

ACCOUNTABILITY AT ALL LEVELS

BROUGHT TO YOU BY:



Manufacturers Alliance
Providing Training & Education Peer to Peer

GUEST SPEAKER



Angie Wordell, EVP of Operations
Graco

- ✓ Vision
- ✓ Ownership & Responsibility
- ✓ Transparency & Expectations
- ✓ Feedback



Accountability at All Levels

Angie Wordell
Executive Vice President, Operations
President, Oil & Natural Gas Division



A PROUD AMERICAN MANUFACTURER

WORLDWIDE LEADERS IN FLUID HANDLING

Graco manufactures and markets premium equipment to move, measure, control, dispense and spray a wide variety of fluid and powder materials. We employ approximately 3,700 people worldwide and serve thousands of customers in over 100 countries. In 2020, net sales were more than \$1.6 billion.

OUR MISSION

- Invest in New Products
- Target New Markets
- Expand Globally
- Make Acquisitions

Operating Segments & Divisions

INDUSTRIAL



Industrial Equipment

PROCESS



Process



Oil & Natural Gas

CONTRACTOR



Contractor Equipment



Applied Fluid Technology



Lubrication Equipment



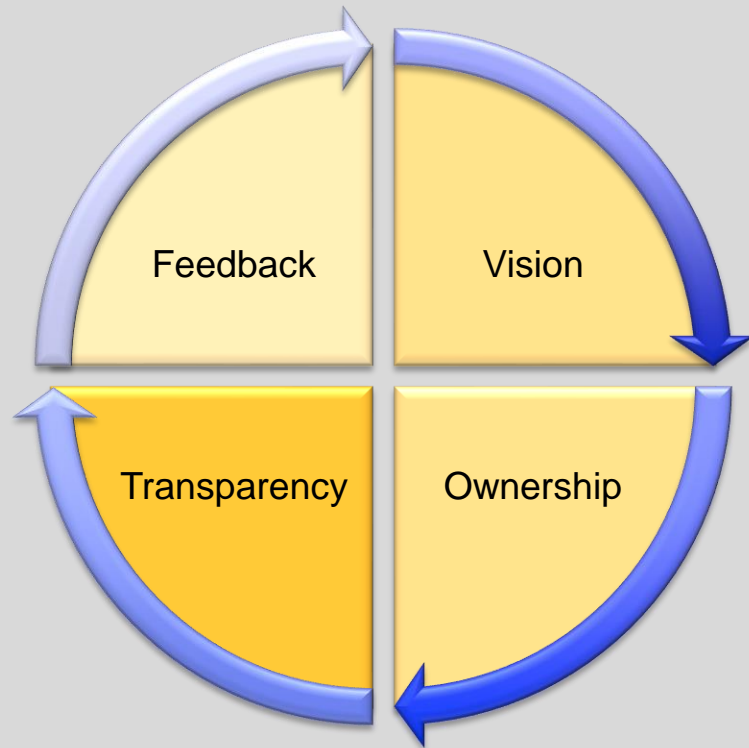
Electric Motor



Worldwide Leaders in Fluid Handling



Culture of Accountability



Vision

- Top down leadership across the organization

Ownership / Responsibility

- Maintain individual accountability where possible so everyone can take ownership and make a difference, but follow-up with company goal/connection
- Acknowledge the problem as an opportunity for continuous improvement

Transparency / Expectations

- Ensure good processes
- Drilling down to find the facts
- Gather the right people to get involved
- Collect and publish timely results

Feedback

- Gather feedback
- Implement solutions across other similar products and processes
- Ensure cross-functional cooperation

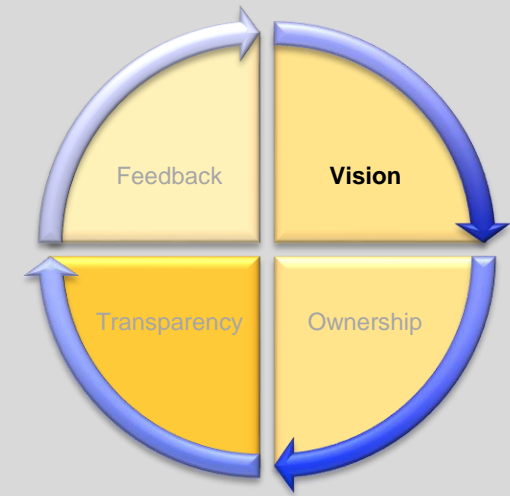
Graco's Brick and Mortar Values

With approximately 3,500 worldwide employees, each of us has a part to play in demonstrating these values every day.

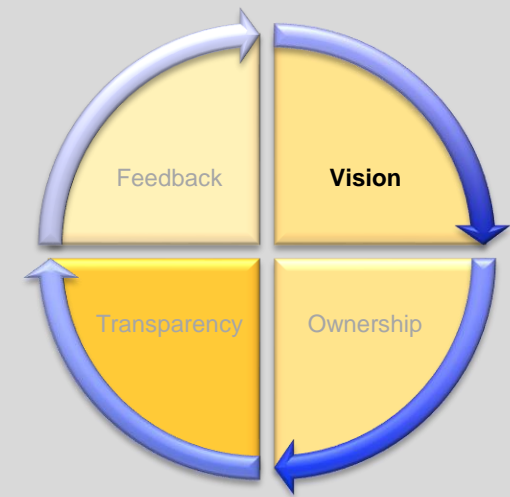
Graco's core values directly benefit our customers, employees, shareholders and communities:

- Quality
- Continuous Improvement
- Fact-based Decision Making
- Results Driven
- Customer Focus

The result of these values is our promise to you, our customer: We are committed to delivering innovation, quality and A+ Service.



A+ Service Example:

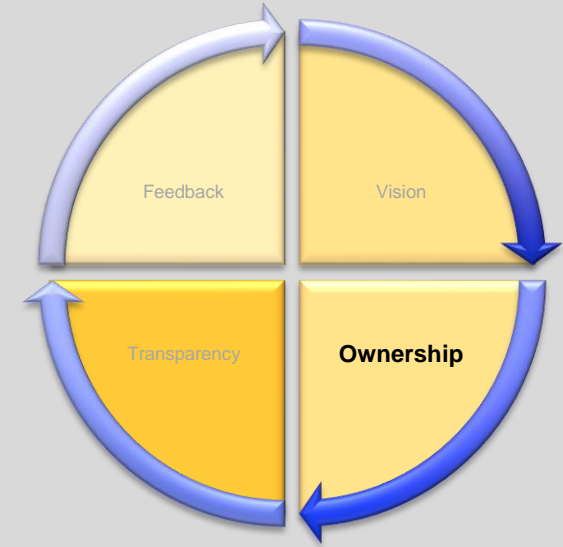


“A+ Service to every customer, every time”
~ Pat McHale CEO, Graco Inc.

Ownership for A+ Service Initiative

✓ Drive Ownership

- Adopt “*Every Customer, Every Time*” Culture
- Employee engagement on the how they participate and how they will be measured on performance – Operational & Customer
- A+ Service Metric Visibility at All Levels



Ownership – Company → Division → Cell → Employee



Contractor
Equipment
Division

Factory

Cell 1

Cell 5

Cell 2

Cell 6

Cell 3

Cell 7

Cell 4

Employee

Employee

Employee

Employee

Industrial
Division

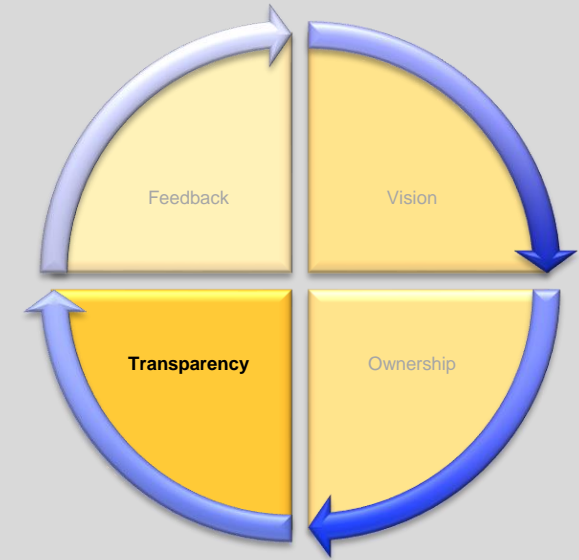
Applied Fluid
Technology

Process
Division

Lubrication
Equipment

- Product based divisions, factories and cells
- Metrics at each level
- Communication and information meetings to ensure understanding of metrics and how to drive results

Transparency through Customer Experience Metrics



	Internal Performance	Division ABC			
		Goal	2016	YTD	Met Goal Trend
Factory	Measuring to Service Level				
	Shipment to Service Level (Shuttle)	90%	98%	98%	● ●
	Shipment to Service Level (Truck)	90%	98%	98%	● ●
	Back Order Performance				
DC	Delayed Days to Ship - Complete Factory Only	100%	6.9	14	● ● ●
	Factory Promise Date Accuracy	90%	98%	98%	● ● ●
	% of Promise Dates Loaded within 1 day	90%	98%	98%	● ● ●
	On-Time Shipments - CS & Credit - Factory & DC				
All	Delayed Days to Ship - Complete (Domestic)	100%	0.5	0.8	● ● ●
	Delayed Days to Ship - Complete (Int'l)	100%	0.3	0.8	● ● ●
	On-Time Shipments - CS & Credit - Factory & DC				
	Delayed Days to Ship - Complete (Domestic)	100%	0.5	0.8	● ● ●
Customer & Trade Services	Delayed Days to Ship - Complete (Int'l)				
	CS & TA Email Performance				
	CS Initial Response (Hours)	2	1.6	3.3	● ● ●
	Complete (Days)	20	22	4.9	● ● ●
Sales	GSC - Green Quality Concerns				
	Initial Response (Days)	1	1	1	● ● ●
	Complete (Days)	20	10	8	● ● ●
	VOW - Warranty Claims				
All	Initial Response (Days)	2	0.5	0.2	● ● ●
	Complete (Days)	5	1	0.2	● ● ●
	Call Center Performance				
	CS Average Wait (Hours)	20	10	7	● ● ●
Customer & Trade Services	CS Abandon Rate	8%	1.8%	1.3%	● ● ●
	TA Average Wait (Hours)	45	20	16	● ● ●
	TA Abandon Rate	22%	5.3%	1.3%	● ● ●
	CS & TA Email Performance				
All	CS Initial Response (Hours)	14	16.9	20.1	● ● ●
	TA Initial Response (Hours)	19	22.7	32.9	● ● ●
	CS & TA Email Quality Audit				
	CS Score	90%	98%	98%	● ● ●
All	TA Score	90%	98%	98%	● ● ●
	CS & TA Call Quality Audit				
	CS Score	90%	92%	47%	● ● ●
	TA Score	90%	78%	98%	● ● ●
All	Sales Lead Response Speed				
	Initial Response (Hours)	24	22	16	● ● ●
	Follow-up (Hours)	28	22	22	● ● ●
	Max Follow-up	42	34	34	● ● ●
All	CS Internal Performance				
	Initial Response (Hours)	24	22	16	● ● ●
	Follow-up (Hours)	28	22	22	● ● ●
	Max Follow-up	42	34	34	● ● ●


- Detailed areas to measure
- Year over year improvement
- Trend analysis
- Monthly, quarterly, annual publication and review

MEASURE IT, UNDERSTAND IT, FIX IT!

Transparency for our customers www.graco.com

CONTACT US


We're here to answer questions and help address your needs.



CUSTOMER SERVICE

Monday–Friday
7:30 a.m.–5 p.m.
Central Time


800-275-5574



TECHNICAL SUPPORT

Monday–Friday
7:30 a.m.–5 p.m.
Central Time

800-285-0032




HOMEOWNER SUPPORT

For Magnum & TrueCoat
paint sprayers

Available 24 hours a day
7 days a week

888-541-9788



PREFER TO MESSAGE?

Send a message to
Customer Support

[MESSAGE](#)

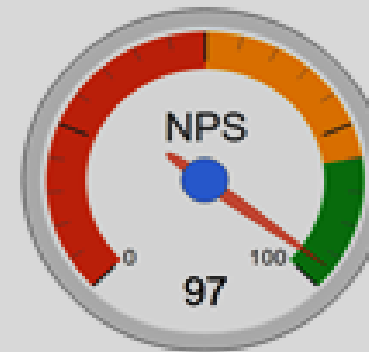
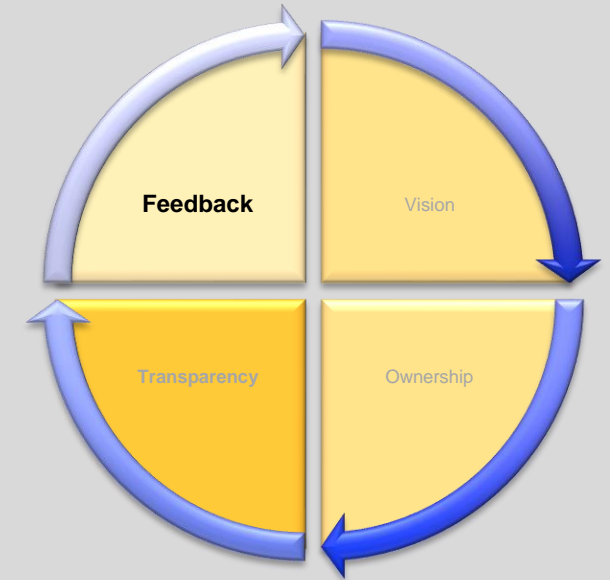
NOT SATISFIED?

If we haven't answered your questions through the above channels, Graco's CEO wants to know.

[EMAIL THE CEO](#)

Feedback Mechanisms

- Dashboard tracking
- Customer surveys
- Statistical progress results
- Review at employee meetings



Net Promoter Score (NPS)



Lessons Learned

- ✓ Define metrics that people believe in
 - Understandable, measurable and relatable
 - Remove fear of the unknown
- ✓ Establish good baseline for performance
 - Give organization time to understand and believe in it
- ✓ Allow flexibility as program develops
 - Don't get stuck on old measures, be open to change
 - Modify metrics as issues or opportunities arise to improve
- ✓ Identify primary owner
 - Assign credible leader to create and validate metrics, train organization, and drive continuous improvement based on results





Improve
processes &
procedures



Guidance to
motivate
employees



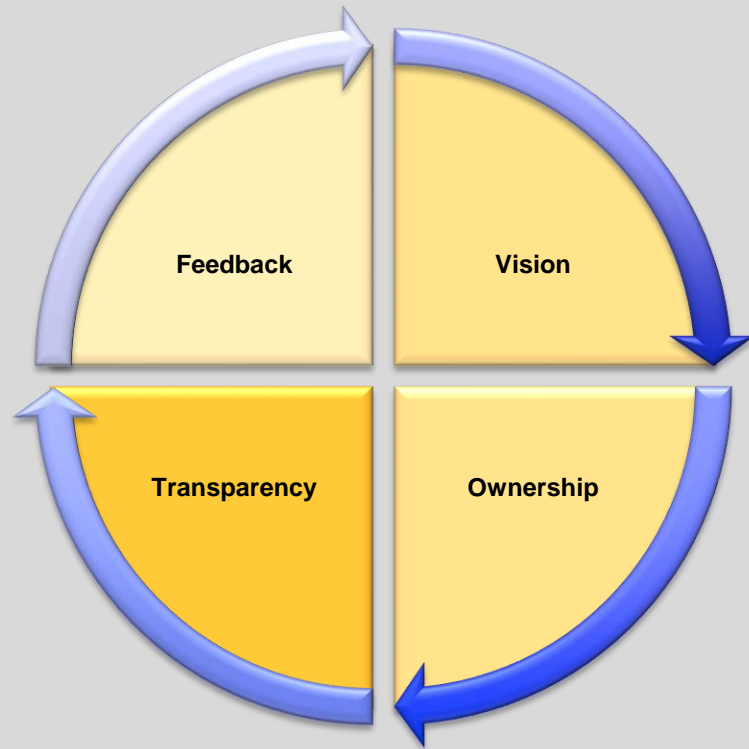
Clear
direction



Improves
open
dialogue



Accountability



- ▶ Company *vision* explained
- ▶ Top down *ownership* with commitment and support
- ▶ Visible metrics for *transparency*
- ▶ Regular *feedback* on performance

Thank you!



Move | Measure | Mix | Control | Dispense | Spray

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