Best Practices to Ensure Quality & Supply Chain Efficiency

A Proactive Approach to Product Quality
Introduction

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Consumer Products companies are facing greater challenges than ever before. The downturn in the global economy has resulted in higher costs for raw materials, energy and logistics. There is also a corresponding pushback from retail partners and consumers for quality products at lower prices.

To reduce costs, companies are purchasing raw materials from global suppliers and outsourcing their manufacturing and packaging to contract vendors. Although these initiatives have succeeded in reducing costs and meeting inventory requirements, it has also increased the risk by reducing visibility into production processes.

Organizations have invested millions of dollars to implement IT systems, such as Enterprise Resource Planning (ERP), Manufacturing Execution System (MES), and Customer Relationship Management (CRM). Factor in merger and acquisition activity and companies end up with a combination of redundant IT systems resulting in even less visibility and more siloed information than ever before.

As a result, the ability to access data and run reports across all facilities in the enterprise has proved to be a challenge. According to a global manufacturing study, 44% of companies still struggle to synchronize and integrate data across various management systems and internal groups.¹

And what is more surprising is that an estimated 80% of quality managers are still using spreadsheets and paper-based systems to manage their auditing and compliance systems.² This process has supported industries for years but it is obvious with the complexity and the fast-paced marketplace, that changes are needed to maintain quality, safety and compliance.
Introduction

Product Recalls

The number of product recalls has more than doubled since 1999 and appears to be accelerating. Many factors contribute to the increase in recalls, including the growing complexity of the supply chain, tighter regulatory requirements, and enhanced testing techniques.

The speed and complexity of the modern supply chain also contributes to this problem. The majority of companies are dependent on a network of global suppliers and outside contract manufacturing and packaging partners. Depending on the size of the company, this network can range from hundreds to thousands of vendors and the transparency in this network is usually limited to only a few of the top partners.

With an estimated 52% of product recalls attributed to supplier and contract manufacturer issues, it is more important than ever to create visibility within the supply chain network.

Recall Statistics

A poorly handled recall can have a significant impact on a company:
- The average recall cost can total between $10 million to $90 million or more.
- Removal and disposal accounts for 67% of a recall’s cost.
- Replacement delays can account for lost sales of 12%, not including loss of market share due to competitive product switching.
- Stock prices can decline up to 22% within two weeks after the announcement.
- Companies also experience a greater level of regulatory scrutiny after a recall.
- Brand value can decrease as much as 24% or more after a recall or adverse event.

US Food & Beverage Recalls Increase

Recalls as a result of Supplier and Contract Vendor issues

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The Impact of a Recall: Peanut Corporation of America

A global supply chain is not only more complex but also more demanding. Different regions require different sizes, languages, and even packaging. But the one thing that needs to remain constant is the safety of the product.

The food industry learned this lesson the hard way in 2009 when a salmonella outbreak for products manufactured by the Peanut Corporation of America (PCA) crippled the food industry. There were 361 companies who used the contaminated raw materials in over 3,900 different products, including peanut butter, cookies, crackers, trail mix and packaged Thai food.

As a result, nine people died and 700 illnesses were linked to the contamination. Although the major peanut butter brands did not source from PCA, many consumers avoided peanut products completely, which resulted in a 25% drop in all peanut butter sales and the entire US peanut industry suffered losses of $1 billion.

And what is even more alarming is that not one of the 361 companies discovered the contamination issue before or after production. One company reported that they had identified PCA as being a high risk supplier and banned them from their supplier list. Unfortunately, that information was siloed in their headquarters’ files and not accessible to other facilities. As a result, one facility continued to purchase ingredients from PCA and used it in production, so the company had to announce a recall and remove product from the supply chain and store shelves.

It’s this lack of transparency across the enterprise that is leading companies to look at how to automate quality management processes and store that information in a central repository to reduce incidents and protect consumers more proactively.
According to Dr. W. Edwards Deming, who is regarded as the “guru” of Quality in Industrial Management, quality does not come from inspection, but from doing it right the first time.

The “1-10-100 Rule” reminds us how costly errors are when they are not addressed early in the process. For example, when a facility receives supplier’s materials and an issue is identified, the cost to address the situation is 1x the cost of the material since it has not affected other materials. The suspect material can then be quarantined and returned to the supplier.

Once a problem is recognized after production, it costs the company ten times the standard cost to address the issue. But the real cost is when finished goods enter the supply chain and an issue is identified – usually as a result of a customer complaint – and product needs to be recalled. This can cost the company 100x to sometimes 1,000x the cost of pre-production materials.

So it is in the best interest of the brand owner to identify problems early to reduce the impact on costs, operational resources, brand reputation and, most importantly, consumers health and safety.
Quality Begins on the Inside

Some companies believe that quality begins after production ends. But top performing companies know that quality impacts every step of the product development life cycle from suppliers’ raw materials, to packaged goods completed at co-manufacturing or co-packaging sites, to the logistics providers who ship products to distributors and retailers.

An issue at any touch point in this complex supply network could have a significant impact on the brand, the company, and, most importantly, consumers. Creating an ecosystem of visibility across supply chain partners will not only reduce the risk in outsourcing, but also reduce the costs associated with rework, scrap and recall.

Being proactive is the key to success in manufacturing today. While it is challenging to make changes to quality management processes at every touch point in the supply chain, the best place to start is inside your own organization.
Quality Begins on the Inside

Root Cause Analysis

Often times in manufacturing environments, a delay in production is immediately chalked up to poor planning or inefficient operations. As a result, there is often a scramble to take shortcuts in the process to make up time and avoid backorders. But this often leads to issues or incidents with finished goods that require rework or disposal, contributing to higher cost of goods sold (COGS). During these financially challenging times, companies do not have the luxury of wasting valuable resources – whether it be people, time or budget – on poor quality.

Many times assumptions are made regarding an issue based on the symptoms rather than identifying the root cause of the events. By performing Root Cause Failure Analysis (RCFA), companies can identify where a corrective action or actions are needed to prevent the problem from reoccurring.
A team at a large chemical company had the same thought when they were rolling out their Six Sigma Quality project to build on their Continuous Improvement initiative. There was a need to reduce the delays that lead to out-of-stocks, increasing backorders, and lost sales to the competition.

Originally, the team – made up of production, purchasing and product management – thought there was just a disconnect between demand planning and scheduling. After beginning the DMAIC (Define, Measure, Analyze, Improve, Control) process, they found that a majority of the delays stemmed from inventory release issues.

The team included the warehouse manager as part of the project to strategize on streamlining the receiving process. They discovered that if they identified which ingredients were lower risk in the system, that they could move these items to Quarantine Area 1 and have an assigned team process and stock them into inventory quicker without adding to the existing bottleneck.

Any high risk items or items from high risk suppliers would be moved to Quarantine Area 2 so the project team could prioritize products based on the production schedule, and additional quality testing could be expedited without creating a bottleneck in the receiving process.

The Six Sigma project achieved:

- 42% reduction in production delays
- 46% reduction in backorders
- $132,000 reduction in expedited shipping costs

What is the Real Root Cause?

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Addressing Nonconformances

If a nonconformance in raw materials or ingredients is identified, then the root cause of the incident is investigated and reported according to a company’s reporting requirements. It is up to the product team – usually made of production, quality assurance (QA), and product management, to name a few – to determine if the level of nonconformity is within acceptable range, so it doesn’t affect the quality or safety of the finished product.

However, in the case of a major or critical nonconformity that could affect the safety of the finished good, QA would be required to reject the material and issue a statement of nonconformity to the supplier with objective evidence on why specific requirements were not met.

Food processors realize the impact to consumer safety and brand reputation if a contaminated product is distributed throughout the supply chain. Monitoring raw materials and ingredients is just one way they are ensuring safe products are being sold to consumers. When a raw material or product fails microbial testing, it is imperative to quarantine product and contact the supplier immediately so contaminated product can be returned and replacement product can be expedited to avoid production delays.

Food Quality Facts

In the United States, foodborne illnesses results in:

- 48 million people are sicken
- 128,000 are hospitalized
- 3,000 people die

The economic cost of foodborne illnesses in the US is estimated at $77 billion annually.
Quality Begins on the Inside
Proactive Production Management

Consumer products’ manufacturing environments contain a combination of manual and automated exchanges between equipment and personnel. Since every step in the process is not documented and dependent on an employee’s experience and training, process changes can occur.

What should not be sacrificed is the attention to standard operating procedures (SOPs) to ensure safety and compliance requirements. Whether it is monitoring the requirements for temperature controls, sanitation requirements, physical or chemical hazards, or maintenance and repair operations (MRO), performing quality inspections in the plant during production and packaging can ensure greater visibility into potential risks and reduce the number of issues that could occur.

Whether you are trying to achieve greater operational efficiencies or ensure compliance with any number of regulatory or industry initiatives, one of the cornerstones of proactive production management involves Hazard Analysis and Critical Control Points (HACCP).

HACCP started when NASA asked the Pillsbury Company to design and manufacture the first foods for space flight. This process was not only adopted by manufacturers in the food and beverage industry, but other industries used these same steps to reduce or eliminate risks in their own production areas.

The goal is to identify and monitor potential issues – whether physical, chemical or biological – at each point in the production process and implement a change or corrective action to eliminate or reduce the impact on the safety of a product. This ensures HACCP compliance to support a number of regulatory initiatives (see list to the right) as well as reduce the rework, disposal or recall costs associated with poor quality.

HACCP: The Cornerstone of Regulatory Compliance

HACCP supports many regulatory and industry initiatives in the food industry, including:

- cGMP
- ISO 22000
- Global Food Safety Initiative (GFSI)
- Safe Quality Food (SQF) – Level 1, 2, 3
- EU Directives 93/43, 178, & 852-854

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Automating HACCP using an EQMS

Companies can standardize the process and ensure compliance by automating the HACCP plan in an Enterprise Quality Management Solution (EQMS), as seen in the HACCP workflow diagram on the next page. This provides several benefits.

First, companies can assign HACCP team members and record required tasks. Managing this step in an EQMS system allows tasks to be escalated to employees responsible for specific tasks and tracked through the process.

Second, each hazard, critical control point (CCP) and minimum/maximum level are recorded within the system and an SOP workflow is established to support HACCP training and identify issues early in the process.

Finally, users can monitor and perform scheduled internal or external audits to ensure that hazards are monitored effectively. In the event of an issue, a corrective action can be implemented in the same system seamlessly to ensure that actions are resolved in a timely manner.

Management can view HACCP reports using analytics tools to determine the source of reoccurring problems (i.e. plant equipment needs to be serviced or upgraded, additional training needed for third shift employees, etc.). An EQMS provides the visibility into plant operations that was previously missing.

Benefits of Managing HACCP via TrackWise™

- Provides a record of employee training in the event of a compliance audit
- Tracks and assigns tasks for faster issue resolution
- Enables hazards and CCPs to be recorded in a workflow process for internal audits
- Reinforces SOPs and employee training for reduced errors
- Facilitates seamless integration into CAPA and other quality processes to expedite change management
- Reduces waste, rework and recalls
Quality Begins on the Inside

HACCP Workflow Diagram

Standardize the HACCP workflow and ensure compliance by automating the HACCP plan in an Enterprise Quality Management Solution (EQMS).

STAGE 1: ASSIGNMENT
- Company
- Assemble HACCP team
- Employee training
- HACCP Plans

STAGE 2: IDENTIFICATION
- Hazard Analysis
- Identify CCPs
- Establish Critical Limits

STAGE 3: MANAGEMENT
- Monitor Critical Limits
- Corrective Action
- Record-keeping
- Deviation identified

STAGE 4: RECORD-KEEPING
- HACCP Verification
Companies struggle to synchronize and integrate data across the value chain to create transparency so that they can proactively manage key challenges.

The complexity of an organization’s supply chain is cumbersome: Thousands of part numbers, hundreds to thousands of vendors, different global locations, and managing the shipping and testing requirements needed to ensure that product is on-time, in-spec and safe for use or consumption. It only takes one ingredient to ruin a brand’s reputation, so quality checkpoints throughout the value chain are needed to ensure that the product meets the company’s specifications.

This extends to suppliers’ and contract vendors’ quality processes, in which greater visibility will significantly contribute to reducing the costs associated with disposal, rework and recall. With more than half of all recalls attributed to supplier or contract manufacturer issues, there is a definite return on investment (ROI) to creating more transparency across the supply chain. It also provides an opportunity to build more collaborative relationships with suppliers, supporting innovation, speed-to-market and competitive differentiation.

**Question:** How many suppliers and contract vendors are in your company’s supply chain network?

**Answer:** Depending on the size of your company, a partner network can contain 300 to 160,000 companies.

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**Global Manufacturing Trends**

**Outsourcing** is one of the leading cost cutting trends in the consumer products industry

51% of respondents say that supply chain partners will characterize the future of innovation

50% of companies are working with more than 500 suppliers or manufacturers

50% of companies say they lack visibility beyond their Tier 1 partners
Brand owners not only have to worry about the ingredients in the finished product, but also the packaging itself.

In 2010, a large food manufacturer issued a voluntary recall of 28 million boxes of some of its most popular cereals, due to an odd smell. The company identified a substance in the package liners that produced the unusual taste and smell. Besides the 28 million recalled boxes, the company had to destroy millions of additional boxes of inventory in its warehouses. The incident impacted the company’s annual profits, brand reputation and customer goodwill.

In 2011, the food manufacturer sued the packaging supplier, FPC Flexible Packaging Corporation, for compensation for cost associated with the recall and destruction of “contaminated” product and defective liners, totaling more than $70 million. This amount did not include the loss of sales, replacement vouchers issued to customers, the cost to investigate the problem, and the submission to the FDA regarding a health hazard assessment.

The packaging supplier filed a third-party action against The International Group (TIG) who supplied the wax used in the liners, which was found to be the source of the odor.

This just shows how one part of the product developed by a supplier’s supplier can have a catastrophic impact on tens of millions of products and millions of consumers.
Consumer products companies are beginning to feel the weight of increasing regulatory requirements and the challenges of managing their global operations consistently. They have heard about the success in the highly regulated pharmaceutical and medical device industries and are looking at how they can achieve similar operational and cost efficiencies.

According to a 2013 study, many large companies work with small- to medium-sized suppliers and a common way they share information is via email, fax, mail, web-based partner portals, and in some cases an Electronic Data Interchange (EDI) network. Connectivity is an area in which companies realize there is room for improvement.

Automating messages and routing data to back-end systems provides greater accuracy and visibility into monitoring product quality and communications more effectively. This supports the latest trend of building collaborative partnerships with suppliers and helps reduce cycle time in addressing quality issues such as complaints, investigations and corrective actions.

A true EQMS allows users to access data via the cloud for real-time communication and tracking of issues within their supplier network. It also connects to other enterprise systems to feed relevant data back into an ERP or other IT systems for closed loop issue resolution, to prevent issues from happening further down the supply chain.
Visibility Outside the Four Walls
Supplier Management Best Practices

Supplier quality management can be achieved by utilizing a centralized, consolidated system to connect to suppliers and contract vendors, enabling better transparency across quality and business processes. When looking for an EQMS solution, decision makers should look for a solution that supports collaboration, increases transparency to issues earlier in the process, and helps expedite resolution and corrective actions. Below are some of the best practices that Sparta Systems’ customers have utilized to maintain compliance and address incidents across their supplier network.

### Real-time Communication
- Share necessary information, such as outstanding issues, SCAR implementation and audit scores, through a web-based portal or a dashboard.
- Send complaints and inquiries to suppliers for immediate investigation and corrective action.
- Generate noncompliance records independently or directly from an inspection record and ensure investigations and root cause analyses are tracked to completion.
- Integrate to other IT systems to ensure data consistency.

### Relationship Management
- Store supplier and vendor information – i.e. contacts, business units, classifications, status, risk assessment, and scorecards – in a central repository for real-time supplier risk visibility.
- Access to a holistic supplier scorecard that combines quality information stored in the EQMS with information from ERP or the data warehouse to allow benchmarking against other suppliers.
- Visibility to supplier documentation involving legal, regulatory or safety documents, inspection plans, delivery windows and acceptance sampling for received items.
- Track and manage supplier chargebacks to recover the cost of materials and labor associated with non-compliances, SCARs and incoming material inspections.
- Build a collaborative relationship with suppliers and vendors to enhance innovation, cost efficiencies and speed to market.

### Supplier Quality
- Track Supplier Corrective Action Requests (SCARs) to completion.
- Provide suppliers with real-time access to view their specific non-compliances and audit findings as well as record corresponding corrective actions.
- Manage and schedule supplier audits based on the risk level of the supplier or any quality issues that arise.
- Enable visibility across the value chain beyond Tier 1 suppliers to Tier 2 and 3 vendors and your suppliers’ suppliers, enabling true brand protection.

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Automation is the Key to Success
Increased Visibility Across the Value Chain

A true EQMS enables organizations to manage quality processes while connecting to existing ERP and other IT systems to streamline data integration across the enterprise. Automating quality processes in an EQMS provides the consistent and repeatable process needed to enforce SOPs, eliminate redundancies and recording errors, and creates a central repository of quality data to view trends or document historical data for compliance purposes. This allows organizations to support manufacturing and packaging facilities around the world, in the language required in that country.

An EQMS also enables issues to be identified early in the process so that product can be quarantined at the facility before it enters the supply chain. This reduces the impact to brand reputation and the bottom line by eliminating the need to recall product from the distribution channel or store shelves. Thus, your best recall is the one you never have to do.

Organizations need an EQMS that is flexible enough to provide best-in-class workflows while still accommodating existing processes within each facility. No two facilities are the same and organizations need to be able to adjust based on the needs of the workflow process. Forcing users to comply to one standard process will result in intermittent use of the system and a lack of consistency and historical data.

A true enterprise QMS provides a real-time conduit between suppliers, internal manufacturing and packaging processes, external contract manufacturers and packagers, quality assurance, and finally to the warehouse so product can be released and shipped within specification, meeting quality requirements, and on a timely basis.
Automation is the Key to Success
Reporting and Analytics Increase Insights

Organizations are focused on being proactive to reduce costs and increase safety and quality across the product portfolio. Automating existing quality processes and connecting to suppliers’ quality data within one central repository finally allows users to leverage data from a variety of sources across the enterprise and value chain in a single operational view for better business decisions.

Gone are the days of merging multiple spreadsheets into one cumbersome report that is outdated the next day. Now ad hoc reports can be pulled together with just a few simply steps. Reporting and analytics systems should easily navigate users through intuitive screens, dropdown menus and drag-and-drop interfaces to create reports. The easier it is to use, the more likely employees will use it on a regular basis and uncover trends and issues sooner.

Be cautious of big BI tools that have complicated reporting interfaces and use obscure acronyms, requiring “super user” training to understand some basic steps to develop a report. If the system is too complex to learn, employees will avoid using it and resort back to manual spreadsheets and pie charts.

Also, make sure that the business intelligence and analytics solutions you select provide portals or graphical interfaces to present key performance indicators (KPIs), making it quick and easy to identify unusual events that require attention. Drill-down capabilities enable managers or executives the ability to view transaction details to identify trends or the root cause of exceptions for more proactive business decisions.

Gartner CFO Technology Study
Need for Technology Improvement

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<th>Requirement</th>
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<tr>
<td>Facilitate analysis and decision making</td>
<td>59%</td>
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<tr>
<td>Ongoing monitoring business performance</td>
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<td>Create environment for sharing relevant data</td>
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<td>Quality of the data used for business decisions</td>
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<tr>
<td>Reduce enterprise operating costs</td>
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Key areas of analysis and improvement can help support:

- **Supplier Management** – suppliers and contract vendors’ performance can be monitored and trends and issues can be viewed in dashboard reports to manage risk, adjust supplier scorecards and schedule onsite audits. This helps companies identify issues earlier, supports supplier collaboration efforts, and drives down costs.

- **Production** – review of data from internal HACCP audits enables trends to be viewed on a macro level. Users can drill down into deviations within critical control points to perform preventative maintenance on equipment or immediately initiate corrective actions to resolve the problem. This reduces the amount of rework, disposal or recalls required to resolve an issue later on.

- **Quality Assurance** – conduct real-time analysis with connections to any data source to create dashboards or charts to monitor trends, track KPIs, or share knowledge and insights with management or other facilities. QA managers can manage incidents, issue investigations and implement corrective actions proactively instead of waiting for monthly reports or reacting to consumer complaints before taking action.
Building the Business Case
How to get EQMS Approval

Now that you realize that an EQMS can fill the gaps in your IT infrastructure, how do you make a case to senior management? Below are a few steps to help you get started so you can start achieving greater operational and cost efficiencies while protecting your customers and your brand.

1. Complete a self assessment and needs analysis. Identify key issues that are tied to quality problems to show senior management the true cost of poor quality and how far-reaching it can be. The picture to the right shows the obvious impacts to poor quality – which includes recalls, waste, rework, and returns. It is easy to see what is on the surface but that’s just the tip of the iceberg. When you take a closer look at the impact to other areas of the business, other costs such as premium freight charges, excess inventory, complaint handling, or excessive overtime, you realize that there is more to poor quality that impacts a company’s bottom line.

Identify the business value of implementing an EQMS solution. Leverage historical data from a previous quality issue or product recall within a product line and total up the costs associated with resolving the problem.

Cost of Poor Quality

- Recalls
- Waste
- Rejects
- Rework
- Customer Returns
- Testing Costs
- Late Paperwork
- Pricing or Billing Issues
- Excessive Overtime
- Excess Inventory
- Planning Delays
- Overdue Receivables
- Expediting Costs
- Unused Capacity
- Premium Freight Charges
- Complaint Handling
- Expediting Costs
- Unused Capacity
- Premium Freight Charges
- Complaint Handling
Determine what the key drivers are for implementing an EQMS system. Customers have rolled out this solution to achieve one or more of the following:

- Meet compliance requirement
- Improve speed-to-market
- Reduce paperwork and manual processes
- Integrate other disparate IT systems
- Achieve faster and more accurate reporting
- Gain operational and cost efficiencies

Review vendors and solutions for your needs today and in the future. Settling on a point solution because it is the cheapest solution may hinder the organization in the long run. Below are just a few questions to ask solution providers:

- Can you support a global rollout and provide the software in multiple languages?
- Is it flexible enough to adapt to our processes per facility and is it easily scalable to accommodate new quality process rollouts?
- How can you help us manage our supplier quality management more efficiently?
Know your audience. Building your business case will depend on who is making the decision to purchase an EQMS solution. How you position the solution is imperative to engage your audience. Know what their key areas of interest are to ensure a successful meeting. Some examples of our customer engagements include the following messaging to C-levels:

- **CEO-focused**: How will an EQMS support our strategy going forward? During the last employee meeting or the previous annual report, what were key areas of focus?
  - Mergers and acquisitions – focus on how TrackWise EQMS can integrate data across disparate systems for greater visibility across the enterprise.
  - Expanding into new markets – focus on how TrackWise EQMS enables harmonized processes across the global enterprise and ensure compliance with international regulations.

- **CFO-focused**: How will an EQMS support our future earnings or reduce costs?
  - We are able ensure quality and safety standards before, during and after production which reduces the waste, rework, and product recalls associated with poor quality. Because it is right the first time, we can improve our speed to market and ensure that we stay competitive in the marketplace.

- **CIO-focused**: How is this different than our ERP system and why do we need it?
  - ERP systems provide a transaction-based platform perfect for financial and purchase order functions. However, an EQMS system provides a workflow process needed to manage quality processes, such as complaint management, investigations, CAPAs, change management, and audits. It can also integrate with existing IT systems to share data and trigger alerts in the event of a incidents or issue. This reduces the risk of quality issues from entering the supply chain and jeopardizing brand reputation and consumer safety.

Define and plan success metrics. Deliver a plan on tracking and measuring the success of the EQMS to secure C-suite buy-in. The ability to track and report on the status of previous issues and report on improvements and efficiencies can improve your chances for approval. A multi-year ROI projection will allows them to see that it is a strategic tool to that will support continuous improvement efforts.
Sparta Systems has developed a **Value Evaluation Tool** to make building the business case much easier. We help build out the analysis based on standard information about your organization and tie in industry-specific statistics to provide a starting point for quality analysis.

We can then help your organization identify the quality vision and suggest where the starting point should be. For example, sometimes the customer will indicate that they need to improve a specific quality process, such as Corrective and Preventative Actions (CAPAs), and they want to start with one specific facility before it is rolled out globally. By entering information into the Value Evaluation Tool, the customer can see how an EQMS can harmonize the CAPA process, create efficiencies, and provide a real ROI.

The Sparta team can explain to key personnel which costs to include in the worksheet and how to estimate a quantifiable value for each specific area. The flexibility and scalability of the system allows the EQMS functionality to grow with future needs and requirements. Additional quality management process rollouts can also be calculated to determine the future cost and efficiency savings of extending the use of TrackWise across the enterprise.
Resources

To learn more about strategies to implement a successful enterprise quality management solution to address quality across the supply chain, check out these resources:

- **Whitepaper: Quality Management in the Complex Manufacturing Environment**
- **eBook: The Five Building Blocks of a CAPA Solution**
- **eBook: Four Best Practices to Improve Quality in the Supply Chain**
References

7. The Best Recall the One You Never Have to Do. EMEA Webinar. Sparta Systems. May 2014
8. Centers for Disease Control and Prevention website (http://www.cdc.gov)
Sparta Systems, an industry pioneer and global leading provider of enterprise quality management software (EQMS) solutions, enables businesses to safely and efficiently deliver their products to market. Its TrackWise® EQMS, a trusted standard among highly regulated industries, is used by quality, manufacturing and regulatory affairs professionals to manage compliance, reduce risk and improve safety across the global enterprise. Headquartered in New Jersey and with locations across Europe and Asia, Sparta Systems maintains an extensive install base in the pharmaceutical and biotechnology, medical device, electronics manufacturing and consumer products markets.

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