

## Enka Insaat ve Sanayi A.S.

- *Customer satisfaction has increased, with no rejects since ISO 9000 was obtained*
- *Only one complaint has been received since registration, and it was quickly resolved*
- *New employees learn to do their jobs more quickly, and existing employees feel more confident in doing their work in a more accurate way*
- *Employee training is more structured, better co-ordinated, more effective and comprehensive*

### The Organisation

Enka Insaat ve Sanayi A.S. employs 6000 staff worldwide, with operations in Turkey, Kazakhstan, Libya and Russian Federation. The head office is based in Istanbul, Turkey and employs 300 people. The company's main area of business is industrial construction, plants and infrastructure, but it also offers residential housing. Enka supports the local community, has built a school for children who lost their parents in an earthquake in 1999, and supports 250 children in attending this school.

Enka has been registered to ISO 9000 since January 2001.

### The Issues

The main driver for Enka seeking ISO 9000 registration was that it is mandatory for international tendering. An ISO 9000 certificate is also needed for local tendering, and is required by the government and to put its management system under more controlled fashion.

### The Benefits

Whilst Enka's previous existing quality management system already covered 80% of ISO 9000 requirements, the additional 20% has made a substantial difference in terms of a better management system, a well-documented security and safety system, and the introduction of a documented suggestion scheme for continuous improvement.

## BSI Case Study on the Benefits of ISO 9000 Registration

Although Enka has been ISO 9000 registered for less than a year, many benefits have already been realised. An important benefit that was immediately gained from using ISO 9000 was that the quality management became a living system and an ongoing process. Operations have become more effective and it is believed that in the coming years the benefits will increase dramatically.

ISO 9000 has helped introduce customer satisfaction measures, e.g., Enka tracks the approval of design and delivery documents by customers, and the quantitative data is recorded and monitored. Since registration, there have been no rejected documents, and the perception is that customer satisfaction has improved.

A further customer satisfaction measure is that project managers meet with clients **on-site** to discuss their relationship. The meeting is recorded and evaluated, provides useful qualitative data, and evaluation of the records has shown that customers are satisfied with the company. In addition, project managers are always in close contact with customers in order to record and analyse customer requirements and needs.

The company has developed a recording system for customer complaints. Both verbal and written complaints are recorded and followed up until they are resolved. Enka has had only one complaint since registration, and it was quickly resolved.

Employees appreciate the new system because they have written documents and procedures, that make their jobs easier, particularly for new staff, who are provided with the documentation and are able **to be familiar with the Company's system and** to learn their jobs more quickly. In general, the employees feel more confident in doing their work in a more accurate way.

Employee training has also improved. The new process starts with defining people's needs, which are then used as a basis to develop training programmes. Employee training is now more structured, better co-ordinated, more effective and more comprehensive. Quality awareness of the people has increased and they are more sensitive and cautious about quality issues within the entire system.

Enka has also ISO 9000 to its relationship with its suppliers, making it a requirement for supplier selection.

### BSI's Role

Before Enka decided to use BSI as the registering body, offers from several registration bodies were reviewed. BSI was selected due to a recommendation from a sister company that had a good relationship with BSI. Another reason was that the "value for money" of BSI's offer was very good.

BSI's preliminary assessment of Enka was important and helped a lot in pointing the company into the right direction. Auditors were very supportive and gave suggestions for improvement. As well as being the registration body, BSI is also very supportive and provides many ideas for improvement.

## BSI Case Study on the Benefits of ISO 9000 Registration

BSI facilitated the development of a training programme for the new ISO 9000:2000 revision for internal auditors, and provided a step-wise transition process that will enable Enka to complete the full adaptation to ISO 9000:2000 within 2 years.

### About the System

Enka's quality management system is based on the intranet. It is frequently reviewed and updated when new procedures need to be added. All staff at the head office have read-only access to the documentation.

It covers partly the new ISO 9000:2000 standard, and included customer satisfaction, performance of suppliers and sub-contractors, opportunities for improvement, *etc.* These sections are also included in the quality manual.