

Hill's Panel Products (HPP) are the North West's number one supplier to the fitted furniture industry. At [hponline.co.uk](http://hponline.co.uk) you will find all the information you need about the company and its product range. Established in 1991 the business has almost 20 years experience in delivering quality products and services. HPP's products fall into 3 main categories:

BOARDS / DOORS / FITTINGS



### Project Background

The Senior Management team came together to develop a strategy for the business and to link this through to operational projects that would lay the foundation for "Lean Implementation" & Staff Development. The strategy sessions created a set of "Visible Success Measures" that were communicated to the workforce.

### Visible Success Measures

1. We need to expand geographically
2. We need to implement workplace organisation throughout all areas
3. We need to define and implement a range of suitable business measures
4. We need to become a brand leader
5. We need to develop more process ownership at team leader and supervisor levels
6. We need to develop and increase product port-folio across all areas

This was followed up by the analysis of current processes, activities and projects that were mapped back to the "Business Strategy" to create an in depth framework of concentration for the operational challenges to the business

### Operational "Lean" Projects

The company assembled 15 staff from the following areas

- Operational Fittings
- Panels Department / Days & Nights
- Planning Department
- Doors Department
- Workshop Management
- Warehouse Management
- Cut & Edge Department

- Continuous Improvement Dept
- Transportation
- Sales

### Operational Projects

- Credit note analysis and reduction
- Review and implement new component product codes on DeFacto
- Reduce % of door remakes to 3%
- Increase output of doors with new equipment
- Implement a robust doors despatch system
- Increase productivity on component edge banding machine
- Benchmark and reduce the costs of rejects in panel department
- Reduce to zero the level of discontinued / inactive stock
- Reduction of double handling of stock between Panels and C&E dept
- Set up more accurate loading and goods return systems on loading shift
- Develop a customer feedback system
- Develop a new system for new product introduction

### Utilising the Lean Tools

The staff set themselves up into 2 groupings to work on half day interactive workshops over a 10 month period whilst implementing their projects. Development topics included.

- Value Stream Mapping
- Gemba (Waste)Walks
- Statistical Analysis / Pareto Charts
- Workplace Organisation / 5S
- SIPOC / QCD
- Scheduling
- Value Add v's Non Value Add
- TPM / SMED / OEE
- Team Working / Johari Analysis Improvement
- Ishikawa diagrams

- 5 whys analysis
- Spaghetti charts / process flow

Accelerate supported each team member on site during the programme facilitating progress and providing guidance and mentoring.

### People Performance

Each delegate was given Continuous Performance Improvement (CPI) profiling and analysis to identify key management behaviours that accelerate, sustain and even block performance at an individual and team level

### Project Outcomes

Each team member presented their projects to senior management at the end of the programme highlighting the benefits made through implementation. Further recommendations were planned that would require on-going management support, and these were discussed in line with their relevance to the overall business strategy.

The projects were measured to demonstrate the productivity and efficiency improvements that would be achieved through successful and sustainable implementation and this had a collective value of £160k.

"Our workforce has been instrumental in developing business processes that have allowed the company to grow. We are proud of our 'lean' culture that has created the foundation for on-going continuous improvements improvement."

Stephen Hill, Managing Director