

Case Study 1 QM (LRE)

Project Title

Restructuring of the Quality Department – Crisis, Claim, and Change Management at an Automotive Supplier (LRE)

Client Information

Client:	mid-sized automotive supplier
Branche :	Automotive
Additional Company Information:	Company expertise: Cold forming and thread rolling of standard and special screws and bolts
Revenues:	
Number of employees	250

Assignment Details

Initial Situation in the Company:	<ul style="list-style-type: none">• Quality department “without leadership”, “a loose group”• BMW escalation ongoing for over a year with no progress• No effective complaint handling• No structured change management
Core Tasks & Objectives of the Assignment:	<ul style="list-style-type: none">• Restructuring of the quality department• Resolution of the BMW escalation• Introduction of claim management• Introduction of change management
Measures Taken:	<ul style="list-style-type: none">• Implementation of daily complaint tracking, including management involvement to ensure necessary management attention and decision-making support• Close coordination with BMW to identify required actions to end the escalation, including building a trusting and partly personal relationship• A central quality management system existed but was largely unknown or unused at the site; in cooperation with Group Quality Management, processes such as change management were trained and regularly reviewed
Challenges:	<ul style="list-style-type: none">• The Kierspe site had not perceived itself as part of the corporate group; processes were unknown and not practiced. The challenge was to familiarize both site management and “my” department with these processes and enforce them• I still maintain contact with former colleagues and am still asked for advice• The quality department had never been properly managed; during my time, I built a very trusting relationship with my

	employees. The gift basket at the end of the assignment showed me that I had done many things right
Results & Achievements for the Company:	<ul style="list-style-type: none">• Resolution of the escalation with BMW; BMW confirmed a significant improvement in the situation• Reduction in the number of complaints by 30% IATF surveillance audit with only 3 minor non-conformities