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Abstract

Thema: Quality Management in the car supplier industry in Germany – a case study:

The firm Blaupunkt is in a permanent state of change. The strong competition from within and from other firms in the same field means that the structures in the firm must be constantly under consideration and adjustments to them must be made where necessary.

The Customer Service Sector of the firm Blaupunkt would like to strengthen its position in face of this competition, since the market for Blaupunkt products is characterized by a competitive spirit which is becoming even stiffer and spreading all over the world. Another factor is the fact that the production programmes of the competitors are more or less exchangeable. The customer who buys the final product has become very demanding, and as well as paying considerable attention to the hard criterions when purchasing products, he also pays more and more attention to the soft criterions, like, for example, the back-up service.

One of the most important ways of reaching this goal is the use of Management Quality Control. The firm of Blaupunkt has turned its attention to the basic principles of ensuring quality comprehensively (Total Quality Management – TQM); continuing to improve the work process; giving customer satisfaction; teamwork; giving employees responsibility and ensuring that the leaders of the firm are one hundred per cent behind these ideas. Quality became an important basic component of the firms strategic plans, set in motion by the firm managers and put into practice by the employees.

Within the framework of my thesis I would like to trace the development of TQM in the Customer Service sector of the firm Blaupunkt. At the same time the history of TQM at Blaupunkt will be carefully examined together with questions such as who introduced TQM, what problems occurred and what objections were raised at that time? To what degree did the different trends in quality management influence decisions made by the leaders of the firm? This will be followed by customers reactions, the reaction of the market to TQM, and the changes resulting from these reactions will be critically examined. Finally, under the aspect of the high guarantee costs, it is hoped to show why TQM is not so successful, and what can be done to change this situation.

Various methods of presenting this will be by means of document analysis, interviews with experts and empirical social research. These will be more closely regarded from the points of view of quality and quantity.

In conclusions, through different planned scenarios, it is hoped to find out how the firm Blaupunkt will survive the next 20 years. By looking back through history we hope to learn from its development and work out new strategies from it.