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# LEAN methodology: Implementing a new quality management system

## SALM Group France

In partnership with:

With financial support  
from the EU



## Introduction:



## Type of innovation:

X Productivity

## Affection by Sector of the innovative solution:

- X Human Resources
- X Administrative
- X Productivity
- X Competitiveness
- X Time-management

<p><b>Company's description:</b></p>	<p>SALM produces and sells furniture, mainly kitchens but also tables and chairs, bathrooms and dressings.</p>
<p><b>Company's previous status:</b></p>	<p>SALM has always been a French leader in the furniture industry. The former President Karl Leitzgen firmly believed in the benefits of continuous improvement. Since 1998, SALM has been implementing a quality management system with many lean manufacturing and lean management tool.</p>
<p><b>Innovative solutions:</b></p>	<p>SALM implemented many different LEAN tools. The first one was the 5S. Afterwards LEAN tools were developed in the manufacturing processes as well as in all the different departments of the company. This policy has been extended outside the boundaries of the company. SALM now works with the 700 stores selling their products to put in place a quality management system with LEAN tools. In 2012, SALM also started to work with suppliers in order to help them improve their industrial performances through LEAN tools.</p>

<p><b>Way of implementation:</b></p>	<p>Actions take place on 3 to 4 years cycles. At the beginning the need is identified. Some proactive managers were involved to run pilot tests in each plant. After one year, a first version of a methodology is formalized with a restitution of the results obtained with the pilot tests to the Executive Committee. During the second year, other managers will ask some help to implement the new method in their activity. The third year the method is implemented where needed. And the last the method is generalized in all the company.</p>
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### Outcomes:

SALM estimated that between 2005 and 2008, their quality policy enabled to gain more than 20 M€.

### Recommendations:

The rule of 3Cs prevails in all the quality projects of SALM is understanding (“Comprendre”): people have to understand what they are asked to do then contribution: People have to contribute in a way or in an other, at all the levels of the company and then consensus: people have to agree with the well-founded of a project. These 3 conditions are very important. Moreover many companies make the mistake of implementing more and more LEAN tools implemented by few people. The key success factor on the long term is to train and to involve as many people as possible.

### Conclusions:

This example is a very good one of the benefits that LEAN tools can provide to a company through its quality policy. However it is an exception if the wood industry. But still, it shows that very simple tools such as 5S can provide short-terms and long-term benefits as long as the human factor is a central concern.

### Keywords:

- LEAN methodology