



## Krupp Camford Pressings Ltd

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### **PIONEERS!! Staff at Krupp Camford's Llanelli plant lead the way**

- ***Access to global markets***
- ***Significantly increased customer focus***
- ***Virtuous Circle of continual improvement***
- ***Commitment from all employees***

**Krupp Camford Pressings Ltd has become the first automotive plant in the world to be registered by BSI to ISO/TS16949:2002 (TS), the new, internationally recognised, automotive quality standard.**

#### **The Company**

Krupp Camford Pressings Ltd (KCPL), a subsidiary of the EU38bn giant ThyssenKrupp, is a leading manufacturer of quality steel pressings and fabrications for the automotive industry. On a 30-acre site just outside Llanelli, employing 500 staff, KCPL have been at the forefront of change and development in the automotive industry for over 40 years. For the last 10 years KCPL has enjoyed a 'very positive and supportive working relationship' with BSI.

Supplying prestigious Vehicle Manufacturers (VMs) including Porsche, Toyota, Ford, Volkswagen, Bentley, MG Rover, Landrover and Peugeot KCPL needs to keep ahead of the competition.

### The Issues

KCPL decided to adopt TS for three major reasons:

- Access to new global markets – TS means that KCPL's registration is internally recognised, opening up new markets across the world and increasing access to new customers.
- Peugeot, another leading VM have consistently highlighted the importance of TS for the automotive industry.
- KCPL were previously registered to ISO9002:1994. This standard will be obsolete by December 2003. KCPL saw this as an opportunity to make the transition to the 'process model' and formalise the automotive best practice tool kit.

### The Benefits

#### **Is ISO/TS16949:2002 just a badge that enables companies to compete in the automotive market?**

Registration to TS enables firms to compete in a market where VMs are increasingly mandating the standard. However, it can be much more than that.

Customer focus is heavily emphasised within TS. David Lewis, the Quality and System Manager at KCPL, Llanelli agrees that working towards the requirements of the standard has 'massively increased customer focus at the plant in terms of attitude, market perception and proactive thinking.' Initiatives such as individual members of the shop floor meeting their VM counterparts, customer questionnaires conducted by an independent source and a comparison of internal and external performance perception, are now standard.

This has led to a greater understanding and working partnership with the VMs with encompasses the 'Open Book' relationship that now exists. David Lewis assets that 'if the relationship is good with the VM, then we can identify and remedy any problems quicker and more efficiently. It also makes the VM more helpful and understanding should a problem arise.'

In an industry such as automotive manufacture, investment is paramount. TS helped to change the focus of top management to providing the necessary resources to make investment decisions that positively affect the profit of the business. These investment decisions then form the basis of the KPIs (Key Performance Indicators), which themselves enable management to make informed decisions on future strategy decisions – a virtuous circle of continual improvement. The linkage of strategic direction with customer requirements gives a very powerful engine for accelerating the competitive advantage of the business.

### Lessons for Implementation

It takes more than the dedication of the Quality Team to make TS a success. From KCPL's point of view, the four building blocks essential to TS success are:

- Top Management Buy-In / Involvement
- Commitment of the Employees
- Flexibility of the Management System
- Realism

KCPL have demonstrated excellence in all four of these areas.

Mr Andrew Selby, Plant General Manager at KCPL during the registration process, was the driving force behind the TS. Andrew Selby not only gave the Quality Team the resources to manage effectively the registration, but also was keen on ensuring that the momentum was maintained throughout. Weekly management meetings aimed at updating on the progress of the registration and other specific issues were established, together with management team building exercises. Brian Francis, the Chairman and Group Managing Director of ThyssenKrupp Automotive, gave the registration project his wholehearted support.

The commitment of all employees was key, as communication across the business is essential to ensure that the organisation is pulling in the same direction. David Lewis describes the KCPL workforce as 'focused, loyal, empowered and accountable.' KCPL achieves this commitment through business management offices on the shop floor, daily feedback channels from the staff to management and weekly customer meetings.

ISO/TS16949:2002 doesn't require a mountain of paperwork. KCPL describe their quality system as 'small, lean process mapping with diagrams and flowcharts.' It is easy to access and easy to understand. This enables it to be flexible and adaptable to ensure best practice.

KCPL took a realistic approach to the registration process through their registration in terms of both timeframes and business focus. David Lewis realised that a quality system, which gave real business benefits would take time, and agreed a preparation period of 6 months with the top management. In addition, the focus is on the KPIs and ensuring that the workforce and management are working closely together.

KCPL is now in pole position to take the maximum advantage of its registration, both in terms of internal best practice and accessibility to new, exciting opportunities.