Case Study   Pizza GOGO Limited

Background

Pizza GOGO was formed in 1988 and operates in the fast food industry and supports a large group of over ninty franchised shops throughout the UK. Operating from the head office based in Rainham Essex the company is the number one independent Pizza franchise company in the UK today.

Requirement

The need for the company to improve its business processes and establish improved documentation and cost reduction measures were the main drivers for implementing **ISO 9001 and ISO 14001**. The fast food sector is extremely competitive and the company realised that by gaining ISO accreditation it would enable a strong competitive advantage in this market.

Objectives

Based on the companies business plan and overall objectives, the quality and environmental objectives and policies were established in early 2010. The main objectives and performance measures were as follows:-

- To achieve a 15% increase in turnover.
- Reduce the dependance on hard copy documents by 20%
- Increase national franchises to more than 100 shops by end of 2011
- Constantly improve the support & development of franchises and staff
- Aim to achieve zero non conformances in product and franchise support
- Monitor and reduce costs via environmental measures, minimising energy use transportation costs and general overheads.

Summary of needs

- To remove unnecessary processes
- To determine client needs and expectations
- To enhance customer and franchise satisfaction
- To ensure legislative compliance
- To ensure the availability of appropriate resources

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Customer & Franchise Needs

To ensure that its franchises and head office were operating as efficiently as possible. With this vision in mind the company made the decision to implement the Quality Management System, ISO 9001 & Environmental ISO 14001 in order to maximize customer satisfaction, increase market share, drive down costs and manage environmental risk more effectively. By implementing ISO 9001 & 14001, the organization has since been able to operate within a structured framework to monitor and continually improve performance.

Benefits

9001 has helped Pizza GOGO to continually monitor how well its customer satisfaction objectives are being met. Managing Director, Homayoun Aminnia , explains that, "ISO 9001 & ISO 14001 provided a respected third party endorsement to substantiate our internal claims of fulfilling franchise and customer needs via its food products . It also gave us a framework for communicating throughout the company the importance of meeting customer needs and environmental legal requirements."

"With this framework in place we are better positioned to ensure that an efficient and effective service is provided," he says. "By having written procedures, instructions, forms and records has helped ensure that everyone is not just 'doing his or her own thing' and that the organization goes about its business in an orderly and structured way. This means that time, money and other resources like transportation and refrigerated warehousing is utilised efficiently and ensures that nothing important is left out. This way everyone is clear about who is responsible for doing what, when, how, why and where." Homayoun Amennia comments "that the staff response to implementing the system has been very positive"

"As expected in a SME the time schedule was challenging with delivery taking precedence over audits," he says. "The benefits however, have been clear to our staff. Improved monitoring and reporting ensures the availability of appropriate resources and we have gained a few new franchises even during the ISO implementation"

" Homayoun Amennia goes on to explain that, "Pizza GOGO undertook an upgrade of their SAGE system to cope with the data demand on their existing version which was attempting to cope with in excess of 1.8m records. The implementation of ISO helped us establish the need to upgrade and improve our stock control and data records . The aim was to demonstrate how resource efficiency can gain competitive advantage, improve business process efficiency, supply chain control and cut costs."

Business Flow's Role

Business Flow UK Limited supplied an initial **<u>free review</u>** and identified areas for improvement.

With a sound plan, **Business Flow UK Limited** ensured that all staff were briefed and committed to the ISO objectives. The company was already operating to other food control and H&S code of practice requirements based on the management framework that was put in place in preparation for ISO.

The stages throughout the implementation where ISO documentation was required and the need for resource time to develop was reduced as Business Flow UK undertook the establishment of these for the company as part of its service:

- The project plan and management indicating and arranging activity timescale resorce and budget
- The processes were mapped in electronic format covering all areas of operations.

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- The IMS (Integrated management system was created with the related control documents for Non Conformance and Customer feedback etc.

With documentation in place the external stage 1 Audit was undertaken by **BSI** (British Standards Institution) and no **non conformances** were found, permitting the company to progress to Stage 2 Audit within a short period of time.

The planning and preparation at detail level provided by Business Flow UK Limited enabled the company to undertake the Final Stage2 Audit with minimal disruption to daily activities and a final positive recommendation to BSI for ISO certification.

BSI 's Role

Pizza GOGO selected market leader BSI to ensure that its franchises respected the quality management system that was implemented and that audit delivery was as per plan. ISO 9001 was the first management system standard to be achieved by Pizza GOGO , however due to the evident benefits of implementing ISO 9001, ISO 14001 was seen to provide additional benefits and savings on insurance costs.

Plan Do Check Act - Approach

1. **Reviews** – Objective and policies established
2. **Processes** mapped – identification of areas for improvement
3. **Planning** – Quality / Environmental / Systems integration
4. **Delivery Of Implementation** – IMS (integrated management system) including Quality environmental and "Employ" systems integration.
5. **Creation** of IMS system (QMS EnMS) and Stage 1 and 2 External Audits
6. **Review** – internal audits and Management Reviews

Outcomes - Benefits
Even prior to the **ISO** certification issue the company had realised benefits of the implementation process. The key areas of improvements being

• Better monitoring and reporting
• Increased franchise base
• Enhanced customer satisfaction
• Improved staff motivation
• Continual simplification of processes