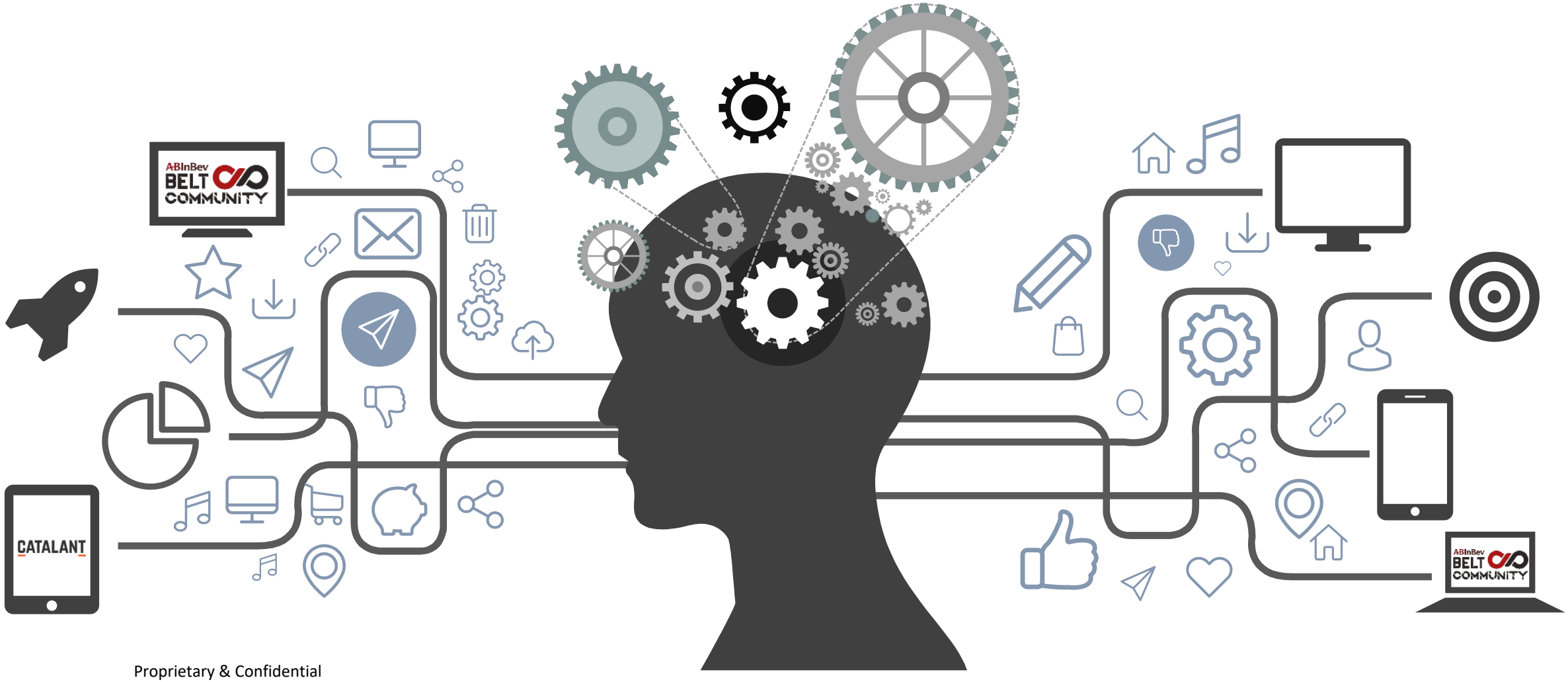
Leverage Belts Community to deliver on-going value

Personal Development

Continuous Learning

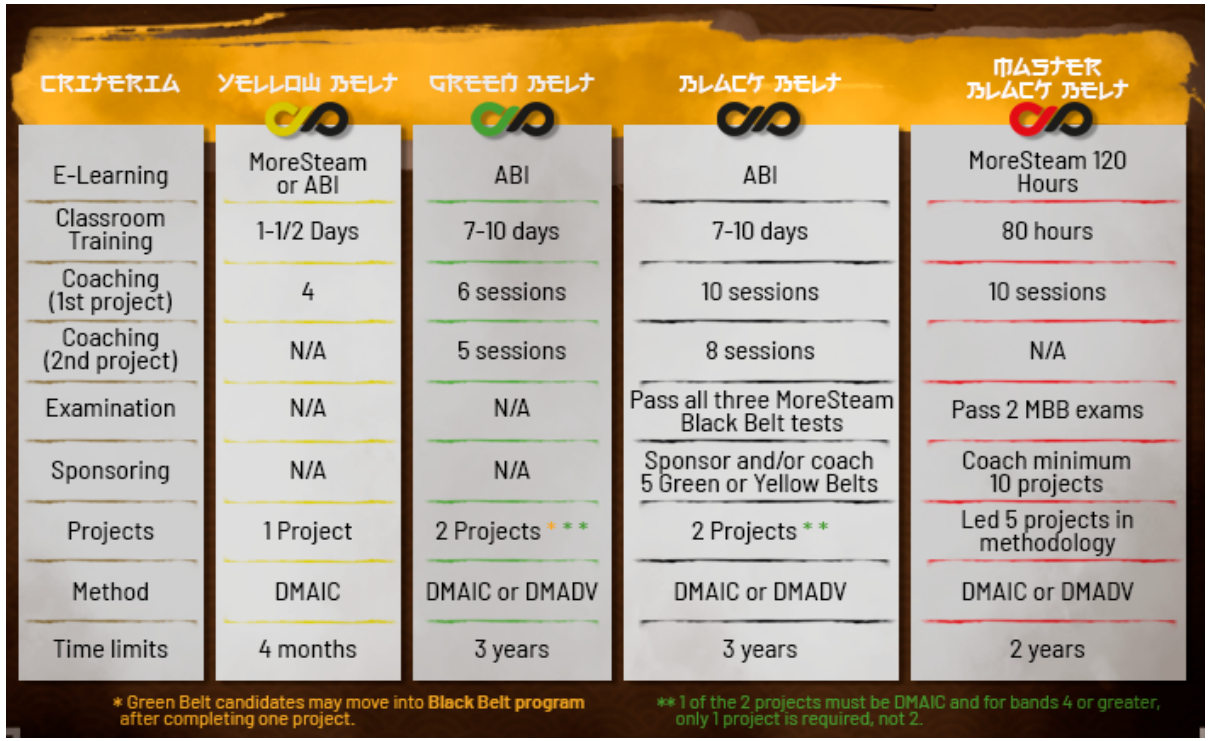
Recognition

On-going Involvement



Proprietary & Confidential

Bringing Agility to Belts Certification



CRITERIA	YELLOW BELT	GREEN BELT	BLACK BELT	MASTER BLACK BELT
E-Learning	MoreSteam or ABI	ABI	ABI	MoreSteam 120 Hours
Classroom Training	1-1/2 Days	7-10 days	7-10 days	80 hours
Coaching (1st project)	4	6 sessions	10 sessions	10 sessions
Coaching (2nd project)	N/A	5 sessions	8 sessions	N/A
Examination	N/A	N/A	Pass all three MoreSteam Black Belt tests	Pass 2 MBB exams
Sponsoring	N/A	N/A	Sponsor and/or coach 5 Green or Yellow Belts	Coach minimum 10 projects
Projects	1 Project	2 Projects * * *	2 Projects * *	Led 5 projects in methodology
Method	DMAIC	DMAIC or DMADV	DMAIC or DMADV	DMAIC or DMADV
Time limits	4 months	3 years	3 years	2 years

* Green Belt candidates may move into **Black Belt program** after completing one project.

** 1 of the 2 projects must be DMAIC and for bands 4 or greater, only 1 project is required, not 2.

Highlighted Changes:

- Added clear certification guidelines for white belt
  - Improved accountability for all new hires to complete
- Require only 1 belt project completion with “credit hours” approach
  - Green & Black Belts can contribute to community and gain elective credits towards certification
  - Catalant initiatives count towards credit hours

CERTIFICATIONS	WHITE	YELLOW	GREEN	BLACK	MASTER BLACK
Training Requirement	LMS e-Learning or Classroom Training (4-6 hours)	Moresteam assigned e-Learning and/or 2 day Classroom Training (16 hours)	LMS e-Learning (8-10 hours) and 7 days Classroom Training (56 hours)	2 weeks Classroom Training (80 hours)	150 hours Moresteam e-Learning and 2 weeks Classroom Training at Ohio State (80 hours)
Tests	1 online test via LMS	6 end-of-module quizzes via Moresteam	5 end-of-module quizzes via LMS	1 online 3-4 hour exam via Moresteam	2 online 4 hour exams via Moresteam
Other Requirements	N/A	Yellow Belt Project Completion	Green Belt Project Completion and Electives (50 credits)*	Black Belt Project Completion and Electives (50 credits)*	In-person panel interview, 5 projects led, and 10 projects coached

AB InBev Belts Community

ABOUT

The Lean Six Sigma Belts Community are trained in various levels of lean, problem solving, and creative thinking. This community is incentivized to help solve business critical problems on short term assignments.

CAPABILITIES

Embedding a member of the Belts Community can help:

- **Expedite data analysis** - uncover trends and make better decisions
- **Run hypothesis testing** - use statistics to drive the best results
- **Drive solution implementation** - with strong project management toolsets

HOW DOES IT WORK?

1. Post an opportunity indicating what skills and levels of commitment are needed.
2. Belts will pitch to participate on the initiatives.
3. Project owners evaluate the proposals and engage selected members to participate on the projects.

SUCCESS STORY

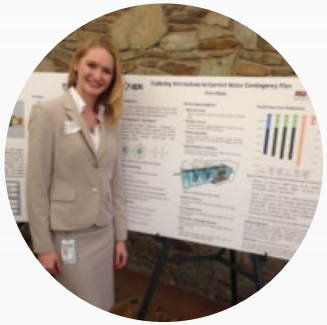
People Process Simplification

Project Need

Lean project to reduce time in people processes to focus on the crisis/ business needs while not negatively impacting the people cycle.

Project Outcome

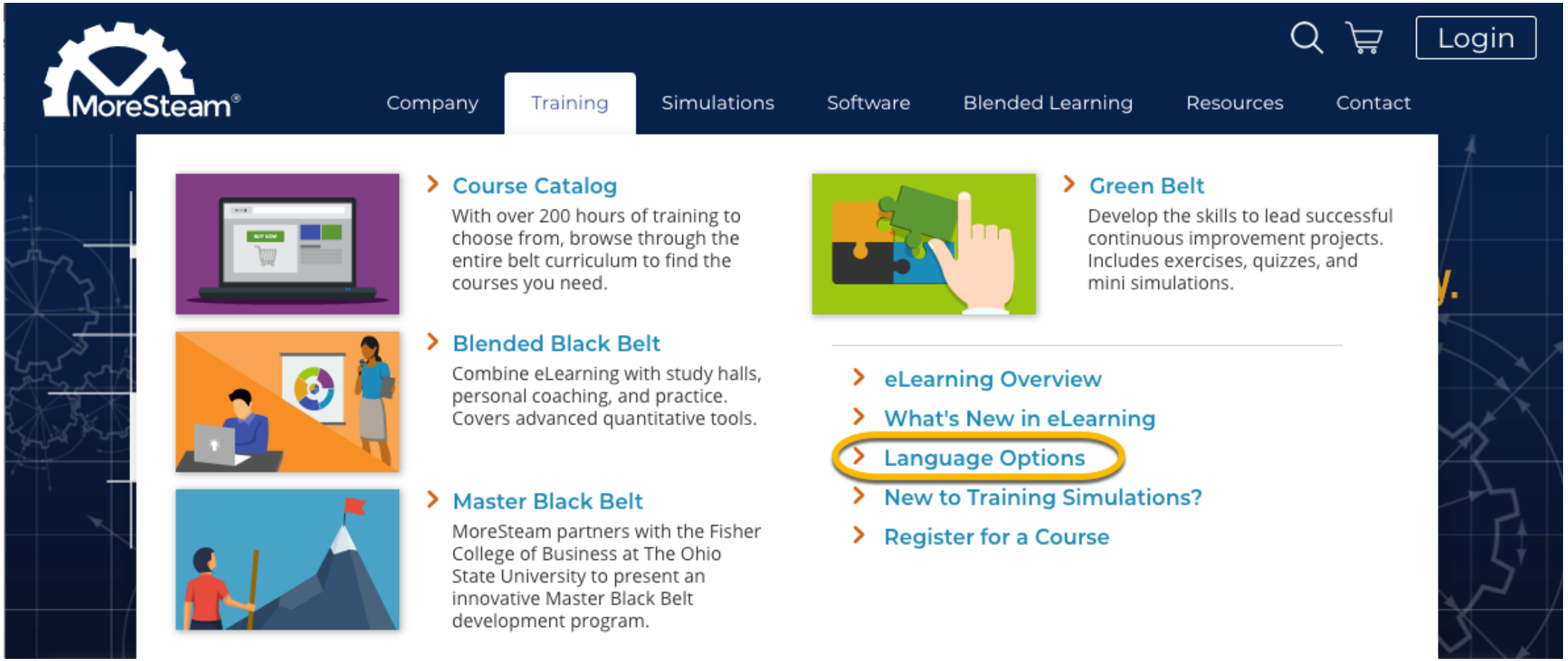
Conducted and analyzed survey data and leveraged lean methodology to provide recommendations on streamlining process steps.



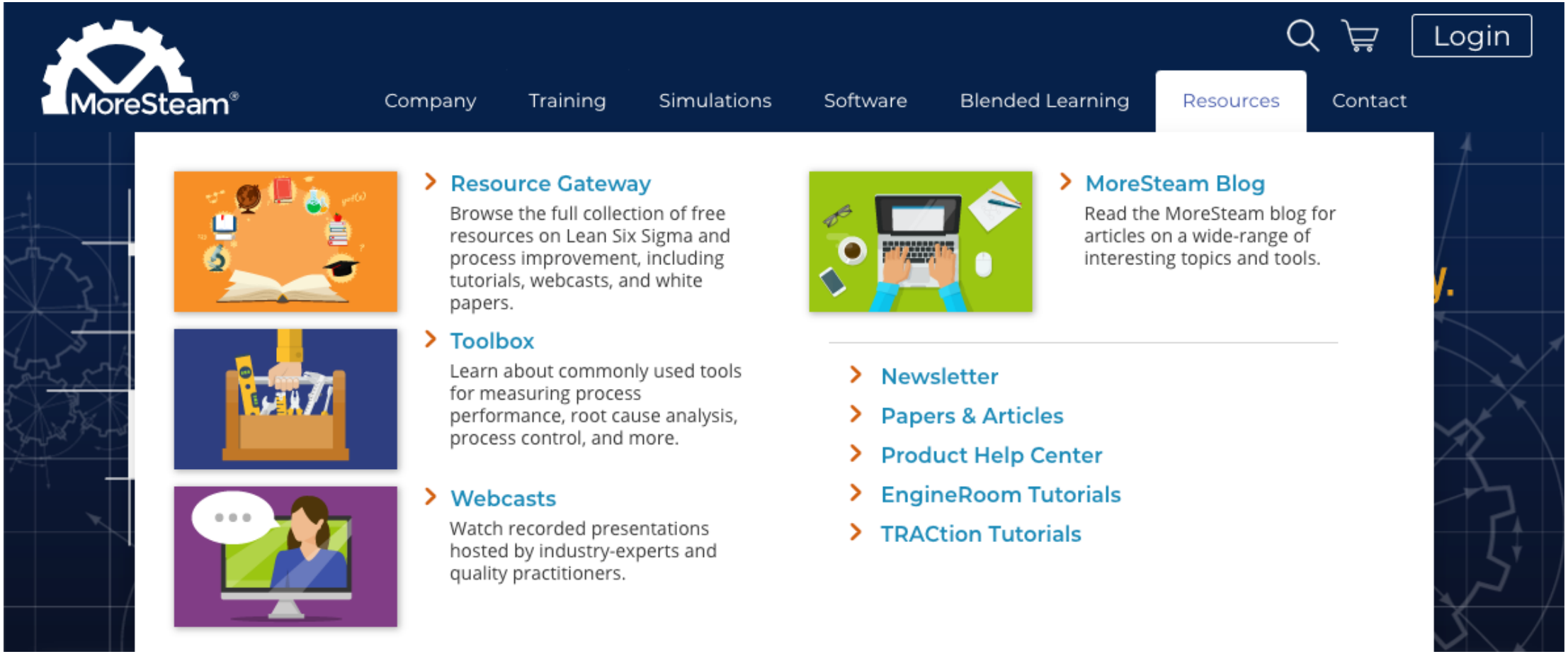
"I really enjoyed working on the project because it allowed me to get some **cross functional knowledge** I didn't have before while also leveraging and refreshing my memory on skills I developed in my last Green Belt Project. Even though I wasn't on the project long, **I was able to offer my perspective on lean methodology** and ask questions/provide feedback that my coach challenged me on last year that I could now challenge them on. **Overall a great experience and would be interested in doing again**!"

ABInBev Proprietary & Confidential

Additional Training at MoreSteam.com



Free Resources at MoreSteam.com



Question? Feedback? Idea?

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