

How an integrated management system helped a customer communications company save over £150,000 in utility costs



“Our integrated management system continues to be viewed by our clients and competitors as a best practice guide for the industry. The disciplines we have embraced to gain registration have been instrumental in moving our business forwards.”

Rob Norwell
UK Compliance Manager
Stralfors Plc

Customer needs

- Offer a value for money service to customers through the identification of improvement opportunities
- Achieve corporate objectives of customer satisfaction and sustainable development
- Develop standard operating procedures and integrate UK and international operations
- Ensure the business remains compliant with all relevant legislation
- Measurable, verifiable and continual improvements

Customer benefits

- CO2 emissions reduced by a minimum of 683,700kg per annum
- Cash savings to the business of at least £150K per annum (based on the current cost of utilities)
- Ability to keep client facing costs highly competitive and add value to bids
- Opportunity to exploit new avenues of business

Why certification?

Stralfors helps major clients communicate effectively and cost-efficiently with their large customer base through personalisation solutions, mailing and digital media. The company operates in the UK and six other European countries. Clients include major names in banking and financial services, utilities, the public sector and the gaming industry. The company operates an integrated management system (IMS) with its roots in ISO 9001. The group has also achieved certification in the fields of environment (ISO 14001), information security (ISO 27001), health and safety (BS OHSAS 18001) and business continuity (ISO 22301).

"Our ability to demonstrate reliability, stability, cost savings and continual improvement has been underpinned by our management systems," says Tony Plummer, UK Managing Director. "Standards are a ticket to the game in our industry. You can't take part unless you have them." He says that customers want to see suppliers "demonstrate good process" through audited international standards. "They want to check against something credible to be reassured on quality and compliance."

"BSI is recognized throughout the UK as the leading certification body. It is exceptionally important to us and our clients that our management systems are tested and verified by such a credible organization," concludes Rob Norwell.

Implementation

"Our IMS came into being because we had held ISO 9001 since September 1992 and 14001 since April 2000. It became evident that our industry would soon be demanding ISO 27001, so in 2007 we made the decision to seek certification. It became apparent that integrating our systems would be much more practical than operating individual, stand-alone systems. It was at this time that we made the decision to qualify against BS OHSAS 18001 and ISO 22301 (at that time

BS 25999) as these would differentiate our offer from our competitors."

Managing an organization through a period of preparation for certification is never easy as day-to-day business must proceed whilst old processes are reviewed for validity and new ones are added to the system. Careful monitoring and measurement of these elements has resulted in some very tangible results. Successful projects include: Waste to landfill: Between 2006 and 2012 Stralfors has reduced waste going to landfill by over 85% with a financial saving of over £30,000 per annum. This has been achieved through improved education and information and by providing better opportunities to segregate waste and recycle.

Lighting: By reviewing its warehouse and production lighting, Stralfors now saves £27,000 per annum and 147,000kg of CO₂ due to the installation of a more efficient system. The new system which incorporates instant strike motion sensors and daylight dimming has an operating life of over ten years and has paid for itself in under sixteen months.

Preservation of resources: Rainwater is now recovered from the factory roof and used for domestic toilet flushes. The organization is able to collect sufficient water to cover its average usage from toilet flushes (60,230 litres per year and 1,158 litres per week). Even taking into consideration fluctuating precipitation, the saving is at least 40,000 litres of water every year.

"The verifiable improvements in our health and safety management have led to cost savings of up to £8,000 via increased no claims discounts for our Employers Liability Insurance."

Benefits

"Stralfors would not have won a number of major contract bids without certification to management system standards," states Rob. "In our industry almost all competitive tenders have ISO 9001, ISO 14001 and ISO 27001 as mandatory requirements,

whilst BS OHSAS 18001 and ISO 22301 differentiate us from our competition. The simple fact is that without registration to these standards we would be rejected at the first stage of assessment by the majority of our potential clients. By focusing on our headline objectives we have been able to keep our client facing costs highly competitive, add value to bids we have made and open new avenues of opportunity.

The application of standards and introduction of the PAS 99 integrated management system has contributed to Stralfors' receiving regional and national awards for its environmental and sustainability work in 2007, 2008, 2009, 2010 and 2012.

The future

Stralfors' say that they plan to continually review the suitability of their integrated management system, procedures, technological advances and working practices in conjunction with the demands and expectations from their customers and employees. Its European operations are also becoming certified to international standards.

"We can always improve. The standards put us in control – and they show others that we're in control" says Tony Plummer UK Managing Director.

Next steps

PAS 99 is intended to encourage organizations with more than one management system to achieve a single holistic system to enable them to more effectively run their operations.

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