

THE WHIRLPOOL CORPORATION

Developing the IdX Training Pathway

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The Whirlpool Corporation (NYSE: WHR) is the world's leading kitchen and laundry appliance company, with approximately \$20 billion in annual sales, 77,000 employees and 59 manufacturing and technology research centers in 2019. Whirlpool Corporation's GAME (Global Advanced Manufacturing Engineering) team is tasked with creating new manufacturing systems to deliver winning products for consumers. Through digital transformation, they have been able to establish foundational technologies, build production intelligence, and help deliver new, innovative products for a digital world.

Whirlpool's GAME team has identified Industrial Digital Transformation (IdX) as a key strategic initiative to drive forward their manufacturing processes globally. As part of IdX, Whirlpool is introducing new technology and collecting new data. In order to fully utilize the new technologies they want to make sure their workforce is capable and prepared. In order to achieve this, Whirlpool is looking for a framework for introducing training to enable the full potential of the IdX program.

In order to define the framework, the team started by looking for external benchmarks for training programs related to digital transformation at other organizations. The team also interviewed individuals across the Whirlpool organization, from assembly operators at the site to managers on the corporate side in the European region. Based on all of this research and feedback, the team was able to create this general training framework with the following sections: business case, defining stakeholders, building a timeline, developing training content, implementing training, and incorporating into World Class Manufacturing (WCM). This framework is delivered through a website in order to be easily accessible and agile as the framework is implemented and refined through experience. This framework provides guidance and resources within each of the sections as defined above and gives examples - where available - from the pilot we were able to execute at the Clyde manufacturing site. The team also outlined the plan to move forward and immediately implement this framework globally to deliver savings.

Overall the team also defined three value streams that deliver cost savings to Whirlpool through this framework. This first is time savings. Based on research as well as discussions with the team at Whirlpool the Tauber team was able to determine that by using a framework such as the one developed there can be a savings of 30% of the project team's time. At Whirlpool, for IdX projects alone, this represents a savings of approximately \$1.9M in 2021 alone. The next stream is project effectiveness. The team found that there is a potential for a 30% increase in project effectiveness by using a framework like the one defined. This translates to a potential savings of between almost \$3M and \$4.5M over the next three years. The last value stream is employee engagement. While this does have a direct monetary impact, the potential savings are vast. It has been shown that increased engagement can improve retention as well as boost overall morale, leading to increased productivity and reduced cost of recruiting. The overall potential savings in the next three years are between \$9M and \$11.5M.