

Case Study: Managing rapid growth of a small business with a QMS

Introduction

EmeSec Incorporated (“EmeSec”) is a small, service-disabled veteran owned, woman owned, 8(a) consulting company providing professional services in information assurance and security. The company’s efforts allow its clients to more effectively manage their day-to-day information security practices.

EmeSec has experienced a rapid growth rate of over 400% since its incorporation in 2003. In 2007, the company’s work transitioned to multi-year contracts. Their contract awards range in size from \$22,000 to over \$7.5 million.

Pursuing ISO 9001 certification

As the company grew, Maria Horton, CEO and President of EmeSec, realized that its growth would be best managed through quality.

“ISO 9001:2000 certification serves as a foundation for corporate growth,” said Ms. Horton. “Without a corporate quality process, all of our procedures would be too wieldy and too difficult to ensure distinction and success.”

EmeSec began its pursuit of ISO 9001 certification in late 2007. As a provider of professional services, they quickly implemented the ISO 9001 standard within their Quality Management System (QMS) to serve as both a standard and a measure of activities to be accomplished.

“Developing the QMS early, as a rapidly growing service organization, has been helpful in identifying key management indicators [metrics] and in reducing risk as the company takes on more multi-year and complex tasks,” said Ms. Horton.

At EmeSec, quality is used and given thought - it is not just an “add-on” paperwork drill to maintain the certification.

- Maria Horton, EmeSec CEO/President

A foundation for success

The EmeSec QMS has served as a foundation for exploring all of the company’s processes. EmeSec has used ISO 9001 to review Human Resources issues, including the recruiting, interviewing, and staffing



process. EmeSec has also used the QMS tenets to focus on the proposal response and subcontracting processes, resulting in the ability to identify, manage, and accomplish key deliverables with greater efficiency and effectiveness. “Our staff is now focused on measurable performance and consistent outcomes,” said Ms. Horton.

ISO 9001:2000 has also impacted EmeSec’s strategy toward revenue growth. The standard helped the company to better define their corporate vision, and manage the QMS so its processes would be proportionate to the company’s size. They use the QMS in daily operations, and hold valuable monthly meetings to evaluate quality performance. “This alone assists our company to demonstrate its value to our customers,” said the EmeSec CEO. “When we discuss quality with our customers, they know that we have the key elements of risk addressed for us and for them.”

Working with Intertek

“The initial ISO 9001 certification process requires a registrar that understands your corporate vision and goals. Intertek did that, especially in accommodating our need to have efficient and integrated processes,” said Ms. Horton.

EmeSec has opted for a semi-annual surveillance schedule: Intertek performs an audit every six months to ensure their system’s ongoing conformity. Ms. Horton commented, “It’s a very good partnership. We actually look forward to Intertek’s visits as an aid to our success. They help us ensure that our processes adapt to our growth.”

To learn more about management systems certification from Intertek, or to begin your project right away, call **1-800-967-5352** or e-mail **icenter@intertek.com**.