

## Company Information

Berka Solutions Ltd. was set up in 2019 with the aim of building a solution-based business that delivers real and tangible results for clients using Lean continuous improvement methods in areas of engineering, facilities, Life Science, operations, and management across Ireland and Europe. We have developed a reputation as a leader in delivering higher quality Business Transformation Solutions in the marketplace, with strong customer loyalty and brand recognition. Berka Solutions blend the commercial, technical and organisational behaviour knowledge in delivering transformational change through Operational Excellence has been aided through a balance of team coaching and leadership mentoring to enable the change process to be embraced and embedded into our client organizations.

This A3 captured an example of our Operational Excellence Program in operation. Since September 2021, Berka Solution Ltd. has been working as the Lean Champion for the Client Organization. This partnership approach focused on the continuous improvement of strategic business processes and procedures with the objective of improving business productivity, enabling growth and maximizing profit by optimum utilization of the resources through the implementation of Lean operations and Digitalisation.

## Project Background

### Summary of the Process:

This is a partnership approach for the operational excellence program focused on the continuous improvement of strategic business processes and procedures with the following objectives:

1. Implementation of the cultural and behavioural improvement programs which include every employee, including focused workshops, vision definition, productivity enhancements, A3 projects, and town hall events.
2. Enhancing efficiency and productivity through setting up and deploying smart goals and objectives for each individual, restructuring the management organization, and enhancing the organizational communication process. This required in-depth development, workshops, and training as was part funded by the Irish Centre for Business Excellence Advanced Productivity SkillNet program.
3. Digitalization of client's organization operational, manufacturing, and management performance processes and procedures through the introduction of two new Software as a Service Technology platforms part funded through the Enterprise Ireland Digital Voucher scheme. These Digital SaaS solutions included sourcing, development, bespoke build, and training for the entire office staff."

### Problem Statement:

Berka Solutions identified significant areas of opportunity to enhance the productivity and governance of Client organization through the implementation of various programs to achieve operational and business excellence in Sales, Design, Planning, Production, Procurement, Logistics, and Installation.

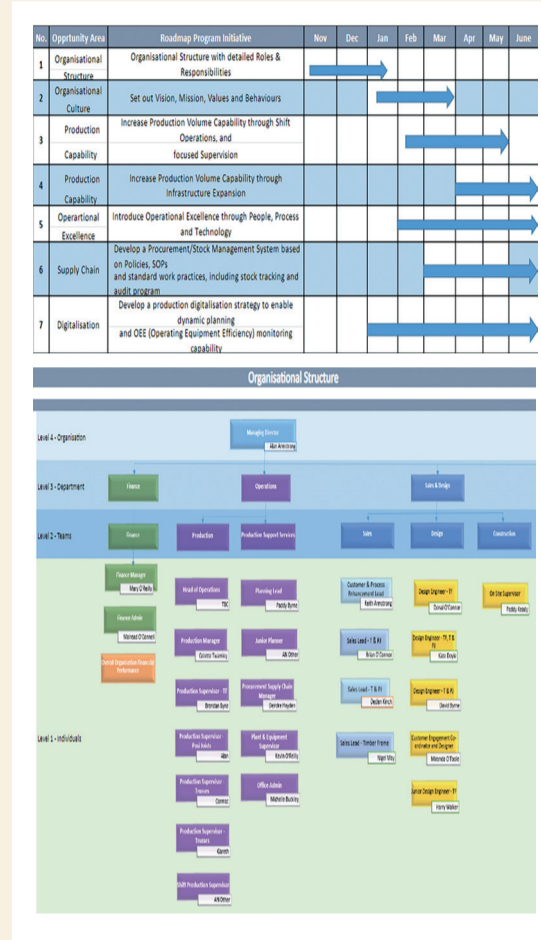
### Process Performance: The existing performance of the process (before the project and improvements)

1. Unstructured organizational structure
2. No Bonus Pay & Benchmarking for the employees
3. No Production Planning & Scheduling in Place
4. Undefined Roles & Responsibilities
5. No G&O for the team to drive directional performances
6. Lack of Structured Growth Plan for the Business

### Impact of Problem: The impact the problem has on the employees, customers, business, etc. Why was it important to the company to improve this process?

1. Lack of planning led to inefficient work practices.
2. Lack of understanding of roles & responsibilities led to poor decision making.
3. No Goals & Objectives led to a lack of focus and motivation for continuous improvement. Due to ongoing growth, and the challenges of scaling manufacturing, it was inevitable to improve the organizational process

### A Detailed Roadmap of the Operational Excellence Program



## Team

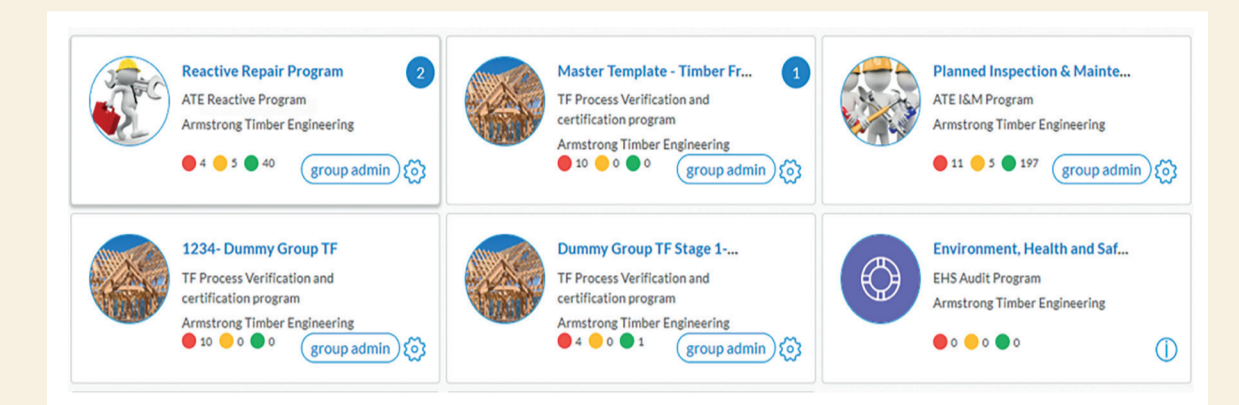
### Team Details:

Bernard MacOscar: Managing Director  
Kavita Singh: Business Admin  
Client Team

## Improvements

### Improvements Activities: List of activities and/or give visual demonstration of improvement e.g. 5S, SOPs, process flow change

1. Drafting of Business Plan, QMS Manual, SOPs, Policies, and defining the Process.
2. Setting out Vision, Mission, Values, and behaviours as part of the Client's organizational culture.
3. Develop a Procurement/Stock Management System to eliminate waste based on Policies, SOPs, and standard work practices, including stock tracking and audit program.
4. Development of a production planning strategy to enable dynamic planning, scheduling, and performance monitoring capability. This was the first time that production planning had been introduced in a standard process and was developed through the completion of an in-depth Kaizen event involving all the key production and logistics personnel.
5. Four Production Supervisors appointed to deliver productivity enhancements in each of the product lines.
6. Two digitalisation SaaS solutions for Business Governance are now in place.
7. Digitalization program in Client's business reduced the paperwork and enables organizations to improve their environmental impact. This act eventually leads to taking the first step toward green business and sustainability.
8. Purchase of hardware devices such as laptops and upgrade of site IT infrastructure to improve data collection and analytics as part of the digitalization program.
9. Training has been conducted to impart core capabilities, structures, and knowledge to enhance the employee's skills and ability to leverage the new technology, processes, and procedures being implemented. The focus has been on eliminating waste through proactive planning, setting clear weekly targets, and tracking plan v's actual performance to drive productivity.
10. Educational Development program for production staff with two employees already signed up for level 7 educational program in UCD.



## Goal

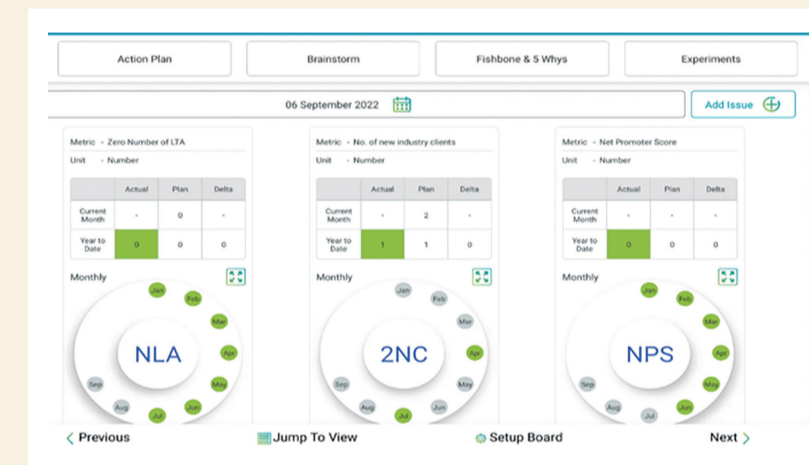
### Key Success Metric:

The metric(s) used to measure process performance before and after. You can show primary and secondary metrics if required.

1. Setting up SMART goals & objectives for every individual irrespective of their department, was the very important step of this program that helped to define an individual's specific responsibilities which are not only measurable but achievable too.
2. SaaS solutions have been implemented in the organization for Governance, Action Tracking, and SMART Goals & Objective Tracking

### Target:

The Program implementation was carried from September 2021 to June 2022.

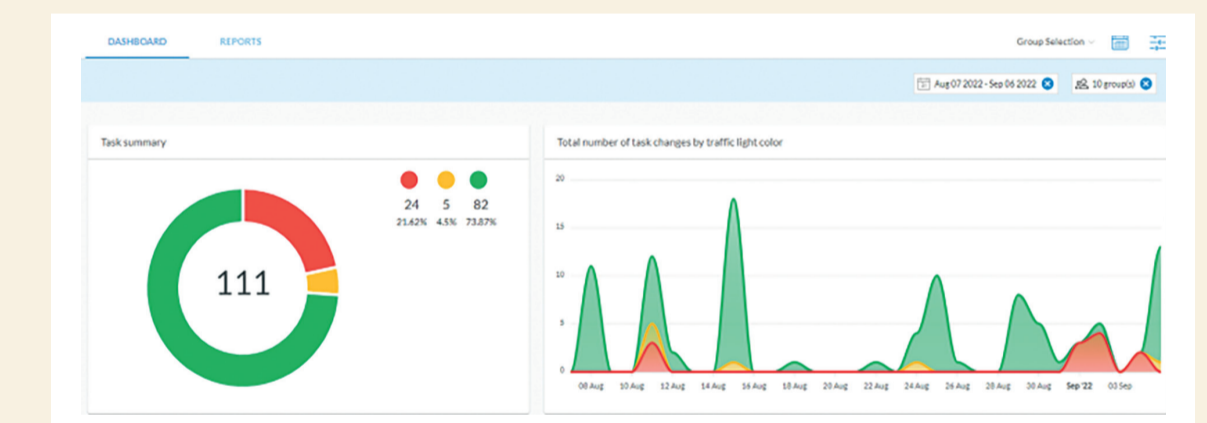


## Control

### Control Activities:

What mitigations are in place or ready to deploy should the expected result vary or the improvements deteriorate? List control measures or visually demonstrate.

1. Governance for fortnightly sales and production meetings is in place to set targets and monitor performance on a fortnightly basis.
2. Weekly planning meetings to transition production sales to manufacturing thus eliminating re-work and production rescheduling
3. Cultural Implementation of Lean and Continuous Improvement Training workshops.
4. Coaching and Mentoring program for the staff employees commenced, with one-to-ones held every three months.
5. Individual training sessions to enhance the skills and knowledge about the subject matter.
6. Faster and clearer communication between the team members and the business leadership.



## Analysis

### Analysis Tools:

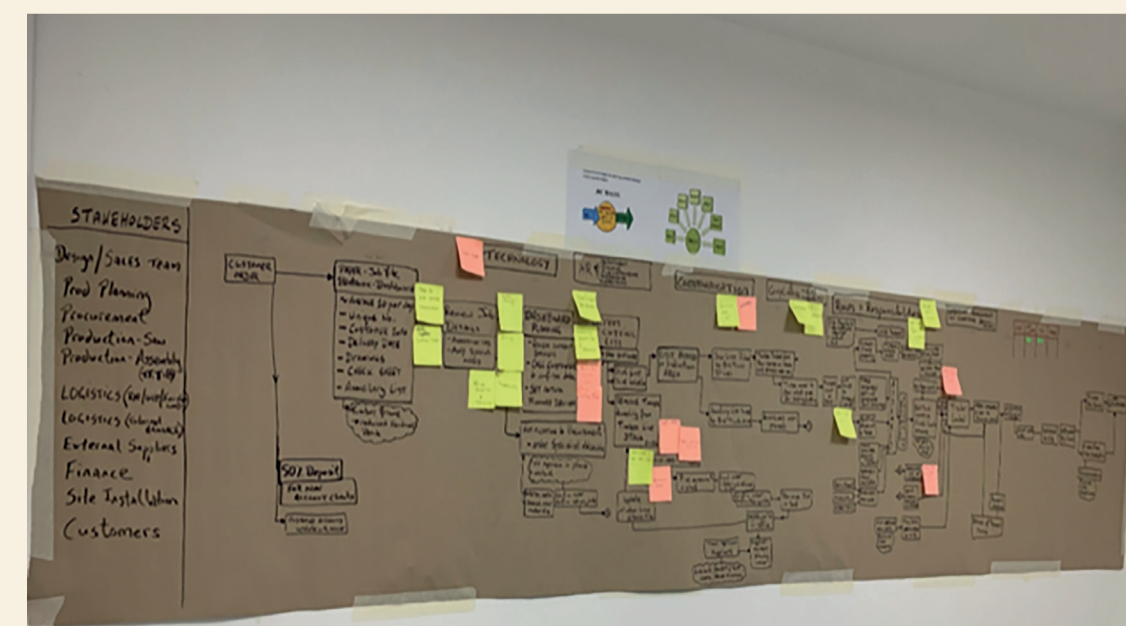
Kaizen events to define the current process maps and roles and responsibilities for both Sales & Production departments was used to identify concern points in the process and to engage the entire team in the process allowing them to provide feedback and engage in the continuous improvement process.

### Root Cause Identified:

1. Unstructured Production Process
2. No SMART Goals & Objectives.
3. Unstructured Sales & Design Process.

### Corrective Actions:

- Implementation of SaaS Solution for Performance measurement & action tracing.
- Introduction of new technologies.
- New hires were required for the management team.
- Implementation of Operational Excellence Roadmap with specific programs to achieve operational and business excellence in Sales, Design, Planning, Production, Procurement, Logistics, and Installation.



## Results

### Key Success Metric:

Compare before and after. List metric numbers or show a graph/control chart with change in results. Program logged in Changeway & Snapfix SaaS solutions with Training and now Operational with a monthly dashboard are now in place

### Impact of Results:

#### What do the improvements and results mean to the employees, customers, and business?

1. Structural development of Client's Organizational chart with detailed job descriptions & individual Roles & Responsibilities.
2. Tiered communication process introduced comprehensively covering Compliance, People, Customers.
3. Bonus Pay & Benchmarking completed and an 8% pay increase rolled out.
4. Restructuring of organizational structure, Process Map & Sales & Design Processes.
5. New hires were added to the management team to strengthen the management team's capability.
6. Revenue growth increased from ~€15 million in 2021 to ~€21 million in 2022.
7. Technology is now in place which enables the ongoing transformation, innovation, and continuous improvement journey to be smoother.
8. The technology solutions have made process optimization, business governance, digital analytics, data management, performance management, compliance, and asset care management more efficient and effective