

25 years of experience in the security market designing, installing, maintaining and monitoring security systems.



## black box | fire & security

### Lean Team

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Sales and Service Administrator

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Alarm Engineer/Key Account Manager

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Alarm Engineer

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Alarm Engineer

### Lean Implementation Project

At the outset, the team's Lean Management Thinking project had a number of objectives:

- To improve operational procedures
- To reduce operational costs
- To improve customer service
- To improve employee satisfaction
- To develop people with Lean Techniques
- To sustain Lean Thinking beyond this project.

Following brainstorming sessions and the production of a process map, the team decided to make the following their Key Objectives for this project:

- Improve workplace organisation through the implementation of 5S
- Improve stock management.

### Workplace Organisation

The team carried out a 5S audit and the business achieved a rating of 1.4 against a maximum score of 4.0 with the key findings being: messy and cluttered working areas, materials and equipment left in gangways, potential health & safety hazards, lack of organisation and inefficient use of space. Various actions were taken, for example:

- All worktops/floors cleared and red tagging exercise undertaken
- Finished goods moved to designated store and all printers and IT equipment moved to central location
- Stockroom equipment relocated and clear labeling introduced to all storage areas
- Improved lighting and new procedures for cleaning and organisation introduced

### Stock Management

The team assessed the stock management process and found that there was no procedure for controlling stock, regular visits to suppliers, frequent return visits to jobs, jobs running over quoted hours, new jobs unable to begin.

A cost of quality exercise was carried out on supplier visits which highlighted non added value activity to the business of £9,936.00 per annum. The following actions were then taken: stockrooms

cleared and obsolete stock sold, vehicles cleared of £3,000 worth of stock, engineers provided with equipment boxes, stock control procedures introduced with fortnightly vehicle inspections.

The two projects have resulted in total cost savings of £33,428 per annum, with additional benefits of increased engineer capacity of 6.5%, reduced visits to suppliers of 89% and reduced fuel consumption of 15%. The company now has future projects ready to commence in the Sales Department.

"The LMT programme allowed us to get an external view of how our business systems were working. This has been invaluable as we have made productivity improvements that we did not think were achievable. We have a new business culture which continually looks at waste"

Debbie Main and Alistair McLeman