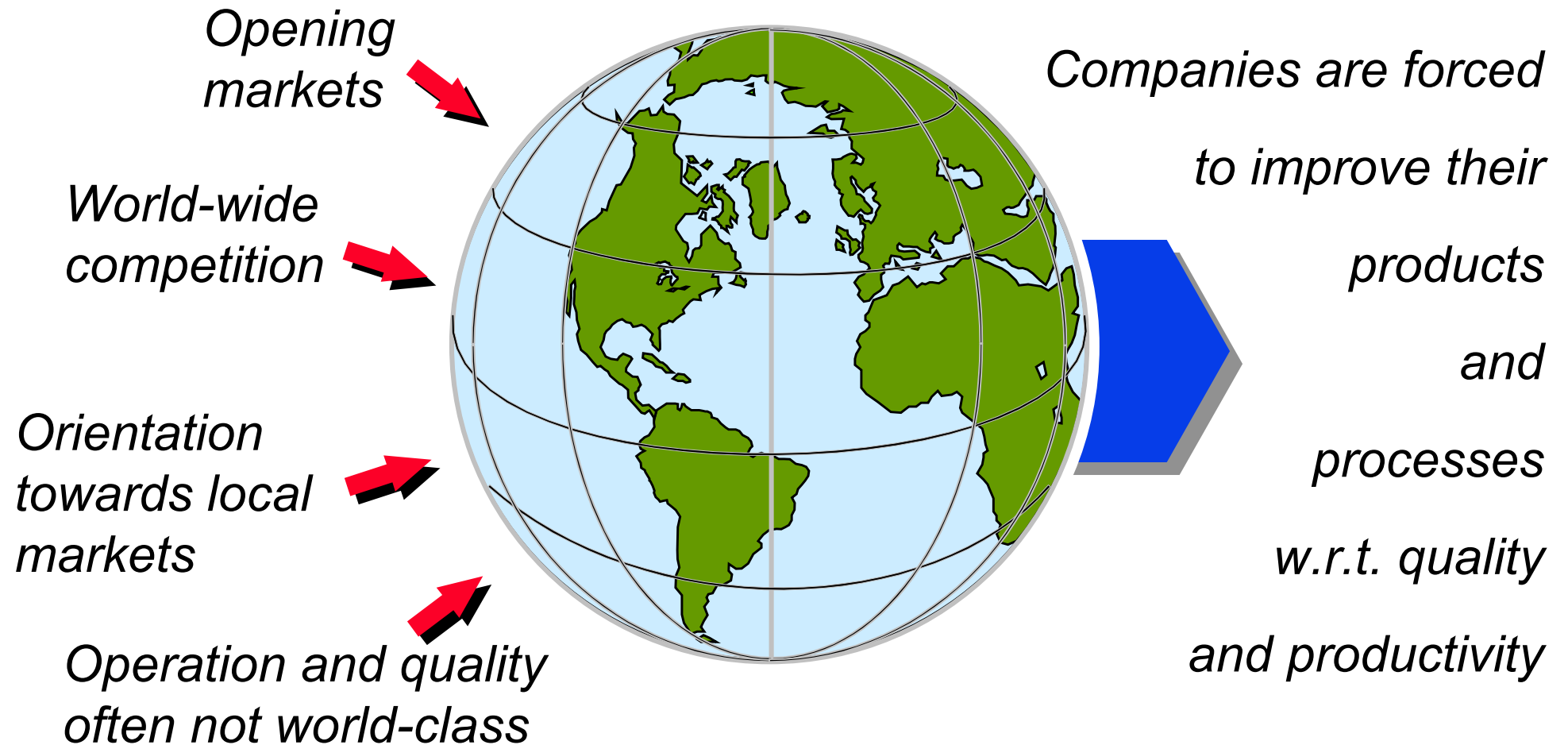




BREMEN'S QUALITY MANAGEMENT MODEL

*AN INNOVATION COACHING APPROACH
TO EFFICIENTLY INTRODUCE QM-SYSTEMS IN SMEs
IN ACCORDANCE TO ISO 9000*

Globalisation asks for strong Improvements in Companies



Introduction of a QM-System, a key basis to initiate improvement activities.

Classical Approach versus BQM Coaching Approach

Classical Approach

- Pure QM-ISO9000 training of selected company staff to enable them driving the QM system introduction in the company. The success rate of this approach is limited, quite often additional consultancy support is required.
- Hiring a consultant for the QM system introduction in the company. High success to achieve the ISO9000 certificate, but the consultancy costs are high and the identification of all staff members with the introduced QM system is often inadequate, due to limited involvement.

BQM Coaching Approach

- Company is overtaking responsibility for the introduction of the QM-System.
- Most tasks are executed by the company staff.
- Experts are supporting the companies with guidelines and their experience (support the company staff to execute the necessary tasks).
- Minimise external support.
- Company is subsequently able to apply and maintain the introduced methods independently.

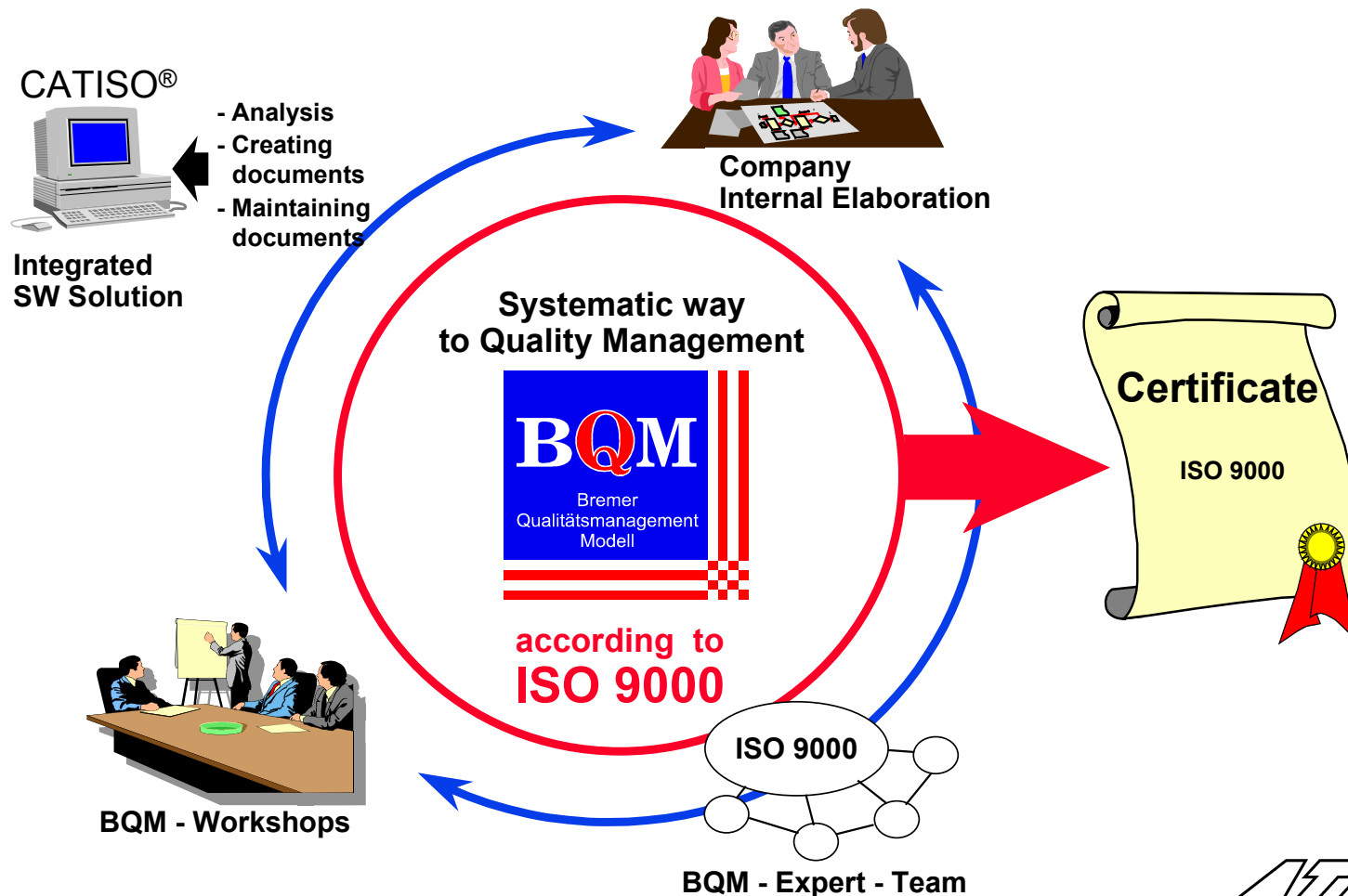
Key Characteristics of the BQM-Model

Advantage of the BQM-Model

- Aims at the introduction of a vital QM-system, not primarily aiming at the achievement of the formal ISO 9000 certification.
- A software supported integrated approach for the time and cost efficient implementation of vital QM-Systems.
- Essential goal of the BQM-Model is self-support of SMEs enabling enterprises to independently design, introduce and maintain an effective company specific QM system.
- Is based on a "learning by doing" approach (i.e. coaching approach), minimising the need for external consultancy support.
- Introduction of a vital QM-System is clearly structured project phases with defined results.
- Combination of group training (8-10 companies) and individual support of SMEs to minimise external costs.
- Strong co-operation between participating companies, initiates experience exchange between SMEs in the same situation.

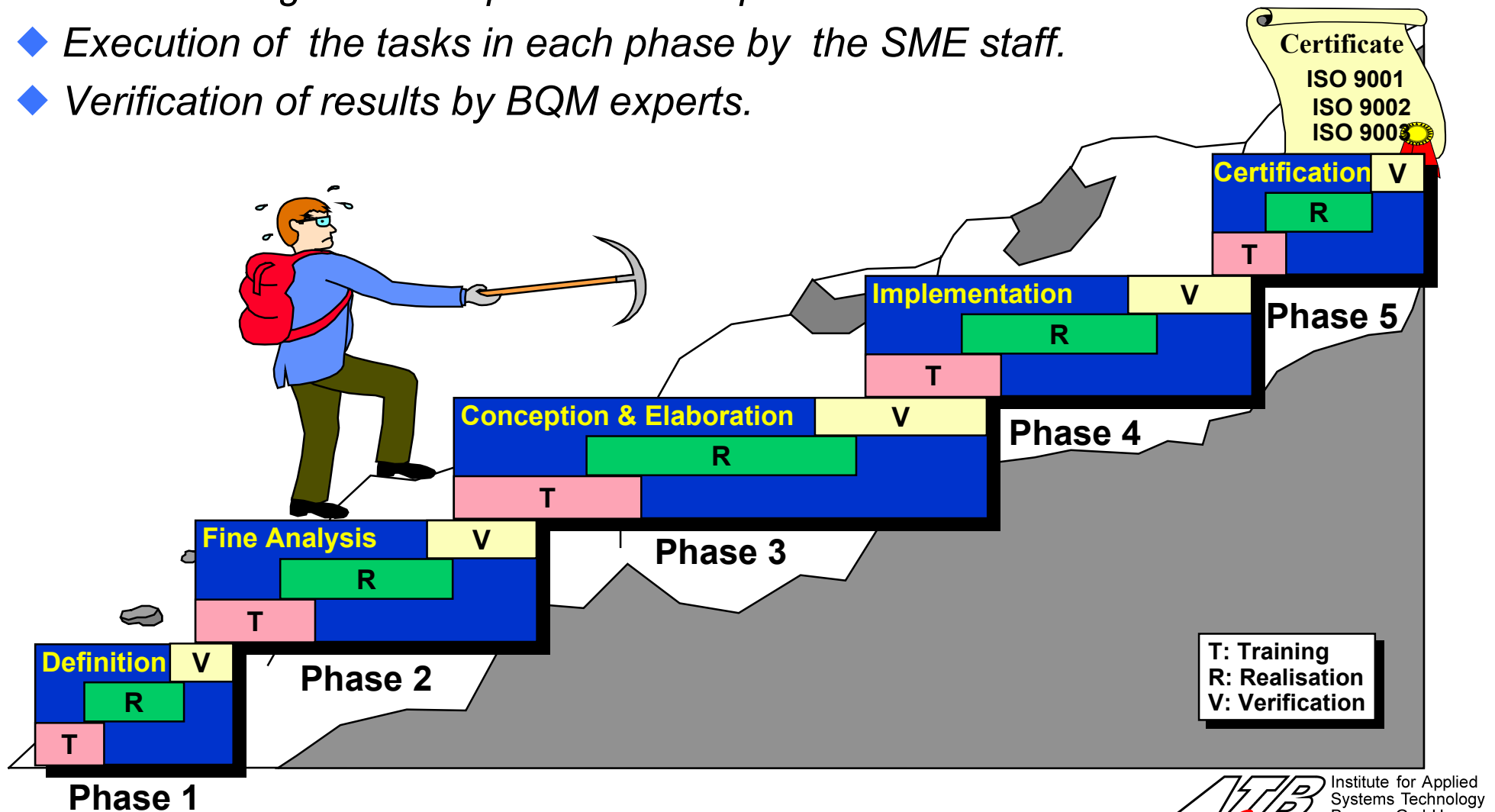
BQM-Model: A successful Approach - "Coaching Concept"

- ◆ In Germany more than 140 companies joined BQM projects successfully.
- ◆ The BQM-Model is applied at 6 other BQM-Nodes in Germany, India, Brazil and Poland.



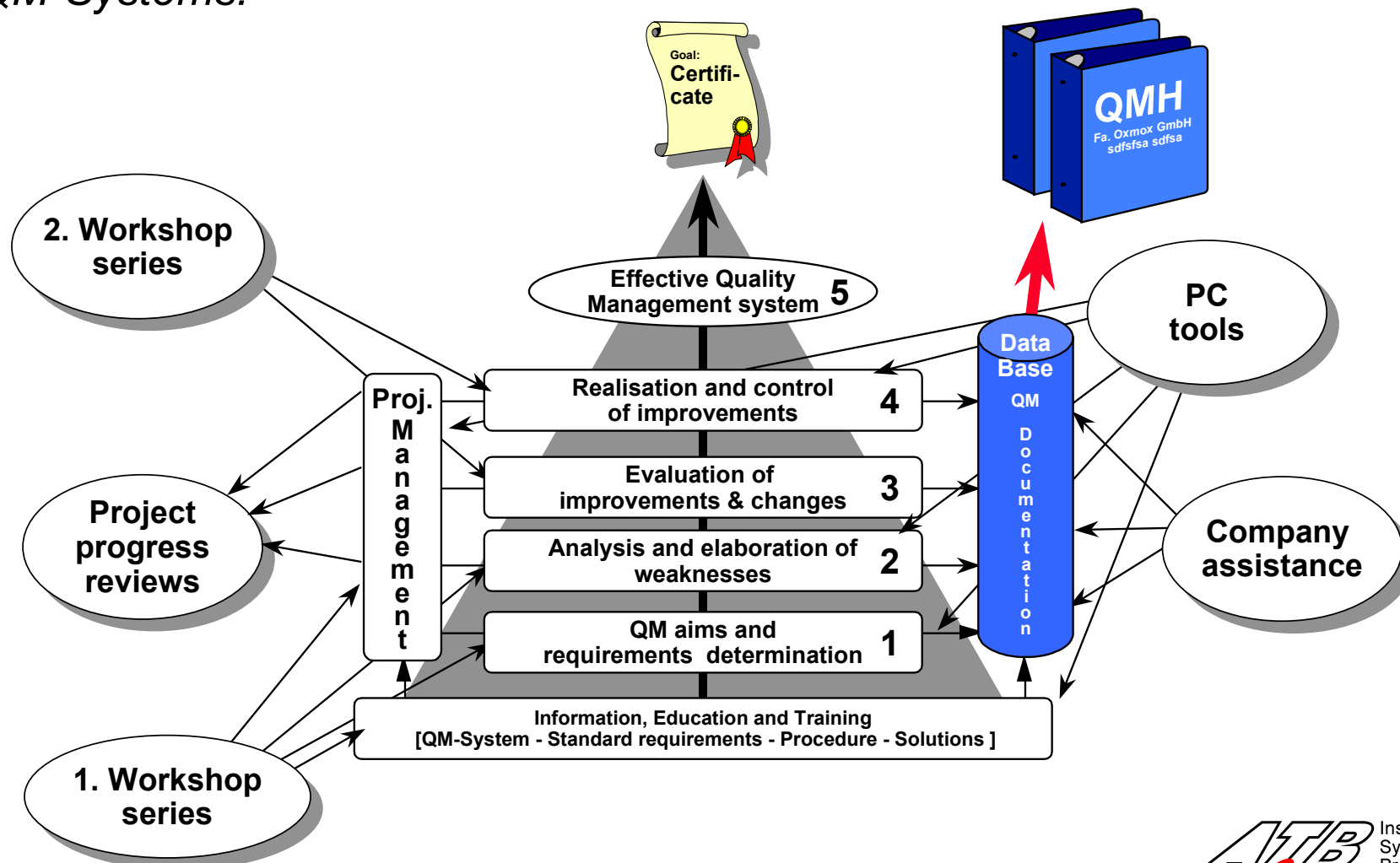
BQM-Model: A “Learning by Doing” Concept

- ◆ No specific QM expertise of the SME staff required.
- ◆ Staff training in the scope of workshops.
- ◆ Execution of the tasks in each phase by the SME staff.
- ◆ Verification of results by BQM experts.



BQM-Model: A Straight Approach to Introduce a Vital QM-System

- ◆ Integrates training, management, methodical elements and software support into an overall concept for the time and cost efficient implementation of vital QM-Systems.



BQM-Model: Enables the Company to define and manage the Project

- ◆ Training on QM fundamentals, project management, supporting software tools/ templates and basic requirements of the ISO 9000 enables the SME
 - to identify key deficits (Rough Analysis) and
 - to carry out detailed planning of the project as basis for a sound company internal project management (schedule, team structure, duties and efforts).

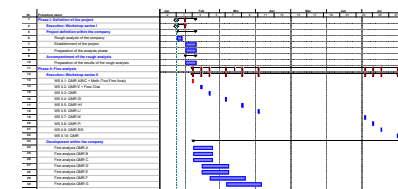
Reference Project Plan

Document Templates

Rough Analysis Results

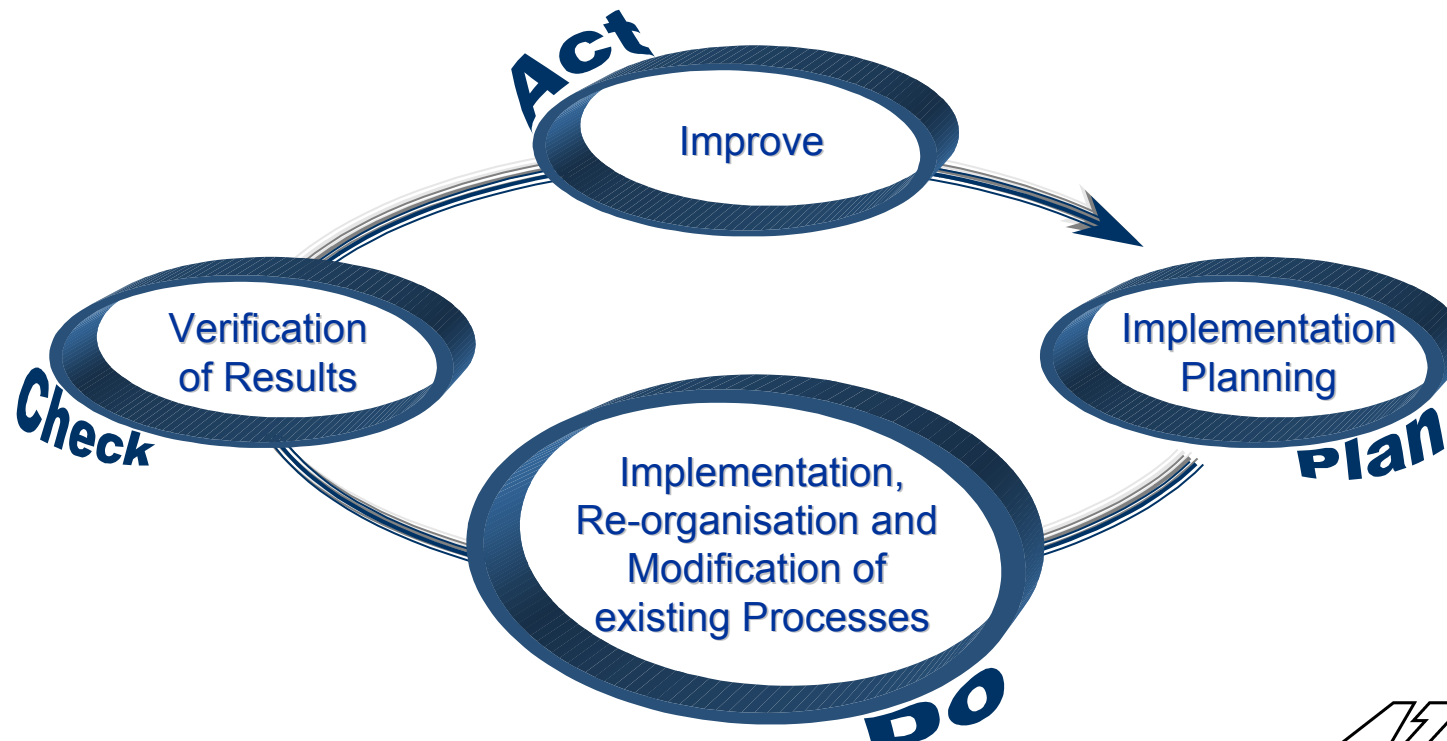
- Identification of Deficits
- Evaluation of the Analysis
- Definition of Project Teams
- Delegation of Duties
- Resource Allocation

Company specific Project Plan



BQM-Model: Verified Implementation and Certification

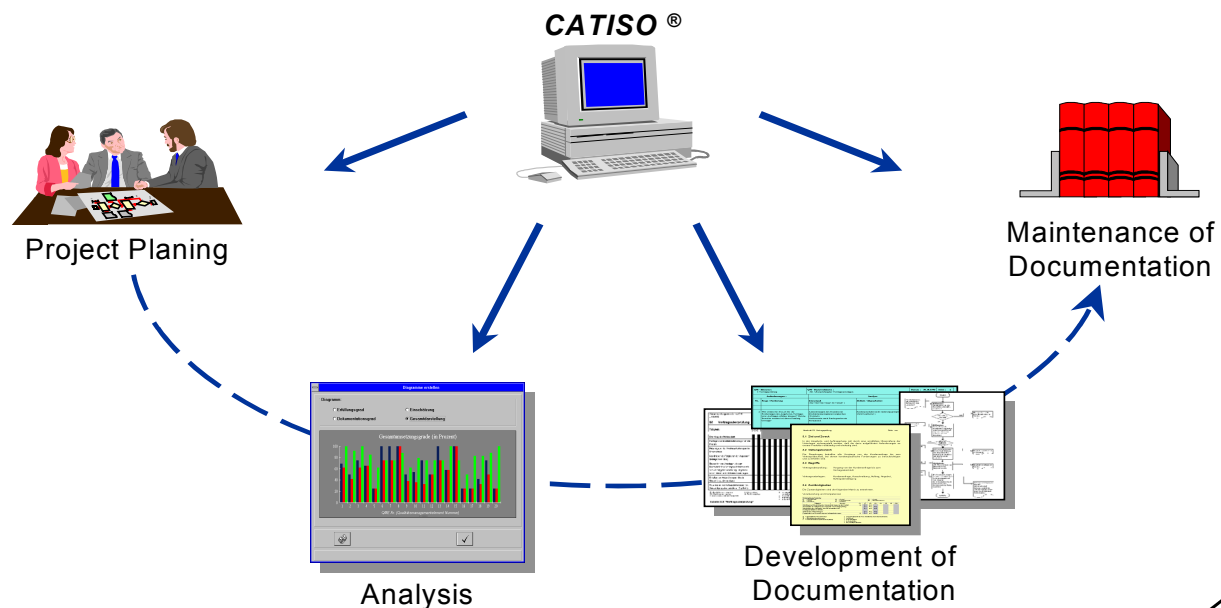
- ◆ To pass the certification in one go, the BQM-Experts are preparing the company to best perform the certification audit by
 - training of the staff to practice the QM-System in their daily business,
 - performing internal audits to check conformity with the ISO 9000 requirements,
 - support for the selection of an appropriate certification body and
 - training of the staff on how to efficiently correct the existing QM-System.



BQM-Model: The entire Process of QM Introduction

◆ Software Support by CATISO® for the:

- *Project Planning* (e.g. team organisation, resource planning, scheduling - MS-Word and MS-Project (optional) based),
- *Rough Analysis* (i.e. questionnaire for rough process analysis, combined with documentation and visualisation functions to summarise and document the results - MS-Excel based),
- *Fine Analysis* (i.e. assisting questionnaire to define improvements and plan their realisation in the scope of the ISO 9000 requirements - MS-Word based),
- *Preparation and revision of the Quality Manual, procedures and work instructions* (i.e. documentation templates and examples - MS-Word and MS-PowerPoint based).



BQM-Project Characteristics

BQM service to the SMEs

- About 20 one day training workshops by BQM-experts including group exercises for the different phases, grouped in two workshop series.
- Training documentation.
- CATISO® tool covering questionnaires for the analysis phases, documentation templates etc. and supporting the long-term maintenance of the QM-system; the tool is PC based only requiring an MS-Office installation.
- Ongoing verification of results and provision of specific improvement hints regarding the results elaborated by the SMEs through the BQM experts.
- Internal audit support.
- Support for the selection of an accredited auditing organisation.

BQM-Project schedule/costs

- Duration of a BQM project about 12 months.
- BQM consultancy costs 15-20% of an individual consultancy support for a company.

Application of the BQM-Model at Globo Inox in Brazil

Company Benefits achieved (Example)

- Promotion of a clear understanding of the company organisation and processes over all hierarchical levels within the company.
- Increased number of improvement suggestions from all levels, indicating a high motivation of the employees.
- A new innovation culture established - problems are not regarded any more as problems but as challenges.
- Achievement of a higher awareness of the quality relevance of the daily work.
- Reduction of machine idle times.
- Reduction of deviations from delivery dates.
- Actual overview on goods in stock.
- Reduction of lead times.
- Reduction of error rates.

Application of the BQM-Model at Globo Inox in Brazil

Economic benefits achieved by the QM-System introduction (Example)

- 17,27% increased productivity.
- Reduction of 10.43% in manufacturing wastes.
- 10 % higher profit.
- Acquisition of new customers (e.g. XEROX entering in a large international project as the only Brazilian partner).