

THE QUALITY MAGAZINE
2022/23 EDITION

IS QUALITY A MANAGEMENT
MATTER IN YOUR COMPANY?

An Essay by
Michael Flunkert

FUTURE À LA
ARISTOTLE

About Quality and
Management Systems

BEST QUALITY IN ALL
WEATHER CONDITIONS

Case Study by
weinor GmbH & Co. KG

Q.Magazine

SUSTAINABLE ORGANIZATION & MODERN QM

Cell Culture | Why Companies Can
Still Learn a Thing or Two from Life

BABTEC



**EDIT
TO
RIAL**

Organizational Development with Modern QM



A lot is happening in our world – it's spinning faster and faster. As a company you have to adapt to new conditions in order to keep up at all. That's why we at Babtec want to not only provide our customers with comprehensive tools for quality management, but also to work with them to initiate effective developments. In terms of product quality, through which they can better position themselves on the market, but also through ongoing process optimization as part of organizational development. This approach is also reflected in our Q.Magazine – where we provide valuable impulses for day-to-day business.

In the last issue, we already got to the bottom of the question what we can learn from nature for our corporate world. The woodland ecosystem is a good teacher in this respect when it comes to partnership and cooperation. Now we would like to look a little deeper, because not only the big picture, i.e. the ecosystem, is worth a detailed look. To understand what makes organizations successful in our world, it helps to look at the micro level, i.e. the cellular level. In his article, **Moritz Hornung (author of "Cell Culture")** explains, why companies can **learn many valuable principles from life** in order to survive in a dynamic environment in the long term.

Dr. Markus Reimer takes a somewhat different approach in his article: if you've ever wondered what an accountant, Montgomery Burns from The Simpsons and Gyro Gearloose have in common (or not in common), this excursion into the author's world of thought is the perfect read. In the article, Markus Reimer shows how cross-divisional management tasks and their operational implementation with the help of effective **management systems** can be understood **as a whole** and then implemented in a structured manner.

Of course, in addition to all the theory, the practice should not come up short. The fact that our customers are already benefiting from the advantages of the software solutions, can be seen in our case studies. In this issue, our users report on very different product worlds. **BRUSA HyPower AG** from Switzerland describes its experiences with the BabtecQube, which offers the company an optimal entry into software-supported quality management. Meanwhile, **weinor GmbH & Co. KG** will provide insights into their work with the BabtecQ standard software, which supports the expert for sun and weather protection products in ensuring excellent quality.

We hope you enjoy this edition,

Marc Osenberg, Editor
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SUSTAINABLE ORGANIZATION AND MODERN QM

How has nature managed to survive all the challenges it has faced for the last billions of years? And can organizations learn to survive sustainably in a changing environment with the help of this model and modern quality management? In our focus topic, we get to the bottom of the matter.

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Nature has produced a form of organization that has successfully mastered every kind of change: life. Moritz Hornung explains, why companies benefit from this insight in dynamic times.



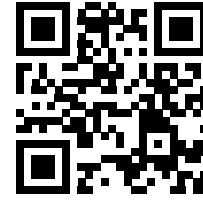
An accountant, Monty Burns, Gyro Gearloose, Aristotle – and then all four of them in one article on the subject of management systems. It sounds strange at first, but Markus Reimer shows why the comparison makes perfect sense.



What is a management system, what does it do and how does it help us?
 These are the questions that Caterina Feld addresses in her article.



Best quality in any weather – that's the promise of weinor GmbH & Co. KG with its sun and weather protection products. In the case study you can read how the Babtec software supports this enterprise.



www.babt.ec/blog_22-en

Blog for Quality

With our Q.Magazine we inform you once a year about exciting quality topics. In order to provide you with the latest contents and updates even faster, we regularly publish articles on our BloQ, the blog for quality. Under some articles in this magazine you will find links which will take you directly to the corresponding articles in the BloQ that complement them.

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LIFE



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PROVIDES EVOLUTION

In the face of an economic world full of crises and upheavals, companies today are faced with the challenge of creating value qualitatively as well as efficiently. Almost 4 billion years ago, nature produced a form of organization that has successfully mastered every kind of change: life. Companies can learn many valuable principles from life in order to survive in a dynamic environment. >

— by Moritz Hornung

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There are many good reasons for giving quality management a high priority in the company. Because quality management ensures that customer satisfaction is improved, errors are reduced and internal processes are optimized. In short: quality management creates and maintains the necessary structures in the

company that are needed to achieve reliable results in the long term. But exactly these necessary internal structures are being called into question more quickly than ever before. What is good and right today may be outdated and wrong tomorrow. Technological progress, changing demographics, new employee needs, and global trends as well as upheavals mean that existing structures must be rethought in order to remain competitive.

The consequence: a quality management system has to be much more dynamic in terms of adaptability and learning speed. This also means that previously sufficient, tried-and-tested approaches must be considered under the changed conditions: is it still sufficient to update process documentation on an annual basis? Can centralized quality management be sufficient to enable faster learning cycles in the periphery as well? Probably not. In the last revision of ISO 9001:2015, a fundamental change in thinking provided some answers to the new challenges: quality management as an inherent, inseparable part of a holistic corporate management. But what exactly does this mean and how can it help companies become more adaptable? By having the undisputed benchmark in terms of adaptability to a changing environment as a role model: life.

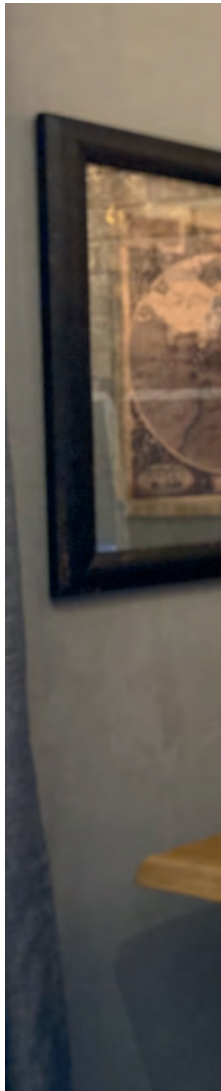
Life as a Corporate Role Model

Nature already solved the outlined problem that quality management faces today about 4 billion years ago. For with the development of life, an evolutionary process was begun that has been ongoing ever since and which, despite all the upheavals in the history of the earth, has produced an incredible variety of living creatures that are almost perfectly adapted to their environment. Each and every one of them, whether human, tree or animal, has developed precisely fitting structures and characteristics that it needs for survival. But that's not all: higher organisms are incomprehensibly complex organizations made up of trillions of cells that coexist together as one organism. This coordination miracle is also the result of a sophisticated management system that allows it to exist and grow as a whole.

But how has nature managed to create permanently resilient organizations? To find out, let's take a look deep into the

engine room of life. Regardless of which creature we take as our model, they all have one thing in common: they consist of cells, a form of organization that has functioned almost unchanged since the beginning of life, from the first single-celled organisms to the present day. The lowest common denominator of all life guards the secret of how life's management system works.

The incredible achievements of life are based on an ingenious system dynamic. These system dynamics allow all living things to generate their own structures faster than they decay. Bacteria double in number within half an hour, the home lawn regrows within a few days, and even infants gain enormous amounts of weight over a few weeks. These are all growth rates made possible by the system dynamics of life. These examples are amazing in that the natural laws of our universe state that structure can never arise spontaneously. Instead, it tends to decay and leave disorder behind. We all know it: a tidy desk, a neat room, or a well-orchestrated file cabinet do not last. Without action, things spread around the room and clutter takes hold. What is a nuisance in one's own home office is life-threatening for an organism, because cell structures must not disintegrate, otherwise the metabolism comes to a standstill, which means death. Growth is therefore essential for survival.



>
Moritz Hornung sees
the benchmark for
adaptability in the
organizational form life.

Companies Set the Wrong Focus

Why does this incredible growth work in living organizations, but not in the company? The reason lies in the wrong focus of companies on operations and processes of creating value for others. The operational management of all organizations I know have extensive metrics to monitor product development, project execution, production, and other customer-facing value creation processes. Everyone's attention is on keeping these running. If something goes wrong, all other "non-productive" activities are stopped as a matter of course and resources are reprioritized accordingly. Depending on the severity and duration of the problem, this behavior leads to neglect of all those activities that could have prevented such problems in the first place: quality assurance, training, education, and time for creative solution finding. These short-sighted thought patterns then lead to a disintegration spiral of structures if the problem persists, which in turn leads to ever worse results.

Life, on the other hand, approaches the matter the other way around. Living cells are not factories for others (customers), but factories for themselves. In systems theory, living systems are therefore also called "autopoietic", a portmanteau of the two Greek words *autos* = self and *poiesis* = to produce. The focus of a living cell is therefore not to generate molecules for neighboring cells, but to renew its own structures. In order to achieve the necessary generation speed, Mother Nature came up with the principle of catalysis. Only catalysis enables a lasting metabolism by incredibly accelerating every chemical reaction in a cell. Importantly, in a cell, every process has optimal conditions so that it occurs quickly, with minimal energy expenditure and high quality. Millions of chemical reactions happen every minute in the cells of our body, and they happen almost flawlessly. As if it were not enough that every cell-internal process is accelerated, cells can also accelerate the generation processes of the accelerators (catalysts).

In terms of system dynamics, the result is a positive feedback loop that causes all interconnected process chains to accelerate over and over again.

Focusing on Self-Organization

But what does this mean for companies? The cell shows us the basic principle of life: first be able to generate itself in order to be able to create value for others. Precisely because cells are masters at creating their own process environments, they are efficient enough that they even have resources to create structures for others. For companies, this means that they must first be able to create their own internal structures and processes in order to have enough resources left over to create value for others. Because everything in a company is generated by the company. A workplace is the result of various processes; equipment and furniture must be procured, suitable employees hired, and the right tools and processes provided. The better each process runs, the faster, more efficient and more reliable it is. It is obvious that an organization with a lack of everything, from personnel and raw materials to processes and procedures, cannot generate any or only limited value for others, i.e. its customers. In such a company, quality will always remain a marginal issue, because it is already fully absorbed in just maintaining its own structures.

In order to approach the natural ideal state, companies must learn to master their self-generation. At this point, a holistic quality management comes into play, which has the task of creating the best possible conditions for all processes in the company. More than that, it is also about ensuring that the generation of working environments in which different processes can run always happens without exception. Similar to agile product development, the idea is to constantly create small increments of change. These can be principles, rules, methods, processes, new tools or knowledge, which are put together in the interaction of all departments to form optimal working environments. The resulting system dynamics make it possible to grow and adapt more quickly. >



The Bottleneck Is Always the Resources

If the entrepreneurial metabolism runs smoothly, a new optimization problem opens up that a natural management system must take into account: resources. This is because a lack of resources also means for cells the slowing down of the self-generated system dynamics. A limited availability of resources is, naturally seen, not a grievance, but a system-immanent condition of all living systems – and thus also of companies. In nature, the need for a permanently secure supply of resources led to new models of cooperation between organisms. Since some organisms are better at producing certain resources than others, mutually beneficial symbioses develop in which all participants share. The human body is also a kind of super-organism, whose individual cells are able to perform different functions better than others through specialization. In living organisms, this even leads to symbioses becoming interdependencies, so that the partners involved can no longer exist without each other.

For a quality management system, this means that it must also take a look at the company's ecosystem. This is because the company's stakeholders – from employees, suppliers, investors, and customers to other social interest groups – are more than just participants. They are symbiotic partners who ideally have a mutually beneficial relationship with the company. With each of them, the company is in a give-and-take relationship. They are part of the vital exchange of resources that is indispensable for maintaining system dynamics. The company uses investment dollars to procure equipment and pay its employees. Employees use tools procured from suppliers to turn them into products for customers. Revenue is returned to investors, taxes are paid, and the cycle begins again.

»Many successful lean-agile management methods work because they have proven themselves for billions of years in living cells.«

So nature shows us that a one-sided customer-centric or shareholder view is completely absurd. This is because resource flows are interconnected and restricting one exchange will affect all the others. Nature shows us that the great variety of living things that have adapted to different conditions function in the same way at the core. Therefore, it stands to reason that organizations, as different as they are and their market-specific challenges, must also function in a fundamentally similar way. Although each company has its own unique corporate DNA, they are challenged to build a (quality) management system that generates sufficient change momentum to keep pace with their own environment. In doing so, they should not be confused by the endless stream of new management innovations: agility, holocracy, self-organization, and many other approaches are vying for interpretive authority on how modern organizations should set themselves up for a fast-paced business world. Because the exciting insight from bionics is: many successful lean-agile management methods work because they have proven themselves in living cells for billions of years. The conclusion for building a natural (quality) management system is therefore to specifically network existing methods in order to generate the desired dynamics instead of always chasing after new fashions.

How Can Companies Proceed?

There are various ways to achieve the desired system dynamics: experience has shown that it is best to select an organizational unit of sufficient size that is self-sustaining in the broadest sense – ideally an entire company. Due to their organizational constraints, small units are often unable to install the necessary routines without constantly failing due to their dependencies.

In order to establish an appropriate management system, one starts with the creation of a core team (analogous to a core cell). This super-functional team at the organizational management level is responsible for the entire metabolism of the organization. The first activities are to develop a common model of the organization as a virtual organism. This includes observing and assessing the current state of the organization:

- Which symbioses are working well today and which are not?
- Does the strategic objective match the state of the internal and external corporate environment?
- What bottlenecks are limiting the company's growth?

When it comes to overcoming identified bottlenecks, a well-known problem arises, which is driving every quality management: every change to the organization requires resources that are predominantly tied up in operations. Precisely because change projects are an exception for most companies, the necessary routine is lacking, which aggravates the initial coordination effort. The solution to this problem is obvious. Instead of setting up costly program and project structures for every change and improvement project, a network of teams is set up to perform precisely this task. Strategy and transformation programs with their own reporting and work structures are gradually replaced by a permanent network that generates change and improvement. What is uncomfortable for many business leaders is that, as in all living things, some resources must be permanently prioritized for self-generation in order to create the best possible working conditions for change.

Prepared for All Changes

The new (quality) management system is subsequently extended piece by piece to all divisions of the company by dividing our initial stem cell. The structure of this new tissue is

considered in such a way that it negates collaborative weaknesses in the organizational structure. Newly acquired teams then specialize in various organizational functions as they progress, which in interaction generate a high level of system dynamics. This in turn makes it possible to constantly adapt to stimuli from the internal and external corporate environment. It does not matter whether the change stimulus comes from the "head" of the system because the strategy process has identified a need for action, or because an operational nuisance prompts several departments to work together on a distributed problem. The change focus is not limited to processes, but is also related to roles, decision-making structures or other organizational aspects, depending on the maturity of the organization. The piecemeal established "improvement machine" works according to well-rehearsed rules that decide which change impulse is pursued and implemented first.

In this process, every change process follows the pattern of natural evolution. Assumptions are made, possible interventions are thought up, and experiments are set up to test the effectiveness of the change. A procedure that is very close to the classic PDCA process, but with agile and explorative elements. What proves successful in the change process is retained; what does not produce the desired effect is dropped.

So What Does This Mean for Modern Quality Management, Which Seeks to Harness the Dynamics of Life for the Company?

- Quality management has an enabling function to allow decentralized adaptability following a regulated approach. Quality management creates optimal working environments for itself and the rest of the company, resulting in a self-reinforcing dynamic.
- A quality management system must perceive the internal and external environment of the company and manage it in terms of overall balance. In this context, the resource flows of all stakeholders are of equal importance.
- The bottleneck of companies is never ideas. Instead, it is implementation, because the change process itself usually finds poor conditions. This hurdle must be overcome by accelerating change processes through optimal conditions in order to be able to accelerate other processes in turn.



The Expert

Moritz Hornung is an independent management consultant. As a "business survival artist," he helps companies become fit to remain viable in a changing business world. In the business novel "Cell Culture," he vividly describes how organizations can learn from life to build adaptive and at the same time excellent structures.

Future à la Aristotle

Why twelve questions must be answered as a whole.

In the last two Q.Magazines I have dealt on the one hand with a new understanding of the concept of quality and on the other hand with the context of management systems. In this issue the critical view shall be directed inwards: what is actually going on with our management systems? And what better should be going on? The fact that The Simpsons and a friend of Donald Duck's as comic characters play major roles will hopefully be compensated by the appearance of the philosopher Aristotle. But let's start with the accountants.

— by Dr. Markus Reimer

Management System à la Accountant – a Catch Problem

Or let's start by taking a look at the mother of all management standards: ISO 9001. But in order to be able to work our way up the arc of tension from "very uninteresting" to "mighty exciting" in this article, we'll not take the version from 2015 at this early point, but the one from 2000 – or even more impressively, from 1994. At that time, they were called: ISO 9001:1994 "Quality management systems – Model for Quality Assurance/QM Presentation in Design/Development, Production, Assembly and Maintenance"; ISO 9002:1994 "Quality Management Systems – Model for Quality Assurance/QM Presentation in Production, Assembly and Maintenance"; ISO 9003:1994 "Quality Management Systems – Model for Quality Assurance/QM Presentation in Final Inspection". That read "very uninteresting" at the time. It doesn't read any more exciting today. In addition, there were the famous "20 elements," the handling of which had to be proven in a quality management manual and otherwise. If this was satisfied, then a check mark could be

placed behind each element. All there: Check! Not everything there: No check! That was easy. But that was the catch!

Because it is like in accounting. Everything must be accounted for, documented in the right place and be transparent. If everything is accounted for, all the supporting documents are available, and the total is correct at the end, then all is well in the accountant's world.

The 20 elements of quality management were organized in a similar way: everything had to be there. Then all was well with the world and it was evidenced by an official certificate. So what was the catch? Historically: the focus was on elements, but not on the whole. 20 elements could be fine by themselves and yet the company could be completely dysfunctional. Currently seen: management systems are still thought of partially, i.e. in terms of individual elements, without naming them as such, and action is taken accordingly. Thus we are still stuck in the original descriptive quality assurance à la accounting, wrongly understood as quality management. That is the big catch.



Management System à la Burns – a Focus Problem

Do you know the nuclear power plant owner Monty Burns? From *The Simpsons*? Mr. Burns is characterized by always keeping his pointed nose to the fast-moving winds of the markets and, for the most part, having the right nose for the future – at least as far as the future of his numerous companies is concerned. "Excellent!" is his obligatory assessment of things that are going well for him. And only for him! Burns, of course, must also demonstrate a management system for his nuclear power plant. But such a system is considered disruptive. It is important for him to keep up the appearance of a system in order to fool ever-present external inspectors into believing that his system is effective in some way. If that doesn't work, then he is perfectly happy

to use corruption. And if that doesn't work either, then his servile assistant Smithers has the routine task of letting the dogs loose. So much for the management system à la Burns.

Why the excursion into the world of *The Simpsons*? Well, a management system is required there, but it is implemented without the sense inherent in a system. Appearances are quite sufficient. The focus is on profit. When the inspector or the auditor announces himself, it must be enough to get everything necessary in order shortly beforehand. Or give the impression that everything is up to snuff.

This brings us straight from *The Simpsons* to our immediate present. It's already more than exciting today, and it's getting even more exciting than we can probably handle. Just consider the aftermath of the pandemic, Russia's war of aggression on Ukraine,

the tensions between the U.S. and China, and all the other political instabilities, economic sanctions and the consequences of climate change that can already be seen and felt today, then the Burnsian focus on profits, but also the accounting approach in and to a management system will no longer help us.

A management system must be seen as the option to deal with the complex context that surrounds us. It is not the focus on individual elements or topics that will navigate us through the present and the future, but the view of the constantly changing whole. The challenges are here now. The tipping point from the past to the future has been reached irreversibly. Illusory systems à la Burns will no longer help us. >



The Expert

Dr. Markus Reimer is a quality auditor and keynote speaker with a background in corporate practice oriented towards agility, sustainability, innovation and digitalization. In his lectures, he points out the presumed boundaries and potential in the thoughts and actions of people and organizations.

Management Systems à la Gearloose – an Island Problem

There is an infinite number of challenges whose occurrence, on reflection, has always been not improbable. The complexity, the obvious and not-so-obvious interrelationships are not controllable. But "not controllable" does not mean that fatalism or blind actionism can take hold. Nor does it mean "business as usual" or "back to the past" – which is not possible anyway. Our management systems according to ISO 9001:2015 can help us exactly there, if we say goodbye to Burns and accounting systems.

We need the Gearloose approach for this! Gyro Gearloose? "Nothing is too difficult for the engineer"? The inventor who, in Walt Disney's comic universe, finds a solution for every challenge, no matter how great, for every risk that arises. This may not always work out as it should, but the risks are tackled constructively. ISO 9001:2015 requires us to do just that! "Addressing both risks and opportunities provides a basis for increasing the effectiveness of the quality management system, achieving improved results, and avoiding adverse effects." (ISO 9001:2015; 0.0.3) Further: "Opportunities can lead to the adoption of new practices, the introduction of new products, the development of new markets, new customer acquisition, partnership building, the use of new techniques, and other desirable and feasible ways to address the needs of the organization or its customers." (ISO 9001:2015;6.1.2)

Gyro Gearloose tackles opportunities because it is his intended role as a cartoon character. With enthusiasm. With creativity. With focus. "Nothing is too difficult for the engineer!" We need management systems that map, support and force this Gearloose-like dynamic. But while in the Donald Duck stories Gyro Gearloose is usually solely responsible for the new, creative solutions, we all need to see ourselves as these engineers for mastering the future. It is the task of all of us to shape the present and the future – in our management system. We are all responsible for this. In other words, the Gearloose management system with singularly assigned responsibilities must also be overcome.

Management Systems à la Aristotle – the Whole Solution

A management system according to ISO 9001 must therefore be understood as a whole by everyone. This requires prerequisites and an awareness from everyone. Sham systems à la Burns, pure documentation systems à la accountant or individual responsibilities à la Gearloose must be things of the past. Aristotle said that the whole is more than the sum of its parts. In the current complexity, this is more true than ever before. Twelve double questions to the entire company with all involved parties will help to critically question our existing systems and to make them holistically future-proof.

1 How often do we consider the context of our organization with all its risks and what consequences does this consideration have for our management system?

2 How do we consider the expectations and needs of our stakeholders and where are these reflected in our corporate policy and in our goals?

3 When did we last constructively question our corporate policy, our mission statement, and to what extent does the current and expected context play a role in it?

4 Are our strategic objectives in line with our corporate policy and are the needs and expectations of our stakeholders taken into account?

5 Are our process objectives in line with our company's strategic objectives and do the performance indicators actually reflect the process objectives?

6 Are the process owners aware of their control role and do they take responsibility for the interactions and results of their processes?

7 Are all the company's employees aware of their own corporate policy and objectives, and do they know their own contribution to the company's success?

8 Do we know what knowledge we will need today and especially in the expected future and what are we doing concretely to bring exactly that into our own company?

9 Do we evaluate the process results and do we make the necessary connection to the set corporate goals?

10 To what extent do we use internal audits to seriously support the mentioned issues and what do we do with the results from them?

11 Who prepares a self-critical management assessment for which addressees and are concrete measures derived from it?

12 What constructive roles do opportunities, improvements as well as innovations play in our company and how exactly does this manifest itself in our company?

None of the questions can be considered in isolation or answered by individuals in isolation. It is the task of all of us and it cannot be delegated. Documentation without added value is pointless, even if there are certificates for it. From top management to the most operational level, everyone must have understood and created an awareness of what is at stake! And what is it about? That's right! Not about parts. It is about the whole – and unfortunately in the literal sense. Let's take a look inside! Now!

Is Quality a Management Matter in Your Company?

A high level of quality awareness is the key to economic success – throughout the entire supply chain. Anyone who believes that we are well positioned with "Made in Germany" should take a closer look. The German industry is in danger of falling behind and losing its quality leadership. At the same time, it has great potential to strengthen and expand its position. This is a challenge for the entrepreneur, because quality is the indicator of entrepreneurial performance.

— by Michael Flunkert

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There is no shortage of problems in the world and in the economy at the moment. Climate change, the global Covid-19 pandemic, and a war in Europe present us with major challenges. The close relations between the economic powers are now under immense political pressure and are leading to drastic changes in international economic relations to the point of incipient deglobalization.

Rising prices, inflation or even the threat of stagflation are the result, accompanied by political failures. Thus, our energy supply is not secured, with dramatic effects on already disrupted supply chains. The situation is exacerbated by supply bottlenecks in almost all industries and high demands on the supply chain – specifically formulated in the Supply Chain Act. Our industry is a high-performance engine that is currently stuttering badly. Who can still devote themselves to a solid corporate strategy when the general conditions are so difficult to calculate and there is a lack of planning certainty?

The entrepreneur. After all, aggravated framework conditions should rather increase our attention than purely make us adjust to new situations. Now there are enough issues that are of entrepreneurial relevance and are the responsibility of the company's management. First and foremost is strategic responsibility, with a focus on long-term orientation and corporate strategy. Taking a look at this is a duty from a business perspective – always accompanied by changing framework conditions. Globalization has shown its dark side, revealing how fragile trust-based cooperation in business is when political stability fades internationally. A strategic reassessment

of dysfunctional supply chains is urgently advised to reduce dependencies and resulting risks.

But the most effective way for entrepreneurs to do this is to address their homegrown problems. And that is where the most powerful criterion for the strength of Germany as a business location comes into play. The promise of quality that we make – the promise that may be fulfilled again and again. It stands for the pursuit of perfection and generates customer confidence in the products and services we offer. For a sustainable company, quality is an elementary component of its corporate strategy – because quality means performance, precision and also innovation. This is how a company can hold its own in the market and find its competitive edge. Our local industry benefits from this in the long term. It is the responsibility of the management to maintain and further develop this.

What Does the World Look Like Today?

Many companies today meet the high demands on product quality. The high quality standard is understood as a duty, failures are avoided and the agreed quality is demonstrably delivered. Today, many companies meet this requirement with a well-organized quality management system – supported in terms of processes by digital solutions. But is this sufficient to meet today's demands? Or more precisely: does it meet the demands of modern and future-oriented corporate management? In most cases, unfortunately, the answer is no. Today, we generally encounter the implementation of quality management in the classic sense. Here, quality requirements are served – according to the requirements of the customer, for example, in order to obtain a necessary certification. This is the understanding of quality as a duty. >

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The entrepreneurial aspiration of a management should be different today. An entrepreneur creatively searches for market opportunities and consistently focuses his corporate strategy on quality and high customer satisfaction. He can be recognized by his approach to the subject of quality – with the claim and goal of acting on the market in the

interests of his customers. He does not only want to meet the expectations of the market with his company. He wants to exceed them and he wants to create new demands. He is looking for the competitive advantage and the unique selling proposition in order to successfully assert himself on the market or to become the market leader. In this way, he finds a quality gain and a knowledge advantage in the result, which paves the way for innovations. This claim seems to be the exception rather than the rule in industry today.

In good corporate management – as described in ISO 9001 – quality is not a compulsory exercise, but the will of good management. Quality thus becomes a management task. And rightly so, because the management is responsible for the quality result anyway. This is exactly how top management can live up to its responsibility and can thus hold every employee accountable. Because quality is the responsibility of ALL employees. This is how the management describes "quality" as a universal motif in all corporate processes. And in the digital age, this is ideally done digitally – not with just any "module", but supported by software that also serves this motif extensively.

Quo Vadis, Entrepreneur?

In the German industry, the topic of quality lingers in the specialist area of quality management. Thus, "quality" is delegated or reduced to a staff position or a department. But the description of a quality policy cannot be delegated. The task of formulating it in writing is the responsibility of the top management at the normative level of a company and is a "duty". The quality policy describes a company's focus on quality in the broadest sense and is part of a mission statement. And the mother of all management standards, ISO 9001, makes it a clear requirement for top management to put it in writing. Is that clear to the top management?

But another question provides more insight. If you take your eyes off the normative obligation – where is the "will" for quality? The written description of the quality policy is certainly not a task to check off in order to make a good impression at certification. It is the will of good management to see quality as a strategic success factor for the company. It is the will to strive for quality and innovation – the key to sustainable corporate success. The concept of quality is no longer limited to the product – it goes far beyond that.

The concept of quality in a modern company encompasses the requirements of the WHOLE organization. It is about the quality of the processes or even the quality of the management, with our demand for sustainable and resource-saving management. Environmental protection is no longer a "problem" for an entrepreneur in today's world, but part of his corporate strategy, part of his success in the market. This applies to all participants in the supply chain. After all, our economy is following the social megatrend of neo-ecology, manifested, for example, in the Supply Chain Act. Quality plays a central role here, because it is an integral part of sustainable operations and a prerequisite for high product, living and environmental quality. Nor are the high requirements for sustainability met by a "department" – because this issue is also part of the quality concept and must be taken into account throughout the entire organization.

Thus, our economic system has long since become a value system. Today, more than ever, we strive to make sense of our actions. This new mindset is the requirement for modern corporate management – the requirement for a modern understanding of quality and elementary for corporate success. For the people involved, this means: the company management needs more proximity to the quality management or the modern quality manager moves much closer to the top management. A modern quality management

needs the quality manager in teamwork with the top management. Only in this team is it possible to relate the idea of quality to the entire organization and thus make the quality management system the leading element of an integrated management system. In this way, all requirements from the areas of quality, environmental protection, occupational health and safety are recorded in a uniform structure.

»Quality is the responsibility of ALL employees.«

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We Awaken Our Great Potential

The entrepreneur bears great responsibility and should be aware of the diversity of this, because the demands in such turbulent times do not decrease. On the contrary. Management needs to see the big picture, today more than ever.

With our high awareness of product quality, especially in the German industry, we do not manage to look beyond the end of our nose – from a classic, product-oriented to a modern, comprehensive understanding of quality. And this in a nation that has always prided itself on quality leadership. Given the great importance of the topic of quality, this is on the one hand reprehensible, but on the other hand it shows us what great potential lies dormant in our development. This is NOT the responsibility of the quality manager, this is the responsibility of the company management. This is an elementary part of corporate responsibility, because quality is a matter for the boss. The maturity of a person in top management is also measured by how he describes his quality policy and how he implements it – and this is not exhausted in a well-written

formulation, but is reflected in concrete tasks and actions. This is the path to modern, quality-oriented corporate management,

- which is clearly oriented toward the customer and has service excellence firmly in its sights,
- that implements its high quality standards – also across companies – in a partnership-based cooperation in the supply chain, with the strong synergy of good cooperation with business partners, characterized by more openness and transparency in collaborative processes in the interest of the quality of the finished product,
- with a positive failure culture, less influenced by punishment or penalties, but rather characterized by an open approach to problems, resulting in a real gain in quality and knowledge, with a great added value for innovation and better products,

- and last but not least, comprehensively fulfilling its corporate responsibility in the interests of society, the European site, customers, employees and all interested parties.

We are moving along well-trodden paths and must change. We have to allow change, we have to initiate change. We urgently need the path to modern corporate management with modern methods for a modern world in order to position ourselves strongly for the future, especially in difficult times.

For Michael Flunkert, changes in quality awareness are a prerequisite for modern, quality-oriented corporate management.





THE WAY TO A MODERN MANAGEMENT- SYSTEM

What actually is a management system, what does it do and how do we benefit from it? These are just a few of the questions that managing directors, quality managers, environmental officers, occupational safety specialists and all other employees have to deal with – or should deal with, sometimes even have to deal with. They often think about these issues separately and develop their own theories and systems. But why separate from each other? After all, a management system is a system of a company, with contributions from the most diverse areas and disciplines.

— by Caterina Feld

In order to gain a better understanding of this, it is very exciting to take a closer look at the concept of a management system and to name its elements and characteristics. This knowledge is very important in order to recognize and appreciate the benefits of a management system. Building and developing its own management system is a very important process for a company to grow itself. When we talk about management systems in general, do we already mean an integrated management system? The idea of integration is helpful at this point and can be used in a meaningful way in every company.

What Is a Management System?

The term management system obviously includes the two words management and system. A system is a somehow ordered totality of different components with different properties, but which together – e.g. through their relationships with each

other – form a unit and can be considered as a whole.

The term management is somewhat more complex here and can be viewed from different perspectives. If management is described as a profession, it refers to the people (task and function holders) who have the corresponding competencies, make decisions and are authorized to issue instructions. If, however, management is viewed as a task, it refers to the activities that are carried out, such as planning, organizing, leading employees, etc. Overall, it can be said that management aligns and coordinates all entrepreneurial activities with the company's policy, strategy and goals. Management systems are to be understood as aids and thus a partial aspect of management. They describe the individual elements formally anchored in a company and their interactions.

This short description already allows the thought that every company has a management system. How aware one is of it and what one makes of it is very important for the (further) development of one's own system. >

What Are the Different Forms of Management Systems?

A natural or implicit management system is a lived system that supports value creation. The original goals, such as managing the company, understanding the market, understanding customer requirements, developing products and services on this basis, producing and improving, are also in the foreground here – in a management system not yet so named.

A formal and perhaps already certified management system, on the other hand, emerged historically around 1990 with the issue of shifting the burden of proof in product liability, where freedom from defects had to be proven in the event of a dispute. Further laws and specifications then led to the fact that a management system is prescribed and then rather gets the character to be a compulsion and exists only to fulfill requirements and to attain certificates.

This is certainly also a reason why the term management system often seems to be negatively loaded in the general perception. The topic of management systems is then no longer a separate topic of the management, as is the case with natural systems, but is often the responsibility of the corresponding experts of the various topics (quality, environment, etc.). In the worst case, shadow systems exist that create a world of their own within the company and offer no further added value, but only cost time and resources in implementation. The combination of both extremes – i.e. the original sense and benefit of a natural system, which comes from the management, and the formal description of the system – is the basis for a meaningful, lived and accepted management system. Certification is then (almost) only a formality.

But What Does a Management System Consist Of – and What Must Be Taken Into Account?

Before all external requirements, there is always the statement that the management system of a company is built for the company and should benefit it. For a company, this means that it must actively build and design its individual management system. All areas of a company are affected and must be involved. Significant components of a management system are the company goals, the process landscape, organization, structure, resources as well as clear roles, responsibilities, rules and processes.

Does a Management System Need to Be Developed Further?

The simplest form, the starting point, is a management system which has only the purpose of securing the existence of the company. Responsible for the management system at this level are mainly corresponding departments and individual employees concerned. In a next step, good practice approaches or optimization methods from other companies can be considered, analyzed and integrated. Other employees in the company are involved. However, a truly effective management system can only emerge in a further development stage if all relevant employees and, above all, managers are also involved so that they participate in the implementation and dissemination of the management system.

Finally, the last stage describing a modern management system has a corresponding sustainable culture and performance development. The entire workforce and managers work independently to implement, problem solve and continuously improve the system. The implementation of the company's



policy, strategy and goals is the guiding principle for everyone and everyone feels responsible for it. The basis for this is a very open corporate culture, which is based on feedback and the company's own striving for improvement.

This consideration is a kind of maturity model for management systems and describes the different development stages, which also go hand in hand with the development of the entire company in terms of culture and mindset.



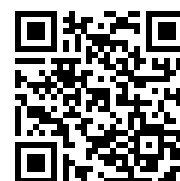
Caterina Feld works as Senior Expert Business Development at Babtec. With more than 13 years of experience in quality management in various industries and her work as an auditor, she combines a wide variety of perspectives on current topics in the quality world – and always likes to think outside the box.

Looking at All Requirements with the Integrated Management System

However, all these efforts in the company to improve the management system and make it the natural starting point for day-to-day activities can only work if the company is viewed as a unit. A common process landscape forms the basis of the company-specific, highly individual management system.

In today's reality, however, one often finds several formal management systems of different disciplines that seem to exist in parallel

and often have little in common. The concept of an Integrated Management System (IMS) is a bridge towards a modern management system that no longer makes distinctions, but looks at all requirements for the company, regardless of their origin. On the standards side, the Harmonized Structure provides a jump start here, in that over the last few decades standards have become increasingly convergent, using a common structure, core text and terminology that makes it easier to get started with an IMS or management system.

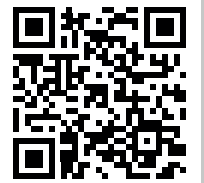


www.babt.ec/23-en

In our BloQ, you will learn how important management systems are for companies – and not just because they are required by standards or customers.



Process map



> to the product page

Product Highlight:

PROCESS MANAGEMENT

There is no question about it: functioning business processes and their continuous further development are an important prerequisite for sustainable corporate success. Processes are elementary for every company – especially when an effective quality management system, the quality of products and satisfied customers are the focus of entrepreneurial action. With the new module for process management in BabtecQ Release 7.7, we support you in turning your planned processes into real, lived and, above all, effective processes.

— by Marc Osenberg

The Focus Is on People

In the future, you will use Babtec software to create and document your process descriptions in order to give everyone involved the necessary understanding of their processes and activities. You know that the processes developed and described in your team will only be effective in your organization if all employees always know what needs to be done, how, where and at what time, and who will continue to work with the results. That is why the currently valid process descriptions are always available everywhere in the company via the browser-based front end BabtecQ Go – easily accessible for everyone, the required information can be found quickly.

The analysis and description of the processes are based on the proven Turtle system. The result is a practical overview for each process, including goal and purpose, inputs and outputs, applicable documents, and key figures for evaluating effectiveness, risks and opportunities. Process flows can be graphically represented in detail, but clearly and, above all, in a way that is easy to understand with flowcharts, so that all those involved in the process really are able to find out what they are doing. And anyone who recognizes potential for improvement in a process during their daily work can comment directly on the process and easily contribute to the practical optimization of processes and activities by providing feedback to the process owners.

Automatically Generated Process Map

But you also need a documented overview of your process organization – preferably in the form of a process map – not only for your employees, but also for other interested parties, such as customers or auditors. With Babtec software, you can focus on analyzing and describing your core, management and support processes. This is because the process map is derived from the process structure in which you manage your processes – without any additional effort. It serves as a guide through your business processes and makes it easier for everyone to understand the processes and interrelationships, not least because it is easy to navigate between all levels and successive processes.

Benefits Through Integration

As usual, the new module for process management can also be used independently of other modules. However, the integration in BabtecQ offers real advantages for you: link processes and activities with specification documents from the Document Control module, map key figures or early warning indicators for processes in the Quality Cockpit module, or distribute and monitor planned tasks during process analysis in the central Task Management module. Users of the new module use their existing BabtecQ Pro License for this purpose, and all process participants who want to obtain information about their processes and activities in BabtecQ Go only need a Basic License.

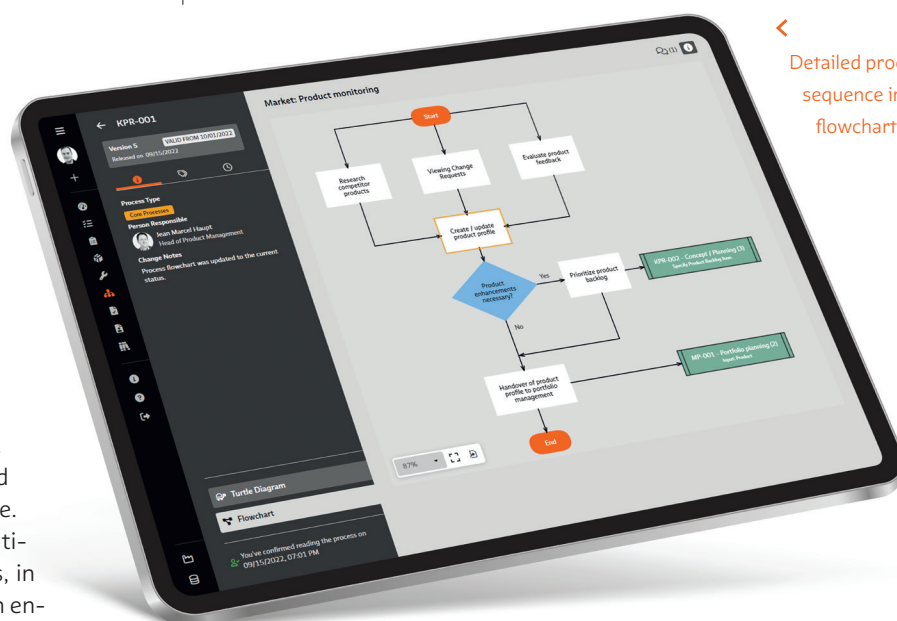
The integration of the new module will continue to be the focus of future BabtecQ versions, in order to support you in the future, for example, in en-

suring that normative, legal or customer-specific requirements for your management system are met in the processes. Or to track the success of your employees in learning and understanding new or changed processes in training and qualification management.

We are already looking forward to your feedback and are eager to hear your ideas about the new process management.

The Advantages at a Glance:

- Easy creation of process descriptions using the established Turtle method and graphical visualization of the processes with easy-to-understand flowcharts
- Display of the process map based on the established process structure always up-to-date and without any additional effort
- Easily accessible and easy-to-understand process descriptions promote understanding of processes and activities among all participants – even on a tablet or smartphone
- Direct feedback to process owners enables everyone to actively participate in process improvements
- Integration with other Babtec modules ensures comprehensive documentation, risk-based monitoring and continuous development of your quality management system



◀ Detailed process sequence in the flowchart view

Best Quality in All Weather Conditions

The world is changing: this is felt by companies that have to face the major challenges of our time; but it also affects all of us as we are increasingly exposed to extreme weather events. It's a good thing that we are not at the mercy of most conditions. A market leader for awnings, patio roofs and conservatories from Cologne guarantees with the help of QM software that its customers can actually rely on weather protection – whether in pouring rain or bright sunshine.

— by Janine Romanowski



From a Craftsman's Company to an Industry Giant

Although awnings from weinor reliably protect restaurant guests in many European countries from the sun day after day, it is above all the solutions for the home that impress with advanced features, designs and the highest quality standards. From terrace awnings, conservatory, pergola or vertical awnings to glass terrace roofs and slatted roofs to cold conservatories, the Rhineland company offers a wide range of sun and weather protection products.

It all began in 1960 with a small, inventive craftsman's company – a business for installing window sills and curtain rails. Today, weinor is the market leader for sun and weather protection in Northern Europe. The quality promise "Made in Germany" is no

coincidence: weinor relies on high-quality materials for equally high-quality products. Not surprisingly, therefore, a lot of emphasis was also placed on a suitable software solution when selecting adequate tools to ensure this quality.

Simple Usability – Best Connectivity

Before weinor opted for Babtec's specialized QM software, however, quality processes were still laboriously and manually mapped using Office applications and Excel. A dedicated department was also not even envisaged until then. It is therefore all the more remarkable that over the course of the last few years, with the help of the BabtecQ on-premises solution, structured quality processes have been implemented that not only improve

product quality in the short term, but also guarantee it in the long term.

The decision as to which software solution was ultimately to be used depended on three main factors. First and foremost, it was important to weinor that its employees were able to work effortlessly with the software – a catchy, user-friendly interface was therefore a prerequisite. In addition, the company uses an ERP system developed in-house, with which the new QM solution had to be able to interface without errors. The third and decisive requirement: right from the start, weinor wanted to avoid having to make numerous adjustments to the software to tailor it to its own processes, as this usually involves additional costs. Instead, the standard version should already provide all the quality tools and functions that were needed at that time. ➤



The Author

Janine Romanowski has been working for weinor GmbH & Co. KG since 2019. As Quality Manager, she and her team take care of quality issues. The Q team is tasked with improvement management by driving the design of robust processes and products in the fulfillment process, balancing analysis and implementation capabilities. Focus topics include complaint management, FMEA, root cause failure analysis and prevention – always with an eye on customer value.

The Company

Weinor GmbH und Co. KG was founded in 1960 and is now one of Europe's leading manufacturers of sun and weather protection for patios. Day in, day out, the company meets the high demands of style-conscious customers internationally in over 30 countries. The range includes awnings for terraces and balconies, pergola awnings, vertical and side awnings, and sun protection for conservatories. The product portfolio also includes high-quality and modern glass patio roofs, lamella roofs and Glasoasen®.

R

Revolutionizing the Company's Own Quality Management

Against this background, weinor not only found a suitable provider for software solutions in Babtec, but also an optimal partner for the implementation in the company. The connection to the existing system landscape, including the ERP software developed in-house, posed no real challenge for Babtec's project managers. Thanks to the specialists' many years of experience, the development of the interface and the further technical implementation went smoothly throughout. Although the changeover to a new software system initially involves effort and requires capacity to train employees, Babtec turned out to be the right choice here as well, offering support at all points.

Weinor was already an expert in satisfying its customers with effective immediate actions once there was a problem report. After the introduction of Babtec's professional QM software, however, the employees were able to take a much more long-term approach and, for example, to initiate corrective actions within the framework of the 8D method, which permanently eliminates the causes of errors. In this way, customer concerns can not only be solved more efficiently – the number of problem reports also decreases in the long term.

Quality Right From the Start

One product highlight from weinor is special in many respects: the Artares slat roof. With Artares, weinor offers a terrace roof of a special kind "Made in Germany". Customers regulate their individual bioclimate simply by adjusting the opening angle of the slats themselves; intelligent sensors enable automatic adjustment of the slats depending on the weather. The weather protection product can be customized with extras such as integrated vertical shading or LED lighting on the slats and frame. In addition, however, every production step was accompanied by Babtec software for the first time. From FMEA, which identifies potential causes of defects in advance, to the internal processing of deviations with the help of user-friendly, guided 8D reports, to the implementation of corrective actions – BabtecQ enabled optimal implementation right from the start.

In keeping with the motto "prevention is better than cure", great importance is henceforth attached to the quality inspection of supplier products as early as the incoming goods stage. Consistent control through goods inspections ensures that no expensive, time-consuming corrective actions are necessary at a later stage in production. And if a complaint does arise, the cloud-based platform BabtecQube supports fast, solution-oriented communication with suppliers that prevents the defect from recurring. The onboarding of suppliers and the subsequent initiation of processes was easy thanks to the uncomplicated operation of BabtecQube services.

The Standard Is Convincing

The extensive features and functions in BabtecQ convinced weinor in the standard version of the software. Although Babtec offers the option of tailoring modules to the company's processes down to the smallest detail with individual customizations, the requirement for a professional solution was that all the necessary functionalities should already be available with the installation.

BabtecQ integrates all QM tools in one software solution with delivery: a major plus point in this context – in addition to the wide range of quality methods – is the integration of the modules, which guarantees a consistent database. This means that all relevant quality data can be exchanged between the individual modules, for example FMEA, complaint and action management, or production inspection. For weinor, this results in structured, more efficient processes – and for the customer, products whose quality has been assured throughout.

From the Drawing to the Product

The Drawing module also provides weinor with a powerful tool for deriving inspection characteristics from CAD drawings. The drawings are first created by third-party software and then fed directly into BabtecQ via an interface. Babtec's proprietary CAD Integration automatically stamps the drawing dimensions on the one hand; on the other hand, it also makes these drawing dimensions available to the other modules of the software.

Since CAD drawings play an essential role in awning production, drawing information is, in turn, an essential part of quality control. BabtecQ provides the drawing dimensions, which are stamped in just a few seconds; they can then be used by employees as part of the inspection process. The digitalized process saves a lot of time and nerves, especially thanks to automatic stamping, as time-consuming manual processing is no longer necessary. In addition, a drawing

dimension comparison allows different CAD drawing statuses to be compared, so that work is always carried out with the latest data. Here, too, the software's ease of use comes into its own, as the wizard guides users step by step to the optimum comparison result.

Potential for the Future

Although BabtecQ already helps weinor with many quality tasks, there is plenty of potential for further joint projects. For example, the use of the audit module is being examined, with which the experience gained in the course of an audit can be effectively implemented and weak points eliminated. The inspection of goods using checklists via the BabtecQube cloud platform also has a lot of potential for the responsible employees. They would benefit greatly from more flexibility by using it on their smartphone or tablet when incoming goods inspections are due.

Basically, the journey with Babtec's QM software is far from over for weinor. The reason for this is not least that the company – above all the top management – is fully behind its own quality policy and accordingly also the quality promise to the customer. By setting an example of quality within the company, weinor succeeds in convincing its own employees and ultimately also its customers of its high value. The result inspires international business and private customers who can rely on sun and weather protection from weinor, not least because of the high quality standards.

Slat Roof Artares

Reliable sun and weather protection
weinor GmbH & Co. KG
Babtec user since 2018



Everyone is talking about electromobility. Automobile manufacturers are increasingly relying on the "fuel" from the socket and are launching more and more hybrid and fully electric vehicles on the market. With its products and technologies, BRUSA has played a key role in shaping the breakthrough of electromobility. A cloud-based software solution has recently been supporting the Swiss company in the continuous development of its quality processes.

— by Christian Temesfői

QUALITY THAT *MOVES US*

Q

Quality Is the Basis

As a developer and producer in the fields of drive systems, power electronics and inductive charging, BRUSA stands out for its pioneering ideas in electromobility. The future-oriented company is considered a reliable partner for power electronics. Not least because it

has recognized and internalized the great importance of good, cross-company cooperation.

After all, it's not just the way we get around that's changing. International, fast-moving competition and growing demands on the customer side require high quality standards. Continuous improvement is therefore the only way to establish ourselves as a Tier1 supplier in the long term. From the outset,

there was no question that this could only be guaranteed in close cooperation with the company's own business partners. After all, the quality of the end product is always dependent on the quality of its individual parts.

New Demands on Quality Work

Communication between business partners can be challenging: countless e-mails, templates to be filled out in different ways, complex tracking via Excel. For example, in the case of goods complaints or claims, potential for improvement becomes apparent particularly quickly. Additional meetings and a lot of coordination via several channels are often necessary in order to collect all the required information. Under these circumstances, a regulated and efficient complaints process is only possible to a limited extent.

In order to proactively address this challenge, BRUSA made a conscious decision to drive collaboration through a professional software solution for more structured quality management. It was important here to find a suitable entry into the world of QM software solutions. The company placed particular emphasis on ease of use, immediate availability, and an efficient way to manage the data that accumulates.

Quality Via the Cloud?

In the course of its online research for suitable tools, BRUSA ultimately became aware of the BabtecQube platform. Simple and intuitive usability, location-independent use on all end devices and a cost-effective opportunity to continuously improve quality processes: Babtec's cloud solution promised all of this. The fact that the software is ready to use immediately and can be effortlessly extended across the entire supply network if required, was another good reason

for the company to start the free trial month.

No sooner said than done. With just a few clicks, user and company accounts were created and the quality work could begin with software support. Even at first glance, the tidy and easy-to-use software, which can be accessed directly via the browser on a smartphone or tablet, was convincing. It was a huge plus that no external help from the manufacturer was needed during commissioning. The responsible employees were able to find their way around the software themselves without any problems and were quickly familiar with the individual functions.

Improving Together

A successful company needs reliable and sustainable business relationships. BabtecQube, as a central collection point for quality data, creates a fast and accurate overview of supplier performance and thus forms a basis for a meaningful evaluation of business partners. In the long term, this makes performance transparent for both the customer and the supplier.

An Important Link in the Entire Value Chain

To make the most of the BabtecQube's central advantage – collaboration with business partners – BRUSA first networked with its suppliers. As part of the on-boarding process, the solution was presented in short meetings. With this offer, the company wanted to make it clear above all that joint further development with the suppliers is the top priority. Encouragingly, the majority of suppliers were also quickly convinced of the benefits of BabtecQube and the new tool was generally very well received.

The Magic Word Is Transparency

Against this background, the complaints process also benefits from BabtecQube. While information usually has to be gathered partly from mailings, forms or even extra meetings, in the software everything happens in a centralized, transparent way and is available to all responsible parties. In the case of defects or deviations, the complaint is created with just a few clicks and can be easily forwarded to the business partner. The business partner processes incoming complaints directly in the software using the proven 8D method. This process not only saves time, but is also less prone to errors thanks to the guided 8D report. >

BRUSA HyPower AG

BabtecQube user since 2021



T

Targeted communication in the delivery network made a significant leap forward. With the "Spots" service, tasks and actions can be assigned to business partners, but also to the company's

own employees. On the one hand, this is helpful for having important shutdown measures carried out and at the same time ensuring that they have actually been implemented satisfactorily. On the other hand, it also lends itself to getting one's own employees on board. One example: in the blink of an eye, users create a task and designate a responsible person to ensure that purchased parts are correctly sent to the supplier. The software documents all processing steps in a clear history that can be viewed at any time by everyone involved.

Efficiency and Fun – Not a Contradiction

The introduction of the cloud-based platform has resulted in a significant increase in efficiency in the complaints process. In addition, it allows the company – thanks to useful information about processing costs and evaluations of the processes – a detailed overview of what is going on in production and in the field.

For all the positive results, the way in which these results are achieved stands out. What at first seems somewhat contradictory to many was almost a requirement for BRUSA: The responsible colleagues should enjoy their quality tasks because they work more efficiently as a result. This is promoted not least by the fact that the administrative effort is now very low and no costly additional work is required.

Thanks to the good usability, the responsible employees were quickly on board; today, tasks and measures in the BabtecQube are part of their daily business and they enjoy working with the software. In addition, the BabtecQube is available at any time and on any end device – a major advantage over other solutions that previously required complex installation and can only be used at fixed workstations. The many quality-of-life benefits (for example, the drag-and-drop function or the use of a main error catalog) are just the cherry on top of the QM cream.

Improved Process Quality

With pioneering innovations in electromobility, BRUSA is helping to make our world more sustainable. As an innovation platform, the Swiss company and its partners offer solutions that give international customers a decisive edge. BabtecQube, as an entry into the world of software-supported quality management, has ensured that BRUSA also further extends such an advantage in terms of process as well as product quality.



The Author

Christian Temesfői has been working for BRUSA since 2020. As a Supplier Quality Engineer, he is responsible for quality assurance, among other things. In addition to advance quality planning, efficient complaint management including root cause analysis as well as error prevention is of great importance to him.

The Company

BRUSA HyPower AG, based in Buchs (Swiss Canton St. Gallen), was founded in 2021 as a spin-off of BRUSA Elektronik AG, a leading supplier of power electronics in the e-mobility sector since 1985. BRUSA HyPower specializes in electrical energy conversion systems such as DC/DC converters (direct voltage converters) and onboard charging systems. The company develops power electronics products for on-highway, off-highway and stationary applications for its international customers. BRUSA HyPower employs around 220 people, mostly in Switzerland.

www.brusahypower.com

NEWS

Bienvenidos and Grüezi!

Babtec is expanding: This year, we were not only happy to welcome numerous new employees, but also three "new" locations. Basically, the team of our long-time partner BB Software Balear on Mallorca has long been part of the Babtec family, but now it's official. As Babtec Information Systems España SLU, the development studio belongs to the German GmbH. The takeover means that the successful cooperation will be continued even more closely. In addition, Babtec created the basis for a Swiss location in the middle of the year by founding Babtec Schweiz AG. But that's not all: in Germany, the course has also been set for the best possible on-site customer support with a branch office in Frankfurt am Main.



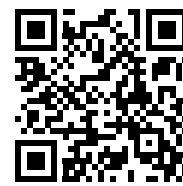
Modern Cooktop Extractor Systems

BORA has been revolutionizing the kitchen living space for over 15 years with groundbreaking cooktop extractor systems. The vision, "The End of Normal," already speaks volumes about the focus on innovation – and on excellent quality that distinguishes the products. We are very proud that BORA Vertriebs GmbH & Co. KG decided this year to ensure this quality from now on with software solutions from Babtec. As respective specialists in their fields, BORA and Babtec combine their know-how and together bring the best products into customers' homes. We are looking forward to a successful cooperation!



Nature Meets Quality – Our Q.Events in 2022

In the last issue of our Q.Magazine, we took a close look at the ecosystem for quality. Interesting guest articles by Dr. Stefan Rösler, Dr. Markus Reimer and professional juggler Andreas Gebhardt showed us that we can learn a lot from the woodland ecosystem, why quality improves the world and why a good failure culture in companies is indispensable. To shed a little more light on these exciting topics, we immediately invited our guest authors to our Q.Events. The Zeche Zollverein in Essen and the Öschberghof in Donaueschingen, which we know very well, offered the best stages for our speakers. In combination with reports on the experiences of weinor GmbH and the Handtmann Group, the visitors were offered a varied program. Sounds exciting? We will be happy to keep you up to date on current events.



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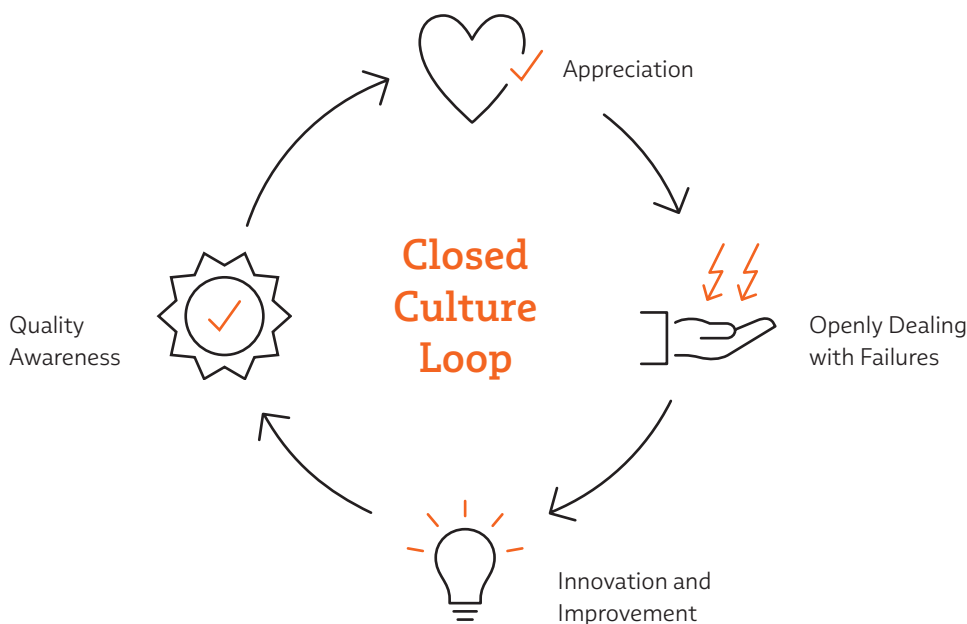
Corporate Culture and Quality: A Dream Team

"Culture eats strategy for breakfast." This famous quote by Peter Drucker, pioneer of modern management theory, sums up the connection between a strong corporate culture and the success of companies. But corporate culture has a decisive influence not only on strategy, but also on our favorite topic, quality. We would even go so far as to say, "Culture eats quality for breakfast." Perhaps you'll agree with us by the end of this Insight article.

— by Dagmar Henkel

» Culture eats quality for breakfast.«





Corporate Culture – the Definition

We all agree that corporate culture is important. But a definition is complicated by the fact that culture is open to interpretation. After all, corporate culture develops as a result of people working together and living together in a company. How do we solve tasks and also conflicts together, how do we celebrate successes, what rituals do we have in everyday life? The answers to these questions are unique and individual for each company. In most cases, the actions, behaviors and atmosphere that make up a corporate culture develop over years – consciously, but above all unconsciously. And they are based primarily on subjective experiences such as feeling and feeling good.

If we want to analyze the corporate culture in our company, the following definition helps in my experience: Corporate culture is the consensus of values and the way managers work with team members and team members work with each other based on these values.

Corporate Culture and Quality – the Connection

The interplay between corporate culture and quality can be excellently described as a control loop, as we also know it from quality management. This is because the processes of a strong corporate culture and a pronounced quality awareness are interrelated in a logical sequence. Let's start with the topic of appreciation. If we treat each other as equals and value each other both in our work and in our humanity, we create the ideal basis for dealing openly with failures.

After all, it is only in an atmosphere that promotes courage and openness that mistakes can be talked about honestly. If we focus here not on who did something wrong, but on what we can do to do it better next time, we optimize our products as well as processes and open doors for innovation.

With this proactive attitude, we create a pronounced quality awareness in the sense of continuous improvement, which in turn nurtures appreciative interaction with one another. This is because we trust each other that we are all acting with the best of intentions to achieve high quality in our company. This closes the Closed Culture Loop.

Corporate Culture That Promotes Quality – Our Path

Just like quality itself, a quality-promoting corporate culture must also be part of the corporate strategy, and a clear commitment from management is essential. We have identified our corporate mission statement as a suitable place for this commitment. In a revision process, not only have our vision and mission been recorded, but our values and quality policy have also been incorporated.

In order for the mission statement to become a lived reality throughout the entire team in the sense of a corporate culture that promotes quality, all managers must be brought on board. For our corporate values to be reflected in the day-to-day work of the team, all managers must feel them, live them and demand them. Their role in this process is that of cultural ambassadors with a role model function, who are also responsible for

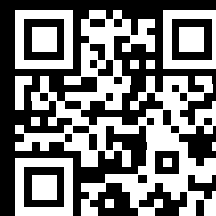
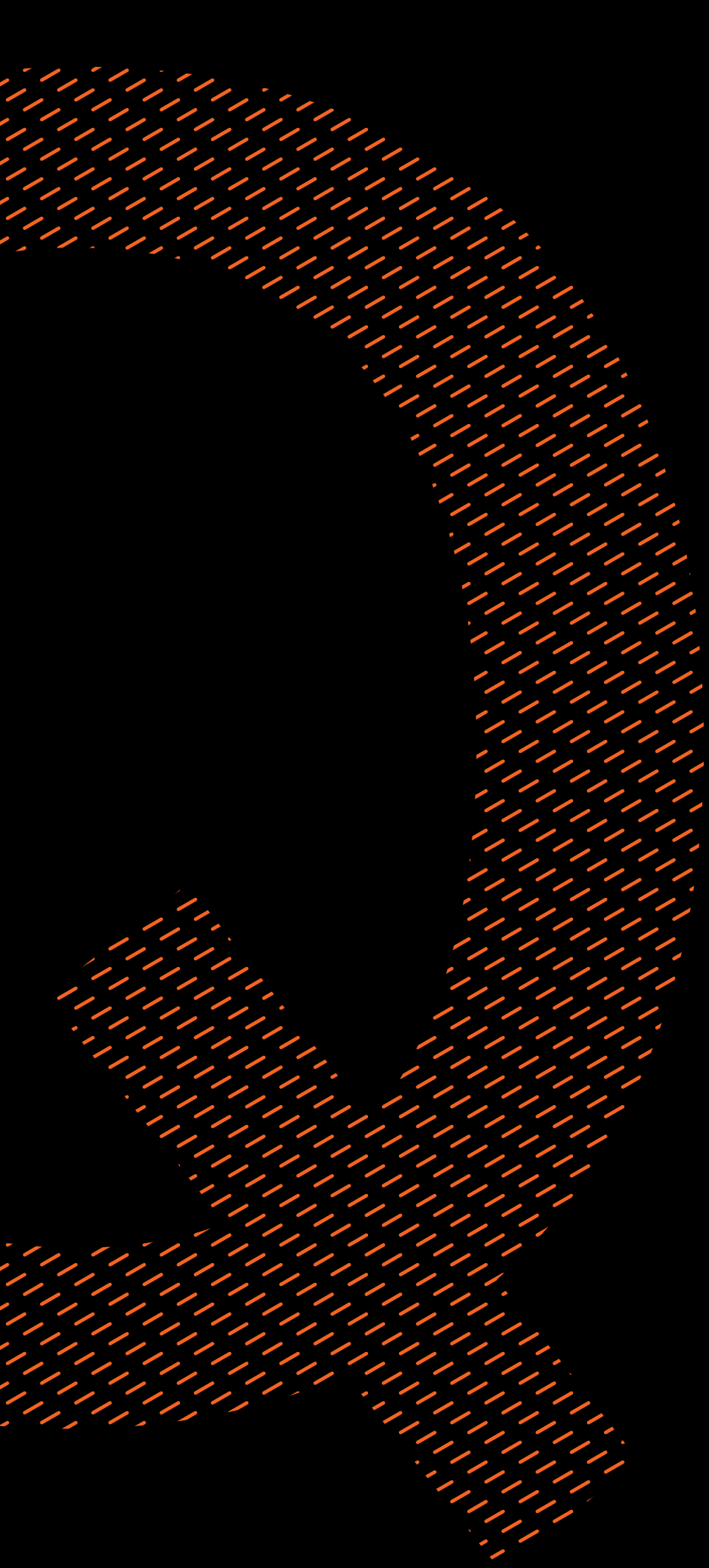
the cultural fitting of new team members and their integration into the cultural fabric. We will therefore work with managers to develop and implement leadership principles based on the mission statement.

After all, a corporate culture that enables the Closed Culture Loop must be experienced and lived by every team member in their day-to-day work – whether in trusting and supportive collaboration within the team or in binding and appreciative external contact with customers and prospects. If we all share the same values in our company, this leads to increased identification with the specialist task, courage to innovate, an open error culture with a continuous improvement process, or in short: a quality-promoting corporate culture.



Benedikt Sommerhoff reflects on quality and corporate culture and describes how quality managers contribute to a desirable state.

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