Business case

Quickly Converting Backlogs into Turnover for a Security Systems Installation Company

PRACTICE
Operations

SECTOR
Services

DURATION OF THE MISSION
6 months

KEPLER

Overview

Services
Mission: 6 months

Our client, a security systems installation company, wants to reduce its turnover backlog in a strong growth context.

KEPLER offers to apply "Lean Service" tools in order to reduce the lead time between the order and the invoicing of a project.

Context

- Strong growth in activity which has led to a significant turnover backlog
- Difficulties between the order and the actual installation of security solutions, leading to a delay in the turnover achieved and a lower EBITDA
- Silos between Commercial and Technical teams resulting in non-productivity and partial visibility of the upcoming workload for security installations planning
- High complexity on the management rules for the records administrative validation
- "Installation" range times that no longer correspond to the new product mix
- A load adequacy process with non-standardized capacity and does not have the appropriate tools

Objective(s)

Gaining in sustainable productivity

- Securing the orders process (production) and therefore reducing the backlog
- Increasing realized turnover and EBITDA
- Reducing customer lead time by 50% (operational target), via:
  - Optimization of processes for the administrative records validation
  - Optimization of site management and planning according to the PIC-PDP logic
  - Management of the evolution of customer lead time (Business, Technical Installation, Invoicing)

Our Approach

Services
Mission: 6 months

Methodology

1 **Creating a tool to simplify the interpretation of management rules** (business / admin)

2 **Taking range times on processes and techniques** to identify intra- and inter-departmental optimization points

3 **Overhaul the technical validation process** for administrative records

4 **Implementing a methodology for range time taking** on the new product mix

5 **Creation of a load / capacity analysis tool** and standardization of the site installation planning process

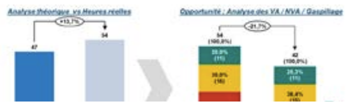
6 **Implementation of rituals and tools** to improve the reading of the order portfolio and reduce lead time

Levers and Tools

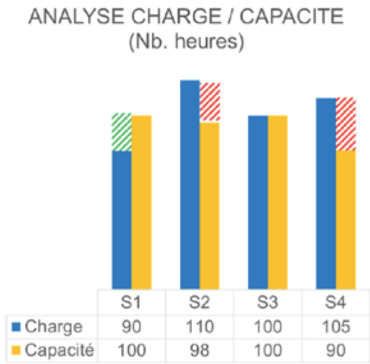
- **Checklist of management rules**
- **Range time taking model**
- **Load / capacity adequacy tool**
- **Customer portfolio management routine**

Checklist

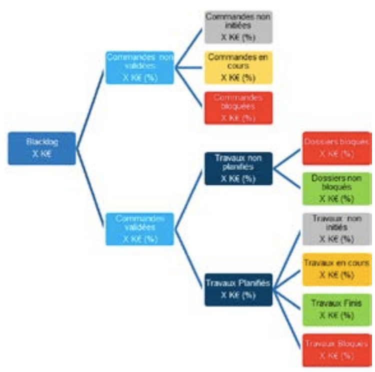
Taking range times



Load / capacity matching



Portfolio management



Results

-36% on client **lead time**

+5% **Turnover** achieved

+10% **EBITDA**

The application of the Lean "basics" has enabled to obtain very significant results for the company's finances.

Lean is not just reserved for manufacturing, it applies very well to the world of Service.

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