

HASKAYNE Executive EDUCATION

Success Story

Performance Excellence driven by Lean Thinking Hopewell Residential

Working with Haskayne Executive Education, Hopewell Residential has been able to create greater value with fewer resources for customers in a highly competitive market. Haskayne's program exceeded Hopewell's expectations through achievement of market share growth in an otherwise nominal growth market, 15 per cent reduction in costs, a 300 per cent increase in draft staff production capacity and nearly 80 per cent reduction in construction administration processing time.

Tough Alberta housing market

Hopewell Residential is a leading residential development company that strives to provide high-quality homes with outstanding value for owners. Headquartered in Alberta, the company had long enjoyed success from the growing residential market driven by the booming oil and gas industry.

In late 2014, a dramatic change in oil price impacted the residential home market in Alberta. As the economic downturn unfolded, Hopewell

knew it had to re-focus by creating greater value for customers with fewer resources. To accomplish this stretch goal, Hopewell needed to look at operations in different ways to unlock value. They also needed to do this in an accelerated way in order to impact the market in the Fall of 2016.

The challenge of change

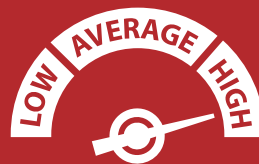
In every company process change can be challenging and complex. Hopewell had identified many internal opportunities such as slower-than-desired speed to market, lagging customer satisfaction with the traditional home buying experience, deficiencies in communication and integration across office locations, and overly complicated internal processes. Hopewell understood that performance-focused development would be key to driving the required improvements, and a partnership with Haskayne was the right choice. Paul Taylor, president & COO stated: "We wanted a local provider, and the University of Calgary has an excellent reputation for business. Haskayne was naturally our first choice."



15%
cost reduction
in project
administration



2%
growth in
market share



300%
increase in
draft staff
productivity



75%+
reduction in
file processing
time

LEAN transformation success

In collaboration with the Hopewell team, we created and implemented a performance excellence program driven by lean thinking and practices. The program was customized to Hopewell's unique context and, through consultation with the executive team, focused on specific areas for potential improvement.

The program included practical workshops to learn required new thinking and tools that drive performance improvement. We provided expert project mentoring to keep projects on track and to enable the fastest route to results.

Kevin Pyle, director, design and purchasing states: "For me the 'aha moment' was the mapping. By changing our thinking and looking at things collaboratively in a more granular and methodical way, we were able to demonstrate how complicated we had become, despite thinking that we were actually improving our operations along the way. The program helped us understand the power of this new way of thinking, and made it stick by requiring and then supporting application of new LEAN concepts and approaches."

Leslie Haubrich, manager, sales and legal, commented that our program was the reason change was implemented so quickly across the organization. "The integration of the various departments in one program created a unique bonding experience and a shared approach and language across traditionally siloed departments. It was a challenging process, but the Haskayne program brought us together as a team. It's been an incredible."

Here is what program projects accomplished:

- 300% increase in draft staff productivity
- 75%+ reduction in file processing time
- 15% reducing in costs related to project administration
- 2% growth in market share



"The Haskayne performance excellence program gave our company the speed we needed to cross the finish line to reaching our goals. We are now more effective and efficient in meeting our customers' needs."

Paul Taylor

President & COO, Hopewell Residential

For more information on Executive Education
at Haskayne School of Business

T: 403.220.6600

E: execed@haskayne.ucalgary.ca



UNIVERSITY OF CALGARY
HASKAYNE SCHOOL OF BUSINESS
Executive Education