

Case Study 2 QM (Thomas Fricke)

Project title

Interim Manager/Senior Quality Manager; Automotive OEM, Tier 1 & 2 supplier in Leverkusen. Operational management of the entire quality department (QM & QS). (Further development of the quality, supplier, complaint, requirements & change management processes);

[End of 2017-2020 with a short break in 2019]

Information about the client

Client (Company name including legal form)	Global automotive supplier group (Holdings & Services GmbH) (23 locations in 12 countries)
Branch of industry (if applicable submarket):	Automotive (brake pads & brake linings, etc.)
Further information about the company:	Leading provider of brake technology (worldwide). (Number one among friction material experts). OE supplier to vehicle and brake manufacturers. Vehicle manufacturers and drivers worldwide rely on our products daily for reliability, compliance, safety, and service.
Sales volume: (approximate figure):	approx. 100 million euros (total 850 million euros)
Number of employees (approx.):	250 (4000 global)

Information about the mandate

Initial situation in the company:	<ul style="list-style-type: none">• Lack of operational management of the entire quality department (18 employees)• Further development of the quality management system (QMS)• Increased number of customer complaints and outstanding actions related to findings from certification audits• Upcoming external customer and conformity audits (OEMs, KBA, Inmetro, etc.)• Lack of effective risk, requirements, and complaint management, including root cause analysis, etc.• Unstructured change and process management• Lack of knowledge regarding the "state of the art" throughout the organization
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<p>Core tasks & objectives of the mandate:</p>	<ul style="list-style-type: none"> • Operational management of the entire quality department • Responsible for the functional areas of Q, QS, QM, manufacturing and supplier quality, incoming goods inspection, physical testing laboratory, metrology, etc. • Development of a risk, product safety, and escalation process • Development and implementation of a change, requirements, and claims management process, including management review • Further development of the quality management system (QMS), including strategy and quality policy • Contact person for certification authorities and organizations • Conducting internal system and process audits • Conducting supplier audits (system, process, and product audits according to VDA 6.3/6.5 as well as AIAG and CQIs) • Leading and moderating P-FMEAs/QVP/APQP teams • Training of internal departments and QM staff, e.g., methods such as 8D, 5 Whys, Ishikawa, FMEA, SPC, etc. • Temporary QM management of the Essen plant from November 2018 to March 2019 (45 employees), due to escalation and lack of leadership
<p>Measures / actions:</p>	<ul style="list-style-type: none"> • Revision of internal processes and process descriptions in collaboration with all process owners and department heads • Implementation of a functioning supplier management, audit, complaint, and conformity management process, including corrective action tracking • Implementation of a standardized risk analysis process (DFMEA & PFMEA) • Internal training of employees on quality, risk, and requirements management • Introduction of a weekly "Gemba Walk" with all managers to address the open issues list
<p>Challenges:</p>	<ul style="list-style-type: none"> • Upcoming completion of all outstanding findings/nonconformities from certification audits (> 3 months) • Outstanding customer complaints (> 3 months) • Motivating all employees, as the site was scheduled to close in 2019 (Closing in 2021) • Lack of awareness regarding quality, conformity, and warranty (lack of employee mindset) • Upcoming surveillance audits regarding IATF 16949 and the legal & regulatory requirements according to ECE R90, as well as product liability & conformity

Results & successes for the company:

- 30% reduction in the complaint rate
- Standardization of business processes
- Reduction in customer complaints (benchmark)
- Successful completion of the certification and KBA audit to monitor compliance with legal, regulatory, and industry-specific requirements in 2018 and 2019
- Successful completion of various customer audits (group benchmark 2018 and 2019) ◇ Customers want to retain the location
- After successfully managing the quality department in Leverkusen, my interim mandate was extended three times.
- Successful completion of the relocation to the Essen plant
- Following the completion of my assignment, I was offered both the Operational Quality Management position at the Essen plant and the Global QMS Management position for the Group, including requirements management (CoP, CR & CSR, and product safety)
- Appointment as Global Quality Management Representative (QMR)
- Appointment as Global CoP & Product Safety Representative
- Manager Global QMS & CSR (2021-2025)