
Faith & Belief at OmniBrands

Team #11

Team



Molly Henegar
MD/MBA



Dipesh Metha
MBA/MSA



Raluca Narita
MD/MBA



Sonali Sahani
MBA/MSA

Agenda

- The Problem
- Why this Matters
- Solutions
- Risk & Mitigations
- Financial Implications
- Milestones

The Problem

Symptoms

- Decreased process reliability
- Decreased production
- Increased scrap costs
- Increased attrition
- Low engagement in ERG
- Low employee morale
- Decreased employee health*

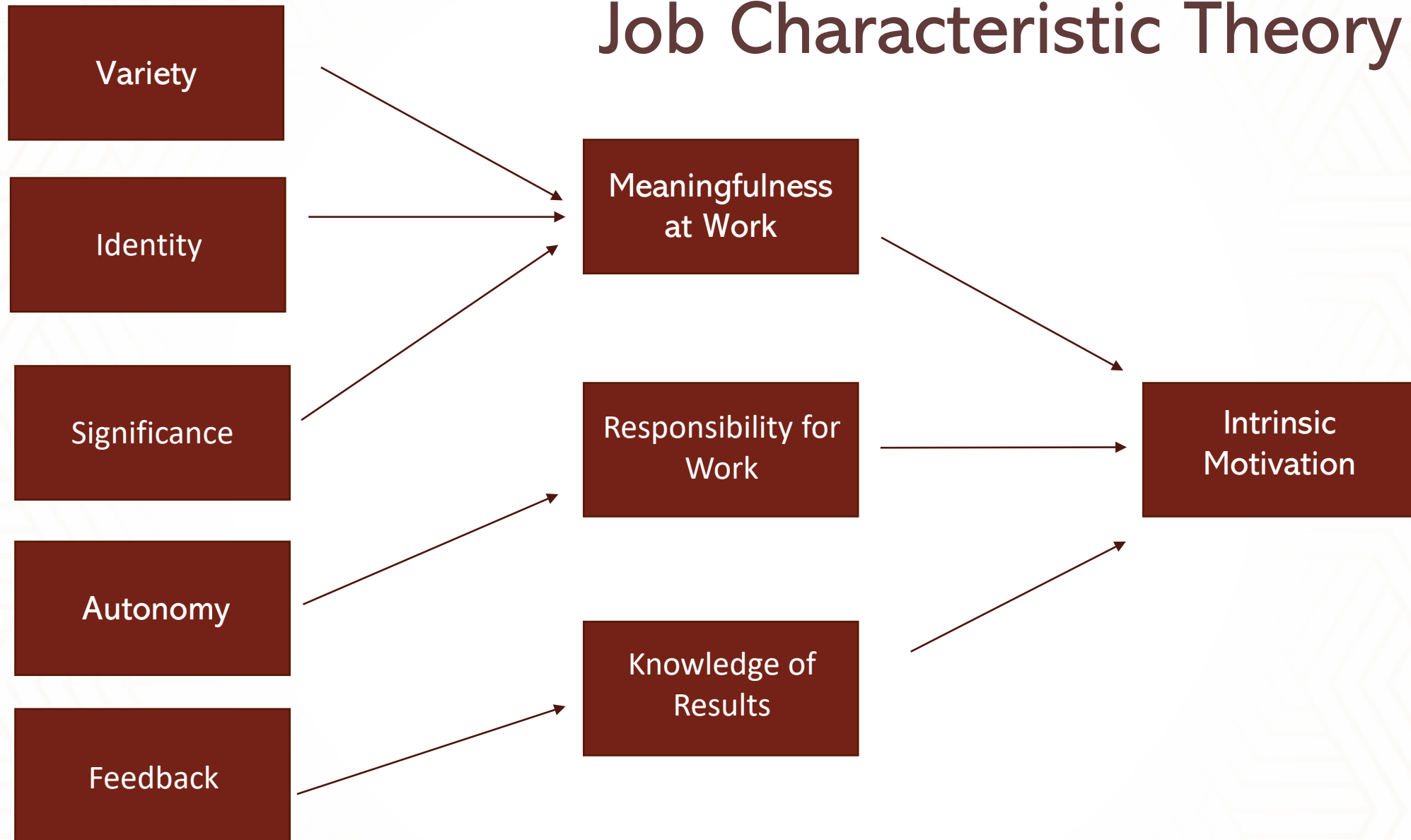
Root Causes

- Day in the life
- Employee burnout and fatigue
- Critical psychological states are not being met (Job Characteristic theory)

Day in the Life of a Plant Employee

- Wake up
- Repeating tasks
- Rinse and repeat

Job Characteristic Theory



Why this Matters

\$28 million Opportunity

Appendix B

The Problem

Why This Matters

Solutions

Risk & Mitigations

Financial Implications

Milestones

7

The Market

Feminine Hygiene Market (NA)

- Revenues projected to be \$286.3 million in 2024 and \$479.8 million in 2028
- CAGR 13.78% (2024-2028)
- Average price per unit sanitary pads: \$4.45 USD
 - *OmniBrand* - \$6

Manufacturing Labor Market

- Average hourly wage of production worker in Newtown, CT: \$15.47
- Average hourly wage of manufacturing employee in CT: \$22

Appendix H

Survey Results

- 82% people are dissatisfied due to a lack of purpose and fulfillment at work
- 81% people feel that there is no space for spiritual or personal reflection
- 69% people are unaware of mental health resource availability



Appendix G

The Importance of Religious Diversity

Benefits at the Individual Level

- Life satisfaction
- **Job satisfaction**
- Reduced work-family conflicts
- Well-being
- **Mental health**
- **Emotional intelligence**
- Self-efficacy
- Self esteem
- Happiness

Benefits at the Organizational Level

- **Performance**
- **Productivity**
- **Organizational commitment**
- **Organizational citizenship behavior**
- Better work environment
- Collaboration
- Interdependence and interconnectedness

Solutions

We propose a 4-prong solution package to address the problem of missed revenue and increased costs:

- Job rotation/redesign
- Move corporate religious activities to the plant level
- Focus and key performance indicators (KPIs)
- Unified branding and message rooted in interfaith education

1: Job rotation and redesign

1

- Implementation of new performance metric, which rewards low-defect. (Defects/Units produced)

2

- Identify high performing employees

3

- Cross-functional training, increases break time

4

- Reward and recognition program

Deals with variety problem in the Theory of Critical Psychological States as well as identity problem

2: Corporate activities to plant level

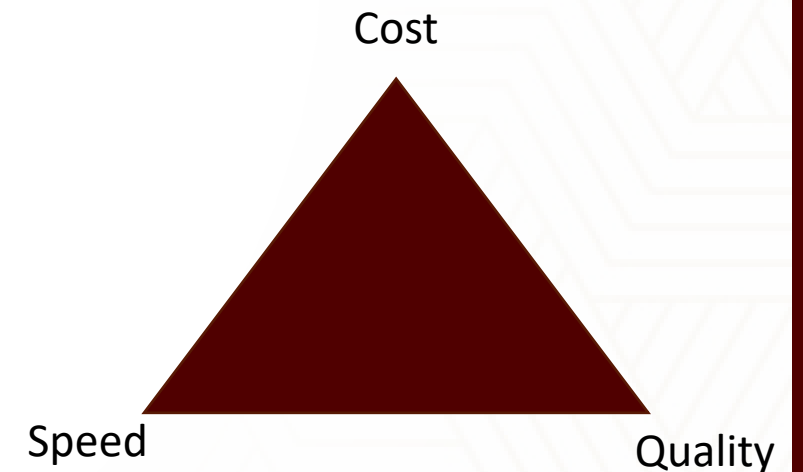
- Faith Celebrations in **plant**
- **Plant Potlucks**
- Interfaith **Parties**
- **Plant Mentorship Programs**
- Interfaith **Posters**

Implement by:

- Designating Line Manager (out of 36) to facilitate use of additional time allotted by job redesign
- Remaining use of time should be used for cross-training
- Communication via app and flyers
 - [App Article](#) - 75% blue collar workers prefer

3. Focus and KPIs

- Company focus should be on quality and speed
- Metrics for quality
 - % defects
 - Scrap cost
- Metrics for speed to market:
 - Units produced per month
 - Sales per month
- Other metrics
 - Process reliability
 - % active members in Interfaith ERG
 - Quarterly re-administration of survey



4. Unified Branding and Message

- Common message sent to consumers and employees
 - **"Health to the individual and equality to society"**
- Religion is behind these beliefs
- Implement by creating buy-in
 - Executive Shadowing Program

Risks and Mitigations

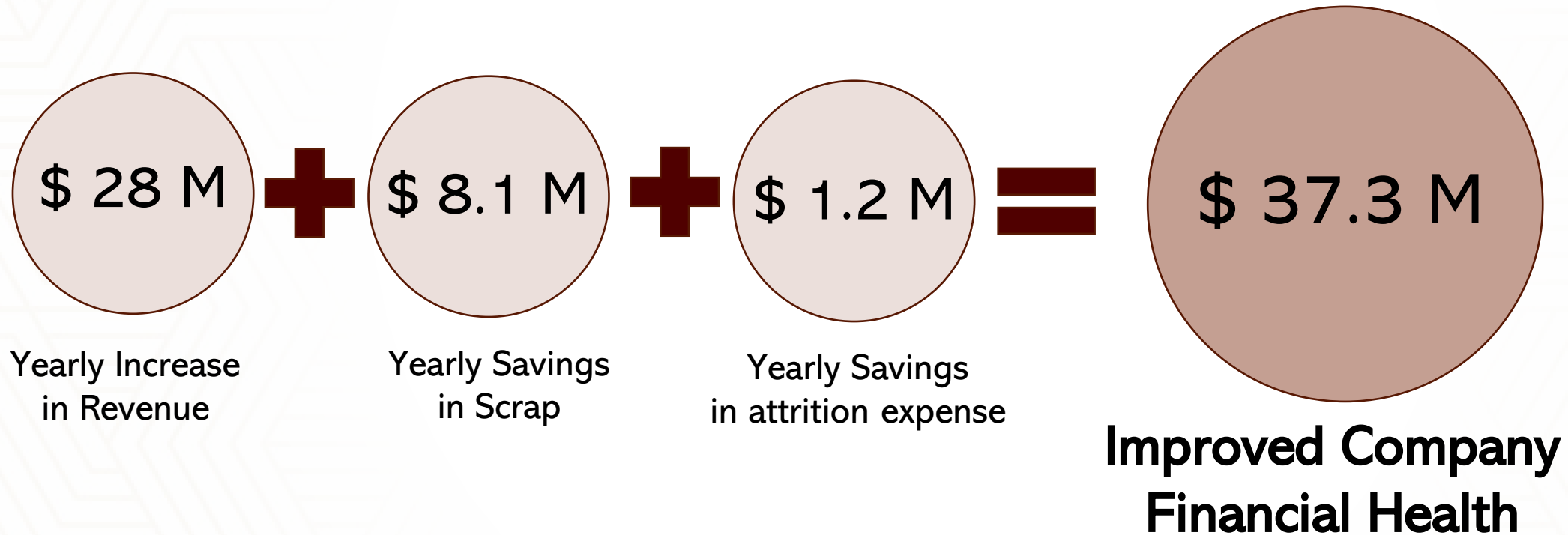
Risk

- Lack of executive buy in
- Disruption caused by job rotation
- Checked out employees
- Overly "woke" rhetoric

Mitigation

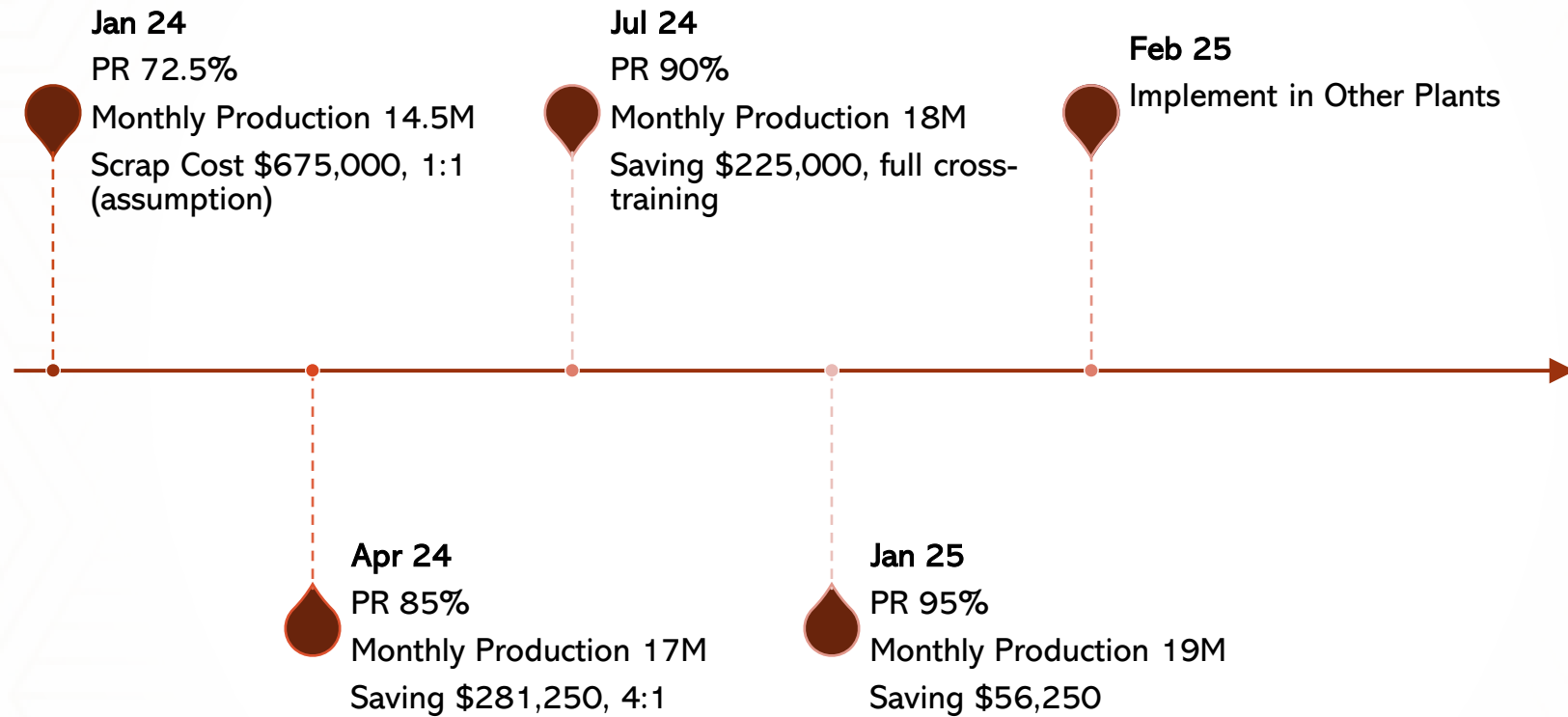
- Randomized experiment
- Phasing
- Performance appraisal for superiors' dependent on positive reinforcement
- Legal team to write policies and procedures to avoid overstepping boundaries

Financial Implications



Appendix A

Milestones



Appendix

Appendix A

Given						
At Process Reliability of	85 %	Units produced per month is	17,000,000	and	Units produced per employee per month	85,000
Now						
At Process Reliability of	72.5%	Units produced per month is	14,500,000	and	Units produced per employee per month	72,500
Then						
At Process Reliability of	92 %	Units produced per month is	18,400,000	and	Units produced per employee per month	92,000

Monthly Increase in Sales
\$ 2,340,000

Monthly Savings in Scrap
\$ 675,000

Yearly Increase in Sales
\$ 28,080,000

Yearly Savings in Scrap
\$ 8,100,000

Financial Implications

Appendix B

Newton Plant Cost of Goods			
Raw Materials	\$	13,154,400	30%
Direct Labor	\$	26,308,800	60%
Manufacturing Overhead	\$	4,384,800	10%
Total COGS	\$	43,848,000	100%

OmniBrands' NA Plant Cost of Goods			
Raw Materials	\$	6,187,500,000	25%
Direct Labor	\$	16,087,500,000	65%
Manufacturing Overhead	\$	2,475,000,000	10%
Total COGS	\$	24,750,000,000	100%

5% Decrease in RM Cost
\$ 2,192,400

Why this Matters

Appendix C

Scrap Cost due to Unplanned Down Time			
9/30/2023	\$225,000	1/31/2024	\$675,000
% Increase	200%	\$ Increase	\$450,000
Assuming the \$ Increase Is the Same Year-Round, the Total Added Cost due to Unplanned Down Time Is			
\$5,400,000			
Added Cost as % of Newtown Operating Margin			
8.62%			

Appendix D

Regression between Avg Process Reliability and Scrap Costs	
R Square	0.7496
Adjusted R Square	0.7245
Significance F	0.0002728
Correlation between Avg Process Reliability and Scrap Costs	
-0.8658	

Appendix E

Revenue as a function of process reliability and units produced

	Process Reliability						
	72.5%	75%	80%	85%	90%	92%	95%
Monthly Units Produced	14,50,000	15,00,000	16,00,000	17,00,000	18,00,000	18,40,000	19,00,000
Monthly Sales	\$ 8,700,000	\$ 9,000,000	\$ 9,600,000	\$ 10,200,000	\$ 10,800,000	\$ 11,040,000	\$ 11,400,000

Appendix F: Assumptions

- OmniBrands is approximately 1/30 of overall plants (case said more than 30, we are assuming only slightly).
- Projections of planned breaks are accurate.
- Newtown Employee Wellness Survey is valid and reliable.
- Aspects of health interconnect with other aspects.
- People are replenished almost immediately after they leave.
- Everything we make we sell.

Appendix G

Spiritual Health	I feel that my personal values and beliefs are respected at work.	There is a space for spiritual or personal reflection if needed.	My work gives me a sense of purpose and fulfillment	The company culture supports diverse spiritual and personal beliefs.
Disagree	75%	81%	82%	76%
Neutral	18%	17%	13%	21%
Agree	7%	2%	5%	3%
Total	100%	100%	100%	100%

Survey Results

Mental Health	I generally feel mentally well and able to handle work-related stress.	My workload is manageable and does not negatively impact my mental health.	I feel comfortable discussing mental health concerns with my supervisor or HR.	I know how to access mental health resources.
Disagree	61%	65%	58%	69%
Neutral	28%	35%	42%	31%
Agree	11%	0%	0%	0%
Total	100%	100%	100%	100%

Appendix G (a)

Physical health	Mental Health	Social Health	Spiritual Health
3.18	2.17	3.37	1.99

Overall health: 2.67

Survey Results

Appendix H

- <https://religiousfreedomandbusiness.org/redi#:~:text=Corporate%20Religiou s%20Equity%2C%20Diversity%20%26%20Inclusion,of%20its%20overall% 20diversity%20initiatives.>

Appendix I

- Attrition costs: \$15,000 turnover cost per employee.
Exhibit 4c says 4% attrition for the plant in most recent month and trending upward.
Assume replacing employees each time they leave.
.04 * 160 techs in the * \$15,000/employee = \$96,000 (almost \$100,000)
Trending upward, would be more than \$1.2M over the course of a year additional expense.

Thank You!