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Enablers of total quality management implementation in manufacturing: a case study

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ABSTRACT *A good quality management is essential for improving manufacturing competitiveness. Most modern companies in the West have recognized the need to alter their thinking in terms of quality and how that can improve their business performance. Total quality management (TQM) has received considerable global attention both from researchers and from practitioners. TQM has become an essential strategy in both manufacturing and service organizations. This paper deals with the implementation issues of TQM in a gas turbine company which is located in the UK. The research involves studying the current quality problems in the company by collecting and analysing the appropriate information through structured interviews of employees. The results of the project are discussed to highlight the key enablers of TQM implementation in the gas turbine company. Based on the literature and case experiences, a framework for the implementation of TQM is presented.*

Introduction

Quality has been identified as one of the competitive strategies for improving the business performance in a global market. Many firms are pursuing total quality management (TQM) implementation to deliver high-quality products and services and hence to achieve their business objectives. According to BS4778, TQM is a management philosophy embracing all activities through which the need and expectations of the customer and the community, and the objectives of the organization are satisfied in the most efficient and cost-effective way by maximizing the potential of all employees in a continuing drive for improvement. TQM is the quest for progress and improvement in the areas of cost, reliability, quality, innovation, deficiency and business effectiveness. In other words, TQM is the mutual cooperation of everyone in an organization and associated business processes to produce products and services which meet the needs and expectations of customers. TQM can be effectively used in an organization to develop its techniques in helping to improve its efficiency in production, create a change of culture, introduce teamwork, gain management commitment to quality and to achieve other business improvements.

Oakland (1994) defines TQM as "an approach to improving effectiveness and flexibility

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