

## **Total Quality Management – A Step towards Success**

**"Quality is everyone's responsibility." - W. Edwards Deming -**

Quality of a product is not defined only in terms of its durability, packaging, reliability, timely delivery and so on but also a customer's overall experience with the organization. And "QUALITY" is SIGNIFICANT parameter which differentiates an organization from its competitors. Businesses are successful only when they emphasize on quality rather than quantity to satisfy the ultimate user of their products.

**"Quality products ensure that you survive in the cut throat competition with a smile."**

Therefore, Total Quality management (TQM) originated in the manufacturing sector, but can be applied to almost all types of organizations. Basically TQM is a continuous process to ensure high quality products or services by eliminating defects and continuous improvements in the system. The goal of this continuous struggle is to manage quality in the products produced for capturing loyal and satisfied customers. There is a general saying that one happy customer brings ten new customers along with him whereas one disappointed customer will spread bad word of mouth and spoil more than fifty existing and potential customers.

**"Total Quality management is defined as a continuous effort by the management as well as employees of a particular organization to ensure long term customer loyalty and customer satisfaction."**

All this could be possible when close coordination between employees of an organization is assured. Joint effort of management, staff members, workforce, and suppliers is required in order to meet and exceed customer satisfaction level through providing best possible products & services. TQM enables employees to deliver more work in less time. It is also helpful for organizations to reduce waste of inventory and employee's time. It also enable the employees to work closely with suppliers and follow the concept of "Just in Time".

**"Total quality management ensures that every single employee is working towards the improvement of work culture, processes, services, systems and so on to ensure long term success."**

Total Quality management can be divided into four categories:

### **Planning Phase**

Planning is the most crucial phase of total quality management. In this phase employees have to come up with their problems and queries which need to be addressed. They need to come up with the various challenges they face in their day to day operations and also analyze the problem's root cause. Employees are required to do necessary research and collect relevant data which would help them find solutions to all the problems.

### **Doing Phase**

In this phase, employees develop a solution for the problems defined in 1<sup>st</sup> phase. Strategies are devised and implemented to overcome the challenges faced. The effectiveness of solutions and strategies is also measured.

### **Checking Phase**

Checking phase is the stage where people actually do a comparison analysis of before and after data to confirm the effectiveness of the processes and measure the results in TQM.

## Acting Phase

In this phase employees document their results and prepare themselves to address other problems. TQM is a combined effort of both top level management as well as employees to formulate effective strategies and policies that deliver high quality products.

There are following different models of total quality management, every organization should select the model according to their requirement and ease.

- Deming Application Prize
- Malcolm Baldrige Criteria for Performance Excellence
- European Foundation for Quality Management
- ISO quality management standards

Customers and their feedbacks are the foundation of every TQM model. In simple words, TQM begins with understanding customers, their needs and what they expect from the organization. For this purpose, a good businessman need to know and analyze the age group, taste, demand, need, behavior and preferences of the customers through proper study. To sustain competitively in the global market, one cannot stick on the same products for long time. With the rapid change of technology, trends also change. Customer always demand more feature oriented products. Therefore strategies formulated to manufacture better quality products need to be evaluated and reviewed from time to time.

**The successful implementation of Total quality Management model needs extensive planning and most importantly participation of every single member who is benefitted out of the organization (Management, suppliers, clients and even customers).**

TQM model begins with research and collecting information about end-users. Here, we can say that there is a vital role of top management in implementing all this system, as it is the duty of higher management to make the team members aware of the benefits of TQM and they are responsible to hire right person at the right place. It is manager's liability to assign the given resources for TQM, allocate time for various training programs and appreciate employees who come up with various improvements, new ideas and strategies which would help the organization to deliver superior quality products. And especially a manager is always a strong source of inspiration or motivation for other employees. On the financial side, TQM ensures increased revenues and higher productivity by removing unnecessary processes which merely waste employee's time that do not contribute much to productivity. For this purpose, Managers need to be trained to calculate the cost involved in the whole process and take responsibility to allocate budgets for TQM at the beginning of every financial year.

On the customer side, we can simply say that "A business is successful only when its products and services have enough buyers in the market". There are several other parameters also but customers play a crucial role in deciding the real success and failure of a business. Just like the Blue chip companies every business should frame different feedback forms for knowing about the feelings and level of contentment of their customers. No matter, the results will be positive or negative. After gathering the results of your feedback research, employees should sit together, brainstorm ideas and come to concrete solutions which would improve the systems and processes to eventually deliver what the customer expects. TQM would not help if you ignore your customers.

**"Almost all quality improvement comes via simplification of design, manufacturing... layout, processes, and procedures." - Tom Peters Quotes**

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