

PROJECT PORTFOLIO

Presented by
Anthony Green



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About Me

I am a class act, strategic, servant leader that believes in getting the results but in the right way. I have a depth of knowledge across multiple different industries from consumer goods, industrial, Bioscience, and Pharma. I have experience with leading/coaching executive teams along their lean journey, and with turning around and leading OPEX organizations with a multinational and global footprint. Highly competent in change management, process improvement, and operations management where lean has been applied in commercial, financial, engineering, manufacturing, and make to stock environments. I thrive to develop and cultivate strategic relationships to help drive and influence cultural change in an organization. I have a proven track record of successfully reducing cost and driving waste out of organizations.

Experience

Present

Boehringer-Ingelheim

Sr. Associate Director of BPE

2019

Ingersoll Rand - Trane Technologies

Regional OPEX Change Agent (6 States)

2017

Thermo-Fisher

PPI Value Stream Manager

Education

2023

University of Tennessee

2006

Rochester Institute of Technology

Skills

95%

**Operational
Excellence**

90%

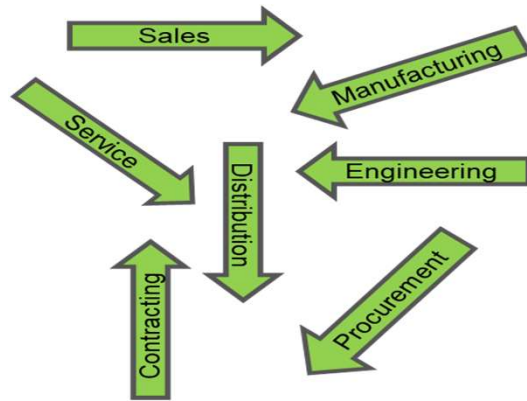
**Process
Improvement**

85%

**Change
Management**

St. Joseph Site- Strategy Deployment

OPPORTUNITY

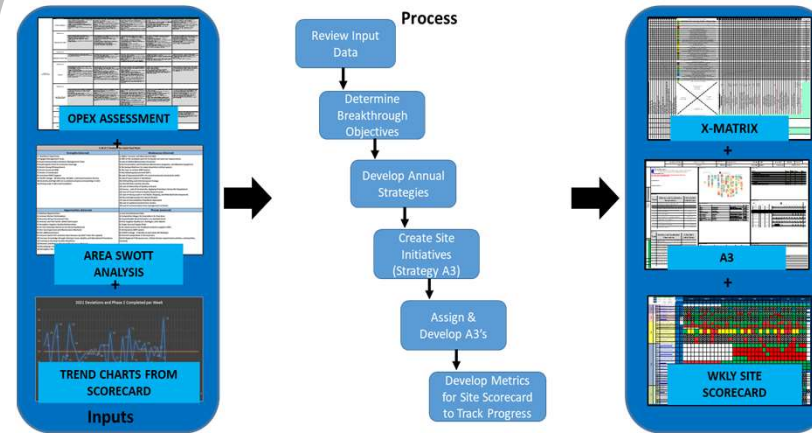


Objectives Aligned through the Organization

Problem Statement: The St. Joseph site is a \$800MM, mutli-plex matrix site with 4 Focus Factories. In addition to production, the site also hosts planning, R&D, engineering, maintenance reliability, communications, and a large quality organization. Due to this complexity the site lacked the mechanism needed to drive alignment, effectiveness, & support with minimal resources.

Project Objective: Walk the Site Leadership Team through Hoshin -Kanri process and develop Strategy A3's to support it.

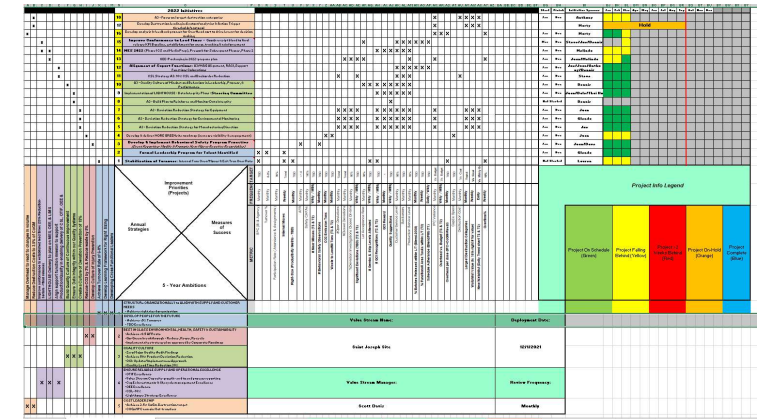
SOLUTION



Current State Site Specs

1. Take the Leadership Team through the S.W.O.T Analysis
2. Conduct OPEX Assessment & review previous year data trends
3. Schedule Project A3's and Strategy A3's to Support the X-Matrix
4. Develop Weekly SLT Scorecard that drives business and Hoshin A3's

RESULTS & BENEFITS

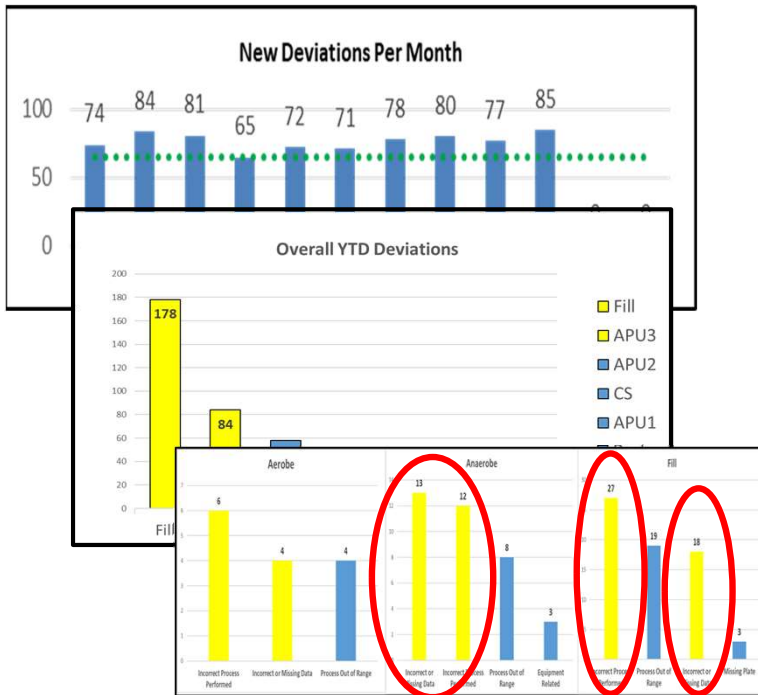


Site X-Matrix

1. Site has "1-Voice and 1-Vision"
2. Alignment through out the organization with senior Leadership and next level leadership
3. Tier 1 and Tier 2 Leadership resources dedicated to deployment and support A3's.
4. Manage projects and burning platforms more effectively
5. Standard method for escalation.

St. Jospheh, MO - Deviation Kaizen in Anaerobes/Fill

OPPORTUNITY



Problem Statement: As of July 2021, the site has not been able to achieve its monthly goal of # of deviations. They are currently 70 deviations above the budgeted YTD of 455, and are not on track to achieve the yearly goal of 785 deviations.

Objectives: Reduce deviations by 50% of the identified buckets with a rough estimate of \$500 to \$2500 per deviation.

SOLUTION

6 - Influencers

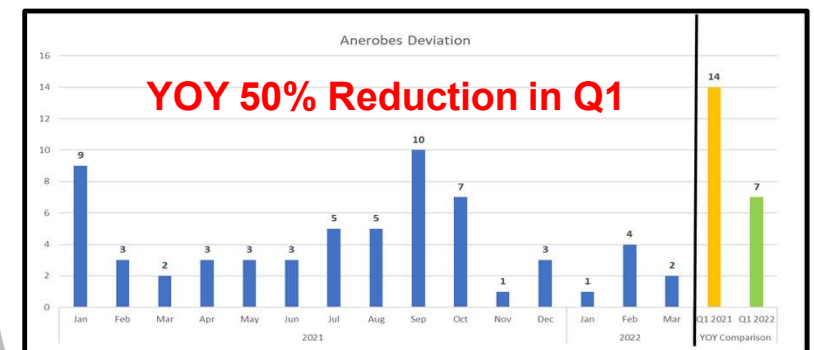
Green highlighted areas are the first items of focus.

MEASURABLE RESULT		
#of Deviations for (1) incorrect/missing data & (2) Incorrect process performed		
VITAL BEHAVIORS		
1. Correct & Complete Data 2. Correct Process Performed		
EXECUTE (SOLUTION)		
	Motivation	Ability
Personal	<ul style="list-style-type: none"> Involve person associated with deviation in Go-See Measure, recognition & Reward program for least doc corrections Improve Connection/Interaction w/Doc Specialists 	<ul style="list-style-type: none"> Simple, visual examples of document corrections (job aids) Provide more dedicated trainer time to train Establish standard protocol for record revision (to inform everyone of changes and garner feedback)
	<ul style="list-style-type: none"> Develop In-process peer review 	<ul style="list-style-type: none"> Develop alert system to better support team members w/process (e.g. two way radios, Ipad, etc)
Social	<ul style="list-style-type: none"> Product Mascot – teach and connect the business Process Improvement Idea process (and show Fast Cap video) 	<ul style="list-style-type: none"> QA on the floor Process training for QA review
	<ul style="list-style-type: none"> Reference SOP # on Equipment 	<ul style="list-style-type: none"> 5S activities (anaerobes paperwork, filter programs system, Logbooks, valves)
Structural	<ul style="list-style-type: none"> Standard work for diluent and fermentation 	<ul style="list-style-type: none"> Methods evaluation of records review (time studies, gauge R&R, agreed-on turn around time)
	<ul style="list-style-type: none"> RACI creation 	<ul style="list-style-type: none"> Batch record Issuance Training Scada for building P Scheduling Board w/assignments

RESULTS & BENEFITS

Action Items List

Kaizen Newspaper				
Title: Deviation Kaizen				
To focus on causation and solutions to reduce deviations pertaining to incorrect or Missing Data and Incorrect Process Performed			Action is near Completion	Action Complete
#	Action Item	Responsible Person	Status	Comments
1	5S activities (batch records, filter programs system/area, Logbooks, valves/lines, general 5S of tools, SOPs on equip)	Hunter, Paige, Tyson	🟡	Project Charter completed, training scheduled for March 11th, and items will be addressed on April 2nd through 10th. USDA could push out potentially. New conference room training to accommodate more people.
2	Develop alert system to better support team members w/process (e.g. two way radios, Ipad, etc)	Derek, Ryan, Gary	🟡	Meeting initiated for the alert system 1/18. Send email out to Ryan to get status update. Meeting on 2/15 on moving forward. Looking at escalation and backup process. Might require capital funds potentially.
3	Develop & standardize in-process peer review	Tyson, Ryan, Becky	🟡	We had our review with Abbey on current and future state. Next item is to schedule out working sessions. Agree on upon visual system, order material, and pilot. Finalization of the process and feedback from Abbey before we purchase.
4	Implement Recognition & Reward program for least doc corrections (track corrections and measure)	Paige, Kall, Jen	🟡	Temporary employees need a different method of reward other than reach points. Schedule another meeting related to Recognition & Reward. Need to follow-up with Kall. Meeting with Docra & Patty related to reward system, and approval for different awards whether BI or Temp. Tracking starts on March 1st.
5	Establish standard protocol for record revision (to inform everyone of changes and garner feedback)	Becky, Jen, Richard, Kall	🟡	Review with Abbey and Team to get feedback and Suggestions. Develop plan of action. Probably have to do some form of Gemba. Meeting scheduled for 2/9 to drive actions. Piloting testing with Aerobe.
6	QA on the floor - staff with	Gary, Sandy, Becky, Kall	🟡	Interview being conducted. Working through the curriculum with Abbey. Have curriculum completed by end of Jan 22. Position is on hold in the meantime related to corporate approval. Follow-up with QA on the floor. QA on the floor WIP w/HR.
7	Standard work for diluent and fermentation	TJ, Bill, Derek, Hunter	🟡	Met with Troy and has completed the Process mapping for Fermentation. Min-kaizen event with standard work for fermentation. Standard work needs to be refined, along with the Layer assessment cards, have the ability to create standard work down stream as well. Develop the presentation for assessment cards, checklists near inactivation board shelf handover notes.
8	Scheduling Board w/assignments (Designate key tasks in each area and visually assign people in tier)	Sandy, Tyson, Richard	🟡	Did have the initial meeting to determine board content. Board should be on shift assignments. Need support from Docra or Abbey for who will be responsible for. Template is created, and review with operators the sequence and tasks, and pilot the template in production. Operators have reviewed the board to finalize steps. Next step is for techs to conduct dry run before fullscale deployment.
9	Process training for QA review	Gary, Ryan, Kall	🟡	Get with Doc specialists (Kall) to identify path forward on QA review training. Kickoff session on 1/24 and charter, and are currently creating review form. If Shelly green lights the form, march 1st is the start date. Piloting in fill. meeting scheduled for April to assess data and determine future work.



US REGION – Transfer Project

OPPORTUNITY

Background

- With the new Corporate Quality Policy requiring “Separate and Apart,” GA looked at several production scenarios to help sustain the Poultry CMV Business meeting the new requirement.
- 6 initial scenarios were developed. In December of 2020 EXCOM endorsed the direction of investing \$10MM USD to build a stand-alone facility to ensure “Separate & Apart.” (Scenario 1&2). Since then, the scope of the project has increased due to Brownfield to Greenfield strategy, the rising cost of materials, and inflation in general have pushed projected TPC to \$16MM to \$20MM. The increased caused to TPC has made these scenarios no longer viable.
- Scenario 5 was chosen to pursue from a feasibility standpoint to meet the quality requirement “Separate & Apart” while ensuring that the US poultry business is not at a strategic disadvantage and lost sales of \$177MM USD.

Scenario	Pro	Con
NPV A1: Invest in CMV formulation and filling facility w/ additional antigen production capacity.	<ul style="list-style-type: none"> Separate & Apart for CMV activities Debottleneck antigen production for unconstrained growth. 	<ul style="list-style-type: none"> 20M euro project with 9-year payback
NPV A2: Invest in CMV formulation and filling facility w/o additional antigen production capacity.	<ul style="list-style-type: none"> Separate & Apart for CMV activities 	<ul style="list-style-type: none"> 16M euro project with no payback Upside sales not realized due to upstream antigen production constraint.
NPV A3/4: Discontinue CMV Business	<ul style="list-style-type: none"> Policy compliance via discontinuance of CMV Products 	<ul style="list-style-type: none"> 117M USD lost sales (CMV Only ARC Horizon), 220M USD if Halo impact is considered. Strategic disadvantage to US Poultry business.
5: Move commercial products on CMV line to different process area / site.	<ul style="list-style-type: none"> Separate & Apart for CMV activities 	<ul style="list-style-type: none"> Antigen not Debottleneck'd for unconstrained growth. Residual risk with Poultry CMV on Pets line in Athens? Would this impact Pets products going to Canada (same facility ... Herman).
6: Exempt from Quality Policy via Inactivation Kinetics Study	<ul style="list-style-type: none"> Avoid Substantive Investment (CAPEX) 	<ul style="list-style-type: none"> Antigen not Debottleneck'd for unconstrained growth. Residual risk with Poultry CMV on Pets line in Athens? Would this impact Pets products going to Canada (same facility ... Herman).

SOLUTION

Current State

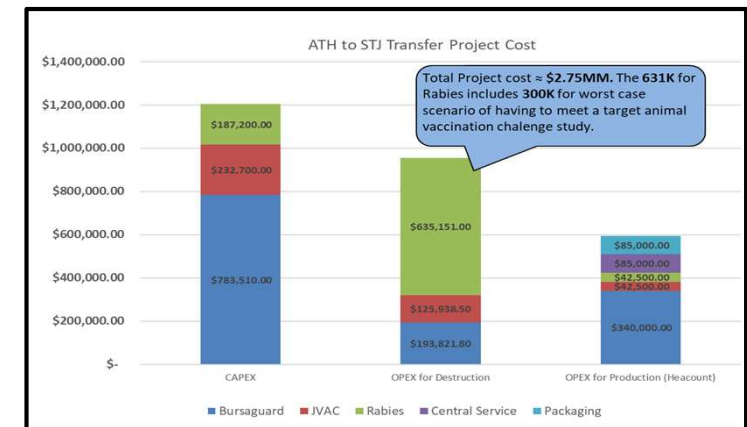
Product Group	Approximate Batches Transferred	Current State			
		Antigen Production, Testing, and Release	Formulation & Filing	QC Testing & Release	Final Production & Packaging
Poultry Diluent	6 to 8	N/A	ATH	GAE	GAE
Bursaguard	30	GAE	ATH	GAE	GAE
Rabies	5	ATH	ATH	ATH	ATH
JVAC	23	ATH	ATH	ATH	ATH

Future State

Future State			
Antigen Production, Testing, and Release	Formulation & Filing	QC Testing & Release	Final Production & Packaging
N/A	STJ	GAE	GAE
GAE	STJ	GAE	GAE
ATH	STJ	ATH	STJ
Delayed STJ	STJ	STJ	STJ

RESULTS & BENEFITS

ID#	Actions	Comments	Start Date	Completion Date	Completion Status	Progress
1	Documents uploaded for Review by Gainesville & Athens	All Documentation as been uploaded to the team site	9/23/2022	2/28/2023	Completed	100%
2	STJ Review of Gainesville Documents		11/2/2022		In-Progress	90%
3	Shipping of Bottles to understand Filling Machineability	Bottles have been shipped and test has been conducted	12/9/2022	2/17/2023	Completed	100%
4	Understanding the Capital Equipment Requirement to conduct like for like for Transfer		1/4/2023	2/28/2023	Completed	100%
5	Highlight the Preliminary Quality Requirements	Worked with Gustavo and Stefan Pascal to Reconcile sales vs. registry	1/2/2023	3/20/2023	Completed	100%
6	Develop creation of the transfer documentation	We have sent out a preliminary letter to the USDA to get a sense of whether we will have full scale stability studies			In-Progress	50%
7	Develop the capital equipment cost model for transfer				In-Progress	75%
8	Finalize the estimated labor requirements	We are pretty much done. Finalizing Bursaguard numbers this week.	3/3/2023	4/7/2023	In-Progress	90%



A total investment of \$ 2.6MM of CAPEX & Manpower to bring \$17MM worth of product, and \$6MM of absorption.

LENEXA, KS – COMMERCIAL EXCELLENCE (AI/Automation)

OPPORTUNITY

Task ID	Tasks	Chapter in IS Outlook	Owner	IS Leader	IS PM	IS AM	IS SS	IS AE	IS EE	IS Business Developer	IS Support Manager	Service and Support	Other Department	IS ASM
1	Project IS accounts	A	IS	A										
2	Project IS accounts	A	IS	A										
3	Project IS accounts	A	IS	A										
4	Project IS accounts	A	IS	A										
5	Project IS accounts	A	IS	A										
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29	Project IS accounts	A	IS	A										
30	Project IS accounts	A	IS	A										

Current State

Problem Statement: The IS department is a new product portfolio and service over the last 5 years. It is a true sign of the entrepreneurship within the company. However, with entrepreneurship there can be a lack of structure and role identification.

Project Objective: To create a structure for the IS organization resulting in stakeholder buy in. In addition, create framework for managing customer order through the acquisition process.

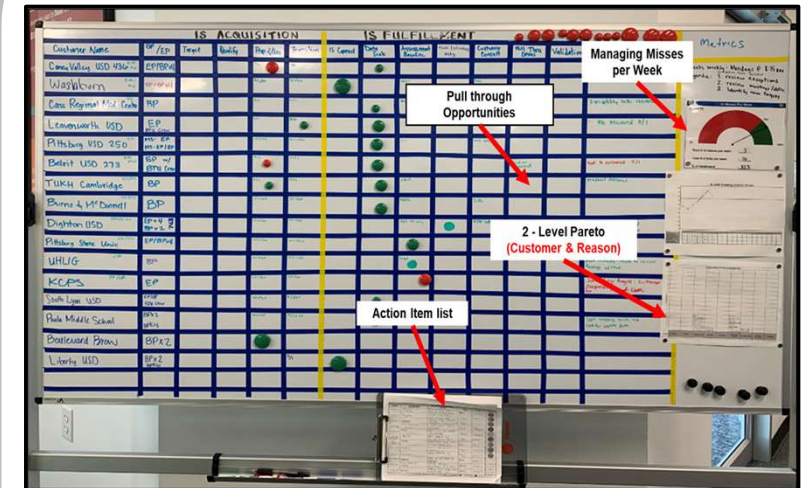
SOLUTION

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27	Project IS accounts	A	IS	A										
28	Project IS accounts	A	IS	A										
29	Project IS accounts	A	IS	A										
30	Project IS accounts	A	IS	A										

Future State

- Conducted RACI: Responsibility, Accountability, Consulted, Informed
- Found Gaps with Account Managers & Account Engineers

RESULTS & BENEFITS



- 10 items that did not have accountability, at least ea. task had 2 people responsible w/out backup
- Created new IS board around both Acquisition & Fulfillment to drive adherence & pull through
- 15% increase in sales

MINNEAPOLIS, MN - REORGANIZATION OF WAREHOUSE INV.

OPPORTUNITY



- **Problem Statement:** Currently, the matt build operators in St. Paul are leaving their workstation to retrieve the encased coil for the bed every time. In addition, the supply team is walking and moving up and down ladders too much.
- **Project Objective:**
 - **(1)** To decrease the travel of the matt build operators and to ensure that the encased coils are being delivered by line supply group at all time. **(2)** Reorganize the super market based on monthly and year to date usage. **(3)** To finalize the design and procurement of new line supply carts.

SOLUTION

Actions Taken

- Organized Super Market
- Organized Super Market Map
- Increase Mattress output from Matt Build
- Decrease in Travel for Line Suppliers
- Cart Design and Procurement
- Replenishment Procedure
- Audit Process Material in Super Market



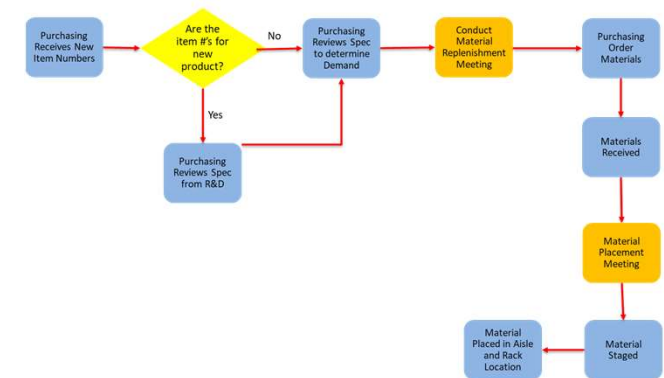
Current



Future

RESULTS & BENEFITS

Future State - Replenishment Process

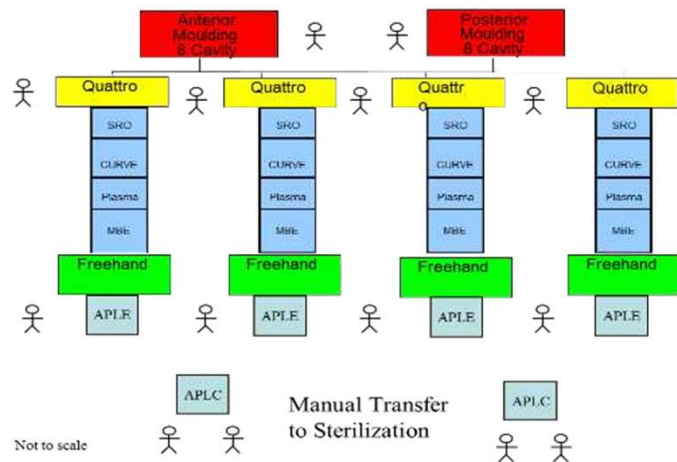


Benefits & Results:

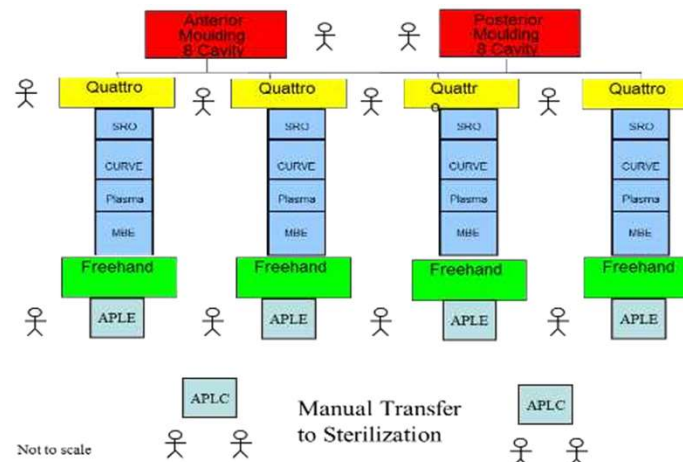
- 1) Reduced travel when kitting
- 2) 15% Reduction in time when making a kit
- 3) Developed & procured new cart design
 - Safer to Operate
- 4) Implemented inventory audit program to ensure accuracy and reduce duplicate locations
- 5) Increase Mattress output by 10 %

ROCHESTER, NY - AUTOMATED LABOR UTILIZATION

OPPORTUNITY



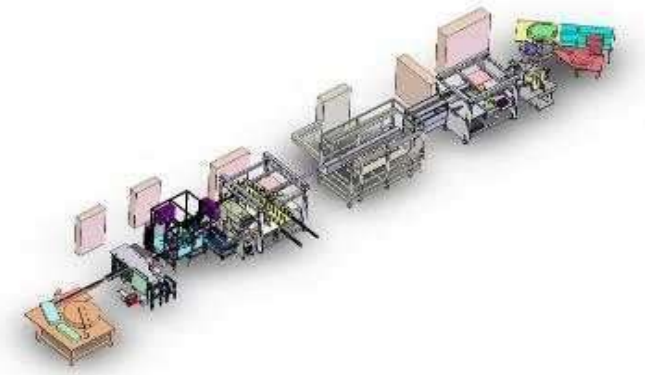
SOLUTION



Lean Tools Utilized:

- Time Studies & Waste Walk Analysis (VA & NVA)
- Value Stream (VSM) & Process Mapping
- Takt Time vs. Cycle Time
- Multi-Operational Studies (MOS)

RESULTS & BENEFITS



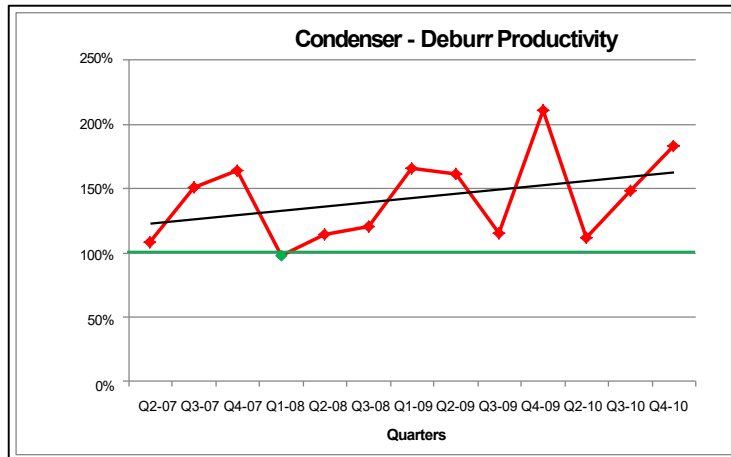
Benefits & Results:

- Reduce Headcount in Area from **16 to 12**.
- Decrease cost per lens by **4 Cents per Lens**
- Increase productivity by **5%**
- Almost **\$1MM** annual cost savings

- **Problem Statement:** To identify current and future state, potential roadblocks, in order to reducing labor to the proposed CER target.
- **Project Objective:** Baseline current activities on the PAQ Platform in Area 31 and reduce bottlenecks.

TULSA, OK - DEBURR PRODUCTIVITY PROJECT

OPPORTUNITY



- **Problem Statement:** Presently, the Deburr Process runs **40 %** above estimate on average between FWH and Condenser.
- **Project Objective:** Reduce the manual activities (waste) in the deburr process increasing productivity by 15%.
- **Project Savings:** **\$1.5MM in regular and overtime labor savings over 3yrs.**

SOLUTION



Current

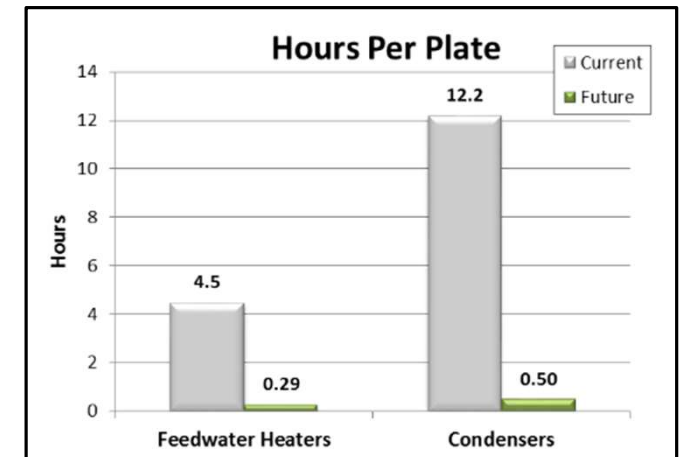


Future

Solutions:

- Reduce Robot & Manual Activity
- Remove the Deburr Operation as the Bottleneck
- Reduce Labor Hours Per Plate
- Move to Operator Level Maintenance

RESULTS & BENEFITS

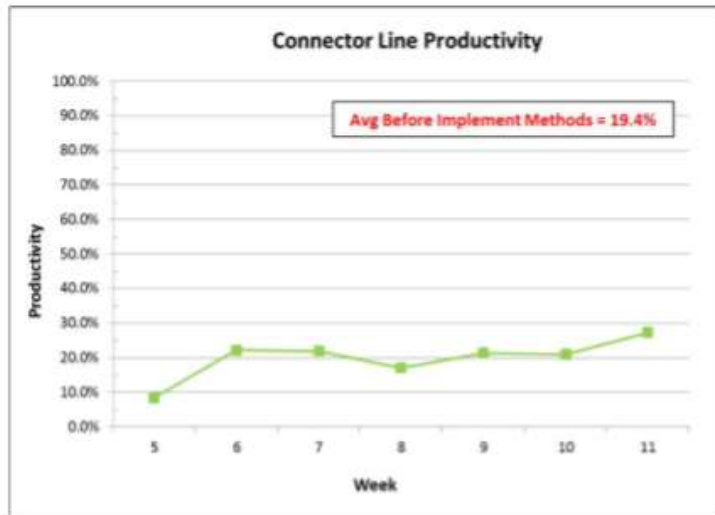


Results & Benefits:

- Reduced time to deburr Feedwater heater plates from 4.5 hours to 30 minutes
- Reduced time to deburr Condenser plates from 12 hours to 1 hour
- Overtime reduced to zero
- Reduced handling and over all manual activities – (reduce safety risk)

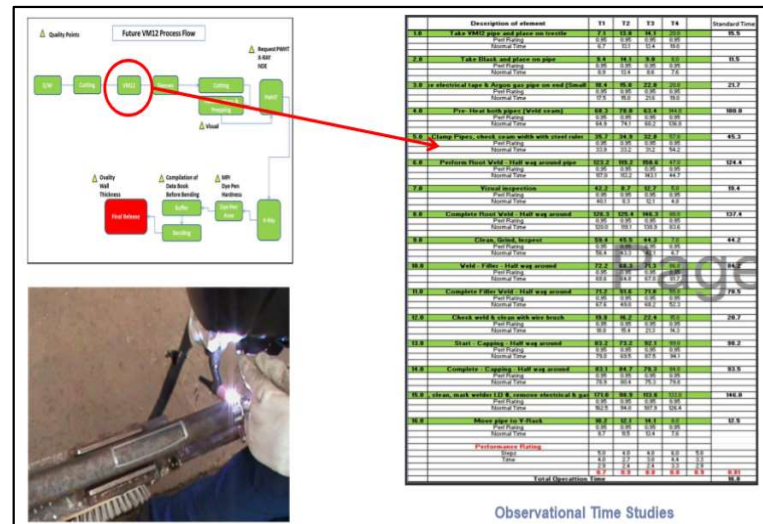
NIGEL, SOUTH AFRICA – LABOR PRODUCTIVITY IMPROVEMENT

OPPORTUNITY



- **Problem Statement:** Connector production line currently is operating at 19%. There exist no standard work and methods
- **Project Objective:** Increase productivity to 80% and to implement business system that incorporates accountability
- **Project Savings:** **\$4MM** in savings in **9 months**

SOLUTION



Solutions:

- Conduct Flow Analysis (Spaghetti Diagrams)
- Perform Time Studies and Methods Analysis
- Develop Standard Work
- Start preventative maintenance on critical machines in Connector Area

RESULTS & BENEFITS

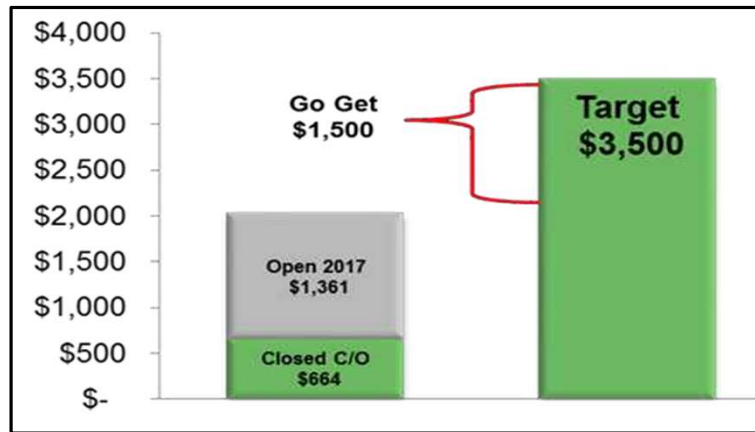


Results & Benefits:

- Daily Output goes from 55 Connectors to 135
- Cost of Connector goes from \$108 to \$33
- Reduced Overtime to nearly zero
- Daily Gemba & Goal Boards @ ea. Operation
- 4MM Dollar Savings

LENEXA, KS – VALUE STREAM MAPPING “Proper Hopper”

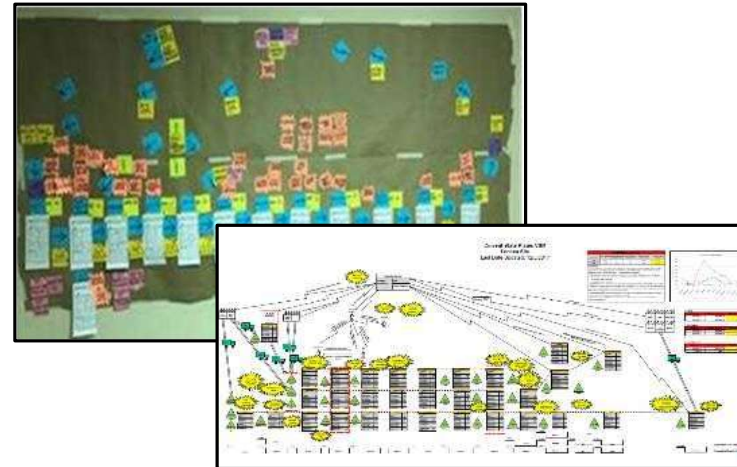
OPPORTUNITY



Project Carry Over from 2016 needs to go get \$1.5MM

- APR's goal is \$692K
- Showing opportunities in:
 - Planning
 - Distribution (maintenance & schedule of trucks)
 - Residence Time
 - Validation of Blood Content (%)
 - Set up time

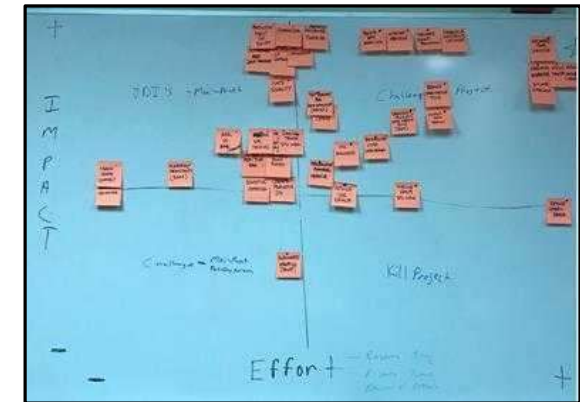
SOLUTION



Create Current and Future State VSM

- Largest Opportunities Identified:
 - General Planning
 - Blooding Planning
 - Blood Percent Usage
 - Changeover & Setup Reduction
 - Shift Management
 - Residence Time

RESULTS & BENEFITS

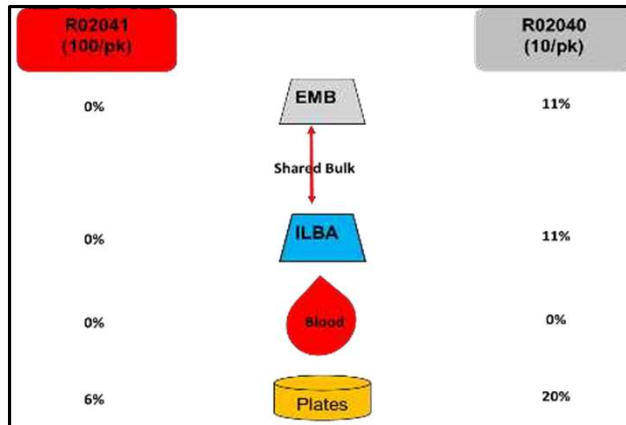


Created the Impact vs. Effort Matrix to Determine priority of projects

- Engagement and participation across all stakeholders in the Value Chain
- A greater understanding of the different departments across the Value Stream
- United effort to focus resources in order to achieve greatest impact.
- Identified initial estimates of **\$1.4MM** worth of projects, kaizens, and JDI's to incorporate into existing hopper to help close site GAP.

LENEXA, KS - MATERIAL USAGE VARIANCE

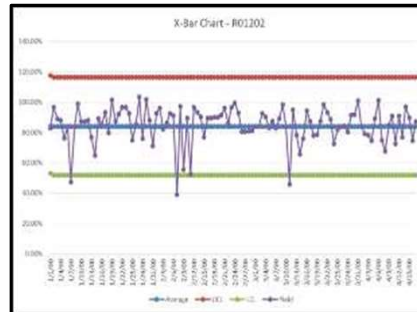
OPPORTUNITY



Same product different pack sizes, but scrap factors are different

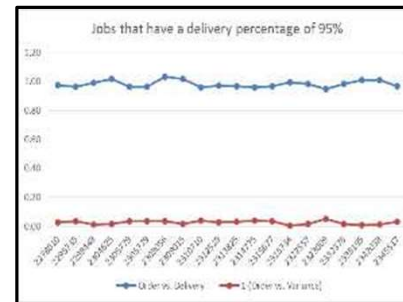
- **Problem Statement:** Currently, APR has an MUV of **\$45K** per month
- **Project Objective:** Reduce MUV by 50% by reviewing planning, schedule, and production activities
- **Project Savings:** Projected to be **\$350K**

SOLUTION



1. Analyze the data to remove outliers

2. Review Variance % on jobs greater than 95%



3. Adjust what is planned based on determined scrap factor. Create Master table in SAP for scheduling

DOW	Sched. L	Qty	Size	Qty	Size	Scheduled Liters	Required Liters	Sch vs. Req'd Vari	Schedule Scrap Fact
Monday	1480	9	300	1	100	2800	2486.4	12.6%	8.41%
Wednesday	1480	9	300	1	100	2800	2486.4	12.6%	8.41%
Monday	1480	9	300	1	100	2800	2486.4	12.6%	8.41%
Mon	1480	9	300	1	100	2800	2486.4	12.6%	8.41%
Wed	1480	9	300	1	100	2800	2486.4	12.6%	8.41%
Mon	1480	9	300	1	100	2800	2486.4	12.6%	8.41%
Wed	1480	9	300	1	100	2800	2486.4	12.6%	8.41%

RESULTS & BENEFITS

PRODUCT	BASE QTY	LITER STARTING INCREMENT	DCR SENT?	MIN	MAX	ROUNDING VALUE	MASTER DATA UPDATED?
R01202	54	100L		54	1485	27	Y
R02049	92	100L		92	690	46	Y
R02050	465	50L		465	1395	93	Y
R02041	92	100L		92	690	46	Y
R02040	180	20L		180	900	90	Y
R01552	50	100L		50	1550	25	Y
R01302	52	100L		52	754	26	Y
R01322	56	100L		56	756	28	Y
R02006	436	40L		436	545	109	Y
R01200	570	100L		570	2565	285	Y
R02066	45	50L		45	135	9	Y
R01821	424	80L		424	743	106	Y
R01198	19	50L		19	228	19	Y

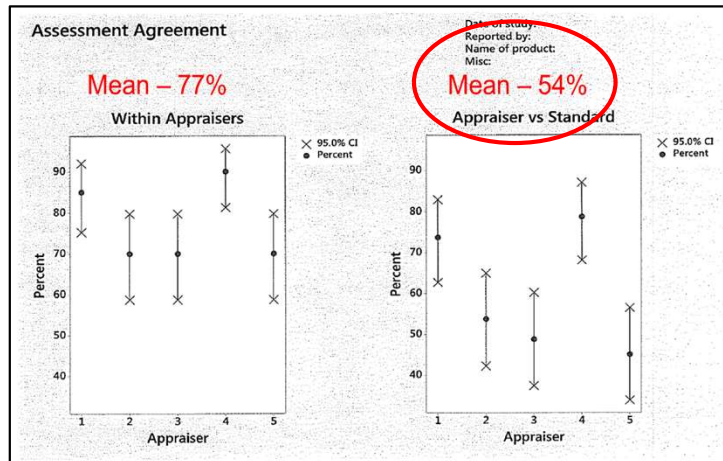
Master Table

Benefits & Results:

- Master table created
- Right sized the A inventory items
- Planner can begin to move away from excel and utilize SAP more
- Put a plan in place to tackle the next items (B inventory items)
- Overall Annual Cost Savings \approx **500K**, + **150K** over projection

LENEXA, KS - Quality Gauge R & R

OPPORTUNITY

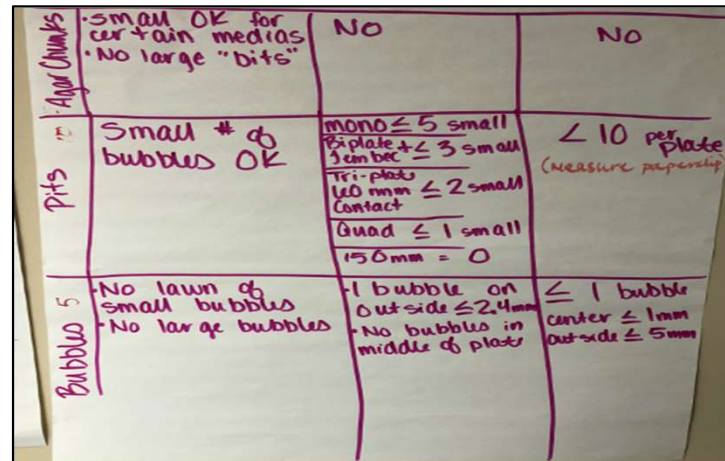


Same product different pack sizes, but scrap factors are different

Problem Statement: Currently, within the "Plates" value stream there is a lack of understanding of inspection criteria in the SOP causing misalignment between production inspectors and quality inspectors.

Project Objective: Bring alignment with inspectors in the plant and technicians in quality dept. with spec and between both organizations

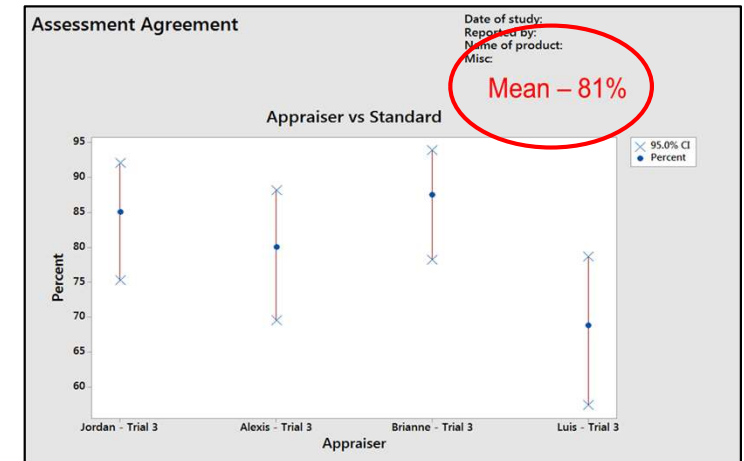
SOLUTION



Current State Site Specs

1. Develop the Gauge R&R
2. Conduct the Gauge R&R test
3. Modify SOP based on Brainstorming Information to develop solutions
4. Perform Test after implementing solutions to see if the improve Adherence %

RESULTS & BENEFITS



Future State Alignment Status

Benefits & Results:

- Created a Measurement Tool in order to measure pits and bubbles
- Update Visual Aid documentation with better HD picture. Not only have pictures that demonstrate the bad, but good to remove objectivity when comparing.
- Increase the adherence from 54% to 81% after modifying the specification.