

American Video Glass

- **The company has achieved a considerable decrease in the level of process related non-conforming product**
- **The time to respond to customer complaints has decreased by 40%**
- **New product development has become faster (time to market is shorter)**
- **BSI was chosen as the registration body based on recommendations from Corning and Sony who also use BSI**

The Organisation

American Video Glass is based in Mt Pleasant, Pennsylvania, USA, and employs approximately 480 people. It manufactures glass products for video displays and cathode-ray tube (CRT) products for the television industry. The company has partnerships with its parent companies Sony Electronics, Corning Glass and Asahi Glass, and supplies its products solely to Sony Electronics.

The Issues

American Video Glass introduced ISO 9000 to improve three main areas of concern - operations, competitiveness and reputation. At the time, the company had reached a stage where registration would enable it compete in its market much more effectively, and enhance long-term competitiveness. In addition, all Sony sites were registered to ISO 9000 and ISO 14000.

The Benefits

An important issue for American Video Glass was the need to improve its quality and marketability due to the highly competitive market it operates in. With the help of ISO 9000, these issues have been successfully resolved and are now continuously monitored.

Using the ISO 9000 standard has improved product quality, and resulted in a considerable decrease in the levels of non-conformance, and potential releases of non-conforming products to customers (customer process (per run) ppm defective rates decreased) Figure 1 and 2 below show the ppm analysis for two different product types, panel and funnel. It can be seen that the defective rate for each of the models within the product types has steadily decreased. For example, in 1997 the defective rate for model SD 190 32V was 74,964 parts per million. This has decreased to 3,850 (Figure 1). As a result, the number of products returned by customers has also decreased. ISO 9000 has also supported the identification of potential problems by introducing continuous improvement processes, e.g., a better structure and new procedures were introduced into warehousing.

American Video Glass introduced an awareness and training process because ISO 9000 was internally viewed as a standard to comply to. Managers now see ISO 9000 as a management tool for continuous improvement and staff view it as an effective process control and documentation system. Every operator received training in statistical process control, increasing quality awareness of staff considerably, and

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operations are now more consistent and managers more empowered. Training of contracted employees, which is a very important issue for American Video Glass, has also improved considerably because of the enhanced documentation and record systems introduced by ISO 9000.

Derived from the initial audit, the Quality Department needed to revise the customer complaint and response system in terms of effectiveness. The revision led to the integration of the two systems into a common complaint/response system. These efforts resulted in improved response times, from an average of 40 days to 24 days, a decrease of approximately 40%. It has also led to improved customer satisfaction, *i.e.*, videoconferences are held each week with customers/partners and information exchange is vastly improved.

In addition, as a result of ISO 9000, sales and profit have increased, new product development has become faster (time to market is shorter), process control has improved due to the use of a number of automated process systems, and the number of complaints has decreased.

BSI's Role

BSI was chosen as the registration body based on recommendations from Corning and Sony who also use BSI.

When BSI conducted a pre-assessment (gap analysis) on all four main processes of American Video Glass' operations, opportunities for improvement were discovered, *e.g.*, in the packaging and delivering processes. They have since been re-organised, a bar-coding system introduced and audits now ensure continuous improvement of operations.

BSI supported all phases of the registration process and was very responsive, clearly describing all phases. The internal audit team were able to draw from the BSI assessor's experience in this industry and learned, through interactions with him, to become better auditors. The BSI assessor provided guidance on how to conduct and how to manage a quality management system. The ISO Management Representative of American Video Glass, John A. DeCesaris, noted, "When we talk about ISO 9000, we talk about the BSI assessor". The company is very pleased with BSI in terms of managing the process in a timely and professional manner and felt that they were treated not only as a client, but also as a partner.

A very important issue for American Video Glass was that ISO 9000 has been tailored to the needs of its processes with the help of BSI, *e.g.*, BSI facilitated the company in identifying what parts of the standard apply to a given process, and this information goes into internal and third-party audit plans.

BSI supported reviewing the policy and documentation system, which was very important due to the high level of detail. As a result, processes, and the entire process flow, were restructured and management of documentation and record keeping were improved, and is now done via an electronic documentation system. The BSI assessor also helped identify that supplier management needed to be improved, *e.g.*, selection of suppliers, and many other processes have been improved as part of a preventative maintenance approach, such as the product

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finishing and calibration processes. As a result, interruption to these processes and equipment downtime is now better avoided.

About the System

The implementation of ISO 9000 and 14000 was pursued at the same time. American Video Glass has an integrated system for both that shares document control, calibrating, monitoring, measurement and internal audits. The integrated system reduced costs considerably.

The company uses an electronic document system that is made available on the company's computer network. It includes all procedures and forms and the administration system policies. The system is used for communication and control and access can be restricted.

American Video Glass also uses ISO 9000 as a foundation for other quality management tools such as six-sigma. The company plans a transition to the new ISO 9000:2000 version within 2 years.

Figure 1 American Video Glass Yearly Panel PPM Analysis 1997 -2001

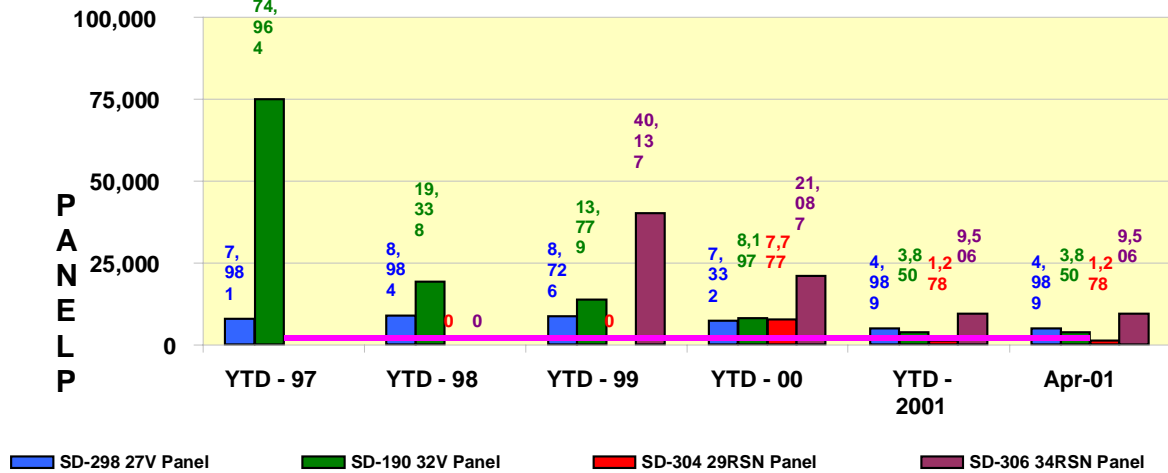


Figure 2 American Video Glass Yearly Funnel PPM Analysis 1997 - 2001

