

Case Study 2

Clear Print Ltd. - 1 Year Later

CASE STUDY 2 - CLEAR PRINT LTD.

EXERCISE NOTES AND TIMES

1. Assessment of the Current & Future Situation:

Using the script provided discuss in small groups what improvements you see have been made and can be made using the following questions as a framework:

1. What the Company has done to arrest the haemorrhaging from Case Study
2. What changes you would implement in the System over the next year.
3. Where do you see the Quality-Management-System in 5 years time? Set your imagination free to project your vision of where the Company will be.

You have a free hand to propose any course of action to the Directors you feel would help the Company to develop its Quality-Management-System. Imagine it is your Business and you are making the decisions

After discussion and consensus, write out short briefing notes, elect a spokesperson and report your group's findings on the three questions.

2. Time allocated

- 15mins. to discuss
- 10mins. to write briefing notes
- 5mins. to report findings (2 groups)
- 5mins. summing up by Trainer
- 10mins. Discussion on overall findings to find optimum solution

Total exercise time 60 minutes

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SCRIPT DETAILS

The Directors decided to have a fundamental look at the Company's position and after advice have decided that they needed to go back to basics if they wanted to take full advantage of ISO9001 for future Company development. They also discovered that several of their Key Customers were either registered or were in the process of being registered to ISO9001.

The Company planned for the implementation of ISO9001 and went through a detailed review of the Company's policies on Quality. The result was more clearly defined Policies on Quality and a revised structure for the Organisation, enabling those responsible for each area of the Company to be identified, especially those with the responsibility for development of the Company's Quality Management System.

The Directors have also had a study conducted into Customer requirements and comparing them to current delivery Standards. This was then developed into a Business Plan that established the Quality levels that their Customers expected and demanded and that the Company were determined to deliver.

A dedicated Quality specialist has been appointed to take charge of taking the Company through the registration process and maintain the Quality Management System.

A project team was set up with each department asked to look at their existing operating procedures and practices against the following criteria: -

- What Procedures and systems were currently being used?
- Why they were being used in that way.
- Whether the working practises matched what was written in the procedures
- How the procedures were being documented
- Who was responsible for making sure the requirements were being met

Several of the existing procedures were changed in light of these investigations.

An Independent Auditor audited all aspects of the Business, including outside Suppliers and Sub-contractors. This covered: -

- Documentation to ensure Quality and Supply capability.
- Identification of weak links in the Supply Chain.
- Checking that the systems delivered the Purchase Order requirements.
- Ensuring that all Suppliers had Quality Procedures that were understood and adhered to at all levels in the organisation. (Not necessarily ISO but some formal procedures)
- Ensuring that a common understanding of Customer and Supplier requirements were relayed internally and to the Suppliers that was constantly reviewed.

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TRAINER'S NOTES

Again as in Case Study 1 there is no definitive textbook answer. Your ideas for overcoming the problems are equally valid as the ones I have written.

1. What the Company Has Done To Arrest the Haemorrhaging.

- Revised the structure with more clearly defined roles with no overlaps or gaps in areas of Responsibility and Authority and full Accountability for actions.
- Written a Business Plan that clearly established the Deliverables to the Customer and what Deliverables were required from the Suppliers.
- Reviewed and changed some of its systems and procedures
- Improved the moral by involving people and removing their frustrations
- The Quality System has ceased to be is seen as an Administration function with the setting up designated staff from all departments and employing a Quality Specialist.
- The historic strength of everyone mucking in has been strengthened by defining responsibilities, rebuilding the old team working and Company loyalty values.
- New Customers are giving repeat business.
- Long established Customer base has been re-established
- Customer Complaints are reducing. (Customer service levels and product quality have improved)

2. Changes to be made over the next year

- Continue to develop processes to improve workflow through the system
- (Shorten cycle times, remove bottle necks, and avoid re-work)
- Develop Partnership Agreements with Customers and Suppliers through participation in Quality Groups.
- Use the registration as a marketing tool to gain a more diverse Customer base.

3. Where will the QMS be In 5 Years Time

- Well down the road of Total Quality Management
- Quality improvement Groups to problem solve and improve processes
- Cross-Functional teams trained in the use of the tools to solve problems.
- Marketing and Design departments will be integrated to work on new product concepts to take advantage of market conditions.
- Customer Care programme established and complaints becoming the exception pre-empting of Customers requirements and increased expectations.
- Using the EFQM or Malcolm Baldrige models of self-assessment.
- Using Benchmarking internally and externally to become "Best in Class"
- Heavily into change management programmes.
- Using "Zero Defect" and "Right First Time" model within its processes.

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TRAINER'S NOTES - cont'd....

4. SWOT Analysis

Strengths:

- Strong Employee Company loyalty
- Well developed team-working skills
- Established Business (9 years trading)
- Above average service conditions
- Small Company able to adapt and respond to changes quickly.

Weaknesses:

- Small Company without financial resources and skills to market products.
- Unable to handle large volume production runs quickly.
- Poor understanding of what Quality Improvement is about.
- Unclear roles of staff

Opportunities:

- Gain more new Customers.
- Win back old Customers.
- Use new skills that are being recruited.
- Return to strong loyalty to Company.
- Develop Continuous Improvement programmes.

Threats:

- Competitors (prices, geographic areas, size etc)
 - Moral and cynicism.
 - High overheads spiralling out of control.
 - Environment (ISO 14001)(paper based raw materials)
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- After conducting the analysis, work out a plan for reinforcing the internal strengths and overcoming the weaknesses whilst taking recognising the external opportunities and threats. There does not have to be equal numbers in all four categories.
 - This analysis could also have been done on a matrix that would clearly show the interaction of the various forces by rating them against each other.