**Case Study for Director of Quality - Rohlik Group**

We are thrilled that you are interested in joining Rohlik Group. We've had insightful discussions about your experience and skills, and now we’d like to explore how you approach real-world challenges.

### **Situation**

Rohlik Group is currently expanding its operations and is committed to enhancing its quality standards across all its markets (Czech Republic, Hungary, Austria, Germany, and Romania). To achieve this, we are centralizing our quality management processes to ensure a unified, industry-leading approach that consistently exceeds local regulatory requirements.

### 

### **Task**

As the newly appointed Director of Quality, your mission is to unify and elevate quality standards across all markets, balancing local regulatory compliance with centralised oversight. Below are key challenges to assess your approach:

1. **Unifying and elevating standards**
   * What key steps would you take to develop and implement consistent quality standards across multiple markets while accommodating country-specific regulations?
   * How would you ensure seamless integration of existing systems into a centralised quality management framework that reflects our commitment to exceeding industry benchmarks?
2. **Automation opportunities**
   * Rohlik Group is focused on automation to enhance efficiency and ensure consistency. Which specific areas in our current quality management processes (e.g., supplier monitoring, in-process checks, final product inspections) would you prioritise for automation?
   * How would automation improve accuracy, productivity, and overall quality control in these areas?
3. **Risk-Based quality management**
   * We plan to implement a risk-based quality management system to proactively address potential issues. What key risk indicators (e.g., supplier performance, batch rejections, delivery defects) would you focus on?
   * How would you design a monitoring system to track these indicators and ensure proactive quality control?
4. **Building a centralised quality management system** Using the 'Pyramid of Quality' framework, outline your approach to building a centralised quality management system:
   * **Basic Level**: What essential elements must be in place to ensure compliance and customer satisfaction?
   * **Medium Level**: What operational efficiencies would you prioritise to optimise scalability and performance?
   * **Top Level**: What best practices or innovations would set Rohlik Group apart as an industry leader in quality management?

### 

### **Format**

We are flexible regarding how you present your solutions. You can choose to discuss your approach in an open forum or prepare supporting materials, such as documents or slides. Let us know your preference, and we’ll provide the necessary tools.