

MASTERBRAND IMPROVED BOTH PROFITABILITY AND EMPLOYEE ENGAGEMENT WITH HELP FROM LEAN FOCUS.

PROBLEM/ SITUATION



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SOLUTION

MASTERBRAND PARTNERED WITH LEAN FOCUS TO DEVELOP A MEANS OF ENGAGING EMPLOYEES AT ALL LEVELS TO COLLECTIVELY SOLVE PROBLEMS

Previously, MasterBrand had implemented lean principles, but the emphasis was primarily on production. The company utilized a team of lean experts to address critical issues throughout the organization. Although this approach yielded positive results in specific areas, it did not achieve a comprehensive transformation across the entire business. Despite the success of lean practices in certain production units, doubts persisted regarding its applicability to other aspects of the company, particularly office functions.

"We needed to engage all employees in the problem solving process" said Dan Buck, Vice President of the MasterBrand Business System. "Lean isn't just about tools and experts - it needs to be part of our culture. With more than 20 facilities and 13,000 employees, MasterBrand was too great an endeavor for just a select team of individuals."

Early 2020 was an unfortunate time to restart a lean transformation. MasterBrand nonetheless persevered and refined its approach. Starting first with the appointment of key executives in leadership, MasterBrand laid out a vision to be the best place to work, while driving operational efficiency and improved profitability.

While the vision came from the top, engagement and deployment took hold at all levels of the organization. The team engaged Lean Focus to together build "The MasterBrand Way", a cultural foundation to drive the adoption of a lean mindset.

Key to enabling this adoption, was the appointment of dedicated Continuous Improvement (CI) Leaders that reported into each business unit, with guidance from a centralized Corporate CI team. This reporting structure reinforced the concept that business units were empowered to solve their own problems.

“ We’re progressing toward our vision of being the best place to work. ‘Lead through Lean’ is driving significant savings and efficiency.”

DAVE BANYARD

President and CEO at **MasterBrand, Inc**



RESULTS



Trust the Tools,
Empower the Team,
Move Forward”

400+

KAIIZEN EVENTS

In the past three years, MasterBrand has conducted more than 400 kaizen events that have involved over half its' workforce. These events taught lean tools, such as Standard Work and 6S, that enabled employees to improve their own processes.

7PT+

INCREASE IN
EMPLOYEE
ENGAGEMENT %

Lean transformation has helped improve MasterBrand's engagement score by 7% in 2022 vs prior year. Recognition has played a critical part in this, as >250K peer-to-peer awards have been given since the lean transformation was relaunched.

\$40M+

CUMULATIVE
RECURRING
COST SAVINGS

The kaizen events generated an estimated annualized savings of >\$40M in the first three years, far exceeding internal targets.

“The momentum headed into the future is even stronger, with a funnel of future savings exceeding this value,” said Dan Buck, Vice President of the MasterBrand Business System.

“THE MASTERBRAND WAY” | TOGETHER WITH LEAN FOCUS

