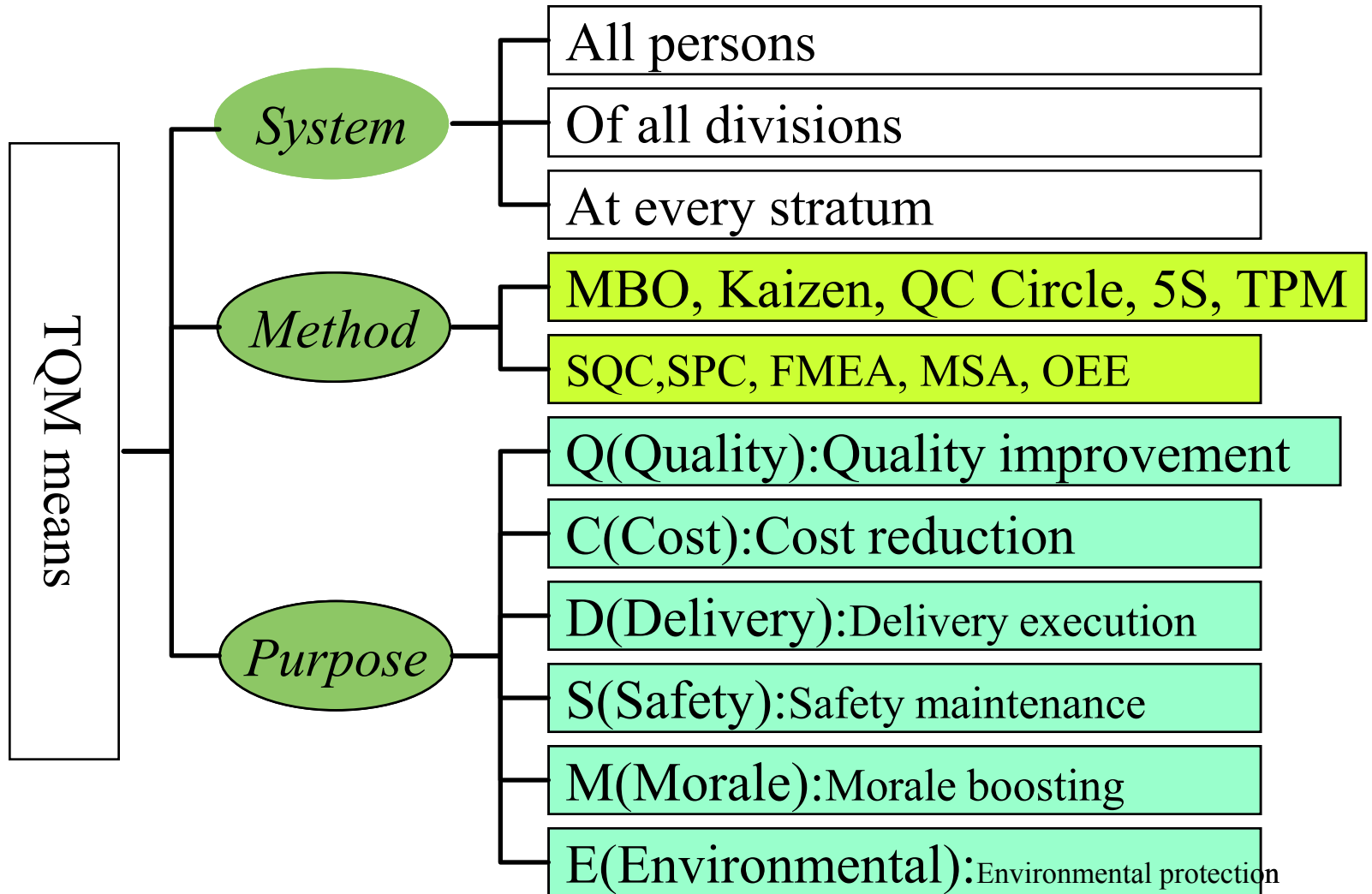


# Meaning of TQM



# Definition of TQM

**Systematic activities of operating the whole units of a company effectively and efficiently to supply goods and services of quality satisfactory to customers at right time and at right price, thus contributing to attaining **Business Purposes.****

TQM is integrated organisational approach in delighting customers (both internal and external) by meeting their expectations on a continuous basis through everyone involved in the organisation, working on continuous improvement in all products, services, and processes along with proper problem solving methodology.

# Definition of TQM

"TQM is a management approach for an organization, centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organization and to society."

Total Quality Management (TQM) is a management strategy aimed at embedding awareness of quality in all organizational processes.

Total Quality Management means that the organization's culture is defined by and supports the constant attainment of customer satisfaction through an integrated system of tools, techniques, and training. This involves the continuous improvement of organizational processes, resulting in high quality products and services.

# What's the goal of TQM?

*“Do the right things **right** the first time, every time.”*

# Pillars of TQM

1- Customer Focus: Studying customer needs, gathering customer requirements, and measuring and managing customer satisfaction.

Customer satisfaction is seen as the company's highest priority. The company believes that it will only be successful if its customers are satisfied.

2- Process Management: Develop a production process that reduce the product variations. Applying the same process; the same product should be produces with the same level of quality every time.

Teams are process-oriented, and interact with their internal customers to deliver the required results. Management's focus is on controlling the overall process, and rewarding teamwork.

# Pillars of TQM

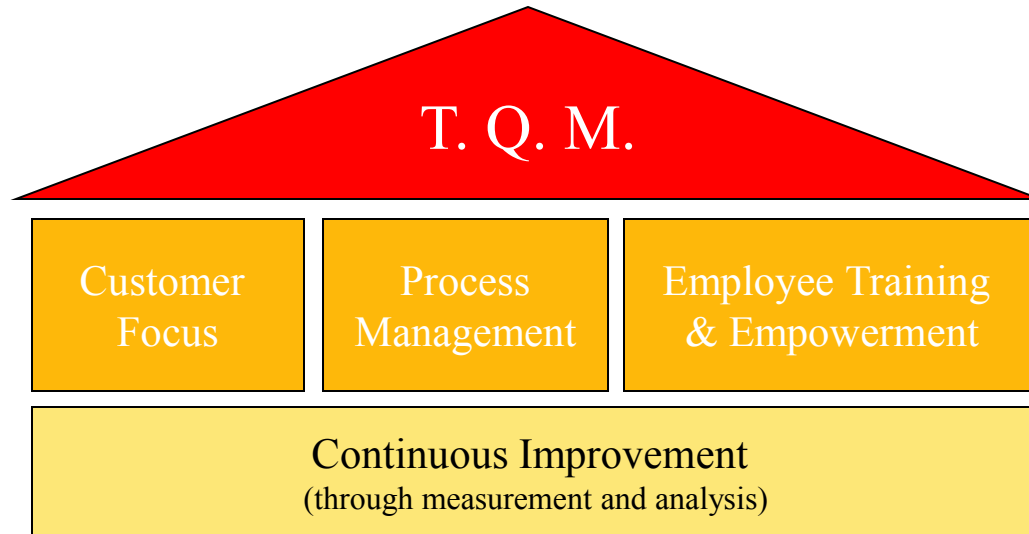
3- Employee Empowerment (Human side of Quality): TQM environment requires a committed and well-trained work force that participates fully in quality improvement activities.

On-going education and training of all employees supports the drive for quality.

4- Continuous Improvement: TQM recognizes that product quality is the result of process quality. As a result, there is a focus on continuous improvement of the company's processes.

This will lead to an improvement in process quality. In turn this will lead to an improvement in product quality. Measurement and analysis is the tool that has been used for that.

# Pillars of TQM



- Reduce rework activities →(Cost reduction)
- Shorter development cycle →(Cost reduction)
- Increased customer satisfaction →(Quality improvement)

# TQM six basic Concepts


- 1. Management commitment to TQM principles and methods & long term Quality plans for the Organization**
- 2. Focus on customers – internal & external**
- 3. Quality at all levels of the work force.**
- 4. Continuous improvement of the production/business process.**
- 5. Treating suppliers as partners**
- 6. Establish performance measures for the processes.**



# Another way to put it

- At it's simplest, TQM is all managers leading and facilitating all contributors in everyone's two main objectives:

 (1) **total client satisfaction** through quality products and services; and

 (2) **continuous improvements** to *processes, systems, people, suppliers, partners, products, and services.*

# Continuous Improvement versus Traditional Approach

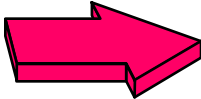
## Traditional Approach

- Market-share focus
- Individuals
- Focus on ‘who’ and ‘why’
- Short-term focus
- Status quo focus
- Product focus
- Innovation
- Fire fighting

## Continuous Improvement

- Customer focus
- Cross-functional teams
- Focus on “what” and “how”
- Long-term focus
- Continuous improvement
- Process improvement focus
- Incremental improvements
- Problem solving

# BASIC PRINCIPLES/APPROACHES OF TQM

<b>Approach</b>		<b>Management Led</b>
<b>Scope</b>		<b>Company Wide</b>
<b>Scale</b>		<b>Everyone is responsible for Quality</b>
<b>Philosophy</b>		<b>Prevention not Detection</b>
<b>Standard</b>		<b>Right First Time</b>
<b>Control</b>		<b>Cost of Quality</b>
<b>Theme</b>		<b>On going Improvement</b>

# Understanding and building the quality chains

- “A Customer’s impression of quality begins with the initial contact with the company and continues through the life of the product.”
  - Customers look to the total package - sales, service during the sale, packaging, deliver, and service after the sale.
  - Quality extends to how the receptionist answers the phone, how managers treat subordinates, how courteous sales and repair people are, and how the product is serviced after the sale.
- “All departments of the company must strive to improve the quality of their operations.”

# Understanding and building the quality chains

- Meeting the customer requirements within the organization.
- Failure (QC manager and others)
- Failure → not doing it right the first time at every stage of the process.
- Throughout and beyond all organizations -manufacturing & service- there is a series of *quality chains* of customer and supplier.
- Quality chains may be broken at any point, customer → not satisfied.

# Understanding and building the quality chains

- To achieve quality throughout an organization, each person in the quality chain must interrogate every interface as follows:

Customers:

who are my immediate customers?

what are their true requirements?

how can I measure my ability to meet the requirements?

Suppliers:

who are my immediate suppliers?

what are my true requirements?

# Understanding and building the quality chains

- The concept of internal and external customers/suppliers forms the core of total quality.
- Quality has to be managed – it will not just happen.
- Failure to meet the requirements in any part of quality chain leads to yet more failure.
- The price of quality is the continual examination of the requirements and our ability to meet them →  
“continuing improvement” philosophy.

# Customer types

- **External and Internal** customers
- **External – current, prospective and lost customers**
- **Internal** – Every person in a process is a customer of the previous operation.( applies to design, manufacturing, sales, supplies etc.) [Each worker should see that the quality meets expectations of the next person in the supplier-to-customer chain ]
- **TQM** is commitment to **customer-focus** - internal and external customers.