

REDZONE



The Digital Production System

for Small to Medium Food, Beverage & CPG Manufacturers

STATE OF THE INDUSTRY

Food, beverage and CPG manufacturers have experienced huge upheaval related to the COVID-19 pandemic. For some it meant massive surges in demand; for others it meant pivoting to new segments and categories. Combined with new safety protocols to keep workers healthy, manufacturers have had to be resourceful and adapt. Additionally, the omni-present challenges of increased complexity and the continuous struggle to recruit and retain talent have been further exacerbated by the pandemic. These compounding factors result in an industry under constant pressure to do more with less and to find new ways of leveraging the existing workforce to drive productivity improvements.

Traditionally, F&B and CPG have lacked the productivity and technological investment that the discrete industries like automotive and aerospace have enjoyed. Although the adoption of lean manufacturing methods continues to increase, it has not resulted in the focus that the Toyota Production System brought to discrete industries. Burdened by heavy regulatory reporting requirements for quality and food safety, many manufacturers have grown up with manual, paper-based systems that are error-prone and not scalable; with under-utilized frontline workers operating in silos.

The primary productivity metric, Overall Equipment Effectiveness (OEE), has stagnated around 50 percent over the last decade, while discrete industries average over 70 percent with many operating in the 80s. This low starting point represents an enormous opportunity for the F&B and CPG industries to unlock hidden capacity that can translate into revenue and margin growth.

The question is – where to look for improvement?

Although focusing on Continuous Improvement has been in vogue for some 30 years, there has been little significant movement of the dial. Top-down initiatives have been generally underwhelming, with expensive and disruptive software investments in Enterprise Resource Planning (ERP), Manufacturing Execution Systems (MES), and Computerized Maintenance Management Systems (CMMS) that produce masses of data, but don't translate into notable productivity improvements. The problem is often blamed on low sophistication or engagement on the shop floor and has been met with yet another round of investments in automation to *automate people out of production*.

Redzone has studied these industries in depth and have identified that the problem is not with the people. Indeed, we have identified that **your frontline people are the fastest and greatest opportunity for productivity improvements** to unlock free capacity that translates directly into top-line margin expansion.

These are the reasons we created the Redzone Production System. This brochure outlines how breaking down silos, aligning teams around a common goal, and engaging your frontline workers will give you the agility to respond to all the challenges above and unlock this enormous opportunity!

“Your frontline teams are the fastest and greatest opportunity for productivity improvements to unlock free capacity and increase margins.”



PRODUCTIVITY NOW!

Redzone delivers where other shop floor technologies have failed; real results in 90 days!

Whether you need additional capacity or bottom line savings, Redzone unlocks an average improvement of 15-30% productivity – without adding people or equipment.

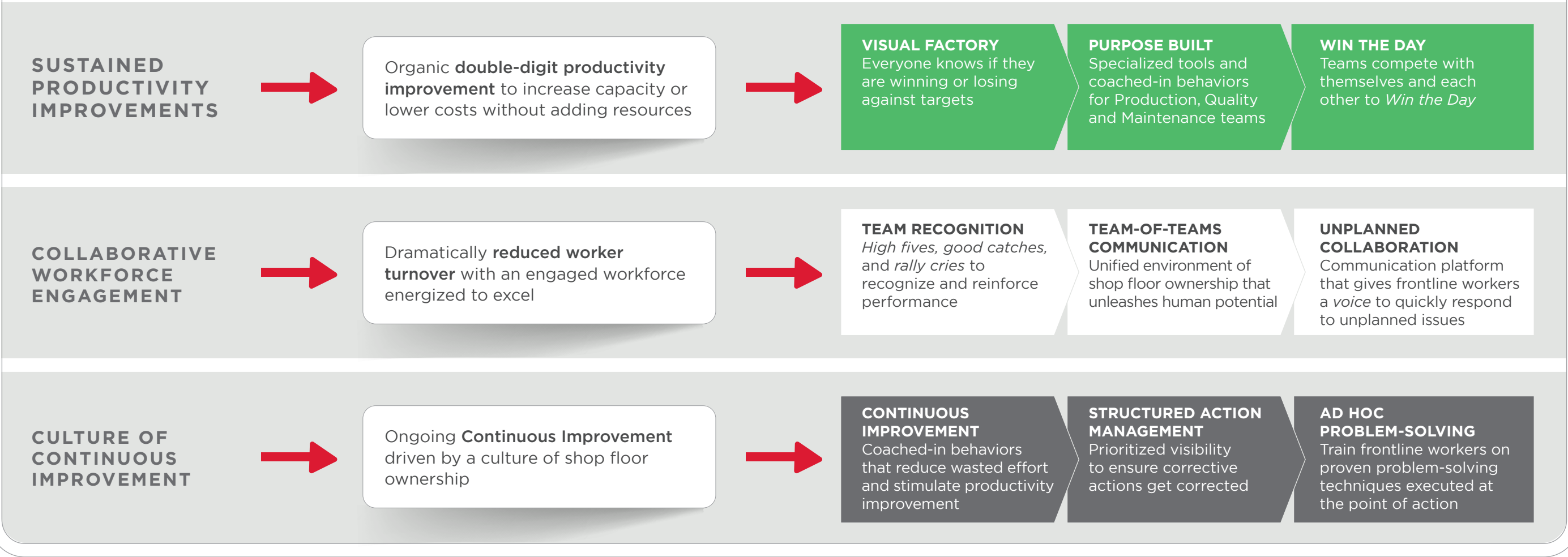
At the start of the engagement we agree to a clearly defined OEE uplift goal to be achieved in 90 days, taking into account your starting point in terms of efficiency and your continuous improvement experience and maturity. This goal becomes the obsession for our collective teams.



“ To me, Redzone is not a system. It’s an entire business process capability that, if you embrace it, impacts every phase of your operations.”

Mike Cate – CEO, Marianna Beauty

CUSTOMER OUTCOMES



THE POWER OF PEOPLE

At Redzone we know that *ordinary* people can achieve extraordinary things. By arming your teams with the right technologies and skills we create an environment where your people are excited to come to work; to solve problems together to *Win the Day* and make a difference. Your frontline teams are your **secret weapon** and Redzone helps you tap into their potential.

According to Food Industry Executive Magazine 2020, 30% of food processors claim that labor is their biggest challenge. While others are automating people out of production, Redzone is giving workers a voice and turning them into productivity engines.

The Redzone Digital Production System unleashes pent-up productivity in your Production, Quality and Maintenance teams and brings them together into a team-of-teams whose *whole is greater than the sum of its parts*. The result? **Double-digit productivity improvements that are sustained over the long term.**

Our coaching model introduces new standard work for your frontline teams. These new behaviors change the way teams work together to solve problems as they appear in real time. This results in a culture of shop floor ownership and engagement that brings pride and dignity back to manufacturing.



“...the aim of leadership should be to improve the performance of man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people.”

Dr. W. Edwards Deming
Quality and Management Guru





THE FIVE Cs OF REDZONE

CULTURE

Ask any plant leader what they want to improve most and they'll say "the shop floor culture." No other digital production system addresses this critical component of human resources like Redzone.

COMMUNICATION

Plants can be loud. Plants can be spread out. But that doesn't matter if you give your workers a voice. Redzone connects everyone to everyone else with a digital identity to keep everyone *in the loop*.

COLLABORATION

It's easy for functional groups to clique off into silos, but not with Redzone! The key to success is bringing Production, Quality and Maintenance teams together on a regular basis (lineside huddles, twice per shift) to team up on resolving unplanned issues to get, or stay, on track.

CELEBRATION

Rewarded behavior is repeated behavior and it's surprising how rarely manufacturers celebrate individual, team, and even company performance. *High fives, good catches* and *rally cries* gives each individual worker dignity and keeps them motivated.

CONTINUOUS IMPROVEMENT

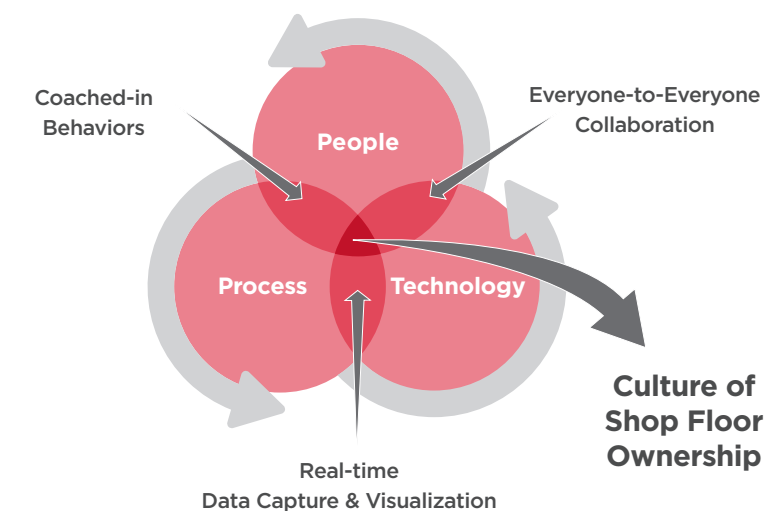
The result comes back to a culture of Continuous Improvement that is driven by the frontline workforce, not just the CI team. Everyone understands how they can help and are given a voice—and an outlet—to make things happen.

THE REDZONE WAY

UNPLANNED COLLABORATION

Best laid plans change; things break; 50% of what happens on the shop floor is unplanned. Today's shop floor technologies are technology-heavy and do not suit the frontline worker where agility and responsiveness is what they need. So Redzone focuses on enabling unplanned collaboration.

We bring back the balance of people, process and technology by connecting everyone to everyone else so they all have a voice in identifying and resolving day-to-day issues.



COACHING IN BEHAVIORS ON THE FRONTLINES

Too often consultants come and go, or software trainers teach a one-size-fits-all class. The Redzone coaching model is highly refined and repeatable so that each step-change from Productivity to Compliance to Reliability is implemented in 90-day bursts of effort.

All Redzone coaches come from industry; with vast experience in plant operations across numerous food and non-food manufacturing verticals. In fact, they become a part of your operation, coaching-in standard work specifically tailored for your business.

TEAM-OF-TEAM APPLICATIONS

Each of the functional groups in Operations: Production, Quality and Maintenance, have task-specific standard work behaviors and application capabilities required for their team to excel.

The Redzone Digital Production System brings them together on a high-performance **Frontline Collaboration Platform** turning your team into a productivity engine whose *whole is greater than the sum of its parts*.

“ An iPad with real-time intelligence, combined with the right Continuous Improvement skills, is a winning combination that transformed our shop floor. ”

Todd Dutkin – CEO, Fresca Foods

RAPID TIME TO VALUE

Unlike traditional shop floor technologies, that take 6-18 months to implement and deploy, Redzone's hassle-free implementation takes days, not weeks, to go live.

The Redzone team assesses your requirements and installs a tried-and-tested cloud footprint tailored to your environment. No heavy IT or OT technology to install, integrate and customize; so you're up and running in one week, with each phase of deployment and coaching completed in **90 days!**

Coaches teach the fundamental behaviors and skills of *The Redzone Way* developed after years of experience with the most successful—the vital few—elements of continuous improvement learned on the job – not from text books.

With the **Frontline Collaboration Platform**, all users learn to communicate and *know the score* thanks to the visual factory of the base **Productivity** module. Users hit the ground running, typically making productivity differences immediately after their first training session.

Teams learn the behaviors of standard work within their own functional groups and how to better work with the key members of Production, Quality and Maintenance from each line throughout the day to assess whether they are winning or losing against the plan. Together they assess if they are losing and why, as well as, if they are winning and what to do to keep on winning.

“ The second you gave them a visual indicator to know whether they were having a good day or a bad day, we saw people having a lot more good days! ”

Cory Jensen – COO, Marianna Beauty

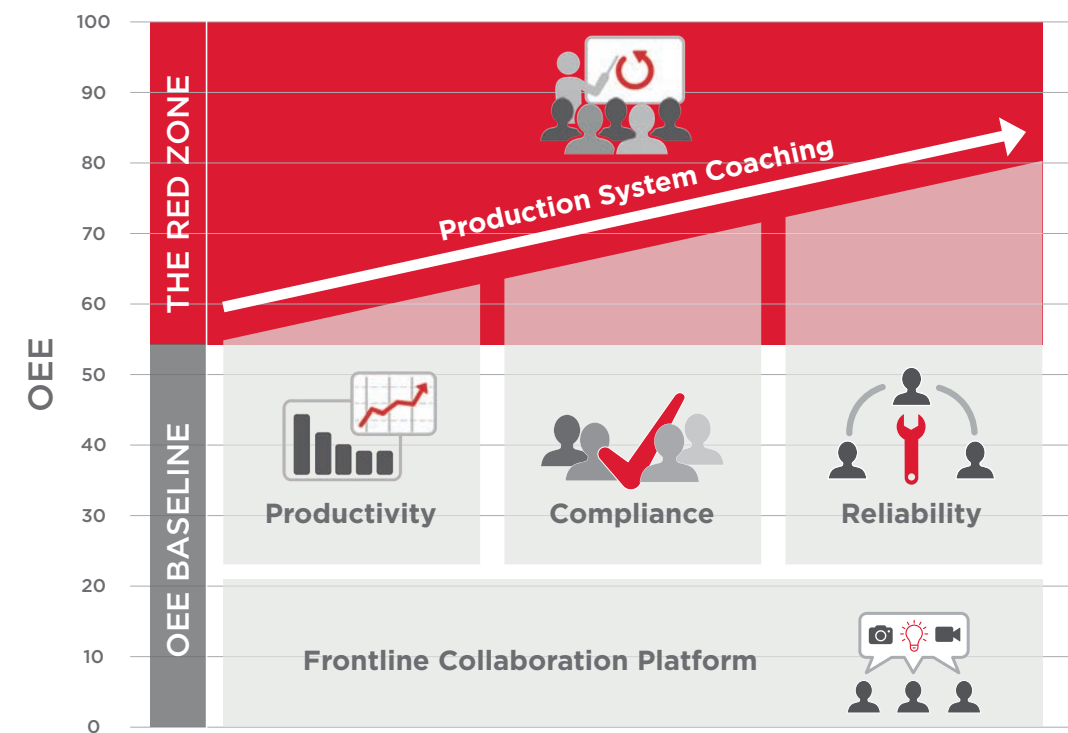
THE REDZONE DIGITAL PRODUCTION SYSTEM

The Redzone Digital Production System has been specifically designed to fill the needs of the different groups required to keep your factory humming. By enabling each team with an over-arching *team-of-teams* philosophy, productivity improvements occur organically.



BUILT ON A PLATFORM FOR COLLABORATION

Redzone takes the *connected worker* concept to another level by enabling and encouraging *purposeful communication*. When everyone is in the loop and engages when they're needed, wait time is reduced and things get done.



“ The teams have everything in one place and if in doubt they can call or they can chat to anyone in the extended team. That’s how I view this; everything we need to do our jobs is all in one place. ”

Tyler Berendsen – Production Manager, AK Pizza Crust

FRONTLINE COLLABORATION PLATFORM

Redzone is built on a digital communication platform that empowers frontline team members with a collaboration solution that significantly increases plant productivity by creating an environment for teams to instantly react to unplanned issues on the field of play.

EVERYONE-TO-EVERYONE COMMUNICATION

- Promote a culture of openness and ownership by giving everyone a digital identity and voice
- Mobile communication including video-conferencing and multi-lingual chats with pictures and video
- Top-down/bottom-up, enterprise-wide broadcasts such as company updates or safety alerts

TEAM-OF-TEAMS COLLABORATION

- Brings functional groups together for ad hoc, unplanned issue resolution
- Structured forums for lineside huddles, daily and weekly *vital signs* meetings
- Record messages for shift handovers and safety alerts
- Broadcast *play calls* and *rally cries* to keep everyone rowing in the same direction

TEAM CELEBRATION

- Publicly recognize individual or team performance to drive pride and dignity among your workforce
- Immediately call out individuals with a *high five* or *good catch* when they happen to highlight and encourage superior performance
- Reinforce desired behaviors such as standard work and going above and beyond the call
- Acknowledge accomplishments with leader highlights and town halls



PRODUCTIVITY SOLUTION

Redzone's Productivity solution significantly increases plant productivity in 90 days by creating the environment for frontline teams to eliminate waste and solve problems on the frontlines in real time.

[See some of the results HERE >>](#)



VISUAL FACTORY

- Highly visual, easy to read dashboards to immediately communicate how a team is winning or losing vs. targets
- Real-time productivity metrics such as Overall Equipment Effectiveness (OEE) to measure throughput without the typical manual, error-prone and rear-view monitoring
- Standard operating procedures and work instructions in context of standard work

PROBLEM SOLVING

- Ad hoc problem solving at the point of activity
- Structured action management for accountability to get things fixed
- Manage corrective action meetings for assignments and accountability
- Pareto analysis to keep focused on the vital few issues

KAIZEN

- Built-in Continuous Improvement tools (Fishbone, 5 Whys, etc.) for resolving larger scope issues
- Business intelligence tools to quantify top challenges and measure financial benefits

90-DAY PRODUCTIVITY COACHING PROGRAM

Coached-in skills focus on accurate data against production targets and is shared across the plant to improve the outcome of every hour, of every shift, on every line. Coaches drive home the philosophy of *Winning the Day* and close out by celebrating the step-change in performance improvement with a town hall event.

“Redzone is one of those catalysts. It was that spark that allowed us to fly and create that *circle of boom*. It’s absolutely fantastic what we’ve been doing with Redzone.”

Dwayne Chrest – Global VP of Operations, Natrol



COMPLIANCE SOLUTION

Redzone's Compliance solution dramatically reduces waste and giveaway through better material utilization by transforming your Quality Assurance program from reactive to proactive. The result is error-proofed food safety and quicker, more impactful audits.

[See the benefits of Compliance HERE >>](#)



PAPERLESS QUALITY

- Reduce administrative burden with online, 21CFR, part 11 compliant, records
- Eliminate errors and delays caused by manual, paper-based quality inspection and recording
- Automatic alerts triggered by non-compliance or abnormalities to minimize the impact and disruption of potential quality issues
- E-signatures to eliminate manual recording while maintaining accountability

STATISTICAL PROCESS CONTROL

- Statistical Process Control (SPC) X-Bar and R charts on the shop floor to reduce giveaway and increase profits
- Alert when out-of-tolerance/specification conditions are approaching to take preemptive action before waste is produced
- Deep statistical analysis (Cp, Cpk, Cm, and more) to understand true capacity

AUDITS AND CHECKLISTS

- Always be audit-ready with automatically collected and formatted data making audit prep unnecessary
- Real-time auditing with weighted scoring to eliminate audit prep, streamline audit execution and increase resulting score
- Automatically trigger inspections, failure reports and actions per HACCP plan to reduce missed checks and risks

90-DAY COMPLIANCE COACHING PROGRAM

Focus on the collection of real-time quality data and procedures for monitoring quality issues to catch them before they produce excess waste. Coaches spend time driving for continuous audit readiness with real-time prevention of potential quality issues.

“ For me, manufacturing is all about run better, throw away less. Redzone's Productivity module is all about running better and Compliance drives the throw away less. ”

Mike Bearden - VP Operations, Reily Foods



RELIABILITY SOLUTION

Redzone's Reliability solution significantly reduces unplanned downtime by engaging operators to become more intimately involved in maintaining equipment and detecting issues early so the Maintenance team can focus on preventative maintenance (PM).

[See the benefits of Reliability HERE >>](#)



OPERATOR CARE

- Free up your maintenance resources by leveraging operators for clean/inspect/lubricate and other minor maintenance activities
- Reduce stoppages and unplanned downtime by enabling operators with greater ownership of the equipment they use

OPERATOR SENSE

- Catch potential downtime issues before they happen by training operators on early defect detection
- Tune operators' sight, sound, and smell senses into early-warning sensors
- Communicate potential issues to maintenance with videos to enable more *single call* repairs

WORK ORDERS AND PMs

- Create *Doctor* position and introduce *Doctor's Rounds* to preempt downtime events
- Define criticality ratings for PMs to minimize wasted time and ensure high priority equipment is operational
- Track planned downtime to effectively schedule PM activities without disruption

BREAKDOWNS

- Reduce lost productivity and frustration with instant connection to the Maintenance team
- Respond more quickly to unavoidable downtime to minimize waste and lost production capacity
- Monitor and evaluate event frequency to influence maintenance priority and scheduling

90-DAY RELIABILITY COACHING PROGRAM

Coach Maintenance teams to educate operators on basic maintenance tasks like clean, inspect, and lubricate to give maintenance techs more time for critical PMs. Coaches activate operators' senses to extend the reach of maintenance by making operators their eyes and ears.

“ The Reliability module for us was the third pillar. It tied in the maintenance organization with quality and production. Now everybody is working off of the same system. ”

Cory Jensen – COO, Marianna Beauty



COACHING

Redzone solutions are different in that coaching is a fundamental component of the whole. Technology on its own changes nothing, without ensuring that behaviors change with it to take advantage of the software capabilities. Companies experience sustained results when they incorporate new skills in a way that enables teams to systematically improve their own performance.

[See what a Redzone Coach does HERE >>](#)



Coaching is not the training you're used to. *The Redzone Way* has validated that people *learn by doing* so our approach focuses on a *Watch one, Do one, Teach one* approach that burns-in new behaviors in context of specific tasks so they become second nature. We call this *coached-in* and it is fundamental to why all Redzone customers experience uplifts that stick over the long haul.

Redzone attracts the best Continuous Improvement (CI) talent from industry, but our *secret sauce* is a rigorous training program that focuses on the *vital few* elements of CI and not a *boil the ocean* approach. We study production at its core to translate the behaviors that result in improvements and commit them to *standard work* that becomes coached-in.

THE ROLE OF THE REDZONE COACH

All Redzone coaches come from industry and bring with them vast experience in running and improving plant operations. They possess the business acumen to speak and act at any level of your organization and, in fact, become a part of your operation. They extend your leadership reach and build trusting relationships across your entire team.

Redzone coaches bring out the best in your own people and focus on *teaching you to fish*. We guide your teams through implementing new standard work behaviors that represent the best way to do each task based on extensive research and validation. This structure binds the organization together and gets your teams *rowing in the same direction* toward meeting and beating the production and other operational goals laid out by leadership. We call this *Win the Day*. However, we all know that half of what happens on the frontlines is unplanned, so we coach your teams on how to effectively resolve issues at the point of work—not needing to escalate every issue.

THE REDZONE 90-DAY PROGRAM

- A short preparation phase to get you and your environment ready
- Develop an agreed-upon success plan
- **Win the Day** phase to align your teams for immediate improvement
- **Problem Solving** phase to implement skills to address the top recurring issues
- Celebration to communicate success to the whole company and reward your teams for their hard-fought wins

PREDICTABLE OUTCOMES

- Teams focused on the vital few things that will move the needle
- Quick wins for your frontline teams that drive a culture of improvement
- Sustainable performance improvements that translate to significant cost savings
- Visibility to individuals that demonstrate leadership for advancement consideration
- Everyone working to the same goal and speaking the same language

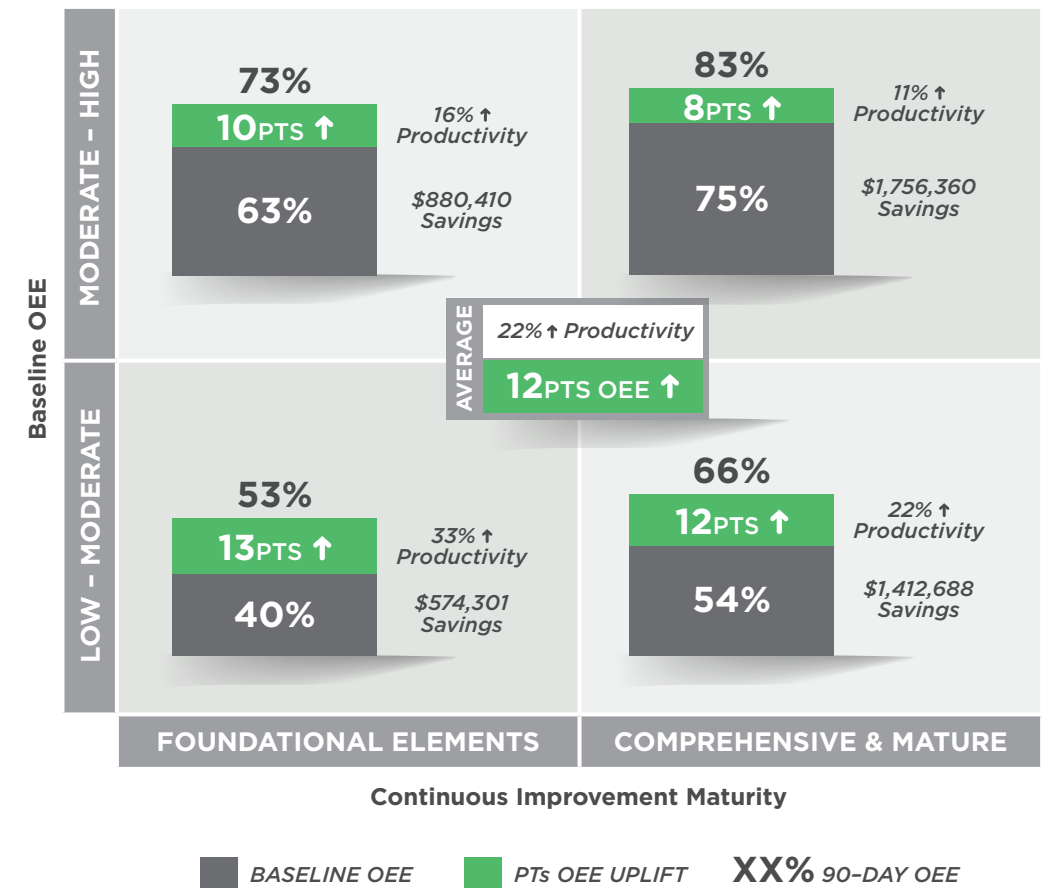
TYPICAL RESULTS

TRANSFORMATIONAL RESULTS IN 90 DAYS

ALL Redzone customers experience uplifts that are sustainable over time – as long as you stick to the teachings of The Redzone Way. Even mature, high-performing plants will experience tangible uplifts that go right to the bottom line.

As indicated in the maturity matrix below, the productivity improvement that you can expect is a function of your baseline OEE and your starting CI maturity. Consider where you fit and start counting your savings! We proudly report these miraculous customer results. Don't be surprised if yours are higher than you expect – that is the typical customer experience! [See some of the results HERE >>](#)

INITIAL 90-DAY BENCHMARK RESULTS MATRIX



“ The investment in Redzone this year was one of the easiest and best decisions we have ever made for our business. ”

Nate Hyde – COO, Honeyville, Inc.

ABOUT REDZONE

At Redzone we have always been focused on enabling the frontline workers at food, beverage and consumer packaged goods (CPG) manufacturers to be more productive, more engaged and in turn help their companies be more profitable.

It is with that goal in mind that we have developed a new category of solutions that not only make each workers' job easier, they elevate everyone's presence in their organization to become a voice for improvement and not just another cog in the machinery.

We address that goal by giving workers a digital identity and creating an environment where frontline teams can take ownership of their own destiny and together develop a culture of respect and collaboration that results in organic Continuous Improvement (CI).

Everyone at Redzone is focused on driving standard work, operational excellence and yes, continuous improvement, but all of those things come from our customers. We just give the technology and know-how to make it happen for them.

With offices in Miami, FL, Denver, CO and Birmingham, UK we choreograph a distributed workforce that can reach customers wherever they may be. The leadership team at Redzone have spent their careers working with food, beverage, and CPG manufacturing plants to enable better performance through continuous improvement methodologies. This experience allows us to pass on the systemic benefits to your people through the proper application of technology and process. We make it possible for you to bridge the gap between technical potential and actual behavior change necessary to make results *stick*.

“ Redzone has been culturally affirming for us. It's transformed how well we run. It's transformed how well we communicate. It's transformed mindsets. It is now a permanent part of our DNA! ”

Rob Sarlls –
President and CEO,
Wyandot Snacks





A selection of Redzone's
Medium Enterprise customers



JOIN OUR GROWING COMMUNITY

As a Food & Beverage or CPG producer we invite you to be part of the Redzone Community to participate in our Community Events where you can network with similar manufacturers to share ideas, compare success stories and learn how they have overcome similar challenges. It is a network of people designed to help you on your lean journey; learning from your peers as you go.

NEXT STEPS

Schedule an Opportunity Assessment

where an expert solution consultant will assess your plant and analyze your expected results.

Attend a Productivity and Food Safety Roadshow

to meet manufacturers like you in your region and hear first-hand how Redzone can help you improve your productivity.

Attend a Power Hour Webinar (live or replay)

to listen to Redzone customers speak on a variety of issues relevant to food, beverage, and CPG manufacturers.

Visit one of our tradeshow booths

to meet with us and discuss your issues and goals directly.

www.rzsoftware.com

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