



Akademie

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International Quality Management Qualification for Managers

Reference
project
BMW Group

Why all managers in production at BMW now speak the same “QM language” worldwide

The challenge:

So that its customer, the BMW Group, could achieve quality leadership in the premium segment, the TÜV SÜD Academy provided a comprehensive training program. Management plays a key role in ensuring the company's

quality standards in all production processes worldwide. This is why all managers in German and foreign plants were trained in the subject of quality management. The aim was to improve cross-unit awareness for quality-related issues in production. There was also to be more focus on fault prevention, recognition and rectification and fault-free products and processes were to be ensured with a stable QM system. Managers were to be put in a position of seeing audits as a tool for continuous improvement.

“I realized how quality methods can help me in my everyday management work.”

The main success factors:

- Uniform training basis for all participants, the same quality standards
- Training modified individually in three dimensions: BMW-specific, target group-specific, country-specific
- Large, internationally networked pool of trainers
- High quality of the trainers: only QM experts with many years of automotive, management and training experience
- Train-the-trainer pilot event in every country to ensure uniform standards
- Be global, act local: efficient seminar organization with central control and local processing for smooth implementation worldwide

In other words, the task was to establish a globally consistent basic awareness for QM among managers so that, as multipliers, they can ensure implementation in production and qualify employees to that effect. The company's Zero Defect philosophy can be guaranteed on all levels only with homogeneous QM knowledge and a uniform “QM language” throughout the world. For this project, BMW asked the TÜV SÜD Academy to plan and carry out QM training worldwide. One of the main challenges of this was the global dimension of the project, which required a parallel roll-out of all training courses on four continents.

“The training was a real eye opener.”

Our solution:

“Made to measure in mass production” is the name of the concept with which the TÜV SÜD Academy fulfilled the complex requirements of this training project. Because of the broad spectrum of participants, on the one hand, the training courses had to be individualized for the specific functions and target groups. On the other hand, with consideration of the plant parameters (shutdown times, country-specific public holidays, night shifts, etc.), global implementation had to succeed within a narrow time window.

The training courses were individualized in three dimensions: first of all, the tried and tested quality management training courses of the TÜV SÜD Academy, such as quality management specialist QMS TÜV, Q Methods and Tools, to Six Sigma Champion, Yellow Belt and Green Belt, were tailored especially to the requirements of BMW.

For instance, company-internal documents were integrated and practical exercises were carried out directly on the basis of BMW's own QM system. It was also important that the trainers understood the company and spoke its language – consequently, under the guidance of the TÜV SÜD Academy, they were specifically briefed locally before the program started. Secondly, the training courses were designed differently for different management levels. Although all participants earned

“Excellent competence of the trainers.”

“Now, I can talk completely differently with my

colleagues and auditors.”

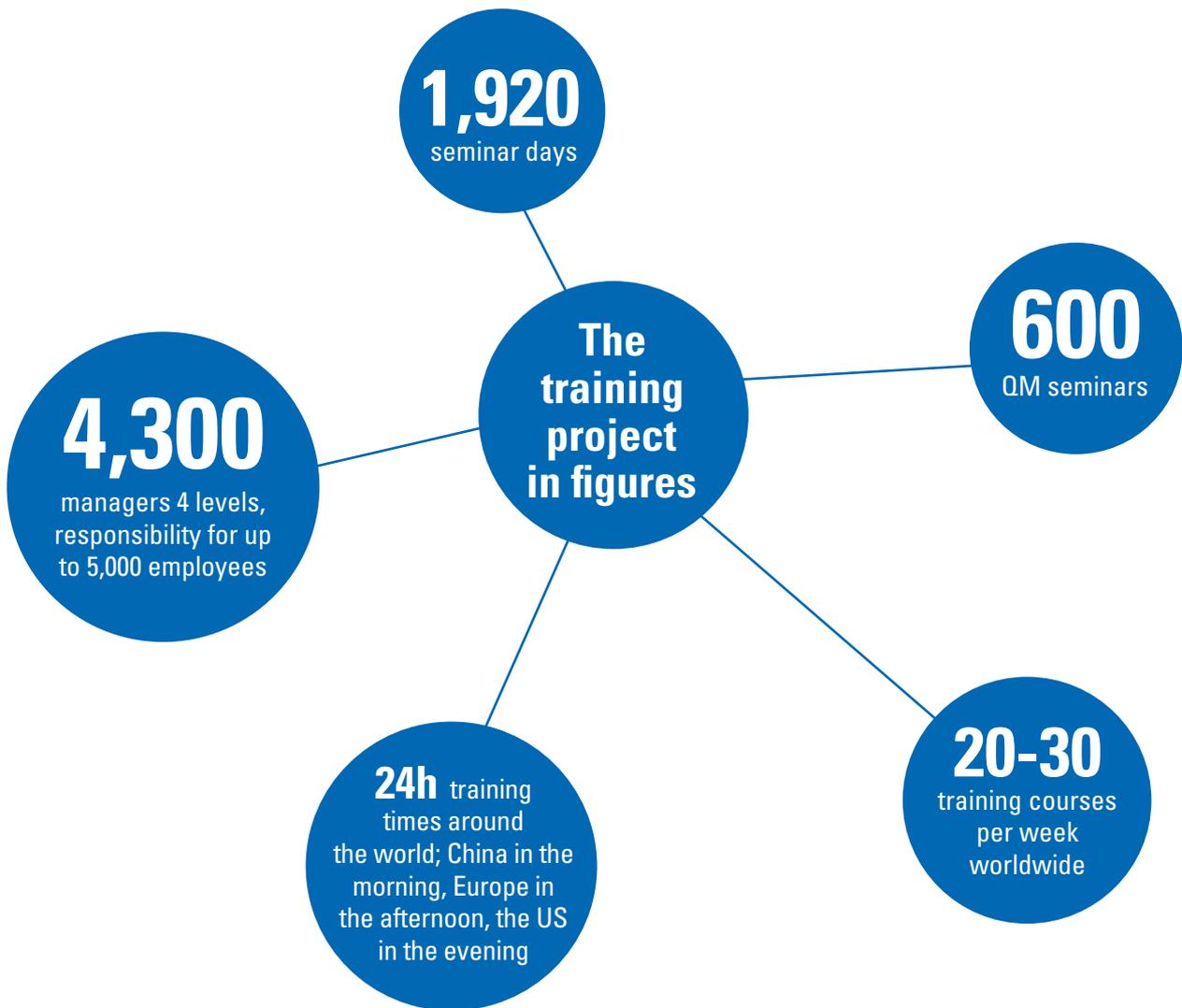
the same basic qualification, the quality tools in production, such as Ishikawa, PDCA, FMEA and statistical interpretations, were adapted for the different areas of responsibility. The fundamentals were also focused more on strategic or operational content, depending on the specific target group.

Thirdly, the training background of employees in Germany, the US, China and Africa is not simply comparable, even if the people work in the same position. Therefore, the TÜV SÜD Academy deployed local trainers from the respective countries, who contributed their specific expertise and could also address cultural aspects.

An international network of highly qualified trainers and closely coordinated local seminar organization ensured that up to 30 training courses could be carried out each week around the world.

» The result:

The project produced some amazing results: more than 4,300 managers worldwide see themselves as QM mentors for their employees and now talk "one language" in terms of quality management. Quality management experts are proactively requested and are better prepared for audits. The more intensive awareness for the QM system helps ensure consistent practical implementation of the zero defect mindset in the company. And, ultimately, every manager is strengthened in their role as a coach to resolve problems and prevent faults. As a result, they can empower their employees to produce excellent high-quality work and, consequently, ensure quality in the long term.



“Very useful for everyday work. A **concentrated**
charge of **QM knowledge** and strong practical relevance.”

Training courses at BMW – round the world

