

J W Suckling Transport Limited

- ***In the 10 years since obtaining ISO 9000, the turnover of the company has increased 6-fold***
- ***Performance standards are set with customers and trends reviewed every 3 months***
- ***Delivery failure rates, measured for each customer, are down by 79 – 83%***
- ***At a time of rapid growth, when many new people joined the company, training programmes enabled them to come on board and get up to speed very quickly.***

The Company

J W Suckling Transport Limited is in the business of tanker haulage of petroleum-based products for large oil companies, making deliveries across the UK to garage forecourts, hospitals and businesses. It is based on 1 site, has a number of operating centres in the UK, and employs 100 people. Its customer base of ca.20 includes Conoco/Jet, Petroplus and Futura.

J W Suckling Transport obtained ISO 9000 registration in December 1990 and has operated its quality management system since 1 January 1991.

The Issues

A number of drivers were responsible for the company seeking ISO 9000 registration:

- Customer driven – a major customer at the time, Shell, said that its suppliers must have it
- Having moved from being a general haulier to one specialising in a higher value-added market in 1987, a quality management system was seen as necessary for the business
- To help achieve the company's objectives - to grow geographically and to acquire a larger customer base

The Benefits

As a result of obtaining ISO 9000 registration, J W Suckling Transport's business, which is now at a turnover of ca.£5m, has been protected. In addition, in the 10 years since obtaining ISO 9000, the turnover of the company has increased 6-fold.

BSI Case Study on the Benefits of ISO 9000 Registration

Having ISO 9000 meant having a prescriptive set of procedures to control the business, so that everyone knew what they had to do, why and how. During a time of rapid growth, when many new people joined the business, it enabled them to come on board and get up to speed very quickly.

Management began to measure service performance and introduced an objective measurement framework to measure parameters such as on time deliveries, accidents, *etc*, against standards. Standards are agreed with customers at the start of a contract and the data collected, presented in graphical form, and reviewed with the customer every 3 months. Peter Larnar, the Managing Director, says, "It focuses the mind on what you need to do to keep the business". Regular management reviews are held where the data, graphs and related costs are discussed.

Customer satisfaction is measured in terms of delivery failures per £100k of business, broken down for each customer in to driver-related or vehicle-related. For one customer, in 1991, there were 14 failures, down to 4 by 1994, and 3 in 2000. For another, there were 12 vehicle-related failures in 1991, down to 2 in 2000 and 2.5 driver-related failures in 1991, down to 0.75 in 2000.

An analysis of such data, plus discussions with the customer, revealed that vehicle-related failures were aligned to the age of the vehicle, and so J W Suckling Transport introduced a vehicle replacement programme.

Communication with all employees has improved as a result of ISO 9000 registration – a news bulletin has been introduced which routinely includes performance figures. In addition, the graphs of data and performance trends are also on display in the drivers' area.

Appraisals and training have been addressed and an incentive scheme introduced to encourage employees to request training, and recognise it as a benefit rather than a punishment.

BSI's Role

BSI was chosen as the registering body because of its name and reputation, which J W Suckling Transport assumed to be the best.

BSI personnel have conducted audits at J W Suckling Transport for the last 10 years, also advising and facilitating discussions on ways to help the business improve. Peter feels they have been very supportive, and the continuity, by having only 2 different assessors in that time, has helped the BSI personnel understand the business and be very constructive. The assessor also talks to the staff.

About the System

To facilitate the training requirements for such a specialised industry, J W Suckling Transport obtained another standard in 1994 to cover the distribution of dangerous goods in tankers. It was a Dutch standard at the time, but has since become a British/European Standard – BSEN 12798 – and sits on top of the ISO 9000 system. This standard is also assessed by BSI.