Business Improvement Solutions

Continuously improve business effectiveness and
efficiency while growing through innovation

bsi.

...making excellence a habit.™

Executive Summary

Companies are constantly looking for solutions that can improve business, enhance their operations, and optimize business performance. In today's market, success hinges on developing a competitive advantage. Carefully calculating risk, going beyond the expected, and creating an environment for innovation are what generate the excellence needed to create that edge.

Experience teaches that the more successful businesses imbed best practice holistically across the entire organization, not just in one specific area. Instituting an enterprise-wide strategy breaks down long established silos separating departments and divisions, and, for many organizations, can represent a significant change to corporate culture.

Initiating such a culture change can be a challenge. An effective and successful transition requires a bold well-planned, demonstrable commitment to enhance systems and critical processes that drive long-term sustainable performance and create a gateway to excellence. The journey to excellence is not always linear, but includes three areas critical to an organization – compliance, protection and growth.

A Business Improvement Solutions strategy provides management confidence in the organization's compliance and in turn helps enhance customer satisfaction, meet regulatory, safety and reliability requirements, and ensure consistency of quality throughout their organization and across the supply chain.

Introduction

Every business depends on developing a framework of repeatable processes and procedures that will allow the organization to comply, protect, and grow their operation. That framework or management system ensures that an organization is able to create its product or perform its service in a dependable, repeatable manner. This allows the organization to achieve its objective. But the most successful organizations are not satisfied with merely building this framework.

Over time, specific types of management systems have become internationally-recognized as best practice and have been standardized, many by the International Organization of Standardization (ISO). Understanding, implementing, and certifying to these standards signifies to customers and stakeholders that the best practices in that aspect of operation are in use and are verified by an independent third party. Certification to a standard of best practice is an important milestone in the journey to success, and historically it is where the story ended.

Today, products and services must meet a diverse spectrum of certification and compliance requirements, and there is a growing need to provide more transparency within the organization and the marketplace alike. As such, certification is no longer a destination but instead a point along the journey toward excellence.

Excellence demands an enhanced strategy, which focuses on the combined sum of knowledge, assurance, and tools that an organization needs to move from good to great. This strategy is a step-change in the business environment as it becomes more competitive; where organizations comply with industry requirements and regulations, create and maintain competency that supports sustainable operations, and identify and manage risk to maximize opportunities for growth.

Yet, excellence can be hard to define and means different things to different organizations. Excellence is striving for continual improvement in all facets of the business. In order to become excellent, businesses must embed quality and innovation, adopt easily monitored best practice processes and procedures, continually train and develop personnel, and utilize automation tools to help manage processes, maximize productivity, monitor risk, and ensure transparency.

The Challenge

Striving for excellence, however, is not without its challenges. In a recent survey of top executives at over 1000 business around the world, the Conference Board, an independent business membership and research organization, identified the top challenges businesses face: developing and retaining human capital, making business more customer-focused, increasing innovation and providing operational excellence. Similarly, Gallop identified the major challenges small businesses encounter as growth, the economy, regulation, and employee retention. What this equates to is that large or small, all businesses face challenges which invariably fall into three major categories – to comply with industry and government regulations, to protect what has been built, and to grow and expand.

Protecting a business

Economic and technological changes put enormous pressures on businesses of all sizes. Like a kayak running the rapids, managing a business takes a steady hand to guide it through the dangerous turbulence that could easily tear it apart.

Fortifying the business from the inside will allow a business to push through the rough waters, conquering the countervailing forces that would otherwise drag it down. There are numerous risks to the business, such as security breaches, natural and man-made disasters, and health and safety lapses, theft of intellectual property and loss of key personnel. Successful companies must mitigate these risks to protect financial viability and corporate reputation.

Growth

If a business is not growing, it is stagnating at best. Growing an organization in a difficult economic environment is a significant challenge for any size business, from a small two-person shop, all the way up to Fortune 100 multinationals.   Faced with dwindling margins, many executives take on greater risk to reduce costs and increase profits. While risk is an important part of any successful business, effectively mitigating or countering its impact can define success or failure.
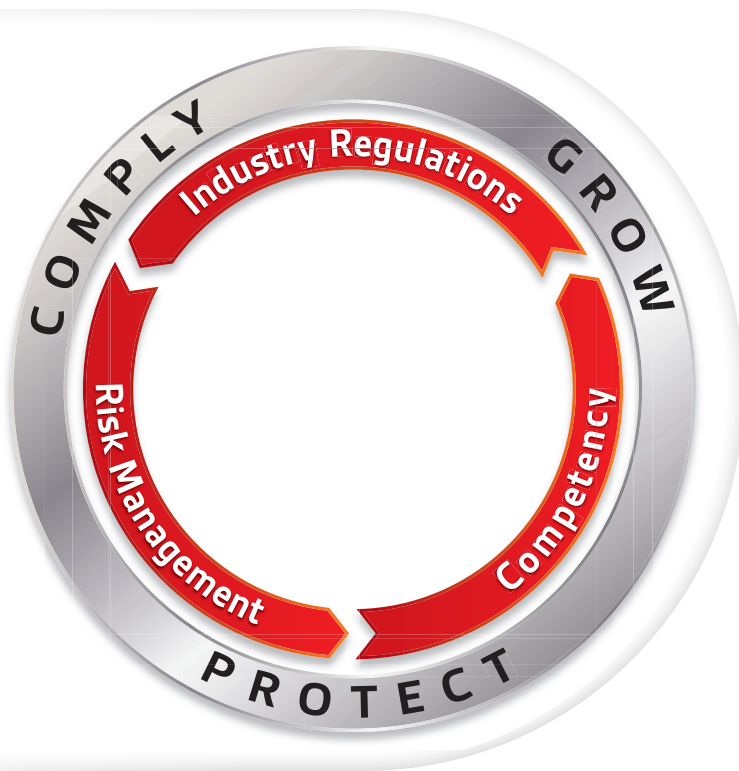
Compliance

Nothing can derail a business faster than failure to comply with important government regulations, not meeting industry standards, or not fulfilling customer requirements. Fines, judgments, the accompanying bad press, and loss of business will not only inhibit growth, but they chip away at customer loyalty, investor confidence as well as the organization's morale.

Additionally, in a regulatory environment that is constantly changing there can be an adverse effect on the bottom line. Increased costs associated with keeping up with evolving compliance requirements can breed uncertainty and deter much needed investment. Yet new compliance requirements can offer opportunities to revisit current processes and procedures thus drive continual improvement.

The Solution

Compliance Best Practices:

- Gain knowledge through the standards and develop easily monitored, internationally-accepted processes and procedures

- Train relevant personnel

- Employ automation tools to manage governance, avoid NCRs and missed deadlines

- Provide assurance by utilizing an independent 3rd party to periodically validate and verify compliance.

Quality and reliability of products and services are critical values for any business. The launch of new products and expansion into new markets usually require compliance with additional governmental regulatory or industry specific requirements. In many instances, certification to international standards such as ISO 9001, AS9100, TS 16949, or ISO 13485 to name a few, provides the necessary credentials to be judged compliant with regulatory directives.

Business continues to be tasked with broadening employee's knowledge, conducting internal audits, closing non-conformities, and tracking actions. Juggling these responsibilities and manually performing tasks create unneeded complexity. The power of expertise paired with innovative solutions will jumpstart management system efforts while allowing organizations to optimize control, maximize ROI, and drive operational excellence.

Organizations must graduate from an ad hoc, one-off approach and consider how to employ a comprehensive solution suite that enhances a management system, whether just starting the certification journey, needing to maintain or build upon

achievements, or requiring tools to solve for specific business challenges. This means training classes that instil business best practice, continuity, and the perpetuation of information. Add to that robust and efficient processes from assurance services and corresponding compliance tools and an organization becomes empowered to manage actions, maximize productivity, and ensure transparency.

A consistent, compelling, and trusted Business Improvement Solution strategy provides management confidence in their organization's compliance and in turn helps enhance customer satisfaction, meet regulatory, safety and reliability requirements, and ensure consistency of quality throughout the organization and across the supply chain.

Over 95% of BSI's clients report they achieved greater benefits from certification in addition to complying with industry standards, including attracting new customers, reducing the likelihood of mistakes, reducing waste and protecting their business.

Protection Best Practices:

- Improve processes to ensure quality

- Refine procedures to allow the organization to operate at top efficiency

- Develop and retain talented employees

- Assess and mitigate risk to keep the brand and reputation solid and above reproach

In order to mitigate or eliminate risks to an organization - its people, products or services, and brand - it is essential to understand the various threats the business could face, as well as effective and consistent ways to minimize their impact. To do that successfully requires:

- Effective guidelines or practices

- In-depth knowledge of those practices and how they need to be implemented, and

- Ready access to and systematically monitoring of procedures to maintain applicability

Many of the guidelines or practices organizations have adopted include management system standards that support a number of risk management strategies including creating safe working environments, reducing the business' environmental impacts, and maintaining critical operations during disruptions.

Successfully implementing and maintaining an effective management system requires a significant amount of instruction, and subsequent knowledge preservation throughout the organization. Training provides the building blocks to achieve competency and maintain compliance with ongoing workplace changes and regulatory demands. Look for expert instructors and

cutting-edge training courses that can assist businesses at every stage of their journey, from requirements courses to internal and lead auditing to business improvement sessions such as root cause analysis and Corrective Action (CAPA).

However, it's not enough to train and certify. Businesses today are tasked with seeking competitive advantage and profitability while demonstrating good corporate governance. They must ensure that institutional knowledge is captured, analyzed, managed, and improved upon so that they can be best in class. Businesses need tools that drive continual business improvement, delivering real-time visibility and providing a consistent framework for automating the management system(s). Only then are organizations able to focus on the future and what it takes to go to the next level.

BSI clients report they have reduced their management systems implementation time on average by 50% by using faster, smarter work tools.

- *BSI clients who have a management system software solution in place, save on average one day per week maintaining it.*
- *Research shows that companies with a compliance platform in place experienced a 90% positive compliance audit success rate and a 34% reduction in risk value*

Growth Best Practices:

- Invest in innovation
- Develop personnel expertise
- Commit to reduce waste and increase sustainable activities
- Institute continual improvement and striving for excellence

In an increasingly competitive marketplace, continual improvement of performance is the key to business success, whether the goal is to reduce costs, improve efficiency, do more with less, or improve core processes.

Key to delivering quality products, maintaining customer loyalty, and attracting new clients is an effective management system. An integral part of all Management System standards is demonstrating continual improvement. Organizations create competitive advantage and growth potential by committing to continuously push forward, hone the management system, and maximize process efficiency in a sustainable manner.

The Harvard Business School published a report in 2010 on the effects of ISO 9001 on businesses which adopted it: How the ISO 9001 Standard for Quality Management Systems Affects Employers and Employees. Among the report's conclusions, it stated:

"sales and employment grew substantially more rapidly post certification at firms that adopted ISO 9001 than at matched firms... "[iii]

This independent research shows that ISO 9001 certified organizations significantly outperform others in both terms of Return on Sales and Return on Investment (ROI), driving revenue up and costs down.

Certification provides the foundation to ensure the management system remains a vital and productive contributor to the corporate bottom line. Reinforcing this foundation with the addition of an automated business improvement tool will allow for seamless, paperless control, giving management a clear picture of the organization's strengths and opportunities, and facilitate the continual improvement process.

Through our full business improvement solution, 93% of BSI clients needing to grow confirmed they did experience growth through acquiring new customers (79%), gaining a competitive advantage (72%) and/or moving into new markets (33%).

About BSI

BSI's legacy of making excellence a habit™ has made us a leading global provider of services designed to protect and grow businesses of every size and in every sector. Our technical experts, global presence, and long history means we can provide clients around the world with an unsurpassed level of service and a unique product portfolio. These services are designed to ensure business processes are optimized and aligned with the corporate objectives:

• Comply with customer requirements, industry, and government regulations

• Protect the business, people, brand reputation, and secure what has been built

• Grow and expand, develop new products, and penetrate new markets

• Easily deliver critical business data to management, customers, regulators, and assessors, using real time scorecards and dashboards.

We enhance an organization's management system by understanding and helping to solve problems using our full suite of services – Training, Assessment, and Business Improvement Software; we maintain that the sum is greater than the parts;

and we know that the power of our portfolio, expertise, and passion can provide the gateway to excellence inside an organization.

BSI has a range of business improvement solutions based on internationally recognized frameworks and techniques to achieve measurable returns for your business.

We advocate for organizations to drive significant change in policy and attitude to create results that generate improvement. The status quo is no longer an option. An organization that employs a comprehensive approach, that enhances processes and management system(s), will move from good to great. It ensures that institutional knowledge is captured, analyzed, managed, communicated, and improved upon so that an organization can be best in class.

To learn more about business improvement solutions from BSI and how organizations are using our range of services, please visit our website, www.bsiamerica.com.

In 2012. BSI conducted a survey of 10,000 customers regarding what benefits they expected when they chose the BSI solution.
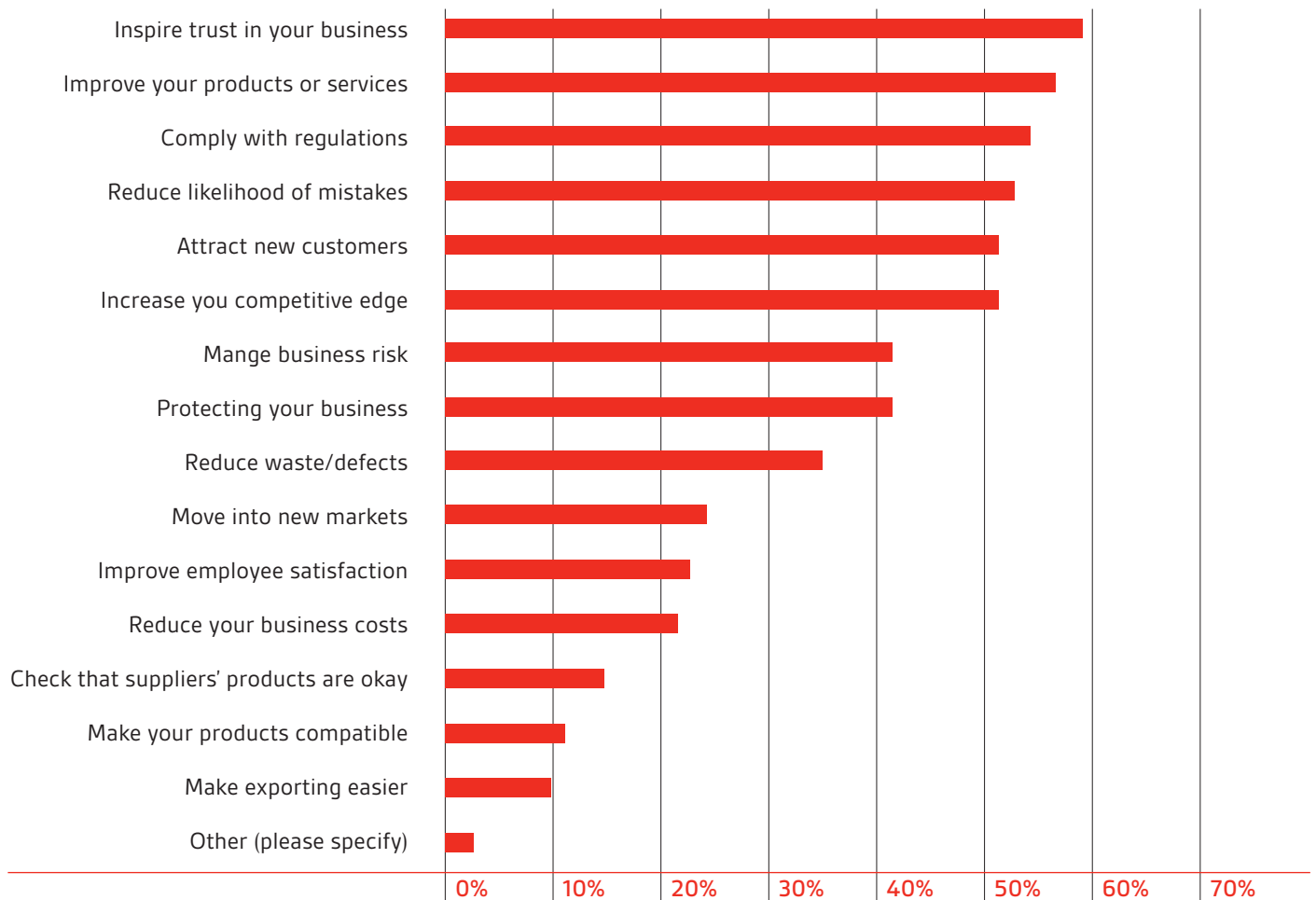
Additional Resources

Case Studies

- Groupe Bertec

- Redline

- Provance

Research Papers

- BSI Excellerator Report, 2011

- BSI Customer Benefit Survey 2011

- Voice of the Customer Report 2012

i Andrew Hill, Financial Times, January 9, 2014: http://www.ft.com/intl/cms/s/0/d4ec7930-787d-11e3-831c-00144feabdc0.html?siteedition=intl#axzz337weWsVG . Accessed 8-25-2014

ii Rebecca Riffkin, et al, Gallop Economy, February 28, 2014: http://www.gallup.com/poll/167660/small-businesses-face-operational-regulatory-challenges.aspx. Accessed 8-25-2014

iii David I. Levine and Michael W. Toffel, Quality Management and Job Quality: How the ISO 9001 Standard for Quality Management Systems Affects Employees and Employers, Management Science, June 2010, page 993. http://www.people.hbs.edu/mtoffel/publications/Levine&Toffel_2010.pdf., Accessed 8-25-2014.