

Welcome to
The High Performance Organisation



Case study: FFP Packaging Solutions

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Background to company

FFP is a family owned business based in Northamptonshire, England. The business is concerned with identifying and creating packaging solutions mainly for the food sector on behalf major Retailers.

The business has grown to a turnover of £22 million with approximately 235 employees and has established itself as a forward thinking business in its field of operation, driving innovation using Flexographic printing and originations techniques.

FFP had been registered to ISO9001:1994 for a number of years and the introduction of the new Standard gave the organisation an opportunity to:

- Refresh the management system and update it with current practices
- Reduce the dependence on documentation and constraints of some procedures
- Focus the system on managers 'managing' as well staff 'doing'
- Provide a framework to reduce artificial barriers between departments and people
- Refine the focus on results and outcomes that were transparent to all
- Devolve ownership and responsibility
- Achieve ISO9001:2000 in such a way that will allow the system to evolve into a business system overtime, totally on-line.

These aspirations were identified following a presentation to the Board members on ISO9001:2000 and the process based nature of the Standard. This also covered the need to define cross-functional processes, measure results against targets and improve both the system and individual processes based on the results.

How ISO9001:2000 was introduced

System Design

The management system was firstly introduced by, identifying the key business processes that make up the system and agreeing the nature of these with the Board. This was done by discussing what the processes may be with a core team based on the principle of Plan - Do - Check - Act as outlined in the Standard. The initial system is shown in Figure 1 (over page).

Ownership

Before final agreement with the Board a quick cross-reference was carried out to check that the processes would cover the main part of the Standard. From this point Process Leaders were identified. The Process Leaders tended to be Directors or Managers whose main area of responsibility lay within the Process, for example the Managing People process was led by the HR Director. The Managing Director agreed to take ownership of whole management system and the results it produced - this being the role of the MD anyway. The MD also agreed to be the Management Representative, i.e. the person responsible for communicating the need to meet system, customer and regulatory requirements.

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Figure 1: FFP Initial system design



- Latest News
- Quality & Improvement
- Health & Safety
- Environmental Aspects
- Business Results
- Forms we use
- Newsletters & Articles

- Audits
- Business Results
- Certificates
- Complaints Log
- Improvements Register
- Quality Manual
- Update Log



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How ISO9001:2000 was introduced cont'd

Process design

With the Board having agreed the system the next stage was to define the processes. A facilitator supporting the Process Leader to run a mapping session with the people involved in the process concerned achieved this.

These sessions tended to last no more than an hour with the aim of generating a draft map that all could agree on. The outcome of the sessions was entered into the mapping software that been acquired, this was then published with Process Leaders being the focal point for the design.

At these sessions the need for measures / key performance indicators was discussed and a number identified for each process. The main criteria for identifying the KPI was that it had to:

- relate to the purpose of the process linking to the overall aims and objectives of the business
- be meaningful to Management and Staff and contribute
- contain data that was easily collectable.

Where the process was particularly complicated sub-processes were used. This broke the process into easily definable sections.

Procedure design

With processes defined the mandatory procedures were then designed and added to the appropriate activities in the processes using the multi-level mapping approach. FFP took the opportunity to refine existing procedures to make them clearer and review how each procedure was to be used. For example some procedures were designed as posters for display. Process Leaders defined the need for procedures based on the risk to the business in not having them and the competence of the employees concerned.

Quality Manual design

All processes and measures were reviewed by the Board to ensure that they linked together and described how the business operated. This was simply achieved by creating large version and 'pinning' them to the wall of a meeting room. Any changes were identified and agreed. All staff that were part of the process design were also invited to review the process and add their input to the final versions.

With the processes and measures agreed the Quality Manual was created. In the past the Quality Manual was a standalone document that was rarely reviewed and consisted of 40ish pages. The decision was taken to change this to a 1page A4 document in the form of a leaflet that could be used as part of the induction programme and also be given to customers. This is shown in Figure 2_(over page).

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Figure 2: FFP Policy document

What we believe

- We put safety above all other considerations
- We treat each other with respect
- We win business by doing MORE for our customers
- We will be at the forefront of new ideas
- We ALWAYS aim to improve what we do

The future

FFP will continue to invest both in equipment and in people to provide our customers with the best possible solution to their packaging needs.

We shall continue to work with our staff, customers and suppliers to respond to the changing nature of the food industry and will continually challenge the way in which we operate to ensure that we remain at the leading edge of our industry.

This company will be a leader in technology where that technology adds value to what we do, and we shall take a pride in the job that we do, because our customers expect the very best from us.

Robin Chudley
Managing Director

Committed to Excellence in Flexible Packaging Solutions

Partnership in Innovation

FFP Packaging Solutions

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We printed these new ASDA designs for Whitworth, one of our major customers

Jan 02

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Figure 2: FFP Policy document

Who are we?

FFP Packaging Solutions is an independent, family-owned company established in 1967. We have grown to become one of the largest independent manufacturers of flexible packaging. We specialise in the UK food industry, and are particularly good at serving the needs of the Own Label food producers, who supply the major retailers (eg: Tesco, Asda, Sainsbury, Safeway, Marks & Spencer) with a wide range of packaged groceries and convenience foods.

What do we do?

Our business is concerned with the printing, laminating and further conversion of flexible packaging materials for the processors and packers of food, confectionery and household products. Our challenge is to produce film packaging to protect and display a wide variety of foodstuffs, which may have widely differing storage requirements to keep them fresh until the consumer opens the pack. We select materials to meet those needs, and then usually print a design that sells the product on shelf. We need to take an enormous range of factors into consideration, from product storage temperature to the make and model of the customers packaging machinery to make sure that the project runs smoothly for the very demanding retail customers. All departments at FFP play a vital role in ensuring that our customers needs are

How do we work?



This chart describes in broad terms the processes that make up FFP, and explains how we do business. Each process has its own set of procedures that then fit together to make up a complete description of how our business operates. We measure our performance against a set of targets termed Key Performance Indicators (KPIs), which are then used to drive our pro-



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How ISO9001:2000 was introduced cont'd

Implementing the system

All managers and staff were briefed on the new system, ISO9001:2000 and the business reasons for making the change. This half-hour briefing covered how to use the computer based system and the new business management nature of the new Standard.

With the system in place the next stage was to encourage and arrange for the collection of the data needed to measure the Key Performance Indicators and Customer Satisfaction in a more structured manner. The measurement took some time to get going to establish a culture that it was:

- being used to stimulate improvement in the business and not as a measurement of an individuals performance
- changeable based on the needs of the business and the relevance of the information being generated
- only useful as trends were identified over time - this wasn't a short term 'hit'.

At the same time audits to assess the management of the process started to take place. These were based on auditing each process based on the needs of the Process Leaders and the business. The schedule was totally process driven. Auditors were trained to audit processes and their management along with compliance aspects.

As implementation progressed so Managers started to appreciate and understand the nature of the continuous improvement in a structured manner.

The core monthly meeting attended by Managers and Directors to review performance also reviewed process performance against targets and trends, customer satisfaction information and audit results as well as recommendations and concerns from individual process leaders. Based on this information improvements were identified and progressed. To begin with this meeting lasted too long and was mainly discussion based. As time progressed it become more results / outcome focused with KPIs and reporting mechanisms being changed to make the meeting more effective. For FFP this meeting is critical to maintain cross-functional involvement.

With three months results obtained and having kept the registration body up to date on progress registration was achieved in 2001. Since then the system has continued to mature and the next level is now being planned. This includes:

- Aligning the system branding with that of FFP
- Integrating Hygiene, Health & Safety, Environment and competence needs into the system on the basis that there is only one set of processes not many
- Using a new piece of software that aligns objectives with people with processes with results so that the information is in one place.

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How ISO9001:2000 was introduced cont'd

Learning points / benefits

Having been running their business based on processes and using the Standard as a management tool the main points Robin Chudley as Managing Director raised are:

- Provided a clearer view for everyone of the processes that run across the departments to deliver products to the customer
- Raised the importance of change based on results
- Added clarity and importance of cross-functional team work
- Greater acceptance of ownership across teams
- Forms a firm foundation for moving forward and improving not only the business management system but also the performance of the business.

HPO Contact details

To find out more about our approach and how it can help you improve business performance please contact us:

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