



Implementation of a quality manual - Case Rightware Oy

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Tämän opinnäytetyön tarkoituksena oli laatia SFS-EN ISO 9001:2015 standardin mukainen laatukäsikirja teknonologiayritys Rightware Oy:lle. Laatukäsikirjan on tarkoitus toimia oppaana taloustiimille päivittäisessä toiminnassa sekä tehostaa ja yhtenäistää työn laatua eri työryhmien välillä. Laatukäsikirja luotiin yhdessä taloustiimin kanssa parantamaan organisaation kontekstia, tunnistamaan prosesseja ja niiden vuorovaikutusta.

Opinnäyttyössä käytettiin laadullisia tutkimusmenetelmiä ja palautetta käsiteltiin yhdessä työpajoissa. Laatukäsikirjan työskentelyn aikana havaittiin, että henkilöstölle annetut ohjeet taloustiimin ylläpitämistä ohjelmista olivat puutteellisia ja vaikeasti lähestyttäviä. Opinnäyttyössä selvitetään, miten tiimi työskenteli laatukäsikirjan kanssa ja otettiin käyttöön yritykselle. Laatukäsikirjaa voidaan käyttää oppaana ja sitä jatkuvasti päivittämällä yritys pystyy tarjoamaan laadukkaita palveluita kaikkina aikoina.

Tämän opinnäytetyön päätulos oli, että laajasta ja yksityiskohtaisesta prosessikuvauskirjastosta on suuri hyöty henkilöstölle. Sen avulla käyttöohjeet voidaan tarkistaa nopeasti ja luotettavasti. Henkilökuntaa opastetaan ja ohjeet voidaan päivittää suoraan kirjastoon. Prosessikirjastoa voidaan käyttää myös uusien ihmisten perehdyttämiseen: työtehtävien läpikäynti prosessikuvausten avulla auttaa esimerkiksi kesäharjoittelijaa hahmottamaan kokonaiskuvan omaan työhönsä liittyvästä toiminnasta.

Laatukäsikirja vastasi hankkeen alkuperäistä tarkoitusta: siinä kuvattiin organisaation päätoiminta-alueet eli ydinprosessit. Se loi pohjan taloustiimille, jonka päälle se voi tulevaisuudessa alkaa rakentaa kattavaa prosessikuvaussarjaa. Lisäykset ja muutokset on helppo liittää laatukäsikirjaan, koska se toimitettiin avoimena Word-tiedostona. Yhtiö aikoo jatkossa laajentaa ja jalostaa prosessikuvaauksia. Tavoitteena on kuitenkin, että tiimillä on kattava kirjasto, joka avaa tietoa organisaation ydinprosesseista aina toimintaohjeisiin asti.

Opinnäytetyön liitteet luokitellaan valtion toiminnan julkisuudesta annetun lain 621/1999 24 §:n mukaan, 17 liike- tai ammattisalaisuuksia sisältävät asiakirjat.

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Abstract

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The purpose of this thesis was to prepare a quality manual for a technology company Rightware Oy in accordance with SFS-EN ISO 9001:2015 standard. The quality manual is supposed to work as a guide in day-to-day operations to financial team and to enhance and standardize work quality between different working groups. Quality manual was created together with the finance team to improve context of the organisation, identify processes and how they interact.

Qualitative research methods were used in the thesis and the feedback was discussed together in workshops. During the work of the quality manual, it was found that the instructions given to employees about the programs maintained by the financial team were incomplete and difficult to approach. The thesis will clarify how the team worked with quality manual and implemented it to the company. Quality manual can be used as a guide and by updating it continually the company manages to provide quality services at all times.

The main result of this thesis was that the extensive and detailed library of process descriptions are great benefit to staff. It allows operating instructions to be reviewed quickly and reliably. Staff are instructed and the instructions could be updated directly in the library. The process library can also be used to familiarize new people: going through work tasks with process descriptions helps, for example, a summer intern to perceive the overall picture of the operation related to his or her own work.

The quality manual became in line with the original purpose of the project: it described the organization the main areas of activity, ie core processes. It laid the foundation for the finance team on top of which it can start building a comprehensive set of process descriptions in the future. Additions and changes are easily attached to the quality manual as it was provided as an open Word file. The company intends to expand and refine the process descriptions in the future. The aim is to that, after all, the team has a comprehensive library to open information from the organization's core processes all the way to operational guidelines.

Attachments of the thesis will be classified by Act on the Openness of Government Activities 621/1999 24§, 17 documents containing information on any business or professional secrets.

Keywords: ISO 9001:2015, Quality Manual

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1 Introduction

The base of this thesis is a quality manual for the company from finance team point of view. I write about working on quality manual and how we implemented it in the company. There was a need for a quality manual in the company, as it gives the benefit to develop and monitor its operations and gives customers a picture of a reliable company. In addition, the quality manual will be helpful for employees already working in the company and to improve and accelerate the adjustment of the new employee to the company's operating methods.

The company needs a quality manual as they do not currently have any kind of written guidance of finance team procedures. All the necessary information on the company's quality management and operating methods will be more readily available, as it will serve as a company orientation guide. The purpose of the quality manual is to become for internal and external use. The quality manual will later be gradually updated together with the employees.

The quality manual was prepared taking into account the requirements of ISO 9001, so that the company could use the quality manual as a basis for ISO 9001, if necessary.

1.1 Rightware

Rightware provides tools and services for development of advanced digital user interfaces. The Kanzi philosophy is based on designer empowerment, prioritizing ease of use, rapid prototyping, workflow efficiency, high performance, and cross-platform support. Rightware's passion is to unleash creativity and to enable fantastic user experiences. As a company combined skills and assets allow to deliver fully integrated HMI solutions, engineering support, and design services for automotive customers across the globe. Rightware headquartered is located in Finland with a presence in the United States, United Kingdom, Germany, France, Italy, China, South Korea, and Japan. Trusted by over 40 car brands, Rightware on track to powering the user experience in over 20 million cars by 2022. (Rightware 2019)

Rightware introduced Kanzi One at IAA Mobility 2021, the first and only automotive HMI toolchain to be fully compatible with Android. Delivering industry-leading 3D graphics, Kanzi One empowers automakers to create the ultimate user interface (UI) for the advanced intelligent automotive cockpit. It allows car manufacturers to design and develop their own unique signature UI with unprecedented speed and agility, ensuring each brand will stand out. (Rightware 2021)



Figure 1: All-in-One Automotive HMI Tool for the Advanced Intelligent Cockpit (Rightware 2021)

1.2 Background and objectives

I have been working as a financial assistant for the company since May 2020. An idea for the thesis developed as finance team was making a quality manual in spring of 2021.

There is no specific formula for the quality manual, but it is based on an overview of the operation in the form of process. Also included descriptions of the responsibilities, tasks and risk management of the financial team. The quality manual can be used as a tool to perform the work of management and employees, and to speed up and facilitate the induction of new employees.

The quality manual is a handbook based on the company's operations and can also be called an operations handbook. Its purpose is to tell you everything relevant about the company in question, such as descriptions of the scope of the quality manual, procedures and descriptions of interactions between processes. The quality manual is always based on the company's own needs. It benefits both employees and those outside the work community. The quality manual may be intended specifically for the introduction of employees or, in particular, to familiarize customers with the activities.

Finance team started gathering background material and shared foundings in weekly workshops. Qualitative research methods were used in the thesis and the feedback was discussed together in the workshops. The implementation of the thesis will result in a preliminary quality manual, which will be developed and updated as necessary and at least annually.

2 SFS-EN ISO 9001:2015 Standard

ISO is an international standardization organization with about 160 national members standardization organization from large and small industrialized countries, developing countries and countries with economies in transition from all over the world. More than 18,000 ISO standards provide business, government and society with practical tools for all three aspects of sustainable development: the economy, the environment and society. (ISO 2021)

ISO standards provide solutions for almost all sectors of activity: they are useful in areas such as agriculture, mechanical engineering, industrial production, distribution, transport, healthcare equipment, information and communication technologies, environmental protection, energy management, quality management, conformity assessment and services. (ISO 2021)

Standards are developed by experts in these fields, and proposals for standards come directly from industry, technology and business in the user community. Other parties with the necessary knowledge may also be involved in the development of standards, such as government agencies, testing laboratories, consumer organizations, and universities representatives as well as international authorities and various organizations. (ISO 2021)

2.1 History

Standards are the creation of common practices. They are designed to make everyday life easier for public authorities, industry and consumers: to increase product compatibility and safety, to protect consumers and the environment, and to facilitate domestic and international trade. (ISO 1997)

Commonly agreed concepts and definitions streamline operations, speed up work, reduce errors and misconduct, and help achieve better practical results. Thanks to standards, products, services and methods are suitable for the use and the conditions for which they are intended. (ISO 1997)

The standards are grouped according to the International Classification of Standards (ICS). Standards are usually developed in European or international cooperation and established as EN, ISO or IEC standards. Each member state further establishes the standards in its own country and assigns a national symbol to the standard. In Finland, the symbol is SFS. (ISO 1997).

The combination of letters at the beginning of the logo (such as SFS, EN or ISO) therefore indicates the organization in which the text of the standard has been prepared. If there are several letter combinations, the standard is valid in all member countries of the organization. (ISO 1997).

The conference of national standardizing organizations which established ISO took place in London from 14 to 26 October, 1946. ISO was born from the union of two organizations. One was the ISA (International Federation of the National Standardizing Associations), established in New York in 1926, and administered from Switzerland. The other was the UNSCC (United Nations Standards Coordinating Committee), established only in 1944, and administered in London. (ISO 1997)

The very first ISO standard, called ISO/R 1:1951 and it was first published in 1951 to set a standard reference temperature for industrial length measurements. (ISO 1997)

2.2 Purpose of the standard

In order to be certified the ISO 9001 standard, company must follow the requirements set in the ISO 9001 Standard. The standard is used by organizations to demonstrate their ability to consistently provide products and services and regulatory requirements and to demonstrate continuous improvement. (The 9000 Store 2021)

ISO 9001 therefore does not require any specific quality but rather obliges organizations to draw up a plan for improving quality. This is because the standard has been made to suit both companies and non-profit associations. The quality system always looks like the company itself, and exact requirements may not be suitable for all areas of business. (The 9000 Store 2021)

The goal of the ISO 9001 quality management standard is to continuously improve the company's operations and increase customer satisfaction. It provides a framework for quality management. ISO 9001 is the most internationally known and widely used quality management standard. The standard enables companies to better serve their customers and ensure that products and services always meet the requirements of both customers and authorities. (The 9000 Store 2021)

The infrastructure of ISO 9001 includes management responsibility, resource and process management, and continuous measurement, analysis and improvement - including audits, process control and continuous improvement. (The 9000 Store 2021)

The standard was revised in 2015. The reform is based on changes in society and its needs. ISO 9001 was originally developed for the needs of the manufacturing and industrial sectors. Today, the operating environment is quite different, as are the operating methods and practices of organizations. (The 9000 Store 2021)

The approach of the revised standard is now risk-based. The "management representative" mindset disappears altogether. Knowledge is an important and manageable resource. By simplifying the concepts and vocabulary, ISO 9001 was also intended to be a standard applicable

to all other industries and organizations of all sizes, such as the service industries. (The 9000 Store 2021)

The economic benefits of SFS-EN ISO 9001:2015 are securing cost savings and additional revenue. (Advisera 2015) There's also benefits that helps to engage with the market:

Improve image and credibility: When customers see that company are certified by a recognized certification body, they will understand that they have implemented a system that is focused on customer requirements and improvement. This improves customers trust that company is able deliver what they have promised, it will help get new clients.

Improve customer satisfaction: One of the key principles of the ISO 9001 Quality manual is the focus on improving customer satisfaction by identifying and connecting with customer requirements and needs. By improving satisfaction, you improve repeat customer business.

Fully integrated processes: By using the process approach of ISO 9001, companies not only look at the individual processes in your organization, but also at the interactions of those processes. By doing this, you can more easily find areas for improvement and resource savings within your organization.

Use evidence-based decision making: Ensuring that you are making decisions based on good evidence is a key to the success of an ISO 9001 Quality manual. By ensuring that your decisions are based on good evidence, you can better target resources to the best effect to correct problems and improve your organizational efficiency and effectiveness.

Create a culture of continual improvement: With continual improvement as the main output of the Quality manual, you can attain ever-increasing gains in savings of time, money, and other resources. By making this the culture of your company, you can focus your work leader force on improving the processes they are directly responsible for.

Engage your people: The employees working within a process to help find the best solutions for improving that process. By focusing your workforce on not only managing, but also improving the processes, employees will be more engaged in the outcome of the organization.

2.3 Requirements of the standard

The structure of the SFS-EN ISO 9001:2015 standard is split into 10 clauses. The first three are introductory, while the last seven contain the requirements for the Quality Management System against which a company can be certified. (Advisera 2015)

Here is what the seven main clauses are about:

Clause 4: Context of the organization - This section talks about requirements for understanding your organization in order to implement a Quality manual. It includes the requirements for identifying internal and external issues, identifying interested parties and their expectations, defining the scope of the Quality manual, and identifying your processes and how they interact. Expectations of interested parties include regulatory requirements as well.

Clause 5: Leadership - The leadership requirements cover the need for top management to be instrumental in the implementation of the Quality manual. Top management needs to demonstrate commitment to the Quality manual by ensuring customer focus, defining and communicating the quality policy, and assigning roles and responsibilities throughout the organization.

Clause 6: Planning - Top management must also plan for the ongoing function of the Quality manual. Risks and opportunities of the Quality manual in the organization need to be assessed, and quality objectives for improvement need to be identified and plans made to accomplish these objectives.

Clause 7: Support - The support section deals with the management of all resources for the Quality manual, covering the necessity to control all resources, including human resources, buildings and infrastructure, the working environment, monitoring and measurement resources, and organizational knowledge. The section also includes requirements around competence, awareness, communication, and controlling documented information (the documents and records required for your processes).

Clause 8: Operation - The operation requirements deal with all aspects of the planning and creation of the product or service. This section includes requirements on planning, product requirements review, design, controlling external providers, creating and releasing the product or service, and controlling nonconforming process outputs.

Clause 9: Performance evaluation - This section includes the requirements needed to make sure that you can monitor whether your Quality manual is functioning well. It includes monitoring and measuring your processes, assessing customer satisfaction, internal audits, and ongoing management review of the Quality manual.

Clause 10: Improvement - This last section includes the requirements needed to make your Quality manual better over time. This includes the need to assess process nonconformity and taking corrective actions for processes.

These sections are based on the Plan-Do-Check-Act cycle, which uses these elements to implement change within the processes of the organization in order to drive and maintain improvements within the processes.

2.4 Plan-Do-Check-Act

The PDCA Cycle provides a simple and effective approach for solving problems and managing change. It enables businesses to develop cases about what needs to change, test hypotheses in a continuous feedback and gain valuable learning and knowledge. It promotes testing improvements on a small scale before updating company-wide procedures and work methods. (Skhmot 2017) The PDCA cycle consists of four components:

Plan: Identify the problem at hand. Collect all relevant data and analyze. Understand the root cause and lay out hypothesis (Johnson 2002, 120). The planning stage is a three-step progress. 1. the problem needs to be identified. 2. the problem should be analyzed carefully. This can be done by asking: What is the information needed to solve the problem? What data do we have, what do we need? (Skhmot 2017)

Do: Develop and implement the planned hypotheses. The implementation should be measurable. Test the solution and measure results reliably. (Johnson 2002, 120) In some cases, it is wise to implement the plan on small-scale and implement fully once initial results have been analyzed. In this step, measurement is key. (Skhmot 2017)

Check: Analyze results by comparing the data and results. Decide on if hypothesis is supported by the results (Johnson 2002, 120). Results should be identified. Questions to consider during this step are: Did the action achieve desired results? What did we learn? Is another test necessary. (Skhmot 2017)

Act: Document results, make suggestions and inform about process changes for the next cycle. If solution was successful, implement it. Use results of cycle to plan and identify problems and repeat cycle (Johnson 2002, 120). This phase of the cycle is where the hypothesis is implemented, or the cycle should be repeated. Use all the data and make improvements by starting another cycle based on the results. (Skhmot 2017)

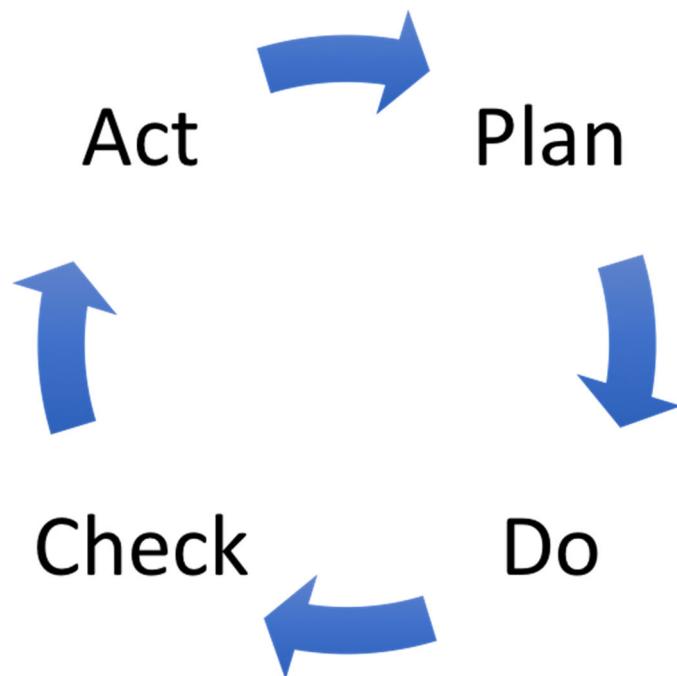


Figure 2: PDCA Cycle (Skhmot 2017)

Design includes everything from setting up a quality management system to development. When the system is in use development of the site should be continued continuously to have results. Organizations often evolve over time, so it's important to continue improving to keep up with changing circumstances and develop the original plan. One of the key components and tools of ISO 9001: 2015 is the Design-Do-Check-Action cycle. shown in Figure 1. As a cycle, it is meant to be repeated over and over again so that the organization develops systematically.

3 Research method

Purpose of the thesis was to prepare quality manual to the company and review used working methods as a team and the implementation to external and internal users. Production of the quality manual was a project with a schedule, people in charge and goals. The quality project starts with noticing the need for quality development in the organization. For example, we wanted to increase the efficiency of operations. As a whole, a quality project includes a lot of familiarization with the topic throughout its life cycle, but especially in the early stages it is worth taking a lot of information about the topic.

The systematic development of working life consists of both research and development activities. Both of these are systematic activities to increase information and use data to find new applications. Research and development activities include basic research, applied research

and development work. Typical of the research development of working life is the aim for change, pragility, participation and interactivity of the work community. (Heikkilä ym. 2008, 18–23; Seppänen-Järvelä 2009, 21–29; Toikko & Rantanen 2009, 21–23.)

The stages of the development process are described in slightly different ways, although at least the brainstorming, planning and implementation phases and project closing and evaluation can most commonly be distinguished. (Heikkilä ym. 2008, 26, 58; Toikko & Rantanen 2009, 64.)

The stages of the development process according to the constructivist model are the starting, design, pre-work, machining, checking and finishing phases. During the start-up phase, the idea of a development project will be created and the need for development will become concrete. (Salonen 2013, 17–19.)

Collection of material was started by recording the agreed working methods and instructions. Gathering the work practices was continued by observing users, discussing with employees and external accounting company. Final phases and implementations were done in weekly workshops together with all members of finance team. Results were published in company's electronic intranet and presented as easy access to all employees. Instructions and working methods that were related to external accounting company were shared in email and finance team requested feedback or questions related to discussed topics.

The planning phase is seen as the most important stage for the success of the development project. The written development plan shall specify other objectives, operating environment, actors and research and development methods. It is advisable to make the plan as accurately as possible, although it is likely that the plans will become more precise during the development work. (Salonen 2013, 17.)

The machining phase is the longest and also an important stage in the development project. The development of the implementation phase is concrete work aimed to achieve the objectives set. Interaction and its documentation in different working groups is an essential part of development work. (Toikko & Rantanen 2009, 59–60; Salonen 2013, 18.)

The review phase, i.e. the evaluation phase, may be an independent step in the development project's the achievement of the targets. The assessment usually includes: especially in long-term development projects, at all stages, when the evaluation progress of the process, staying in line with objectives and operating methods. The evaluation may be carried out both internally and externally. It is important to hear the assessment of the development project by all participants in the project, as there are different expectations for development. Discussing the expectations of participants is a prerequisite for finding a common understanding and, with it, for change. (Heikkilä ym. 2008, 88; Toikko & Rantanen 2009, 61; Salonen 2013, 18.)

The final stage of the development project is the dissemination of results, which can be also designated as rooting or practical exports. Development projects long-term effectiveness, it is important to have the results achieved put to practical work. Dissemination and practical export of results may be promote, for example the modelling of working methods. (Toikko & Rantanen 2009, 62.)

The method of work and data collection was the implementation of workshops and participatory observation. Participatory observation was carried out in the workshops and material was collected during the workshop.

A group interview saves the researcher's time and effort, as the interviews are obtained in one time. The effects of the group situation are included in the group interview. Group dynamics have their own effect. The group interview provides information about the phenomenon, if any, of the members have been involved in the phenomenon. A group interview can provide better information about how phenomena are handled in a group. (Kananen 2009, 65-66.)

3.1 Research development process

In the process of compiling the quality manual, the most laborious and time-consuming part was the background work. Background work continued throughout the process and it helped to bring together the necessary information for the manual.

The description of the processes is worth starting with a process map describing the core processes of the organization. You can then move on to process descriptions and diagrams that explain individual processes in more detail. Finally, the work done is evaluated and a decision is made on how to proceed. An evaluation should be done through the project to know if you are going in the right direction. Open discussion is essential.

Those who embark on a development project should prepare for long meetings and an in-depth discussion about the purpose and strategy of the organization's existence. Quality Manual completion after that, the organization must continue to develop the quality management system, among other work, to achieve real benefits.

The quality manual process was started by placing the headers. The content importance of the titles were considered together and also updated during the process. Content of quality management system, responsibilities, resource management and quality objectives were considered together with the team and updated to company's instructions. The main suggestions for corrections focused on the spelling and grammar of the text and the appearance.

Quality manual helps organizations both to improve the quality of their operations and to demonstrate good quality management. It also increases good customer feedback.

According to end users Quality manual helps to integrate quality management into strategy and operational planning, increase management engagement, encourage staff to participate in quality development, improve competitiveness by developing resource efficiency and cutting costs, to produce products and services that meet customer requirements, improve customer satisfaction and increase operational reliability.

A quality management system that takes into account the operating environment, is linked to the strategy and is supported by management, brings many benefits to your organization. With a quality management system, top management can optimize the use of an organization's resources and consider the consequences of its decisions in both the short and long term. (American Society for Quality 2021)

With the goal of building, maintaining and developing a quality management system, the ISO 9001 standard provides a well-known and widely used frame of reference. Applying the standard increases confidence in the quality of the product and service and in meeting customer expectations. Customer satisfaction is achieved and maintained through quality management system processes that provide quality services and products to customers. (ISO 2015)

Participants in development projects are usually enthusiastic and motivated project work at the beginning of the project, but maintaining enthusiasm and motivation also as the project progresses is essential. Maintaining motivation and commitment acceptance and understanding of the objectives of the development project add to the project. The role of the project leader is to inspire and involve the project actors development work. This task is best achieved when the project leader himself is enthusiastic and believes in the success of the development work.

The manager of a typical project would consider the task well done if the project finished on time, according to its specified performance and within its budgeted cost. These three objectives (time, performance and cost) are the traditional parameters for measuring project success or failure. (Lock 2013, 19.)

3.2 Implementation phase

Manuals main task is to provide the users with information on how the tasks should be done with the help of text, pictures, videos, or other necessary means to communicate the objective of each task in the manual. The manuals do not need to have all the details on how a certain task should be done, but it should be detailed enough so the user will be able to perform the task correctly and efficiently. (Kauppinen et al. 2006, 103.)

From the point of view of quality standards, the most important thing in the quality manual is the description, evaluation and development of business processes. The process essentially

involves its repetition, whereas, for example, a project is a one-off event, which can be implemented according to some process. The process is workable, if any the result is desired and the customer of the process is satisfied with the result. Performance is also measured by comparing the cost of the process to the benefits.

There is no ready-made guide to the quality manual, each organization builds its own. The quality manual is therefore based on the organisation's own needs, and its content and structure must therefore be adapted as far as possible to serve them.

The ISO 9001 standard requires an enterprise to draw up and maintain a quality manual. The Quality Manual is a company-specific document consisting of guidelines describing the company's operations. The purpose is to describe the company's internal policies, exceptional situation guidelines, responsibilities and responsible persons so that they meet the requirements set. The quality manual should find all matters related to the company's operations. It shows the way in which a company operates, the company's quality policy and quality objectives for products and services. Updating the manual and maintaining the contents is important, as changes in the company affect the policies and standards recorded in the quality manual.

The quality manual does not need to be in book or file format, as long as the documentation can be printed if necessary. When building a quality manual, the starting point is the company's own needs. The content and structure must be adapted as well as possible to serve these needs. (Lecklin 2006, 31.)

The manual should keep the interest of the readers and explain the things lucidly and guide the reader quickly and effortlessly to find the correct information. A great way to keep readers interested is to write the manual in a way that it is simple and as appealing as possible to read, in addition the benefits of reading the manual should be made very clear.

Quality manual helps to understand the operation of the organization as a whole, describe the issues that are important for control clearly and concisely. Does not contain precise work or procedure instructions. Always leaves things that are constantly changing in the references. Serves as a practical tool for induction and work and also serves as an aid in customer work. And to increase confidence in the organization's operations.

The manual was made in a Word file format from which it can be easily edited, shared and printed. Company added parts the handbook to their workspace and to other presentation materials. The content of the quality manual consists of a quality policy which also serves as an introduction to the quality manual, process map and descriptions of the main core processes. Folder structure in the intra is very clear and carefully divided to make it as clear to read.

The process descriptions described the success factors and purpose of the process as well their requirements. In addition, the process descriptions mentioned how each process can be measured and its success evaluated. The descriptions described the resources and people in charge of the process, as well as the means to guide and develop the process. The sub- and support processes for the core processes were mentioned by name. This makes it easy to complete the quality manual when the topics are at the title level already ready.

It was initially decided to describe the processes according to the so-called swimming track model (Figure 2). Swimming pattern the left-hand column indicates the participants in the process, while the right-hand column indicates process steps. Each stage should be placed on the “swimming course” of the operator that stage applies.

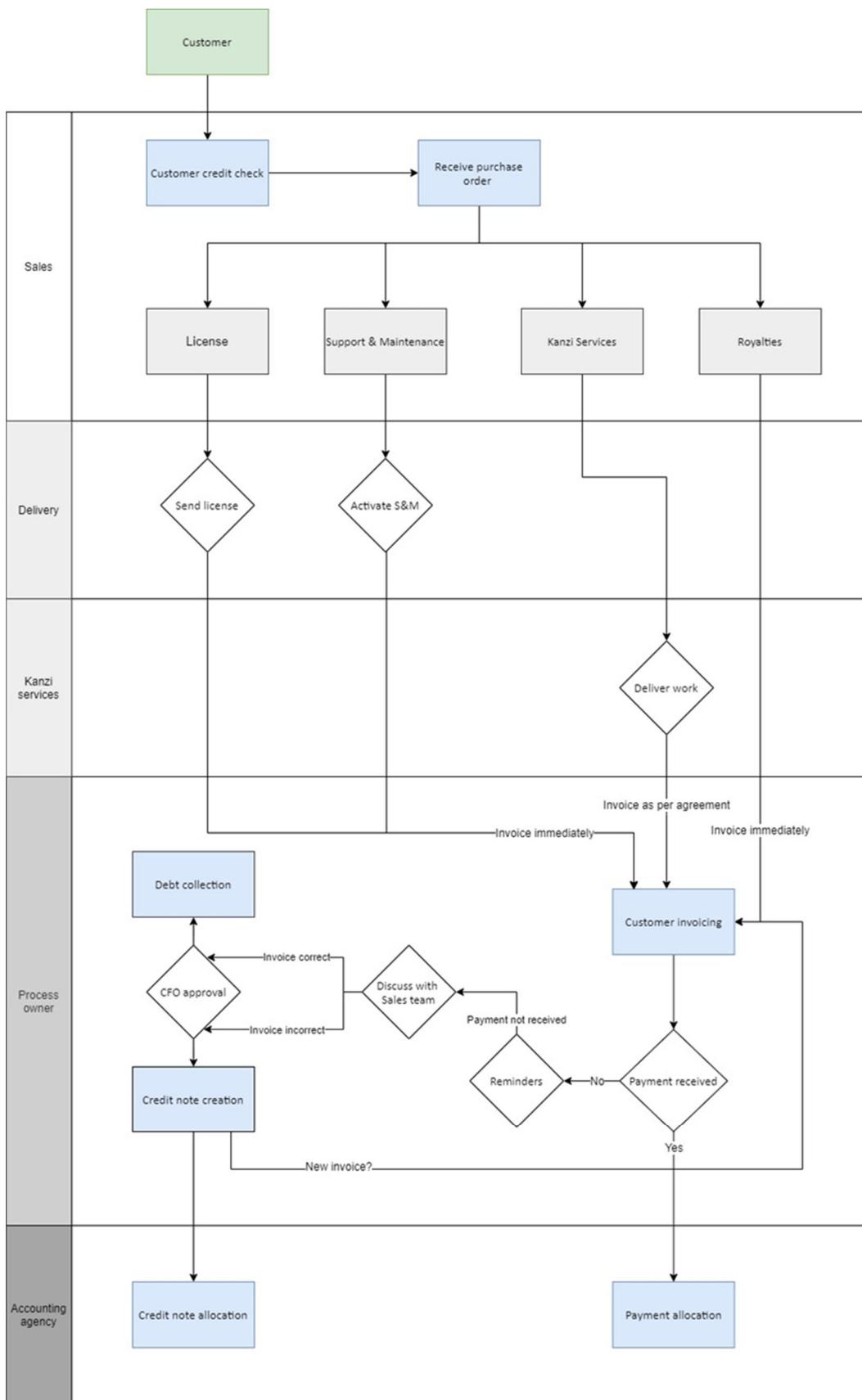


Figure 3: Accounts receivable process chart

4 Quality manual

A good quality manual helps to understand the organization's operations as a whole and includes operational wisdom (learning). The quality manual serves the practical as an aid in familiarising with the activities and carrying out the work. (Lecklin 2006, 32.) For this purpose, the quality manual shall be up-to-date and adaptable to development. The content inspection and update must take place at regular intervals. The intention is that the quality manual does not need to be updated very often. (Lecklin 2006, 32.)

A quality management system refers to systematic measures by which an organization is guided and taken forward in qualitative matters. (Lecklin 2006, 29.) There is no actual standard guideline for the structure of an ISO non-standardized Quality manual, documenting the system in a way that suits the needs of the organization is the only guideline. The standard requires a documented and maintained quality manual as part of it. (Lecklin 2006, 32.)

4.1 Contents of the manual

When preparing a quality manual, the most important starting point is the company's own need to meet the content and structure of the quality manual are adapted. Each quality manual looks like a company. The quality manual can be in book, folder or electronic form. A good quality manual helps to understand the company's operations and is helpful in induction and in the work itself. Things described concisely and clearly. It must be possible to update the quality manual if necessary and the version is numbered according to the updates. (Lecklin 2006, 31-32.)

Lenght of the quality manual for company is 167 pages. The quality manual consists fifteen main chapters: Finance team roles and responsibilities, Accounts Receivable, Accounts Payables, Travel and cost reimbursements, Accounting and Reporting Systems, Group Monthly Closing, Group Monthly Reporting, Group Financial Statements and Audit, Revenue Recognition Policy, Accounting Standards in Finland, Accounting dimensions, Taxes, Tax audits, Forecast and Target Setting, and finally Appendices.

Description of the activity provides an aggregated account of the services provided by the company. Services are divided into processes that are core processes. Core processes are external processes that serve the customer. In addition to core processes, support processes are discussed. They support the organisation's operations and create the conditions for the success of core processes. (Lecklin 2006, 130.) These include accounting and instructions for the operations of the financial statements, related to the use of financial management software instructions and mapping of data retrieval pathways.

A good quality manual is well sectioned and done clearly. It describes things concisely and shortly, and not too complicated. If the quality manual contains too much detail it will be much more challenging and frustrating to understand, too much attention shouldn't be paid to details. The quality manual is not intended to be updated frequently, because of this often changing instructions and routines are not described further. It is meant to be understood organizational activities, as well as related learning. (Lecklin 2006, 32-33.)

The first pages of quality manual describe which are the company's products or services and what are the company's most important processes and also who is responsible or accountable of the process. All main chapters include purpose, process chart, roles, policy and quality criteria. Chapters were built to described the success factors of the process and how each process can be measured and its success evaluated. Process chart and roles described the resources and people in charge of the process, as well as the means to guide and develop the process.

The success of the quality manual process can be measured, for example, in the case of corrections and requests for clarification the amount spent on the process, the profitability of the financial team, satisfaction and the well-being of the staff. Maintaining staff skills and keeping up to date with ongoing legislative changes is a key resource in carrying out the process.

4.2 Achievement of objectives

The aim of development project was to start systematic quality management and, as development tasks, to clarify the service needs, updating the task description, documenting values, and drafting a process description. Objective of the quality manual to clarify the company's operations and activities, facilitation of induction and ensuring high-quality operation.

An essential part of the quality manual is to guarantee the quality of the service provided by the company. This is achieved by assessing the level of service provided. It is necessary to monitor whether the set quality objectives have been reached. If the goals have not been achieved, it is essential to find out why not. The quality manual must record which indicators are used and how to monitor what has been achieved in the matter of quality. It is essential to define the target level for the indicators and how often and on what occasions the results will be processed. Improvements are being made to the existing quality manual on the basis of the measurement results obtained. Based on the results, the following changes and possible new qualitative targets must also be planned. In addition, the results obtained are properly documented and maintained. (SFS-EN ISO 9001:2015, 26-27.)

I believe that, as far as the quality manual is concerned, I achieved both my own and the principal's objectives. I believe the quality manual is enough clear and easy to use so that

employees can rely on it even in the middle of a busier day at work. Process diagrams are used to help company's current orientation process better and easier. Feedback on the instructions has been good and especially the work between the financial team and other teams has been easier due to described processes.

From my point of view, the benefits were familiarisation with the new matter, development, material handling and summaries, as well as reasoning work. By internalizing the above perspectives it prepares for the challenges of working life. All of these need to be managed in working life, especially knowledge-retrieval skills, which are good to manage and need in daily basis.

4.3 Evolution

The ultimate goal of the quality management system is to improve quality as well as continuously effort to develop the company's operations. The company's operations must satisfy both the customer that the service provider's qualitative objectives from the perspective of both parties. Also improve the profitability of the company's business. (SFS-EN ISO 9001:2015, 29.)

The quality manual must include the required actions to meet customer requirements. The company must also be able to anticipate future needs and expectations for the service. It must have a plan for dealing with these so that it can respond to changes in the situation changed need. Operations must be developed in such a way that they are able to prepare for quality deviations, changes in the demand for the service and other unexpected situations. Responses to these situations can be planned in advance. This minimizes their effects and at the same time seeks to prevent their emergence. (SFS-EN ISO 9001:2015, 30.)

When an anomaly in a company's operations is detected, for example, through indicators of changed customer satisfaction or profitability, there must be a plan for how to respond to the situation. The plan sets out what steps will be taken to remedy the situation. It explains the consequences of deviating, how they are managed and how to minimize their side effects. If an anomaly is detected, it must be assessed whether: deviation as a result of the company's operating model or whether it is a so-called individual case. It is necessary to find out what factors have contributed to the occurrence of the deviation and whether changes need to be made to the operating models so that the same does not happen again. As elsewhere in qualitative management, a plan must be made to deal with the matter. The required measures must be assessed, planned and put into practice. It must be assessed whether the problem has been eliminated and the success of the problem-solving process must be evaluated. (SFS-EN ISO 9001:2015, 30.)

We created the basis of the quality manual in the period of March-June 2021. The development work was started with a meeting, which was continued on a weekly basis. We went through the achievements and developed the ideas continuously.

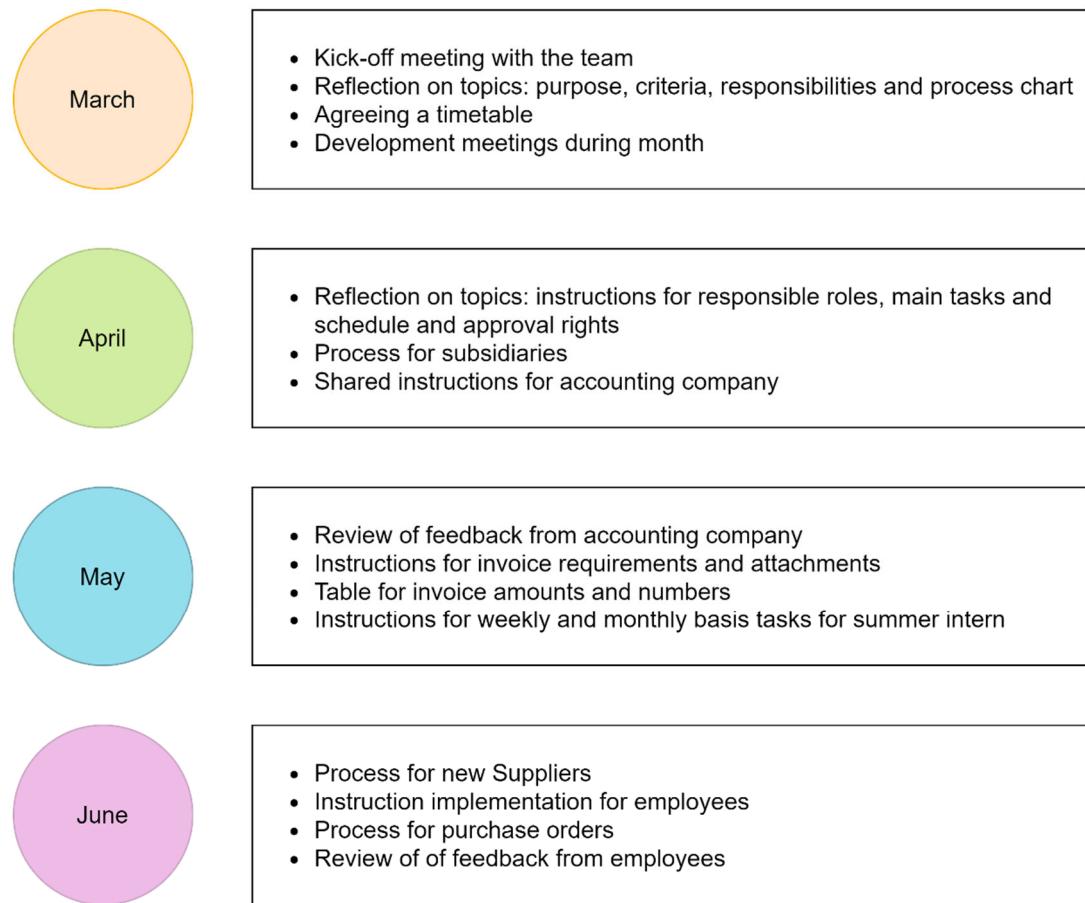


Figure 4: Schedule of meetings

5 Conclusion

The quality manual became in line with the original purpose of the project: it described the organization the main areas of activity, ie core processes of finance team. It laid the foundation for the finance team on top of which it can start building a comprehensive set of process descriptions in the future. Additions and changes are easily attached to the quality manual as it was provided as an open Word file.

The company intends to expand and refine the process descriptions in the future. The aim is to that, after all, the finance team has a comprehensive library to open information from the organization's core processes all the way to operational guidelines. Through the table of content information would be founded easily and quickly.

A clear and accurate preparation and description of the procedures of the quality manual together with the employees and a clear sharing of responsibilities enables the company to the comprehensive utilisation of the work input. By sharing responsibility, it is possible to distribute the workload of employees and administration evenly and so that day-to-day operations run efficiently. With clear policy descriptions of business it is possible to define uniform ways of doing things. When a company has clear ways of actions, employees learn and internalize them, making it possible to achieve the objectives and this improves, for example, the company's profitability and customer satisfaction.

The extensive and detailed library of process descriptions of the future will be great benefit to staff. It allows operating instructions to be reviewed quickly and reliably. Staff are instructed, for example, once a year in handling future events: in the future, the instructions could be updated directly in the library. The process library can also be used to familiarize new people: going through work tasks with process descriptions helps, for example, a summer intern to perceive the overall picture of the operation related to his or her own work. The descriptions also serve as presentation material when you want to tell stakeholders about a process in more detail.

The thesis can be considered successful in all respects, the goal for this thesis was to describe the process of making a quality manual. The quality manual is partly constructed by the author of this work, though building of the quality manual continues. The procedures in the quality manual, have been taken into use. It has improved the quality of the processes and finding right information in time. This project gave me deeper understanding of my job and how each process affects to other processes.

Development proposal for the organization is to conduct a survey of employees who have taken in to use the new guidelines and collect feedback on how the guidelines work. Survey could include questions about the used method or if video instructions would be more desirable. This could help both finance team and end users to find instructions more efficiently, resources and time could be targeted better and the end result of the process is higher quality.

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