# *"Quality is everyone's responsibility"*

*W. Edwards Deming, Quality Guru*

Once upon a time, managers thought that quality belonged to a set of experts – but TQM taught us that quality had to be everybody's job: Jeanne Liedtka wrote in Forbes.

TQM plays an important role in addressing quality issue. It acts as a key to maximizing company-wide productivity. The TQM approach should be to connect to the customer at every stage of the business process.

TQM emerged from the manufacturing sector and crept into various sectors including services. TQM has two major attributes. First is the customer satisfaction. The second one is it involves everyone.

In this blog, you are going to read about TQM implementation in Indian companies.

## Tata Steel



Tata Group established Tata Steel in 1907 as the first integrated steel plant in India. Tata Steel achieves several milestones since then. Tata Steel is a leading steel manufacturing company in the world.

In 2008, Tata Steel bagged the Deming Application Award for excellence in implementation of TQM. Tata Steel is the first non-Japanese company to receive this award. Such appreciation is a cumulative result of several years of efforts. In 2008, the global recession crept into various countries. It

ruined several leading companies. In this backdrop, Tata Steel navigated the global recession. The TQM played an important role in it.

Tata Steel adopted TQM in 1990 when JJ Irani was joint managing director. Irani is a poster boy of quality practices in India. With support from the management, he inculcated TQM in Tata Steel in the 1990s.

JJ Irani said, "One thing that I learned from Japan was that the CEO himself has to lead the quality movement. It cannot be delegated. And the second thing was that to move it into the organization — the bigger the organization the more difficult it is — it requires a core team. So I appointed about six people from all over the plant who reported directly to me. This group became the nucleus of a new Department aptly named as TQM."

Irani personally selected employees for this department. Under his guidance, employees groomed for quality practices. Quality Trainers went to Japan for training. The department followed the policy of rotation. In 2005, Tata Steel conducted a TQM diagnosis along with the JUSE team. They were willing to know the status of TQM implementation in the organization.

TQM implementation unleashed the business excellence within the company. Tata Steel emerged as a global leader in the steel making.

## Infosys



Infosys is the first IT firm in India to win the CII-Exim Bank Award for Business Excellence. They recognised Infosys as a role model for TQM in India. K Dinesh, co-founder of Infosys, narrated an interesting story about quality practices in Infosys. Dinesh was head of quality for several years.

In 1983, Infosys developed an application on a new platform for a client based in Germany. Narayana Murthy (co-founder of Infosys) noticed a single character error in the output during its acceptance testing. Murthy

informed the client about the error. This proactive quality approach impressed the German company. That company accepted the application.

As Dinesh mentioned, "This incident sowed the seeds of our focus on quality in the company." Though, Infosys formally instituted the quality as a function in late 1992. Then IT sector was booming. Infosys was banking on it. He steered several responsibilities of quality and productivity for several years at Infosys.

Infosys is a global leader in information technology, business consultancy, and outsourcing solutions.

Infosys is the first Indian company to list on the NASDAQ. Infosys adopted the Malcolm Baldrige National Quality Award (MBNQA) model in 2000. It's one of the most prestigious models of TQM.

Encouraged by the quality practices, Infosys created the Infosys Quality System. It documents and demystifies the quality management system with help from PRidE. PRidE is an in-house web-based business process platform.

## GCMMF-Amul
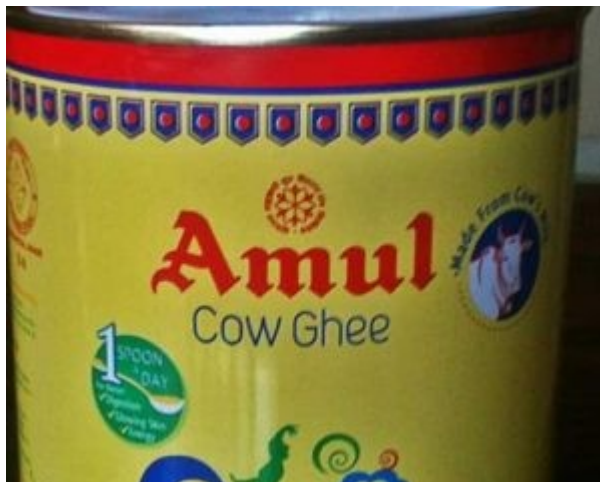


Amul established in 1946 in Anand. It heralded the white movement in India. Now, it is the largest milk products brand in India. The Gujarat Cooperative Milk Marketing Federation (GCMMF) owns Amul brand. It is a household name in India.

Amul offers milk, milk powders, ice cream, butter, curd, cheese etc. The Amul model has helped India to emerge as the largest milk producer in the world. More than 15 million milk producers pour their milk in 1, 44,500 dairy cooperatives. The state-of-art manufacturing units made an impressive mark on the canvas of Indian business.

In 1994, Amul introduced TQM. B M Vyas was managing director.  As a part of TQM, Amul encouraged all business partners, distributors and farmers to adopt the quality practices. They followed the relevant quality practices. Amul fetched the Rajiv Gandhi National Quality Award in 1999.

Amul has more than 200 Amul Quality Circles in India. The TQM movement is apparent in the Amul Quality Circles. All wholesale dealers discuss their business activities and quality initiatives. This practice improves communication and transparency in Amul.

Amul spearheaded the TQM movement to take a competitive advantage. Since then, Amul trained a huge number of employees including sales personnel.  Employee completed more than 1.60 lakhs Kaizen since May 1995.

The striking feature is Amul integrated TQM at all level – from product launch to expansion. Employees, farmer producers, wholesalers, and management are playing important role in this journey. It strengthens the entire ecosystem of quality management.

## Mahindra & Mahindra



Mahindra & Mahindra is an auto major. Mahindra is the world's largest selling tractor brand by volume. Mahindra has a global presence.  It exports vehicles in South Asia, America, Africa and Europe.

Mahindra is first tractor manufacturing company in the world to win the prestigious Deming Application Prize for 2003. Every year, they give this award to those companies which follow the Total Quality Management (TQM).

Many consider this award as the Nobel Prize in the manufacturing sector. This is a recipient of the Japan Quality Medal (JQM).

Mahindra embraced the principle of TQM under the banner of The Mahindra Way (TMW). It helped to reduce complaints and improve customer satisfaction.

Ishikawa Koru said that TQM starts and ends with TQM training. In this backdrop, Mahindra is unleashing a change with help from quality training and capacity building. The group set up the Mahindra Institute of Quality (MIQ) in Nasik. They engaged the leading quality gurus. The institute has several programmes on TQM.

## TVS Group



TVS Group came into existence in 1911 as a family business. TVS Group has more than 90 companies.  TVS Group started TQM in 1989 when Venu Srinivasan was managing director of TVS. Srinivasan went to Japan to see various manufacturing units. He played an important role in the implementation of TQM in TVS.

After 10 years of TQM, Sundaram Clayton of the TVS group received the Deming Award in 1998. It is the first Indian company to receive this award.

Financial Times reported that TQM revived an ailing company.  TVS Motor Company received the Deming Award in 2002 for application of TQM. It is the first two-wheeler company in the world to receive this award. Sundaram Clayton Ltd (SCL) owns TVS Motor Company.

Financial Times added, "The scenario before and after TQM reflects how far TVS has come in nearly two decades. Productivity, quality and sales have improved dramatically."

[The Five Pillars of TQM](#) is driving manufacturing excellence in TVS. These are management commitment, customer focus, quality costs, quality systems and continuous improvement.

TQM develops a culture where employees actively engage in improving various practices in TVS.



*In communication with eQuest Team, Professor Sunil Sharma, Faculty of Management Studies, University of Delhi categories TQM implementation in Indian companies:*

Companies have gone a long way in implementing TQM. They have done it right from design assurance to product assurance. There are clearly three categories of companies.

**I: The category I companies** have implemented TQM in an extended manner in letter and spirit. They have extended it to satisfy not only customers but all other stakeholders and society at large. They have been able to link their business to society at large. They have integrated TQM with issues like sustainability, environment, ethics and values in business, vendor development and employees' welfare and participation and using strength in TQM as a competitive strategy in the market place. So, TQM in these companies has been extended to outside the core company also.

**II: The category II companies** have also implemented TQM. They also developed its functional linkages with other areas like safety, total design quality, TPM and occupational health and safety to follow integrated operations systems. However, they still lack application of TQM outside their organization as it is limited to the inside of the organization only. They follow all the best practices and for them, QMS is only one part of TQM.

**III: Category III companies** believe only in systems and standards and just meeting conformity. For them, quality is not going out of the way. For them, having ISO 9000 and other standards is enough.

Professor Sharma shed light on challenges in TQM implementation in Indian companies: "Real challenges lie in 'mind set' of the people to change for TQM in a way, for customers. Customer's real feedbacks are never responded or rewarded or shared. Quality and processes information is hardly shared much. Services still lack the attitude by the employees."

## Conclusion

TQM implementation in Indian companies is a proven technique. It benefited companies in various ways. Companies gained greater business excellence in India and the rest of the world. They performed well during the global recession. It is evident that Indian businesses tweaked and implemented TQM as per their requirements.

Many Indian companies have recognised that TQM is an essential ingredient for success. They are willing to jump on the TQM bandwagon. But they have to invest the time and the resources that a TQM programme typically requires.

If you enjoyed this blog, it would be grateful if you will share it on Facebook, LinkedIn, and Twitter.

We welcome your thoughts and comments on TQM implementation in Indian companies. Next week we will post about what are 5S and Kaizen?