<table>
<thead>
<tr>
<th>Title</th>
<th>Overview : total quality management for newspapers and magazines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Author(s)</td>
<td>Volker Ilert</td>
</tr>
<tr>
<td>Date</td>
<td>1996</td>
</tr>
<tr>
<td>URL</td>
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</table>
Paper No. 2
Session I

Overview: Total Quality Management for Newspapers and Magazines
Interaction of up to date integration approach

CIM
Integration of economical and technical information systems
Trends to support decentralising through down sizing, client server architecture, object orientation
Integration of data and functions
Increasing process control through automation

Human Resources Management
Delegation of jobs, competence and responsibility
Reduction of hierarchic levels and achieve a low interface work flow structure
Build up function overlapping teams
Motivate and qualify workers to reach the set integration goals

TQM
Client oriented quality management assistance for the total production chain
Supplier involvement through quality standards and relationship management
Intensify preventative quality safeguard measures
Job enrichment through self control

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The Road to the Quality Approach

Increase of globalisation in markets

Quality
- Environmentally oriented
- Company oriented
- Partnership / co-operation oriented

Integration / world market

Growth
- Increasing standard of living
- Progress orientation paralleled by protest behaviour standpoint
- Power and polarisation

World power / deterrent

Provision
- Basic requirements orientation
- Safety thinking
- Development

Worldwide recognition

Increase in market saturation due to increasing offers

Value change and added value

Individual targets

Global targets

1945 1960 1990

Decrease in product development time due to shortened life cycle of products
Basic Quality Approach

Quality Control
- Quality is one of many functions
- Quality will be delegated to specialists
- Product quality is in the foreground

Rational Conservative

Integrative Assured Quality
- Quality as a separate function in which others are integrated
- Quality concerns everyone
- Everyone makes quality

Integral Half-Hearted

Total Quality Management

Visionary Programmistic
- Quality concerns the boss and management
- Quality is placed above all other functions
- Product quality is the result of company quality
Total Quality Management
Aspects of the Management Model

- Area and function interactive
- Communication with client as partner
- Dialogue oriented activity society geared public relations
- Participation of all employees in company

- Work quality
- Process quality
- Company quality
- Product quality

- Management quality
  (look ahead function)
- Quality targets and policies
- Readiness for team and learning approaches
- Steadfastness
TQM Demands Leadership

Advantages of Change

High

A considerable amount of leadership is necessary but very little administration

Low

A lot of administration and little leadership necessary

Total Quality Management

Low

Both leadership and administration in equal measures is necessary

High

Secure Quality

Complexity of Plan

Depends on size and type of company and their problems

AMIC Conference 1996
Development of Quality Management Concepts and Methods

- **Instrumentalisation**
  - **Culture oriented quality guidance**
  - **Structure oriented quality guidance**
  - **Technocratic quality guidance**

- **Total Quality Concept**
  - TQM / TQC
  - Process orientation
  - Customer orientation
  - Management behavior

- **Quality department**
  - Employee oriented measures to encourage quality

- **Quality control norms and standards. Use of statistics to ensure quality**

- **Certification (DIN / ISO)**
  - Quality function deployment etc.

- **Increasing industrialisation and mass production**
- **Transformation to a buyer market**
- **Superseding competition**

AMIC Conference 1996
The Management Consultants to Media, Printing, Packaging

Behaviour pattern

Quality

Know where to look

Q.S. Certificate

Individual quality behaviour

Q. Process

Quality behaviour in an organised unit

Q. Improvement Teams

Quality behaviour for close client contact

Quality culture with lean management

Requirements for employee behaviour

Learning process

Quality level

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The Road to Total Quality Management

Past

Meeting the specifications using end control. Patching up and waste is accepted as normal

Meet specifications

Present

Meeting the specifications using ISO 9000. Process guidance and precautions to prevent patching up and waste

Meet specifications

ISO process guidance

Future

Meeting the specifications using QS ISO 9000. Process guidance and precautions to prevent patching up and waste. Plus concentration on customer satisfaction and market leadership.

Meet specifications

ISO process guidance

Customer satisfaction

Results: Employee satisfaction and influence on the total company

Meet specifications

ISO process guidance

Employee satisfaction

Business results

Customer satisfaction

AMIC Conference 1996
The Total Quality Modell

Leadership
- Personnel Management 9%
  - Politics and Strategy 8%
  - Resources 9%
  - 10%

Processes
- Employee Satisfaction 9%
  - Customer Satisfaction 20%
  - Consequences for Company 6%
  - 14%

Company Results
- 15%

Preparing the way 50 %
Results 50 %
### Possibilities and Limits

<table>
<thead>
<tr>
<th>Targets</th>
<th>Production</th>
<th>Office</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation &amp; satisfaction</td>
<td>61.5</td>
<td>56.5</td>
<td>58.8</td>
</tr>
<tr>
<td>Product and service quality</td>
<td>42.3</td>
<td>60.9</td>
<td>52.9</td>
</tr>
<tr>
<td>Costs</td>
<td>57.7</td>
<td>34.8</td>
<td>47.1</td>
</tr>
<tr>
<td>Productivity</td>
<td>42.3</td>
<td>30.4</td>
<td>35.3</td>
</tr>
<tr>
<td>Communication &amp; cooperation</td>
<td>19.2</td>
<td>34.8</td>
<td>27.5</td>
</tr>
<tr>
<td>Working conditions</td>
<td>34.6</td>
<td>8.7</td>
<td>23.5</td>
</tr>
<tr>
<td>Personnel development</td>
<td>15.4</td>
<td>30.4</td>
<td>21.6</td>
</tr>
<tr>
<td>Innovation</td>
<td>11.5</td>
<td>13.0</td>
<td>11.8</td>
</tr>
<tr>
<td>Others</td>
<td>7.7</td>
<td>8.7</td>
<td>7.8</td>
</tr>
<tr>
<td>Targets</td>
<td>Communication and co-operation</td>
<td>Working conditions</td>
<td>Motivation and satisfaction</td>
</tr>
<tr>
<td>--------</td>
<td>-------------------------------</td>
<td>-------------------</td>
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</tr>
<tr>
<td>Total</td>
<td>3.55</td>
<td>3.41</td>
<td>3.32</td>
</tr>
<tr>
<td>Offic</td>
<td>3.64</td>
<td>3.40</td>
<td>3.29</td>
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<tr>
<td>Prod.</td>
<td>3.44</td>
<td>3.44</td>
<td>3.37</td>
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</tbody>
</table>

(based on notes from 1 to 5, 1 = improvement necessary, 5 = well achieved)
### Problem Areas (1/2)

<table>
<thead>
<tr>
<th>Problem Areas</th>
<th>Prod. %</th>
<th>Office %</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time and schedule difficulties</td>
<td>69.6</td>
<td>78.9</td>
<td>72.7</td>
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<tr>
<td>Feedback and implementation on problem solution is too slow</td>
<td>82.6</td>
<td>42.1</td>
<td>65.9</td>
</tr>
<tr>
<td>Resistance in middle management</td>
<td>43.5</td>
<td>36.8</td>
<td>38.8</td>
</tr>
<tr>
<td>Lack of support from top management</td>
<td>26.1</td>
<td>47.4</td>
<td>34.1</td>
</tr>
<tr>
<td>Employees with too high expectations</td>
<td>30.4</td>
<td>31.5</td>
<td>29.5</td>
</tr>
<tr>
<td>Company restructuring (redundancies)</td>
<td>30.4</td>
<td>26.3</td>
<td>29.5</td>
</tr>
<tr>
<td>Issues are too complicated</td>
<td>34.8</td>
<td>15.8</td>
<td>27.3</td>
</tr>
<tr>
<td>Missing praise and/or recognition when called for</td>
<td>26.1</td>
<td>21.1</td>
<td>25.0</td>
</tr>
<tr>
<td>Management with too high expectations</td>
<td>21.7</td>
<td>21.1</td>
<td>22.7</td>
</tr>
<tr>
<td>Not interested circle participants</td>
<td>17.4</td>
<td>21.1</td>
<td>18.2</td>
</tr>
<tr>
<td>Unco-operative management style</td>
<td>21.7</td>
<td>15.8</td>
<td>18.2</td>
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</tbody>
</table>
## Problem Areas (2/2)

<table>
<thead>
<tr>
<th>Problem Areas</th>
<th>Prod. %</th>
<th>Office %</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflicts between members and non-members of quality circle</td>
<td>13.0</td>
<td>15.8</td>
<td>13.6</td>
</tr>
<tr>
<td>Missing information for all involved</td>
<td>17.4</td>
<td>10.5</td>
<td>13.6</td>
</tr>
<tr>
<td>Group dynamic difficulties</td>
<td>17.4</td>
<td>5.2</td>
<td>11.4</td>
</tr>
<tr>
<td>Conflicts with parallel running programmes</td>
<td>8.7</td>
<td>10.5</td>
<td>11.4</td>
</tr>
<tr>
<td>Expect too much from circle participants</td>
<td>4.3</td>
<td>15.8</td>
<td>9.1</td>
</tr>
<tr>
<td>Expect too much from the moderator</td>
<td>13.0</td>
<td>0</td>
<td>6.8</td>
</tr>
<tr>
<td>Too much work for coordinators</td>
<td>4.3</td>
<td>10.5</td>
<td>6.8</td>
</tr>
<tr>
<td>Quality circle members with responsibility leave the group</td>
<td>0</td>
<td>10.5</td>
<td>4.5</td>
</tr>
<tr>
<td>Subjects are worked out completely</td>
<td>0</td>
<td>5.2</td>
<td>2.3</td>
</tr>
<tr>
<td>Implementation and growth phases follow too quickly</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Resistance from the union</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Others</td>
<td>8.7</td>
<td>15.8</td>
<td>11.4</td>
</tr>
</tbody>
</table>
### Specific Office Problems (1/3)

<table>
<thead>
<tr>
<th>Targets</th>
<th>Agreement</th>
<th>Disagreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality circles offer potential participants in the office area too little motivation because</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• they are already taking part in similar activities</td>
<td>2.55</td>
<td>1.32</td>
</tr>
<tr>
<td>• their regular work is left untouched</td>
<td>2.38</td>
<td>1.31</td>
</tr>
<tr>
<td>• they are individualists</td>
<td>2.32</td>
<td>1.29</td>
</tr>
</tbody>
</table>

(based on notes from 1 to 5. 1 = improvement necessary, 5 = well achieved)
### Specific Office Problems (2/3)

<table>
<thead>
<tr>
<th>Targets</th>
<th>Agreement</th>
<th>Disagreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality circles offer superiors in the office only little incentive because</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* they are afraid of indirect criticism</td>
<td>2.92</td>
<td>1.07</td>
</tr>
<tr>
<td>* they see that their special know-how is endangered</td>
<td>2.28</td>
<td>1.31</td>
</tr>
<tr>
<td>* their career orientation is very pronounced</td>
<td>2.09</td>
<td>1.35</td>
</tr>
</tbody>
</table>

(based on notes from 1 to 5. 1 = improvement necessary, 5 = well achieved)
Specific Office Problems (3/3)

<table>
<thead>
<tr>
<th>Targets</th>
<th>Agreement</th>
<th>Disagreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality circles are problematic in the office because</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• there is no real understanding of &quot;quality&quot;</td>
<td>2.52</td>
<td>1.17</td>
</tr>
<tr>
<td>• measuring efficiency is hardly possible</td>
<td>2.48</td>
<td>1.18</td>
</tr>
<tr>
<td>• resistance against innovative measures is high</td>
<td>2.48</td>
<td>1.32</td>
</tr>
<tr>
<td>• with so many individualists it is difficult to get on and solve the &quot;real&quot; problems</td>
<td>2.16</td>
<td>1.10</td>
</tr>
<tr>
<td>• many jobs are unstructured and cannot be classified</td>
<td>1.69</td>
<td>1.03</td>
</tr>
</tbody>
</table>

(based on notes from 1 to 5. 1 = improvement necessary, 5 = well achieved)
Satisfied Customers as Target

Uniform management behaviour effects the recruitment and the overall company organisation. This can change a good company into an excellent company.
Customer Orientation

Customers must be seen as the central element of the business. Customer satisfaction is the key to increasing performance. Not only trying to match customer expectations but to surpass their expectations. This is how to achieve competitive advantages.
Process Orientation

Throughout the whole company personnel should be taught to regard all activities as single processes. The objective is to reduce indirect costs caused by quality deviations, mistakes, double work, corrections etc. Another objective is to change non-value adding activities into profitable activities. It is important to adopt a creative innovative attitude to change a process completely.
Preventive Behaviour

Established weaknesses are improved once they have been located. This traditional end control method is very cost intensive.

TQM reduces the end control and encourages process guidance and process accompanying control to avoid creating mistakes. Process guidance is not corrective, it is a preventive process.
Constant Improvements

Management should create a climate of constant improvement, encourage personnel to develop a high sense of responsibility and try to reduce resistance to change.

Permanent motivation should be the target.
Practical Input

TQM should result in a change of behaviour all through the company.
Practical Input

Company Diagnosis:

Ideally through an analysis carried out by external consultants to take a look at the situation of the company. To locate the problems in the company and draw up a catalogue of strengths and weaknesses.
Practical Input

Management Responsibility:

TQM only works by starting at the top and going down to the bottom of the company, therefore the complete management have to give their undivided support. A TQ Coordinator (either internal or external) helps in deciding upon the policies and strategies to be followed and the targets to be.
Practical Input

Quality Improvement:

TQM is a medium for change effecting everyone in the company. It is therefore important to teach personnel how to achieve better quality and what each one can do to help. Once the management has located the problem area project teams are assigned to these areas to carry out improvements.
Practical Input

Controlling the Results:

For the long-term use it is important to establish a system to measure and control the progress being made. For motivation purposes it is important to announce the results to the whole company and good results must be given the appropriate recognition.
TQM Organisation

Steering Committee:

Made up from members of the management. Sets targets, decides on company policy, sets priorities for the improvement programme, controls the results and encourages further high performance.
TQM Organisation

TQM Co-ordinator:

The system coach is the contact person for all participants. Coordinating all activities in the programme, he is responsible for all training and supports in improvement implementation process. The internal communication plays a very important role in all TQM activities.
TQM Organisation

Project Teams:

Consist of 4 to 7 team members from various areas and are of a temporary nature. They analyse specified problem areas, work out improvement suggestions and, once the management has approved these, are responsible for their practical implementation. Past experience has shown it is often advantageous in large companies for the management to select a "Sponsor" as link between the project team and management or as a consultant with specialised know-how.
TQM Organisation

Quality Circles:

Made the most impact in Japan with very good results. They have proved to be effective tools for personnel development, quality assurance and improved production flows. Quality circles consist of employees who work together in production. They meet to discuss the reasons for quality problems and to implement improvements. In the Western world however quality circles only seem to be effective if the TQM strategy is practised in the whole organisation.
Company Image

When the external image is mirrored internally on a long-term basis this is the best Total Quality image that a company can wish for.
Management Process

Management works and decides in a more target oriented manner. Process organisation supplements functional organisation. Employees are increasingly included in decision making processes.
Flexibility

A TQ company can adapt to customers’ wishes and market trends faster and more flexibly. Innovative strength is made stronger and the development phase for new products is shortened considerably due to process oriented co-operation.
Productivity

An effective productivity increase can be achieved both on the commercial side and in the production process.
Cost Reduction

A reduction in costs is one of the results of the TQ process even though this is not always the primary target. In particular the indirect costs sink when unproductive jobs are minimised. The total TQM measures lead to net savings which in turn have a positive effect on the company profit situation.
Communication

An astounding change is the improvement in internal communication. Not only the optimisation of the information flow has a positive effect, but also the fact that problems are brought to daylight and the willingness to accept change at all levels is brought about through constructive discussion.
Teamwork

Well organised teamwork is very motivating for all participants. It also plays a key role in improvement realisation.
Pride and Enthusiasm

Arises during the normal realisation of improvements during the TQ process. Pride and enthusiasm are the driving forces for a permanent increase in performance.
Company Culture

Improved quality has positive consequences for everyone. The Total Quality language eases understanding. Being willing to discuss problems openly leads to a change in behaviour and smoother work flows. Misunderstandings and angry scenes are prevented. Waiting time, repetition, error correction and changes in schedules are minimised or totally eliminated. The working atmosphere and efficiency is improved
Satisfied Customers

Is the quintessence. In being convinced about the performance of the TQ company the client will remain loyal to that company.
Targets

- Increased process transparency
- Increased process quality and safety
- Increased productivity through routine work flows and simplified administrative processes
- Improved communication between all workers involved in the process and the involved specialists
- Increased motivation of management and staff
- Improved company and product images
<table>
<thead>
<tr>
<th>Context</th>
<th>Outcome</th>
<th>Incremental Improvement</th>
<th>Radical Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project / One time</td>
<td>Activity value analysis</td>
<td>Total quality management</td>
<td>Process innovation (re-engineering, business process redesign)</td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>Ongoing</td>
<td>Business process improvement</td>
<td></td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td></td>
<td>Activity-based costing</td>
<td></td>
</tr>
</tbody>
</table>

**Approaches to Business Improvement**

- **Continuous Improvement**
  - Ongoing
  - Total quality management
  - Business process improvement
  - Activity-based costing

- **Project / One time**
  - Activity value analysis
  - Overhead value analysis
  - Process value analysis

- **Process innovation**
  - (re-engineering, business process redesign)
Process Improvement and Process Innovation

Pace of Change

Chance Programme

Process Improvement

Process Innovation

Time
The History of Process Improvement Approaches

- Inspection
- Continuous Improvement
- Process Innovation

Level of Process Change

1900  1950  2000

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