



An Australian Government Initiative



Shaping Business, Transforming Industry

## CLIENT JOURNEY

# JOINERY PRODUCTS

Devonport TAS 7310

Enterprise Connect helps Joinery Products navigate market uncertainty and create strategies for long term success.

### Background

A move to more efficient, clear processes, as well as changing to meet market demands, has helped Tasmanian business, Joinery Products, achieve increases in both profits and productivity.

Joinery Products was opened as a family business, manufacturing cabinets and kitchens, in 1956 by the grandfather of current Managing Director, Marcus Kelly. Over time the business took on more commercial joinery, but in the past year has shifted its focus to residential joinery and introduced lean manufacturing principles into its operations.

He said Enterprise Connect Business Adviser, Jack Van Tatenhove, provided a detailed report on exactly what parts of the business required change. "The review made key recommendations for the company and gave me a clear guide to follow to ensure the business was turned in the right direction. It helped us quickly recognise that our current cost structures could not be maintained, that we lacked robust operating procedures and our factory layout was hindering our workflow," Marcus said.

### Outcome

Joinery Products began making changes immediately, starting with rearranging the factory floor to allow for better flow of work, the introduction of visual performance management on the factory floor to help monitor and track jobs, as well as developing standard operating procedures and putting them into practice. These changes have already resulted in a doubling of its previous output.



Left to right, Marcus Kelly, Managing Director with Enterprise Connect Business Adviser, Jack Van Tatenhove, and Brett Maher, Lean Manufacturing Manager, Joinery Products

A review recommendation to adopt lean manufacturing principles was taken on whole heartedly with the employment of a new team member whose primary role is to implement lean manufacturing practices.

**"With the uncertainty in the market and the drop in sales we were experiencing, the offer of a business review seemed like a great idea."** – Marcus Kelly, Managing Director, Joinery Roducts

Marcus said with the assistance of Enterprise Connect, Joinery Products has developed a strategic plan, a marketing plan, as well as performance and development plans for all employees.

"We certainly are in a better position now. Prior to the review, the lack of a strategic plan to lead the business forward was a weakness. We still have a long way to go but we now have a clear direction and regular management meetings, to review our strategies, keep us on track," Marcus said. The business is already starting to reap the rewards of increased productivity which in turn has led to improved profitability and employee satisfaction.

"We hope to continue to grow the business to be an extremely professional market leader in Tasmania," Marcus said.

### Further Information

Visit [www.enterpriseconnect.gov.au](http://www.enterpriseconnect.gov.au) or call the hotline **131 791**