

CASE STUDY

A-Gas Launches its Business Excellence Programme With Support From Turner and Townsend Suiko



BACKGROUND

About Turner and Townsend Suiko

Turner and Townsend Suiko (T&T Suiko) is a leading project management and consultancy firm specialising in Lean Business Excellence. It has over 75 years of experience in supporting its clients through driving high-performance initiatives and focusing on outcomes. It does so by establishing effective planning mechanisms, highly skilled teams and efficient controls. Its vision and values include corporate responsibility, and it is passionate about making a positive impact.

About A-Gas

A-Gas is a world leader in the supply and lifecycle management of refrigerants and associated products and services. Through our first-class recovery, reclamation, and repurposing processes, we capture refrigerants and fire protection gases for future re-use or safe destruction, preventing harmful release into the atmosphere.

For over 30 years, A-Gas has supported our clients and partners on their environmental journey by supplying lower global warming gases and actively increasing the circularity of the industries we serve, building a sustainable future.

CHALLENGE

Focused on customer satisfaction in a growing market, A-Gas launched its Business Excellence (BEx) programme in January 2023. Committed to continuous improvement, the company's Executive Team was keen to establish high-quality, best-practice methods that would improve its capabilities and business strategy.

The initial pilot project was launched at A-Gas' site in Rhome, Texas. The challenge was to engage the teams to prove the potential of this methodology, increase the efficiency of their processes and train the team members to develop and implement their improvement ideas.

AT A GLANCE

Challenges

- Improving the business to meet our customers' needs and be the supplier of choice.
- Simplifying A-Gas' processes to be as efficient, effective and productive as possible by implementing best practice methodologies.
- Ensuring growth in line with the company's environmental commitments.

Benefits

- Working collaboratively to successfully establish and develop the A-Gas Business Excellence (BEx) Programme and Lean Training Academy.
- Securing and collaborating with customers as partners.
- Enabling colleagues to develop their skills via best-practice training.



"The A-Gas teams have shown great engagement in the Business Excellence methodology, with the programme to date delivering great performance improvements and establishing new ways of working. Since our initial planning engagements, A-Gas has clearly defined its programme expectations and embraced its required contributions. Most importantly, the local teams know their business, coming forward with thought-out opportunities that have a great impact."

Chris Jones

Director, T&T Suiko

SOLUTION

A-Gas launched a pilot programme at the Rhome site, working with T&T Suiko, who were commissioned to support the teams in reviewing the entire value proposition and guiding the implementation of Lean improvement methodologies. After confirming the project's goals with the Executive Team, colleagues began determining how achievable they were and how to develop the BEx plan.

A-Gas team members at the Rhome site began working hard to implement the suggested best practices and tools. Throughout the process, they have enabled the Rhome Operations Team and wider business departments to streamline their processes and utilise technological improvements.

RESULTS

The programme has gone from strength to strength at the Rhome site. The team has aligned the business with its core strategy and focused on customer support. BEx in Rhome has enabled the teams to successfully conduct Daily Review Meetings, relay findings to their colleagues, and create an information hub on the site floor. They have established many improvement projects, tactically focused on throughput and value. The teams converted customer feedback to match opportunities across the site.



The teams on-site have thrown themselves into the Lean concepts, contributing well. Their knowledge and passion play a vital role in establishing Business Excellence routines and problem-solving. Over 90% of employees have completed the Lean Competency System (LCS) Lean Awareness 1A training, the first stage of A-Gas' Business Excellence Academy. LCS is an internationally accredited programme based in Cardiff University.

CONCLUSION

Within the first year of its launch, the BEx programme achieved strong results thanks to team engagement and the introduction of innovative practices and processes.

Collaborating with T&T Suiko has always yielded great results for A-Gas, and this project shows the value of a structured excellence strategy.

A-Gas' BEx Programme showcases what its teams can achieve when working effectively with its partners, both for its internal teams and as a business.