

BUSINESS IMPROVEMENT

After undertaking the renowned FIRA Business Improvement Workshop, **Cavendish Upholstery** have achieved substantial business improvements in terms of Quality, Cost and Delivery. By constructing a business wide end to end process map which included the full management team and all administration and production staff, issues were identified and actions completed to drive forward the continuous improvement culture.

Client feedback - "Using FIRA to facilitate and map the current business processes we identified all the improvement opportunities which were converted into actions that have changed our business culture and impacted on our Key Performance Measures".
Bryan Kellet - M.D - Cavendish Upholstery

Background

Located in the market town of Chorley Lancashire, Cavendish Upholstery (part of the Airsprung Group) employ 40 people and are recognised as one of the U.K's leading suppliers of quality furniture to local independent retailers. Cavendish has gained a reputation for quality, value and service by using only high quality materials such as hardwood frames, high density interior fillings, durable soft cover fabrics and first grade hides.

Objectives

Objectives for the activity were defined as:

- Map the current business processes
- Identify opportunities for improvements
- Establish top level business measures
- Involve employees in the process to improve communication between shop floor and management to trigger 'culture change' in the business.

The action

Working alongside the management team and involving all direct and indirect workers from across the business at Cavendish Upholstery, FIRA put together a business improvement team to tackle these objectives. Using proven tools and techniques the following improvement activities took place:



Upholstery
Benches require organising and supplied with consumables to maximise prod. efficiency of upholsterer

- Constructing a Process Map using 'brown paper' technique. The process route shown with yellow post its with all issues placed underneath corresponding process after interviewing the operators involved.
- Identification and resolution of issues identified in the map by management and shop floor lead to practical solutions. Example - Upholstery Benches

5C Workplace organisation applied to upholstery benches to create best possible workplace to maximise efficiency. New process established to replenish workbenches each morning with consumables.

- Measure No. of completed actions vs Total to drive Continuous improvement culture.
- Established Key Business Measures for internal / external quality, Cost and delivery on time and use these to report and focus future improvement activities.

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Tel 01438 777700 • Email blovell@fira.co.uk