

CONAGRA FOODS

REDUCE REWORK AND INCREASE EFFICIENCY IN END-TO-END COMMERCIALIZATION PROCESS

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ConAgra Foods is one of North America's largest food companies headquartered in Omaha, Nebraska, whose food can be found in almost every aisle of the grocery store, covering more categories than any other packaged food company in the United States. The company also has a strong food service business that supplies frozen potato and sweet potato products as well as other vegetable, spice, and bakery products to commercial and food service customers.

ConAgra Foods remains in a competitive position due to a broad product portfolio. However, across the business, opportunity existed to reduce rework after formula and packaging lock, potentially unlocking accelerated or new business.

The Tauber Team used lean concepts and problem solving to determine that three major issues are the root causes of their rework and inaccuracies—namely, training, communication and evaluation.

The team proposed two major recommendations to solve the issues, with a focus on Private Brands. The first was an Excel-based file which the Transportation & Warehousing (T&W) team would input to the Brand Finance team. The file brought critical thinking and simplicity into the process. The new template is expected to double the first time pass yield rate and increase T&W quote accuracy. The second recommendation was a dashboard that used visual management to bring clarity to ConAgra Foods' bid request system. The dashboard with three metrics—sales performance, pipeline inventory and leader board performance is expected to create a continuous improvement down to individuals and reduce pipeline inventory in the bid request system.

These changes are expected to improve the efficiency and effectiveness by reducing rework and improving the accuracy in ConAgra's Private Brands bid and commercialization process.