


Success in **Operations**

Woodworking shop cuts overtime, material costs, scrap, and rework with lean.

PHOENIX WOODWORKING

 15 Employees  Woodstock, Illinois  www.phoenixwoodworking.com

SITUATION

Phoenix Woodworking lost much of its residential business during the recession of 2009-10 and was hampered by rising costs and debts. After a tour of the manufacturing facility, IMEC suggested Phoenix Woodworking might benefit from implementing lean manufacturing concepts.

SOLUTION

IMEC first presented an overview of lean concepts to Phoenix Woodworking's management team, then in subsequent meetings helped leaders identify problems, improvements and implementation plans. Eventually, IMEC brought all employees together for a lean training session and assigned responsibilities. Once employees realized they were a part of the process, they became enthusiastic and verbal about opportunities for improvement – bringing the entire organization closer together.

RESULTS

- Overtime reduced from 19 weeks in 2013 to zero in 2014 with no drop-off in sales
- Staff reduced by two due to attrition with money reinvested in new equipment, technology and training
- Material costs dropped by about 3% thanks to a major focus on reducing scrap
- Tools put in place to track and analyze payroll, material costs, rework, etc.

“By teaching us how to do the work ourselves, IMEC gave us the ability to produce more and be more profitable with the same number of people. Their expertise and resources are so valuable for small companies like ours.”

- Sandra Pierce, President

