

Perfect Service Solutions Ltd (PSS) is a Stirling-based family business providing ventilation hygiene, ductwork maintenance and kitchen deep cleaning solutions for the food and facilities management industry. They reduce fire and hygiene risks and help provide clean air for buildings.

PSS works within the private and public sectors with clients such as hotel and restaurant groups, catering providers, food manufacturers, global food chains and local authorities. PSS delivers its services throughout the UK.



Business Improvement Academy Project

Andrea Fife (General Manager) and Robert Hamilton (People Team Leader) came together to work on a process improvement project to reduce waste associated with reworks. They began the project by creating a problem statement highlighting an unacceptable level of rework and service interruptions which require unbillable hours in order to reach efficient and effective delivery in full. This costs the company circa **2,000 hours** of NVA time per year, equating to **£50,000**.

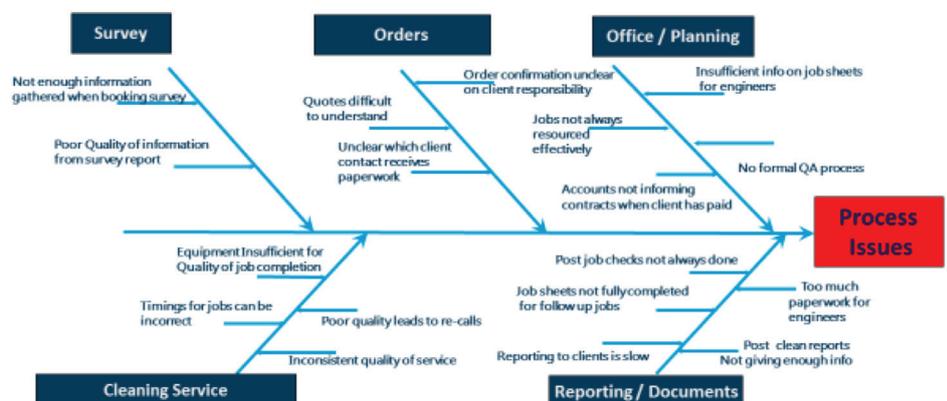
Project Analysis

A project analysis session took place with the full on-site team where they produced a detailed value stream map centred upon the following key touchpoints: Survey booking; Conducting the Survey; Sending Quotes; Order Confirmation; Job Sheet Creation; Job Resourcing; Job Execution; Job Reporting; Rework Booking; Payment of Invoice.

This was displayed in the office board room for a number of weeks with all members of staff encouraged to add data, highlight issues and waste, and create discussions relating to day to day challenges with a focus on lean management. This led to the sharing of an Ishikawa diagram (as shown below).



ORDER FULFILLMENT PROCESS - Ishikawa



Business Improvement Academy Perfect Service Solutions Ltd Case Study

Now that problems were out in the open the team began to collate information and produce Pareto charts for root cause analysis.

The main issues were fed back to the surveyor and distributed amongst engineers as part of the improvement process. Quick wins began to emerge including:

- Organisation of the recalls board
- Awareness of resourcing jobs to reduce waste
- A new procedure for raising awareness and closing out of incidents

Creating a Culture for Change

Andrea identified the **Kotter's 8 step change model** as a driver for culture change within the company and this was referred to as lean tools and techniques were deployed. The overriding challenges were:

1. Resistance to change
2. Encouraging people to be actively involved in implementation initiatives
3. Time and resource limitations

Improvements were planned as part of the change process including:

- Developing Standard Operations (SOP) manuals
- Simplifying reports, documents, quotes
- Introducing new survey reports
- Improving QA throughout the order fulfilment process
- Improving training
- Reducing the timeline to invoicing

A time line for detailed action plans relating to the above was prepared to represent a 9 month period going forward.

Business Benefits

The project has led to the team **targeting a 50% reduction in NVA** against the initial problem statement and this will see a direct **cost reduction of £25,000** allowing more time for billable hours. Wider expected benefits are:

- Quality of information allowing engineers to carry out service delivery effectively and efficiently
- Reduced errors due to miscommunication and misinformation
- Improved standards of quality throughout
- Consistent levels of service within operations
- Reduction in wasted resource with more Value Added time
- Improving the bottom line in the business
- Follow-on projects that aim to reduce waste through data analysis on job resourcing and profitability

Success will be measured through reduced re-working, reduced repeat errors, increases in booked work, decrease in direct labour to sales and increased profit.

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"The skills and knowledge we gained on this programme have allowed us to see, not just the day-to-day operational activities, but beyond those and into the processes themselves - and how we can improve these to create efficiencies within the organisation. We can all see the benefits of continuous process improvement, which makes the steps towards changing how we do things so much easier to implement. I would strongly recommend to any business that they take part in the programme, because we haven't looked back since."

Andrea Fife, General Manager,
PSS Ltd

accelerate,

