

Using PeopleSoft and UPK To Achieve ISO 9001:2000 Certification In Record Time

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Introduction

Berlin Packaging has experienced double-digit growth in each of the last 6 years. Compare this to the packaging industry, a mere 3% gain, and you start-asking questions on how that is possible. The answers boil down to people and systems.

First, Berlin Packaging employees constantly look for ways to improve the efficiency and effectiveness of the business. The mantra of the organization is to increase revenue, decrease costs, and improve productivity for Berlin Packaging and our customers. We have an “Anything is Possible” mind set, which is apparent in every employee. Second, the investment in PeopleSoft applications has also contributed to growth. The information, speed, and accuracy all help employees make good decisions.

Berlin’s key to growth is to always look for ways to defeat the competition. Finding ways where we can exploit our strengths and improve our weaknesses is something we constantly strive for. In the past few years, Berlin has won numerous awards in both packaging and systems. More recently, Berlin has won the CIO Magazine Award for the innovative use of technology both in 2006 and 2007. Instead of resting on our laurels, which we could easily have done, we were searching for more. Improve our Quality Management System was something that could impact our business and differentiate us further from our competition.

This paper discusses how Berlin achieved ISO 9001:2000 certification in less than 12 weeks and under \$25,000. A typical company usually takes over a year and six-figures to receive certification. Creating new PeopleSoft applications, incorporating the UPK, and the will of our people made this feat possible.

Overview of Berlin Packaging

Berlin Packaging, a privately held company approaching \$400 million in sales, is a leading hybrid-packaging supplier of containers and closures to various markets such as the chemical, automotive, food, and personal care industries. The company, headquartered in Chicago, Illinois, has over 250 employees located in 25 locations throughout the country. The company has seen rapid growth in recent years. Sales in 2007 were nearly 10% greater than the prior year. Even though revenue has sharply increased over the past few years, through the use of PeopleSoft Enterprise software, Berlin has maintained roughly the same headcount in achieving these results. The autonomy of each location is one of the reasons why Berlin has achieved a growth rate much higher than the industry average.

PeopleSoft Environment

Berlin Packaging initially implemented PeopleSoft Financials and Supply Chain, Version 8 SP1, in October of 2001. In February of 2005, the company completed an upgrade to Version 8.8 SP1. The PeopleSoft applications in use at Berlin are:

- Inventory, Purchasing, Order Management, Cost Management, Manufacturing, Billing
- General Ledger, Payables, Receivables
- Enterprise Portal
- User Productivity Kit

Quality Management System (ISO 9001:2000)

In late 2007, Berlin Packaging concentrated its efforts in getting ISO 9001:2000 certified. For most companies, achieving ISO 9001:2000 certification is a long and expensive process. For Berlin, we knew it could not take a long time since we are very protective in deploying employee resources for an extended period of time. Even though we determined that the investment would pay dividends, we still were paranoid in affecting the business in the short term. Hence, a fast-track approach in getting certified which included the following:

*** 2-week Development of the Quality Management System**

Quality Manual, Quality Policy, Quality Objectives, and Standard Operating Procedures (SOPs).

*** 1-week Fit/Gap Analysis**

Identified PeopleSoft enhancements to keep track of quality transactions and information.

*** 5-week Customization/Enhancement Phase**

Deploy new PeopleSoft modules. Design, development and testing were included.

*** 4-week Internal Audit and Training**

UPK topics were created and WebExs were used to deliver training. Audits took place to ensure employees were following quality guidelines and procedures

Before I discuss the PeopleSoft enhancement phase and training, I would like to give you an understanding of what ISO 9001:2000 is along with Berlin's Quality Policy and Quality Objectives.

What is ISO 9001:2000?

The International Organization of Standards specifies requirements for a quality management system. It states that an organization needs to demonstrate its ability to consistently provide product that meets customer requirements and aims to enhance customer satisfaction through the effective application of the system. Continual improvement of the system and the assurance of conformity to customer requirements is the heart of ISO 9001:2000. The ISO 9001:2000 standard includes forming a Quality Policy, Quality Objectives, Quality Manual, and Standard Operating Procedures (SOPs).

Berlin's Quality Policy

The Policy below represents our company's commitment to quality.

At Berlin Packaging, we strive to have a positive impact on the income of our customers. This is done through providing packaging and service solutions that increase customer's revenue, decrease their costs and/or improve their productivity. Along with having a positive impact on their income, we are committed to providing accurate and timely information and product to our customers while continuously looking for ways to improve our processes.

Berlin's Quality Objectives

The Quality Objectives below represent measurable goals that our company strives for each year.

- * *Achieve 99%+ Warehouse On Time Shipments*
- * *Reduce Customer Returns*
- * *Large customers (70% of sales or annual sales in excess of \$400,000) will have Business Reviews conducted by salespeople where we obtain feedback on performance.*
- * *Negotiate cost reductions on existing components that we sell. We will document anticipated savings and set a goal of 1% of yearly cost of sales.*

FIT GAP ANALYSIS

After spending 2 weeks with an ISO consultant, we realized there were many areas the company had to improve on in order to meet many of the ISO requirements. The deadline had been set to have our ISO audit done by an ISO registrar, Perry Johnson Registrars. We had 10 weeks to get ready. We identified several enhancements/modifications that were needed to help track quality related transactions. The company dedicated 5 weeks to complete 5 enhancements. People from various departments met to design, develop, and test the People Soft enhancements. Below are screenshots of each enhancement and a summary of what each enhancement represents.

Control of Non Conforming Product

The PeopleSoft modules that we own have the ability to track Customer and Vendor Returns, but do not provide the ability to track product nonconformities, assign owners to track dispositions, enter supplier responses, generate Non-Conformance Reports, and add attachments. The generation of Nonconformance reports gives suppliers and customers official documents that help document reasons why products that do not meet customer specifications exist.

berlin

Home | Worklist | MultiChannel Console | Performance Trace | Add to Favorites | Sign out

New Window | Help | Customize Page

Menu

- Quality Management
 - Corrective/Preventive Action
 - Nonconforming Product/Service
 - Quality Reports
 - Demand Planning
 - Inventory Policy Planning
 - Supply Planning
 - Grants
 - Program Management
 - Project Costing
 - Proposal Management
 - Resource Management
 - Staffing
 - Travel and Expenses
 - Billing
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 - Asset Management
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 - Risk Management
 - VAT and IntraStat
 - Excise and Sales Tax/VAT IND
 - Commitment Control
 - General Ledger
 - Allocations
 - Statutory Reports
 - Data Exchanges
 - Set Up Financials/Supply Chain
 - Enterprise Components
 - Government Resource Directory
 - Background Processes
 - Worklist

Nonconforming Product/Service | Internal Notes | Attachments

Nonconforming ID: 01224 Business Unit: 00016

Status: 2 - Assigned Assigned User: KOBERG Assigned Due Date: 02/28/2008

Reason: 5. Service related issue Customer PO: Created By: KOBERG

Problem: 3 TRUCKS IN 3 WEEKS HAVE BEEN DELAYED WHILE IN TRANSIT. BERLIN PACKAGING HAS LIMITED DOCK SPACE THEREFORE RUNS A VERY TIGHT SCHEDULE ON INBOUND TRUCKLOADS. Created Date: 02/21/08 2:13:24PM

PO 1800029856 Last OPRID: KOBERG

Last Update: 02/21/08 2:16:55PM

Customer ID: NOT APPLICABLE

Supplier ID: 104218 Gerresheimer Glass Inc- Millville

Item ID: 116641 BOSTON ROUND 320Z 33-400 FLINT #L0691R 20PK

Cost: 0.36000 Quantity: 1 UOM: EA

PO ID: 1800029856 Drop Ship? Approximate Financial Impact:

MFG Lot ID: MFG Item ID: 30691100039 Conversion Rate: 1.00000000

RMA No: Berlin Sales Order No: [Email Report - Standard Version](#)

RTV ID: Berlin Adjustment Voucher ID: [Email Report - Customer Version](#)

Supplier Due Date: 02/26/2008

Supplier Response:

Disposition: Corrective Action: No

Severity: Corrective Action: No

Save Return to Search Previous in List Next in List Notify Add Update/Display Include

Corrective/Preventive Action Request

When an SOP is violated, a Manager in the company needs an area to document the problem. At Berlin, the creation of a Corrective/Preventive Action Request (CPAR) page was created to track all findings that require a correction. Many CPARs are found during Internal Audits. Once a CPAR is created, the Owner goes about determining an immediate resolution to the problem. The resolution of the problem has to be rectified and documented. Next, an in depth root cause analysis is determined. The question that is asked is why the problem existed in the first place. A long-term action is documented and instilled in the organization. Follow-up and Reviews take place to make sure the problem no longer comes up.

The screenshot displays the Berlin software interface for a Corrective/Preventive Action Request (CPAR). The interface includes a navigation menu on the left, a top navigation bar with links like Home, Worklist, and MultiChannel Console, and a main content area with tabs for Finding, Immediate Resolution, Root Cause, Long Term Action, Follow Up, Quality Review/Close, and Attachments. The CPAR form is titled 'Corrective/Preventive ID: 00062' and 'Business Unit: 00005'. It contains the following fields and values:

- Status: In Process
- CPAR Type: Corrective
- CPAR Origin: Internal Audit
- Priority: 3 - High
- ISO Standard: 6.2.2
- Owner: BALBRIGHT (Bruce Albright)
- Problem: More than one training record was found without target dates for training events and training events that had been completed were not documented
- Customer ID: (empty)
- Conformance: Minor

Additional information on the right side of the form includes:

- Created By: RGALL
- Created Date: 02/15/2008 1:24:39P
- Last OPRID: RGALL
- Last Update: 02/15/2008 1:26:35P

A team list is shown at the bottom of the form:

User ID	Name of Team Member
1 BALBRIGHT	Bruce Albright
2 RGALL	Robert Gall

Measure On Time Delivery (Objective)

As mentioned earlier, one of the Quality Objectives is measuring on time warehouse deliveries. Our commitment to ship out of our warehouse on time is one of our biggest achievements. In fact, we have over a 99% on time delivery rate for close to 4 years now. No other competitor in our industry can say that. Tracking this objective was made easy by creating a PeopleSoft page to help determine whether or not shipments are indeed late. Prior to this automation, many spreadsheets were used and hundreds of hours per month were dedicated to coming up with the information. Today, a PeopleSoft enhancement and a handful of hours is all that is needed to come up with this number.

Record Customer Feedback

In order to thrill our customers, we need to understand their wants and needs. Our constant interaction with our customers provides us with an opportunity to solicit feedback on how we are doing. By doing this periodically with each customer, we can understand how to continue to increase our business with them, ultimately translating into more income for our customers, Berlin Packaging and its employees.

By getting feedback, we can understand what we are doing wrong, and prevent those customer complaints in the future. At the same time, we can understand what thrills them, so we can take advantage of opportunities that take business away from our competitors.

Two ways we obtain feedback are through Day-to-Day Communication and Customer Business Reviews (presentations our salespeople give to our top customers). At Berlin, we did not customize PeopleSoft, but used the delivered Conversations section found in the Accounts Receivable module. We added additional choices in the Subtopic field to help track this information.

The screenshot displays the PeopleSoft Conversations interface. The top navigation bar includes links for Home, Workflow, MultiChannel Console, Performance Tracker, Add To Favorites, and Sign Out. The left sidebar contains a menu with categories like Conversations, Review Customer Information, Reports, and various business functions such as Partners, Products, Catalog Management, Promotions, Customer Contracts, Order Management, Pricing Configuration, Customer Returns, Items, Cost Accounting, Vendors, Purchasing, Inventory, eProcurement, Services Procurement, Sourcing, Engineering, Manufacturing Definitions, Production Control, Configuration Modeler, Product Configurations, Quality, Demand Planning, and Inventory Policy Planning.

The main content area shows a form for creating a new conversation. The form is titled "Conversations" and has tabs for "Conversations", "References", and "Attachments". The form fields are as follows:

- SetID:** BERLN
- Customer:** 115833 K-V Pharmaceutical Company
- Status:** New
- Description:** CBR 2/21/07
- Subject:** CUSTOMER FEEDBACK
- Sub-Topic:**

The form is divided into three main sections:

- Review:** Review Days: 30, Date: 04/02/2007, User: CMURPHY, Supervisor Review checkbox.
- Follow Up:** Action, User ID: CMURPHY, Letter, Date.
- Reference Amount:** Amount, Promise Date, Confidence.

Below these sections are fields for **Keywords** (Keyword1, Keyword2, Keyword3) and an **Add Conversation** button.

The **Conversation Entries** section shows a list of entries. The first entry is:

- DateTime:** 02/23/07 10:37AM
- User:** CMURPHY
- Contact ID:** 7688
- Max Merz**
- Telephone:** 314/845-8600
- Extension:**

The **Comments** field contains the following text:

Once we got through with that, Max challenged me on the sell price I used for the tubes - In the future I need to use \$6 per tube. He said the savings amount I used for improved productivity was too low s/b \$80K, too low on the AC employee s/b \$60K, 2 employees in shipping/receiving s/b \$100K. Sell price used in Increased Sales too low s/b \$15 and that my margin calculation of 50% was also too low - but didn't give me a number on that.

I approached again bringing Chris and/or Eric into the mix and was shot down. Max likes to control things.

Training and Internal Audits

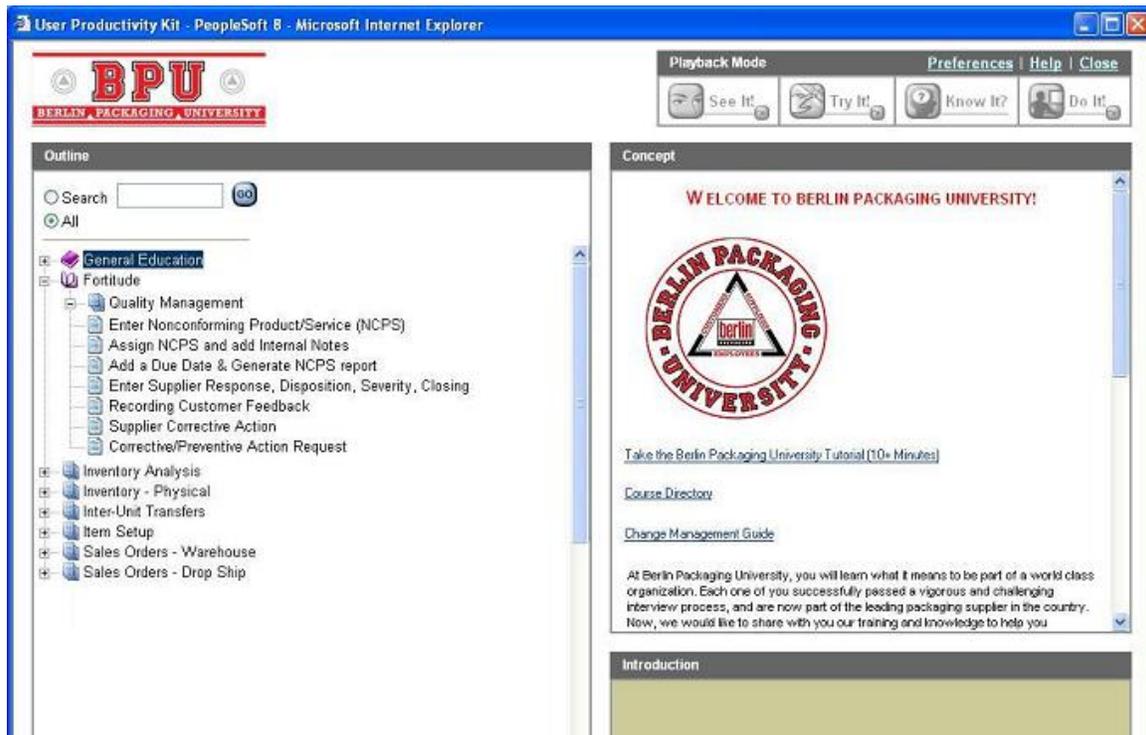
Training and auditing took place in a 4-week period. Training was done via WebEx and the User Productivity Kit (UPK). At Berlin, we re-branded the UPK and named it Berlin Packaging University (BPU). BPU is a one-stop-shop for all online training at Berlin. The 5 auditors were assigned to go over the entire ISO standard and make sure people were following the ISO standard. This included all the new enhancements that were done in PeopleSoft. Prior to the audit and training sessions, a company-wide WebEx was conducted to go over the standard. Andrew T. Berlin, the President and CEO of Berlin Packaging, introduced the standard to the company. This helped enormously since upper management was there to push this new initiative. The next sections go over some history of the UPK tool at Berlin and also where we deliver our ISO documentation.

Background - User Productivity Kit

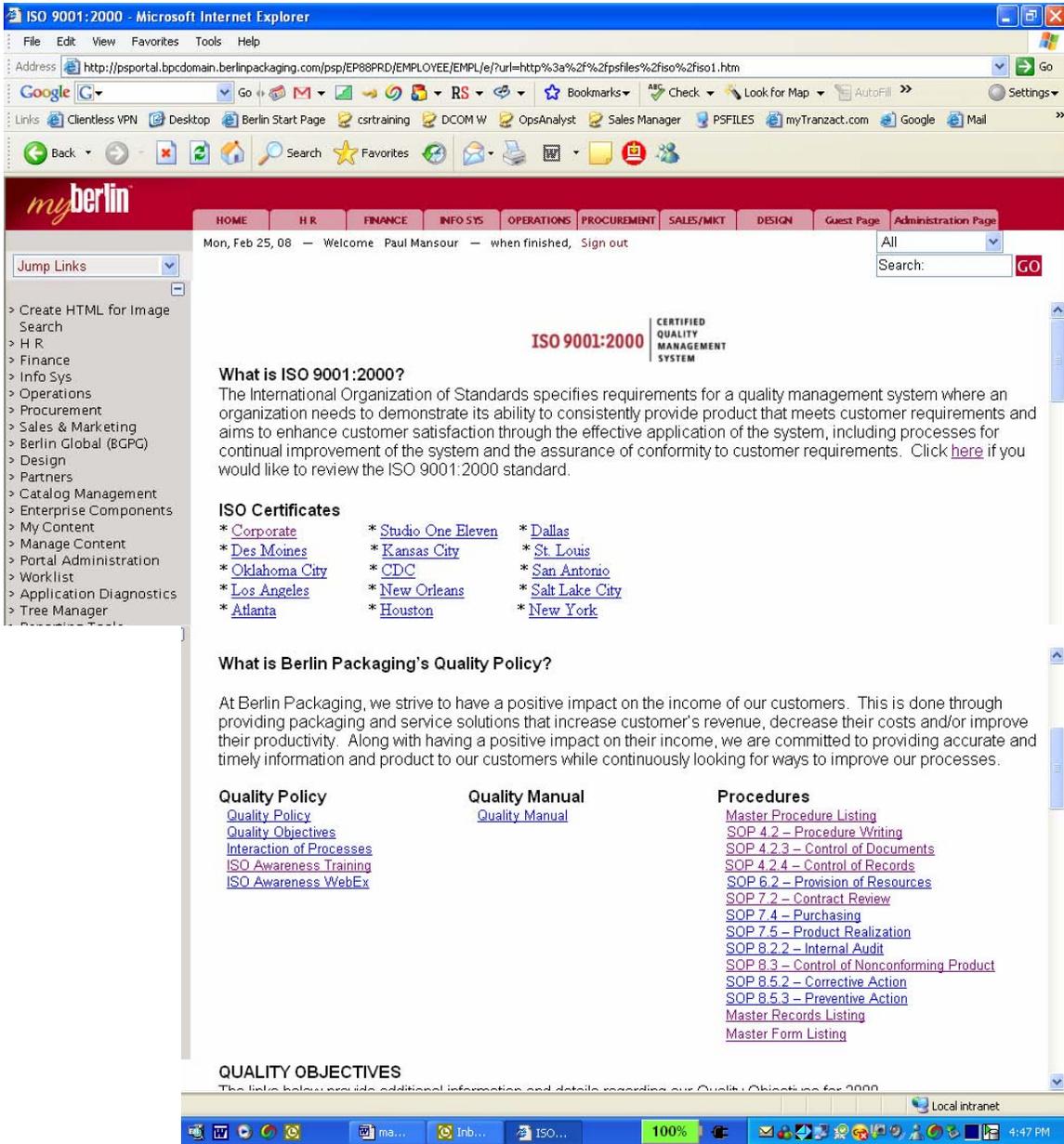
The excerpt below is out of a previous article that discusses how we used UPK initially in 2004. Many of these best practices were carried out during the ISO implementation.

In 2004, Berlin used the UPK tool to create over 200 topics (individual training instructions). There were two dedicated analysts and several others in charge of creating the topics. Each analyst would work with up to 2 SMEs to create the topic. Once the topic was complete, a demonstration of the topic would be up for review by other SMEs. Once the group approved of the topic, the topic would be ready for employees to use. Berlin considers this process of creating, reviewing, and approving topics a best practice.

In rolling out the UPK tool, Berlin conducted several conference calls and WebEx's. The meetings explained how to use the tool and the benefits of the tool. Topics were assigned to every person in the company based on their role. Each employee had 10+ weeks to complete all assigned topics. While completing the topics, a "Sandbox" environment was setup for users to play in. This environment was a snap shot of our Production environment. This was very critical in the success of the UPK, since users were very familiar with the data. Users would take the topic, and then go into the Sandbox environment and conduct the transaction. We consider this a best practice since the integration of training and practicing made the 8.8 Go-Live a non-event, unlike the first implementation.



MyBerlin was used to store all Quality Management material including the Quality Manual, Quality Policy, Quality Objectives, and Standard Operating Procedures (SOPs). Employees know that any ISO related form or procedure would be pulled from MyBerlin. Keep printed copies or saving files to one's workstation would violate our ISO policies.



Summary

At Berlin, striving for continuous improvement is part of our culture. Receiving ISO certification in less than 12-weeks and \$25,000, is a testament of our people and systems. Our robust PeopleSoft system along with Berlin Packaging University, powered by the UPK, the made it possible. Employees knew how to use the new enhancements quickly since they had an opportunity to train themselves in the UPK environment. Below is a short list of what contributed to our success.

- Great PeopleSoft and UPK foundation
- Rapid Development
- Roll out Training through BPUs and WebExs
- MyBerlin used to view all SOPs, Quality Policy, etc.
- Internal Audit and Training in all locations
- Management Buy In!
- Anything Is Possible™ Attitude