Date: December 16, 2003

Topic: Registration Landscape

How did you accomplish this topic during your implementation?
Lucent's REGISTRATION strategy was initially to follow customer requirements. This resulted in a registration landscape that was product-oriented with many registrations across the company. This became both costly with the need for overlapping and sometimes redundant registrar and internal audits and difficult to manage, (especially with metrics reporting and documentations). There were many different systems and practices used for TL-related areas, such as documentation, audit, corrective actions, etc. The landscape was a piecemeal approach. There has been significant initiatives to consolidate registrations globally, first for the supply chain organization and secondly for Lucent itself.

From a supply chain perspective, the registration consolidation served as a tool to help transform the organization and accelerate a restructure. The current supply chain organization is the consolidation of groups that were originally in the product units. There were different processes, tools and practices. Pulling together all the TL registrations and implementing a consistent approach to QMS helped evolve to common processes, streamlined the organization to run more efficiently and thus, facilitated the reorganization efforts.

What resources/tools/vendors were used to accomplish this task?
In addition to helping to integrate the processes for the Lucent supply chain organization, cost was a significant factor in going to a single registration and in the registration consolidations going forward. Having a larger, multi-site registration costs less from a registrar perspective because the registrar samples the locations visited on the audit. This is a reduction in both registrar and travel costs. With multiple registrations, or single site registrations in larger companies, the registrar visits more if not all locations covered by the registrations. This is usually a much higher number of audit locations than if the registrations were all consolidated—thus much higher registrar costs to maintain the registration.

Was there any benchmarking activity?
No

What lead you to use this method?
See the above answers
What worked and what didn't work?
- What worked: Having the single Lucent supply chain registration and QMS did provide significant help in integrating the new organization
- Cost to maintain the consolidated registration is definitely lower
- The thing to be careful of is with a larger registration is: a non-conformance in one or two areas could hold up a registration for the whole thing
- Having separate registrations by product and/or location becomes very complicated to manage, causes redundancies in a large company and is more costly

What recommendations do you have for others attempting to use your method?
There is a need to balance between centralized and local practices, processes and even registration strategy. Decide on the registration landscape based on how the business is managed. If it is managed as one business, have a single registration. If it is managed as separate businesses, have a registration per business at the highest level possible. Look at how the organization does planning, goal setting and reporting. That will provide an idea of the management practice.

Decide on a strategy upfront for the registration landscape based not just on following customer requirements (which can end in a piece-meal approach), but also considering business needs, how the business is managed and cost of registration in the long run.

- Look on how you REALLY manage your business (one business, 5 businesses, etc.) – at the HIGHEST level possible. (how you do long range planning, setting goals, reviewing progress toward goals – do you do that as a corporation – or a large segment of the corporation)
- Consider what products you want to register. Take into account what your customers are requiring, where you are in the life cycle of those products, would it offer you a competitive edge.

How did you measure the effectiveness of this method?
Receipt of the registration and reduction in costs over former landscape.