

IMI Norgren

- **Registration covers 7 sites in the UK and Spain**
- **BSI knowledge and experience supporting move towards an integrated management system**
- **Cost savings estimated to be ca.50% over 2 years**
- **Electronic, process based system with hot links**
- **All procedures are only 1 page in length**

The Company

IMI Norgren has been registered, through BSI, to ISO 9000 for 7-8 years, covering 7 sites across the UK and Spain, with ca.1400 employees in total.

IMI Norgren's parent company is IMI plc, of which IMI Norgren is one of 4 divisions. The company is split into 2 functions – manufacturing, and marketing and selling. It supplies pneumatic components and automation systems.

The Issues

The original driver for obtaining ISO 9000 registration with BSI was two-fold:

- To improve operations across all the sites
- The market-place, and customers, were requiring it of their suppliers

Since that time, Norgren has moved from technically based Divisions, into geographically based Regions, and, in doing so, discovered many reasons for, and the benefits from, ISO 9000 registration, supported closely by BSI.

The System

Norgren's business management system manual is a simple process map, covering all applicable standards – ISO 9000:2000, ISO 14001 and QS 9000. It is in an electronic format and hot links are provided to the required documents, ensuring it is "user friendly". All central procedures are only one page in length, with colour coding for each - input standard, operational procedure or specific instruction. These are local, where beneficial, and also in a simple format, such as flow charts or digital pictures.



Case Study on the Benefits of ISO 9000 Registration with BSI

Having ISO 9000 registration, and with BSI's support, Norgren has been able to raise the profile of its key deficiencies and identified areas for improvement. This has been achieved, in part, by the BSI Assessor advising Norgren of some best practices used in other ISO 9000 registered companies; e.g., a control plan to define what checks are carried out in production. In addition, ISO 9000 has led to the creation of a database of corrective actions with timescales, resulting from both customers and internal audits.

The company culture is one of continuous improvement, with objectives and targets linked to the top level strategies.

The Benefits

The restructuring of Norgren, from Divisions to Regions, led to all the sites being integrated under one business management system, with commonality as far down as practical/possible. BSI's support and understanding, experience and appreciation of integrated management systems has been, and continues to be, of great value and benefit to IMI Norgren during this company transition.

In operational terms, the move to an integrated management system for all seven sites will result in a number of benefits, including having only one system to use, update and audit, which is inherently more effective. Customers' requirements can be entered, and acted upon, with all sites standardising and sharing best practice.

Duplication of effort will be minimised, with sites no longer creating parallel systems or omitting communication links, so that the company can focus on its strategies, objectives, critical success factors and performance measures.

In assessment terms, as a Key Customer of BSI, there is an improved service and an improved relationship between the company's fewer internal auditors and the BSI Assessors. In addition, the appointed BSI Assessors also get to know the business intimately, and can thereby offer a tailored service to meet the needs of Norgren. The assessments are more efficient, effective and integrated and communications, across both internal and external interfaces, improved.

The Company Systems Manager, Alan Keffler, estimated that a cost savings of ca.50% could be made over a 2-year period as the integrated management system is fully implemented with BSI's support.

On a wider basis, the global impact of the integrated approach within Norgren is already being realised, as other sites outside the UK and Spain Region, recognise the benefits and standardise on the same system.

