

“By committing to the process and consistently following through, we will be more focused and consistently deliver great results”

- Yaacob Ali, Productions and Engineering Senior Manager

## THE JOB TO BE DONE

World Kitchen, LLC and its affiliates manufacture, market and/or distribute glass, glass ceramic and metal cookware, bakeware, tabletop products and cutlery sold under well-known and trusted brands including CorningWare®, Pyrex®, Corelle®, Revere®, EKCO®, Baker's Secret®, Magnalite®, Chicago Cutlery®, and OLFA®. Their products have led the housewares industry for over 100 years since the introduction of EKCO® baking pans in 1888. The company has major manufacturing and distribution operations in the United States, Canada, and Asia-Pacific regions. Products are sold through multiple channels, including mass merchants, department stores, specialty retailers, retail food stores, catalog showrooms, and their own network of CorningWare®/Corelle®/Revere® Factory Stores located in outlet centers across North America and internationally. World Kitchen Malaysia is the primary decoration and distribution center for World Kitchen Asia Pacific.

## SOLUTION

There has been a strong emphasis over the past several years on developing the skills and tools necessary for people to execute and focus their work in a more structured and planned manner to meet the company objectives. In November 2003, World Kitchen Malaysia was introduced to FranklinCovey's execution process. This on-going solution has been used throughout all levels of the organization to build a new and better company culture. Twenty six staff members have attended the training, starting with the general manager and cascading down to key management personnel representing all departments including Finance, Administration, Human Resources, Information Technology, Production, Planning, Warehouse, Quality, and Engineering and Distribution. The company has set yearly goals using the importance screen, measurement builder, and work compass and maintained commitment to the goal by weekly team engagement and accountability.

Since 2004, World Kitchen employees have met with their direct supervisor at the beginning of each week to discuss their Work Compass together with their outlook planner. These work compasses focus on the three Wildly Important Goals (WIG's), the current week achievements towards the goals, and the plans for the following week. The weekly engagement sessions have become a leading indicator of any problems with achieving the WIGs and allow action to be taken prior to missing the objectives at the end of the month. The execution methodology continues to be used to set the company objectives. With this established, familiar process and focused scoreboard, the company is able to continue stretching the goal allowing for future growth and international expansion of their products.

## RESULTS

The company's primary concerns are quality, service, cost and productivity. The impact of ingraining these concepts deep within the organizational culture has been shown in comparing year to date results with 2003, prior to the training. Outgoing quality, measured in parts per million, has improved 69%. Service levels have been maintained above 98% as compared to the average of 70%. Cost measured by manufacturing cost per piece has been reduced by 5%. Productivity, measured by pieces per labor dollar, has remained constant despite the increasing salary increments. World Kitchen Malaysia, sincerely believes that integrating the FranklinCovey leadership principles and tools based on their execution process has contributed significantly to their success and helped maintain their competitiveness.

“This is a good tool in monitoring the most important daily work to be done and its performance in meeting the required objectives” – Nashrudin, Admin/Finance/HR Manager

“I have people inspired by me and I am responsible for them, for these reasons: focus, monitoring and response become unexceptional ingredients” – Azlina Abdul Aziz, Production Senior Executive

“This drives tremendous performance making us multi skilled at what we are entrusted to do” – Ahmad Suffian, Warehouse Manager