



**Ingredion**

# **Enabling Growth in the Ingredients Business**

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**MIDWEST ASSOCIATION OF RAIL SHIPPERS**  
**WINTER MEETING JANUARY 10 - 12, 2017**

# Ingredion Incorporated

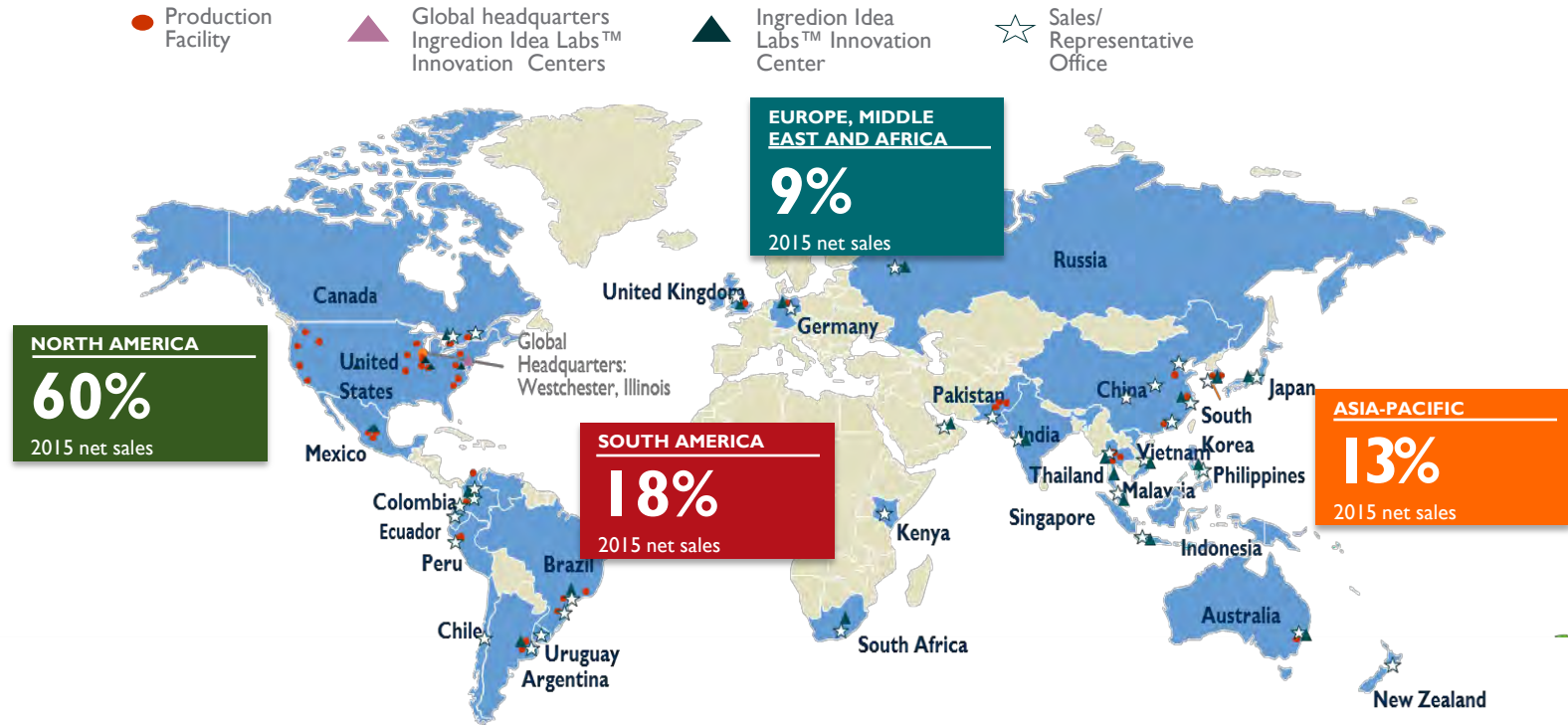
## One of the world's leading ingredient solutions companies

- Providing ingredients to the food, beverage, industrial, pharmaceutical and personal care industries
- Global network of manufacturing facilities, Ingredion Idea Labs™ innovation centers, and sales offices
- Over 11,000 talented and experienced employees
- \$5.6 billion net sales in 2015
- FORTUNE 500 company
- Headquartered in Westchester, Illinois
- One of the World's Most Admired Companies as named by FORTUNE magazine for six consecutive years 2010 - 2015

**INGR**  
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# Presence in both developed and emerging global markets



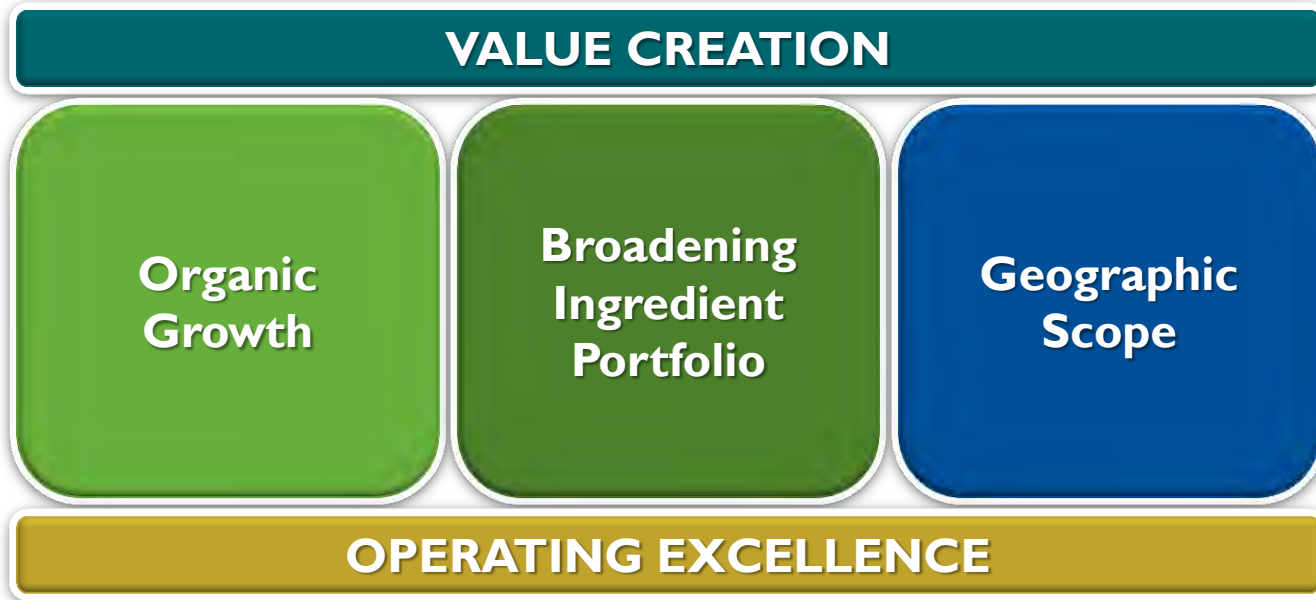
# North American footprint

- Operations in Canada, Mexico and the United States
- 20 plants producing a range of sweeteners, specialty starches, gums, and fruit & vegetable products
- Global headquarters for Ingreption Idea Labs™ innovation centers in Bridgewater, NJ
- Only corn refiner with plants located in Canada



# The Ingredion Strategy

**A Leading Global Supplier of Ingredient Solutions**



# We are a company that lives its values



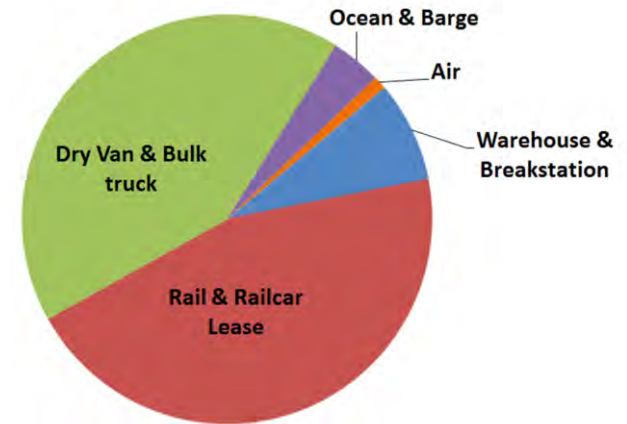
- Our company values are part of our long heritage and an important guide to us in our daily operations.
- We treat one another with respect and relentlessly strive for safety, quality, innovation and excellence in everything we do.

# Business challenges are addressed by enabling platforms

Challenge	Platform
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# Logistics

- Management Scope:
  - All US and Canada Truck, Rail and Ocean shipping
  - All break stations and detached warehouses
- Overall Objectives
  - Provide high levels of service
  - Hold costs flat
- 2016/17 Priorities
  - Refresh Truck & Rail Contracts
  - Standardize Order to Delivery Process
  - Optimize of Distribution Network
  - Investment in Corn Receiving Infrastructure





# Transportation Management System

- For all trucking of finished goods for shipping locations in US & Canada.
- Enhance our truck logistics processes and capabilities through the TMS technology
- Service benefits
  - Centralized load planning model using a common platform
  - Sharing of in-transit shipment information
  - Reporting of metrics to continuously improve our business
- Financial benefits
  - Fully integrated freight audit and payment
  - Execution of routing guide management and tender acceptance levels
  - Automated appointment scheduling process

# Distribution Network Optimization

- Optimization of freight routes across the complete North American distribution network including manufacturing, break station and warehouse locations
- Business objective:
  - Simplify network management
- Benefits
  - Significant freight cost savings
  - Reduced internal product movement
  - Reduced inventory
  - Streamlined warehouse operations

# Global Planning System

- Comprehensive software solution for demand management and production planning
- Enhanced customer experience making Ingredion more responsive to changes in demand/supply imbalances and longer term customer growth needs
- Benefits:
  - Finished goods inventory reduction
  - Logistics costs savings
  - Reporting of global KPIs
  - Enhanced collaboration between Supply Chain and related functions
  - Improved customer service and customer experience



# Continuous Improvement

- Create a company wide CI culture based on Lean Six Sigma and other tools
- Approach
  - Green and Black Belt project and certification process
  - Internally led training, coaching and mentoring
- Metrics
  - Percent of population trained in LSS methodology
  - Project completion timing
  - Financial and non financial benefits
- Culture and Expansion
  - Development of a “Lean” culture across all business functions
  - Sharing of CI skills with customers



# Customer Experience

- **Our Vision:** All employees contribute to shaping the customer experience
- **Our Goal:** Deliver shared value and mutual growth by co-creating better solutions and ways of doing business

## Improved Customer Experience means...

- Faster
- Responsive
- Proactive
- Innovative

## Delivering...

- Better effectiveness
- Ease of doing business
- Peace of mind

## And results in...



**Shared Value**

## Share the strategy

- Articulate to our employees the value proposition for our Customers and Ingredion
- Create an understanding on how all employees contribute to a positive Customer Experience
- Trained all 3,900 employees across the NA business



# Solicit “Voice of Customer”

Ingredion

Survey progress: 51%

Using a scale 1 to 10 where 1 indicates "Not at all satisfied" and 10 indicates "Extremely Satisfied", how would you rate your overall satisfaction with ?

← Not at all Satisfied | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Extremely Satisfied →

Using a scale 1 to 10 where 1 indicates "Not at all satisfied" and 10 indicates "Extremely Satisfied", how would you rate your overall satisfaction with ?

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Developing ideas. Delivering solutions.

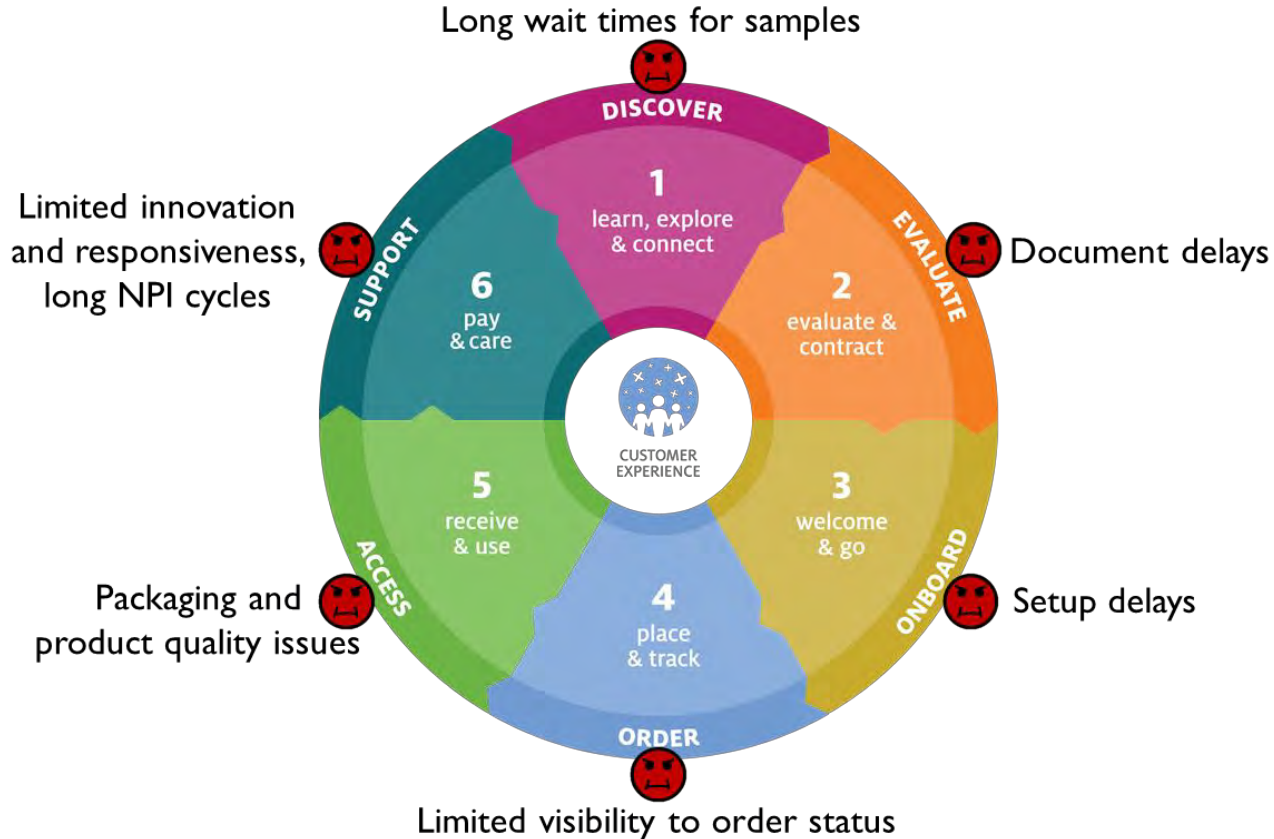
- Using a short survey
  - 10 questions, 4-5 minutes maximum
  - 1/12<sup>th</sup> of our customers monthly
  - Procurement; Supply Chain; R&D
- Questions
  - Net Promoter Score
  - Overall Satisfaction
  - Ease of Doing Business
  - Functionally specific questions
- Feedback to identify improvement opportunities
- Data automatically summarized in dashboard

# Map our customer's journey,

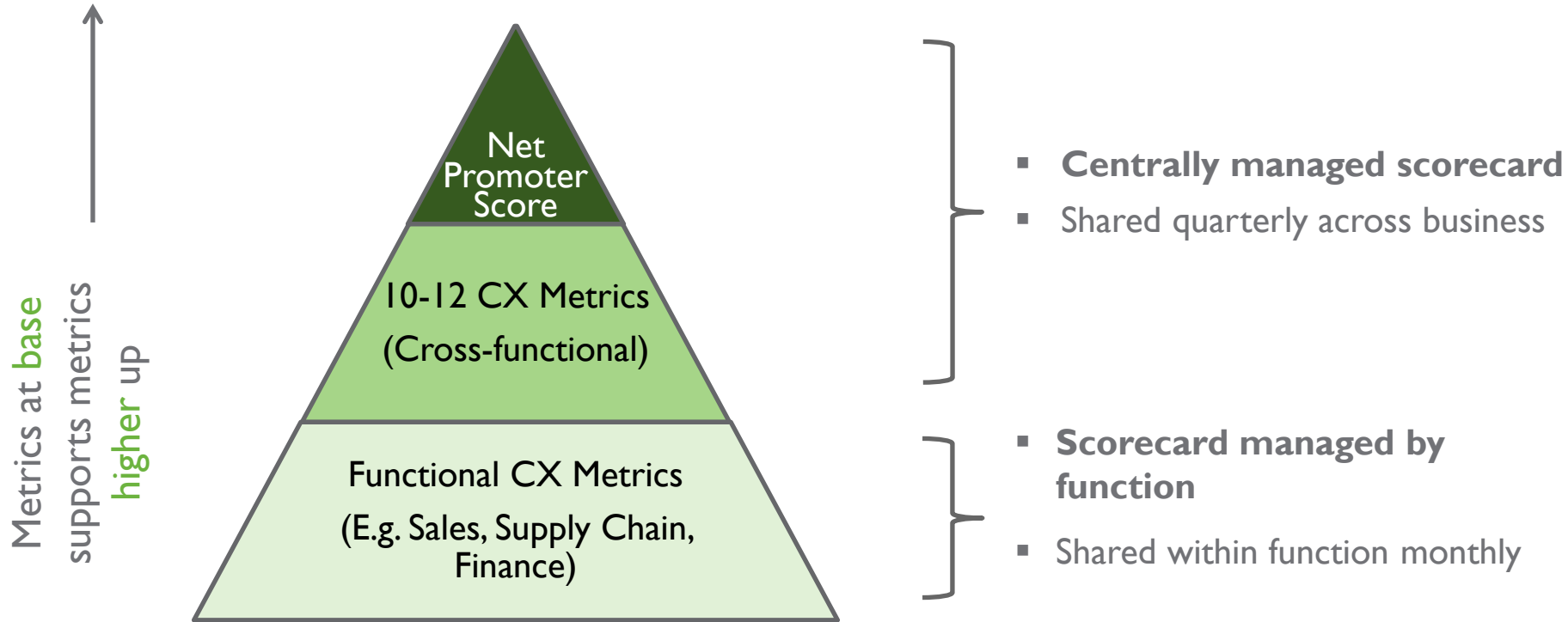




# understand their pain points, and develop solutions

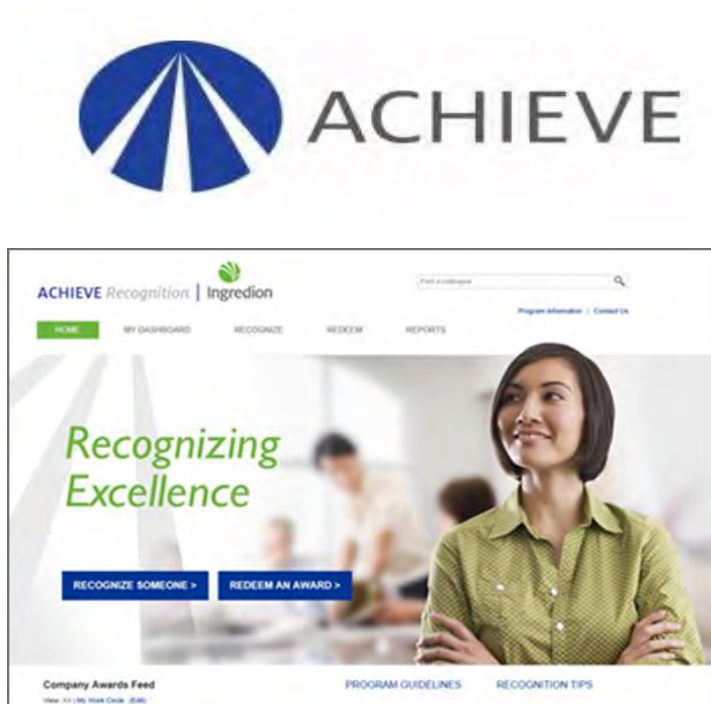


# Established CX metrics for each function & created hierarchy



# Driving cultural change through reward and recognition

- All employees have a Customer Experience goal in 2016
- Individual performance measured by internal metrics and CX score
- Performance will be recognized through rewards system
- Success will be celebrated internally and with customers



# Transformation led by CX steerco and ambassadors



# Key Messages

- Ingredion is a fast growing global supplier of ingredients and solutions
- We have a growth strategy focused on organic growth, broadening our ingredient portfolio, and expanding our geographic footprint
- Our strategy is enabled by several platforms including robust business processes, leveraging technology, continuous improvement, enhancing the customer experience, and investing in people
- We are transforming our logistics organization through several projects that will ensure high levels of service at a competitive cost

*Thank you!*



Developing ideas.  
Delivering solutions.

