

## Quality Management

### Why care about quality

- increase productivity
- expand market share
- raise customer loyalty
- enhance competitiveness of the firm
- at a minimum, serve as a price of entry

### Why Quality is so difficult to do?

One has to translate future needs of the user into measurable characteristics

### Elements for Success

- Management Support
- Mission Statement
- Proper Planning
- Customer Focus both internally and externally
- Measurement
- Empowerment
- Teamwork/Effective Meetings
- Continuous Process Improvement
- Dedicated Resources
- Treating suppliers as partners

- When TQM is implemented in any organization, it results in high value sustainable benefits.

Some of the benefits are:

- ✓ Improved quality and efficiency
- ✓ Employee participation and teamwork
- ✓ Working relationship
- ✓ Customer satisfaction
- ✓ Employee satisfaction
- ✓ Better Communication
- ✓ Improved Profitability
- ✓ Increasing Market share

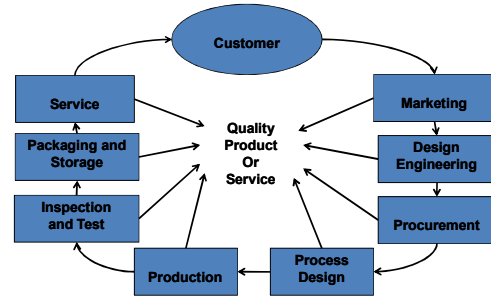
TQM along with benefits has many costs these are:

- 1) Resistance to change: Employees in some organizations may feel insecure under the TQM program due to lack of trust thus result in a high employee turnover rate.
- 2) High cost of time: TQM program involves high costs of implementation and it might take several years for the program to show substantial results. This may result in uncertain economic conditions.

### TQ: Transforming an Organization

From	To
Motivation through fear and loyalty	Motivation through shared vision
Attitude: "It's their problem"	Ownership of every problem affecting the customer
Attitude: "the way we've always done it"	Continuous improvement
Decisions based on assumptions/ judgment calls	Decisions based on data and facts
Everything begins and ends with management	Everything begins and ends with customers
Crisis management and recovery	Doing it right the first time
Choosing participative OR scientific management	Choosing scientific AND participative management

### Responsibility for Quality



### Quality in U.S. vs. the Japanese

- U.S. conforming to the requirements at the least cost
- Japanese joint responsibility to make the end customer happy