



Ing. Ronald Waldherr BSc.

- Interim Manager
- Consultant
- Trainer

Zero errors. From the supplier to the customer!

My name is Ronald Waldherr. I am an Interim Manager, Consultant and Trainer for Quality Management, Supplier Management and Complaint Management. In the role of Head of Quality Management or Head of Supplier Management, as Senior Quality, Supplier or Complaints Manager, I take on mandates and projects in the automotive industry, medical technology and the metal and plastics processing industry.

MY OFFER

| Quality Management | Supplier Management | Complaint Management |
|--|---|--|
| <ul style="list-style-type: none"> ▪ Strategy development ▪ Management reporting ▪ Process-oriented documentation for production ▪ Preparation of statistics | <ul style="list-style-type: none"> ▪ Supplier key figures ▪ Measures with interface partners ▪ Supplier audits as well as qualifications and trainings | <ul style="list-style-type: none"> ▪ Structure and optimization ▪ Stakeholder management ▪ Reduction of complaints ▪ Application of various QM tools |

Trainings on quality, suppliers and complaints for ideal know-how transfer!

Interim Roles

- Head of Quality Management or Head of Supplier Management
- Senior Quality, Supplier or Complaints Manager

Industrial Competencies

- Automotive industry
- Medical Technology
- Metalworking industry
- Plastics processing industry

Certificates

- QM Supplier Auditor
- Quality Technician ST
- Quality Technician QII
- Quality Management and Applied Statistics QMAS
- System Representative Quality QMB

MY CORE COMPETENCIES

- Since 1994 experienced in quality and supplier management in national and international environment
- Employee management and motivation through transparent task assignments and training courses
- Reduction of errors through systematic complaints management.
- Complaint processing with 8D Report, FMEA, A3 solution sheet, Ishikawa or 5Why
- Languages: German (mother tongue), English (business fluent)
- Standard experience
 - ISO 9001
 - IATF 16949
 - ISO 13485
- Communication at eye level
 - Bachelor of Science
 - Engineer
 - Master
 - Toolmaker journeyman

A selection of my projects (You can find the project details on the following pages.)

Q=Quality Management | S=Supplier Management | C=Complaint Management | T=Trainings

| Projekte | Q | S | C | T |
|--|---|---|---|---|
| Supplier Quality Manager in the automotive industry (battery tray) | ☑ | ☑ | | |
| Supplier Quality Manager in the automotive industry (injection systems) | ☑ | ☑ | | |
| Interim Quality Manager in the metal industry (door closing systems) | ☑ | ☑ | ☑ | ☑ |
| Deputy Quality Manager in the metal industry (electron beam welding) | ☑ | ☑ | ☑ | |
| Trainer at a vocational education and rehabilitation center | ☑ | | | ☑ |
| Quality Management Consultant in print media sector (tickets, payment slips) | ☑ | | | ☑ |
| Head of Supplier Management in medical technology (heart-lung machines) | ☑ | ☑ | ☑ | |
| Deputy Quality Manager in medical technology (medical devices) | ☑ | ☑ | ☑ | |
| Quality Director in the automotive industry (front and rear bumper) | ☑ | ☑ | ☑ | |
| Quality Manager in the automotive industry (lines and valves) | ☑ | ☑ | ☑ | |

Overview permanent positions (Details of the stations can be found at the end of the document.)

| Time Period | Interim Role | Client | Industry |
|-------------|-----------------------|-------------------|-------------------------|
| 2012 - 2014 | Quality Manager | iSi Automotive | Automotive |
| 2011 - 2012 | Configuration Manager | Schiebel | Aeronautics |
| 2010 - 2011 | Quality Manager | Otto Bock | Medical technology |
| 2009 - 2010 | Technician | JTI/Austria Tabak | Luxury Food, Cigarettes |
| 2003 - 2008 | Quality Manager | Electrovac AG | Electrical industry |
| 2002 - 2003 | Quality Manager | Amtec GmbH | Automotive |

Technical Know-how

- Punching and bending tools in combination with punching machines & fiction presses
- Injection molds in combination with injection molding machines
- Turning and milling machines: conventional and CNC controlled
- welding: inert gas, autogenous and electric
- Preparation of work and test instructions as well as operating instructions in the course of the
- Work preparation
- Reading of technical drawings and specifications with the corresponding standards
- Professional handling of measuring equipment

ERP Application Know-how:

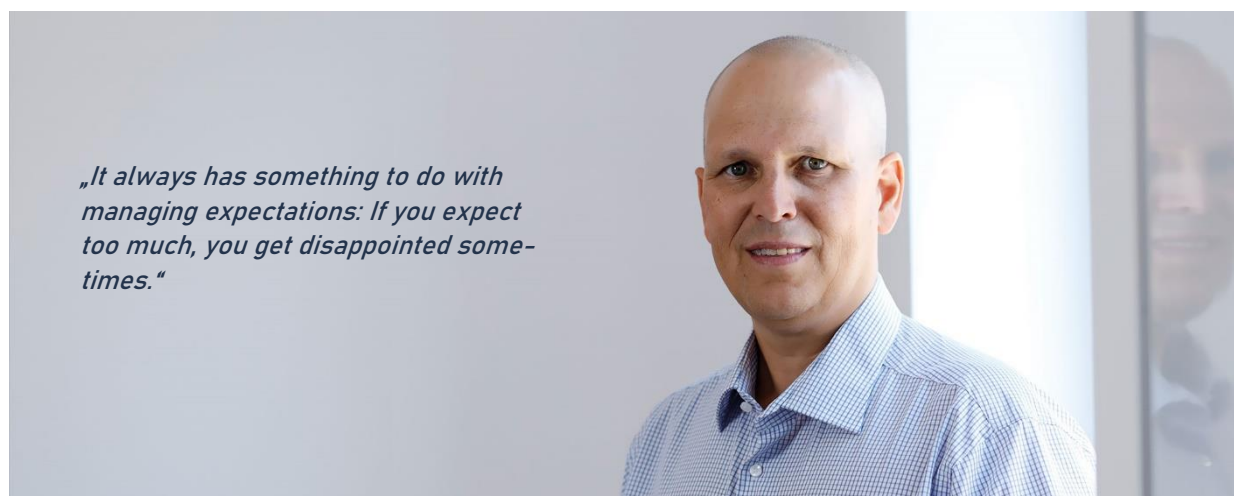
- SAP: Material masters; routings, bills of material, Q-modules (www.sap.com)
- SiS: Experience on the sidelines during the conversion to SAP (www.sisworld.com)
- Pro Alpha: Materials Management (www.proalpha.at)
- IN ERP: Materials Management (www.informing.ch)

PC Know-how:

- Advanced knowledge: Windows incl. Office and Visio
- Basic knowledge: AutoCAD, SOLIDWORKS

Completed trainings:

| Time period | Training |
|-------------|---|
| 2019 - 2020 | Forklift license and crane license |
| 2006 - 2009 | University of Applied Sciences Int. industrial engineering part-time (Vienna) /BSc. |
| 1998 - 2002 | Industrial engineering part-time, branch QM (Vienna) / Ing. |
| 1997 - 1999 | Werkmeister part-time (Vienna) / Mst. |
| 1987 - 1991 | Vocational school toolmaker (Vienna) / journeyman |



TESTIMONIES FROM COMPANIONS

»In addition to his wide-ranging expertise in the overall quality spectrum, as well as the measurable successes that can clearly be attributed to his activities, I was particularly impressed by his ability to bring the team along and involve them. This lays the foundation for the sustained and continuous development of product quality and the efficiency of quality assurance processes.«

UWE ZIEWERS, PPA.
Plant Management KFV & PORTAL / SIEGENIA Group

»Ronald has familiarized himself very well in a short time with a field of activity that was foreign to him. Even after a short time, you could notice a significant improvement in the topics he was working on. He has a calm demeanor, a good technical understanding, listens and looks at the problems on site, then takes the right action.«

HOLGER KOWALZICK
Head of Design & Development DRIVE / SIEGENIA Group

»Ronald won me over with his analytical mindset and effective approach to getting to the bottom of problems. In doing so, he does not allow himself to be distracted from his goals even by bogus arguments. He pursues these with perseverance until they are successfully implemented. His Viennese charm gives him access to all levels, from the store floor to management and shareholders.«

THOMAS MAHLER
Interim Management & Quality Consulting

»I'm also very glad to have worked with you in Daoda. It seems like they've changed their mind set and respected Volvo's requirements. This is your merit. Thanks for your great contribution to make life easier.«

RITA FANGBIN YAO
Sr. Supplier Quality Manager for Interior & SGM

»You act purposefully, calmly and prudently. In critical situations, in customer meetings, you are a pleasant conversational partner with professional background knowledge. It is always clear whose interests you represent without burdening the customer.«

SÖREN SOMMER,
Key Account Manager / KFV Karl Fliether GmbH & Co. KG

»Ronald Waldherr acted as an Interim Manager from December 2021 to June 2022, handling a delicate complaint case and temporarily managing the quality department for me. The job required diverse communication as well as technical skills and a high degree of skill and stamina. Already during the planning of the approach and the involvement of all departments, Ronald convinced with creativity and commitment. His attention to detail during project execution resulted in a highly satisfactory outcome and leaves no doubt about his skills and knowledge.«

Stefan Sandkühler
Head of Quality Assurance / KFV Karl Fliether GmbH & Co KG

Supplier Quality Manager in the automotive industry (battery tray)

Project

Time period:

- 2024/07 – 2024/10

Company:

- BMW Group

Industry:

- Metal Industry
- Industrialization of High-Voltage Periphery

Turnover:

- 155,5 billion €

Employees:

- approx. 155 000
- Approximately 50 at the location

Situation in the company:

- Supplier is based in Spain and is not capable of producing quality parts

Country:

- Germany
- Spain

Task:

- Training at BMW: Getting to know the responsibilities, stakeholders, BMW structure and the product
- Process and supplier support: Deepening the production processes at the supplier for bonding, welding and powder coating
- Knowledge transfer and delivery preparation: Ensuring knowledge transfer and preparing the first delivery
- Measures:
 - On-site support at the supplier: daily meetings, process management, preparation of a weekly report and troubleshooting
 - Training and adaptation: introduction of a new manager, restructuring of responsibilities due to personnel rotations and continuous maintenance of the LOP (List of Open Points)

Measures:

- On-site support at the supplier: daily meetings, process management, preparation of a weekly report and troubleshooting
- Training and adaptation: introduction of a new manager, restructuring of responsibilities due to personnel rotations and continuous maintenance of the LOP (List of Open Points)

Successes:

- Progress on open tasks: The open points in the LOP list were reduced from 154 to 39, while the number of points increased by a further 30
- Increased efficiency: The measures led to a successful increase in efficiency, which is reflected in the continuous processing of tasks
- Documentation and process control: Preparation of weekly reports and clear documentation requirements improved the overview and control of the production processes

Special Challenge:

- Complex supplier coordination: Coordination with the supplier and its subcontractors in order to identify risks at an early stage and initiate measures
- Revision of reports: After the first report was positively accepted, a revised version was requested
- Personnel changes: Reassignment of tasks and responsibilities due to personnel rotations required ongoing adaptation of the team and processes



**Supplier Quality Manager in the automotive industry
(injection systems)**

Project

Time period:

- 2023/08 – 2024/04

Area of responsibility:

- 1 professionally managed employees

Company:

- Liebherr-Components Deggendorf GmbH

Industry:

- Metal Industry
- Injection Systems

Turnover:

- 14 million €

Employees:

- approx. 500

Situation in the company:

- 1 supplier manager resigned before my joining, and another resigned one month later.
- Frequent changes in topics and corresponding supplier handovers were a challenge.

Country:

- Germany

Task:

- Conducting supplier audits and problem visits to increase quality awareness among suppliers in Germany and the Czech Republic
- Creation and implementation of a new 8D report for systematic error analysis
- Examination of control plans and conducting plant visits
- Performing statistical analyses to identify problematic suppliers
- Initiating special releases (time or quantity limited) to minimize production downtime

Measures:

- Planning and conducting supplier audits and problem visits (Germany and the Czech Republic) to identify optimization potentials
- Sensitization through development and implementation of a new 8D report format with detailed instructions
- Organization and execution of a Run@Rate test followed by analysis and presentation of results
- Analysis of supplier data to identify problematic suppliers and develop appropriate measures
- Initiating special releases considering time or quantity limitations

Successes:

- Improvement of quality awareness among suppliers
- Successful implementation of a long-term solution strategy to address a long-standing issue in plastic injection molding
- Efficient utilization of the new 8D report for systematic error analysis and resolution
- Process optimization through audits, plant visits, and statistical analyses

Special Challenge:

- Complexity and diversity of tasks to be managed
- Need for close collaboration with internal and external stakeholders
- Requirement for a long-term and sustainable strategy for error prevention and resolution

**Interim Quality Manager in the metal industry
(door closing systems)**

Project

Time period:

- 2022/01 – 2022/05

Area of responsibility:

- 25 employees

Company:

- KFV Karl Fliether GmbH & Co KG

Industry:

- Metal Industry
- Door Closing Systems

Turnover:

- 95 million €

Employees:

- approx. 650

Situation in the company:

- The Quality Manager in permanent employment was terminated in a flash, he was immediately released from his duties
- Handover took place by the management

Country:

- Germany

Task:

- Responsibility for quality management in the plant (production, customers, suppliers, projects)
- Leadership and further development of subordinate employees
- Responsibility for the continuous improvement of the QM system, methods and strategic orientation
- Problem analyses and coordination of the error correction process in close cooperation with internal departments, customers and suppliers
- Ensuring the quality of mechanical, electronic and electromechanical components and systems as well as integrated digital components / systems
- Development of quality concepts for new projects and series
- Development of a sustainable quality strategy / recommendation for action on the basis of a weak point analysis with the focus on organization, processes, products and employees.

Measures:

- Sensitization and training of employees through background information and lived error culture
- Activities within the scope of personnel responsibility incl. job interviews
- Preparation of a 3-year strategy for personnel (training, transfer, increase, exchange, change), organization (insertion of new structures and responsibilities) and technology (increase of machinery) incl. key figures
- Regular reporting (reviews) to the management board
- Cross-plant topics (procurement guideline, 8D report, special releases, advanced product quality planning (APQP), presentations, workshops) in coordination with the other Quality Managers
- Invitation of the sister plant for the purpose of joint reduction of defective deliveries and components

Successes:

- Reduction of complaints by about 20%
- Increased understanding of error culture and transparency created
- Reduction of special releases
- Synergy effects in other departments and between plants

Special Challenge:

- Build trust with employees, guide, challenge and encourage them
- Preparation of various reports (documents deleted by ex-employee)
- Involvement of the team in the preparation of reports and management reports. (In the past, team was not involved).
- Communication and understanding between plants was strained

**Deputy Quality Manager in the metal industry
(contract manufacturing electron beam welding)**

Project

Time period:

- 2019/03 – 2020/03

Area of responsibility:

- 4 professionally managed employees

Company:

- pro-beam GmbH & Co. KGaA

Industry:

- Metal industry
- Contract manufacturing electron beam welding

Turnover:

- 60 million €

Employees:

- 430

Country:

- Germany

Task:

- Reduction of open complaints
- Sustainable elimination of repeat complaints
- Auditing (qualification) of suppliers
- Ensuring quality throughout the process

Measures:

- Coordination with individual customers about open complaints
- Introduction of transparent error culture: graphic posting of errors on the store floor; daily regular meetings with the specialist departments and discussion of open complaints (8D method)
- Practical training of the individual employees in troubleshooting
- Understanding of errors increased by statements such as: It is not the individual who is to blame for the error, but the system. Because if the system is not right, anyone can make the mistake.
- Transparent error culture exemplified and introduced (search not for culprits, but for solutions)
- Support during supplier audits and qualification of suppliers
- Creation of key figures in quality management
- Revision of audit checklists
- Preparation of a structured supplier and complaint management system

Successes:

- Reduction of customer complaints
- Increased understanding of the error culture

Special challenge:

- Attitude of employees was not optimal, as they felt little sense of responsibility up to now (no responsibility was given to them so far)
- No one had initially admitted mistakes



**Trainer at a vocational education and rehabilitation center
(trainings for youth und adults)**

Project

Time period:

- 2019/02 – 2020/12

Company:

- BBRZ Reha

Industry:

- Vocational training and rehabilitation center (training for youth and adults)

Turnover:

- 262 million € (2015)

Employees:

- 3.000 (2015)

Country:

- Austria

Task:

- Quality management workshops including applied exercises, with final test and certificate
- Number of participants from 7-14 people

Measures:

- Preparation of a script, an exercise booklet with practical exercises and a final test

Successes:

- Further training (quality management workshops) after the pilot project
- Some participants understood the meaning and were very interested

Special challenge:

- It was a compulsory event for the participants, thus not all of them were motivated. I was able to inspire the majority with my practical experience (anecdotes told from the mandates)
- I had no authority to issue directives, but this went through my own process supervisors, so it was sometimes very demanding

**Quality Management Consultant in the print media sector
(ticket and admission area, payment slips)**

Project

Time period:

- 2018/10 – 2019/12

Company:

- Dataform Print GmbH

Industry:

- Print media (print media, tickets, payment form) (trainings for youth and adults)

Turnover:

- 35 million € (2018)

Employees:

- 130

Country:

- Austria

Task:

- 9001:2016 certification

Measures:

- Coordination with the certifier and the team on site
- Creation of measures, based on the standard requirements
- Advising the senior Quality Manager, regarding task distribution and follow-up.
- Supervision and further development of quality management
- Revision of internal audit checklists
- Revise change management, complaint handling and training process
- Preparation of the knowledge management

Successes:

- Successful certification according to 9001:2016

Special challenges:

- It is a small company that has to compete strongly due to the ever advancing digitalization, accordingly there was little capacity and budget.

**Head of Supplier Management in medical technology
(heart-lung machines, autotransfusion devices, centrifugal blood pump)**

Project

Time period:

- 2018/02 – 2018/10

Area of responsibility:

- 3 professionally managed employees

Company:

- LivaNova Deutschland GmbH

Industry:

- Medical technology (heart lung machines, autotransfusion devices, centrifugal blood pump)

Turnover:

- 1 billion € (2018)

Employees:

- 130

Country:

- Germany

Task:

- Management of the QM supplier management
- Manage the supplier quality audit process, including establishing requirements, priorities, and determining audit frequency
- Analyze internally and externally collected supplier data (manufacturing processes and control) to identify trends and prevent potential issues
- Work directly with suppliers and create action plans to address process failures
- Participate in cross-functional teams to develop new products or make changes to existing products to meet customer requirements
- Management of supplier audits

Measures:

- Supplier audits and supplier qualifications incl. approval of new suppliers
- Support and further development of existing suppliers
- Processing of complaints
- Supplier visits in Europe
- Collaboration with purchasing and development to create long-term remedial actions (continuous improvement process)
- Statistical evaluations
- Presentation of monthly and quarterly management reviews

Successes:

- Successful takeover of dormant (6 months) supplier management and its set-up.
- Maintaining supplier management until permanent position is found.
- Familiarization with the permanent position

Special challenges:

- Due to the absence of the previous supplier managers, many tasks had been left undone. The prioritization of the individual activities was driven by the criteria of safety relevance, costs and target deadlines.
- Supervisor was responsible for all supplier managers throughout Europe, so there was no direct contact person or supervisor in the company on site
- Supervisor changed to another area after one week, which made communication even more difficult

**Deputy Quality Manager in medical technology
(medical devices, eye laser machine, rehabilitation treadmill)**

Project

Time period:

- 2017/02 – 2018/02

Area of responsibility:

- 3 professionally managed employees

Company:

- Stoppani AG

Industry:

- Plant engineering (medical equipment, plant engineering, coffee machines vending machines)

Turnover:

- n. a.

Employees:

- 200 (2018)

Country:

- Switzerland

Task:

- Support of the complaint management
- Creation of a QM manual
- Supplier management incl. audits
- Product acceptance in and outside the clean room incl. documentation

Measures:

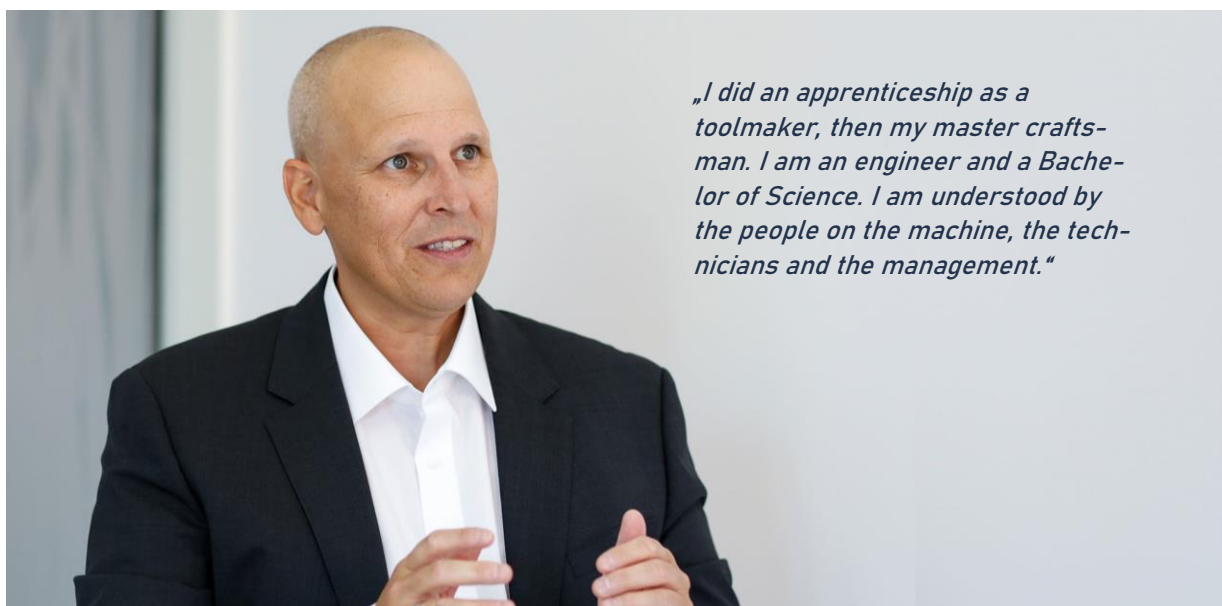
- Involving suppliers by inviting them into the company to better understand and learn from the delivered defects
- Joint development of weak points and solutions, according to a list of measures defined by me on the basis of the complaints that have arisen
- Creation of error image catalogs
- Error management (monitoring of 8D meetings, documentation)

Successes:

- Reduction of complaints through intensive analyses and involvement of suppliers
- Revision of supplier audit checklists and reorientation of complaints management (introduction of 8D reporting)

Special challenges:

- New preparation of a QM manual for recertification
- Preparation of individual documentation for recertification
- Quality Manager did not recognize endangered certificate loss despite several warnings



**Quality Director in the automotive industry
(front and rear bumper, side skirts, roof spoiler and grill)**

Project

Time period:

- 2016/08 – 2017/01

Area of responsibility:

- 5 professionally managed employees

Company:

- Jiangnan Mould & Plastic Technology Co., LTD.

Industry:

- Plastics industry
- Automotive industry (front and rear apron, side skirts, roof spoiler, grill)

Turnover:

- 635,5 million €

Employees:

- 4.303 (2017)

Country:

- China (Peking)

Task:

- Delivery capability at customer Volvo was at risk, threat: delivery stop
- Construction of a new plant in Qong Qing incl. ramp-up for Volvo and Daimler
- Supplier management in general
- Contact person for general management

Measures:

- Supplier audits incl. measures and tracking
- Weekly visits to suppliers (at least two days on site)

Successes:

- Further development of a supplier for the fastened delivery release at Volvo
- Reduction of open Qhelp topics at Daimler and creation of a basis of trust
- Supplier development regarding quality, support in Qhelp topics for the customer Daimler, Quality Project Manager for the customer Volvo

Special challenges:

- Chinese culture is very different from the European
- Payment morale of the Chinese company was very poor
- Working hours of over 20 hours per day occurred and were also required



**Quality Manager in the automotive industry
(lines, valves and thermostats)**

Project

Time period:

- 2015/04 – 2016/07

Company:

- Borg Warner Esslingen GmbH

Industry:

- Metal industry
- Automotive industry (pipes, valves and thermostats)

Turnover:

- 10,53 million €

Employees:

- 30.000

Country:

- Germany

Task:

- Complaint processing using 8D reports
- Experience with pipes, thermostats or valves

Measures:

- Practical intensive training of the individual MA during troubleshooting
- Scientific investigation and documentation of a repeat error

Successes:

- Project lead on exit from Qhelp3, with success on Qhelp1.
- Complaint support for repeat complaints and new issues
- Supplier and customer support (German and English-speaking regions)
- Error management (monitoring of 8D meetings, documentation)
- Constant cooperation with Daimler Trucks and Passenger cars
- Preparation of a production relocation (from Germany to Hungary) for VW (Skoda & Audi), Daimler, BMW, Ford, Continental

Special challenges:

- Production was relocated, employees no longer motivated
- In the initial phase, occasional aversion to outsiders noticeable
- Convince project managers that a scientific examination of a defect is financially worthwhile and can yield far-reaching optimization results



Permanent positions

| | |
|-------------|---|
| 2012 – 2014 | <p>Quality Manager at iSi Automotive Industry: Automotive Produced: Airbags complete</p> <p>TASKS</p> <ul style="list-style-type: none"> ▪ Supplier and customer support (German and English-speaking regions) ▪ Error management (monitoring of 8D meetings, documentation) ▪ Sampling (automotive standards, internal regulations) ▪ Create and supervise qualifications (automatic welding machines, measuring systems) ▪ Cooperation with QS, Dispo, Purchasing, Logistics, GF ▪ Creation of the intranet Q presence for the company |
| 2011 – 2012 | <p>Configuration Manager at Schiebel Industry: Aeronautics Produced: Helicopter drones and mine detectors</p> <p>TASKS</p> <ul style="list-style-type: none"> ▪ Prepare a configuration management ▪ Creation of a release process of parts and assemblies ▪ Training of the release process (approx. 60 MA) ▪ Development of customer documentation with program management |
| 2010 – 2011 | <p>Quality Manager at Otto Bock Industry: Medical technology Produced: Hand and foot prostheses</p> <p>TASKS</p> <ul style="list-style-type: none"> ▪ Accompaniment of validations ▪ Development of error database with categorization for complaint management ▪ Statistical evaluations ▪ Establishment of a key performance indicator system for quality management |
| 2009 – 2010 | <p>Technician at JTI/Austria Tabak Industry: Luxury Food Produced: Cigarettes</p> <p>TASKS</p> <ul style="list-style-type: none"> ▪ Project activity ▪ Conversion to SAP in the area of spare parts and technical translation (English) ▪ Reconciliations with the programs: SiS, Excel and SAP ▪ Obtaining information (topicality, price, ...) from suppliers (German-English) |

| | |
|-------------|--|
| 2003 – 2008 | <p>Quality Manager at Electrovac AG</p> <p>Industry: Electrical Industry Produced: rod controllers (heating plates), click controllers for coffee machines, oxygen sensors.</p> <p>TASKS</p> <ul style="list-style-type: none">▪ SAP support for work preparation (material masters, bills of material and routings) and quality management▪ Accompaniment of the production to obtain ISO 9001:2004▪ Creation of quality-relevant documents that are required for the manufacture of a product▪ Statistics and REFA▪ Preparation of operating manuals for the systems developed in-house |
|-------------|--|

| | |
|-------------|--|
| 2002 – 2003 | <p>Quality Manager at Amtec GmbH</p> <p>Industry: Automotive Produced: Radioblinds</p> <p>TASKS</p> <ul style="list-style-type: none">▪ Advanced quality management▪ Customer support in all quality-related matters▪ Processing of complaints▪ Creation and processing of initial sample inspection reports▪ Travel domestically and internationally to monitor / improve production |
|-------------|--|

„Managing quality, suppliers and complaints is one thing. It is important that the measures taken are also anchored in the company and thus make the company successful in the long term. I ensure the transfer of know-how through my specific trainings.“

