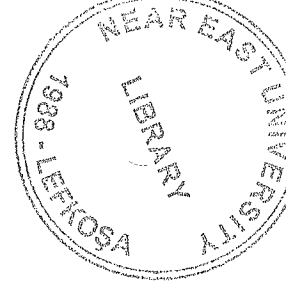


Near East University



Faculty of Economics and Administrative Sciences
Department of Business Administration

MAN 400

Business Policy and Graduation Project

Dissertation presented in partial fulfilment of the requirement for
B. Sc of Business Administration

TOTAL QUALITY MANAGEMENT (TQM) & HOW TO APPLY THE TQM TO THE DEMİRBAĞ MÖBLE LTD.

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Nicoisa – June 14th, 2002



NEU



To My Parents...

Ufuk Demirbağ

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Abstract

TQM 's focused on quality, participation of employees, customer orientation and the continuous improvement. There are four basic factors of TQM; continuous improvement, customers, leadership and teamwork. The basic idea is " Continuity improvement till better production ". Quality control is to provide continuous quality and to obtain minimum cost in aimed quality. For this, it is required to International Organization for Standardization (ISO) Standards. Evaluating these factors, a case study is done and as the result of this, it is understood that training programs and ISO standards are needed for the company (Demirbağ Möble Ltd.)

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I would like to thank to my dear parents and friends for their continuous encouragement and support during my study.

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Introduction

Aims of the study:

Since Total Quality Management (TQM) is a very famous management process nowadays, I have decided to study on this subject. Today, in our developing world, like other things, there are visible improvements in management and productivity. Competition is not only provided by production but it's also provided by good team work, satisfaction of customers (Internal&External), leadership, continuous development and quality. "Quality" can be defined as to give more satisfaction than what customer want or expect or in other words, it's the performance of satisfaction of customer' needs. To satisfy customer needs and for better productivity, a good management style is required. "TQM" can be offered for this management style. Because TQM provides satisfaction of customer needs and increase in productivity. The aim of this study is to decide whether TQM is applied or not applied in Demirbağ Möble Ltd.

Methodology used:

In this project interview, questionnaires and literature will be used.

Limitations:

During this study only elements of TQM and ISO standard will be considered and it is limited with interview and questionnaire, other methods will be eliminated.

Structure of the Study:

This study divided into four main parts. According to these parts;

- Historical background of TQM
- ISO
- TQM
- Case study “Possible application of TQM in Demirbağ Furniture”

PART 1. Historical Background TQM

The history of quality control is undoubtedly as old as industry itself. During the middle Ages, quality was to a large extent controlled by the long periods of training required by the guilds. This training instilled pride in workers for quality of product.

In 1924, W.A. Shewhart of Bell Telephone Laboratories developed a statistical chart for the control of product variables. This chart is considered to be the beginning of statistical quality control. Later in the same decade, H.F. Dodge and H.G. Romig, both of Bell Telephone Laboratories, developed the area of acceptance sampling as a substitute for %100 inspections. Recognition of the value of statistical quality control became apparent by 1942. Unfortunately, U.S. managers failed to recognize its value.

In 1946, The American Society for Quality Control was formed. This organization, through its publications, conferences, and training sessions, has promoted the use of quality control for all types of production and services.

In 1950, W. Edwards Deming, who learned statistical quality control from Shewhart, gave as a series of lectures on statistical methods to Japanese engineers and on quality responsibility to the CEOs of the large organization in Japan. Joseph M. Juran made his first trip to Japan in 1954 and further emphasized management's responsibility to achieve quality. Using these concepts the Japanese set the quality standards for the rest of the world to follow.

By the late 1970s and early 1980s, U.S. managers were making frequent trips Japan to learn about the Japanese miracle. These trips were really not necessary—they could have read the writings of Deming and Juran. Nevertheless, quality renaissance began to occur in U.S. products and services, and by the middle of 1980 the concepts of TQM were being publicized.

In the late 1980s the automotive industry began to emphasize statistical process control (SPC). Suppliers and their suppliers were required to use these techniques. Other industries and the Department of Defence also implemented SPC. The Malcom Baldrige National Quality Award was established and became the means to measure TQM. Genichi Taguchi introduced his concepts of parameter and tolerance design and brought about a resurgence of design of experiments (DOE) as a valuable quality improvement tool.¹

¹ Dale H. Besterfield, Carol Besterfield, Glen H. Besterfield, *Total Quality Management*, second edition, p.p. 7,8

PART 2. ISO

2.1. Definition of the quality

To understand total quality management, one must first understand quality. Quality is a customer determination not engineer's determination, not a marketing determination or a general management determination. It is based upon the customer's actual experience with the product or service, measured against his or her requirements. People deal with the issue of quality continually in their daily lives. We concern ourselves with quality when grocery shopping, eating in a restaurant, and marketing a major purchase such as an automobile, a home, a television, or a furniture. Perceived quality is a major factor by which people make distinctions in the marketplace.

- Quality involves meeting or exceeding customer expectation
- Quality applies to products, service, people, process, and environments.
- Quality is an ever-changing state (i.e., what is considered quality today May not be good enough to be considered quality tomorrow).
- Quality has been defined in a number of different ways by a number of different people and organizations.

Consider the following definitions:

-Fred Smith, CEO of federal Express, defines quality as 'performance to the standard expected by the customer.'

-The General Services Administration (GSA) defines quality, as 'meeting the customer's needs the first time and every time'.

-Boeing defines quality as ' providing our customers with products and services that consistently meet their needs and expectations'.

-The U.S. Department of Defense (DOD) defines quality as ' doing the right thing right the first time, always striving for improvement, and always satisfying the customer'.

-W. Edwards Deming has this to say about quality 'quality can be defined only in terms of the agent. Who is the judge of quality? In the mind of the production worker, he produces quality if he can take pride in his work. Poor quality, to him, means loss of business, and perhaps of his job. Good quality, he thinks, will keep the company in business. Quality to the plant manager means to get the numbers out and to meet specifications. His job is also, whether he knows it or not, continual improvement of leadership'.²

2.2. Definition of the ISO

ISO is the International Organization for Standardization, founded in 1946 to promote the development of international standards and related activities, including conformity assessment, to facilitate the exchange of goods and services worldwide. ISO is composed of member bodies from over 90 countries, the Turkish member being the TSE, The Turkish Standards.

² David L. Goetsch, Stanley B. Davis, *Quality Management*, third edition, Prentice Hall, 2000, p.p.47,48,49.

ISO's work covers all areas except those related to electrical and electronic engineering, which are covered by the International Electrotechnical Commission (IEC). The results of ISO's technical work are published as International Standards or Guides.³

2.3. Different type of ISO standards

In 1987, the ISO published a series of five international standards (ISO 9000, 9001, 9002, 9003, and 9004), developed by ISO Technical committee (TC) 176 on quality systems. This series, together with the terminology and definitions contained in ISO Standard 8402, provides guidance on the selection of an appropriate quality management program (system) for a supplier's operations.

The ISO 9000 standards were intended to be advisory in nature and were developed primarily for use in two-party contractual situations or for internal auditing. However, the standards are currently being applied under a much broader range of conditions and circumstances.

Conformance to ISO 9000 standards is also being required in purchasing specifications with increasing frequency.⁴

³ Dale H. Besterfield, Carol H. Berserfield, *Total Quality Management*, second edition, p.p.217, 218.

⁴ Dale H. Besterfield, Carol H. Besterfield, *Total Quality Management*, second edition, p.p. 217,218.

2.4. Information is contained in each ISO 9000 standard

The ISO 9000 Standard Series is generic in scope. Each standard addresses a different aspect of quality assurance, depending on the needs of the user.

ISO 9001, 9002, and 9003 describe three distinct quality system models of varying stringency for use in different applications. Common elements in ISO 9001, 9002, and 9003 include the need for: an effective quality system; ensuring that measurement is calibrated regularly; the use of appropriate statistical techniques; having a product identification and tractability system; maintaining an adequate record keeping system; having an adequate product handling storage, packaging and delivery system as well as a process for dealing with non-conforming items; and ensuring adequate personnel training and experience.

ISO 9000, 'Quality Management and Quality Assurance Standards Guidelines for Selection and Use, ' explains fundamental quality concepts, defines key terms, and provides guidelines for selecting, using, and tailoring the ISO 9001, 9002, and 9003 standards. It is the road map for the use of the entire series.

ISO 9001, "Quality System-Model for Quality Assurance in Design/Development, Production, Installation, and Servicing," is the most comprehensive standard in the series. It contains 20 elements of covering the need for an effective quality system,

from the receipt of a contract through the design/development stage, and finally the service required after the delivery.

ISO 9002, "Quality System-Model for Quality Assurance in Production and Installation," addresses the prevention, detection, and correction of problems during production and installation. It is for the use of organizations that are not involved in design and service after delivery.

ISO 9003, "Quality System-Model for Quality Assurance in Final Inspection and Test," is the least comprehensive of the standards, covering only 12 of the 20 elements in 9001. It is not a quality control system. ISO 9003 addresses only those requirements for the detection and control of problems found during final inspection and testing.

ISO 9004, "Quality Management and Quality System Elements-Guidelines," provides guidance for a supplier to use in developing and implementing a quality system and in determining the extent to which each quality system element is applicable. It examines each of the elements in greater detail. In this respect it is useful for international auditing purposes.⁵

⁵ Dale H. Besterfield, Carol Besterfield, Glen H. Besterfield, *Total quality management, second edition*, p.p. 219

PART 3. TQM

3.1. Definition of the TQM

TQM is a style of managing which gives everyone in the organization responsibility for delivering quality to the final customer, quality being described as 'fitness for purpose' or as 'delighting the customer'. TQM view each task in the organization as fundamentally a process which is in a customer/supplier relationship with the next process. The aim at each stage is define and meet the customer's requirements in order to maximize the satisfaction of the final consumer at the lowest possible cost.⁶

In this context, the word "total" conveys that idea that all employees, throughout every function and level of an organization, pursue quality. The word "quality" suggests excellence in every aspect of organization. "Management" refers to the pursuit of quality result through a quality management process. This beings with strategic management process and extends through product design, manufacturing, marketing, finance, and so on. In short, TQM is grounded in the broad concept of quality which was earlier. Accordingly, TQM is as much about the quality process as it is about quality result or quality products. It beings with people, particularly managers.

⁶ Holder & Stoughton, *Marketing and Strategy*, 1999, p.p. 32,33.

TQM was profoundly influenced by developments in Japan, but it is not a phenomenon that can be branded "Made in Japan". TQM has many of its roots in America. Many of its elements are footed in theories and practices of management that were developed in America.

Schmidt and Finnigan (1992) suggest that TQM's roots include:

1. Scientific Management: Finding the best one way to do a job.
2. Group Dynamics: Enlisting and organizing the power of group experience.
3. Training and Development: Investing in human capital.
4. Achievement Motivation: People get satisfaction from accomplishment.
5. Employee Involvement: Workers should have some influence in the organization
6. Socio technical Systems: Workers should have some influence in the organization.
7. Organization Development (OD): Helping organizations to learn and change.
8. Corporate Culture: Beliefs, myths, and values that guide the behavior of people throughout the organization.
9. The New Leadership Theory: Inspiring and empowering others to act.
10. The Linking-Pin Concept of Organizations: Creating cross-functional teams.
11. Strategic Planning: Determining where to take the organization, and how and when to get there.⁷

⁷ Greg Bounds, Lyle Yorks, Mel Adams, Gipsie Ranney, *Beyond Total Quality Management*, McGraw-Hill, 1994, p.p. 61.

3.2. Total Quality Management (TQM) requires six basic concepts

A committed and involved management to provide long-term top-to-bottom organizational support.

1. An unwavering focus on the customer, both internally and externally.
2. Effective involvement and utilization of the entire work force.
3. Continuous improvement of the business and production process.
4. Treating suppliers as partners.
5. Establish performance measures for the processes.⁸

3.3. Elements of TQM

3.3.1. Leadership

Every one is responsible for quality in TQM, especially senior leadership and senior management. An organization's senior leaders must create a customer awareness, clear and visible quality values, and high expectations. Reinforcement of values and expectations requires substantial personnel commitment and involvement. The leaders' basic values and commitment need to include areas of public responsibility and corporate citizenship. The leaders must take part in the creation of strategies, systems, and methods for achieving excellence. The systems and methods need to guide all activities and decision of the organization. The senior leaders must commit to the growth and development of the entire work force and should encourage

⁸ Dale H. Besterfield, Carol Besterfield, Glen H. Besterfield, *Total Quality Management*, second edition, p.p. 2.

participation and creativity by all employees. Through their regular personnel involvement in visible activities, such as planning, communications, review of organization performance, and recognizing employees for quality achievement, the senior leaders serve as role models, reinforcing the values and encouraging leadership in all levels of management. And also, Senior management can provide the leadership to achieve results.

- Senior managers must stay informed on the topic of quality improvement by reading books and articles, attending seminars, and talking to other TQM leaders.
- Senior managers must find time to celebrate the success of their organization's quality efforts by personally participating in award and recognition ceremonies. This activity is an excellent opportunity to reinforce the importance of the effort and to promote TQM. A phone call or handshake combined with a sincere "thank you for a job well done" is a powerful form of recognition and reward.
- Senior managers must be visibly and actively engaged in the quality effort by serving on teams, coaching teams, and teaching seminars. They should lead by demonstrating, communicating, and reinforcing the quality statements. As a rule of thumb, they should spend about one-third of their time on quality.
- A very important role in senior managers is listening to "internal" and "external" customers and suppliers through visits, focus groups, and surveys. This information is translated into core values and process improvement projects.

- Another very important role is communication. Many of the activities presented previously contribute to the communication effort. The objective is to create awareness of the importance of TQM and provide TQM result in an ongoing manner.

Some of the internal communication techniques are;

1. Organization newsletters and other publications,
2. Posters,
3. TQM bulletin boards,
4. Short departmental information meetings,
5. Memos,
6. Organization - wide meetings.

The TQM message must be "sold" to personnel, for if they don't buy it, TQM will never happen. In addition to internal efforts, there must be external activities with customers and suppliers, the media, advertising in trade magazines, and interaction with the quality community.⁹

⁹ Dale H. Besterfield, Carol Besterfield, Glen H. Besterfield, *Total Quality Management*, second edition, p.p. 18,19,22,23.

3.3.2. Customer satisfaction

Increasingly, manufacturing and service organizations are using customer satisfaction as the measure of quality. The importance of customer satisfaction is due to worldwide competition. This fact is reflected in the Malcom Baldrige National Quality Award, where in customer satisfaction accounts for %30 of the total points. TQM implies an organizational obsession with meeting or exceeding customer expectations, to the point that customers are delighted. Understanding the customer's needs and expectations is essential to winning new business and keeping existing business. An organization must give its customers a quality product or service that meets their needs, a reasonable price, on-time delivery and outstanding service. To attain this level, the organization continually needs to examine their quality system to see if it is responsive to ever-changing customer requirements and expectations. The most successful TQM programs begin by defining quality from the customer's perspective. Quality means meeting or exceeding the customer's expectations. Dr. Deming added that quality also means anticipating the future needs of the customer. Customer satisfaction, not increasing profit, must be the primary goal of the organization. It is the most important consideration, because satisfied customers will lead to increased profits.

Customer satisfaction can be described by the Teboul model, which is shown in Figure 3-1. The customer's needs are represented by the circle, and the square depicts the product or service offered by the organization. Total satisfaction is achieved when the offer matches the need, or the circle is superimposed in the square. The goal is to cover the expected performance level better than the competitors.¹⁰

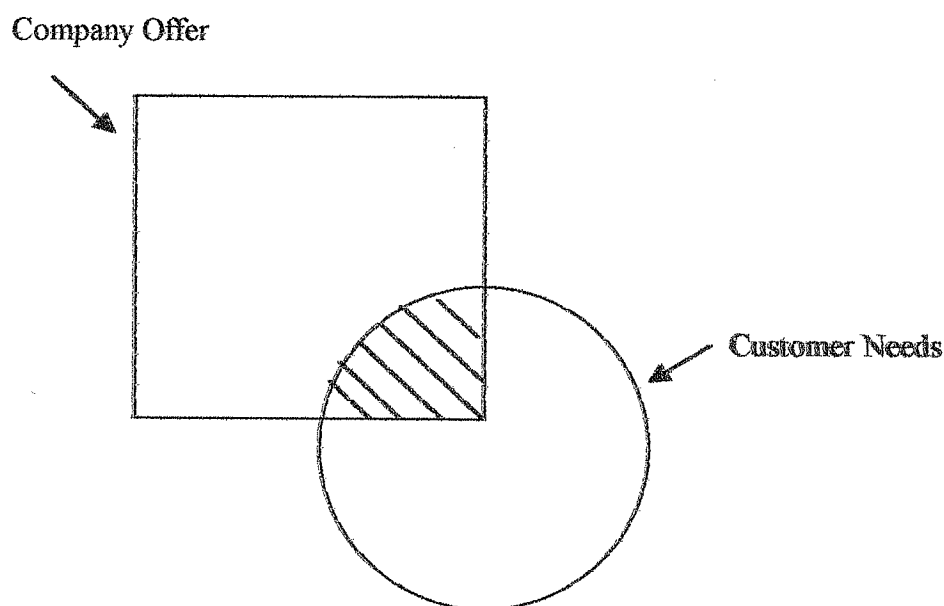


Figure 3.1 Customer Satisfaction Model

Source: Dale H. Besterfield, Carol Besterfield, Glen Besterfield Mary Besterfield, Total Quality Management, second edition, p.p. 38

¹⁰ Dale H. Besterfield, Carol Besterfield, Glen H. Besterfield, Total Quality Management, second edition p.p. 37, 38.

Who is the customer?

There are two distinct types of customers-external and internal. An external customer exists outside the organization and buys its products or services. Every employee in the business must know how his or her job affects and/or enhances the total satisfaction of the external customer. An internal customer is just as important. Every function, whether it be engineering, order processing, or production has an internal customer-each receives a product or service, and in exchange, provides a product or service. Each worker's goal is to make sure that happens throughout the manufacturing, sales, and distribution chain, the satisfaction of the external customer should be assured.¹¹

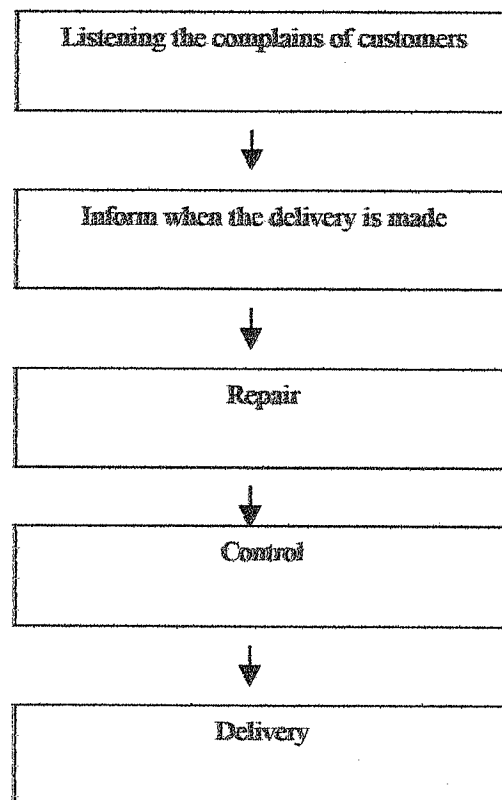


Figure 3.2 steps of Customer Satisfaction

Source : Muhittin Şimşek, Toplam Kalite Yönetimi, Alfa Basın Yayın Dağıtım Ltd. Şti, 2001, p.p. 163.

¹¹ Dale H. Besterfield, Carol Besterfield, Glen H. Besterfield, *Total Quality Management*, second edition, p.p. 38,39.

A popular poster for display in shops, offices and factories drives this message home.

It reads as follows:

Customers are:

- The most important people in any business.
- Not dependent on us. We are dependent on them.
- Not an interruption of our work. They are the purpose of it.
- Doing us a favor when they come in. We're not doing them a favor by serving them.
- A part of our business, not outsiders.
- People come to us with their needs and wants. It's our job to fill them.

(Don't ever forget it!)¹²

3.3.3. Teamwork

Teams are not bossed—they are coached. If employees are going to be expected to work together as a team, managers and supervisors have to realize that teams are not bossed— they are coached. Team leaders, regardless of their respective titles (manager, supervisor, etc.) need to understand the difference between bossing and coaching. Bossing, in traditional sense, involves planning work, giving orders, monitoring programs, and evaluating performance. Boss approach the job from an “I m in charge- do as you are told” perspective.

¹² John Bank, *The Essence of Total Quality Management*, second edition, Prentice- Hall, p.p. 2.

Coaches, on the other hand, are facilitators of team development and continually improved performance. They approach the job from the perspective of leading the team in such way is translated into everyday behavior as flows:

- Coaches give their teams a clearly define charter
- Coaches make team development and team building a constant activity.
- Coaches are mentors
- Coaches promote mutual respect between themselves and team members and among team members.
- Coaches make human diversity within a team a plus.¹³

3.3.4. Continues Development and Kaizen

Reach to the specific standard is not aim of the TQM. Aim of the TQM does not specify to reach to the specific standard. Aim is continuous and quick development at any level. This aim is only obtained from improving products and services continuously. Providing of continuous development or improvement depending on main principles:

1. Specifying customer needs and wants
2. Relationship between employees
3. Improve Processes
4. Train

¹³ David L. Goetsch, Stanly B. Davis, *Quality Management, third edition, Prentice-Hall, p.p. 292.*

Kaizen is proactive approach so, if must be prepared against problem. Present condition is not enough and it always aim better than now. Kaizen must apply 5 principles for success.

Seiri: eliminate unnecessary things.

Seifiti: You make best for everything.

Seiso: Working area must be orderly.

Seiton: You hide necessary things for easy finding.

Shitsuke: You obey existing standards until another come.

For realizing Kaizen: it is necessary to understand present condition inadequate, improve human resources and using techniques for problem solution.

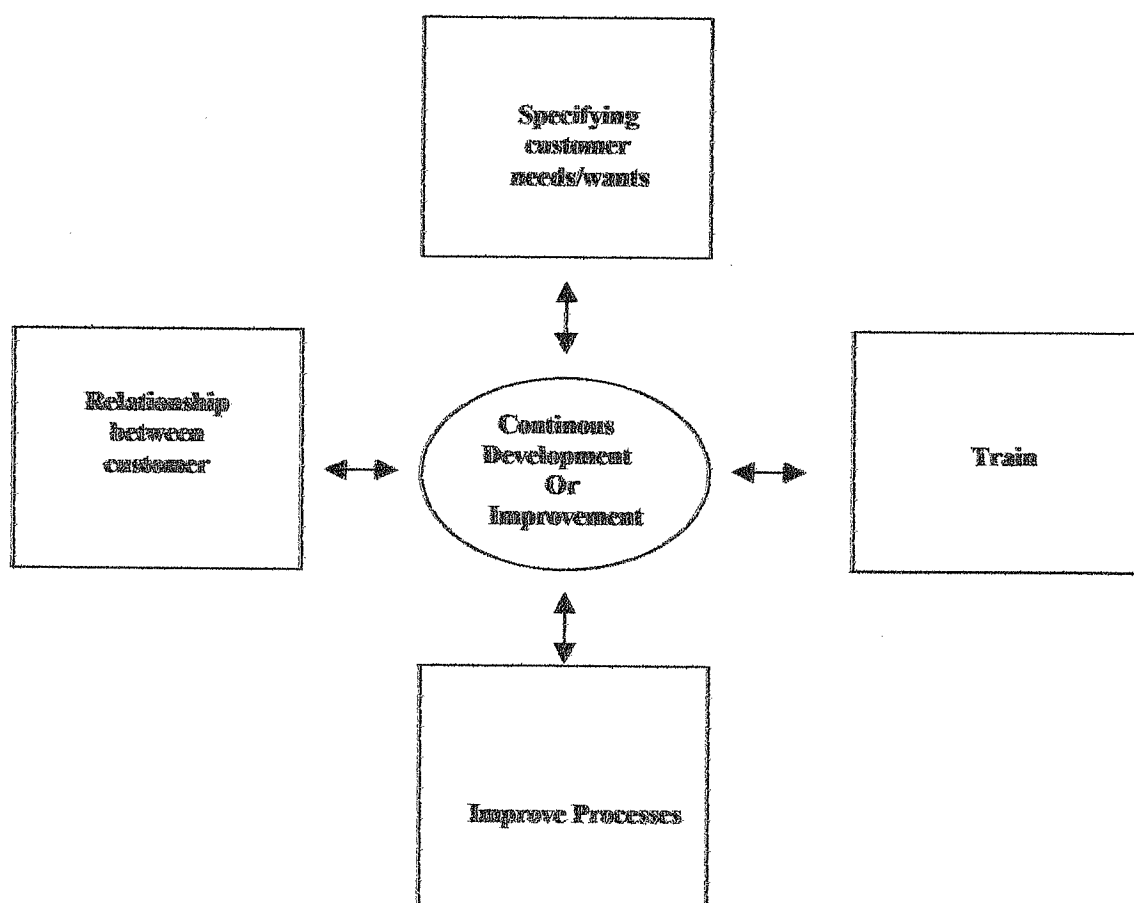


Figure 3.3 Continues Development / Improvement

Source : Muhittin Şimşek, Toplam Kalite Yönetimi, Alfa Basım Yayın Dağıtım Ltd. Şti., 2001, pp. 149

3.4. Tools and techniques for quality improvement

Possible techniques for problem identification and solution

- Data collection, analysis of graph, control diagrams
- Suggestion for teamwork
- Comparison method
- Pareto analysis for finding repeated problems.
- Data collection from must be used for specifying customer satisfaction.¹⁴

3.5. Advantage and Disadvantage of TQM

The Advantages of TQM

1. It vastly improves the quality of the final product or service.
2. There is a major decrease in wasted resources.
3. There is a leap in productivity as staff use time more effectively.
4. As products and services are improved, there should be a long-term increase in market share, leading to sustained competitive advantage.
5. The workforce becomes more motivated, as employees realize their full potential.

¹⁴ Muhittin Şimşek, *Toplam Kalite Yönetimi, Alfa Basım Yayın Değitim Ltd. Şti.*, 2001, p.p.262,263.

The Disadvantages of TOM

1. It is extremely demanding of management and staff time.
2. It can become overly bureaucratic and mechanical and lead to an emphasis on consistency rather than a focus on improvement, or the means rather than the end.
3. It will only help if the organization is heading in the right direction; it is not a toll for turning the organization around.
4. It is not a quick fix: TQM takes years to implement and is in fact an unending process.
5. It can lead to too much attention being paid to the needs of financial customers and not enough to those of employees.¹⁵

¹⁵ Hodder & Stoughton, *Marketing and Strategy*, 1999, p.p. 33.

Part 4. Case Study:

How to Apply the TQM to the Demirbağ Möble"

TQM is used in many sectors in recent years and many successes are obtained. This management style is easily applied to the furniture sector. Interview with managers, employee and customers are a proof that Demirbağ Möble is applying TQM method.

Total Quality Management is based on 4 main elements;

1. Customer Satisfaction (Internal / External)
2. Teamwork
3. Leadership
4. Continuous Development (improvement)

Case study especially considers these 4 elements and try to find the areas that apply or not apply the TQM.

General Information About the Company (Demirbağ Möble Ltd.)

Demirbağ Möble Ltd was established in 1989 by Mr. Sabri Demirbağ in Sanayi Bölgesi. Until 1999, he made many improvements and as a result the company has great importance in industry area today. Now, Demirbağ Möble Ltd has 37 employees. Demirbağ Möble products can be determined in three categories which are woodwork, furniture, kitchen.

1. Woodwork: door /windows, word robes, decoration etc...
2. Furniture: bed rooms, living rooms, office groups, garden furniture and etc...
3. Kitchen: all kind of wooden kitchen

According to the interview made with Mr. Sabri Demirbağ, It can be concluded that his mission is to give the best service to his customers and his vision is to be the best one in T.R.N.C furniture market.¹⁷

Internal Customer Satisfaction

The firm uses "award" system to provide its own customers' satisfaction. One of the employees has been chosen as the worker of the month. Whoever does more useful work that month; two times the salary is paid to him or her that month. In this way, all the workers try to work more carefully and more productivity. Also, the ratio of making mistakes is lowered in this way. Monthly meetings are held with the workers in order to discuss and get important about the problems of the workers, and the general condition of the firm. As a result of this, the workers realize that they are taken into consideration. The places where the workers work are prepared according to their jobs. For example; masks are given to all the workers who work in the painting department in order to prevent being poisoned, there are a lot of machines which absorb and remove paint. When the workers do overtime, the salary is paid to them on time. Also, the overtime is not more than two hours.¹⁸

¹⁷ Please see Appendix for more detail interview made with director.

¹⁸ Please see Appendix for more detail interview made with director.

Questionnaire 1						
Questions	Answers					
	a	b	c	d	e	f
Q1	34	3	-	-	-	-
Q2	2	11	24	-	-	-
Q3	4	15	15	2	-	-
Q4	3	5	19	-	-	-
Q5	37	-	-	10	-	-
Q6	37	-	-	-	-	-
Q7	37	-	-	-	-	-
Q8	4	33	-	-	-	-
Q9	37	-	-	-	-	-
Q10	37	-	-	-	-	-
Q11	30	5	2	-	-	-
Q12	35	2	-	-	-	-
Q13	37	-	-	-	-	-
Q14	37	-	-	-	-	-
Q15	-	35	2	-	-	-
Q16	-	37	-	-	-	-
Q17	-	-	-	-	-	-
Q18	-	3	26	8	-	-
Q19	24	2	10	1	-	-
Q20	37	-	-	-	-	-
Q21	37	-	-	-	-	-
Q22	30	5	2	-	-	-
Q23	37	-	-	-	-	-
Q24	-	37	-	-	-	-
Q25	9	28	-	-	-	-

Table 4.1: The result of questionnaire made by among the employees of Demirbağ Möble Ltd.¹⁹

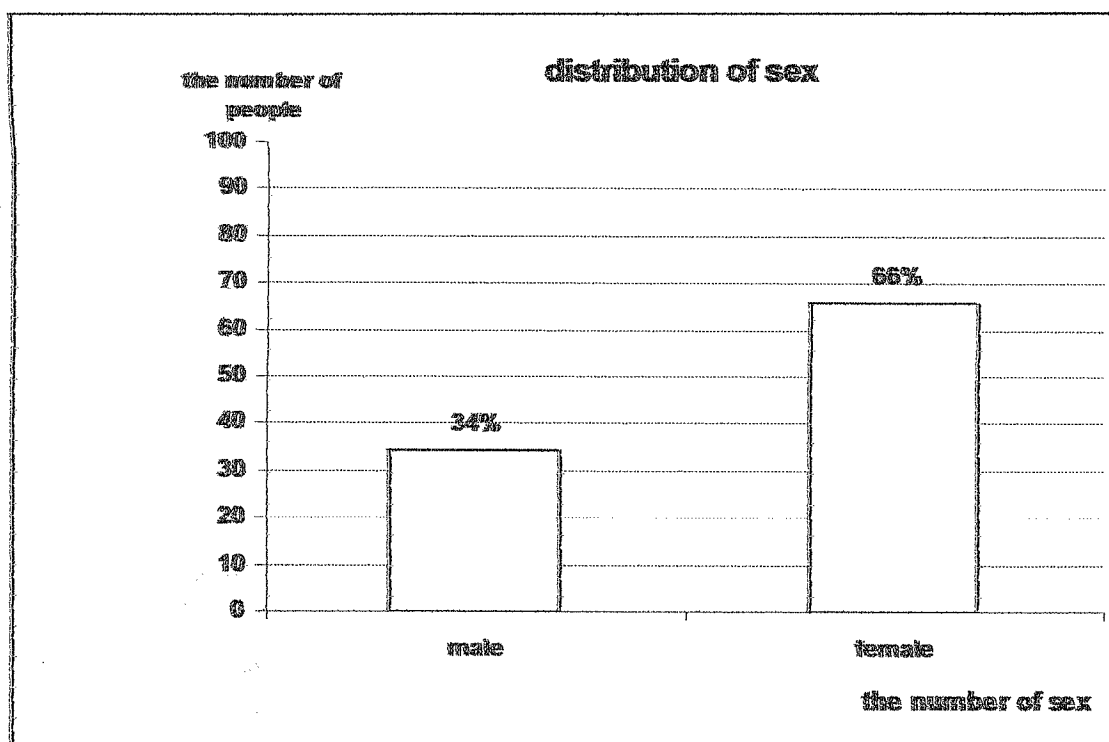
¹⁹ Please see Appendix for more detail related with the questionnaires 1

External Customer Satisfaction

After the interview and the questionnaire, it is found out that customer satisfaction is ensured. The firm always produces different products in order to make sure that customer satisfaction is maintained. Apart from that, in order to provide full customer satisfaction, the firm continues to service after selling the product. Every year at a certain period of time, they phone the common customers and ask whether they have complaints or not. If the customers have a problem, this problem is tried to be solved immediately. After the survey, it is found out that 97% of the customers are satisfied with the service. Again, another positive thing that the firm provides the customers with is the interior designer gives advice to the customers without asking for money from them. At a certain period of time during the year, the products are sold with their purchase price. Also, the firm doesn't ask for money from its customers for the transportation of the products.

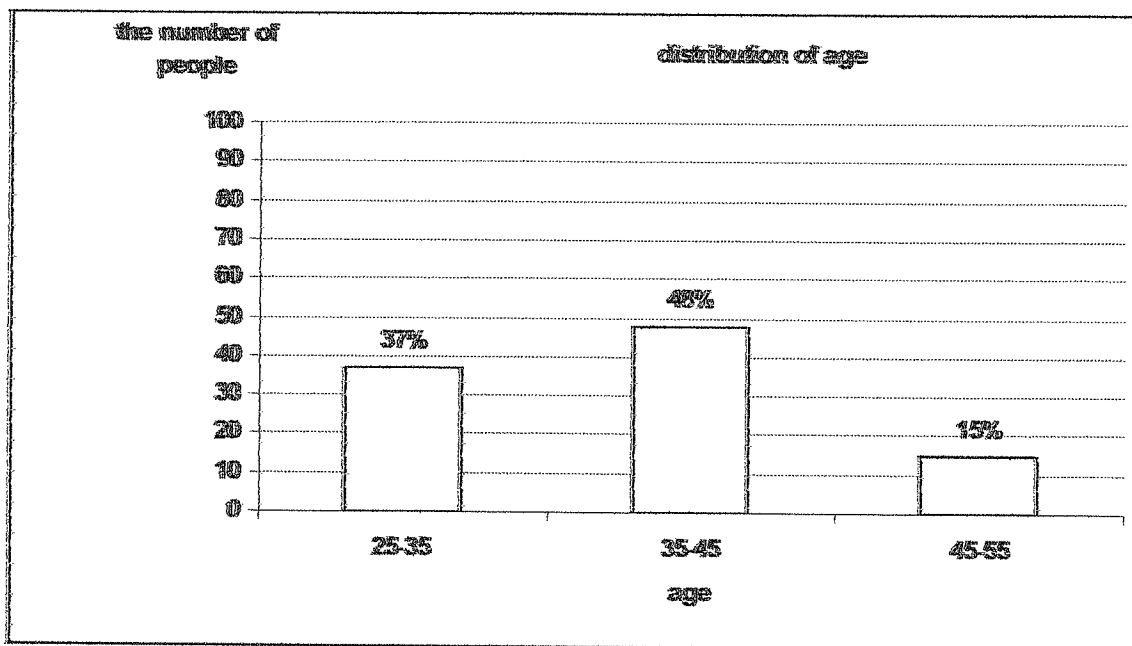
Questionnaire 2

This questionnaire is made to monitor the customer's satisfaction Demirbağ Möble Ltd.²⁰

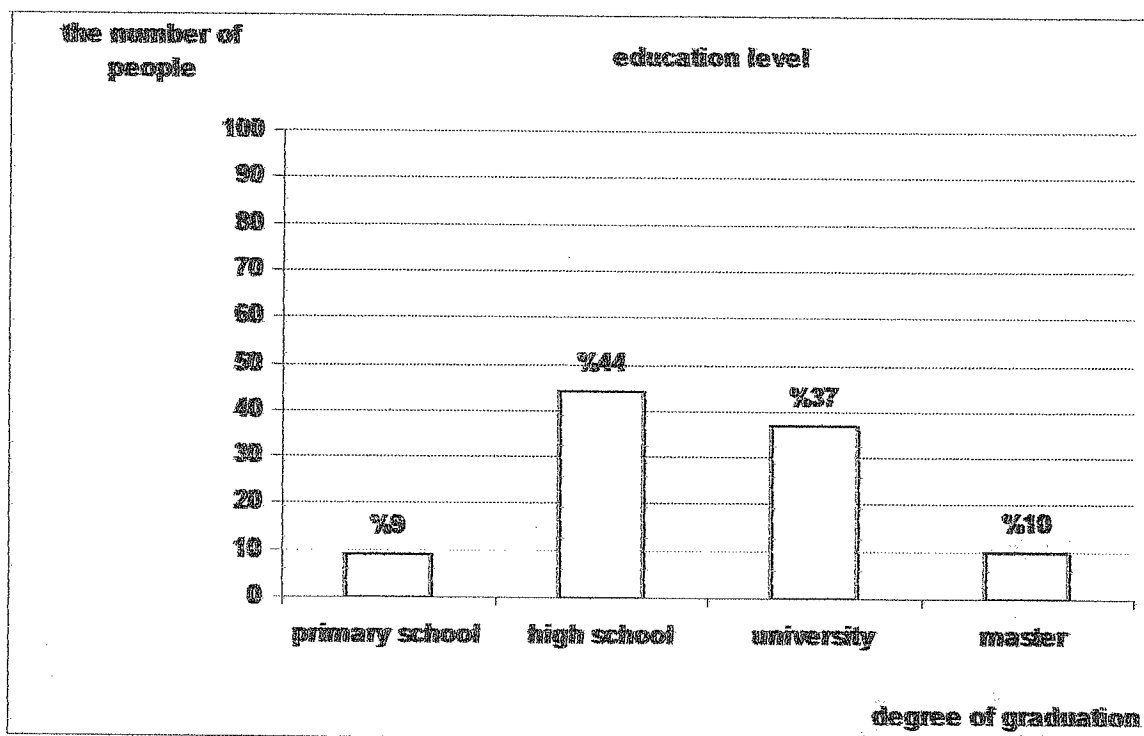


Graph 1: Distribution of Sex

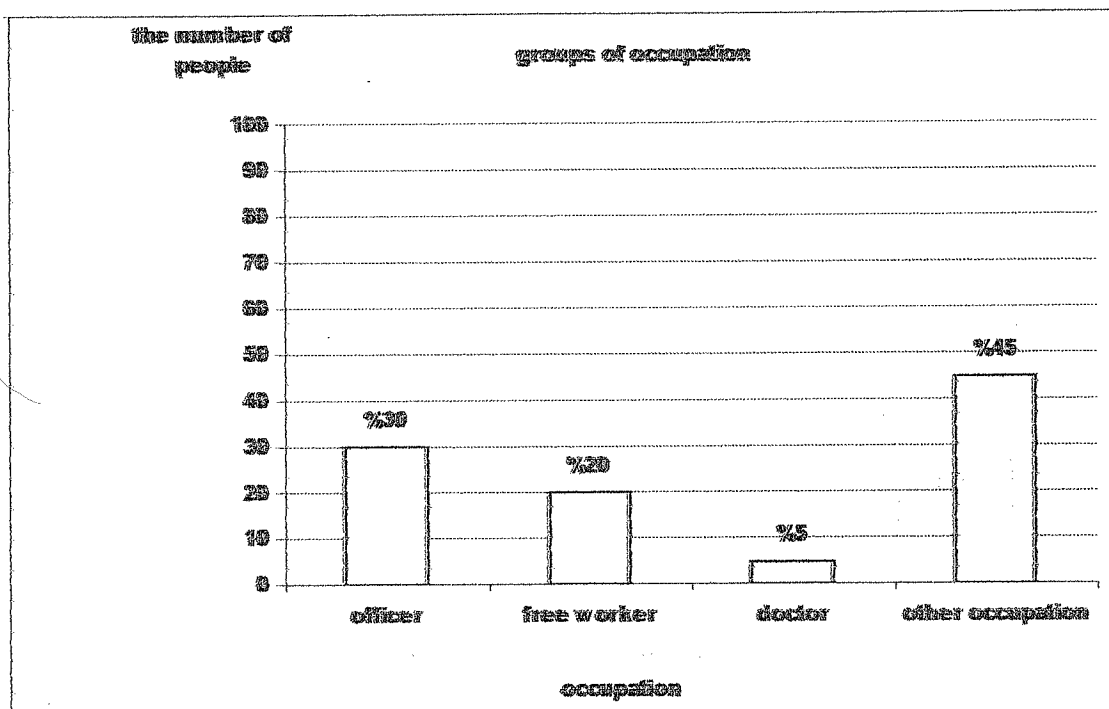
²⁰ Please see Appendix more detail related with the questionnaire 2.



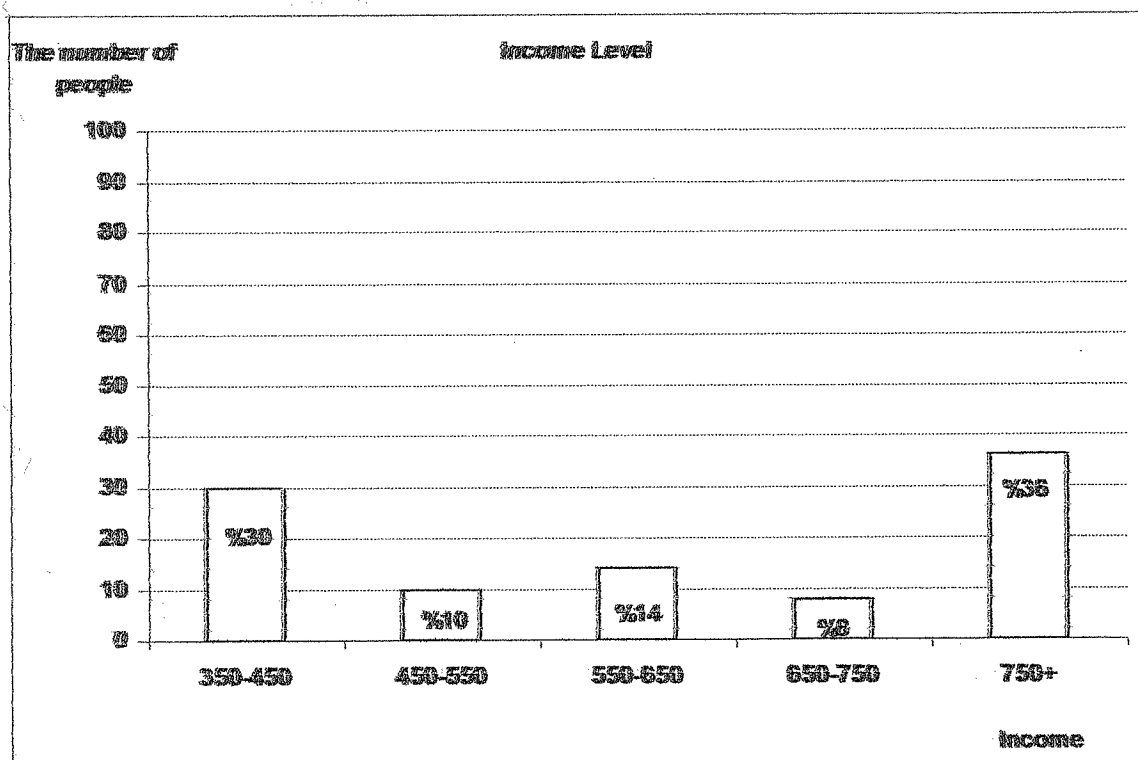
Graphic 2: The distribution of Age



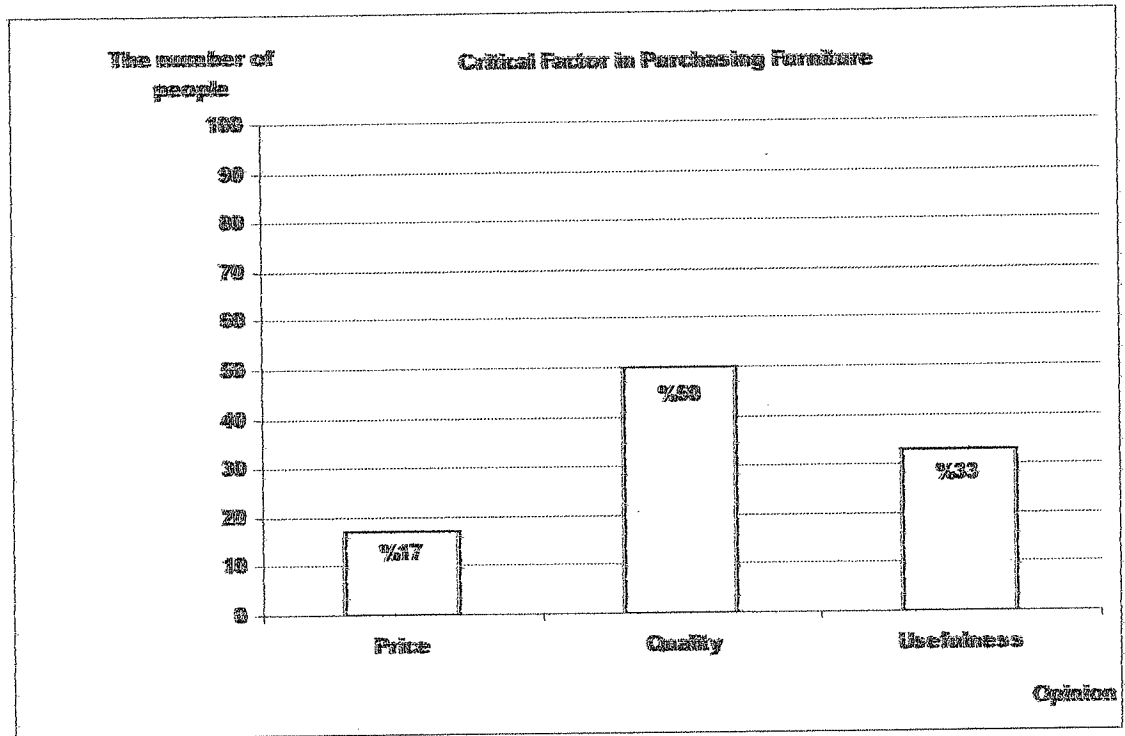
Graphic 3: Education level of people



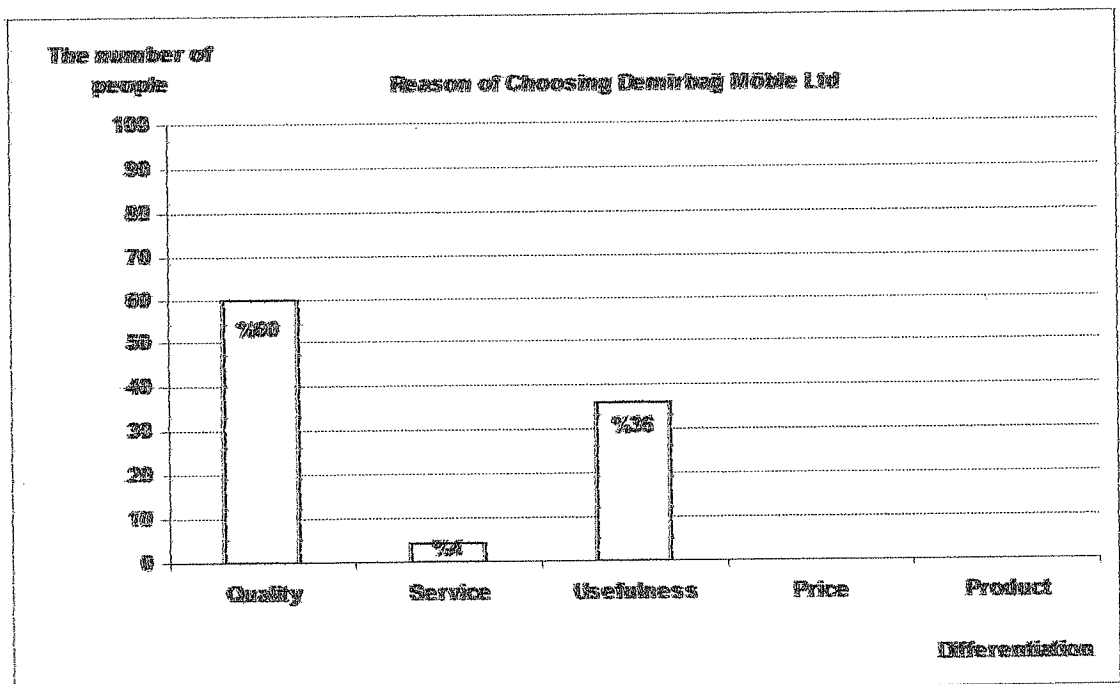
Graphic 4: Groups of occupation



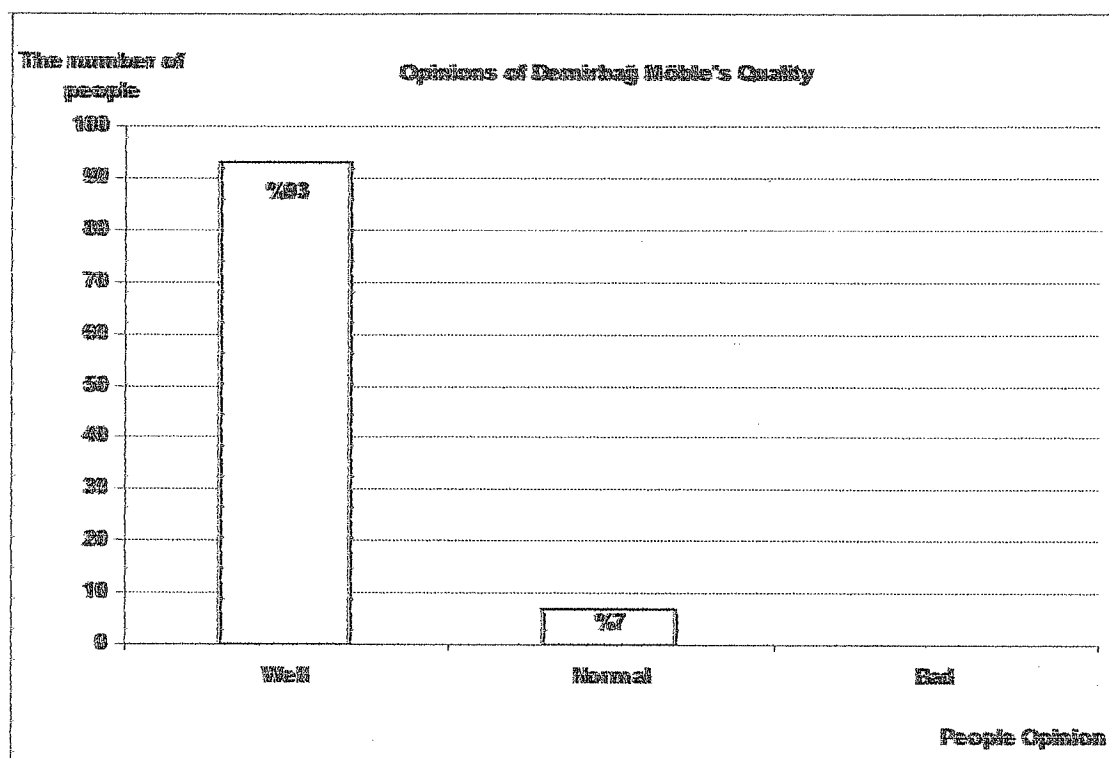
Graphic 5: Income Level



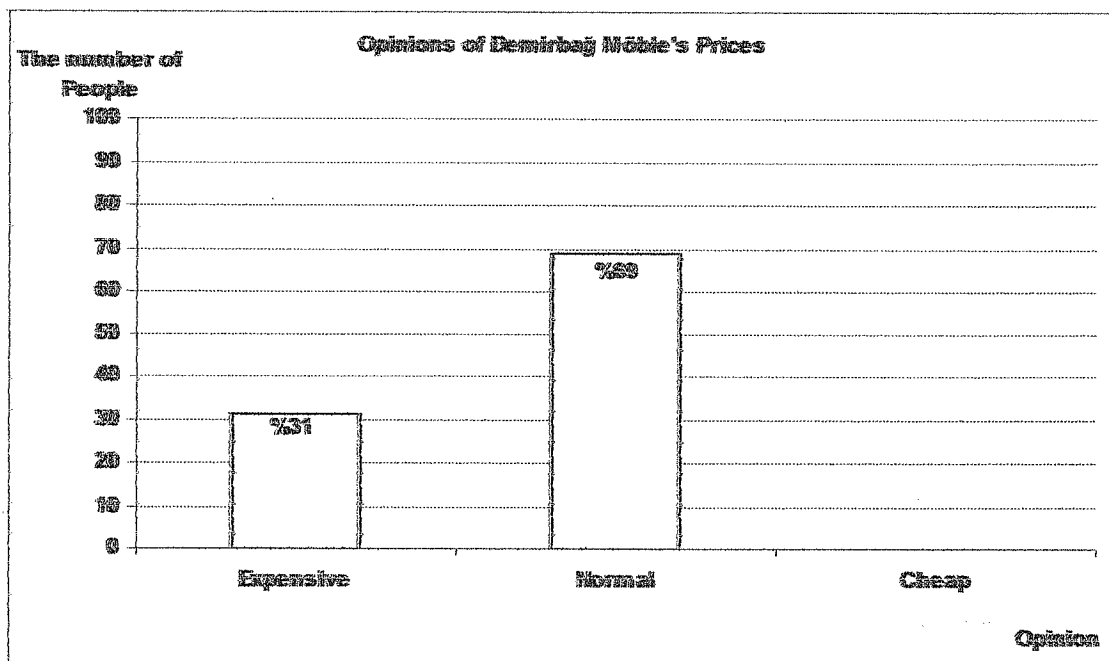
Graphic 6: Critical Factor in Purchasing Furniture



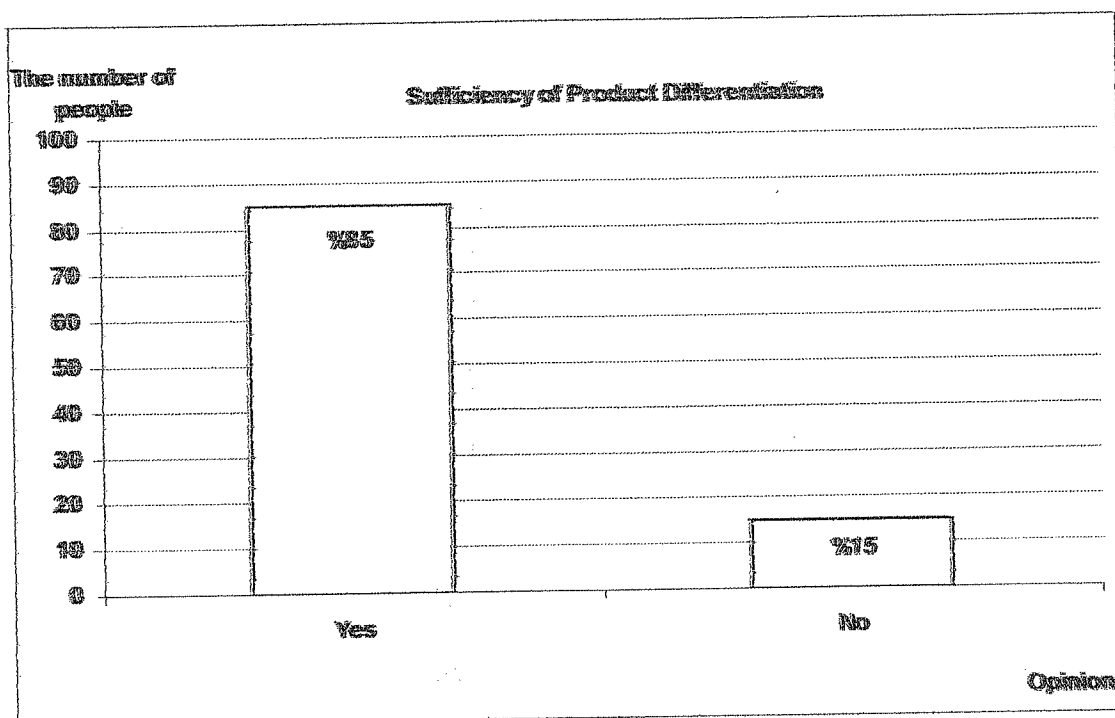
Graph 7 : Reason of Choosing Demirbağ Möble's



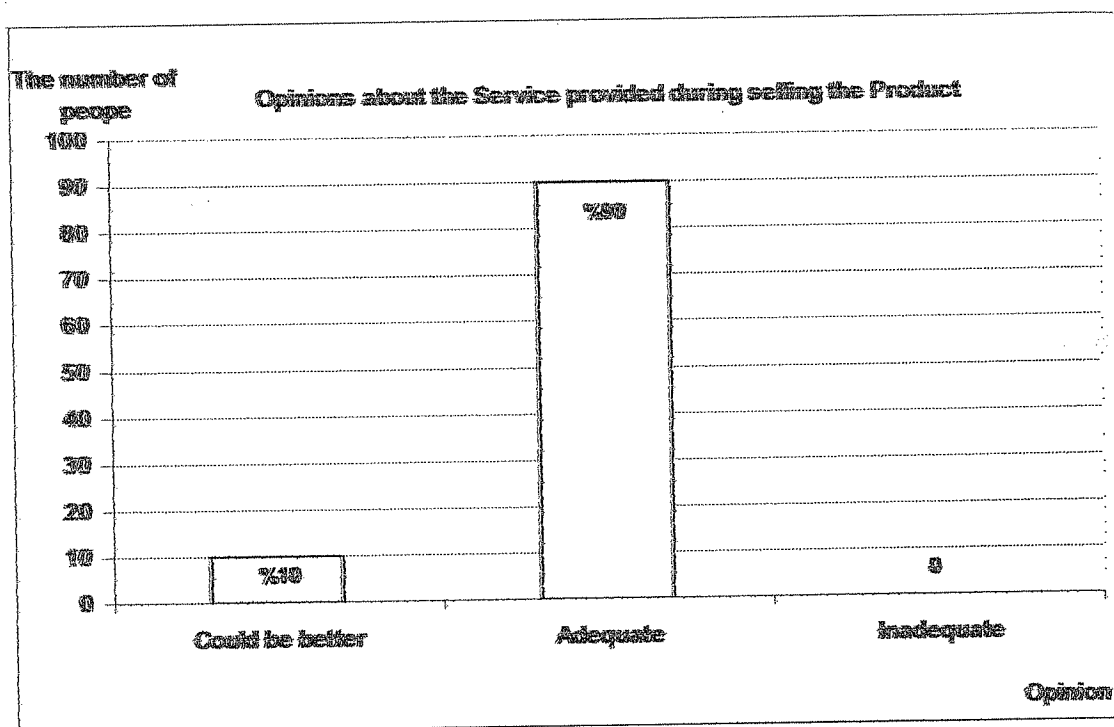
Graph 8: Opinions of Demirbağ Möble's Quality



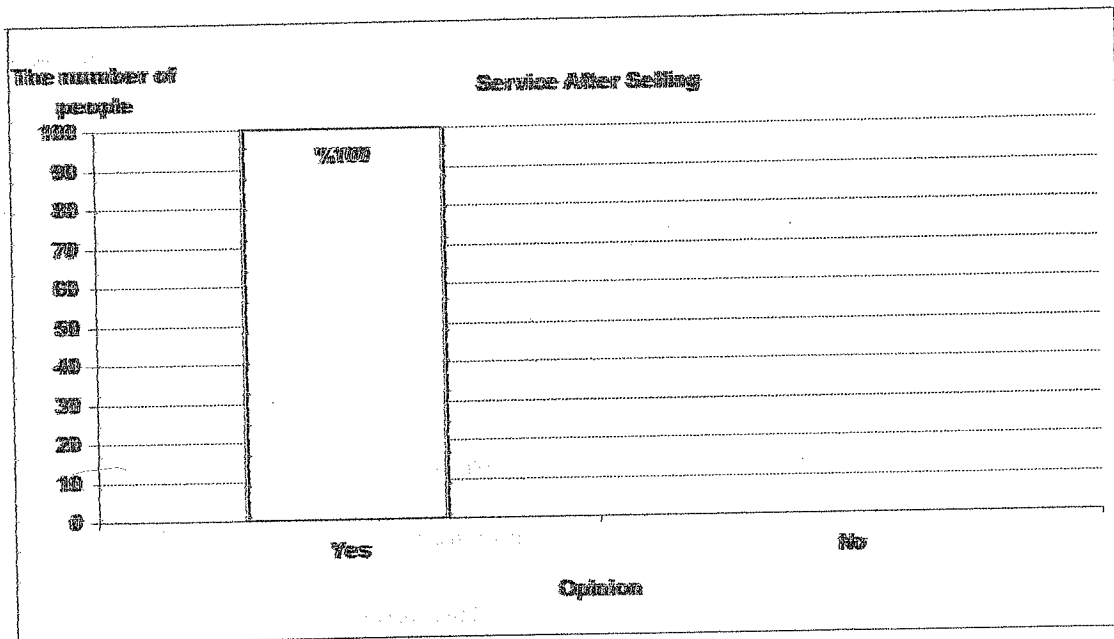
Graph 9: Opinions of Demirbağ Möble's Price



Graph 10: Sufficiency of Product Differentiation



Graph 11: Opinions about the Service provided during selling the Product



Graph 12: Service After Selling

Teamwork

It is found out that a lot of importance is given to teamwork or group-work in the firm %80 of the decision are made as a group (boss + foreman + workers) and %20 of the decisions are made by the boss himself or herself. Responsibility is given to all the workers. As a result of the questionnaire made by the workers, all the thirty-seven people approved this result.²¹

²¹ Please see questionnaire I and interview for more detail.

Continues Development/Improvement

As known, continuous improvement is separated into three main groups. "process evaluation, process solving, process improvement". In the process evaluation, the firm, by taking the needs of the customers into consideration, increases the variety of products continuously. In 1989, the number of the product was four (kitchen, door/window, cornice, sitting-group) share as in 2002 this number has increased to twenty and over. (kitchen, door/window, cornice, sitting group, office group, bathroom word robes, garden furniture, every kind of interior decoration, dining groups, bar stools etc...)

Also, the director or the interior designer of the firm goes to the trade-fairs both in T.R.N.C and in Turkey in order to improve and renew themselves and as a result of this they try not to stay behind the technological improvements and novelties.

How does the firm make the quality control in the production of goods?

It has been found out that the firm provides quality control in the following way.

Step 1: The quality control is done step by step. Quality control starts with the purchase of the raw materials (paint, wood etc...)

Step 2: After the choice of the wood is made, it is taken into cutting. If the wood is faulty or defective, it is not taken into cutting.

Step 3: After, fitting starts. While fitting is done, the foreman controls it. When fitting is completed, the product is checked by the foreman and the workers before painted.

Step 4: After that, the product is taken to the painting department to be painted. When painting is done, the product is checked again.

Step 5: When the product is completed, the interior decorator who is responsible for quality control makes the final control.

In this way, the firm finds the fault at the beginning before the product is completed. Consequently, the product is both perfect and the cost is very low. As a result of the survey made by the customers, %93 said that the product quality is very high. Only %7 said that the product quality is OK!.

Insufficient ways of firm for TQM application

According to interview and examination results. It is occurred that Demirbağ Möble Ltd doesn't train their employees about TQM. Training is important for TQM. It is necessary to train employees about firms mission, vision, how is the quality of work, how do quality control, how do specify customer satisfaction.

Also, firm considers mistakes and find possible solution for them but it doesn't make any analysis for prove mistakes. If they don't make these analysis, mistake will be repeated. As a result of this, firm image will be affected in negative way and cost will be increased.²²

²² Please see questionnaire and interview for more details.

Basic Finding / Conclusion

- After applying Total Quality Management (TQM), companies high increase in profit, increase in productivity, decline in cost, satisfaction of customers & employees, high increase in the quality of goods & services.
- The result of the surveys and interviews, it is pointed out that Demirbağ Möble Ltd. obtain 97% customer satisfaction
- The company (Demirbağ Möble Ltd.) focuses on teamwork rather than individualistic work. Demirbağ Möble Ltd. applies quality control in every step of production.
- The company doesn't provide training programs to its employees about quality control mission statement and division of company.
- All decisions are taken by together in company (employees + foreman + director)
- There is a deficiency in analyzing the priorities of employees mistakes.

And finally, it is seen that company doesn't apply in adequate TQM.

Recommendation

- Firstly, it is seen that the training program is needed for the appliance of Total Quality Management. As a result of this employees, will be more trained. In the companies working structure, mission, the quality of production and the satisfaction of customer needs etc. these will help employees to work more effectively and motivated
- All despite of taking in to consideration of it failure in production but it also needs to analyze the determination of failures with this process, the more common and the frequent being made mistakes will be found. The reason of this is to fix out this failure and to increase the productivity also quality.
- In addition to this, company should not only examine the quality control but also, it should apply the system quality control to manage this, ISO standard can be apply and thus, in the applied stages provide the documentation directions, procedures duty's and responsibilities descriptions. Additionally, the quality will be increase 100% after the training programs.



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Appendix

Demirbağ Möble Ltd'nin Direktörüyle yapılan görüşmenin sonuçları:

1. Demirbağ Möble Ltd kaç yılında üretim sektöründe yer almaya başlamıştır?
1989 yılında Ltd olarak üretim sektöründe yer almaya başlamıştır.
2. Demirbağ Möble Ltd olarak ürünleriniz nelerdir ?
Ürünlerimiz yerli ve yabancı olamak üzere ikiye ayrılmaktadır. Yabancı ürün derken T.C' den temin edilen ürünler kastedilmektedir. Ürünlerimiz;
Hertürlü ahşap doğrama, mutfak, ev eşyası v.b. bunları dahada açacak olursak (mutfak dolapları, kapı/pencere, hertürlü ofis grupları, bahçe mobilyaları, oturma grupları yemek ve salon odası takımları, v.b.)
3. Ürün sayınızda artış yada azalış oldu mu ?
Tabii ki evet . 1989 yılında 4 çeşitle işe başladık bugün yani 2002 yılında 20 çeşidin üzerinde ürün sunmaktayız. Müşterinin tatmini için sürekli olarak ürün çeşitliliği yapmaktayız.
4. Demirbağ Möble Ltd olarak misyonunuz ve vizyonunuz nedir?
Demirbağ möbke ltd olarak misyonumuz müşterimizin tatmini tam olarak sağlamaktır.
Vizyonumuz ise K.K.T.C'de tek mobilya firması olarak varlığımızı sürdürebilmek.
5. Toplam Kalite Yönetimi hakkında ne düşünüyorsunuz ?
Toplam kalite yönetimi demek adından da anlaşılacağı gibi A/Z herşeyin belli bir kalitede, seviyede yapılması, bir bütün içinde hep daha güzele ulaşmak için uğraşmak demektir.
6. Belli bir stratejiniz var mı ?
Evet var. Bizim stratejimiz çok açık tek kaelimede "kaliteli malı ve hizmeti müşterimize sunmak".
7. Demirbağ Möble Ltd şuanda kaç kişi ile çalışmaktadır?
Şuanki mevcut işçi sayımız 37 kişiden oluşmaktadır.
Mobilya bölümünde 16 kişi, döşeme bölümünde 1 kişi, boya bölümünde 7 kişi, doğrama bölümünde 7 kişi, mağazada 3 kişi, şoför 1 kişi, fabrikada sekreter olarak 1 kişiden oluşmaktayız.
8. Müşteri kelimesi size ne ifade eder?
Bugün biryerle gelmemizin en büyük nedeni. Kısaca müşteri demek varolabilmemiz demektir.
9. Firmanın bir yönetim kurulu var mı ?
Evet var. Firmanın 4kişiden oluşan bir yönetim kurulu bulunmaktadır.

10. Firmada birkarar alınırken bu karar kim yada hangi kişiler tarafından alınmaktadır?
- Bu alınacak olan karara bağlıdır. Ama genel olarak verilen kararlarda firmanın bütün çalışanlarının (personel + ustabaşı + patron) birarada almaktadır bunu oranlayacak olursak kararların % 80. ortak olarak % 20. patron tarafından alınmaktadır.
11. Türkiyeden ürün getirmenizin nedenleri nelerdir ?
- Üretilen pekçok ürünün hammadesinin burada olamamasından dolayı. Neyazık ki bazı üretim teknolejilerin ülkemizde uygulanmamasından dolayı.
12. Bir ürünü sattıktan sonra o üründe belli bir zaman sonunda yıpranma, aşınma v.b. sonuçlar meydana gelirse budurumda müşteriye yardımcı oluyormusunuz?
- Tabii ki evet. Hatta biz bunu müşterinin bize şikayetini bildirmediği dönemlerde de yapmaktayız. Belli periyodlar doğrultusunda özellikle heryıl "Aralık ve Ocak" aylarında işlerin daha seyrek olduğu dönemlerde ulaşabildiğimiz tüm müşterilerimizi arayarak herhangi bir şikayetlerinin olup olmadığını soruyoruz.
13. Müşteri şikayetlerini dinleyen özel bir hattınız yada herhangi bir elemanınız var mı?
- Özel bir hattımız yok ama firmamızda sekreter olarak istiham eden Aşkın Öztürk tarafından bize gelen şikayetler dikkate alınıp bu şikayetler hakkında hemen kontrol yapılmaktadır. Ayrıca bu yıl web sayfası kurma çabası içerisindeyiz. Bu sayfamızda müşteri şikayetleri içinde bir bölüm oluşturuyoruz. Fakat şuan bu sorunla özel olarak ilgilenen bir hatımız yada kişi bulunmamaktadır.
14. Dağıtım nasıl yapılmaktadır?
- Firmamızın kendi araçları ile "0" ücret karşılığında müşterilerimizin evlerine kadar ürünlerimiz teslim etmektedir. Eşya alıcının evine ekiplerimiz tarafından kurulmaktadır.
15. Şuana kadar aldığınız müşteri şikayetleri oldu mu ?
- Tabii ki her firmada olduğu gibi bazen bizimde kusurlarımız olmaktadır. Müşteri şikayetleri genellikle menteşe yıpranması diye iletilmektedir.
16. Çalışanların ücretleri neye göre belirlenmektedir?
- Yaşam standartlarına, ehliyetine yani sanatına göre belirlenmektedir.
17. Çalışanlarınızın şikayetleri ile kim ilgilenmektedir ?
- Herbölümün bir ustabaşısı bulunmaktadır ve o ustabaşı yada personel müdürü çalışanların sorunları ile ilgilenmektedir. Ayrıca ayda iki kez firmanın bütün çalışanları biraraya gelip herhangi bir sorun olup olmadı, firma hakkındaki genel durum gibi konular hakkında konuşmaktadırlar.
18. Firmanızda bir ceza-ödül sistemi oluşturuldu mu ?

Ceza deęilde uyarı niteliğinde bazı tavsiyelerde bulunuyoruz tabii ki. Eęer kiři süerakli olarak yaptıęı işte hata yapıyorsa bu kiři ile sorumlu olan kimse (ustabaři, yönetici) bu kiři ile konuşup sorunun ne olduęunu anlamaya çalışır . Eęer kiři yapılan uyarılar ve tavsiyeler karşısında yine hata yapıyorsa işten çıkartılır. Ödöl sistemimize gelince;

İşçilerimizi motive etmek, daha verimli çalışmalarını sağlamak için heray ayın işçisi seçilmekte ve bu kiřiye almış olduęu haftalıęın iki katı ödenmektedir.

19. Çalışanlarınıza řirketin misyonu , visyonu, işin yapısı, kalite kontrol nasıl sağlanacaęı v.b. konularda eğitim programı gibi programlar veriliyor mu ?

Hayır verilmiyor. Ama işçilerle biraraya gelindiğinde özellikle bu konular hakkında onlara bilgi veriliyor. Fakat ayrı bir eğitim programımız yok.

20. İşçileriniz normal çalışma saatlerinin dışında da yani (ek mesai) yapıyorlar mı ?

Evet ek mesai yapmaktadırlar. Bu mesailer günlük olarak 2 saati aşmamak kaydı ile yapılmaktadır.

21. Çalışanların bir sorunu olduęu zaman kime başvurumaktadırlar?

O bölümün sorumlusu kimse ona. Eęer sorun çözülemezse de bana gelmektedirler.

22. Elamanların çalışma ortamları nasıl düzenleniyor?

Her bölümün kendine özgü bir ortamı vardır . Fakat bnütün çalışma yerlerimizde kiřinin sağlığına uygun olarak hazırlanmaktadır. Örneęin boya bölümünü ele alacak olursak ; Boya atım atölyeleri emici ve üfleyici aspiratörlerle donatılmıştır. Tüm personel boya atarken maske takmak zorundadır. Çalışanlarımız bizim için gerçekten önemlidir. Yine dięer bir örnek olarak doęrama ve mobilya bölümü talaş ve tozemici makinelerle donatılmıştır. Ayrıca elemanlarımızın çalıştıkları makinelerde çalışma dairesinin öngördüğü şartlardadır.

23. Çalışanlarınızı seminer, fuar, v.b. yerlere gönderiyormusunuz?

İç mimarımız, ben, ustabařları sürekli oalark bu tarz yerlere gitmekteyiz. Fakat işçilerimiz gönderilmemektedir.

24. Çalışanlarla iletişim nasıl sağlanmaktadır ?

Ayda ikikez bir sorun olsun yada olmasın çalışanlarla toplantı yapılarak onların sorunları, istekleri, ve iş hakkında görüşmeler yapılmaktadır.

25. Firmada kalite kontrolden sorumlu biri var mı ?

Öncelikle herkes yaptıęı işin kalitesini kontrol etmektedir. Ardından o böümün sorumlusu kimse o kiři tarafından bu işlem kontrol edilmektedir. Ve kalite kontrol son olarak İç mimarımız tarafından kontrol edilmektedir.

26. Kalite kontrolü firmanızda nasıl sağlamaktanız ?

İlk önce kalite işçi diyorum yani kalite işçi bizim işimizi yapabilecek vasıflara ve becerilere sahip olan kişi demektir. Elemanlarımız seçilirken özellikle butarz kişiler olmasına dikkat edilmektedir. Her işçi kendi yaptığı işin deneticisidirde daha sonra bu denetim ustabaşı ve mimar tarafından da denetlenmektedir.

27. Bir ürünün üretilirken kalite kontrolü nasıl yapılmaktadır yad hangi aşamada yapılmaktadır ?

Kalite kontrolü step by step yapmaya çalışmaktayız . Hammedenin girmesi ile kalite kontrol başlamaktadır (boya, tahta v.b.) , ilk önce ağaç seçimine dikkat edilir. Ağaç doğrandıktan sonra tekrar kusurlu ağaç olup olmadığına bakılır eğer varsa bu ağaç işleme alınmadan ayrılır. Ardından montaj aşamasına geçilir montaj aşamısı tamlandıktan sonra bu işlem ustabaşı yada o bölümden sorumlu kişiler tarafından kontrol edilir. Daha sürün ürün boya bölümüne alınır burada boyası tamamlanan ürünün kontrolü yine işçi + ustabaşı (yada o bölümün sorumlusu) tarafından kontrol edilir ve enson tamamlanan ürünün kontrolü de bu işten sorumlu "kalite kontrolden" sorumlu kişi tarafından (iç mimarımız) tarafından sonkez bir kontrolden geçmektedir. Bu şekilde hataları ürünün bitme aşamasından sonra değil daha ürün üretim aşamasındaiken bulup ayıklamaya çalışıyoruz. Böylelikle hem ürünü alan kişi memnun oluyor hemde biz hatayı başından yok ettiğim için memnun oluyoruz .

28. Üretim sonunda meydana gelen hataları tesbit etmek için herhangi bir analiz, yada teknik kullanıyormusunuz ? (histogram, kontrol şeması, v.b.)

Hayır bu tarz analizler kullanmamaktayız. Hata neyse bakılır ve çözümü bulunmaya çalışılır (hata neden kaynaklandı? boya mı, işçiden mi v.b.).

29. Yıllık olarak üründe meydana gelen hatalara % kaç değebiliriz ?

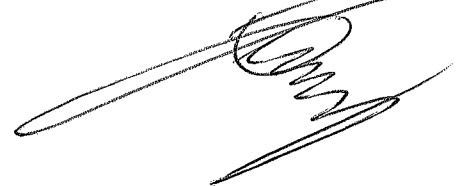
%5 diyebiliriz.

30. Mobilya üretirken belli bir standarta uyuluyor mu ?

Mobilyadaki standart ihtiyari yani zorunlu olmayan bir standart var. Biz her zaman en iyi, en kaliteyi kendimize standart olarak almaya çalışıyoruz.

Demirbağ Möble Ltd.

Direktör: Sn. Sabri Demirbağ



Demirbağ Mble Ltd.'in alıřanlarına yapılan anket :

ANKET 1

1. Cinsiyetiniz ?

a) bayan b) bay

2. Yař grubunuz?

a)18-22 b)22-30 c)30 ve zeri

3. Eđitim seviyeniz?

a)ilkokul b) ortaokul c) Lise d)niversite

4. Demirađ Mble Ltd'e ne kadar zamandır alıřıyorsunuz?

a)6ay-1yıl b) 1yıl-3yıl c)3-4yıl d)5yıl ve zeri

5. İře bařlamadan nce firmanın ynetim řekli, iřin yapısı, alıřtıđımız iř

Hakkında bilgilendirildiniz mi ?

a) evet b) hayır

6.Yapacađınız iřin hangi standartlarda nasıl yapılacađı size belirtildi

mi?

a)evet b)hayır

7.Sosyal sigorta, ihtiya sandıđı ve eđer T.C vatandařıysanız vergileriniz

yatırılıyor mu ?

a)evet b) hayır

8. Fuar, seminer, eğitim programı v.b. yerlere firmanız tarafından gönderiliyormusunuz?

a) evet b) hayır

9. Çalıştığınız ortamlar yaptığınız işe uygun olarak mı düzenlendi ?

a) evet b) hayır

10. Can güvenliğiniz için firma tarafından gerekli tedbirler alınıyor mu?

(yangın tüpü, yangın merdiveni, ilkyardım çantası, makinelerin güvenliği v.b.)

a) evet b) hayır

11. Yaptığınız iş ile ilgili bilgileri kimden alıyorsunuz ?

a)Ustabaşı

b)Patron

c)Yönetici

d)Diğer.....

12. işle ilgili herhangi bir konuda sizinde fikriniz alınıyor mu ?

a) evet b)hayır

13. Ek mesai yaptığınız zaman bu size ödeniyor mu ?

a) ödeniyor b)ödenmiyor

14. Maaşlarınız zamanında ve eksiz ödeniyor mu ?

- a) evet b) hayır

15. Çalıştığınız ortamlardaki ilişkiyi nasıl tanımlıyorsunuz?

a) Alt-üst ilişkisi

b) Ekip ilişkisi

c) Aie ortamı

d) Diğer.....

16. Yönetici, patron yada ustabaşılarınızla herhangi bir iletişim kopuk-

luğu yaşıyor musunuz?

- a) evet b) hayır

“cevabınız hayır ise lütfen soru 18’den devam ediniz”

17. Bu iletişim kopukluğu varsa bu iletişim kopukluğunun nedeni sizece
nedir?

18. İstekleriniz yada şikaetleriniz dikkate alınıyor mu ? Alınıyorsa sizce

hangi oranda alınıyor?

a) Alındmıyor

b) %90-100

c) %80-90

d) %70-80

e) %60-70

f) %50- ve alt

19. Yaptığımız işin verimliliğini etkileyen en önemli faktör nedir? Önem

sırasına göre oranlayınız.

- a) para (%)
- b) çalışma ortamının güvenliği (%)
- c) iletişim (%)
- d) ödül (%)
- e) çalışma ortamı (ısı, nem, ışık, v.b.) (%)

20. Sizce firmanızdaki çalışma yapısı nasıl ?

- a) ekip çalışması
- b) Birey çalışması
- c) Herkes kendiği bildiği gibi çalışıyor
- d) Diğer.....

21. Yaptığımız işin kalitesi denetleniyor mu ?

- a)evet
- b) hayır

“evet is 22. sorudan itibaren devam edebilirsiniz”

22. Bunu kim denetliyor ?

- a) ustabaşı
- b) patron
- c) yönetici
- d) yönetim kurulu
- e) mimar

23. Kalite kontrol işin hangi safhalarında yapılıyor ?

- a) hersafhada
- b) ürün üretimi sona erdiği zaman
- c) boya safhasında
- d) montaj safhasında

24. İsteklerinizi yada şikayetlerinizi iletebileceğiniz bir şikayet kutusu

firmanızda mevcut mu ?

- a) evet
- b) hayır

25. eğer yoksa olmasını istermiydiniz ?

- a)evet
- b) hayır

26. Sizin eklemek istediğiniz herhangi birşey var mı ?

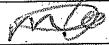
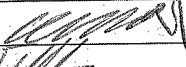






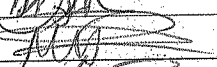



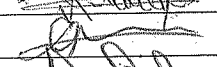

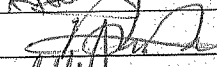





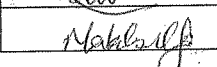




“ firmanın yönetim şekli, kalite sistemi v.b. konularda”

.....

.....

.....

Anketi dolduranların listesi;

1	Mehmet Özkan	
2	Hayrettin yıldırım	
3	İlmettin Barut	
4	kamil Kaplan	
5	Abdullah Kılıç	
6	Murat Barut	
7	Cuma beyge	
8	Erdem Özbek	
9	Habip Kirecçi	
10	Coşkun Nazlı	
11	Bülent Çeribaşı	
12	Kemal Gülerik	
13	Hüseyin İlhan	
14	Turgut Erşan	
15	Mehmet Safha	
16	Mehmet Bayır	
17	Nuri Casun	
18	Galip Korkmaz	
19	Sihamettin Bayır	
20	Zekeriya Kaplı	
21	Ahmet Öksüzer	
22	Orhan Mutimol	
23	Metin Bilgin	
24	Hayati Yırtar	
25	Ayhan Zorlu	
26	Beyazıt altınöz	
27	İbrahim Altun	
28	Hasan Güngör	
29	Mahmut Bayır	
30	Nuh Kartal	
31	Mustafa Alkan	
32	Necdet Korkut	
33	Abdurrahman Akay	
34	Yeliz Azak	
35	Aşkın Öztürk	
36	Öner Cambaz	
37	Makbule Mutimol	

Demirbağ Möble Ltd'nin Müşterilerine uygulanan Anket

ANKET 2

1.Lütfen cinsiyetinizi işaretleyiniz.

- a) bayan b) bay

2.Yaş grubunuz nedir?

- a) 25-35 b) 35-45 c) 45-55 d) 55+

3. Eğitim düzeyiniz nedir ?

- a) ilköğretim b) lise c) üniversite d) lisansüstü

4.Meslek grubunuz nedir?

- a) memur b) serbest meslek c) doktor d) diğer

5.Gelir düzeyiniz nedir?

- a) 350-450 b) 450-550 c) 550-650 d) 650-750 e) 750+

6. Mobilya alırken nelere dikkat edersiniz?

- a) kalitesi b) fiyatı c) kullanılabilirlik d) teslim süresi

7.Demirbağ tercih etme nedeniniz nedir?

- a) kalitesi b) fiyatı c) hizmeti d) kullanılabilirlik
e) çeşitlilik

8.Ürünlerin kalitesi hakkında ne düşünüyorsunuz?

- a) mükkemel b) iyi c) orta d) kötü

9.Ürünlerin fiyatı hakkında ne düşünüyorsunuz?

- a) pahalı b) normal c) ucuz

10.Ürünlerin çeşitliliğini yeterli buluyormusunuz?

- a) evet b) hayır

11.Ürün seçerken verilen hizmet konusunda ne düşünüyorsunuz?

- a) daha iyi olabilir b) yeterli c) yetersiz

12. Satış sonrası hizmetten memnun musunuz ?

- a) evet b) hayır