

Maple Sunscreening



INDUSTRY

Construction

Design / Manufacturing

SERVICES

Lean Management

OUTCOME

Increased revenue by 25%

'Maple found the Lean Management Programme very successful. This programme was enrolled with our Production Team and the results and changes to the Working Area/Flows have transformed the Factory Area working on both Practical areas and also the academic training side of 5S and Lean. Our goal this year on the back of the successful lean management programme is to make the Factory at Maple part of the Maple tour encouraging our clients and suppliers to visit all areas of the business. RKMS & Accelerate working together have been very helpful and were the only companies out of those I interviewed for the programme who could tell me what the programme could do for Maple.'

Maple is a leading designer, manufacturer and installer of solar shading, weather protection and screening for building exteriors and interiors. Since 1983, we've been combining innovation, technical excellence and exceptional customer service to deliver projects that save energy, create visual impact and make buildings more comfortable for their occupants.

Lean Project

Maple selected an operational team of 11 led by production manager Kelly Dunbar to work on transforming the shop-floor layout into a modern world class facility whilst developing each individual in lean management tools and techniques. Throughout the project the team developed new skills that when applied collectively created a new business culture of lean thinking and application of change.

Ideas were generated by the workforce and quickly implemented into real projects with support and investments provided by the Maple Leadership team. As the RKMS facilitated the programme over the year this gave all team members time to digest the learning and then apply it within their workstreams.

All supported each other as the project gained momentum, overcoming the barriers that can often lead to frustration and lack of implementation.

As they created value stream maps, 7 waste analysis and Gemba walks, robust problem-solving processes through PDCA, Poka Yoke, and 5S throughout the factory the energy, fun and enthusiasm from the team was remarkable.

Outcome(s)

The business has seen real bottom-line savings through increased capacity, reduced defects, improved flow, increased productivity, and significant increases in OTIF delivery.

In addition, the morale of the workforce and more focus on teamwork has left behind a sustainable culture of **progressive change and innovation.**

Since engaging on the programme the business has increased sales by **25%** and this has continued despite the challenges of lockdown due to the COVID-19 crisis.

The branding and image of the company is going from **strength to strength** and the implementation of reverse parking on site as part of the 5S project has provided a visible reminder to all about the importance of discipline to create a true lean culture.