



Building a Quality Culture

Jane Killebrew – VP Global Brewing & Quality
Anheuser-Busch InBev

Jane Killebrew – VP Global Brewing and Quality

A little about me:

- Yes – Killebrew is my real last name!
- Brewmaster by education – University of California Davis
- 33 Years with AB-InBev
- Brewing, Quality, People, TD roles in North America prior to VP role
- 4 Children – all of them love beer!

What is Quality????

Product quality is not necessarily everything that can be measured, which makes us ask the question:

What is Quality??

Quality is fundamentally a relational process. It is a relationship, a commitment we build and sustain with our consumers by assessing, anticipating, and fulfilling their stated and implied needs. (Winder, 1993)

We do the right things and consumers TRUST us to do them without failure.

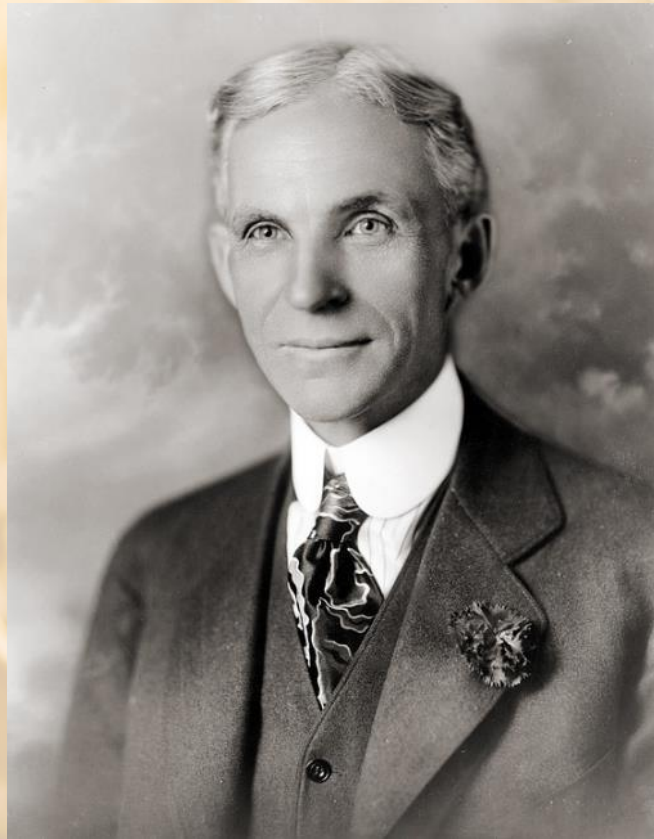
Carlos Brito on Quality

“The safety of our people, the quality of our products and the uniqueness of our consumer experience can never be compromised.”

“It takes years to build trust with consumers, with stakeholders. You lose that in one action, in one moment that you slip.”



**Quality is doing things right
when no one is looking**
Henry Ford



No one is looking - Non-Negotiables

Essential elements that form the basis for all other policies, procedures and practices. Without these in place, any further actions to build a quality culture will not have a foundation to stand on:

1. **Safety** – the safety of our teams and consumers is paramount and our top priority
 1. Personal safety
 2. Food safety
3. **Environment** – our ability to execute our business with minimal impact on the local environment, and to ensure its long term preservation
 1. Water
 2. Energy conservation
3. **Regulatory** – full compliance to the local, regional and federal legal requirements
 2. Federal and state regulations
 3. Import/Export regulations
 4. Labeling

After the non-negotiables, our commitment to quality and demand for efficiencies follow



**Quality begins on the
inside –
then works its way out**

Bob Moawad

**Develop a Quality Vision – what
does quality mean to your
brewery?**

Make the Quality Vision REAL.



EVERY BRAND
EVERY PACKAGE
EVERY TIME
Quality Always

Define your Quality Dream – Measurable

To Have the **Best** and **Freshest** Beers in the Market and Ensure the Highest **Quality Consumer Experience** With Our Brands

- **Best** - Sensory excellence, Packaging excellence
- **Freshest** - Process Freshness, Packaging Technology, Product Age and Freshness Sensory.
- **Quality Consumer Experience** - Consistency, Drinkability and Consumer Care



First Who... Then What.

**David Almeida, Chief People Officer -
ABInBev**



Legacy of Quality Heritage – People are the most important ingredient

Quality is based on our heritage of quality and taste.

Adolphus Busch

Commenting on the success of the company -

"First of all, comes the **quality** of our product. We certainly have the **best** beer, and our principle to use nothing but the **best** material should therefore be lived up to....Anyone who does not uphold our motto: "**Nothing** is too good for the Anheuser-Busch beer" is not worthy of holding a commanding position in our great establishment..." (1900)



Quality People – Essential Attributes

Integrity

A non negotiable

Leadership

In the moment of crisis- leadership!!

Technical Knowledge

Cross Functional - brewing, packaging, legal

Impact and Influence

This person will have a collaborative / leadership role in EVERY critical issue

Honesty - The “Baby is Ugly” factor



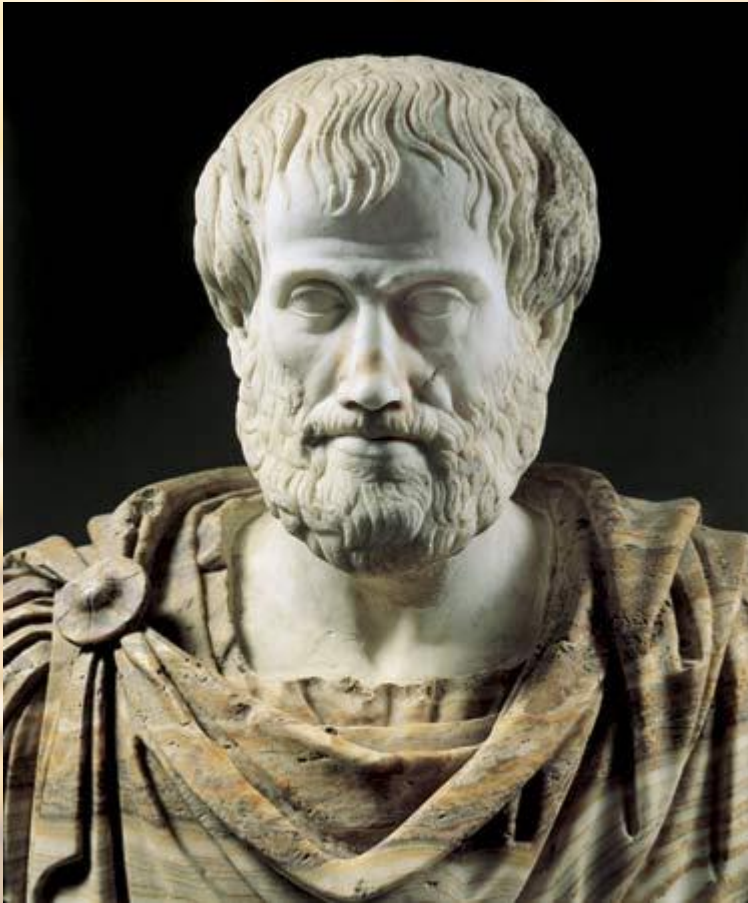
Quality Leadership Expectations

- Strive for sustainable results – Quality KPI's
- No check without consequence
 - Structured root cause analysis and problem-solving
- Understand the technical and cultural obstacles in adopting “Quality Always” methods and address them decisively
- Insist on transparency and data integrity to identify gaps
- **We must always face the brutal facts.**



Quality is not an act, it is a habit

Aristotle



A structured process builds the Quality habit

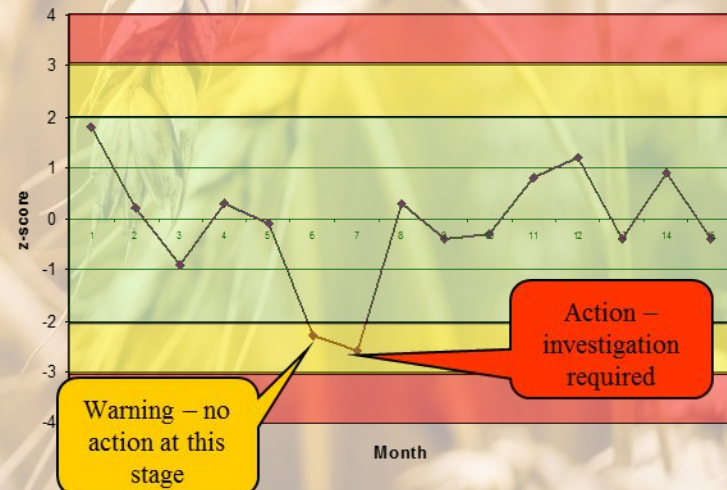
ABI VPO Quality Pillar defines the key elements of the Quality Program

- Specifications – with tolerance ranges defined
- Minimum Sampling plan – define a plan and stick to it
- Analysis – methods, calibration, validation
- GMP – good manufacturing practices that define the food industry
- Quality Incident reporting and reaction plans – consistent defined actions
- Consistent & defined “Habits” – a critical habit is the time to decide on what to analyze



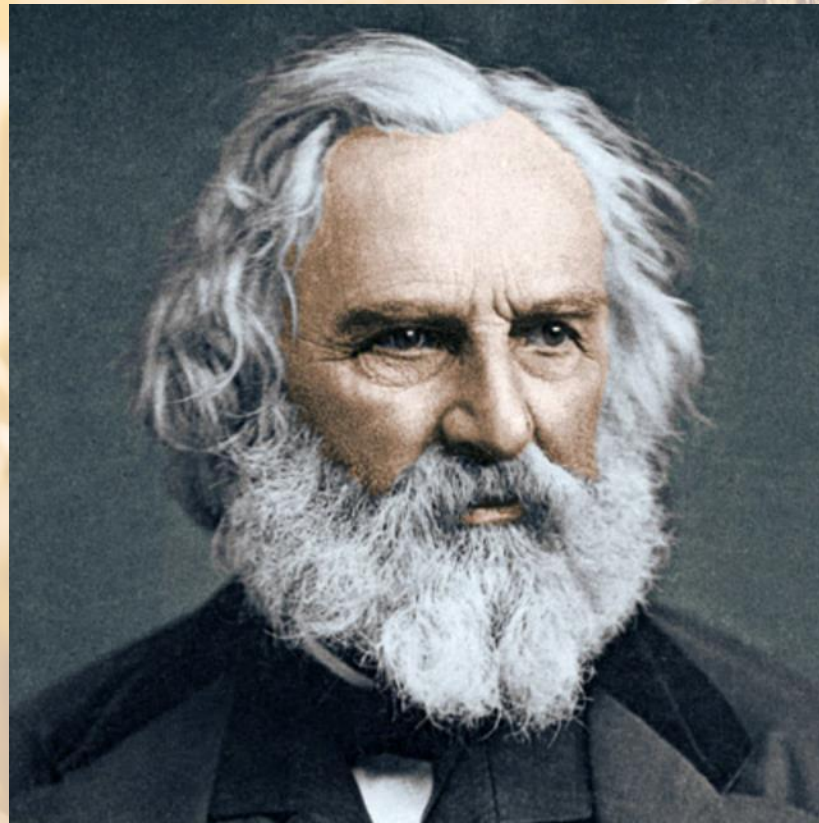
Measure & Validate

- No check without consequence
- If it is worth checking or measuring, it is worth following up and validating the results
- Trusting results via application of internal standards
- ABI's Brewery Wide Control (BWC) and the Global Brewing Analytes Proficiency Scheme (BAPS)
- Compares execution of quality methods, instrument performance, and results to an industry standard.



**It takes less time to do things
right than to explain why you
did it wrong**

Henry Wadsworth Longfellow

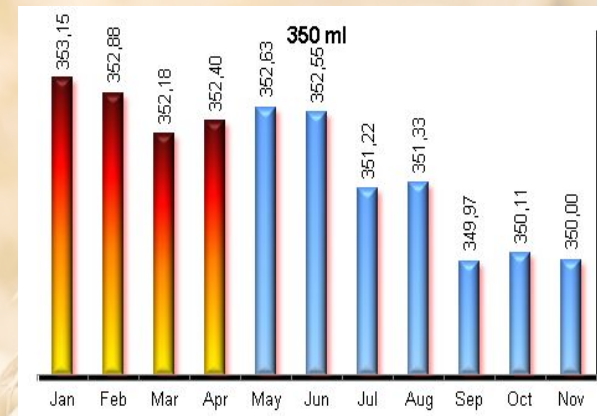


Quality AND Performance – not Quality OR performance

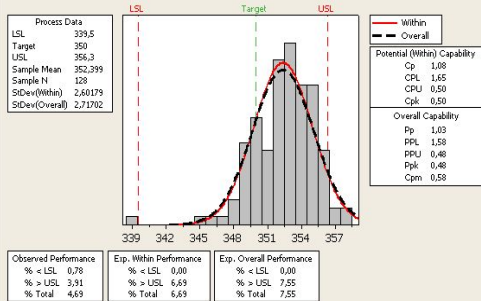
Quality KPI's and Performance KPI's are inextricably linked.

Teaching core principles includes both

FILLS (Volume)



Process Capability of VM 350 ml



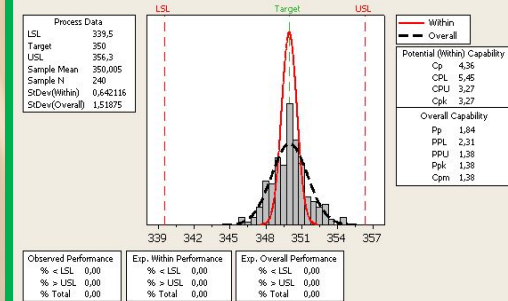
Operational

Routine

Control

Valve Review

Process Capability of VM 350 ml



Quality is Everybody's Responsibility

W. Edwards Deming- American Scientist



Communicate & Visualize

Quality must be visual on the production floor.

- **Visualize** -Use of banners, communication posters, and visual boards help keep quality standards front of mind with operators.
- **Standardized Quality communication and training** ensures a consistent message to all employees.
- **Quality recognition** ensures that employees who demonstrate the company's quality culture through their actions and behavior are rewarded.



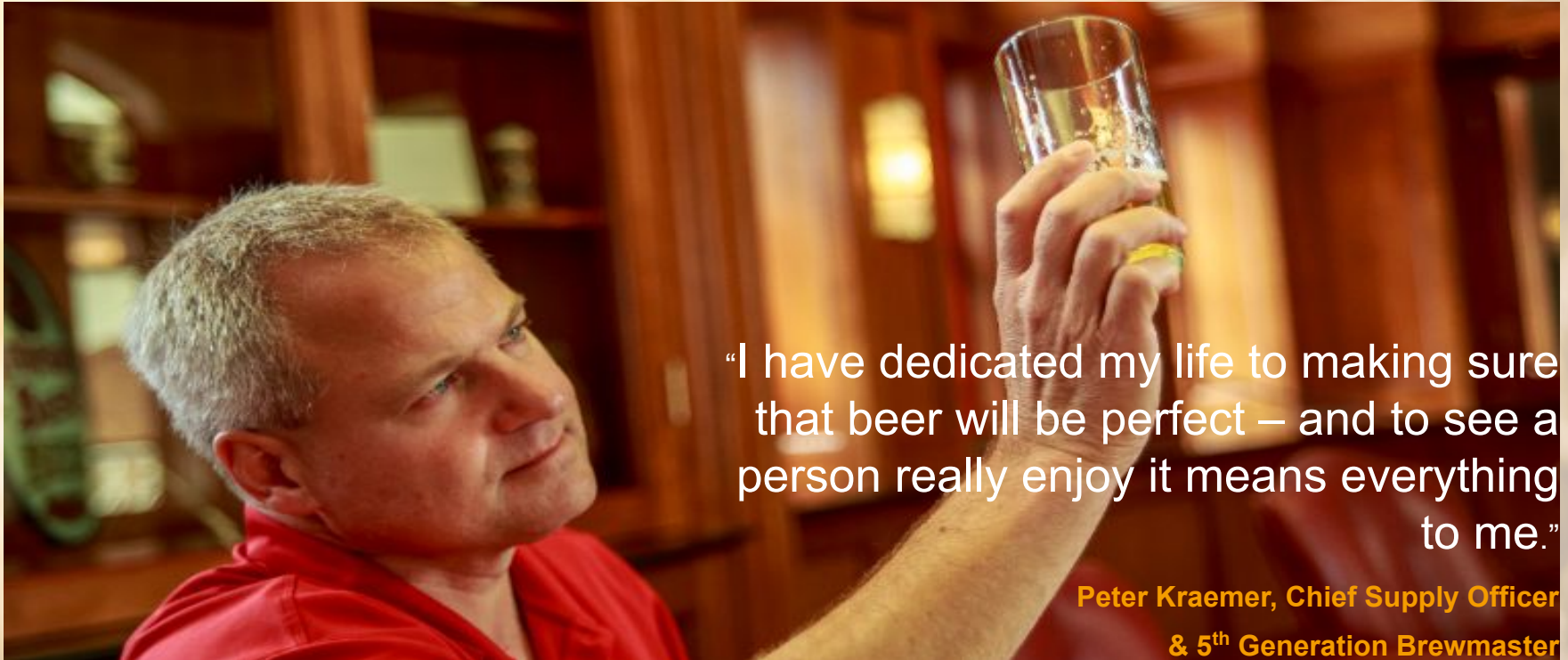
Quality Culture

Quality Culture is a way of life –
Shared beliefs, values, attitudes
and behavior that people accept,
generally without thinking about
them

Sustained and continuous
quality standards.



Quality Craftmanship – Beer is at the center of everything we do



“I have dedicated my life to making sure that beer will be perfect – and to see a person really enjoy it means everything to me.”

**Peter Kraemer, Chief Supply Officer
& 5th Generation Brewmaster**

Sensory - The most important quality check

Sensory evaluation is the most critical quality check - applied to every step of our process.

- Raw materials, in-process samples, process aids
- Beer contact materials, crown liners
- Finished Products
- Freshness
- Shelf life for all products

Sensory evaluation is core to maintaining the Flavor, Consistency, Freshness and Drinkability of our products around the world.



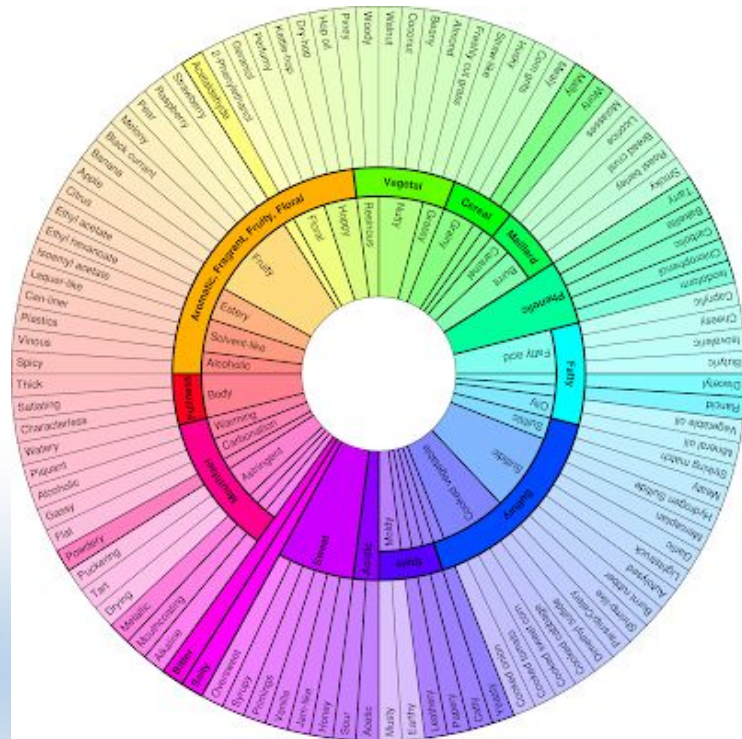
Sensory - Define the profile of your beers



Brand Signature

Slight hoppy, subtle fruity esters, with a trace malty, sl fresh yeasty aroma.

Medium body profile with delicate sweetness, clean bitterness and a crisp, fast finish



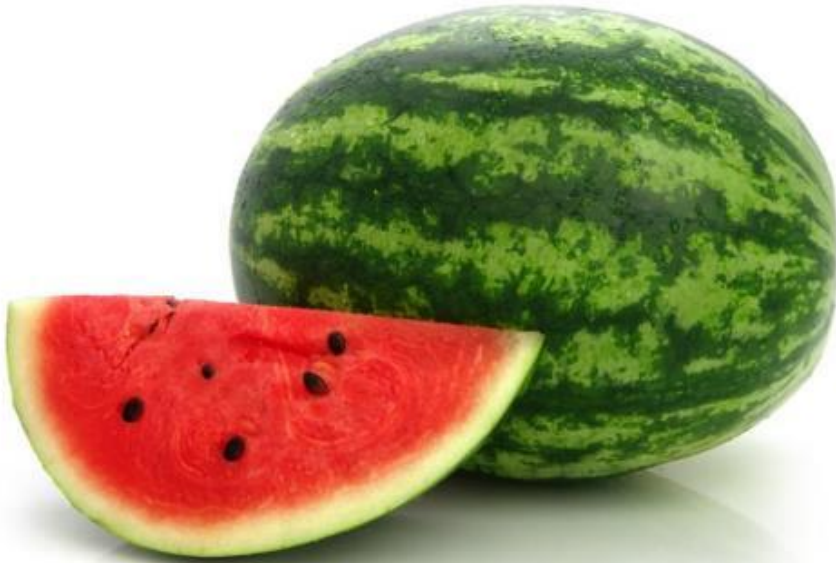
Average- It was the worst, most disgusting word in the English language. Nothing meaningful or worthwhile ever came from that word



Portia De Rossi

Never Settle for Average

Looks green on the outside but
really **RED** on the inside!
This does not align with our
quality culture.



Quality must be green
from the inside out.



Quality – Final Wisdom

“Do or do not... there is no try.”
~ Master Yoda -Star Wars





THANK YOU!
Questions??