<table>
<thead>
<tr>
<th><strong>Title</strong></th>
<th>TQM strategies and quality certification.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Author(s)</strong></td>
<td>Heidenreich, Arnold.</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>1996</td>
</tr>
<tr>
<td><strong>URL</strong></td>
<td><a href="http://hdl.handle.net/10220/2868">http://hdl.handle.net/10220/2868</a></td>
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<td><strong>Rights</strong></td>
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Session VII

TQM Strategies and Quality Certification

Total Quality Management

TQM a process of change to move our organisation from present culture to a future culture based on continuous improvement.
Steps in Developing TQM (1)

Management-Philosophy

Vision

company constitution

culture

company policy & goals

Mission

Strategic Management

structures of organisation

behaviour

Operational Management

processes of organisation

motivation & cooperation

structures

behaviour

company culture

ways of change

Normative Management

company constitution

involvement of all employees

use of external audits

structures

company policy

company culture

company policy

company culture

company culture

company culture

tasks

instruments

basics values

no feeling of guilt

integration of all

long-term optimising

strategies

behaviour

strategies

strategies

strategies

ATMC Conference 1996

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Steps in Developing TOM

Quality-Management-Philosophy

Vision

Normative Management

- Strategic Management
  - programs
  - transforming visions in concepts to increase customer satisfaction
  - building up information systems
  - behaviour

Organisation structure
- structural change in key-processes
- new forms of salary
- self assessment and benchmarking
- ... structures

Operational Management
- Operational Management
  - usage of Quality-Methods and techniques in daily work
  - ... structures

Motivation
- task allocation
- ... tasks
- motivation
- join part in continuous improvement
- assessment of behaviour
- ... behaviour

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Steps in Developing TQM

<table>
<thead>
<tr>
<th>values</th>
<th>vision</th>
<th>mission</th>
<th>goals</th>
<th>success factors</th>
<th>Key-processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are our basic attitudes?</td>
<td>What’s our destination?</td>
<td>What is our business?</td>
<td>What do we have to achieve?</td>
<td>On what do we have to concentrate?</td>
<td>How can we achieve this?</td>
</tr>
<tr>
<td>Have respect to people Quality at all what we do To be top in service</td>
<td>Excellence in customer satisfaction</td>
<td>Supply Software Systems ... Worldwide high quality Superior service and support</td>
<td>Excellence in customer satisfaction</td>
<td>Supply superior product quality</td>
<td>Strategy planning process</td>
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<tr>
<td></td>
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<td></td>
<td>Development of new products</td>
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<td>Management of finance</td>
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<td>Improvement of customer service</td>
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</tbody>
</table>

Milestones

- Start of TQM process
- ISO 9000 Certification
- Start to measure costumers and employees satisfaction
- Implementing of Quality-Costing-System
- Start with Quality Award Self Assessing Process
<table>
<thead>
<tr>
<th>ISO 9000 Elements (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Management Responsibility</td>
</tr>
<tr>
<td>2. Quality system</td>
</tr>
<tr>
<td>3. Contract review</td>
</tr>
<tr>
<td>4. Design control</td>
</tr>
<tr>
<td>5. Document control</td>
</tr>
<tr>
<td>6. Purchasing</td>
</tr>
<tr>
<td>7. Purchaser supplied product</td>
</tr>
<tr>
<td>8. Product identification and traceability</td>
</tr>
<tr>
<td>9. Process control</td>
</tr>
<tr>
<td>10. Inspection and testing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ISO 9000 Elements (2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. Inspection, measuring and test equipment</td>
</tr>
<tr>
<td>12. Inspection and test status</td>
</tr>
<tr>
<td>13. Control of non-conforming product</td>
</tr>
<tr>
<td>14. Corrective action</td>
</tr>
<tr>
<td>15. Handling, storage, packaging and delivery</td>
</tr>
<tr>
<td>16. Quality records</td>
</tr>
<tr>
<td>17. Internal quality audits</td>
</tr>
<tr>
<td>18. Training</td>
</tr>
<tr>
<td>19. Servicing</td>
</tr>
<tr>
<td>20. Statistical techniques</td>
</tr>
</tbody>
</table>
ISO 9004  Elements of Quality Management Systems

0  Introduction
1  Scope and field of application
2  References
3  Definitions
4  Management responsibility
5  Quality system principles
6  Economics - Quality-related cost considerations
7  Quality in marketing
8  Quality in specification and design

9  Quality in procurement
10 Quality in production
11 Control of production
12 Product verification
13 Control of measuring and test equipment
14 Nonconformity
15 Corrective action
16 Handling and post production functions
ISO 9004  Elements of
Quality Management Systems:

17  Quality documentation and records
18  Personnel
19  Product safety and liability
20  Use of statistical methods

The Management Consultants to Media Printing Packaging

ISO 9000  versus  TQM

Standards to ensure that you Do THINGS RIGHT
primarily product/service focused System
No requirement for employee involvement in improvement

Focus on doing things right and DOING THE RIGHT THINGS
Company-wide covering ALL departments
Philosophy/management approach
Emphasis on total employee involvement

main Goal
meet the Standard, pass the audit
continuous improvement
ISO 9000 Certification - useful or not?

Quality Awards

Malcom Baldrige National Quality Award
- sponsored by US government since 1988
- promotes:
  - awareness of quality as an element of competitiveness
  - understanding of requirements for quality excellence
  - sharing of information on successful quality strategies and the benefits obtained
    Motorola, Xerox, Cadillac, Federal Express, Corning, ...

European Quality Award
- founded by 14 firms in 1988
Malcolm Baldrige National Quality Award (3)

Examination Categories / Subcategories

5.0 Process Management
5.1 Design and Integration of Products and Services
5.2 Process Management: Product and Service Production and Delivery
5.3 Process Management: Support Services
5.4 Management of Supplier Performance

5.5 Business Results
5.6 Company Operational and Financial Results
5.7 Supplier Performance Results

6.1 Customer Service and Satisfaction
6.2 Customer and Market Knowledge
6.3 Customer Relationship Management
6.4 Customer Satisfaction Determination
6.5 Customer Satisfaction Comparison

Total points: 1000

The Management Consultant's Media Printers, Packaging

Helix of Never-Ending Improvement

E Evaluate
P Plan
D Do
C Check
A Amend

Evaluate the situation and define their objectives.
Plan to fully achieve those objectives.
Do implement the plan.
Check that the objectives are being achieved and
Amend take corrective action if they are not