

## WEBROY MEETS THE GLOBAL CHALLENGE

### ISO/TS16949 - A LONG HARD SLOG

Webroy has become the first KwaZulu-Natal and third South African company to receive certification from the SABS for the prestigious ISO/TS16949 and ISO 9002 quality standard, opening the door for lucrative export contracts in the automotive sector.

ISO/TS16949 is an internationally recognised quality standard which satisfies the requirements of both the United States and European markets. South African companies have traditionally opted for either ISO9001/2, QS9000 or the German VDA 6.1 standard. ISO/TS16949 embraces all three standards.

"We decided to take the more vigorous option and go for all three in one. It was a brave decision and a major headache, but now it's over it's great," Webroy CEO Robin Royston said while accepting the award this week.

"We have been supplying the local automotive industry for the past 25 years,

but access to export markets was essential for our survival. And if you can't meet international price and quality requirements, you don't participate. It's that simple," said Royston.

"As of January, for example, one of the major German automotive companies has gone on electronic supply link and if you can't meet the minimum quality standard you no longer get the opportunity to quote." An additional bonus, Royston added, was that the ISO/TS16949 standard was being applied to the company's other wire products in the agro-industry and shop fitting sectors.

In order to entrench Webroy's status as a global supplier, the company has also introduced the concept of mission directed work teams - a fundamental change in management philosophy - which calls for open, partnering style of management with large emphasis on communication.

"The result is that our management approach is now also benchmarked

internationally, creating a perfect synergy with the introduction of ISO/TS16949. A unified approach to production has made us all competitive in price, delivery and quality in everything in fact," said Royston.

The company has now finally been earmarked internationally as a supplier which can satisfy motor manufacturer requirements anywhere in the world. Confirmation of Webroy's new status came this week with a major export order to supply up to 100 000 wire car seat frames annually for the next five years.



Quality Manager Sheron Fenner and Production Manager James Breytenbach seizing the moment.

### SHERON FENNER

For Quality Manager Sheron Fenner, receiving the SABS's award marks the culmination of a career dedicated to quality and service excellence. During her eighteen years at Webroy, Sheron has risen from the rank of basic operator to her current position as Quality Manager.

Her commitment to quality saw her promoted from operator to Quality Inspector within two years. In 1987 she took on the responsibility of Final Acceptance Inspector followed by Quality Clerk in 1989. She was a Senior Inspector for six years, followed by her appointment to Lab Manager and in 1998 to Quality Manager.



Webroy CEO Robin Royston (second left) accepting the ISO/TS16949 quality award from the SABS Gerrie Pieterse. Looking on are (left) Nigel Naidoo and Supervisor Philip Pitso.

## NEW MANAGEMENT STYLE GETS THE NOD

Mission directed work teams a big hit

The introduction of mission directed work teams at Webroy reflects a dramatic shift in management style which has as its core objective the desire to become a world class manufacturer.

As part of the process work stations have been grouped into individual production units which operate as mini businesses – each one responsible for independent monitoring of quality, speed, cost, safety and morale. The groups gather daily to assess past performance and establish action plans for the day ahead.

Each group operates as a team taking ownership and accountability for results



Gerrie Pieterse, Robin Royston taking a close look at one of Webroy's wire products. Looking on is Philip Pillay.



Gerrie Pieterse with the Webroy team (from left) Robin Royston, Bill Armitage, Shean Fenner, Dawn Moores, Buzz Kopp, James Breytenbach and Dev Goender.

of the process in hand. Workers are all empowered within the new framework to institute suggested improvements where substantial capital purchases is not required.

Management acts as a sponsor of successful operations, holding combined monthly mini-business and management meetings to get report on progress in each section and to present results of improvement projects.

Webroy is currently developing additional modules covering visual management, equipment optimisation, team leadership, workflow management, team building, process improvement and self development.