Date: December 16, 2003

Topic: Acquisition / New Units into the Registration

Overview:
Siemens has acquired several new companies over the past few years. This interview focuses on the process for bringing new acquisition to TL 9000 quality system and registration for the two new companies that Siemens ICN acquired.

How did you accomplish this topic during your implementation?
The objective Siemens ICN management set for their corporate quality organization was to bring both new acquisitions into TL 9000 registration by establishing TL 9000 Quality system efficiently and effectively. To begin with Organization reviewed several areas such as what market the new Acquisitions is in (e.g. high end complex market, low tech consumables etc), how they operate in different environment, what types of market has been captured (e.g. high market share VS starting up), do they have product life cycle (how they handle business proposal to end of life), have they outsourced any services, existing customer relationships, key processes and culture of business, If and what type of quality system in place etc.

Once initial data gathering process was completed, quality organization conducted gap analysis through one on one with quality representatives from the acquisitions and then with the key players. Training was provided to cover requirements of TL 9000 and rolled out the communication with details of gap analysis. Gap analysis helped organization to understand who and where the training was needed.

What resources/tools/vendors were used to accomplish this task?
Individuals from the acquisitions were drafted based on their skills, position in the organization and access to the various parts of the organization as well as management recommendation for TL 9000 training. Most of these folks selected were from engineering, HR, Sales with hands on capability.

Excel partnership provided the training for Lead auditor, Executive training and internal auditor training. Internal CBT (Computer Based Training) for TL 9000 was developed with e-learning and test concept. This became a mandatory course for every employee. Each organization have designated Quality System Representatives (QSR) who also completed TL 9000 training.

Was there any benchmarking activity?
No.

What lead you to use this method?
Previous experience with similar situation.

What worked and what didn't work?
–   Having upfront foundation work completed with great details and spending time to understand business factors helped setting foundation and goals for the organization.

– If you already have assumptions about the organizations culture then it may not work. Assumptions lead you to believe you know something when in reality you may not have understood it clearly.

What recommendations do you have for others attempting to use your method?
   a)   Follow the process that Siemens went through. It worked great for them.
   b)   Use what works and keep open mind.
   c)   Initial approach should include reviewing the systems acquisition has in place.

How did you measure the effectiveness of this method?
Both of the new acquisitions received their TL 9000 registration.