

MASTER QUALITY MANAGER (MGM)TM


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Introductions



- Who are you?
- What is your role?



Suggested Timetable

10:00 – 10:45	Session 1
10:45 – 11:00	Break
11:00 – 11:45	Session 2
11:45 – 12:00	Break
12:00 – 12:45	Session 3
12:45 – 13:15	Break
13:15 – 14:00	Session 4
14:00 – 14:15	Break
14:15 – 14:45	Session 5

Timetable

When shall we break
through the day?



Alan Power

A snapshot of my career





TSB Homeloans Glasgow



TSB Homeloans

Some Facts

- Established as a centralised home loans operations in 1990s;
- Loan assets increased from £3.4 billion to £10 billion in 6 years;
- Productivity improved by 127%;
- Staff morale improved to 97% satisfaction
- Customer satisfaction averaged 98.6% per month;
- Winner of the Quality Scotland Foundation Award for Business Excellence.

Course Content

1. History and development of QM
2. Operations Improvement
3. The Toyota Production System
4. Lean Strategy
5. 5S techniques
6. SMED
7. FMEA
8. Six Sigma
9. ISO9000 QMS
10. Benchmarking
11. EFQM Excellence Model



Course Format

Methodologies

Tools and techniques

Applications

Support and follow up.

Group Exercise

- What is your definition of Quality?
 - What is your vision of a company that has a culture of Quality Management?
 - Where should Quality Management fit in an organisation's management system?
-





Some
definitions

A large, stylized graphic of a seal or badge. It features a dark blue, scalloped-edged border. Inside the border is a light blue circular area with a radial gradient and thin white lines radiating from the center. A dark blue banner with a white border is draped across the center of the seal, containing the word "QUALITY" in a bold, white, sans-serif font. The letter "Q" is slightly larger and more prominent than the others.

QUALITY



The Transcendent Approach



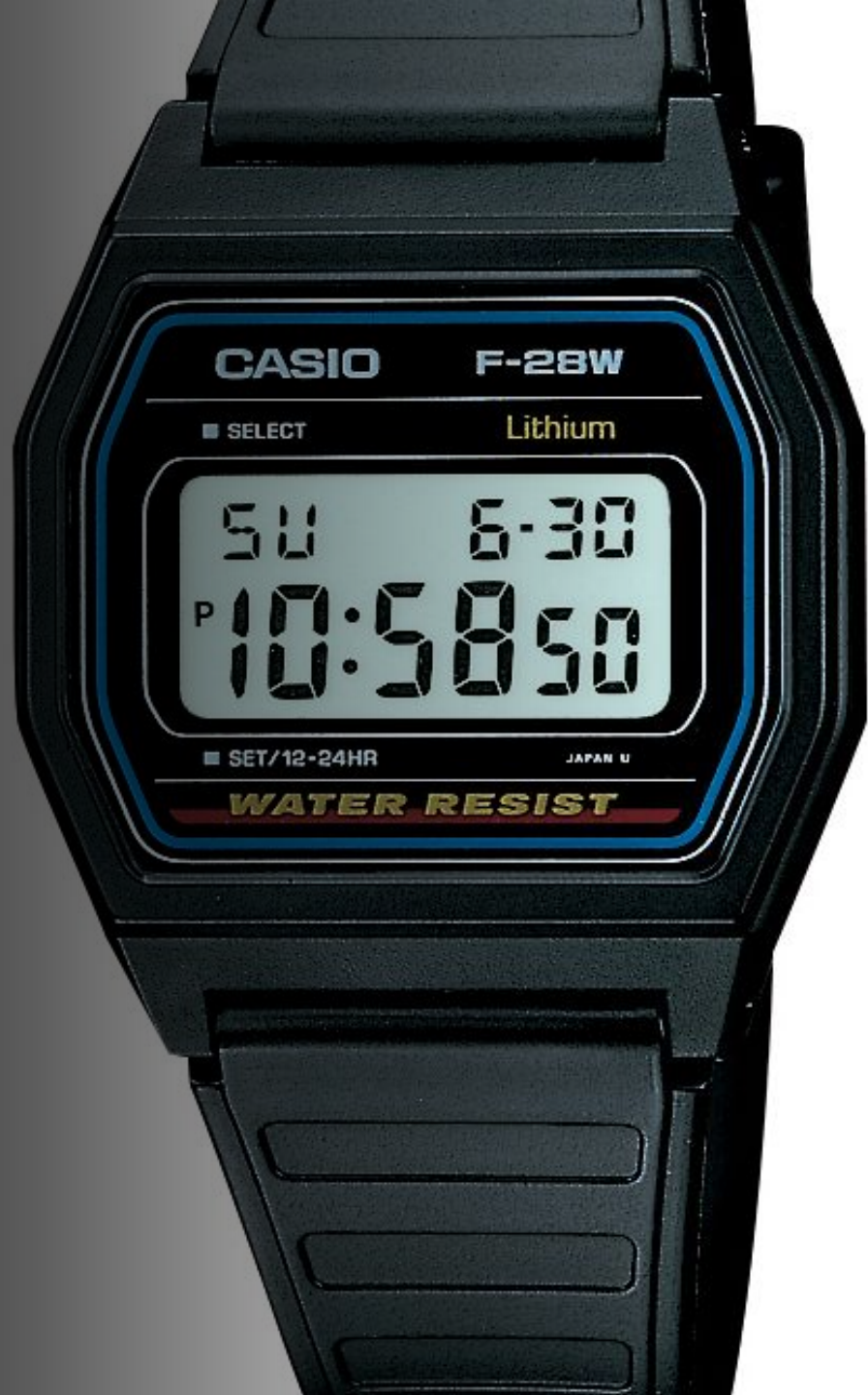
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The Transcendent Approach



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The User-Based Approach





The User- Based Approach



A close-up photograph of a broken metal chain link. The link is made of polished, reflective metal, possibly stainless steel. One end of the link is broken, with a jagged, uneven edge. The other end is still attached to another link, which is partially visible on the right. The background is a smooth, light blue gradient. In the top left corner, there is a small, solid red horizontal bar.

The Manufacturing approach

Product-based Approach

Capacity = 8 kg

Spin speed = 1600rpm

Energy efficiency rating = A++

stylish control knob,

large touch screen digital display

easy to open detergent

dispenser





**Product
Benefits!**



Product Benefits!



Definition of Quality

- Not about exclusivity;
- Not about expensiveness;
- For us it's more about how Quality is defined by the customer:
 - Fit for purpose;
 - Conforming to requirements;
 - Value as perceived by the customer – what benefits and are they worth it?.



Vision for your Customers



Vision for your
Employees



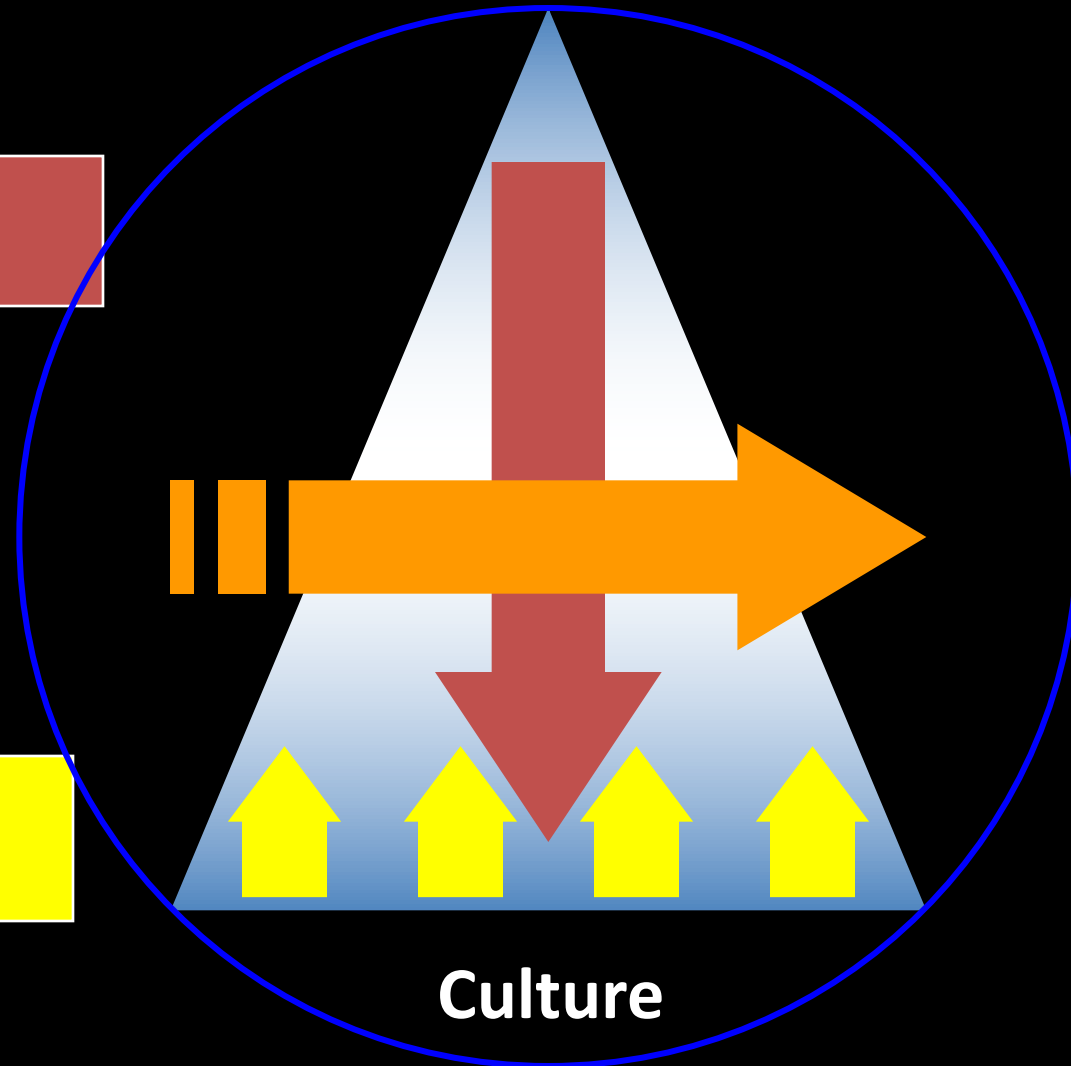
Vision for
Stakeholders

Where Does it Fit Strategically?

Top down – Dubai QA
Self assessment/ISO9001

Process Excellence –
Lean & 6 Sigma

Continuous Improvement –
Lean & Kaizen





Culture

Continuous Improvement





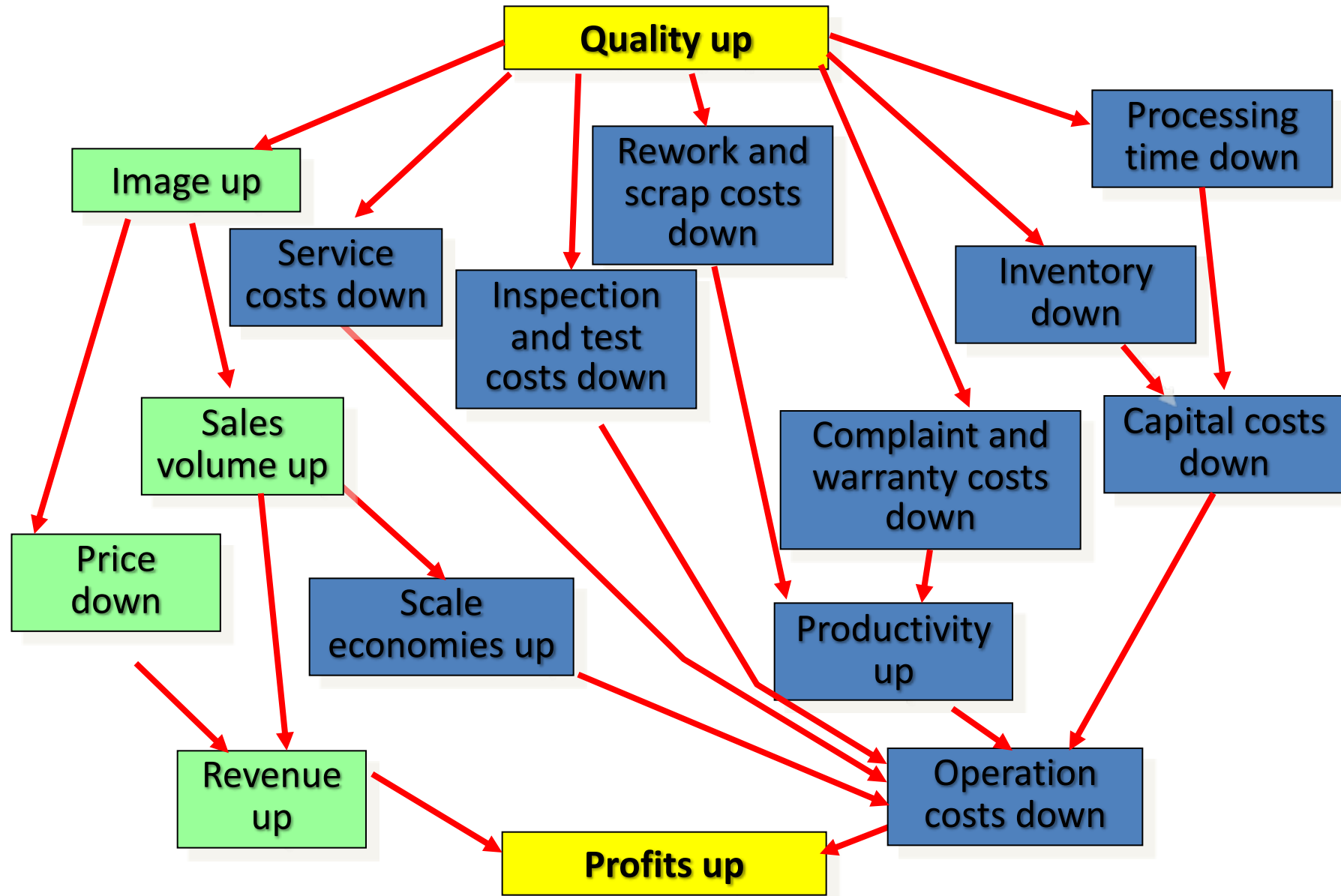
The Business Case for Quality

USA: Hendricks and Singhal

Europe: Bendell, Boulter & Abas



High quality puts costs down and revenue up





The Business Case for Quality

Porsche Case Study



1991 - 1992

Porsche were in a Crisis

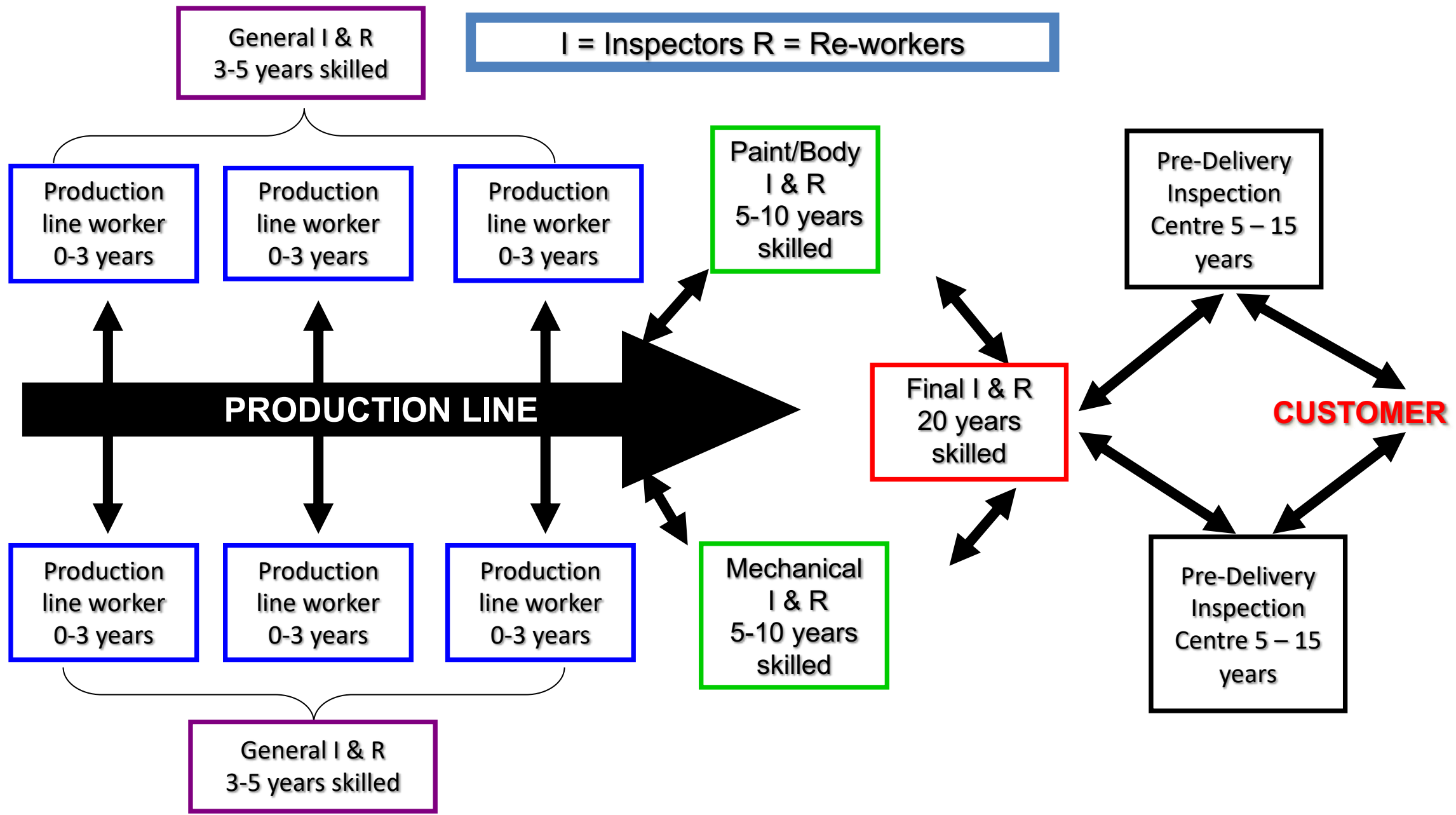
- 1990 profit of \$10 million on sales of \$3.1 Billion
- 1992 loss of \$154 million on sales of \$1.6 billion
- Sales not looking to rebound in the short term 1-2 years
- Company set to go under within 18 months.



Porsche Takes Action

- Appoint the first CEO from outside of the Porsche family;
- Wendelin Wiedeking came from auto parts industry;
- Wiedeking makes the decision to use external consultants;
- Toyota's consulting wing is engaged.





Group Exercise


If you were on the consultancy team what would you recommend?



Toyota's General Observations

- The product that was delivered to the customer was a “quality product” (though still had much higher warranty costs than Toyota and Lexus);
- The change/revolution they needed was in the operational areas;
- They needed to move from an industry of “checking” to a “right first time process philosophy.”





Toyota's Operational Observations

- Their skilled staff were fault-finders;
- Their skilled workforce re-worked the faults so process workers never learned;
- Porsche seemed to “plan” to get it “wrong” every day;
- Checking and reworking was built into the career path for their “high performance” staff;
- Despite this checking Porsche had never built a car first time fault free.

A photograph of a car assembly line. In the foreground, a worker wearing a white uniform, a white cap, and a face mask is inspecting a white car. The worker is leaning over the car, looking at the interior. In the background, another worker is visible, and several other cars are on the assembly line. The scene is brightly lit with overhead fluorescent lights.

Comparison with Toyota

- Toyota plan to get it right first time;
- They self inspect early in the process not at the end;
- They 'quality assure' their processes not 'quality control' their products;
- The highly skilled guys are in the process "coaching and improving."

Operational Performance Post Lean

	1991	1995	1997
Hours to build 911 with no engineering changes	120 hrs	76 hrs	45 hrs
Average defects per vehicle at end of line	105	45	25
Full cycle time from welding to finished car	6 wks	5 days	3 days
Work in progress inventories	17 days	4.2 days	3.2 days
Directors, managers, supervisors in Porsche ops	328	226	212



Summary

- Porsche took circa 30% out of their operational costs over 3 years;
- 1992 loss of \$154 million on sales of \$1.6 billion;
- 1995 profit of \$1.2 million on sales \$1.6 billion;
- Productivity doubled in the period while defects dropped by 75%;
- July 27 1994 a Carrera rolled off the production line defect free at final inspection, the first time in the companies 44 year history.





End of Session

