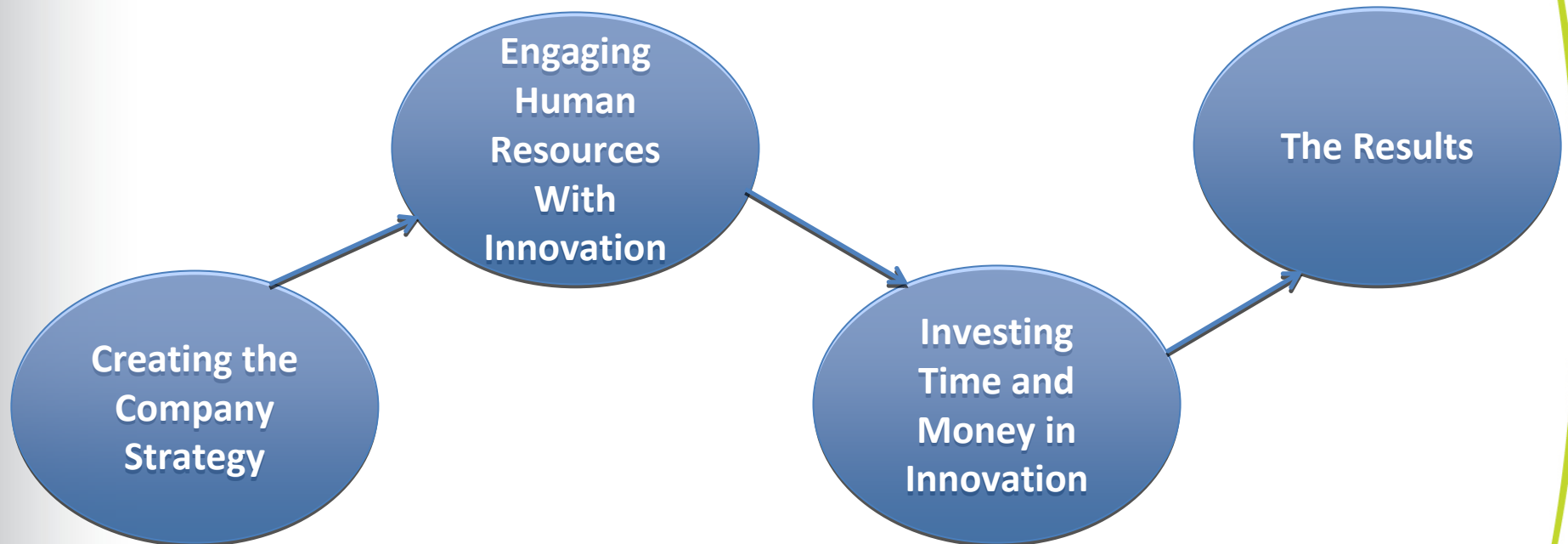




# Utilizing Human Resources & Lean Continuous Improvement Process To Build & Cultivate An Innovative Culture

Mike Riegsecker

# The Path to an Innovative Culture



# Creating the Company Strategy

Packaging Company  
Developed Strategy  
in 2005



## **FOCUS ON OUR CUSTOMERS**

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Be the premier POP/Graphics solutions provider for consumer products companies in the food, household products, and personal care markets.

Using RII and the sales toolbox, we will provide retail expertise, relationships, resources and products that will help our customers sell more product, to more retailers, thus increasing their revenue. We will continue to target market segment category leaders and will employ our best people to provide consultative sales expertise, design, and customer service.

## **FOCUS ON OUR PEOPLE**

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Develop and sustain a culture that thrives on market changes without compromising our core values.

We will continue to implement our Talent Management System and Leadership Development Program to attract and keep the best people.

## **FOCUS ON OUR PROCESSES**

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Create the most effective and efficient operations for the markets we serve.

We will continuously improve our quality, delivery, and services to our customers, align our operational capabilities to service targeted markets. We have defined, standardized, and are tracking metrics across our operations. We will continue to maximize utilization, drive lean harder, faster and deeper, and leverage our purchasing of paper and materials.

# Engaging Human Resources With Innovation

Neenah Complex Leadership Team Tied Performance Metrics /Innovation Tactics To Personal Performance Plan

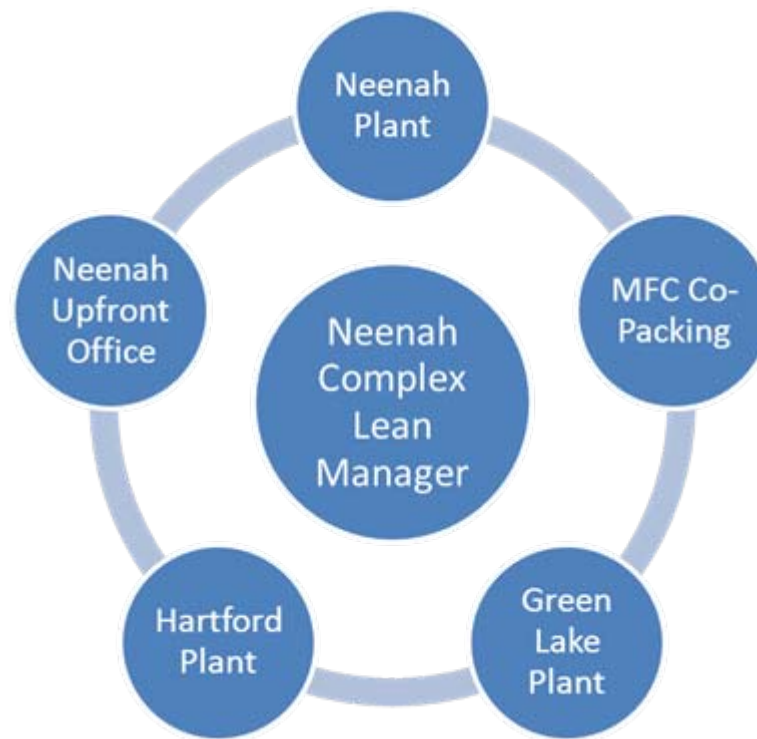
- HR Manager Was Leader Of Innovation Process
- Integrated Goals W/Lean Continuous Event
- Developed Tools For Lean Innovation Events
  - Calendars
  - Brain Storming
  - Real Win Worth Prioritization Process
  - Innovation Event “Newspapers” To Track Activities

# Investing Time & Money in Innovation

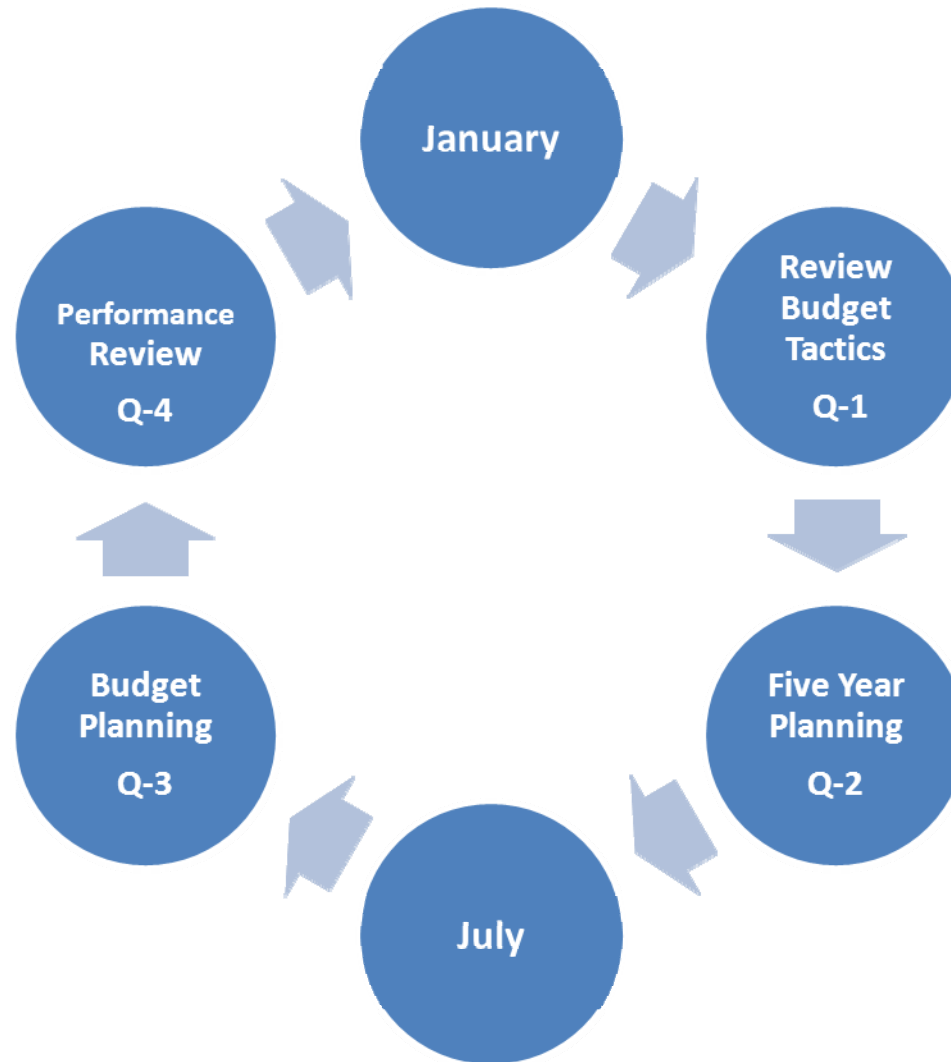
- Utilized Lean Tools & Networks To Drive Innovation Events
- Utilized Leadership Planning Process To Develop Innovation Initiatives & Teams
- Sent Team To Europe For Packaging Study
- Purchased Evolving Technology In Retail Ready Packaging

## Internal Structure

Our Neenah Complex Lean Manager provides tools, resources and coaching for Lean Steering Committees from plant operations & front office. Most committee projects attack inventory, waste, throughput and sustainability. Quarterly group meetings showcase results, highlight industry best practices (outside speakers) and assure strategic alignment moving forward.



# Our Leadership Process



# Investing Time & Money in Innovation

## Kaizen Innovation Events Held Year 1

- Hutch, Clips & Machine (Grocery Lobby Displays)
- Expand Opti series
- Poly-Joiner / \$5 PW Group 1
- Poly-Joiner / \$5 PW Group 2
- Poly-Joiner / \$5 PW Group 3
- Walgreen's Anti Theft Solutions
- Destination Center Grocery
- Pet Food In a Box
- Co-Branding Display Solutions
- Develop Formal Innovation Process



# The Results

*Created New  
Manufacturing  
Process Allowing \$15  
Million In Sales  
Growth*

*Innovative Sales  
Models Driving  
Business At Our  
Customer's Customer*

*Created New Financial  
Model To Implement  
Co-branded Displays  
@ Retail*

*Invested in Retail  
Ready Technology  
Positioning Ahead of  
Competition*