

Inspiring Projects Involving Glass (IPIG) is a specialist glass company that design, supply and install unusual and challenging architectural glass elements into buildings. It was created with the Vision of being able 'to contribute to the success of ambitious architectural projects.' and the Mission of 'being regarded as the best team on every project'. This is achieved by applying a passion for glass engineering and a desire to deliver excellent quality and service.



**Business Improvement Academy Project**

IPIG had a team of 4 on the BIA programme representing Design, Procurement and Installations. They operate across 2 offices in London and Glasgow and wanted to create a more cohesive team developing project success both "Right First Time, On Time".

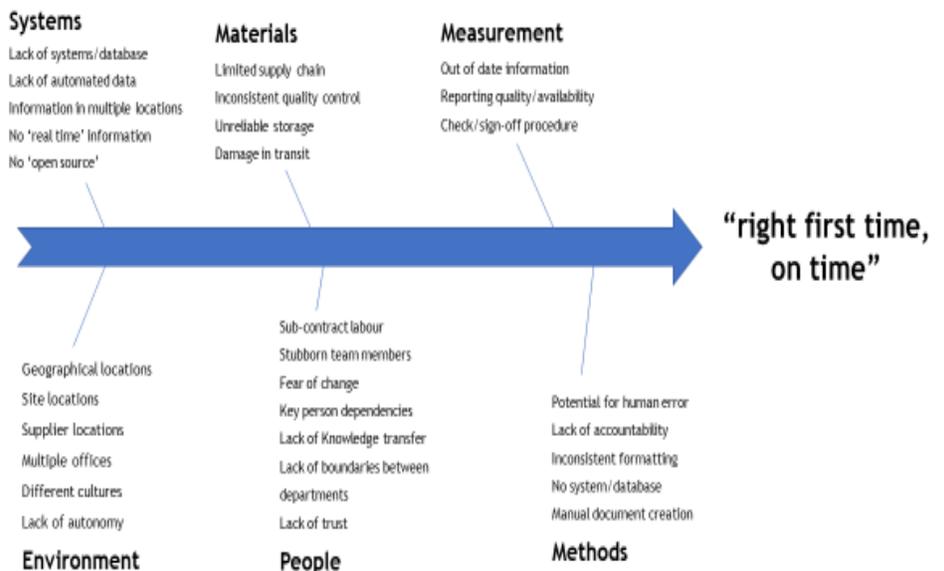


The team created an "Ishikawa" diagram to highlight the issues preventing "right first time, on time" and this focussed the team on the amount of detailed project work that was required to begin to get close to their goal.

The project commenced with the team looking at high level processes on Pre-contract, Handover, Design, Procurement and Installation. Having agreed on the basic content the team went on to map out project activity in some detail facilitated in the Glasgow offices by the BIA practitioners.

**Project Analysis** The mapping activity took some time to develop and it was becoming clear that too many processes and interactions were more ad hoc rather than robust and consistent. The analysis was showing a lot of unnecessary steps, duplication, over production and waiting throughout. The maps grew in size creating a visual office for on-going analysis.

**ISHIKAWA**



As individuals within the team began to see the scope for improvement they went back into their areas to create further studies of how projects were performing. Activity flow charts with symbols and timings were developed. The activities surrounding the issuing of drawings was highlighted as a significant bottleneck resulting in long cycle times, duplication and added costs.

Analysis of the procurement process demonstrated the high amount of late stock, replacement stock, and missing items all contributing to excessive costs in the installation process. During the programme the team highlighted that as much as 80% of inventory could be identified as time pressured or replacement when analysing key projects – much scope here for improvement.

The analysis of the insulation process highlighted too many hours lost with supervisors and installers either waiting for or chasing up stock to complete jobs.

### **Learning from the BIA**

The programme had become a facilitation for cross functional working bringing team members out of their silos and adopting a more strategic approach to change. As they came to the end of the workshop activity they had developed a sense of continuous improvement that now had to be entrenched in to the business culture. Workplace organisation (5S) is being implemented and there are new measures being introduced to visualise operational controls.

### **Business Benefits**

The business had not been performing as well as it should have been over the last couple of years but the reasons for that were unclear. Through the programme, the team began to clearly identify what the issues were and how they should be addressed. The main benefit from the programme is that 'business improvement' is now a constant topic for discussion, debate, testing and implementation resulting in a slow but tangible change in the culture.

“Excellent programme. The content is very relevant to any business and goes beyond the theory and focuses on the practical implementation. Our team found both Brian and Jim to be very engaging and supportive which allowed them to move out of their comfort zone and address the issues that we face. We now intend to put other team members on the programme to continue the improvement culture that has started to form.”

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Duncan McLean, MD, IPIG Ltd