



## **26% Reduction in labour** Construction industry client



# The Challenge



## Background

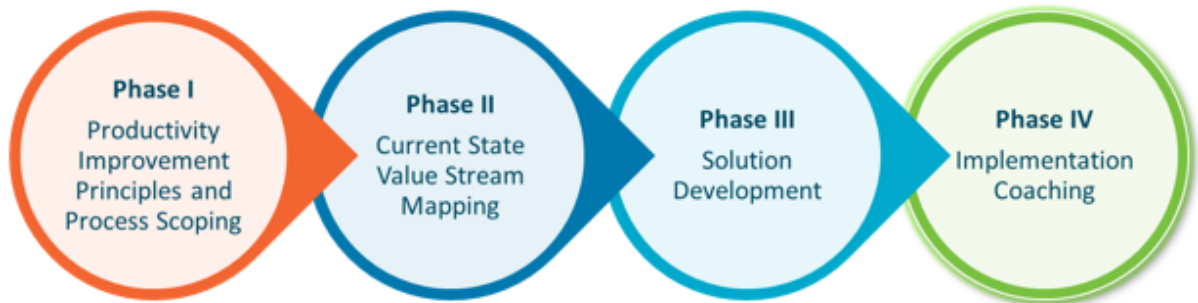
A three-month improvement project was undertaken on during the construction of Western Canada's largest museum. The project involved the contractor and the subcontractor and was focused on improving the productivity of the stone façade installation process. Running behind schedule, the project timeline was a risk.

## Project Challenges

- Membrane install and testing created schedule disruptions, creating delays
- Substrate variation created delays and rework
- Stone rework and quality issues causing delays
- Specialty plate delivery further impacting schedule

# The Process

A collaborative approach was used in applying Lean Six Sigma



10 key improvements were identified and immediately implemented



# The Results



## Results for the contractor and subcontractor

### First exposé to Lean Six Sigma for both parties

Found relief from project frustrations

- Collaborated and spoke honestly and openly
- Rather than compromising, came to mutual agreement

Made positive adjustments mid-project

- Increased meeting frequency
- Improved walk-around team and focus

## Results for the project

### LABOUR HOURS PER STONE

Before

5.6

After

4.1

- 26% improvement in labour expended
- Project completed on time