



QSET GROUPWARE™ CASE STUDY



ACHIEVING INTEGRATED COMPLIANCE MANAGEMENT THROUGH THE SUPPLY CHAIN AT WATERFORD CRYSTAL

THE COMPANY

Waterford Crystal has a worldwide reputation for the beauty of its glassware, and has, in the past 10 years, extended the brand to include linen, china, cutlery and writing instruments. The Quality Assurance department develops and communicates quality standards for homesourced and outsourced products, auditing adherence to these standards and administering and developing ISO in all areas. The Customer Care Group operates within the Customer Service Department and is responsible for processing complaints from Consumers and Trade customers, and ensuring that the company's policies in respect of its "no-quibble" guarantee is carried out.

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CRITICAL ISSUES

Waterford Crystal wanted an IT platform to support Compliance Management in the Supply Chain: ISO 9001 had been achieved but had to be maintained. ISO14001 certification was a target to be achieved in 1999.

The company was determined to employ more effective methods of document control in its application for ISO14001 registration. Integration of its quality systems in Waterford, Ireland, and New Jersey, USA. Due to brand extension, there was increased focus on supplier development, customer care and establishing the organizational structure required to support the needs of a changing portfolio of products. They also needed standard methods for processing customer care issues and giving feedback to sales and marketing teams throughout the organization.

Waterford Crystal's Customer Care organization needed a global system for consumer fault analysis, trade fault analysis, information gathering, corrective action processing, feedback to complaint originator, consistent policies & reporting, and all documentation to be on-line.

Their ISO project needed : {for 14001} an electronic system and certification, - a legal requirement for an Integrated Pollution Control License, to avoid the high maintenance costs as experienced in ISO 9001, and conversion of existing ISO 9001 documentation to a new multi-standard system.

THE SOLUTION

Compliance Management software for the Supply Chain has many special requirements that QSET Groupware™ satisfied:

•**Modular implementation:** as a complete quality package, encompassing 16 databases, the software required only one modification - the comprehensive Customer Care module included a facility for product

code capture and was modified to encompass some of Waterford Crystal's practices.

•**Global infrastructure:** Waterford Crystal already had a Lotus Notes based solution managing its projects between the Waterford and New Jersey sites. QSET Groupware™/Lotus Notes offered Web Page integration, for internet and intranet usage

•**Implementation Support:** QSET Groupware™ interface was considered user friendly, and subsequently retraining was not a major concern. QSET offered innovative suggestions and placed high emphasis on not modifying the system.

Says Barry O'Brien, General Manager, Strategic Projects and Quality Assurance, "QSET's reference site was excellent, its pedigree and prestigious customer portfolio was impressive and it emerged as the clear winner from the selection process".

IMPLEMENTATION

A key component of the successful implementation was the pre-installation planning days and training supplied by QSET, and defining and supporting the needs of the user group in the US operation, which represents approximately 70% of Waterford Crystal's sales revenue. The software was installed in New Jersey by replication from the Irish site. The system was then configured for data replication by QSET staff in one day from Ireland. Waterford staff travelled to the US office to provide Lotus Notes Training and QSET Groupware™ training. The software was implemented in Customer Care in the US after two days general training of six customer service employees, and a further day of training with two of the six, who would act as power users in the US, with a follow-up visit to review the US operation of the system.

RESULT

All documentation required for ISO 14001 certification - such as a standards manual, procedures and work instructions - has been entered into QSET Groupware™ and was audited by external inspectors. " This inspection was very successful, with the system performing extremely well, and I am delighted to report that ISO 14001 certification was achieved in February of this year." - says Barry O'Brien.

Waterford Crystal is now connected to its outsourced logistics company Banta Global Turnkey , Texas, and to sister company Stuart Crystal (UK).

The Customer Services Department is well placed to support the growth of the business, with its clearer picture of customer complaints, and corrective actions for dealing with them. QSET Groupware™ Customer Care is being rolled out to rest of world markets, and integrated with the New Products Development System, Phoenix, USA. " Today, with QSET Groupware™, we have one channel of communication on quality issues. When appropriate, Corrective Actions Requests (CAR's) are raised and



tracked through the system until they are closed off, and importantly, our US colleagues can monitor the progress and results of these CAR's through the system." says O'Brien.

The Process Improvement Team, Customer Complaint Working Group and the Materials Review Board also continually monitor fault analysis outputs from QSET Groupware™.

QSET Groupware™ reports form the basis for the monthly Waterford Crystal Quality Review Meeting, chaired by the CEO.

Additional QSET Groupware™ modules have been applied, e.g. the Plant Maintenance department uses the Calibration module.

The IT department stores its non-quality related documents (procedures, controlled documents) in the software.

Implementing QSET Groupware™ exploited the company's investment in Lotus Notes.

Says Barry O' Brien, "The benefits of the system include the avoidance of additional long-term overhead to support the control of ISO 14001 and the development of the growth of the business. All of this has resulted in the saving of the recruitment of two employees, - approximately £40,000 - £50,000 per year. This alone gives a simple payback to the project of one year."

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