



From the Shop Floor to C-Suite: Operational Excellence at Jabil

MBB Webcast Series Sponsored by:

Evelyn Ferrer
July 29, 2015



MBB Webcast Sponsor: MoreSteam.com

- Founded in 2000
- Trained 470,000+ Lean Six Sigma professionals
- Served over 2,000 corporate customers (including 50+% of the F500)
- First firm to offer the complete Black Belt curriculum online
- Courses reviewed and approved by ASQ and PMI
- Academic Partnerships with Ohio State University, Notre Dame, Cal Poly and George Washington University

Select Customers:



Today's Program

- Welcome
- Introduction of MBB Webcast Series
 - Ellen Milnes, MoreSteam.com
- Speaker:
 - Evelyn Ferrer, Jabil
- Open Discussion and Questions



About Jabil



About Our Presenter

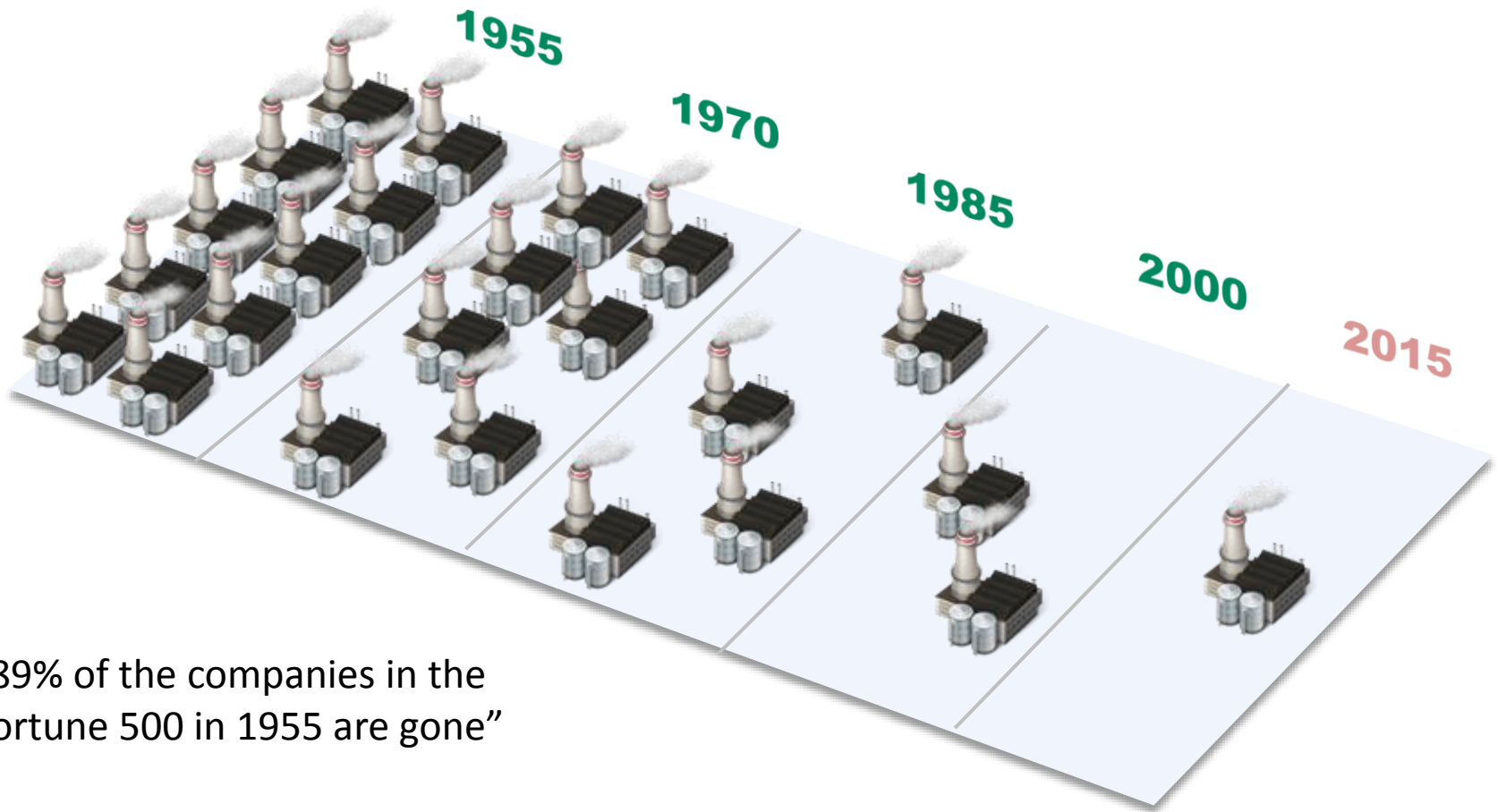


Evelyn Ferrer

Lean Six Sigma Director – Automotive Division at Jabil

- 25+ years experience in manufacturing
- Started her career with Motorola
- Six Sigma Black Belt

The Corporate Lifespan



“89% of the companies in the Fortune 500 in 1955 are gone”

The Problem:



Success
Failure

90% of transformations FAIL!

Lean Timeline



2005 – 2007 Inception



Strategy:

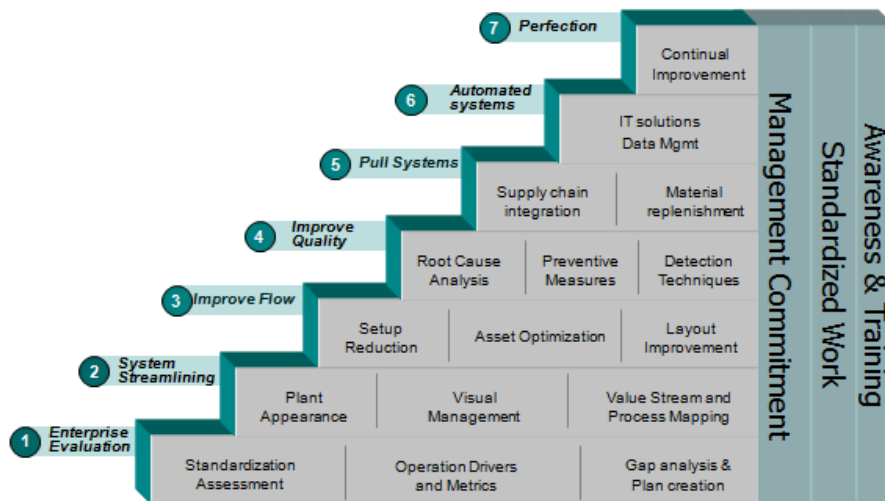
- 7 Steps Program
- Implementation of Tools in key businesses : 5S, KanBans, Visual Factory
- Consultants hired for fast deployment
- Problem Solving Training developed and mandatory to all quality personnel

Results

- Got us started
- 2 Sites got “Lean Certified” by a Consulting Company – Penang and Guadalajara Sites
- First component pull system from Global Hub implemented with only one customer.

Challenges

- Isolated Improvements
- Progress dependent on Customer Support
- Lack of Sustainability
- No systematic replication capability
- Push Process





Lean Director hired

Deployment Structure

Site Lean Councils

Global Lean Council

Bronze Certification

Operations Managers
become Black Belts

2008: Establishment

2008 – 2012 Establishment

2008-2012

Establishment

Lean Director hired

07/2008

Deployment Structure

07/ 2009

DMAIC/PDCA

09/ 2009

Lean Councils at each site

09/ 2009

**Six Sigma BB Training for
Ops. Managers**

01-10/2010

**Six Sigma MBBs in
Functional Groups**

05/2010

Global Lean Council

06/2010

Education Structure

11/2010

Bronze Certification

Awareness & Basic Problem Solving Skills

Strategy:

- 2008 Hire 3 Division LSS Directors (EMS, AMS, GP)
- 2009 Operations Directors Black Belt Certification Program
- Establish Global LSS Deployment Team
 - Develop Deployment Strategy
 - Develop Education Structure and Global Lean Training
 - Bronze Certification Launch
- Establish Lean Councils at all key levels. Global, Division, Region and Site Levels
- Kick-Off Deliver Best Practice Competition

Company Wide Commitment

“We are not promoting a Lean Six Sigma program.

We are transforming the company by instilling a mindset and culture of continuous improvement that is evident in everything we do.”

A handwritten signature in black ink, appearing to read 'Mike Matthes'.

Mike Matthes
Senior Vice President
Worldwide Operations

Vision

To become a company where everyone is a problem solver focused on delivering only value to our customers

"Jabil, a company with 180,000+ problem solvers"

Mission

To establish a process that makes customer requirements transparent to the organization and to engage every Jabil employee in the pursuit of operational excellence.

Deployment, we will deploy the philosophy, tools and training to engage and power all Jabil employees

Customer focus, we will listen to our customer and convert their requirements into actions

Education, we will engage and educate Jabil employees to deliver continuous improvement

Velocity, we will optimize flow and velocity through the value system from suppliers to customers

Systemic waste elimination, we will persistently target and remove waste by driving continuous improvement and process standardization

Advanced tools and techniques, we will use them to drive breakthrough improvements and expert solutions for our customers and our business

Establishment - Results

2005-2007

2008-2012

Inception

Establishment

Results

- ✓ 8,000+ employees in training
- ✓ 32,990 projects closed in 2012
- ✓ 150 Black Belt trained
- ✓ 1,800 Bronze Certified
- ✓ 72 Silver Certified

Accomplishments

- ✓ Senior Management Full Support
 - ✓ Training Investment
 - ✓ Structure in place
 - ✓ Clear Commitment Messages
 - ✓ Mandatory Involvement of ALL sites
- ✓ Standardized Training in 7 different languages.
- ✓ Training Structure and Project Requirements for all levels

Challenges till 2012

- Lack of Strategy Driven Transformation- Very project, project, project driven
- Minimum Business and Operations alignment.
- Lean was viewed as an Operations Initiative by many transactional areas
- Quantity vs Quality of Projects
- Quantifying Financial Benefits
- Global Team coverage ability
- Gemba participation and understanding of strategy
- Division Oriented Strategies not aligned

Questions?



Silver Certification

Value Stream Transformation

Transactional Processes

Supply Chain and IT

Model Site Transformation

Deeper & Focused Effort

2013: Cultural Transformation

2013 - Current

2013-Current



Cultural Transformation

Silver Certification

Value Stream Transformation

Transactional Processes

Supply Change and Business

Model Site Transformation

Deeper & Focused Effort

• Strategy

- One Jabil-One Program – Global Team of 30.
- Global Champion Training for Business/Operations Alignment
- Strategy focused on Value Stream Transformation – Silver Training
- Financial, Supply Chain, IT and Human Resources Lean Council and Global Resource established.

Lean Timeline



Results

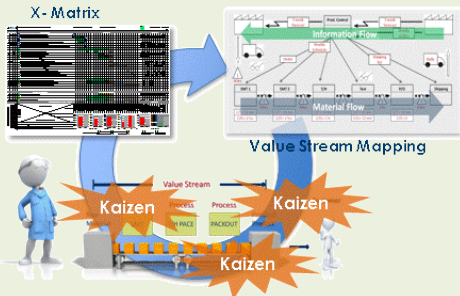
- ✓ 30,000+ employees in training
- ✓ 43,000 projects closed in FY2015
- ✓ 200 Black Belts
- ✓ 6,500 Bronze Certified
- ✓ 96 Silver Certified
- ✓ Savings 323% Increase Yr-Yr

2015 and beyond

- ✓ Deeper value stream transformation
- ✓ LSS integration to all divisions
- ✓ Increase supply chain optimization focus
- ✓ Business and transactional transformation

Jabil Transformation Approach

Purpose



Customers' expectations are made explicit to align efforts and to solve the problems that matter the most.

Customer

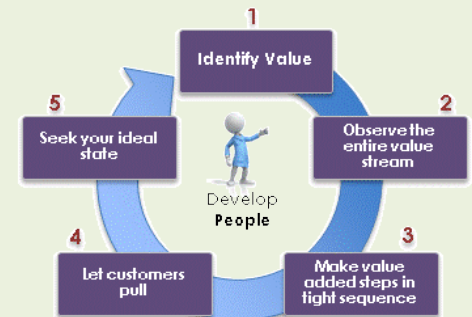
Purpose

Process

People

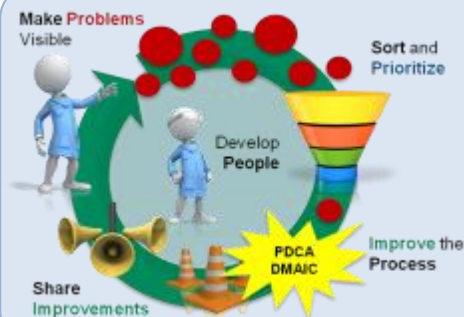
Make everyone capable and responsible to transform their own processes using the 5 steps.

Process



Use the 5 steps to eliminate waste, variation and overburden and thus provide more value to our customers.

Problem Solving

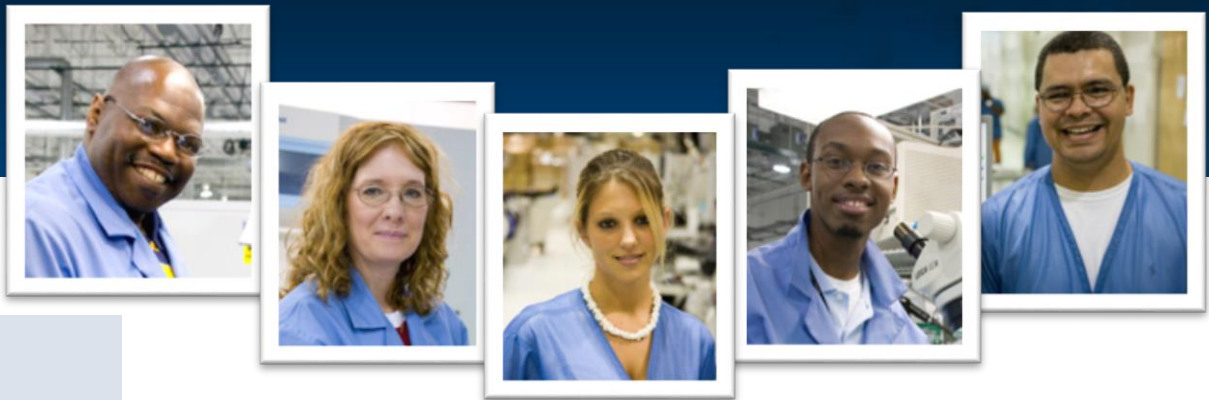


At each iteration of the 5 steps, we identify opportunities for improvement and use PDCA and DMAIC to solve them.

**Make everyone
capable and
responsible**

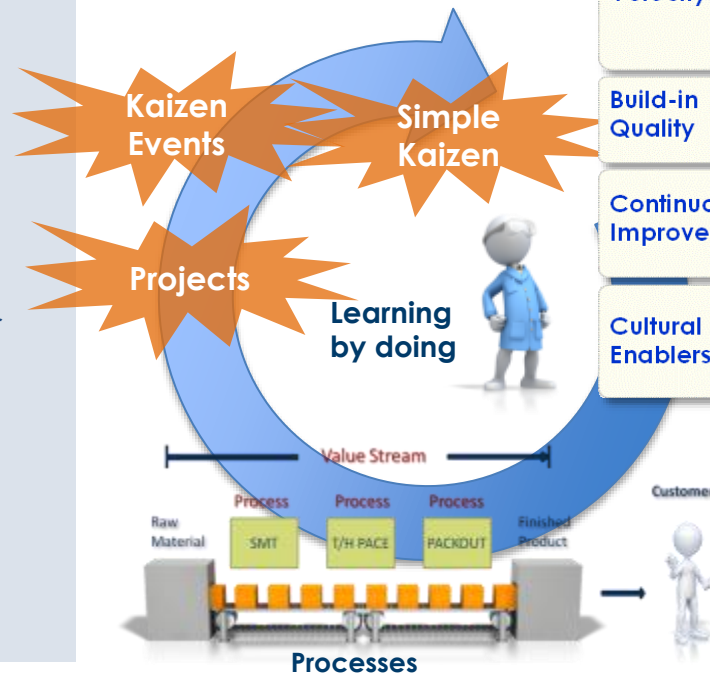


People



Make everyone highly capable and responsible in Jabil to transform their own processes using the 5 steps.

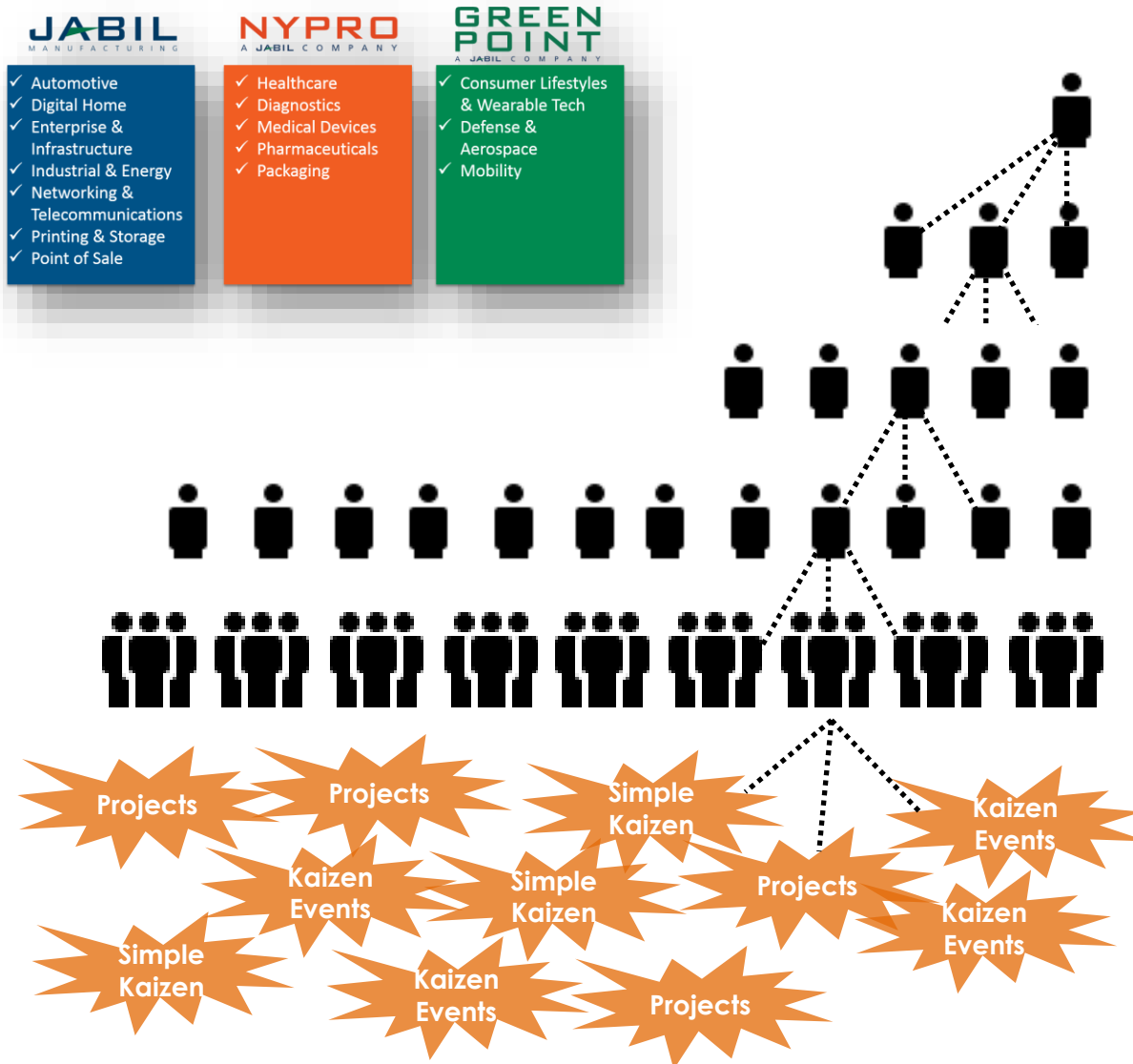
Use the Guiding Principles to drive the expected behaviors at each level of your organization. The more capable and engaged our people the more effective our transformation.



Guiding Principles

- | | |
|-------------------------------|--|
| Results | ► Create value for our customers |
| Velocity | ► Produce only what it is needed, when it is needed, in the right amount
► Eliminate anything that stops the flow of value creation
► Focus on value streams |
| Build-in Quality | ► Never pass a defect onto the next process
► Make problems visible |
| Continuous Improvement | ► Relentlessly eliminate waste
► Embrace scientific problem solving
► Observe problems first-hand |
| Cultural Enablers | ► Develop people
► Promote team work
► Lead with humility |

Structure to support deployment



Jabil Executives

Global Lean Directors

Global, Division & Plant Lean Councils

Plant Lean Mgrs & Black Belts

Workcell & Functional Mgrs

43,304
projects closed in FY15



Champion Training

Lean Training

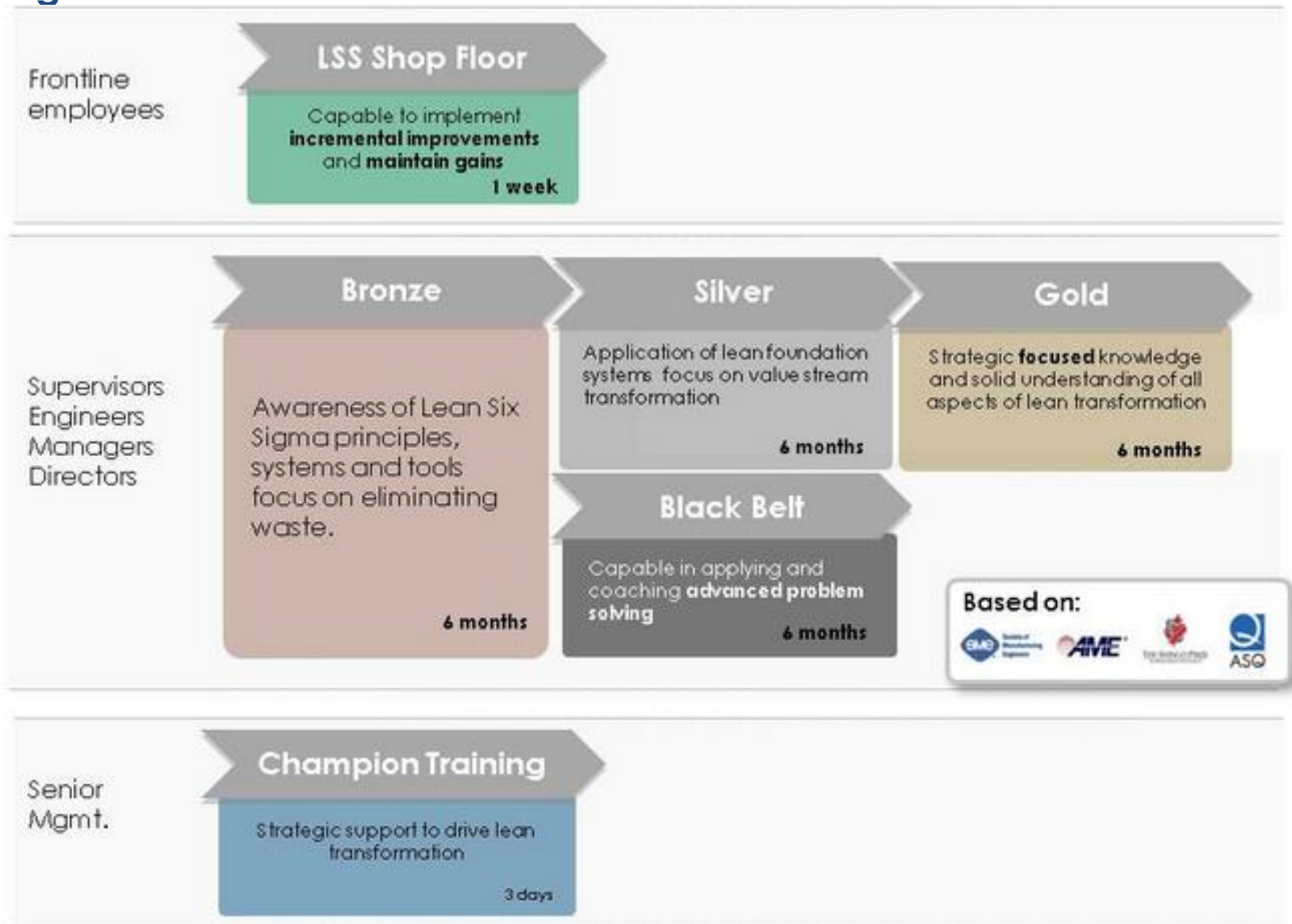
Shop Floor Series

Black Belt Training

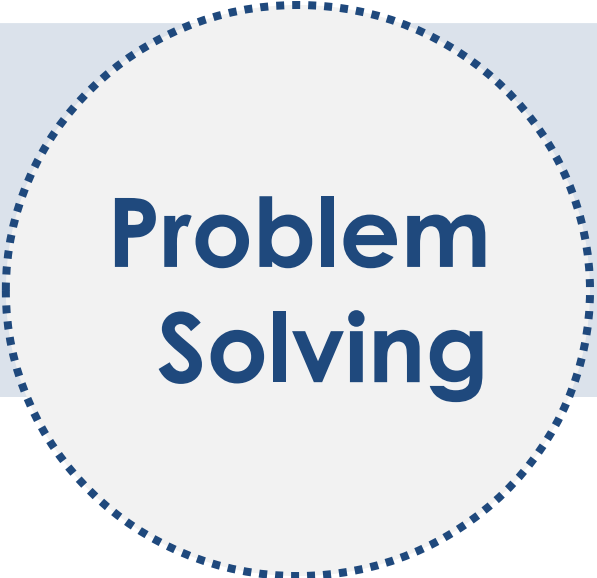
Enable and Deploy

Lean Six Sigma Training

Learning Path



***Enable 180,000+
Problem Solvers***



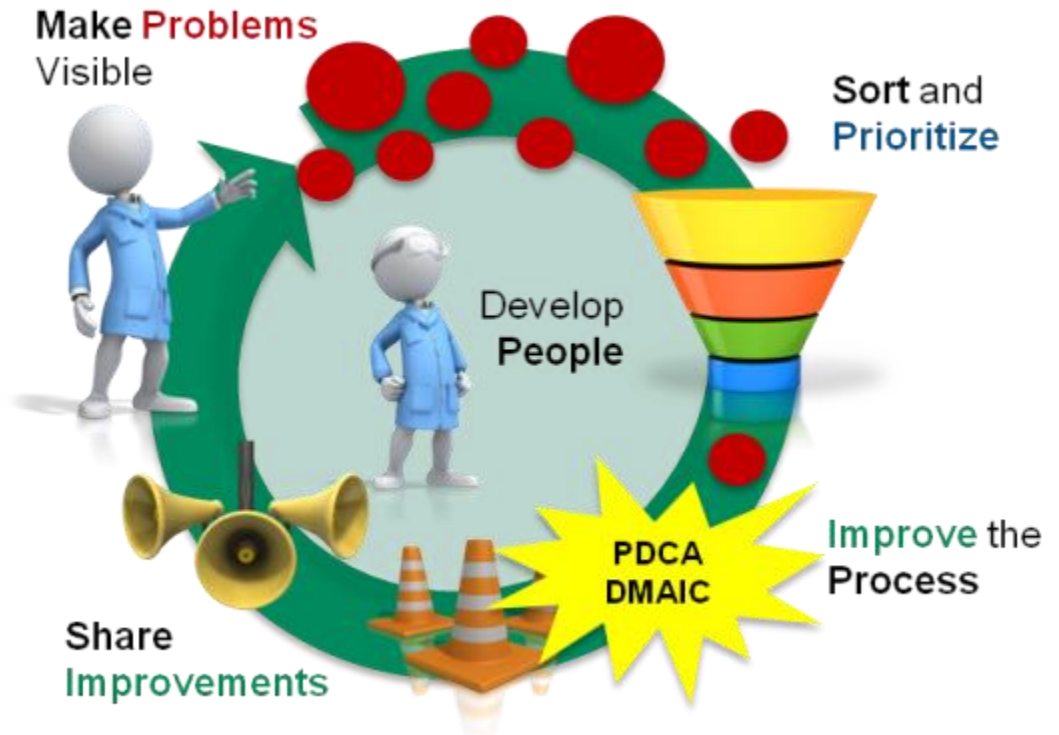
**Problem
Solving**

Problem Solving

Problem Solving

At each iteration of the 5 steps, we identify problems or opportunities for improvement

and use *PDCA*, *Plan-Do-Check-Act*, and *DMAIC*, *Define-Measure-Analyze-Improve-Control*, to solve them depending of their size and complexity.

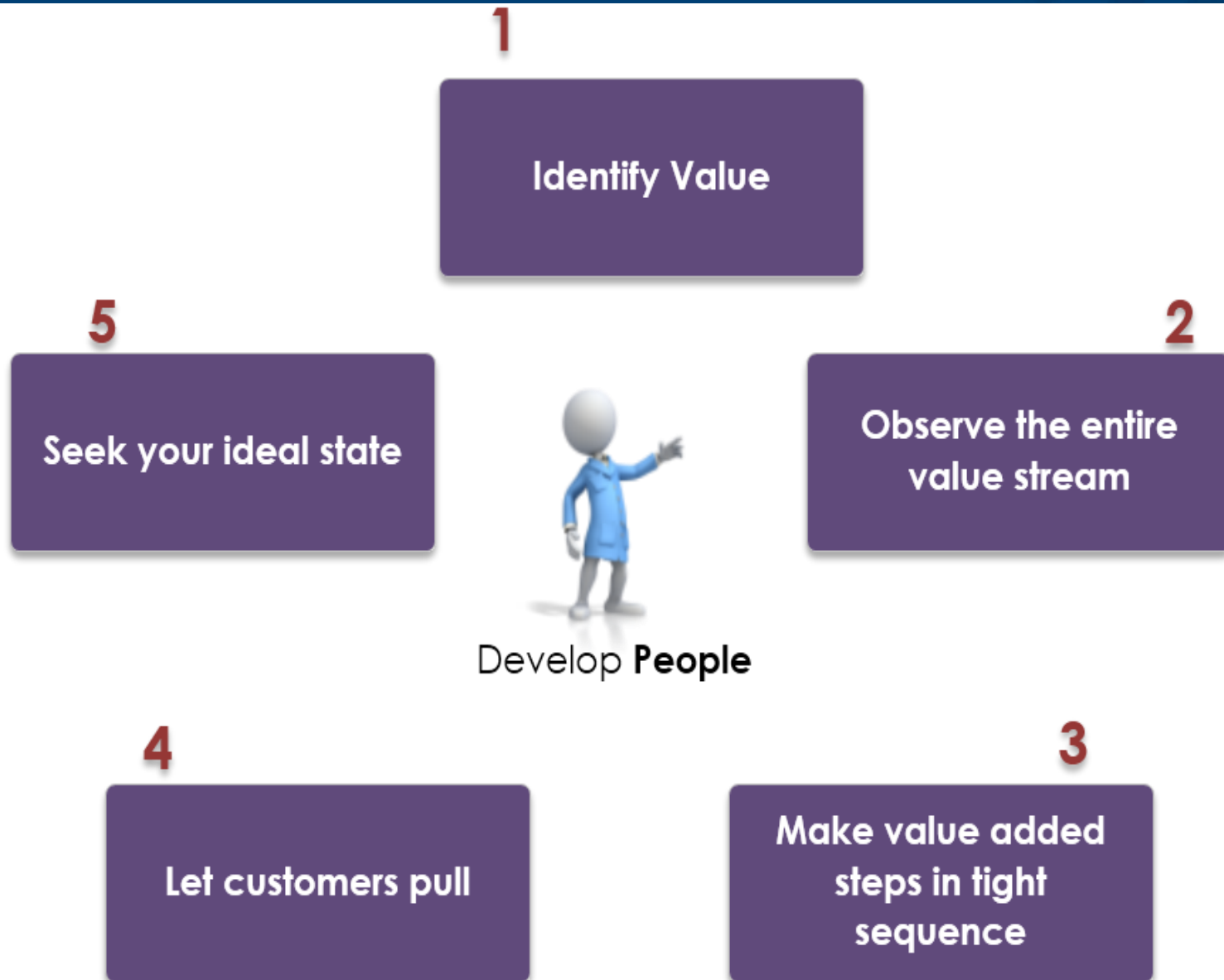


***Eliminate waste,
variation and
overburden***



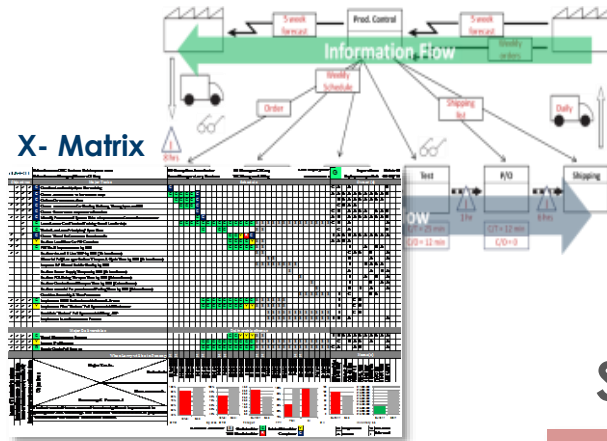
Process

Process



Process

Education thru Value Stream Transformation



Session 1

VSM week

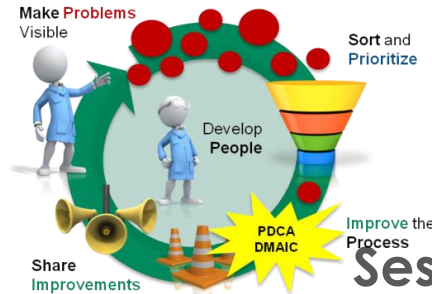
- ✓ Current and Future state maps
- ✓ X-Matrix VS Level

Session 2 & 3

2 Kaizen events
1 week each

- ✓ Based on VSM

Participating



Session 4 & 5

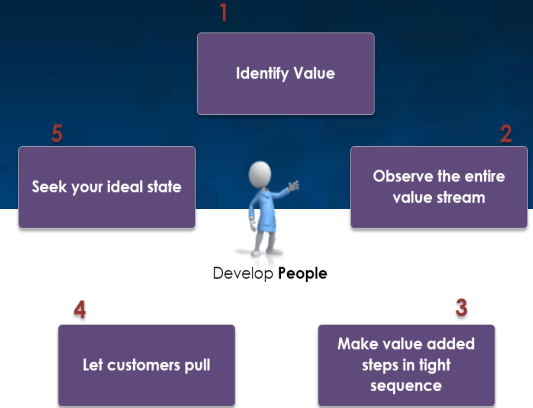
2 Kaizen events
1 week each

- ✓ Based on VSM

Leading

Session 6

Silver Exam



To learn lean principles by leading kaizen events

Process: Lean Council

Attendance
<ul style="list-style-type: none"> Ensure a consistent Lean Council participation.
LSS Metrics
<ul style="list-style-type: none"> Review site Lean Development Plan. Review site Lean Maturity Index. Review all key program metrics to ensure target conditions are being met.
Review Kaizen Events
<ul style="list-style-type: none"> Active projects. Status of all System or Process projects. New Projects. What projects in the queue and are they aligned with the target condition? Best Practices. <i>Nominate</i> completed projects as a best practice and <i>review</i> Lean Portal documented best practices.
Finance
<ul style="list-style-type: none"> Review potential & active projects – anticipated and validated savings Evaluate & action - the impact of completed projects on P&L and forecast
Kaizen Presentations
<ul style="list-style-type: none"> Tollgate Reviews. Final presentation of key System, process or Blitz Events.

Required Attendees	Responsibilities
Operations Manager	Gain commitment and support for Lean Six Sigma initiatives.
Plant Lean Six Sigma Manager	Facilitator and mentor. Ensure meeting stays on track.
Work-cell Manager(s)	<ul style="list-style-type: none">• Report active and potential projects.• Review, support and facilitate best practice review and implementation.• Support Jabil Lean Six Sigma certification program.• Participate in Lean Maturity Index scoring and improvement plan.
Finance/Plant Controller	
IT Manager	
Supply Chain Manager	
Inventory Control Manager	
Business Unit Manager(s)	
Industrial Engineering Manager	
Quality Engineering Manager	
Manufacturing Manager	
Recommended Attendees	
Purchasing Manager	
Planning Manager	
ME Manager	
Test Manager	

Process: Communicate



Plant Blue Wall

Display critical performance metrics for the entire plant or site. It is located in the “war room” and is used during lean council meetings. Also called Strategy Blue Wall.



Value Stream Blue Wall

Display performance metrics at Value Stream level. It is located by the actual Value Stream for all to see, meet and review



Lean Galleries

Promote and share best practices and recognition through your plant





Blue Wall

Blue Wall

Visual tool around strategic alignment

Communicate: Lean Portal


Singular data repository for training, best practices sharing and reporting worldwide.

FEEDBACKGO TO EKAIZEN

STRATEGYDEPLOYMENTEDUCATIONMETRICSCOMMUNICATIONORGANIZATIONPLM/LDM RESOURCES

LEAN PORTAL

BronzeSilverBlack BeltShop FloorChampion




LSS News

Lean Deployment at Nypro

Nypro Division has a great history of Lean activity. For many years, the various locations worked at making their plant.

[Read more](#)




Best Practices

ePromote

ePromote is a tool we are developing to support a system of identification, communication, promotion and replication of best-known practices...

[Read more](#)





Recognition

Bronze certified IT employees

Three IT employees from our Penang site obtained their certification.

[Read more](#)






New things are coming. learn more...

New to lean?


Learn about our strategy...





Rate our new front page!

93.04% from 23 votes - 5/5

feedback? Juan_Cerda@jabil.com

 Forms

 LMA Calendar

 Cognos Dashboard

Deliver Best Practices Competition



Deliver Best Practices



Thirty-two teams presented their projects at the global competition in St. Petersburg on October 15 and 12 advanced to the Global Competition Finals that took place on October 17. The 32 finalists represent 22 different sites and span across all divisions: 2 Corporate projects, 4 MTS, 6 AMS, and 20 GMS. Visit the [Competition Countdown](#) section to read more about the projects.

[Access the top 12 presentation video recordings here.](#)

Customer Satisfaction



Global best practices competition

Deliver Best Practice Competition

4 CATEGORIES

- 01 Customer Satisfaction
- 02 Human Development
- 03 Operational Excellence
- 04 Social & Environmental Responsibility

Teamwork ... Collaboration ... Recognition



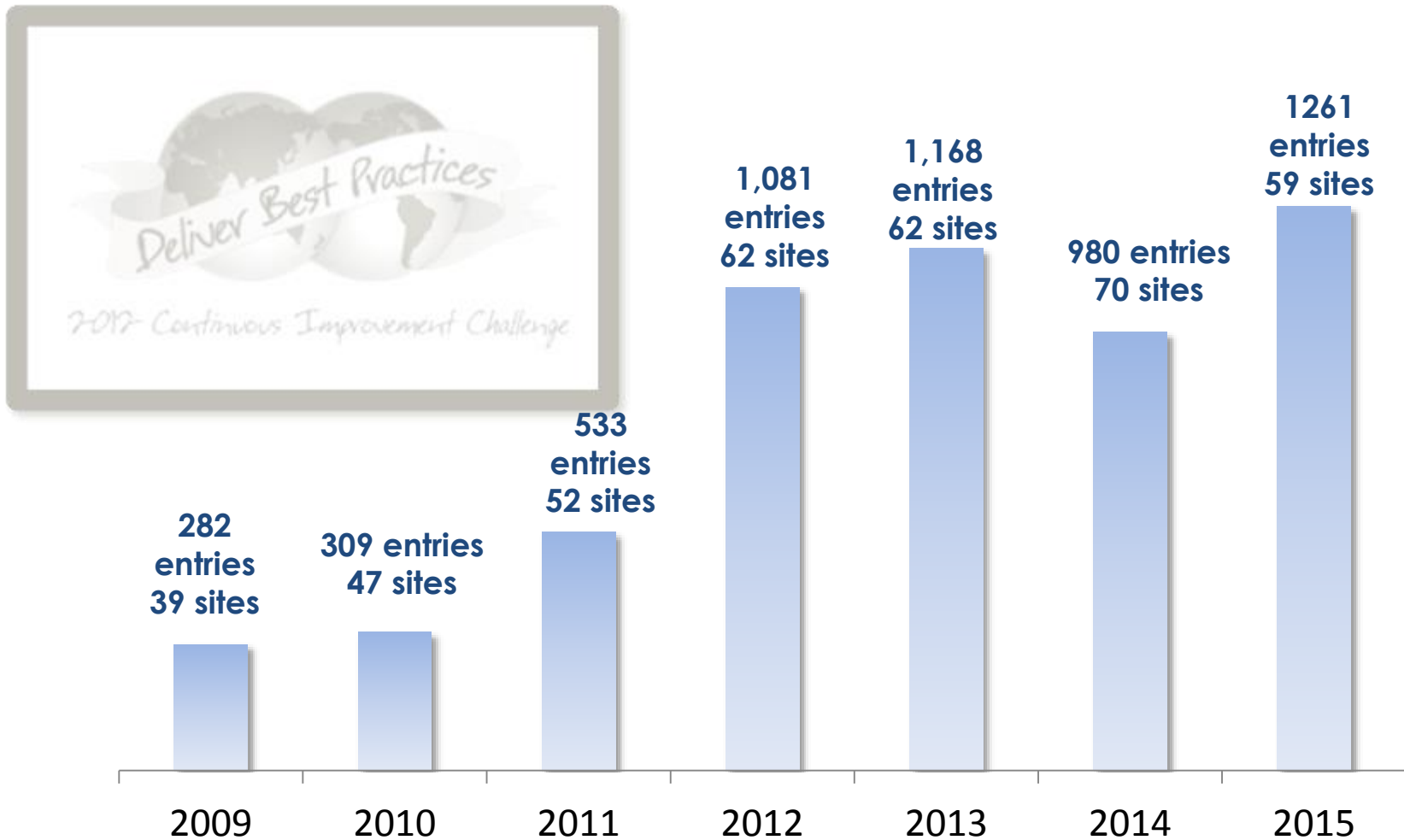
21 countries

32 finalists

4 winners



Deliver Best Practices Competition





Thank You

Questions



Evelyn Ferrer

How have you handled

Have you ever encountered

Would you explain more how you've approached



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- Full suite of online Lean Six Sigma **courses, data analysis, project management, and simulation tools**
- **Free resources**, e.g. tutorials, articles, on-demand webcasts



Thank you for joining us

Questions? Comments about today's program?



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Join us next month:

Aimee Cowher, City of Detroit

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<http://www.moresteam.com/presentations/>