

# CASE STUDY WARNERBUS LIMITED

**Warnerbus specialises in the bespoke conversion of minibuses and wheelchair accessible vehicles, catering primarily for the elderly, disabled and passengers in wheelchairs.**

The company has demonstrated evident commitment to guaranteeing the quality of its products and services, as well as best practice in understanding and meeting customer requirements through certification to the Quality Management System (QMS), ISO 9001.

## Client objectives

- A structured framework to continually improve customer service
- Increased operational efficiency and improved project management
- Continual improvement in the quality and effectiveness of products and services

## Business achievements

- Independent, evolving business processes and working procedures that continue to comply with the laws and regulations governing the minibus conversion industry and risk assessments within the workplace
- A working environment with catalysts for continuous improvement and the sustainability of an innovative portfolio of customer-valued services
- Collaborative partnerships with authoritative bodies and vehicle providers enabling Warnerbus to offer the most competitive deals to its customers

## Why ISO 9001?

Warnerbus' objective is to provide expert, bespoke minibus conversions for individual customers, companies and charities. The corporate ethos of 'driving quality' focuses the company to continuously look at improving the quality and effectiveness of its products and services. This is demonstrated through high staff morale, increased sales and most importantly satisfied customers.



"The benefits far outweigh the time involved in maintaining our quality management system. To date, we have seen dramatic improvements to our build quality, including efficiency and cost-savings."

**Jo Sinfield**  
Director and Quality Manager

Although Warnerbus was already successfully measuring the quality of its builds and processes informally, the company wanted to put in place a more formal structure to improve operational efficiency and drive market share. Warnerbus decided that ISO 9001 would provide the ideal framework to achieve this.

## Benefits from implementation

Successful certification to ISO 9001 has enabled Warnerbus to gain national recognition as a quality company which consistently builds a high quality product. Since the majority of motor manufacturers insist on certification to this standard, Warnerbus is now well prepared for impending legislation within its industry.

Jo Sinfield, Director and Quality Manager, explains that by implementing ISO 9001, Warnerbus has become more efficient and effective in numerous ways. Auditing is performed monthly and continues to highlight opportunities for process improvements. Non-conformities and corrective actions are religiously logged, enabling Warnerbus to learn from mistakes and put in place initiatives to prevent recurrences of problems. Now that the company monitors each stage of the vehicle build, preventative action means that warranty costs have substantially reduced.

The management system also helps the monitoring of customer feedback. "Our Closed Case surveys are issued monthly and the feedback is collated and acted upon," says Jo. "One key comment from customers was that we only offered a 12 month warranty. As a result of this feedback, we now offer a 36 month warranty which demonstrates firstly that we do listen to our customers, and, secondly that we have confidence in the build quality of our product."

"Before the QMS we had no precise method of establishing how long each build took which affected our profitability. As a result of monitoring vehicle builds, pricing and profit margins, we now know the precise costs and can monitor the hours per build as well. This means that our quotations are far more accurate than previously and, equally as important, we now know how much money we are making. We also dual source from suppliers now, as a result of ISO 9001. This has enabled us to firstly negotiate better prices on the components and, secondly, offer a choice to our customers. Also, by having a 'back-up' supplier, should one go into receivership, Warnerbus will still be able to offer the parts."

"The main challenge was documenting all of the processes and procedures," continues Jo. "Much of what we did was stored in our heads and formalising the processes was very time consuming. However, we were able to simplify much of our work by creating easy to understand flow charts which clearly explained

how each process worked and was measured. Each process was added to a Business Process Manual, which was shared with all members of staff. This simplistic method of explanation assisted the workforce with their understanding of what we were measuring, how and why."

"The only other obstacle we faced was helping our staff understand why we were implementing ISO 9001. Initially, they felt that it was purely a 'Big Brother' watching exercise. However, we explained to them that the framework was aimed at improving processes and that they played a critical role in its success. As a consequence, our staff are now innovative, quality-obsessed and very communicative with us! If they can see an opportunity for improvement, whether it is in the production process or quality, they inform us."

## BSI's role

"The BSI logo is recognised and denotes quality, which is something that Warnerbus is very proud to be associated with," says Jo. "Before implementing our QMS, we purchased a starter kit directly from BSI. This provided us with the basic information required and then, through much independent research and determination, we succeeded in achieving the certification. The pre-audit visit also proved to be very helpful and highlighted specific areas where we could improve."

"Our industry faces many challenges over the coming 12 months with vehicle type approval," continues Jo. "Our ISO 9001 certification will assist us greatly in achieving the type approval status. Following this successful achievement, our next challenge is to work towards achieving the Energy Management System Standard, BS EN 16001."

For further information about ISO 9001 or to order a starter kit

Visit [www.bsigroup.co.uk/improve](http://www.bsigroup.co.uk/improve) or call **0845 080 9000** for details.

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