



MANAGEMENT
Research & Solutions
INCORPORATED

WOODESIGN

Founded in 1979, Woodesign partners Larry Langhurst and Bernie Becker began with simple unique furniture pieces which quickly expanded to library, wall units and entertainment centers. Today they are a national, award-winning design-build shop with kitchens, bathrooms and whole house projects.



Benchmarking

The partners were fans of "improvement efforts" but past efforts did not result in any substantial returns. The team had trouble coordinating information and workflow from the bidding and estimating process through production, assembly, finishing and into installation. Woodesign also had very inconsistent profitability and the owners' exit strategy appeared to be out of reach.

"It's one thing to say to the employees that we have a game plan in place, and it is another to deliver a quarterly bonus for the first time in years."

Implementation

- Reviewed and revised key work process flows to address phase hand-offs and accountability throughout the process
- Installed quality control checks at each phase of the process
- Improved project initiation and closing processes, which were identified as critical
- Customized a formal real-time scheduling process for production
- Designed and implemented a system for job costing projects

Larry Langhurst
Partner
Woodesign



Results

- Moved the company from barely breaking even to showing a net profit
- Reduced dependence on owners allowed them to take a 2 week vacation for the first time in years, while also skiing more days than the previous year
- Reduced scheduling issues with large projects
- 100% of projects were completed on or before schedule
- Morale increased: management evaluations averaged 4+ out of 5
- Won 2nd place in NKBA (National Kitchen & Bath Association) national competition