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SWOT analysis to improve quality management production

Boca Gratiela Dana^{a*}

*Technical University Cluj Napoca
North Center University Baia Mare, 76 Victoriei strret, 430122 Baia Mare, Romania*

Abstract

In this paper, I present quality indicators in management services, a study case in a small organization and some direction to improve Quality Management using SWOT analyze. The study take a few of the environment factors which have significant impact on the organization. The term environment have refuse to the totality of all factors while influence both organization and personal subsystem. All this factors individually or in combination pose challenges to total quality management practice and philosophy. Organization work in a varied environment, he can only do his duties well if he is updated with the changing of the employees and for this he naturally has to keep himself abreast with not only the environment in which the organization exists, but of the environment from which the employees are coming to work.

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1. Introduction

In modern economy organizations represent the power engine of progress and development, for that reason the method it is utilized to define the performance level of organization on the market.

Significant organizational change occurs, for example, when an organization changes its overall strategy for success, adds or removes a major section or practice, or wants to change the very nature by which it operates.

It also occurs when an organization evolves through various life cycles, just like people must successfully evolve through life cycles. [6], [7], [8].

For organizations to develop, they often must undergo significant change at various points in their development, unfortunately, there still are not enough elements about how to analyze organization, identify critically important priorities.

To improve the quality management and identify the organization needs it is necessary to realise SWOT analyze [5].

SWOT Analyze it is faster, simple and can be adapted as an instrument to identify the factors which affected the organization activity and give solutions to elaborate the future strategy for organization.

2. Method of research

* Corresponding Boca Gratiela Dana. Tel.: +40-724-341-344
E-mail address: bocagradiela@yahoo.com

In this paper, I present quality indicators in management services, a study case in a small organization and some direction to improve Quality Management using SWOT analyze using survey questionnaire. Let’s take a few of the environment factors which have significant impact on the organization. The term environment have refuse to the totality of all factors while influence both organization and personal subsystem [2], [9]. All this factors individually or in combination pose challenges to total quality management practice and philosophy [5], [12].

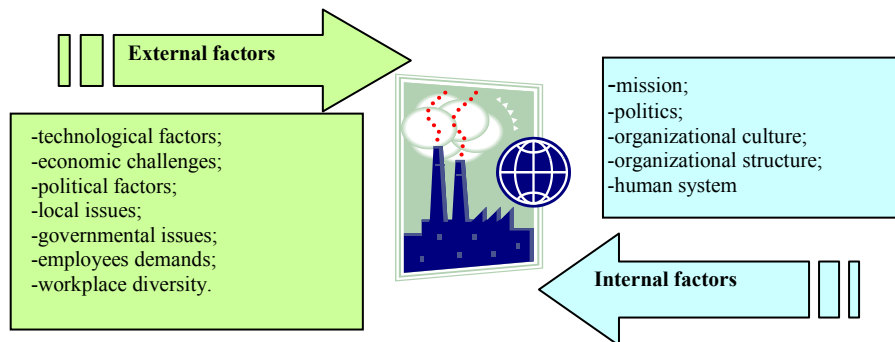


Figure.1. Influence of external and internal factors upon organization activity

The opportunity and threat analysis is carried out by examining external factors in your domestic and export markets (Figure1.).

This is usually broken down into environmental factors and competitors, including: technological factors, economic challenges, political factors, local issues, governmental issues, employees demands, workplace diversity [3], [6].

The principal quality characteristics for services are presented in table 1.

Table 1. The indicators for quality management in services are:

Dimension	Examples
Tangibles	Where the facilities clean, personnel neat?
Convenience	Where the service centre conveniently located?
Reliability	Was the problem fixed?
Responsiveness	Were customers service personnel willing and able to answer questions?
Time	How long did the customer wait?
Assurance	Did the customer service personnel seem knowledgeable about the repair
Courtesy	Were customer service personnel and the cashier friendly and courteous?

The questions proposed by authors for the organization diagnostic are presented as a tool to identify the organization points:

- a) the strengths and weaknesses problems which reflects the present situation in organization;
- b) the opportunities changes and the threats environment and the impact upon organization activity.

After identifying the strengths, weaknesses, opportunities and threats can be concluded the following for organization:

- Is a profitable company;
- Has a modern management;
- Has an optimal organizational structure;
- Has good quality and diversified products;
- Has a cost price of competitive products;
- Has a market is stable and its possible expansion;
- Has consistently profitable;
- Has the opportunity and conditions for diversification of products;
- Is able to maintain the leadership code and even national market.

2.1. Method of improving Total Quality Management

Maintaining and enhancing the development of organization, consider the continuing improvement of organization, the leader may act a management change by development of sales and selling products directly to customers and increasing fleet [1], [11], [10].

After analyzing the findings by senior management of the company can be achieved:

- a) redefining the mission, strategic directions and development goals;
- b) prioritizing development objectives;
- c) to establish measures for development and establishment of indicators to achieve.

The investigation results SWOT are presented in table 2.

Table 2 SWOT Analyze

Strengths - strong points	Weaknesses - weak points
<ul style="list-style-type: none"> - competitive products; - good condition of payment to delivers; - professionals employers; - competitive prices; - local and national development; - organization implemented a modern management - organization image is realize with the products help, attractive prices, it is on top list of organizations activity on the market place 	<ul style="list-style-type: none"> - strong competition ; - multiple taxes and big values taxes for market presentation on stores; - logistical management not enough in (transport vehicles must to be rented); - weak development of infrastructure distribution; - the stock is inefficient; - low sales values on summer season
Opportunities	Threats
<ul style="list-style-type: none"> - searching new east -market partners; - partnership with other organization regarding the import of some products ; - increasing the products portfolio; - improving the post-service clients activity; - consumer education regarding the similar products of competition -win new position on market. 	<ul style="list-style-type: none"> - increasing the material price for plastic component on market; - some products are just a fashion enter product on clients list ; - low price, reduce costs because of competition; - as a strategy increasing the volume of sales products; - loosing the final client –consumer in favour of the supermarket which win the market; - growing costs with the service activity - dynamic of convertibility of national money, fluctuation of EURO

2.2. Method of improving relations with suppliers and customers

In organization is ensured continuous improvement of the quality management system effectiveness by capitalizing on [1], [12]:

- an analysis of data;
- an internal and external audit results;
- an improvement opportunities identified through audits or proposed employees;
- a management review, that by applying corrective actions / preventive actions.

Improvements undertaken vary in scope and complexity of continuous improvement in small steps, until the strategic improvement projects that result in radical change processes

a) Eliminating the causes of nonconformities generated is achieved through corrective actions.

Organization top management shall ensure that corrective actions are used as tools for improvement.

Mode setting, execution and implementation of corrective actions described in the procedure of system "**corrective actions**", which sets out requirements for:

- analysis of nonconformities (including customer complaints);
- determining the causes of nonconformities;

Assess the need for action to prevent recurrence of nonconformities;

- determining and implementing the necessary actions;
- records the results of actions taken;

- review corrective actions taken.

Sources of information to take corrective actions include:

- customer complaints;
- finding notes, notices of non compliance;
- internal and external audit reports;
- output data analysis performed by management;
- organization staff;
- process monitoring, etc.

b) Eliminating the causes of potential nonconformities to prevent their occurrence, is achieved through preventive actions.

Mode setting, implementation and evaluation of preventive actions described in the procedure for the system "**preventive actions**", which sets requirements for: determining potential nonconformities and their causes; assess the need for actions to prevent nonconformity; determining and implementing the necessary actions, records actions, taken analysis of preventive actions taken.

Sources of information to take preventive actions include: analyze customer needs and expectations, measurement of customer satisfaction, internal and external audit reports.

Output data analysis performed by management: monitoring processes, market analysis, conclusions drawn from previous experiences, etc.

Preventive actions can be proposed:

- review of the quality management system procedures, forms;
- reviewing the quality management system;
- additional staff training organization;
- continuous evaluation of performance of providers

Ways to increase the quality of human resources

The study is based on statistical interpretation of the survey which realise a diagnose of the management organization. The survey is concerned about raising the permanent training of human resources and material resources necessary for ensuring the service. Human resource capital is the most important in an organization, for which the organization's management is concerned with:

- selecting staff according to its capability to meet the duties listed in job description;
- creating a work environment that stimulates creativity and employees performances;
- awareness of all staff on its role in achieving the required quality level of customer service;
- stimulate creative staff using the latest techniques of motivation;
- periodic evaluation of the factors contributing to staff motivation.

Statistical dates obtain from survey interpretation present the quality perception and some important ways to improve quality management. A quality management system aimed primarily human factors, quality treatment not only from a technical perspective but as a complex approach that mentality changed from managers until the last employee [4], [5], [11].

Another suggestion to improve quality of human resources, proposed by the respondents are:

- the development of standards to make promotions within the organization;
- the development of programs relating to maintaining and improving the professional level of staff within the organization;
- the development of awareness of the role of quality programs for the organization;
- encouraging and sustaining teamwork;
- encouraging relaxation direction, communication between all levels of the organization.

The question regarding the dynamic of employers working period present an organization ready for a new management change to develop and improve the position on the market, because of his youngest employees age (Figure 2).

Dynamic of the report employer -working period in the same company

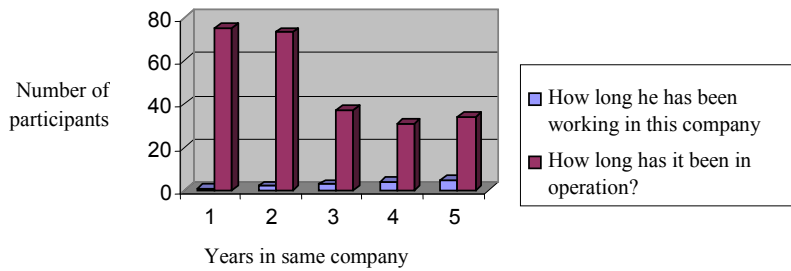


Figure 2. The dynamic situation of the employers in the organization

The new generation encourage the new trends from the market and push the organization to be open to new changes in the organization mentality regarding the Total Quality Management. Starting in function of importance suggested by the respondents the ways are: developing a new staff training 76%, implement a controlling process 45%, a new orientation for organization level change mentality 41.5%, (Figure 3.).

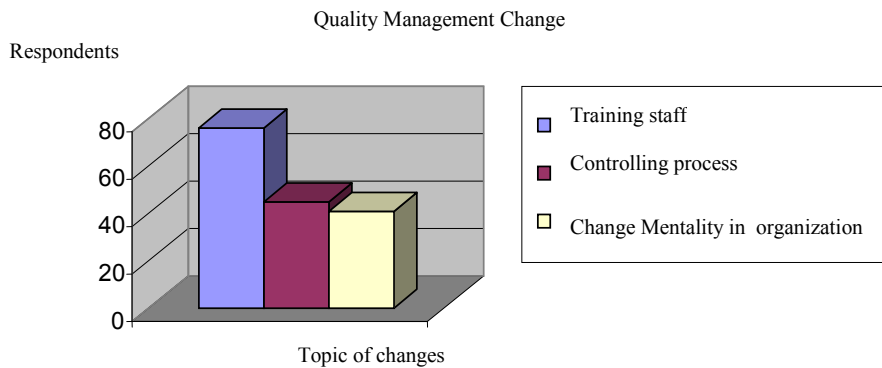


Figure 3. Ways to improve Quality Management in organization

Management realizes that the only education organization aware of the need for change and provide a means by which change and development can be achieved

2. Results. Directions for improving the supply and delivery

1. About monitoring and measurement processes are performed in the following ways: periodic self assessment processes undertaken by managers, checks performed by qualified personnel through internal audits, periodic review of progress of implementation of QMS, conducted by top management of the organization, assessments made by customers, operative sessions, in which tests are made, state of the contracts, needs supplied products, ensuring working conditions, operative solving current problems. Process monitoring is done by tracking and processing of data for the departments involved processes, comparing their respective performance indicators set. About monitoring and measurement of the products supplied / delivered it is performed by monitoring and measuring activities to ensure that the organization: are not supplied / supplied products that were not clearly documented in the annexes to the contract, are not supplied / supplied products not complying with specified requirements, are supplied / delivered only compliant products, accompanied by appropriate accompanying documents, are not found to be non-compliant products delivered

during the life cycle in its own stores, all records are kept in place to demonstrate the product, people who purchased product terms verify / confirm delivery and product acceptance, release of product to delivery, are nominated.

About organization believes that the delivery of product to the customer is declared as the following are: to deliver quality products, to meet customers demands, to the deadline established in the delivery order / contract, to comply with price, established in order / contract.

4. Conclusion

Quality management and quality processes have become critical of competitiveness of firms. Service companies are determined to use quality management approaches as elements of their economic development engine. Professional organizations to assist in the development and application of normative references.

It is therefore vital to address global option in order to build a real performance and increase the value of customer service benefits. In terms of services, quality usually implies a comparison between the services provided and expected by consumers.

The first match perceptions of what customers expect from every aspect of the service provided, while the second type refers to the standards that the manufacturer thinks the service. Service organization should be directed to customer satisfaction, continuous improvement of their services, company compliance requirements (obligations arising from laws, regulations)

Related to environmental health and consumer aspects of the efficiency of performing that type of service. Management organization should act for a clear definition of customer needs, avoiding customer dissatisfaction through actions of prevention and control activities that contribute to the service, cost optimization for quality of service in terms of class and required benefits, continuous analysis service for finding ways to improve its quality, reducing negative effects on society caused by the service and environment.

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This is the policy and strategy organization diagnose in the field of quality, for the trading company analyzed in this paper, S.C. SORINA SRL, which has successfully addressed all elements of quality management.

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