

How to achieve organizational excellence with ISO 9001: A case study

Business leaders are on a continual quest to maximize profits and customer satisfaction. Unfortunately, many see quality management as an overhead expense. If quality professionals are to be more proactive in organizational success, as suggested in [ISO 9001:2015](#), we need to address Quality Management System (QMS) implementation using a more business-oriented approach. To find out how, read the following ISO 9001 implementation case study.

The paradigm shift – Learn from the industry leaders

The following is a case study of how Dell Computer implemented their ISO 9001:2000 transition. It was first implemented in their Asset Recovery Business (ARB), which had major challenges in meeting its strategic business goals.

The directive was not merely to implement the 2000 revision for compliance, but to examine each element for creating a return on investment. We created a web-based tool called The Business Management Interactive System (BMIS), which was an enterprise-wide operational control system that embedded the requirements of ISO 9001:2000 into the workflow.

The directive from senior management

“ARB will be successful only by focusing on the management system as a whole.

- ISO 9000-1994 focuses on operations related to production and delivery of goods and service
- ISO 9000-2000 scope will require an enterprise-wide focus

The ARB Business Management System will be designed to address current and future management system requirements by incorporating a continuous process improvement methodology across the enterprise.”

Instead of the quality group conducting training for management, management opened the transition kick-off meeting with the following mandate:



- Ever-improving Value to Customers
- Marketplace Success and Enhanced Competitiveness
- Applicable to Entire Organization
- Process-Focused
- Assessments and Measures of Progress Toward World-Class

Implementation

The implementation team consisted of cross-functional individuals who each focused on their own areas of responsibility. A web programmer incorporated not only the QMS requirements, but all business functions into BMIS on the corporate web.

Every piece of data that anyone in ARB needs to do their jobs would be no more than three clicks away.

The screen saver is a scrolling real-time set of operational performance metrics that alerts the process owners to variations in effectiveness and timeliness.

The outcome

And here are the outcomes:

- Within a year of implementation, the division reported that they had turned around a significant operating loss to profitability.
- They were able to create a 40% business growth.
- They increased unit sales by 145%.
- They consolidated five manufacturing facilities into two.
- They reduced manufacturing costs by 15%.
- They reduced out-of-box audit defect rates from 28% to 7.3%.
- Their transition certification auditors praised BMIS as “best in class.”

These are the metrics that matter to business leaders. In this case, they are particularly significant because Dell amortized the cost of our consulting fees and the cost of the employees who worked on the transition in less than a year.

Making the transition

The table below is an overview of the transition from quality management to a business excellence model based on ISO 9001:2015.

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Achieving business excellence with ISO 9001

ISO 9001:2015 REQUIREMENTS	Organizational Excellence
3 Terms and definitions	Define Quality as a Profit Center
4 Context of the organization	Enterprise Excellence
4.1 Understanding the organization and its context	Creating an Enterprise-Wide Business Management System (BMS)
4.2 Understanding the needs and expectations of interested parties	
4.3 Determining the scope of the quality management system	
4.4 Quality management system and its processes	
5 Leadership	Enlightened Leadership by Example
5.1 Leadership and commitment	Create Vision, Mission, and Values Establish Roles, Responsibilities, and Metrics
5.2 Policy	
5.3 Organizational roles responsibilities & authorities	
6 Planning	Planning the BMS
6.1 Actions to address risks and opportunities	Define Objectives, Processes, Change Control
6.2 Quality objectives and planning to achieve them	
6.3 Planning of changes	
7 Support	Outcome-Based Risk and Reward
7.1 Resources	The Responsibilities of the BMS Implementation and Maintenance Team
7.2 Competence	
7.3 Awareness	
7.4 Communication	
7.5 Documented information	
8 Operation	The Process-Based Organization
8.1 Operational planning and control	Creating Value-Add Processes Removing Opportunities for Nonconformities
8.2 Requirements for products and services	
8.3 Design and development of products and services	
8.4 Control of externally provided processes products and services	
8.5 Production and service provision	
8.6 Release of products and services	
8.7 Control of nonconforming outputs	
9 Performance evaluation	Evaluating Effectiveness
9.1 Monitoring measurement analysis & evaluation	Audit and Metrics
9.2 Internal audit	
9.3 Management review	
10 Improvement	Improving Effectiveness
10.1 General	Maintenance of the BMS
10.2 Nonconformity and corrective action	
10.3 Continual improvement	

This table is intended to guide the reader into potential enhancements to your QMS if you are striving for a higher level of excellence and greater return on investment.