



# Continuous Improvement During Rapid Growth

**BLAIR SEALE, P. ENG.**

DIRECTOR OF CONTINUOUS IMPROVEMENT







We sell premium pork products to customers around the world. Our **HyLifePork** product brand was created specifically for the high demands of our customers in Japan.



**HyLifepork**<sup>®</sup>

*Taste & Trust*



**Our  
Vision**

WE WILL BE  
**THE BEST**  
FOOD COMPANY  
IN THE WORLD



**Our  
Mission**

WE TAKE CARE OF  
OUR **EMPLOYEES,**  
OUR **CUSTOMERS,** &  
OUR **COMMUNITIES**



# LIVING OUR CORE VALUES

Our core values are a **guiding light** used to navigate decisions, attitudes, and company culture

We **demonstrate** these root beliefs every day – they stand for who we are, what we do, and how we do it



- Teamwork
- Do What We Say, Say What We Do
- Open Door Policy
- Respecting People
- Respecting Animals
- Turning Challenges into Opportunities
- Empowering People
- Striving to be the Best
- Community Partners
- Get 'er Done
- Sustainable Profitability
- Work Hard, Play Hard
- Work Safe



# Why Continuous Improvement?

## The opportunity

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- **Strong Demand**
- **New Markets**
- **Acquisition Opportunities**
- **Amazing Growth Potential**
- **Great Profits**



# Why Continuous Improvement?

**What's the point?**

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- No need
- No time
- Profits are already great!

**Right?**

# Why Continuous Improvement?

**What's the point?**

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- No need
- No time
- Profits are already great!

**WRONG!**

# Rapid Growth

## HyLife expansion in 2008

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**With the purchase of Springhill Farms processing plant in Neepawa, the fully integrated business model is engaged**



# Rapid Growth

**2008**  
**in Neepawa**

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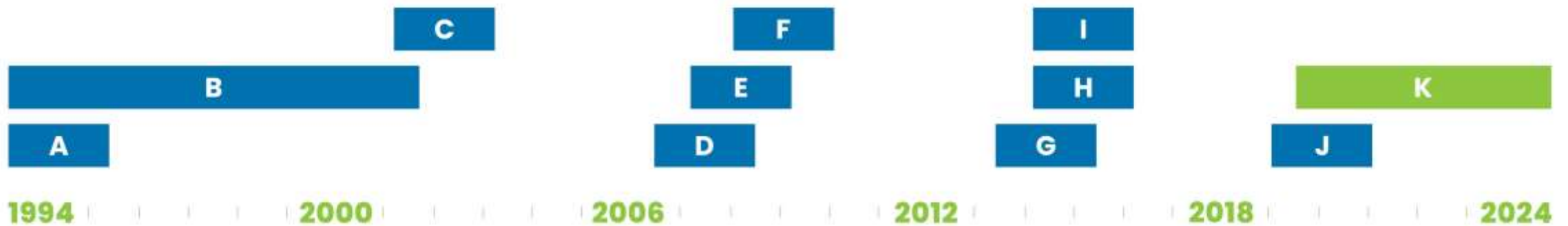


**400**  
**Employees**

**575,000**  
**Processing Capacity**

# Key Milestones Along the Way

- A** | **VL4/Janzen** created by Denis, Claude, and Paul Vielfaure together with Don Janzen
- B** | **Expansion** into genetics & construction of barns and feed mill
- C** | Company renamed to **Hytek**
- D** | First overseas nucleus herd started in **China**
- E** | Springhill Farms processing plant purchased in **Neepawa, MB**
- F** | Company is rebranded as **HyLife**
- G** | **\$125 million infrastructure expansion** announced to grow the fully integrated business model
- H** | Began **Avoir HyLife Mexico** joint venture
- I** | **HyLife Pork Table** opens in Daikanyama
- J** | Prime Pork processing plant purchased in **Windom, MN**
- K** | **Projects and expansions underway** to increase hog capacity at our plants





# HyLife is a fully integrated producer of premium pork

**LARGEST**

Canadian Integrated  
Pork Producer

**3.4 MILLION**

Hogs Produced  
Per Year

**3.2 MILLION**

Hogs Processed  
Per Year

**20**

Countries  
Exported To

**4500+**

Employees  
Worldwide

**4**

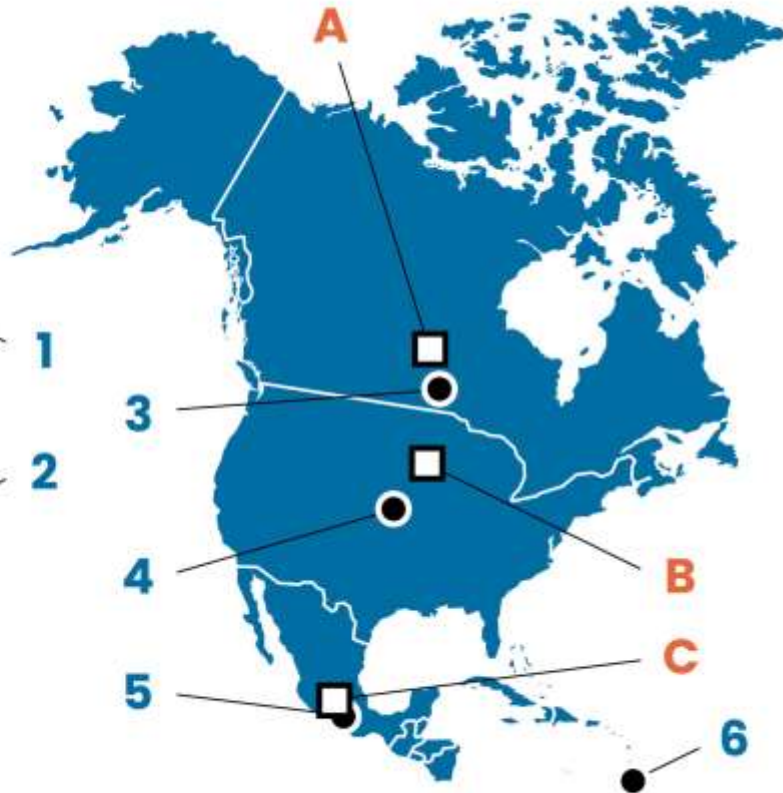
High-Tech  
Feed Mills



1



2



3

4

5

B

C

6

## Offices

1 Japan

2 China

3 Canada

4 USA

5 Mexico

6 Barbados

## Pork Plants

A Neepawa (Manitoba)

B Windom (Minnesota)

C Salvatierra (Mexico)

# Rapid Growth

## The challenges

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- More orders than you can handle
- Skilled people
- Capacity shortage
- Equipment availability
- Strong and reliable contractors
- Time for Continuous Improvement



# How HyLife Embraced CI

## Leadership Support

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- Recognition of importance of CI
- Demonstrated support by Executive team
- Leaders that believe in CI

# How HyLife Embraced CI

## 2 pillars to build CI teamwork culture

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### Continuous Improvement

- Build a CI Team
- Integrate CI into company culture

### Our People

- Invest in development
- Create an attitude of excellence



## Continuous Improvement

- **Build a CI Team**
- Integrate CI into company culture

## Our People

- Invest in development
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FOUNDATION: LEADERSHIP SUPPORT

# First Pillar: Build a CI Team

## Composition

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- **Non-traditional thinkers**
- **Lean / CI experts**
- **Technical strength**
- **Service minded**
- **Team players**



# First Pillar: Build a CI Team

## Competencies

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- **Industrial /  
Manufacturing  
/ Mechanical  
Engineering**
- **Process  
Improvement**
- **Process Design**
- **Mechanical  
Design**
- **Project  
Management**

# First Pillar: Build a CI Team

## Competencies

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## Industrial / Manufacturing / Mechanical Engineering

- Process standardization
- Plant capacity modelling
- New process design and implementation
- Structured problem solving



# First Pillar: Build a CI Team

## Competencies

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- **Industrial / Manufacturing / Mechanical Engineering**
- **Process Improvement**
- **Process Design**
- **Mechanical Design**
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# First Pillar: Build a CI Team

## Competencies

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## Process Improvement

- Labour optimization
- Waste reduction
- Material reduction
- Yield improvement
- New process development
- Biological process improvements



# First Pillar: Build a CI Team

## Competencies

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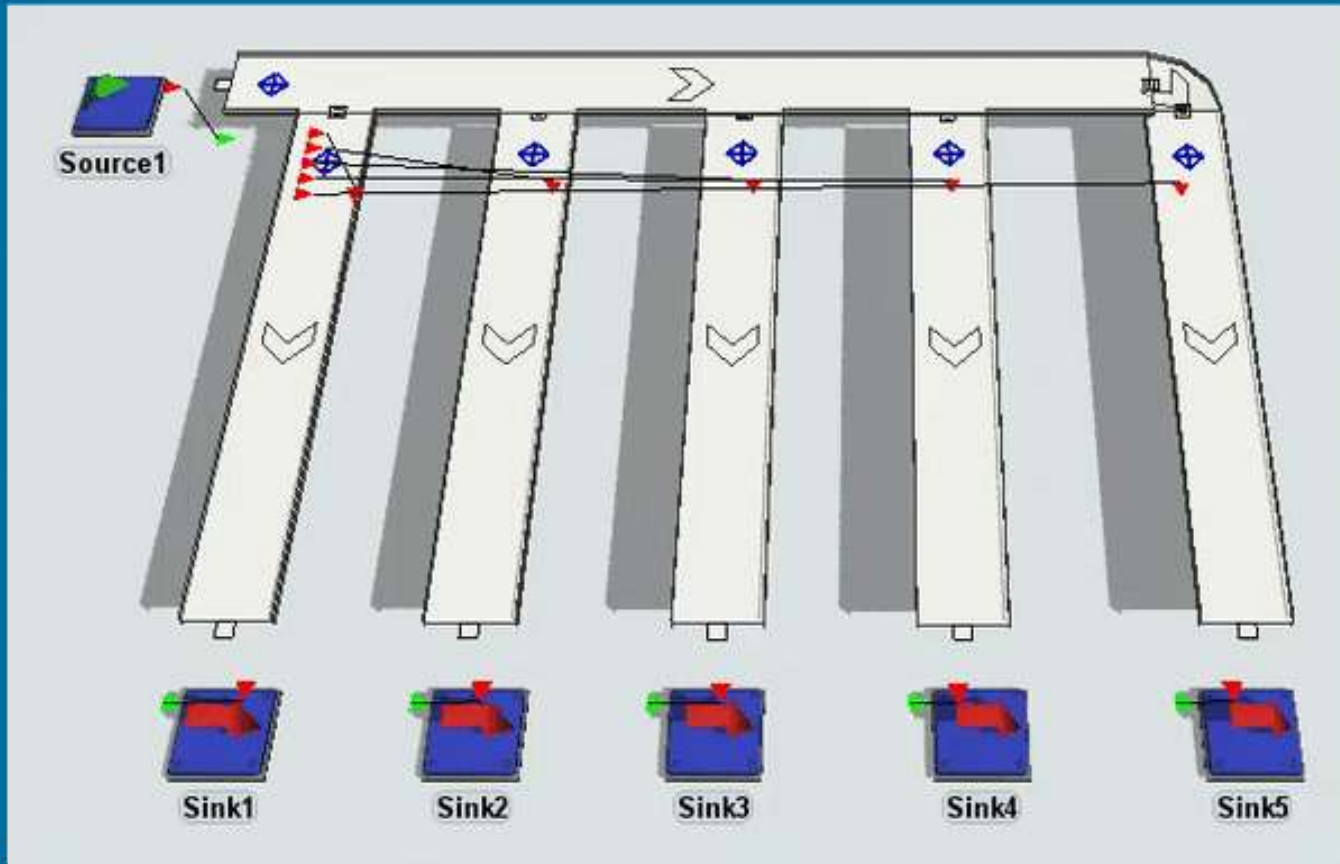
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- **Industrial / Manufacturing / Mechanical Engineering**
- **Process Improvement**
- **Process Design**
- **Mechanical Design**
- **Project Management**

# Process Design

- Plant design
- Line design
- Protein processing unique





# First Pillar: Build a CI Team

## Competencies

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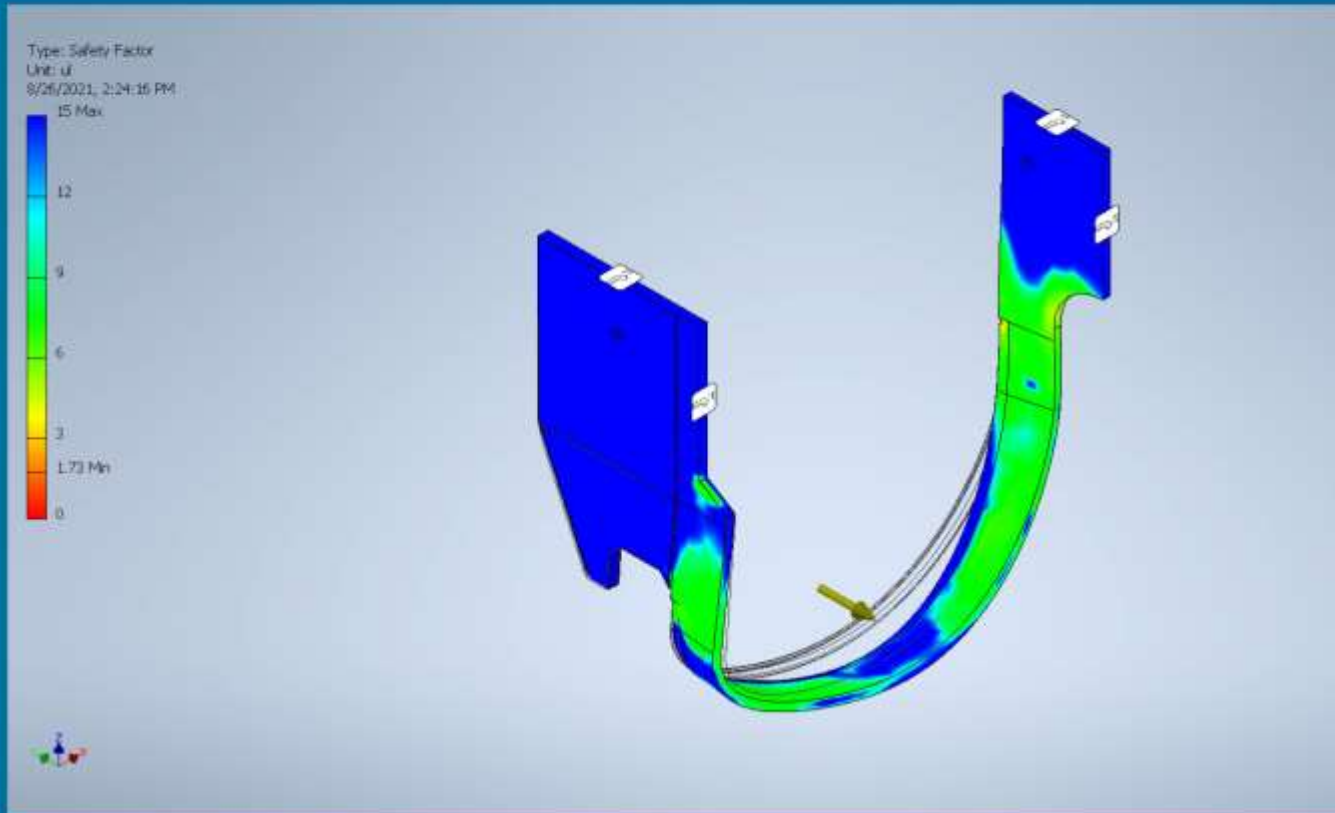
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- **Industrial /  
Manufacturing  
/ Mechanical  
Engineering**
- **Process  
Improvement**
- **Process Design**
- **Mechanical  
Design**
- **Project  
Management**

# Mechanical Design

- 3D equipment design
- Digital design skills
- Stress analysis
- Finite Element Analysis (FEA)



**BLADE DESIGN & STRESS ANALYSIS**

# First Pillar: Build a CI Team

## Competencies

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- **Industrial / Manufacturing / Mechanical Engineering**
- **Process Improvement**
- **Process Design**
- **Mechanical Design**
- **Project Management**



# First Pillar: Build a CI Team

## Competencies

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## Project Management

- Improvement projects
- Plant expansions
- Modernization
- Business Case ROI
- Project realization effectiveness tracking

## Continuous Improvement

- Build a CI Team
- **Integrate CI into company culture**

## Our People

- Invest in development
- Create an attitude of excellence

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# First Pillar: Integrate CI Into Company Culture

## Teamwork & Collaboration

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- The foundation of our goal
- Don't just swoop in with the answer and make changes
- All about working together
- Strive toward common goals
- Together we are far more effective



# First Pillar: Integrate CI Into Company Culture

## Service mindset

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- We (CI team) are here to serve
- Humbling
- Effective!



# First Pillar: Integrate CI Into Company Culture

## Relationship building

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- Leaders care about each other
- Care about the business
- Care about all our people
- CI / Supervisor
- Weekly CI /Ops



# First Pillar: Integrate CI Into Company Culture

## Common KPIs

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- Common ground
- All measured against the same thing





# First Pillar: Integrate CI Into Company Culture

## Facilitation

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- Teach, guide, & enable teams to find the solution and implement
- Great chance of sustainability
- Kaizen events

# First Pillar: Integrate CI Into Company Culture

**Lean training  
for leaders**

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- Production leaders lead teams
- Supported by CI team member facilitating



# First Pillar: Integrate CI Into Company Culture

## Company-wide involvement

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- Specific training as needed
- Involve shop floor workers to senior management in projects, kaizen events, area design changes, etc.



# First Pillar: Integrate CI Into Company Culture

## CI in everything

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- Think lean in all areas
- Incremental improvements
- Large projects



## Continuous Improvement

- Build a CI Team
- Integrate CI into company culture

## Our People

- **Invest in development**
- Create an attitude of excellence

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# Second Pillar: Our People

**Invest in  
development**

CONTINUOUS IMPROVEMENT DURING RAPID GROWTH

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- **We Care Team**
- **We Care Leadership Development**
- **HyLife U**
- **HyLife Masters Program**
- **Performance Coaching**



# Second Pillar: Our People

**Invest in  
development**

CONTINUOUS IMPROVEMENT DURING RAPID GROWTH

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## We Care Team

- Team of HyLife Ambassadors
- Committed to help our employees
- Listen and engage
- Bring ideas and concerns to our leaders
- Help drive solutions
- Support HyLife CI culture



**“We want to be a sounding board for people to come to tell us things we need to do better – because we want to continue to improve, and the We Care Team is all about that.”**



# Second Pillar: Our People

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# Second Pillar: Our People

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## We Care Leadership Development

- Training excellence for leaders
- 3 level certification program
- Prepare leaders to support HyLife's:
  - Culture
  - Core values
  - Business operations
- Leaders must maintain their We Care Leadership Certification

# Second Pillar: Our People

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## HyLife U Courses

- Grow employee knowledge, skills & abilities through training
- Courses provide tools & information
- Opportunity to build relationship



HyLife U



# Microlearnings

## WORKPLACE

An organization's beliefs, values, and culture can be built through employee relationships.

## PRINCIPLE

Explore organizational change management session.

## MEETING

Meetings are an investment? Meetings are effective and efficient.

## TALENT ACQUISITION

Talent Acquisition for managers or job offers, or hiring process by HyLife's solutions.

## PUBLIC SPEAKING

This course to challenge you and presenters offered as a microlearning.

## DISC IN THE WORKPLACE

DISC® is a communication model facilitated as more effectively. This course is a microlearning.

## Production Training

### TRAIN THE TRAINER

At HyLife, we want our training program armed with the Train the Trainer elements, such as connecting the effective training.

### PRODUCTIVITY

This is a series of our Productivity content is built with Productivity current needs class training.

## Leadership Program

### LEADERSHIP FOR MANAGERS

Thoroughly understand the necessary building blocks that contribute to leadership success, such as Leadership vs. Management, Leadership Styles, Managing the Transition to Leadership, Managing Others, Delegation, Conflict Management and Employee Retention. This course is split into two-half days, and consists of pre and post evaluations completed by the leader of each Manager in attendance.

### CONFLICT MANAGEMENT

Conflict is inevitable, and it has the ability to produce positive change and innovation. However, it can also be destructive and can affect workplace relationships. Understand conflict in the workplace and focus on developing the skills necessary to prevent and manage workplace conflict.

### BUILDING HIGH PERFORMING TEAMS

High-performance work teams are generally composed of a combination of purpose and goals, talent, skills, performance ethics, leadership, conflict, communication, empowerment and standards. Learn to build and sustain a high performing team, while enhancing your overall leadership skills.

### MANAGING & COMMUNICATING CHANGE

Learn and understand the systematic process of leading people through change while also communicating clearly with those around you. Learn to orchestrate change while at the same time following an organized plan.

### MANAGING EMPLOYEES WITH EMOTIONAL INTELLIGENCE

Emotional intelligence in leadership is comprised of empathy, social skills, self-awareness, self-regulation and motivation. Learn to effectively lead your team with strategies to manage counterproductive tendencies and understand interpersonal dynamics while being an emotionally intelligent leader.



HyLife U



HyLife U



# Second Pillar: Our People

**Invest in  
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# Second Pillar: Our People

**Invest in  
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## HyLife Masters Program

- Leaders selected by Executive Management Team
- Year-long program, designed to:
  - Strengthen leaders
  - Connect to HyLife's integrated business platform
- Goal to support sustainability & organizational growth



# » The Jacket

The final chapter of every Masters program is the jacket ceremony, a culmination of the graduation process. Masters jacket liners are designed by the previous year's program graduates who present them to the current year's grads.



## » 2020

The 2020 Masters Program



Committed to Sustainability

The 2020 Masters program delivered the corporate Integrated Sustainability Report. The first document was delivered to HVL's executive management team in October 2020. The legacy document will serve as the blueprint for HVL's ongoing sustainability reporting. To develop and implement HVL's sustainability report, the Masters team embraced the following five steps:

1. Awareness and Training
2. Stakeholder Mapping and Engagement
3. Assessment
4. Develop Sustainability Goals
5. Communicate and Report



The 2020 Masters in!

COVID-19 delivered several challenges in 2020. The program had to global travel restrictions which have delayed the opportunity for a group trip.



## » 2019

The 2019 Masters program had two major projects.



The implementation of HVL's corporate communication's application to every location in Canada. Masters members organized the layout, security, and rollout of the application on internal marketing collateral. The Bee never leaves work at HVL.



The production of the HVL 2019 video was the second major project and is presented to every new hire at orientation. The 16 minute video covers all aspects of HVL's integrated business operations and features employees from many different departments.

The 2019 Masters in Japan

The 2019 Masters Program visited Japan in October 2019 giving them the opportunity to experience HVL's work life away from customers' site.



The highlights were:

- HVL's main table, where our Masters group interacted with customers and employees.
- Viewing HVL's retail store that carry HVL's product.
- Factory, where the Masters toured our HVL office and learned about FOCUS's business in Japan.



## » 2018

The 2018 Masters program had several projects.



HVL Employee Information Program

Operational Project



Food's Deepen Security

Food's Deepens 4M/MA Alignment



Food's Deepens New Line Review

The 2018 Masters in New York

The 2018 Masters Program visited the Food's Corporation head office in New York in October 2018. The group completed DSC Training with Food's Learning and Talent Management Director, Susanna Rabinov, and attended meetings with other staff.



## » 2017

The 2017 Masters program had many different projects consisting of small teams and the Annual Strategic Mapping with the entire group.



Annual Strategic Mapping  
The project which looked at HVL's strategic planning from a global perspective included 50% of the Masters team and is still in progress today.



Customer Relationship Management



Right Metrics



Financial Reporting



Global Sustainability Management



Strategic Acquisition



Master from Program



The 2017 Masters in Victoria, BC

The 2017 Masters Program visited Victoria, British Columbia where they attended a seminar on Leadership.



# Second Pillar: Our People

**Invest in  
development**

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- **We Care Team**
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# Second Pillar: Our People

**Invest in  
development**

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## Performance Coaching

- Continuous coaching is key
- Formal, structured goals & performance review
- Input and feedback both ways
- Road map to success



## Continuous Improvement

- Build a CI Team
- Integrate CI into company culture

## Our People

- Invest in development
- **Create an attitude of excellence**

FOUNDATION: LEADERSHIP SUPPORT

# Second Pillar: Our People

**Create an attitude  
of excellence**

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## Workplace Culture

Culture is a system of values, beliefs, and behaviors that shapes how actual work gets done —  
*“the way things work around here.”*



# Second Pillar: Our People

**Create an attitude  
of excellence**

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## Building Workplace Culture

- Driven by our values
- Workplace / HyLife culture education
- Leaders are critical to building workplace culture
- Building a positive workplace culture is proven to retain & engage employees





# Building Positive Workplace Culture

- Be a leader in believing in our company values
- Show employees they matter
- Mentorship
- Be open
- Invest in the community



# Building Positive Workplace Culture

- Promote teamwork
- Encourage and promote diversity
- Help new hires feel welcome
- Engage employees
- Performance management
- Celebrate successes and fun
- Encourage communication





# WORKPLACE CULTURE

HyLife's culture is focused on our  
vision, mission, and our values

**Everything** we do reflects our values



# Our Core Values

**Teamwork**

**Do What We Say,  
Say What We Do**

**Turning Challenges  
into Opportunities**

**Striving to be  
the Best**

**Work Safe**

- Teamwork
- Do What We Say, Say What We Do
- Open Door Policy
- Respecting People
- Respecting Animals
- Turning Challenges into Opportunities
- Empowering People
- Striving to be the Best
- Community Partners
- Get 'er Done
- Sustainable Profitability
- Work Hard, Play Hard
- Work Safe

# Success!

## Continuous Improvement

- Build a CI Team
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## Our People

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**FOUNDATION: LEADERSHIP SUPPORT**

# Measure & Celebrate

## Recognizing success & having fun

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- Small wins will start to turn into large wins
- Celebrate the success
- Working hard to reach new heights as a company is exhilarating



# HyLife Success Stories

## 5S Kaizen

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BEFORE ▲

▼ AFTER



BEFORE ▲

▼ AFTER





# HyLife Success Stories

## Labour optimization

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- 2021: 124 position savings in 2 plants
- 2022: 129 position savings target
- Strong collaboration with Operations
- Process review
- NVA reduction
- Process improvement



# Cost Savings Attribution

## CI Results in 2021

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**5.9:1**

**Savings to  
Cost Ratio**



# Employee Turnover

The We Care Team has had a very positive impact on HyLife turnover in Windom

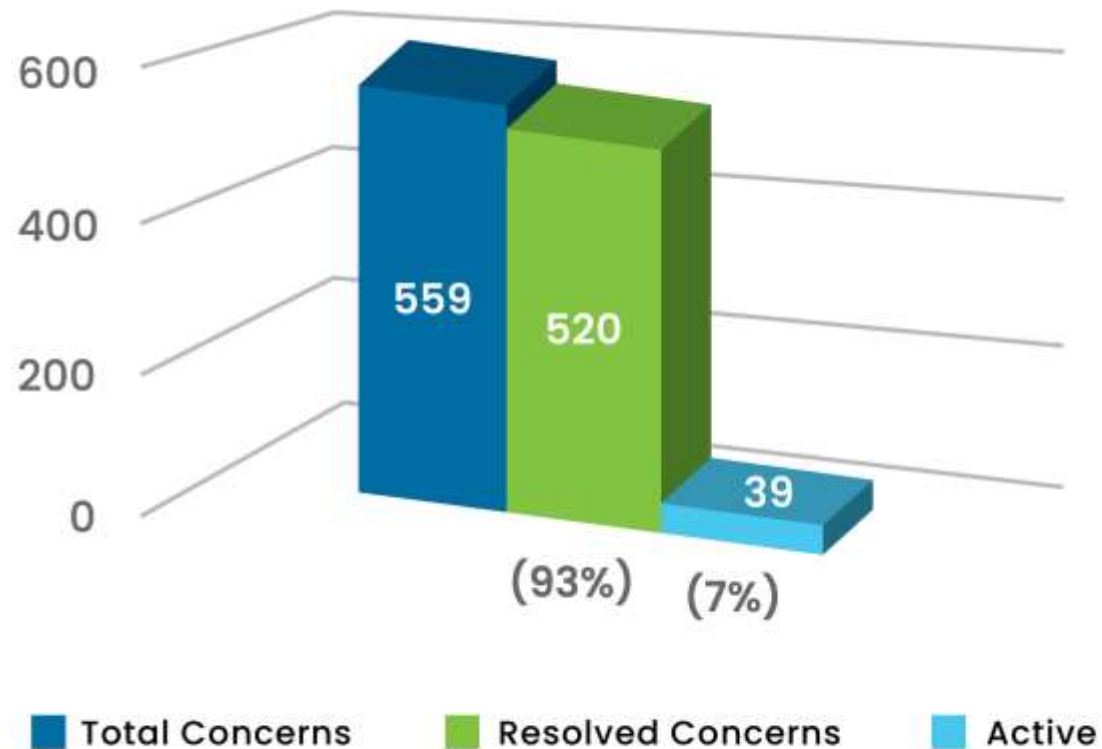






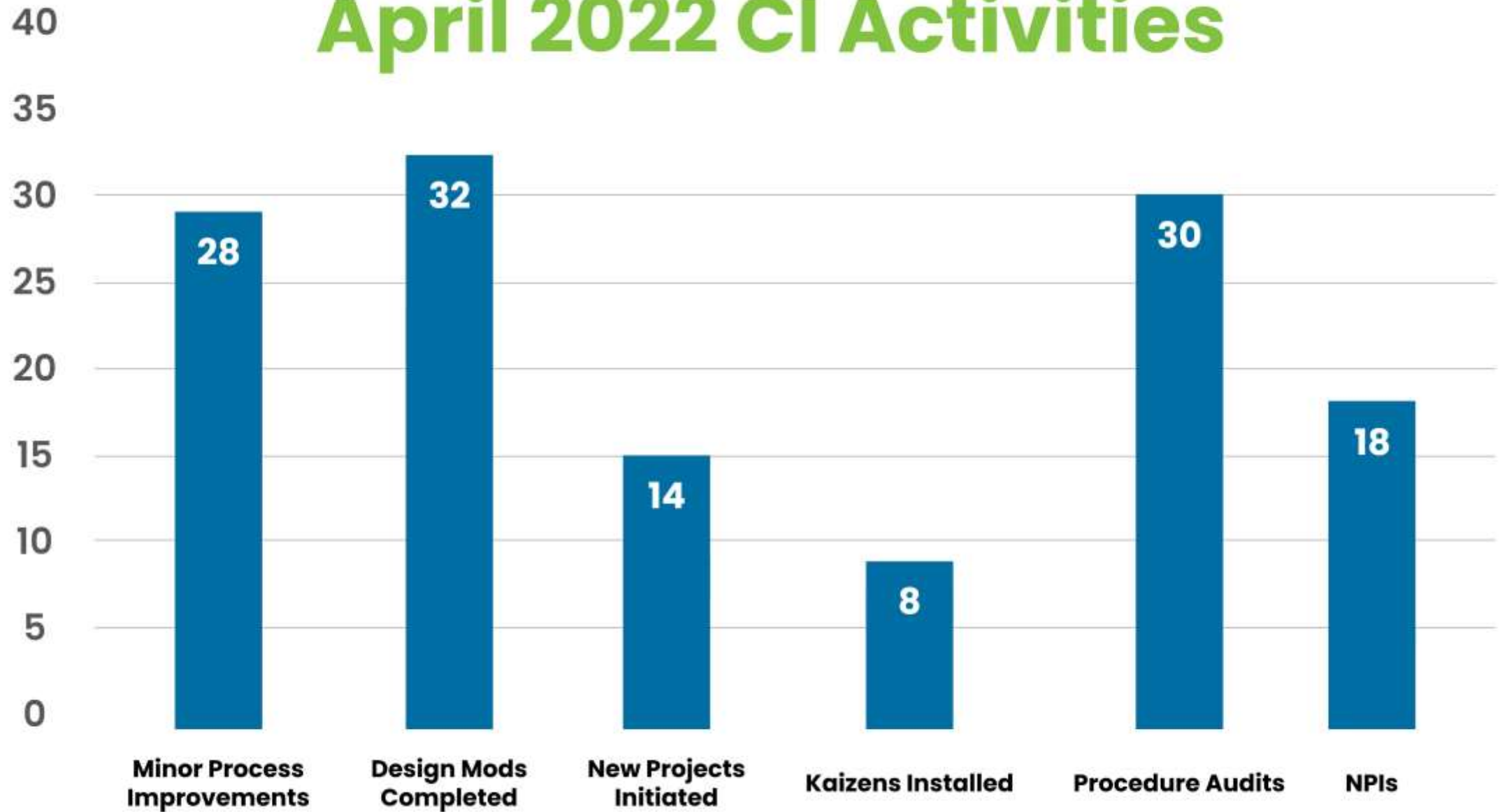
# Employee Concerns

Employee Concerns - YTD



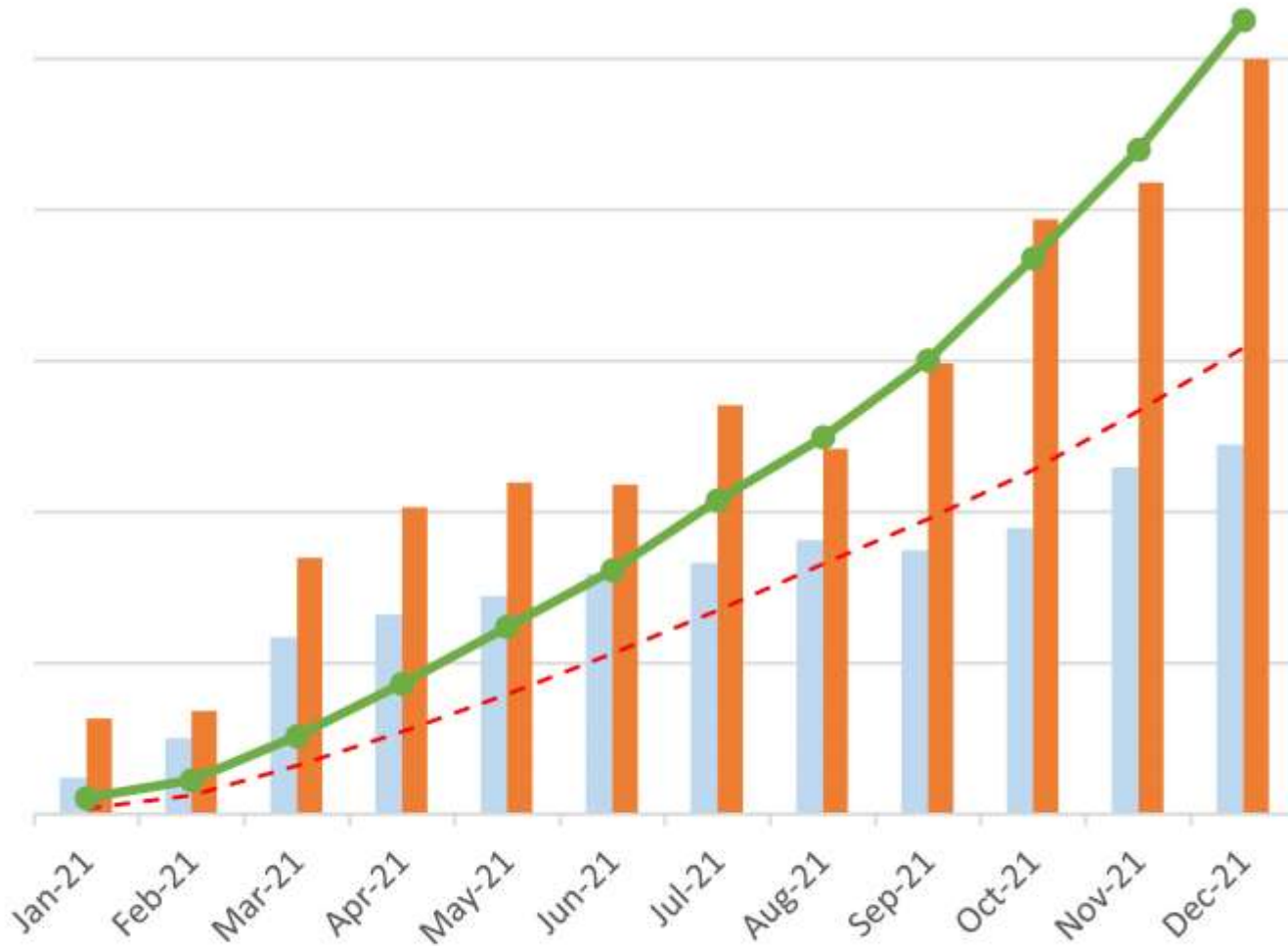


# April 2022 CI Activities



## CI IMPROVEMENTS - REALIZED VALUE

Target Realized Value    Actual Realized Value    Achieved    Target



**5.9:1**

**Savings to  
Cost Ratio**

# Measure & Celebrate Success!

## Continuous Improvement

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# Thank You

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