

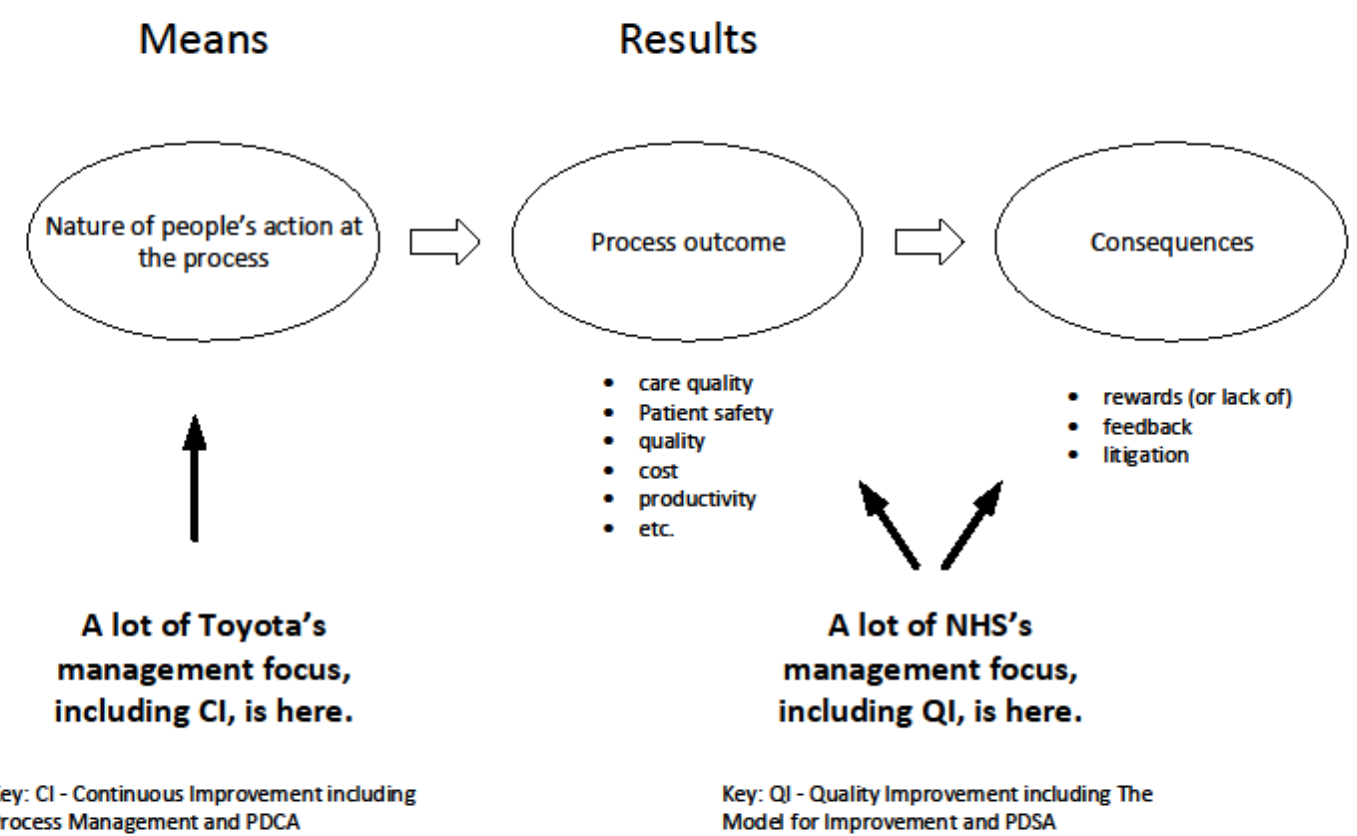
# Large scale change needed in the NHS – 4a

Product features that meet customer needs (Little Q)	Freedom from deficiencies (Big Q)
Higher quality enables companies to:	Higher quality enables companies to:
<ul style="list-style-type: none"> <li>Increase customer satisfaction</li> <li>Make products saleable</li> <li>Meet competition</li> <li>Increase market share</li> <li>Provides sales income</li> <li>Secure premium prices</li> </ul>	<ul style="list-style-type: none"> <li>Reduce error rates</li> <li>Reduce rework, waste</li> <li>Reduce field failures, warranty charges</li> <li>Reduce customer dissatisfaction</li> <li>Reduce inspection, test</li> <li>Shorten time to put new products on the market</li> <li>Increases yields, capacity</li> <li>Improve delivery performance</li> </ul>
The major effect is on sales.	Major effect is on cost.
Usually, higher quality costs more.	Usually, higher quality costs less.

Figure 2.1, The meaning of quality. (Juran's Quality Handbook)<sup>2</sup>

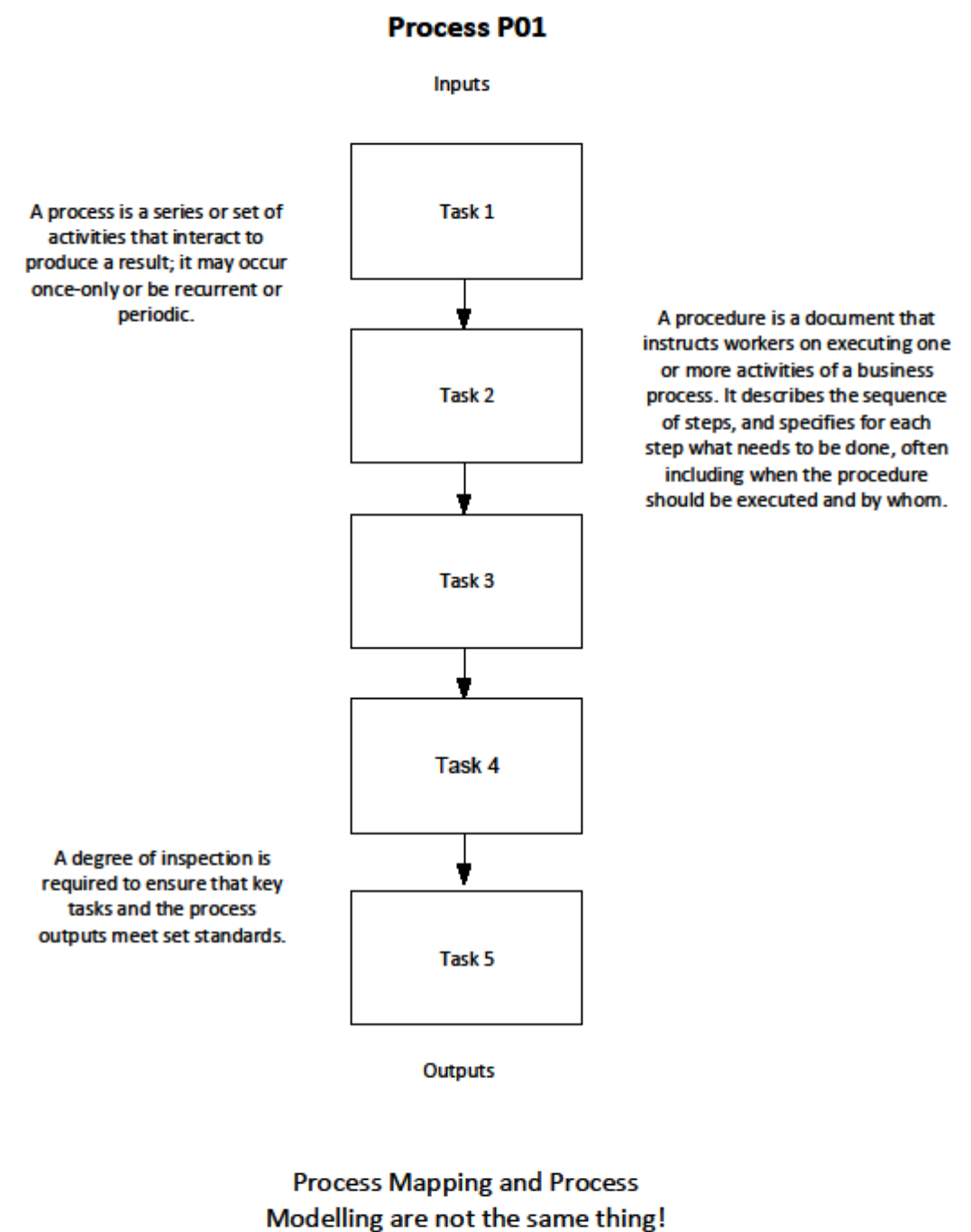
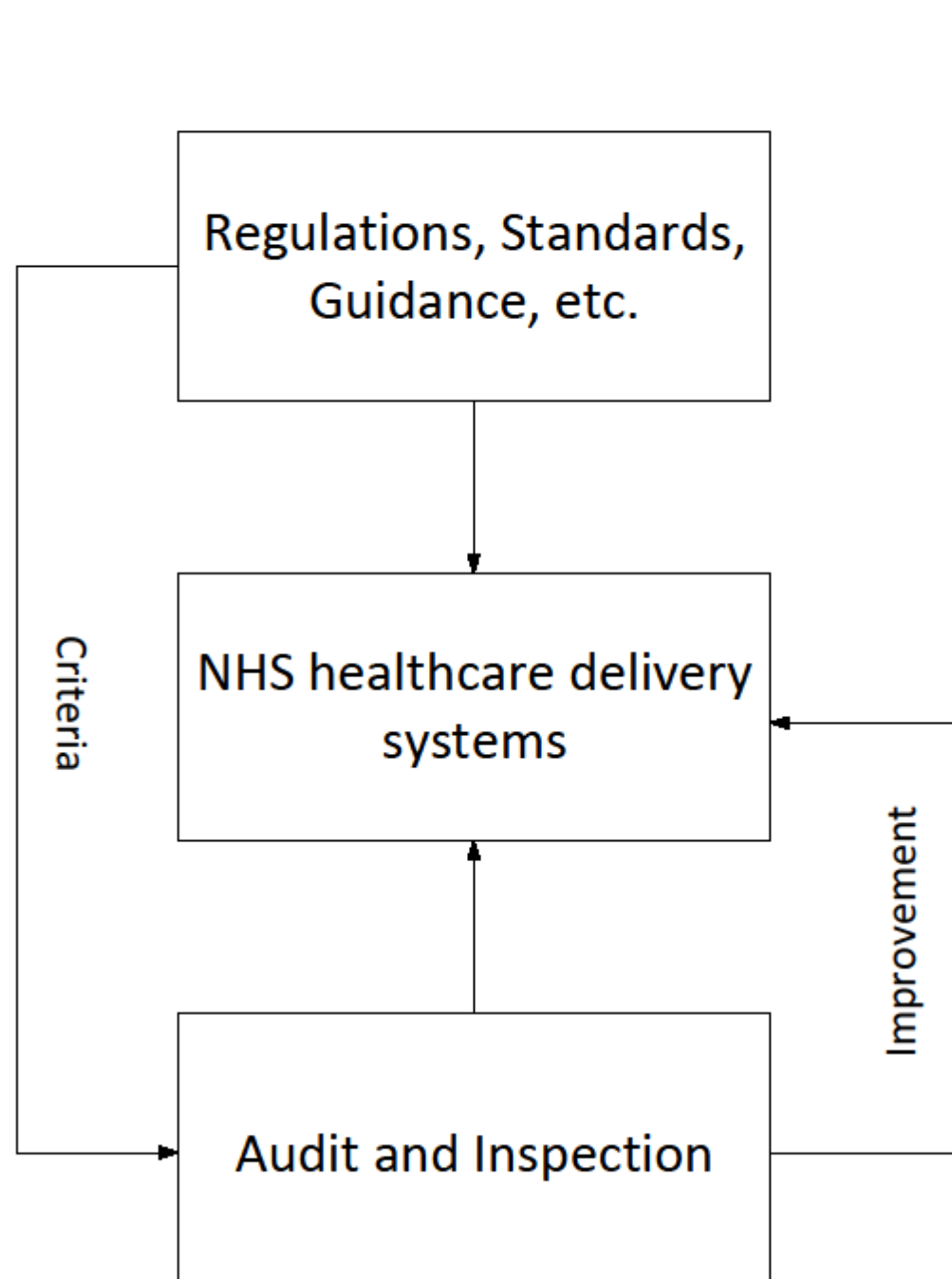
If, like Toyota, we manage Juran's big Q, improvement activity will be reflected in improvement in little Q.

Focusing on means in order to achieve desired results



Note: This diagram is from Toyota Kata By Mike Rother, published by McGraw Hill, 2010. Figure 3-3 on page 39. Adapted by Dr Tom Rose, November 2020.

More effort must be made in managing compliance



This can only be achieved through Service design and process management

A re-focus of QI activity from little Q to big Q is required