

Employee Ownership at Work

Making Better Beer Faster Using a Continuous Improvement Program



John Ahern

Senior Cellarman

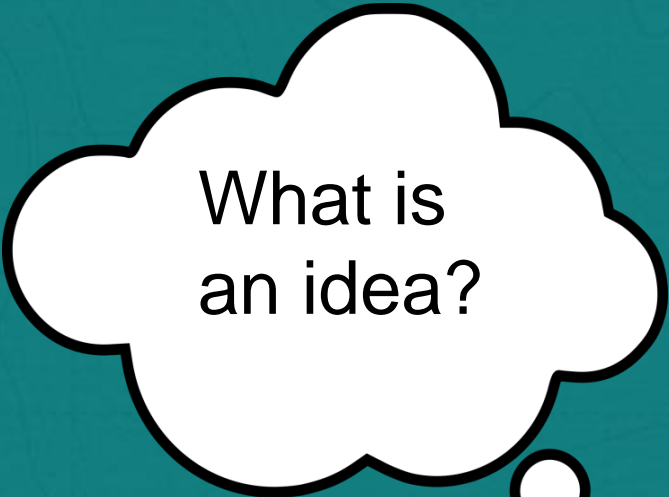
Harpoon Brewery

Aaron Moberger

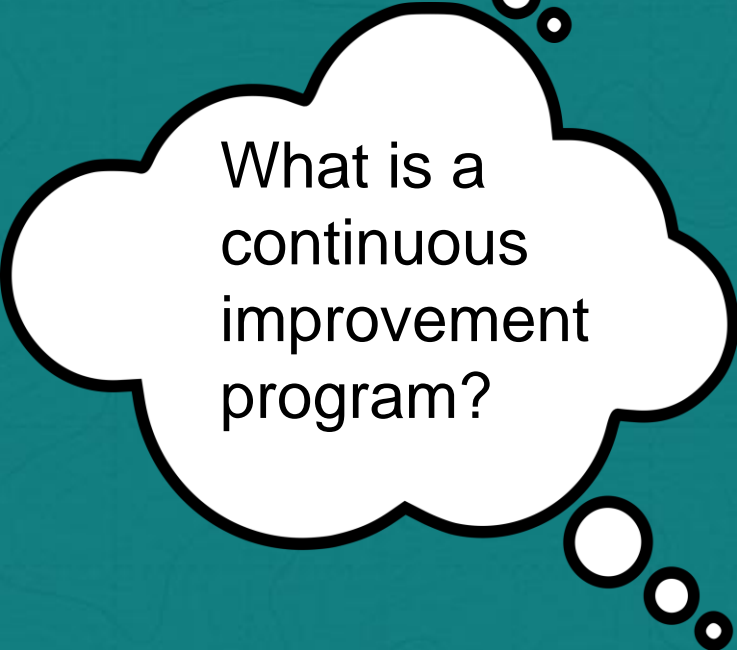
Cellar Manager

Harpoon Brewery






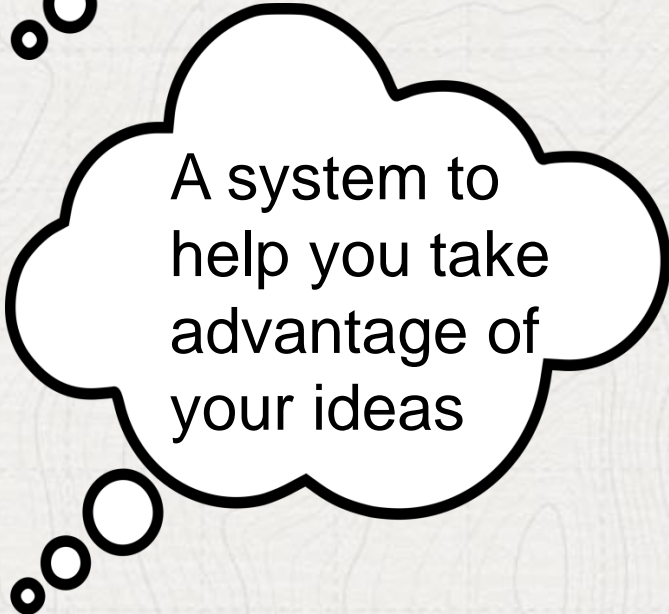
What is
an idea?



What is a
continuous
improvement
program?



Anything that
helps you do
your job better



A system to
help you take
advantage of
your ideas

What Is Our Main Goal?

Promote a culture of continuous improvement

Change some ways in which we think about our work

What is the origin of our program?

“People know how to make their jobs better”

Web Industries, ESOP company, their plan and referral to the book Ideas Are Free



Results From Our Cellar

Fewer delays

Tighter tolerances

Reduce dissolved oxygen

Filtered a record 1,500 barrels through one filter bed

Increase filtration throughput from 6 batches per day to 8-10

Reduce DE consumption from ½ pound per bbl of beer to ¼ pound

More pride in our work and products leads to better morale

Employees get to contribute to their own success

Cuts down on headaches



Realistic Expectations

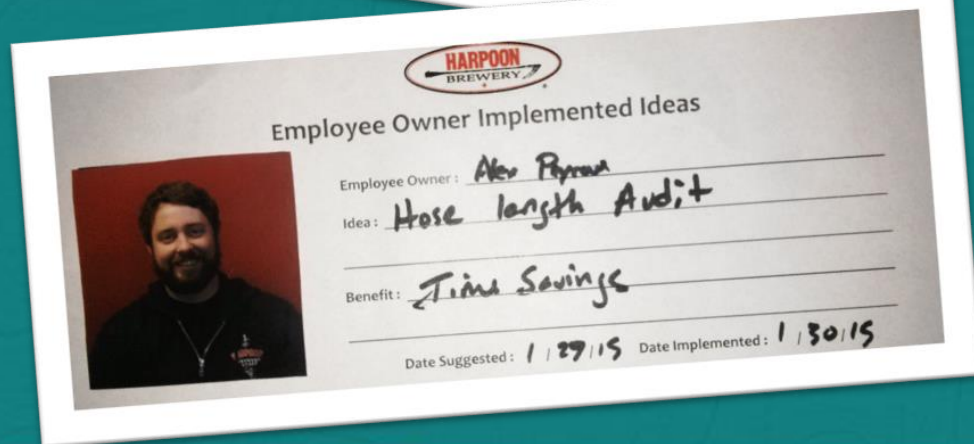
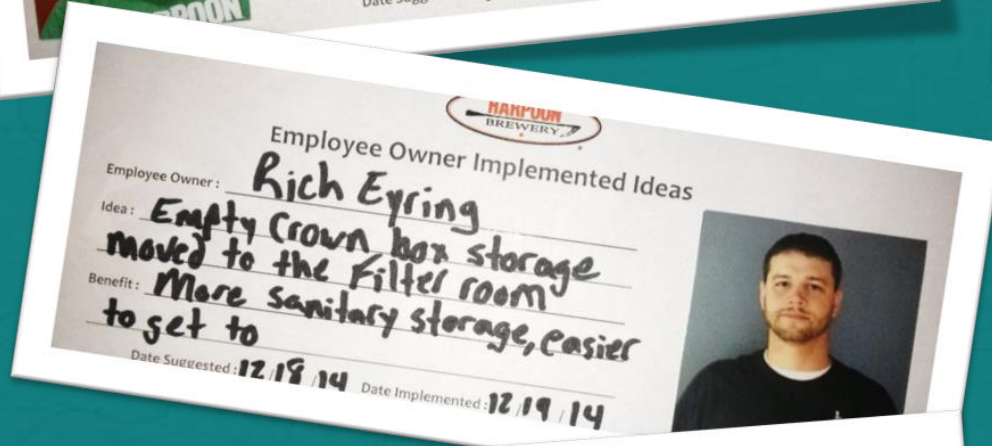
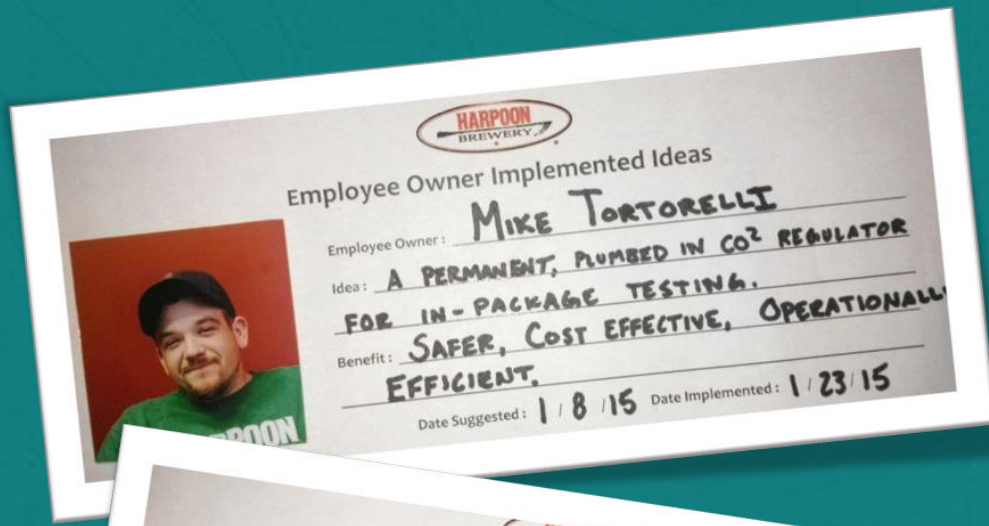
More small ideas than big ideas

Some examples from Harpoon:

- hose length audit
- filter step / grip tape

Small ideas pave the way for big ideas

Requires time outside of normal work



Framework: Starting Up

Top to bottom alignment, “buy in”

Divide into small, commonsense groups

- No one-size-fits-all

- Specifics of tracking and reporting ideas

Keep it simple

- Submitting, vetting, processing, and recording

- Easy follow-up; don't lose track of ideas

- Transparency



Framework: Processing Ideas



**Introduce topics or ideas
generating sessions**



**Recognize and
celebrate contributions**

E.g., Ownership Month Competition



**Use metrics to evaluate
and improve your system**

Common Pitfalls

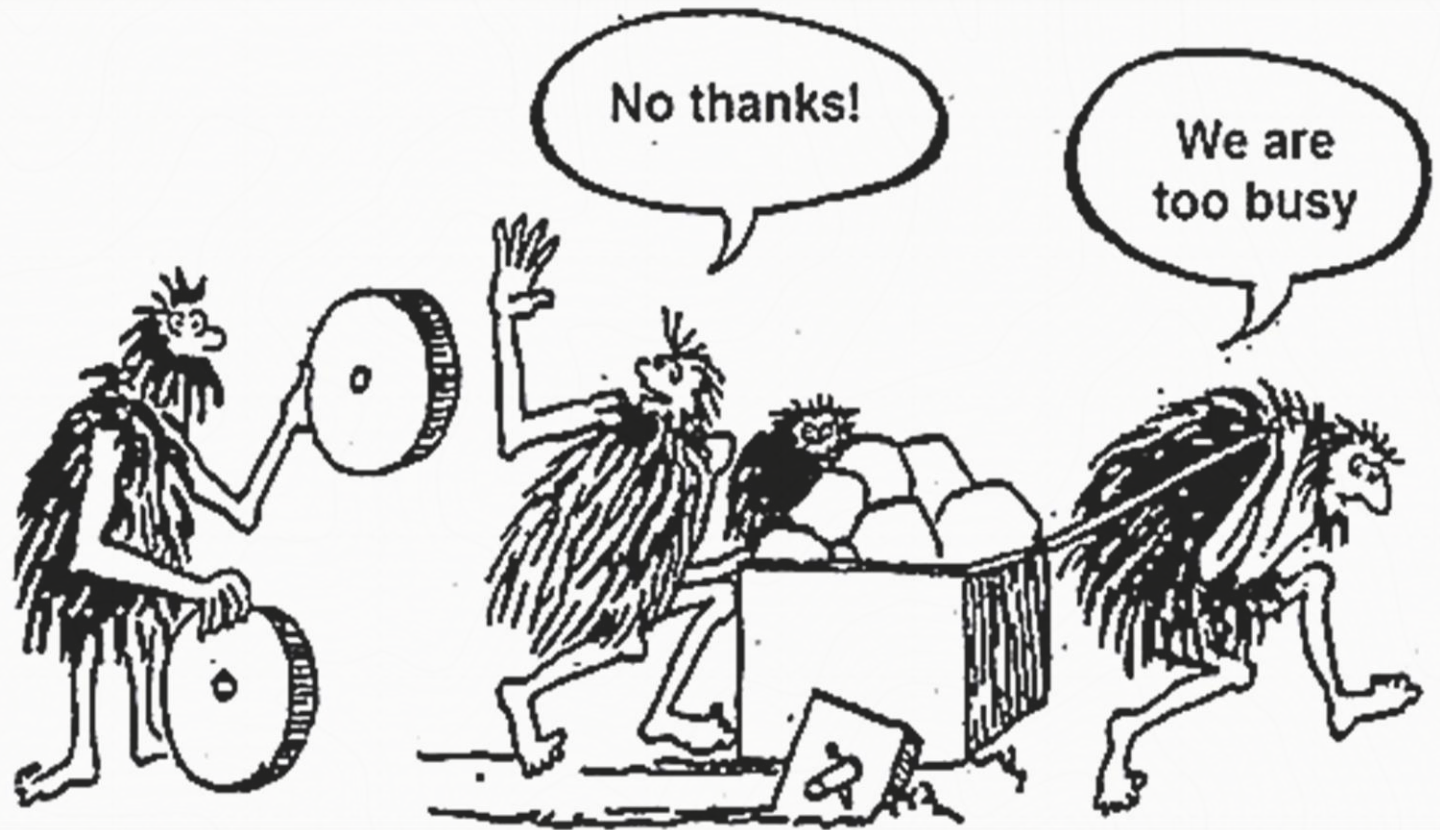
- “Too busy”
- Non-production employees have trouble seeing carryover
- Too much focus on big ideas
- Lost in the ether...
- Failure to complete ideas

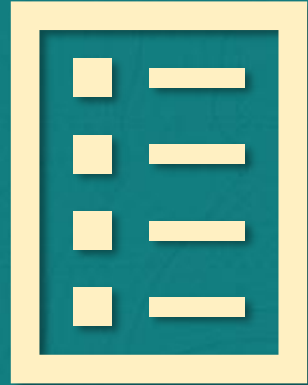
“Too busy”

Submission is simple

Focus on small ideas

Network to vet,
discuss, collaborate





Non-Production Employees Have Trouble Seeing Carryover

For Sales: what do you do to add value?

- Build relationships

What do you have to do that takes you
away from building relationships?

- Expense reports

Boston Cellars

Weekly Meeting Minutes

Vibes

February 21, 2019

Present: ES, MT, TS, DP, RS, AS, SA, JM, JTIII, AM

Good things

Chem room clean as a whistle

More forklift operators

What do we think about the beers we finished this week?

Presidents' Day	IHG8A-D UFPCH1A-D	UFW1 RUF2 UFP1	CSBUBL2 REC8A-C, 9*	CSSPC3
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*REC9 got flour charge

RECs: get as much data as possible

try to replicate Windsor process—full bowl speed, 50 gpm

If we can't get sufficient haze, revert to slower bowl speed

Pull max haze samples for benchtop testing, log of each

Triple was hard to run 3.6-3.7 CU

Lupulin powder?

Challenges

14 Star slowed down

REC haze

Slow down / speed up like a UFO – as hazy as possible w/o chunks

One Hazy Summer?

Haze meeting → split single REC w/ flour charge, other adjustments:

Too Much Focus On Big Ideas

- Ask employees what gets in the way of doing their jobs better
- Suggest topics or themes; e.g., a new project or process
- Recap week
- Discuss highs and lows

- Transparency
- Ease of Processing
- Ideas Champions

Lost In The Ether...



Failure To Complete Ideas

Don't let the perfect be the enemy of the good



Nitrogenate Boston Irish Stout in line

Adding nitro to the bright tank worked better

Replace stock relief valve gauges with more robust ones

Gauges got beat up anyway, so we got rid of them altogether

Centrifuge some of next week's beer ahead of time

We still do this sometimes; however, we improved our throughput enough with other ideas that we didn't need to save that time every week

Person	Item	Date Supg.	Status	Date Implimented	Play to com.	Where else can it
280	Alan Stern	Set CO2 supply and log BuFlt for BuFlt CO2 tank contents flowing off		10/16/18	8	
281	Alan Stern	Use Polymer 10 covered of Polymer 100 which was running another product with sticks in it		10/16/18	22	
282	Alan Stern	Later bath the vent line, and clean it off of 1/2 inch from the vent line, and 1/2 inch from the vent line, and 1/2 inch from the vent line		10/16/18	22	
283	Alan Stern	Make a dilution calculator with separate calculator and report table		10/16/18	22	
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<div> <div> Home Calendar New task </div> <div> Cider Ideas Cider Team Team Meeting Ciderbox</div></div>

Boston Production Ideas Form Submission

This form is to be completed for all ideas specific to Boston Packaging, Cellar, Maintenance, Brewing, Lab and Warehouse.

Name *

First Last

Email *

Select a Choice *

The Dept. the Idea is Directed to - ▼

Date *

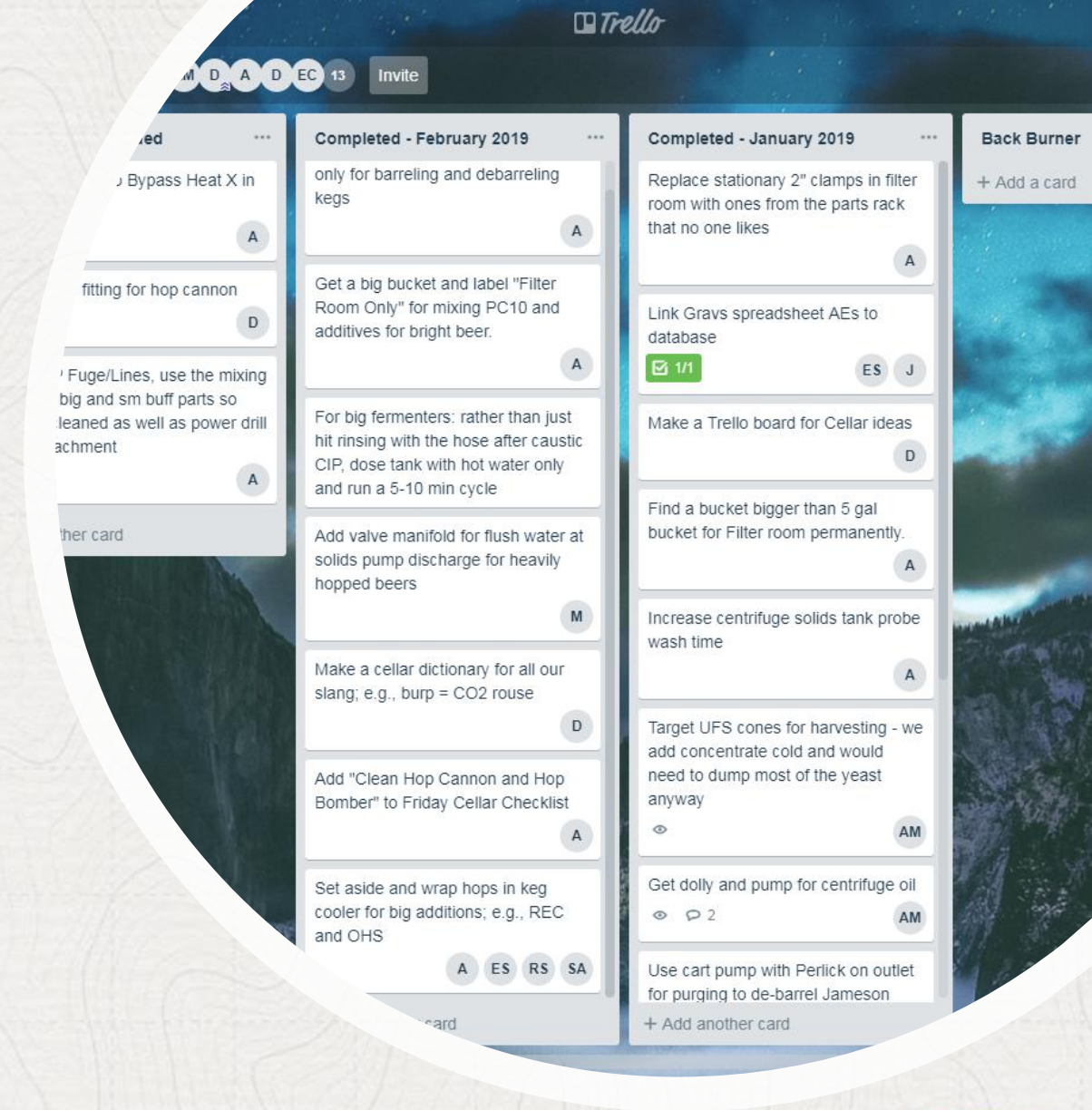
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MM DD YYYY

Idea - Please Be Specific *

What is Trello?

- Web-based task management application
- Provides a real time visual overview of what is being worked on and who is working on it.
- Sign up, make a board, invite team members, process an idea through the system, install excel export, export our first report!



Thank you!



- Questions?
- Comments?
- Concerns?
- Ideas?

Acknowledgements

Brewers
Association



Web Industries



Ideas Are Free

Alan G. Robinson &
Dean M. Schroeder

