

CASE STUDY: QMS IMPLEMENTATION

SITUATION ANALYSIS:

A national supplier of drilling products and services had been suspended from their largest client's approved vendor list due to non-conforming vendor audit findings. The client did not have a vendor approved Quality Management System (QMS) implemented.

IMPROVEMENTS IDENTIFIED:

Racca Solutions Group was engaged to help select, implement and achieve a QMS certification. The client selected ISO 9001-2008 as its QMS standard. Racca Solutions Group developed the implementation roadmap, helped to fill organizational gaps, fast-tracked the QMS implementation processes and controls, and designed the technology platform from which the QMS would operate.

Key drivers of the overall project were as follows:

1. Lack of basic business processes, documents and controls
 - Client lacked a quality plan and required basics to obtain an ISO 9001 certification
 - Existing documentation was inconsistent, informal and not fully developed
 - Design controls and product testing capability did not exist
2. No Non-Conformance Report (NCR), Corrective Action Plan (CAP), Management of Change (MOC) or Preventive Actions capabilities were deployed
 - Failures had occurred without any ability to perform proper root cause analysis or correct non-conformances
 - Partial traceability was evident; but it was insufficient to pass an ISO audit certification or customer audits
3. The company lacked sufficient technology/infrastructure to support a QMS

OVERALL RESULTS:

Racca Solutions Group led the client through the entire ISO 9001 certification process enabling the client to achieve ISO 9001-2008 certification in nine months. Racca Solutions Group assisted with the design and implementation of technology/infrastructure requirements to support the QMS system. Racca Solutions Group also engaged with the client's largest customer, who had removed them from their approved vendor list, to provide 3rd party evidence that the client had met and exceeded vendor QMS requirements and had received ISO certification. These efforts led to Racca Solutions Group's client being approved for multiple vendor's lists which generated \$4M in revenues and a 20x return on investment.