

Manging quality in high-growth businesses

A step-by-step guide to help you plan effective strategies, engage leadership and demonstrate strategic alignment,



Qualsys

This e-book has been produced by Qualsys's quality team to help you make quality your most important strategic weapon



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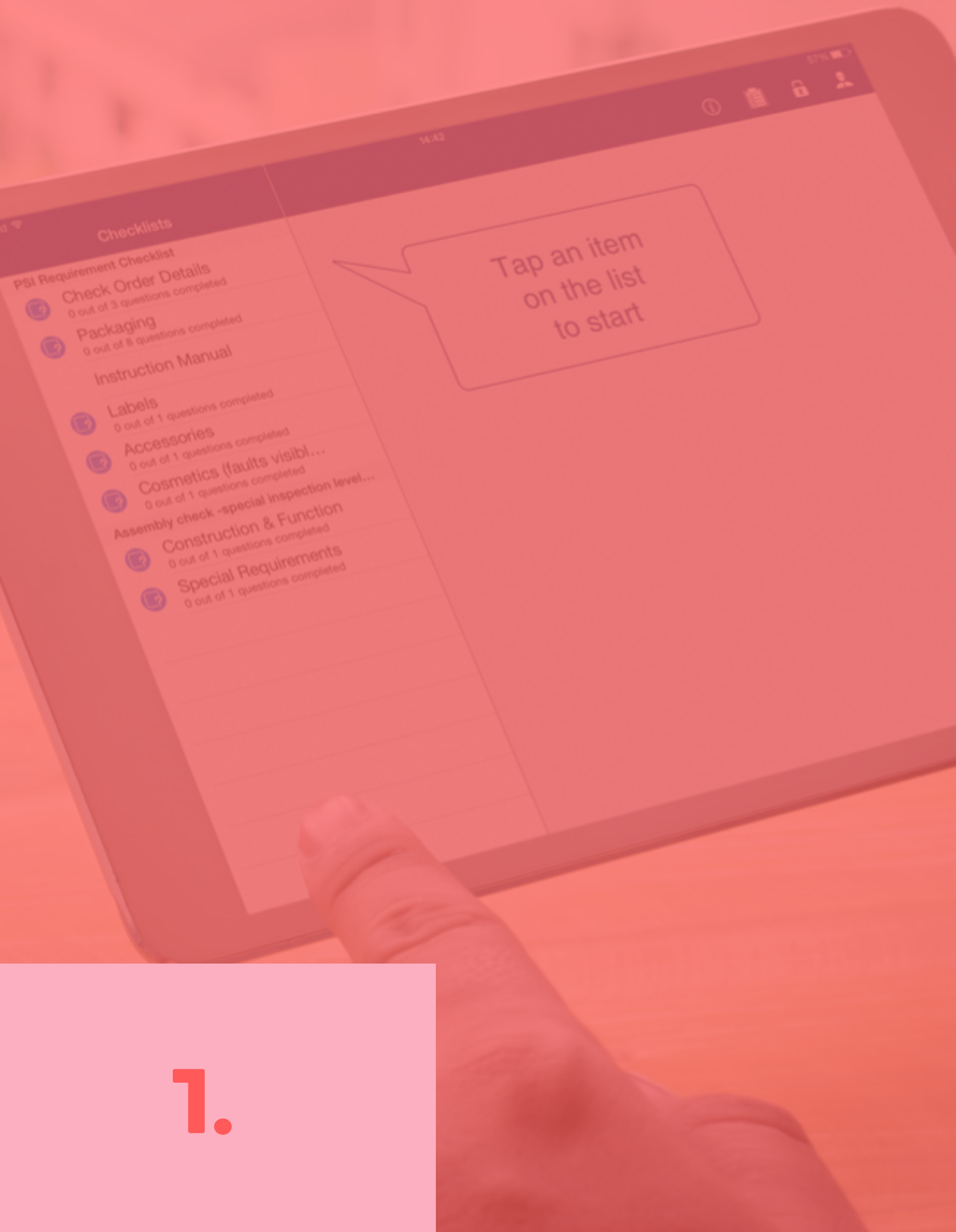
Qualsys's software and solutions help you plan, manage and improve processes for making your business fitter, faster and stronger.

We're familiar with many standards and regulations, including:



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1.

1. Introduction

Taking the temperature of the profession

Being part of a high-growth organisation can be incredibly rewarding. And business growth is a key opportunity for quality professionals.

It is the time when you can make the most impact.

Shaping processes, systems and procedures now will promote a positive culture of quality for years to come and accelerate momentum towards your organisation's strategic goals.

If your organisation does not have a quality management strategy in place, your business is exposed to risk - and this will compound as the company grows.

So where do you begin? Start with this quality management strategy playbook.

In this guide, we share our process for:

- Aligning quality priorities with the strategic direction of the business and building a plan of action
- Winning leadership buy-in and choosing technology wisely
- Assembling a team of champions
- Encouraging scalable processes and leading your business to success

This will help you ensure systems are in place to deliver sustainable, long-term results and a positive culture of true quality improvement.



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2.

Define success

What is your strategy?

“The centre point for any successful campaign is setting goals.” says Michael Ord, New Business and Marketing Director at Qualsys.

“This process is still overlooked by many, but you need to define what success looks like. And be realistic.”

Talk to your leadership team

Start with the strategic objectives of the organisation. How can quality link in to those objectives? For this, we recommend booking in some time with your leadership team to ask them about their vision for the company.

Burning business priorities

After this meeting, write up a strategic mission statement that encapsulates what you want to achieve and how you hope to accomplish it. It doesn't have to be the final article as you can refine it later. By determining the burning business priorities, you can use this as a strategic lever to accelerate momentum toward your company's overall growth.

Here are some common examples:

Growth:

Many companies start getting serious about quality when they scale up operations. If your leadership team have said they want to grow by 5,000 employees by 2020, they are going to need your help to get there.

Profitability:

If your company's main objective is to boost profits, quality can deliver significant value. For example, if your Leadership team want to reduce wastage by 30% by 2020, you should be in a position to help them deliver this goal.

Diversification:

If the organisation is diversifying their portfolio to reduce risk, the new or changed processes will need to be controlled. This will require a robust quality management system to control the additional revenue streams.

"Senior managers don't typically engage with governance, risk and compliance because they don't see the value. But if you tell them in a language they understand, they will e.g. Money."

- John Oakland, Oakland Consulting

“It’s not a one-size fits all approach. Gamification can spice up adoption as well.

Creating challenges and competitions around adoption engages employees more deeply in the process. It also creates opportunities for quick wins, which boost confidence and reinforce employee commitment to using the technology.”

Rob Gibson
Quality Systems Manager
Sodexo

3.

Research

Understand the Context of the Organisation

After you have an initial idea of the strategic objectives of the organisation, you need to understand the opportunities and threats your organisation will face as it grows.

Group into specific areas, such as:

- Internal issues
- Compliance
- Operations
- Vendor/supplier
- Employee knowledge
- Reputational
- Ethical/governance
- Internal culture
- Other external factors such as: political, economic, socio-cultural, technological, competitor, substitute, environment, legal.

Your focus will need to adapt to meet the strategic objectives of the business. For example, if your business wants to grow by saturating the market, consistency will be key. If your organisation aims to grow by diversification and new innovations, your main focus will be documenting and managing new employee knowledge.

Take the pulse of the organisation

You should now be starting to build a broad picture of the organisation. But do employees agree?

Send a short 60-second feedback survey to your employees to take the pulse of the organisation.

60 Second Feedback Survey Example:

1. Employee Satisfaction

| | Strongly agree | Somewhat agree | Neither agree/disagree | Somewhat disagree | Strongly disagree |
|---|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|
| I feel encouraged to come up with new and better ways of doing things | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am proud to work for this organisation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I can quickly access all information on company policies and procedures | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel comfortable to raise concerns over something which I see is not right | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I understand the strategic goals of the organisation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| When something goes wrong, I always know who to turn to | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I always know the correct procedures to follow | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am satisfied with the information I receive from management | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel encouraged to do my best | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I love the company culture | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I sometimes feel frustrated that I do not have the information I need to do my best | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel satisfied with my job | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

The feedback from this survey will help you to understand more about the culture of the organisation and where there are opportunities to develop.

3.1

Audit existing systems

Now you have an overall understanding of the pulse of the organisation, talk to the department heads.

Schedule 10 – 15 minutes meetings to tell them your objectives and ask them:

- Where are the weaknesses?
- Where are the strengths?
- Where are their opportunities?
- Where are the threats?

As you meet with department heads, you will hopefully hear negative viewpoints. While this may sound like the opposite of what you want when you are trying to rally support, it's actually extremely helpful.

You can use their feedback to build a better plan, a better mission and a better strategy.

Now you should have an understanding of the issues faced it is time to ensure processes are consistent and scalable as your company continues along on its growth trajectory.

Find out where your processes live

Hopefully, the processes your company relies on, for delivering consistent products and services, are located in a centralised location, are regularly updated and ensure processes can be managed across the business.

Sound like a dream? For many organisations without an electronic quality management system, the sheer volume of activity makes it impossible to keep on top of all processes manually. This leaves the organisation exposed to risk.

Conduct a top level system audit:

- What critical processes do we currently have?
- Who assigns responsibilities for each process?
- Where do we store process documentation?
- How do we know when processes need to be updated?
- Are these processes shared with external providers?
- As the company grows, will you need to localise processes for each department?



3.2

Crunch numbers

“Collect enough data to paint a realistic picture about the quality issues. Present the data in a way that can be easily understood and is convincing. Avoid information or technical overload!”

Nicola O’Loughlan, Quality Manager at a waste recycling company.

Now you will have a solid understanding of the context of the organisation, you need to find out how the organisation is currently performing.

Here are some quality-related KPI metrics to consider:

- Revenue
- Cost of poor quality
- Scrap value
- Customer complaints
- Customer churn rate
- Non-conformities
- Number of incidents – internal and external provisions
- Outdated documents
- Overdue risk assessments
- Overdue compliance training
- Average time to close out correct actions



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Planning

Now that you are armed with leadership objectives and your research, you can translate this into specific, quantifiable objectives.

For example, let's say that your strategic mission was:

"Deliver scalable processes at 5,000 employees."

Give that goal some colour by turning it into a specific objective:

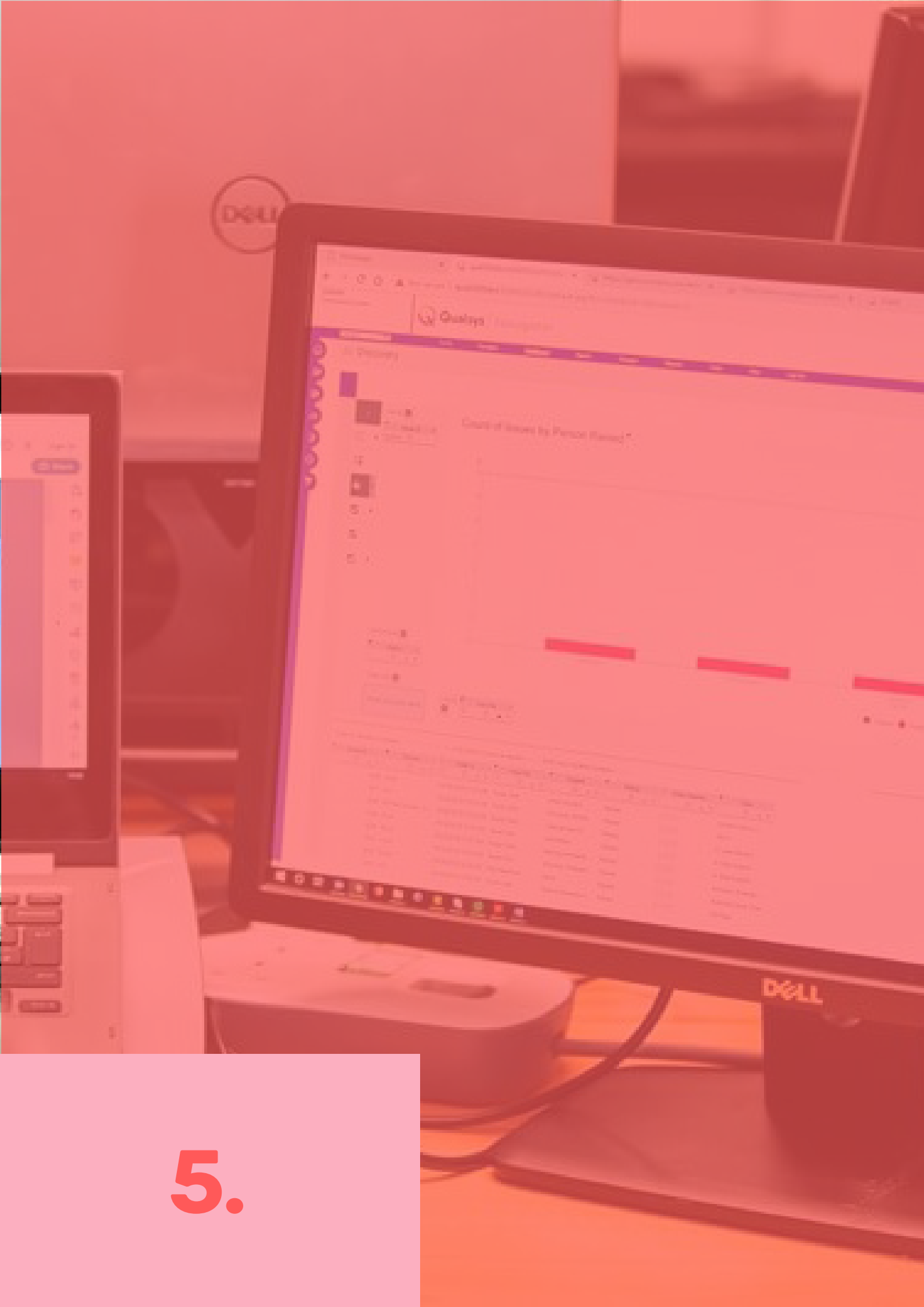
"When the company has 5,000 employees, the organisation will have robust systems in place which will ensure:

- 1) Every employee has-up-to-date training
- 2) NPS of at least 23
- 3) Wastage is less than 1% of overall."

Outline your quarterly roadmap

What do you need to achieve every quarter to achieve your objectives? It may help to set targets. Perhaps you want to break them down by each site.

| | Current Outdated compliance training | End of Q1 Target | End of Q4 Target |
|--------|--------------------------------------|------------------|------------------|
| Site 1 | 40 | 36 | 28 |
| Site 2 | 30 | 27 | 21 |
| Site 3 | 70 | 63 | 49 |
| Site 4 | 60 | 54 | 42 |



5.

5.0

People

Rally your champions

Who is your team exactly? You may have others in the quality department, but you need to look beyond the quality team.

Dr. Mark Masento, Technical Professional Consultant, says: “Build strategic relationships with the Marketing Manager, Director and sales team. Proactively support your other stakeholders.”

Ideally, you will have a champion on every site or in every department. Choose people who are natural networkers and who fit with the company culture.

Create an internal communications plan

A communications plan may sound like overkill, but you will thank yourself later. It can be very simple, here is an example:

| Media | Audience | Frequency |
|------------------------------|------------------|-----------|
| Board meeting | Top Management | Weekly |
| Dedicated spot in newsletter | Department heads | Monthly |
| Company all-hands Meeting | All | Quarterly |
| Quality KPI summary report | Champions | Weekly |



6.

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Technology

“As Yazaki Europe has continued to grow, we found different departments and sites were all managing and measuring quality in a slightly different way. This made it difficult to report, resulted in duplicated effort and made it more difficult to manage compliance. We are now undergoing a process to move all documents and audits to Qualsys’s software.”

- Valere Vastmans, European Lead Auditor, Yazaki Europe

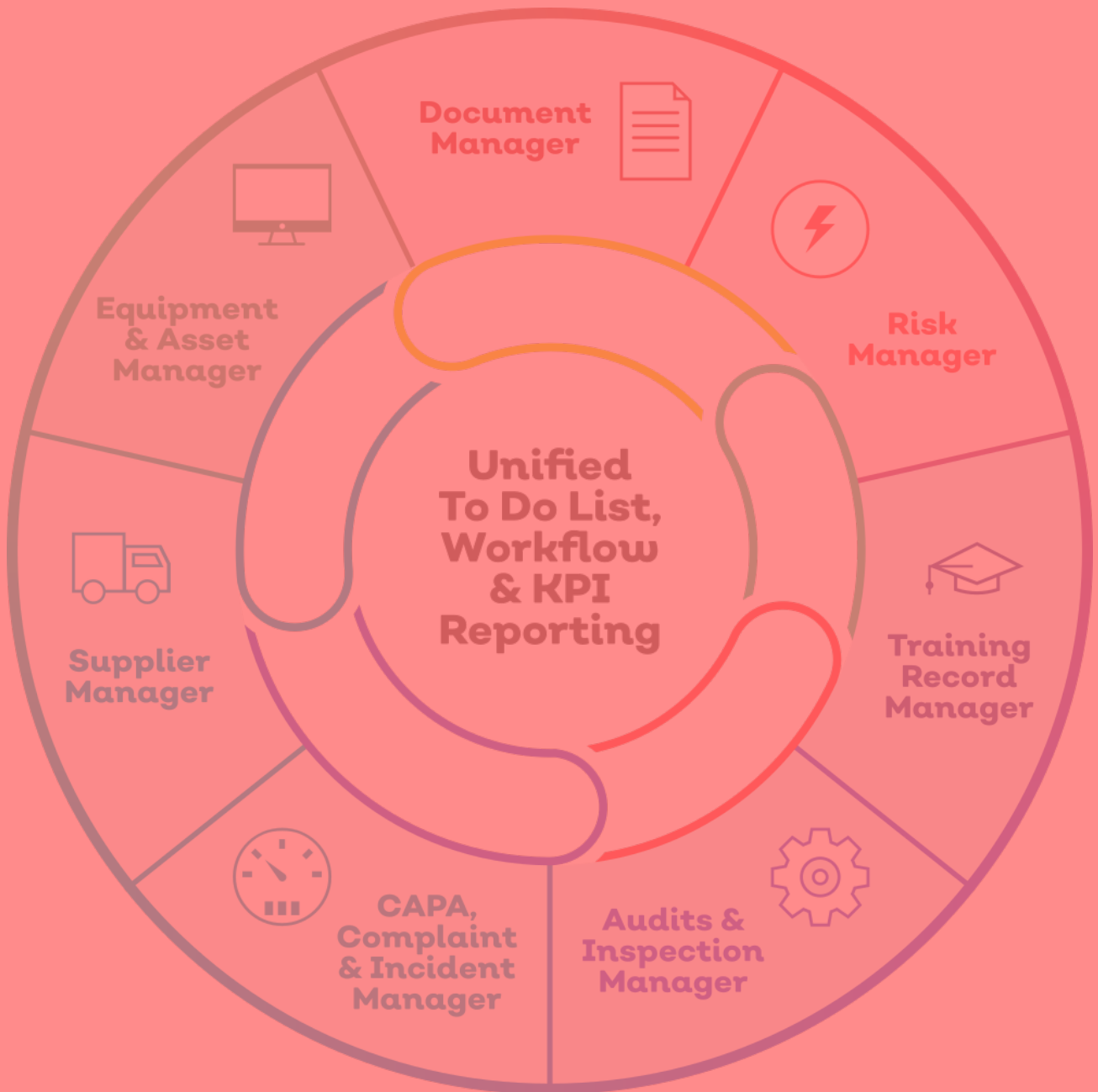
Too many organisations loose control as they grow. On average, quality professionals spend more than a quarter of their time sourcing the right data and compiling reports.

A more efficient way to tackle this is to ensure the organisation has a centralised, scalable single source of truth.

“If you do not have a single source of truth, you are not doing your job.” Paul Isherwood, SHS drinks.

Budget early for technology needs!

www.qualsys.co.uk/pricing



7.

7.0

Performance

“It is very encouraging to get the visibility to know how much activity there is on the system. Our data analysis shows great engagement with the quality management system. Through regular training and support, we encourage all staff to use EQMS, our electronic quality management tool, as part of their daily working lives.”

- Sarah Oliver, Quality Manager, Thomas Miller

Record findings

Probably the most important aspect of building your quality management strategy is how you record performance. As you go through, make sure you record your results so you can promote the value added to the organisation.

Share lessons learned

Every month / quarter, create a bulletin of what has worked, opportunities for development and an action plan for improvement.

Create the next generation of quality leaders

Set up a regular cadence for improvement to develop talent, mentor employees and provide them with unique insights into the exciting role of quality.



Ready to transform the role
of quality and compliance?

Schedule a discovery call

During the call, we listen to your questions, find out what you're looking for and tell you whether our solution can meet your needs. We can also give you an overview of our pricing.

The call usually lasts 15 minutes. If we're a good fit for you, we'll arrange the next steps.

qualsys.co.uk/contact