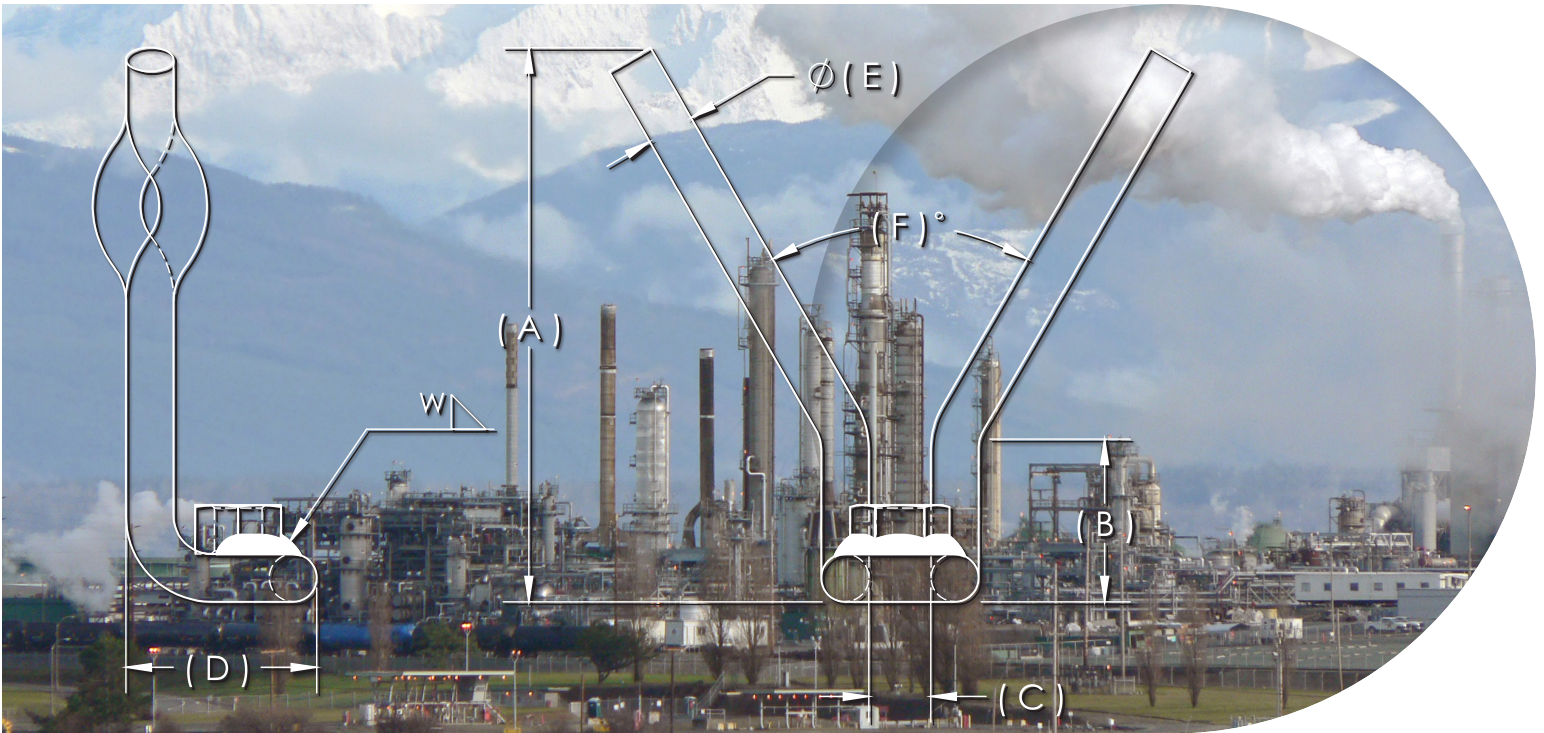


Hanlock-Causeway becomes first in US Refractory Hardware Industry to Certify to ISO 9001



"With ISO 9001, we have caught issues on part number 300 of a 5,000-part run, which, in the past, might have been overlooked and we would have run them all."

Shawn Combs
Manager, Quality & Process Improvement
Hanlock-Causeway Company

Customer Needs

- Be the first manufacturer in the refractory hardware industry to become ISO 9001 certified
- Secure more large orders from customers that typically prefer to work with certified vendors
- Demonstrate a strong commitment to quality to all customers
- Create the means to track and maintain the company's QMS system for continual improvement

Customer Benefits

- Being regarded as the industry leader
- Ability to bid on contracts that require certification
- Increase in business and revenues from largest customers
- Standardized work processes and procedures
- Reduced errors and wasted materials
- Company-wide improvements in quality

Customer Background

Hanlock-Causeway Company manufactures a wide range of refractory anchorage hardware products for very high-temperature construction applications that exceed 2000 degrees Fahrenheit. Founded in 1983, the company is headquartered in Tulsa, Oklahoma, where it operates a 25,000sq ft facility.

Hanlock-Causeway employs approximately 35 people. Two-thirds of them are shop personnel who work to fulfill both rapid-turnaround and large project orders. The company opened a second, smaller manufacturing facility in Houston in 2002 that focuses on rapid-turnaround orders. Hanlock-Causeway manufactures a complete line of wear-resistant wire anchor, fiber pin, and threaded products, as well as specialty hardware for its customers.

Historically, Hanlock-Causeway has not had many competitors, but the market is becoming increasingly competitive, according to Shawn Combs, Manager, Quality & Process Improvement for Hanlock-Causeway. The company is growing at a record pace in terms of both customer orders and staff.

"We are as busy as we've ever been and I think we are going to continue to grow into the foreseeable future," said Combs. "We are talking about adding staff and increasing square footage to enable us to reach capacity and meet growing demand."

Customer needs

"We wanted to become the first refractory hardware company in the U.S. to become ISO 9001 certified. Certification would show our customer base that we are not just here to make bent wire and steel products, but quality products," said Combs.

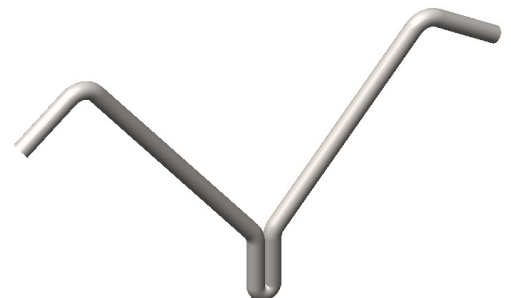
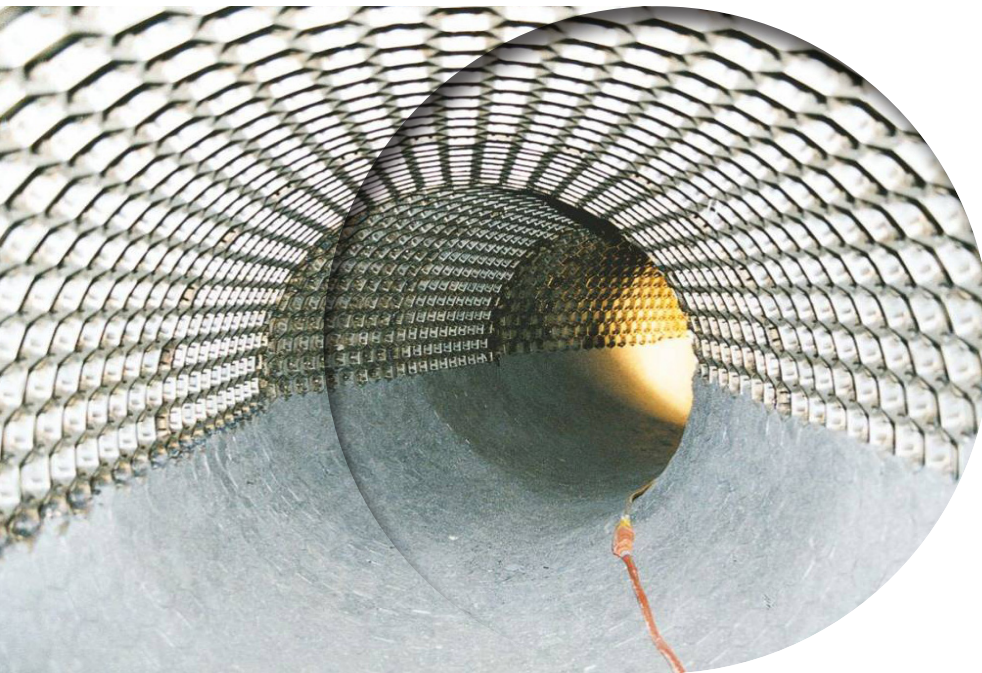
Becoming certified was a good way to demonstrate the willingness to invest in company-wide changes that ensure quality throughout Hanlock-Causeway's operations, he added.

"We knew it wouldn't hurt the marketing side of the business either, meaning our ability to secure bigger project orders," said Combs.

Hanlock-Causeway has two distinct sets of customers. The company manufactures products for small, local, and regional customers that can be done on a rapid-turnaround basis. It also handles large project orders from big engineering firms that have been contracted by even bigger corporate customers. Currently, large projects make up about 20 percent of the Hanlock-Causeway's business, with a goal to increase those orders to 40 to 50 percent in the future.

"Big project orders can stretch out over months or years," explained Combs.

In 2013, Hanlock-Causeway President Jay Bryant was starting to see large project orders that required every vendor in the supply chain to be ISO 9001 certified. He felt that the company would benefit from getting certified during a time when it would not be rushed to complete the process.



"They were still allowing some vendors to not be certified, but he was seeing a shift in the number of customers that were starting to award contracts to certified vendors across the board, even if they had to go international," said Combs. "That is what really prompted us to go ahead and start the process."

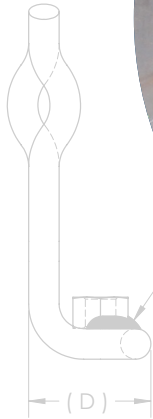
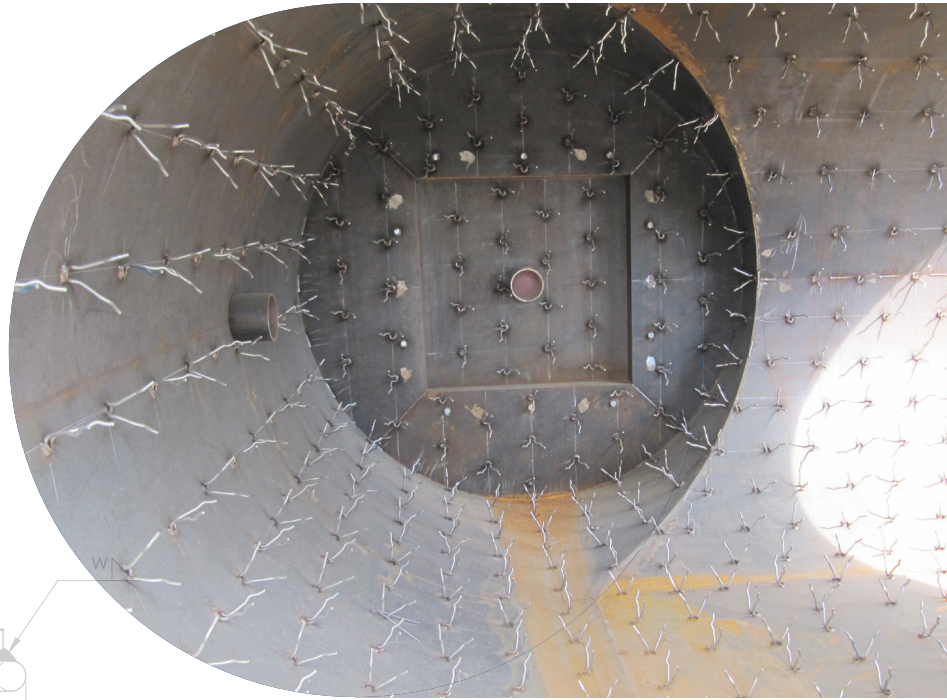
Customer Benefits & ROI

Soon after obtaining ISO 9001 certification for its Tulsa facility (Houston will be certified at a later date), work started to become more standardized at Hanlock-Causeway. For example, newly enacted in-process inspections have made workers feel like they are part of the process and they are taking more ownership of their work.

"With ISO 9001, we have caught issues on part number 300 of a 5,000-part run, which, in the past, might have been overlooked and we would have run them all," said Combs. "At first, the operators didn't want to tell on themselves and noted that they were already doing in-process inspections. Now, those inspections are documented and dated with their name on it, which makes a difference."

Cause and corrective actions are also bringing about improvements.

"Cause and Corrective Actions have helped a lot, even if it is just the small things. There was none of that going on before," said Combs. "Sometimes it is the smallest items that have the biggest impact."

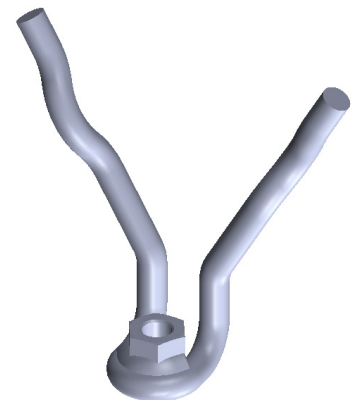
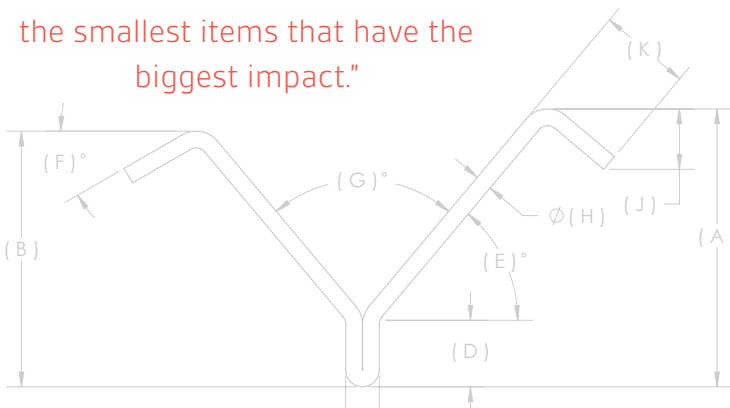


Cause and corrective actions have helped the company reduce errors and waste, which is saving Hanlock-Causeway money and time, he added.

"Individual buy-in has exceeded my expectations, we still have issues, but we have seen a big change," said Combs. "People are not afraid to stop the process in the middle of an order to make sure the work is being done correctly. We still want on-time delivery, but we all want it done right."

Employees that work in the company's office are embracing change, too. Now they are looking for any cost-saving opportunities they can find – everything from ordering materials or job supplies to how they are taking orders or minimizing the company's inventory, said Combs.

The end result of certification and its company-wide embrace has been an up tick in project orders. Combs said that he believes the increase is due to the combination of gaining certification and the rising number of projects worldwide.



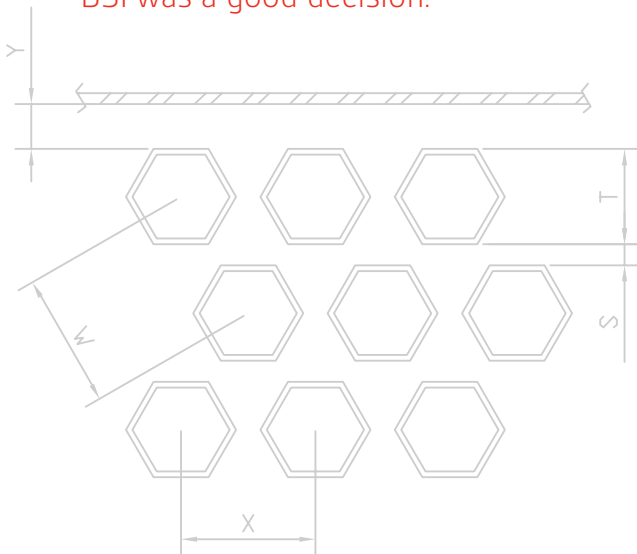
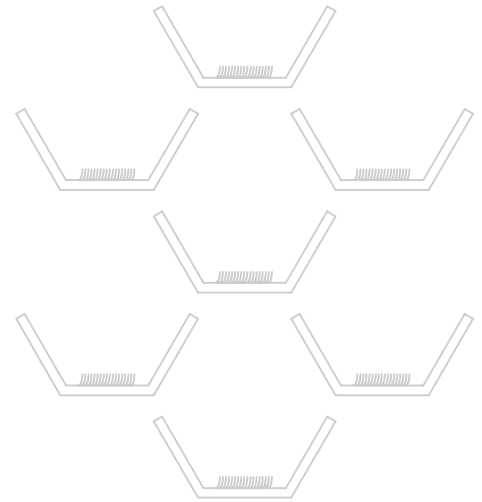
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Why BSI?

Hanlock-Causeway chose to obtain its certification from BSI for two reasons. First, the company wanted to work with a highly recognizable name. Second, the company wanted to work with a local auditor.

"We got quotes from three companies. BSI wasn't the most expensive or least expensive, but it did have a recognizable name and a local auditor," he said. "Our consultant did not try to sway us, but he thought that BSI was a good decision."

The BSI auditor delved deeply into what Hanlock-Causeway does and was very understanding about how the company works. After being recommended for certification with zero nonconformities, the auditor offered Combs a number of opportunities for improvements.



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