

11 Quality Management Approaches for Food Service

Aim

Introduce and evaluate the philosophy of total quality management (TQM) and how hospitality and food service organisations seek to maintain a culture of continuous improvement.

Objectives

1. Define quality management and explore the importance of this as a foundational element in the success and longevity of food service organisations.
2. Recognise the importance of driving up 'value' in the context of food service organisations and its contribution to operational improvement.
3. Investigate commonly used quality management tools, techniques and theories, and investigate the benefits and challenges in their implementation.

11.1 What is quality management?

Hospitality organisations recognise that '*quality*' is an important differentiator between their offerings and those of competitors and endeavour to compete on the quality of their products and service. Quality management (QM) refers to the practice of overseeing all activities and tasks within an organisation to ensure a consistent level of excellence in products, services, and processes, achieved through quality planning, assurance, control, and continuous improvement, with the primary goal of meeting customer expectations and needs.

The British Standards Institute (BSI), is the UK's national standard body with a respected reputation in the field of quality and standards, and outlines the following statements on Quality Management:

- The primary focus of QM is to meet customer requirements and to strive to exceed customer expectations.
- Product and service quality is key to building trust, leading to consumer loyalty and a strong brand image.
- Quality is a foundational element for the success and longevity of any organisation.
- Quality is an ongoing process, requiring continuous improvement that permeates any organisation's culture.