

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

PSS have participated on the SE BIA previously and they continued their improvement journey by enrolling two further candidates on the programme representing administration of operations and the contracts team. The project was to focus on achieving right first time throughout the customer journey.

Project Analysis

A process map (developed into a value stream map) was created to visualise the complete journey from booking a survey through to completing a job and receiving payment. This proved to be very insightful and it became the catalyst of data collection for the delegates and the wider team. Hot spots of process disconnects were highlighted and the team built up real time data records to demonstrate the impact of waste.

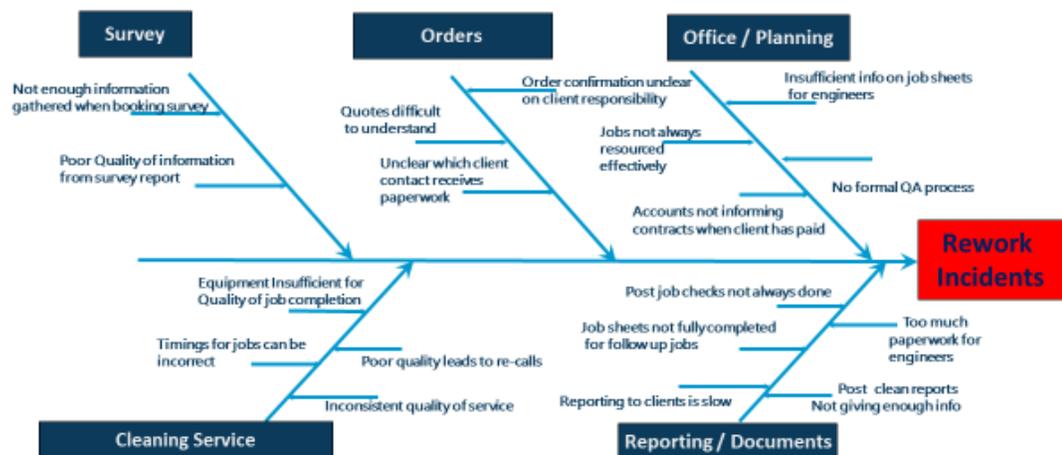
Pareto charts were created showing the reasons for service incidents and these were drilled down to 2nd and 3rd tier graphs to enable better understanding of the root causes. The number of rework incidents came as a surprise when plotted on the Value Stream.

Learning from the BIA

The team costed out the average value of a job and put a value to the rework incidents. This was to become the driver for waste elimination and getting it “right first time”. A problem statement was developed to communicate the need for improvement across the whole company. This proved to be motivational providing a clear understanding of what can be achieved with better process control and involving the workforce in root cause analysis. If all incidents could be eliminated this would be equivalent to growing the business by 15%. The “Ishikawa diagram” below highlighted the many causes of rework.



ORDER FULFILLMENT PROCESS - Ishikawa



Implementing Change

The “pareto charts” had demonstrated 2 significant issues:

The majority of incident issues were down to the way the process was set up within administration and this could quite easily be controlled, especially now that it was clearly out in the open.

There was a lot of “unknown” reasons for why incidents occurred and this was identified as a training need.

As the team began to plan their improvements they addressed the issues highlighted above and were able to quickly implement instant change. Improvements included:

- Re-organising the re-calls board
- Raising awareness across the team to reduce waste
- Introduction of weekly contract meetings
- Producing weekly service reports with clear data
- Training staff to improve document information

An action plan was put in place to ensure that the project carried on beyond participation. Key activities on the timeline were:

- Improving procedures for investigating incident
- New in process checks
- Clarification of roles and responsibilities
- Assign KPI's in line with client experiences
- Simpler and more visible reporting
- Improved survey report

- Updating of standard operating procedures (SOP's)
- Digitalisation of paperwork

Business Benefits

The team have set a target of reducing rework over a six month period which will increase billable hours to the value of £25,000 on current operational contracts. In addition the team will measure and report on:

- Re-work reduction
- Reduction of repeat reasons for service incidents
- Increased capacity
- Decreased direct labour % to turnover
- Increased profitability.

“The Business Improvement course was fantastic, I have learned so much from my time on the course and have put in to practice at work what I have learned so far. Brian is a great to work with, he is very passionate and supportive throughout the whole course. I feel more confident to make changes and better processes in my team.”

The team from PSS