

# „My job? Creating win-win-win situations“

As a quality planner at b&m, Marcel Heitz faces the issue of matching performance and demand. His target groups are customers, colleagues and suppliers.

## Mr. Heitz, what are you reviewing on this image?

During an internal audit, I am in the production hall of our corporate headquarters in Ober-Ramstadt. The focus is on standards that the VDA - German Association of the Automotive Industry - has established for manufacturers and suppliers. In this part of the internal audit, I am dealing with the so-called element P6 of the „VDA 6.3“ questionnaire, which is the process analysis in production.



Marcel Heitz regularly performs internal audits in the b&m production area.

## What are the „VDA 6.3“ standards about?

They are intended to increase the quality level of processes, from potential analysis to supplier management and customer support. In element P6, we deal with the performance and effectiveness of defined processes according to which our products are created. For example, I check the work instructions on the cold forming press, the tools used and their maintenance, the availability of required materials such as wire coils, but also the scrap and rework rates as well as the production and inspection records.

## To what extent was the merchant Hermann Tietz right when he said „Quality is when the customers come back – and not the goods“?

Tietz's insight is as simple as it is ingenious. Basically, quality is always about the services being conform with the customer requirements.

## How do customers define the term quality in our industry?

Fastening technology, closing and sealing systems – these are C-parts that do not necessarily have the same high status among design engineers as, say, car seats or instrument panels. Our small elements however make the big, prominent components look good, when it comes to safety, performance and lightweight construction as well as durability and cost efficiency, not to mention manufacturing processes. b&m combines this know-how in terms of the high-quality range with the ability to accompany customers as a partner, for example with training, advice and service.

## What skills does a quality expert need above all?

The goal is to create win-win-win situations. We have our customers, suppliers and colleagues from different departments in mind, be it production, logistics or sales. On a technical level, this entails entering

a world where figures and technical drawings can be used to deduce where things are going well or not so well – and how they can be further optimized. Put simply, it's all about statistics, defining process steps and providing evidence to which extent the individual units are implementing those. On a day-to-day basis, this requires above all resilience, a passion for detail and a sense of diligence.

“I use figures and technical drawings to deduce how things can be further optimized.”