



Business Case

Implementation of a comprehensive quality management system to increase and sustain product quality

Background

Customer complaints regarding product quality and related product returns led to increased cost (cost of non conformance) as well as to loss of image of the fashion company.

The challenge

The management of our client asked us to identify the concrete reasons for the unusual high number of product quality issues and to develop adequate measures and actions to eliminate them.

The approach

Customer claims have been collected, categorized and analyzed. All reasons for complaints due to product quality issues were listed in a table where we systematically clustered the complaints based on the type of complaint, concerned suppliers, concerned shops and the time between purchase of the product and product return. Afterwards we identified patterns with regards to product returns. Together with our client we developed measures to eliminate the reasons for quality issues. Hereby we also integrated the suppliers of the fashion company in order to increase quality standards already at the origin of the products. A process to assess and rate suppliers on a regular basis using a defined set of criteria was implemented.

The result

Within 12 months the number of product returns and its related cost of non conformance could be decreased by approximately 60%. Also, the number of filed customer complaints regarding product quality issues decreased. The main suppliers were integrated in the quality management process. Regular quality meetings - internally and with the suppliers – take place and ensure high quality long-term. Suppliers who did not meet the quality standards of the fashion company have been replaced.