Olawole Olalekan Gabriel

Total Quality Management in Nigerian S.M.E Companies A case study of Rolling Technologies Communication Limited

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SEINÄJOKI UNIVERSITY OF APPLIED SCIENCES

Thesis abstract

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The main aim of this research work was to pinpoint how Rolling technologies as a small medium enterprise in Lagos ICT market has been managing her TQM mode despite the fact that the company is a sole proprietorship business also major outcome of this research work showed the TQM lapses of Rolling technologies Limited and new TQM policies that will be a benefit to the case company was created. In the study, the author used a benchmarking method of the Finnish SME companies.

Qualitative research method was been used in this research study. The research data enabled a total of five interviews in which three of it was conducted from the management of the case company and two who are Finnish Small Medium enterprise experts in Finland.

The outcome of the interviews revealed that Rolling technologies lacked the modern usage of total quality management in the small scale company, also how the management of Rolling technologies have just been using a one man business discretion without consulting the theory of total quality management or a knowledgeable TQM experts who knows much about how it could be used in a small business.

The author of this research work recommends that Rolling technologies should have a feedback form from all her customers about the company total quality in a whole and this would strengthen the power of continuous improvement in the small management, also to initiate performance measurement in the company.

Keywords: Total Quality Management and Customer Satisfaction

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Abbreviations

ASQ	American Society for Quality
ASQC	American Society for Quality Control
B2B	Business to Business
CRM	Customer Relationship Management
CSM	Customer Service Management
ECRM	Electronic Customer Relationship Management
EFQM	European Foundation for Quality
GDP	Gross Domestic Product
ICT	Information Communication Technology
INS	Inspection
IT	Information Technology
KM	Knowledge Management
MTN	Mobile Telecommunication Network
PLC	Public Limited Company
QA	Quality Assurance
QC	Quality Control
QFD	Quality Function Deployment
QM	Quality Management
ROI	Return on Investment
SME	Small Medium Enterprise
TQC	Total Quality Control
TQM	Total Quality Management
UNECA	United Economic Commission for Africa

Tables and Figures

1. INTRODUCTION

The main idea of this thesis started from the previous experience during the practical training period with Rolling Technologies Communication Limited. Total Quality management has been in existence for long, the world talk has been the conventional mode of managing quality, which is product and customer focused. But presently, the SME companies have modified it with the kind of total quality they engaged in. There has been a pervasive consensus that Total Quality Management is a way of handling organizations to improve their overall competency and effectiveness in emancipating customer satisfaction. There is a minimal correspondence as to what are the key elements of Total Quality Management and the critical factors that influence the Total Quality Management implementation process. Organizations differ in their approach to Total Quality Management.

In the second chapter of this thesis there will be theoretical analysis made by several authors who have contributed to the new modeling system of total quality in today small medium enterprises especially in the retail sector. Furthermore, the third chapter will give a clear understanding of the Research environment of Lagos IT retail market; it will also be explained and argued further. Rolling Technologies Limited is an SME company located in the central part of Lagos, Nigeria. It is a retail firm that deals with selling and supply of high tech products to various institutions. It also focuses on daily operation in modern IT equipment such as laptops, desktop computers, flat screen computers, electronic chalkboard, accessories in general, Internet servers and all other information technology related items. The company mainly specializes in the supplies and distribution of Desktop, Laptops and Accessories to several banks in Nigeria such as Oceanic Bank PLC, Intercontinental banks etc. also several universities and secondary schools in Nigeria are part of their customers, the small company is not only dealing with business-to-business operation. It also sells to the final consumers who are highly interested in quality products that are durable, rather than the counterfeit that will only serve for a shorter period. Rolling Technologies Limited also have many sales agent who does nothing than searching for various

institutions who need certain information technology product that are scarce in the market and quality accessories that will help them.

1.1 Research Purpose

Total Quality Management in a conventional method have always been the talk of most management specialist but diverting the attention to this new era, continuous improvement in an SME's especially the retail sector. This thesis is developed in order to carry out several researches on how a small retail outlet could continue the improvement of her Total Quality management system. Several SME's only focus on product quality instead of the total qualities of the concerned business environments.

The study of this thesis will not only make impact in the case company but the entire affected small medium enterprises in Nigeria and other region as a whole. The main idea of the thesis is about taking a look at the overall means of managing the Total quality of small medium enterprises.

1.2 Research Problem

The motive of this study is to draft out the challenges Rolling Technologies Communication has been undergoing despite the fact that it is maximizing profit. In other words, there are still problems with the quality of the products, services and market environment. It is quite difficult for a retail store in Nigeria to excel maximally because of the lack of service management.

Another serious problem that orchestrates this research work is the failure to continue the knowledge management system that is normally being introduced to the employee at the start of the job. Accordingly, a firm is supposed to give at least yearly training to its staffs, in Total Quality Management especially in the case of a Small Medium Enterprise (retail outlet). The major thing that needs to be done is the knowhow of how the customer satisfaction works towards the management qualities. Another thing that will be look deeply into is, Has Rolling Tech for once

distributed numbers of questionnaire to their numerous customers in order to weigh the performance of the management?

In the data analysis section of this thesis, collection from the interview the Author will gather, there are questions about what plans and strategies the little firm is planning in the nearest future for the improvement of her total quality management. Secondly, what are the motives for holding on to the kind of quality products they have in market despite the domination of counterfeit commodities? Also, the theoretical aspect of the thesis will help in responding to the questions of the research work.

1.3 Research Method

The word research can be commonly refers to the search for knowledge but according to ''Dr. C R Kothari'' identified a scientific and systematic search for appropriate information on a specific topic. In another books written by "Rajendar Kumar" he made it clear that research is just an act of establishing facts or theory. Research methods are clearly understood as all those methods or techniques that are used for conducting of research and the most important part of every research methods used is bringing a positive solution to an identified problem (Kothari 2008, 2).

Research Methods could be analyzed in three groups, firstly in the first group it is necessary to include methods that are concerned with the collection of data. These methods will be utilized where the data already available are not enough to meet the required solutions. The Second group has those statistical techniques that are normally been used for creating relationships between the data and the unknowns and the Last group in subsists of those methods that are utilized to estimate the accuracy of the results gathered. The research methods falling in the last two groups are generally taken as the analytical tools of research (Kumar 2008, 4).

1.4 Qualitative research method

This is a research method that deals with the qualitative phenomenon, i.e. phenomena relating to or involving quality or kind. This type of research aims at discovering the underlying motives and desires, making use of depth interviews for the purpose in order to identified that problem and search for a positive solution to it. Qualitative research is also a way of finding the fact about how people feel or what their own opinion towards a specific subject is. The research method is always essential in the behavioral sciences where the only goal is to discover the underlying motives of human behavior (Kumar 2008, 8).

Data collection in Qualitative Research method can be in many forms such as observation, interviews, secondary data analysis and questionnaires also in some cases there could be mixture of the four in order to have better outcome in the research work, the observation data collection method could be videoed, non-participants, semi –participant and participant observation, field notes. The interview data collection mode could be individual and group that is clearly known as focus groups, tape-recorded transcribed may be a way of documenting the interview. Secondary data analysis method includes usage of written material gathered for reasons other than research and Lastly Questionnaires that is best described as the unstructured may be by postal and interviews means.

Qualitative research method is been utilized in this research work in order to know the in depth of the lapses in the TQM method of the case company and the research method has given lots out positive outcome.

2. TOTAL QUALITY MANAGEMENT

In this chapter there will be a perfect look into the related theory of TQM as there will be more theoretical proof from different authors.

2.1 Theoretical Background of TQM

Describing the history of Total Quality Management after several consultation of many books by different Authors the term TQM emerged from the 80s formally it was just QM (i.e. Quality management) but now several firms both small and large considered their quality management as over all because of the continuous improvement of the firm.

According to the author of the tenth edition of the book titled Operation Management he referred TQM as a quest for the quality in an organization and made it known to readers of the book that there are three key philosophies in the approach of TQM, starting with the first one which indicate the process as a never ending one (i.e. push to improve) which is the continuous improvement of a firm, Secondly the carry along act of everyone in the organization, thirdly the goal of customer satisfaction which could simply be explained. In realty TQM has expanded the traditional view of quality that only looks about the product not the overall services rendered to numerous customers. (Stevenson 2009, 427)

Another authors of the ninth edition of Operations Management gave a widen explanation of the definition and theory of TQM being only problem solving also the technicality of every firm depends on the TQM approach (Krajewski, Ritzman, Malhotra 2010, 198).

Niguel Slack argues that a better definition of TQM could gather with each definition of the TQM itself. i.e. Total could be identified as overall techniques of individual practices either services or product, Niguel said quality should be explained in a way no one in individual firm can have any doubt about it so therefore he defined his own quality as a way of meeting customer's requirement

which must be declared, axiomatic and determined, while Management is known to be act of coordinating process that always involved in many organizations so therefore overall objective, principle and value of any organization lays on the hand of the its Total Quality Management, Ashley Rawlins made it known in his book that long term attitude towards a job will determine the total quality of a firm and failure to do so will caused problem in the management system (Rawlins 2008, 5).

According to "Dr. Juran and Dr. Edwards Deming'' the problem of quality in Japan is management problem at least more than 85% of the issue about quality comes from management, their own belief is employees and management are the tools to control quality in individual organizations (Rawlins 2008, 7).

A good description about Total Quality Management was made by Charantimath in the statement made by him, His own definition said there is no other approach towards Total Quality Management than the power to achieve and sustain long-term organization success by making use of the employee involvement in the firm day to day activities, both employee and customers feedback mode also by obeying Government statutes and regulations, process, system management and leadership management in order to form the five pillars of TQM. (Charantimath 2006, 6).

In a book written ''L Suganthi and Anand A Samuel'', they explained about the old method of checking quality in any organizations which is the inspectionate act and that was a very long time ago, but now that civilization reigns in most firm inspection are only being used at the end of every pipe approach. Also the two authors made it clear to their reader that the evolution of TQM started with INS, followed by Quality Control (QC), Quality Assurance (QA) and then Total Quality Management which now dominates every firm (Suganthi and Samuel et al 2004,51, 52)

Formerly firms only deal with Quality Management that makes them just product focus not customer or staff focus but now every single company have radically restructured, reengineered and downsizing their numerous quality programs.

During these years there has been an increasing global emphasis on quality management. Juran stated that just as the twentieth century was the century of productivity, the twenty first century would be the quality century. But according to the European Foundation for Quality Management in 1988 they had a significant impact on understanding of Quality Management as a leadership issue and as a competitive tool. Few years after the EFQM introduced quality award which gives many firm several challenges in the area of their quality so thereafter the Japanese industry introduced another term called Total Quality Control (TQC) which was later renamed by the American companies to Total Quality Management. (Juran, Godfrey & Blanton 2001, 5, 6)

2.2 Overview of Quality Management

Quality management was modernized by "W.Edward Deming" but before that the World War II caused a dramatic increase in quality control. After these days some organizations were created in which one of them is called American Society for Quality Control (ASQC, now it is known as ASQ). In 1970s the quality improvement evolved into quality assurance.

Successful management of quality requires that managers have insights on various aspects of quality, recognizing the consequences of poor quality, and recognizing the need for ethical behavior, so therefore quality has been broken into two categories that are product quality and service quality.

2.3 Difference between Quality Management and Total Quality Management

Quality Management	Total Quality Management
Product Focus	Customer and Product Focus
Involves only the product design departments	Involves everybody in the organization
Quality Management is a process and resources needed to contrivance QM	It is a business management strategy

Nowadays benchmarking cannot take place anymore	Benchmarking makes relaxed company to speed up their TQM process

Table 1. Difference between QM and TQM.

2.4 Rudiments of TQM

This could be identified as the special characters which are always first in every organization when starting its TQM processes, In every organizations there are branches that determined the success of TQM so in order to attain something good out of below are the rudiments entail in TQM processes.

2.4.1 Quality Assurance

Quality assurance was perfectly described by the ISO 9000 group, according to them they states QA is a part of quality management that focused on providing confidence that quality prerequisite will be accomplished. Both the customers and the managers have a need for quality assurance because they are not in a position to oversee operations for them. They need to place trust in the producing operations, thus avoiding constant interference (Hoyle 2007, 60).

Customers and managers need the following:

1. Enlightenment of what is to be supplied. (This may be gained from the sales literature, contract or agreement.)
2. Knowledge of how the product or service is intended to be supplied.
3. Comprehension that declared intentions will satisfy customer requirements if met,
4. Knowledge that the declared intentions are actually being followed
5. Enlightenment that the product and services will meet the specified requirements.

According to "David Hoyle" he explained further that quality assurance activities will never be in control of quality, they institute the extent to which quality will be, is being or has been controlled (Hoyle 2007, 61).

In every organization quality assurance department are always formed in order to provide both customer and the entire management what the content of their quality will be duly maintained. Nonetheless, other way of observing QA department is as corporate quality control. (Hoyle 2007, 61 & 62).

Here are the following steps to obtain an assurance of quality:
1. Acquire the documents that declare the organization's plans for achieving quality.
2. Produce a plan that will make cleared definitions of how an assurance of quality can be accomplished.
3. Organize the resources to implement the plans for quality assurance.
4. Establish whether the organization's proposed product or service possesses characteristics that will satisfy customer needs.
5. Appraise operations, products and services of the organization.

2.4.2 Problem Solving in TQM

Problem Solving is known to be one of the basic strategies of TQM. In order to be successful, problem solving efforts should follow a standard approach, below there is a table which describe further the common steps to take in TQM problem-solving process. Another important aspect of problem solving in the TQM approach is eliminating the cause so that the problem does not recur. This is the main reason why users of TQM approach consistently like to think of problem as ''opportunity for improvement.'' (Stevenson 2009, 432).

Step 1	**Define the problem and establish an improvement goal.** Give problem definition careful consideration: do not rush through this step because this will serve as the focal point of problem-solving efforts.
Step 2	**Develop performance measures and collect data.** The solution must be judged on facts. Possible tools include check sheet, scatter diagram, histogram, run-chart, and control chart.
Step 3	**Analyze the problem.** Possible tools include pareto chart, cause-end-effect diagram.
Step 4	**Generate potential solutions.** Methods include brainstorming, interviewing, and surveying.
Step 5	**Choose a solution** Identify the criteria for choosing a solution. (Always refer to the goal established in step 1.) Apply criteria to potential solutions and select the best one.
Step 6	**Implement the solution** Carry everybody along with the solution process
Step 7	**Monitor the solution to see if it attained the goal** If not, modify the solution, or return to step 1. Possible tools include control chart and run chart.

Table 2. Basic steps in problem solving.
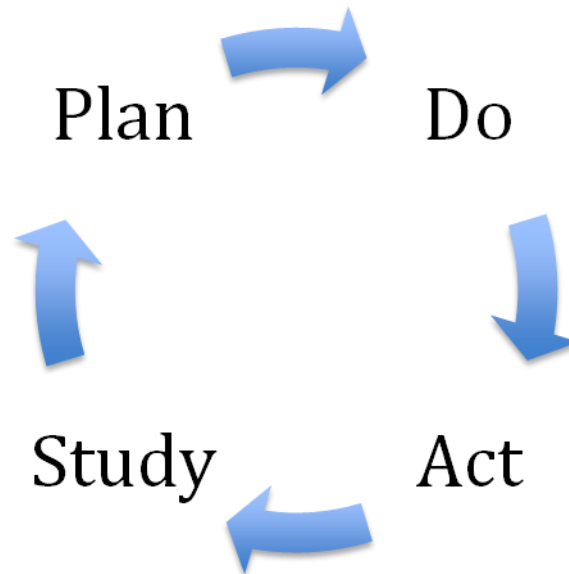
Figure 1, PDSA Deming circle.

The circle above was known to be called Deming wheel by TQM specialists because of the impact Deming himself contributed to the implementation of TQM, this wheel was designed mainly for the theoretical basis for problem-solving exercise, in this circle above readers are going to find four basic steps which are:

Plan. Implement by taking a look at the current process, it has to be documented, then data collection will follow in the process, after that it may require the attention of analyzing the data and develop a plan for improvement. Specify measures for evaluating the plans

Do. Actualize the plans, even if it is on small scale, there must also be documentation of many changes made during this phase and data collection will be necessary for evaluation.

Study. Assess the data collection during the do phase. Check how closely the results match the original goals of the plan phase.

Act. If the results are successful, standardize the new mode and communicate the new method to all people associated with the process, establish training for the new method and if this does not work definitely there must be a need to revise the plan and start all over again with new dimensions.

Having going through these processes automatically a systematic approach to continuous improvement will occur.

2.4.3 Knowledge Management and TQM

Considering many facts about TQM, there's one thing that will not be left alone that is the way of inspiring knowledge to any form of TQM restructuring in any organizations, having going through a book written by authors of knowledge management "guide of your journey to best practice processes" they deeply described knowledge management as the plan of putting tacit and explicit knowledge into action by establishing context, infrastructure and discovering cycles that enable people to find and use the gathered knowledge of the enterprise (O'Dell, Elliot & Hubert 1999, 1).

In today's management system every organizations are always in need of knowledge transfer which is a branch of knowledgement, many institution believed that there is no way for improvement without transferring knowledge either from other institutions or directly from human and that is where human resources management has collided with knowledge management so therefore in building a strong and reliable TQM an effort of making use of knowledge must always involve. A quality manager in any organization does not have any aim than achieving its mission by giving every needed quality their customers could be in need of so no other way of doing these than consulting a knowledge management specialist.

A journal written by ''Vincent M. Ribiere and Reza Khorranshahgol'' described Knowledge management as a young learner from the known TQM. The duo authors defined knowledge management as a process of capturing a company collective expertise wherever it resides in databases, on paper, in peoples memory and distributing it to wherever it can be of a great usefulness.

TQM and KM are both known to be customer-centric. In TQM customer is a superior and KM makes availability the foundation of customer relationship management (CRM). (JMS, Vol 16, Number 1, 2004).

Establishing a KM ambition is an evolutionary and on-going effort. According to this journal there are many unknown similarities of both KM and TQM between implementing KM and implementing total quality management (TQM). In addition, there are also similarities in KM and TQM practices. Therefore, we recommend that best practices, the lessons learned, and common pitfalls in TQM implementation and TQM practices should be utilized for KM implementation and practices. TQM and KM commonalities are listed below:

1. TQM and KM both involve cultural change. TQM introduces a new management style into the organization and KM introduces a new way of information sharing and decision-making.

2. Success of both TQM and KM is heavily dependent on the top management support.

3. TQM and KM both may require organizational changes/restructuring.

4. TQM and KM are customer-centric (both internal and external customers). In TQM customer is king and KM provides the foundation for customer relationship management (CRM). Proven methodologies such as Quality Function Deployment (QFD) that has been successfully used in TQM can successfully be applied in KM projects.

5. The ROI on both TQM and KM is difficult to measure. The benefits of both are realized in a distant future; thus, in both cases the top management may be reluctant to support the project (a short-term return may be preferred by some managers). The methods used in TQM for top management support (e.g., creating success stories by starting with a small scale TQM project) can also be used in KM (e.g., start with a small application area).

6. TQM and KM both need a champion to ensure success.

7. Both TQM and KM require a sound training program. That's particularly relevant when a company wants to become a learning organization.

8. TQM and KM should both support the organizational mission and its long-term strategies and objectives.

9. Both have broad implementation guidelines (abstract and general) that may end up into failure

10. They are now considered as everyone's job even if it was not the case when they started (e.g., Quality control Dept.)

11. Some organizations were doing it (QM & KM) before it became a discipline and got so much attention

"Source" (*Journal of Management Systems, Vol. 16, Number 1, 2004).*

2.4.4 Process Improvement

Stevenson in his book explained this process improvement as a systematic approach to improve a process. It involves record, measurement, and analysis for the aim of ameliorating the functioning of a process. Typical goals of process improvement include maximizing customer satisfaction, attaining higher quality, minimizing waste, reducing cost, adding productivity, and reducing processing time (Stevenson 2009, 434).

Below there will be an overview of how process improvements take place both in table and cyclical forms.
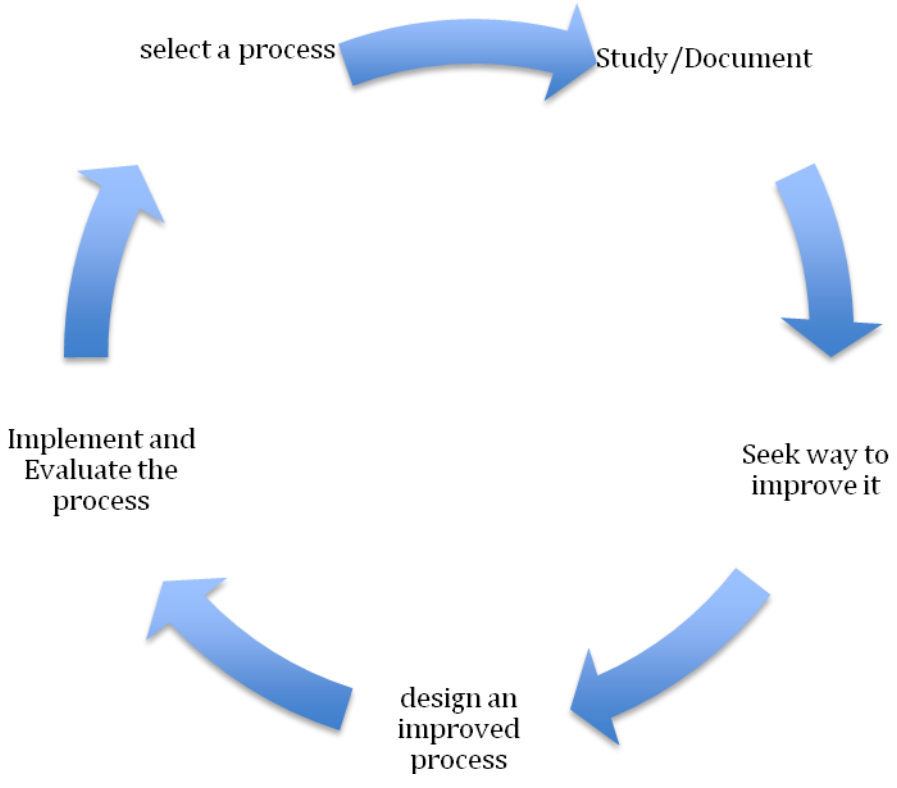
Figure 2, cyclical process improvement method.

Map the process

Gather information about the process; pinpoint each step in the process. For each steps, determine:

The inputs and outputs.

The people involved.

The decisions that are made.

    2. Prepare a flowchart that accurately depicts the process; note that too little Information will overwhelm analysts and the counterproductive. Make sure that key activities and decisions are represented.

Analyze the process

Ask these questions about the process:

Is the flow logical?

Are any steps or activities missing?

Are there any duplications?

Ask these questions about each step:

Are the steps necessary? Could it be eliminated?

Does the step add value?

Does any waste occur at this step?

Could the time be shortened?

Could the cost to perform the step be reduced?

Could two (or more) steps be combined?

Redesign the process

Using the results of the analysis, redesign the process. Document the improvements; potential measures include reductions in time, cost, space, waste, employee turnover, accidents, safety hazards, and increases/improvements in employee morale, working conditions, revenues/profits, quality, and customer satisfaction.

2.4.5 Inspection aspect of TQM

Inspection could be deeply defined as the appraisal activity that compares goods or services of a firm to standard. This is a part that is most important in scaling qualities but it is not always being appreciated by many organizations.
But commonly today if we take a brief look at lean organizations they take a less action on inspection because they always place extra emphasis on quality in the design of both product and processes, furthermore in such organizations workers are always to be blamed for less quality production or processes. Therefore many organizations do not rely on the lean mode because inspection is much more important to them. This is particularly true service operation, where quality continues to be a challenge for management.

Inspection could be used in three different processes, which are: before production, during production, and after production. The induction of checking correspondence during production is to make sure that the conversion of inputs to outputs is progressing in an agreed manner. Induction of checking correspondence of output is to make a final verification of conformance before delivering goods on to customers (Stevenson 2009, 458).

After so many consultation of several books, authors agreed generally that it is not always cost effective to conduct inspection at every stage in an organization. Hence, the question will surely come up of which points should be designated for inspections. Once these points have been pinpointed, a coordinator must decide whether to remove the product from the line and take it inside a lab for test where special equipment are being placed to conduct test for where they belongs to.
In every situation of quality inspection there are always where to concentrate when inspecting because each checking add to the cost of product or services so therefore it is always important to restrict inspection effort to the point where they can do the most good (Stevenson 2009, 458).

Below is an example of a retail shop inspection process:

Type of Business	Inspection Points	Feature
Retail Store	Cashiers	Accuracy,Courtesy
	Shelf Displays	Appearance
	Checkouts	Waiting Time

Table 3. Retail shop inspection process (Adapted William J. Stevenson, 2009, pg. 461)

2.5 Customer Relationship Management involvements in TQM.

Today customer relationship management is the key of many business management systems because without building a relationship with customers definitely such business agreement will not start as a long-term business to Customer act.

''Janice Reynolds'' in her book defined CRM as a business strategy, process, culture and technology that allows an organization to utilize revenue and maximize value through understanding and reaching the numerous customers necessity. Further another group described CRM in the same book of Janice as a management discipline that requires businesses to identify and keep their relationship with customers (Reynold 2002, 2).

According to Kristin Anderson and Carol Kerr they both described customer relationship an essential approach of creating, sustaining and extending customers relationships also the two intelligent authors pinpoint CRM to be in touch with all areas surrounding organizations such as IT, Innovative and Marketing departments. CRM is another way of initiating and handling customer relationships also the word strategy could come in between because there is no way a mission can be accomplished in this modern days marketing behavior that strategy will not be included just because it's a way of implementing desire plan towards any business (Anderson & Kerr et al 2002, 2 & 3).

Customer relationship management is counted to be one of the strengthen arm of Total Quality management all because of the customer satisfaction involvement in both of them, nowadays before TQM can be assured of in many organization there must be have mutual understanding between the firm and their numerous customers which is guided by the rules of customer relationship management. While dealing on the continuous improvement of TQM, there must be several necessities for CRM characteristics in order to build a long-term relationship between the management and the prosperous customers who always pray for the rapid growth of a firm.

Customer relationship management was later divided into conventional and modern modes that are now CRM and E-CRM (Electronic customer relationship management), which has dominated many industries today. The new E-CRM is a way of analyzing customer need through Internet, i.e. different kind of researches and adequate finding must involve in order meeting the customer satisfaction.

In the areas of marketing research, some peoples including several books and articles author feel that CRM had history in marketing research, customer satisfaction concentration of the late 1970s, and it's cordial relationship with total quality management (TQM) towards ending of 1980s. Specialists in the field of market researching measured customer satisfaction and other organization consecutively made quick efforts in improving quality through the means of TQM techniques. In doing these then they developed Value-added flowcharts and analyzed also those areas promising greatest payoff were re-structured (Baran, Galka & Strunk 2003, 49).

Below is the linkage between TQM and CRM;
Customer Satisfaction: In any marketing related firm, customer satisfaction has always been the link between many management branches. Looking deeply into total quality management and customer relationship management the special linkage between them is customer satisfactions, just because of the fact that before a continuous improvement of a firm will be in existence there must be customer satisfactory measurement, and in this case CRM will involve because of

the relationship building between corporate organizations and their numerous customers.

Many authors deliberated on the fact that is satisfaction really enough in order to event friendship in business between the firm and customer, after several arguments they reached conclusion that approximately 60 percent of all defecting customers were either extremely or very satisfied according to customer service measurement (CSM). In modern day businesses many bodies are responsible for CSM and in relation to TQM the concerned body to them is the quality control school, the aim of this school is to make sure they reach products that will definitely makes customer happy and non-regrettable one because failure to reach customers need in any product will definitely brings failure in the customer satisfaction measurement scale (Vavra1997, 29).

Customer satisfaction measurement has its own background in the Total Quality Management movement, but was also explored early on from a social psychological perspective by marketing theorists. While the TQM School based on the more pragmatic application of satisfaction information to design and manufacture, the marketer explored the psychology of satisfaction (Vavra 1997, 17).

2.6 Process Management

Today the way business is being conducted has changed shape in compare to the oldies when things are always done in manual mode of processing any operations but now most business affiliated groups believes so much in referring to the six sigma changes mode, expansion, customer demands, competitive pressure, cost impact, and constraints. All of these functions have greater influence on organization capability to meet the targeted business aims and objectives. Therefore a business process can be easily identified as the analytical organization of people, materials, energy, equipment, and information into work activities designed to come out with the best result (Juran, Godfrey & Blanton 2001, 3).

Mainly process management has been practiced only in manufacturing section and the operation or plant manager deals with greater percentage of process management strategies just because his duty is to make sure that a product pass through adequate manufacturing process and he is responsible for the results. This plant manager being the owner of process management in his own territory which is the manufacturing section he is expected to control, improve and optimize the manufacturing process to meet their numerous customer needs and business needs, also on the other hand a retail firm can optionally make use of process management through the store keeper and all the in-house clerks of the shop including the manager of the various outlets because ensuring the product safety and following the safety rules and guidelines given by the producer will enable them to monitor the duration of the particular product so therefore this kind of act is also a process management in the retail chain (Juran, Godfrey & Blanton 2001, 5).

2.6.1 Process Quality Management

This is known to be a methodology introduced in the mid 1985 under process management, PQM has it is shortly called is the methodology that possesses a core of similarities features which differentiate it from other approaches in managing quality. This kind of core characteristics includes: a responsive orientation toward customers and their needs: a specific aim on managing a few key cross-functional processes which can easily disrupt satisfaction of customer requirements: a criterion of clear ownership – culpability for each key process: a key functional team responsible for operation the process: application at the process level of quality-management processes-quality control, quality improvement and quality planning (Juran, Godfrey & Blanton 2001, 5 & 6).

2.6.2 Integration of Process Management with TQM

It all started in 1970 after a discussion was subject how thing could be changed, the major companies in US and Japan initiated TQM all because of their willingness in diversifying into it from conventional Quality Management method,

then after this they made in use properly the basic tenets of TQM (e.g., good processes decreased cost versus adding cost, customer focus, measurement, work participation in improving their own jobs) were considered to be useful during the 1970s way of doing business act introduced by association of companies in US, the strength in making sure the improvement process works fine introduced process management to TQM in short many firms initiated process management in every responsible department in every company because of the continuous success of their new adopted TQM style then (Smith 2007, 7).

Below are the four diagram waves showing Business Process Management integration into Total Quality Management.
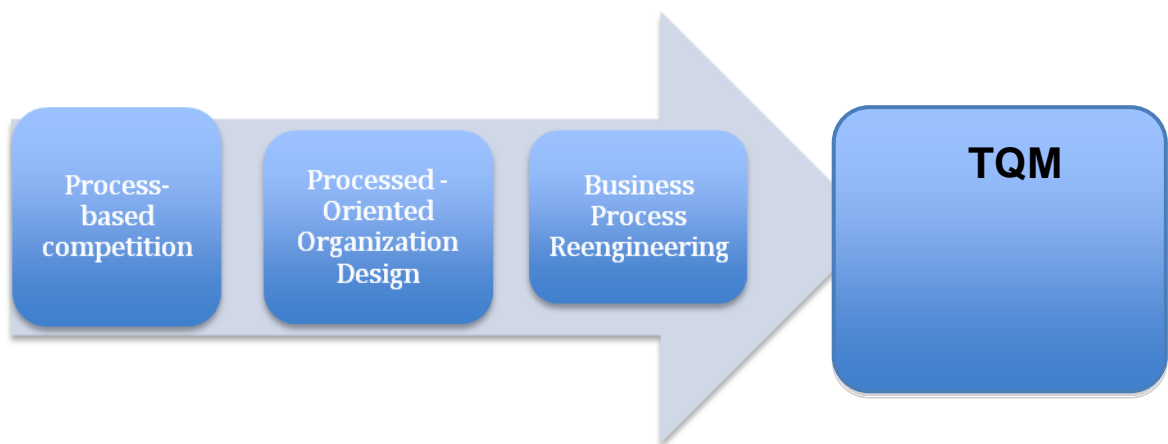
Figure 3. Waves of Process Management into Total Quality Management.

2.7 Performance Appraisal in TQM

According to "Dick Grote" he defined performance appraisal as a formal arrangement method that evaluates the quality of each individual performance in an organization. The employee immediate coordinator planned the so-called appraisal. The process originally requires the coordinator to fill out a standardized assessment form that will classify the individual on several different dimensions and then deliberate the results of the evaluation with the employee (Dick 2002, 1). This performance appraisal method in TQM should be categorized into different way, below are the stages in performance appraisal method:

Performance Planning: At the start of every year, the director and other staff of the company will hold a performance-planning meeting. During this meeting hour they are to discuss what the individual staff will achieve within the twelve months in a year. (The key responsibilities of the person takes and the goals also the projects the person will handle) and how the person will handle the job (the attitudes and competencies the organization expects of its members). They will also make sure during the discussion period each person will know his/her development plan.

Performance Execution: Over the year each employee will work in order to achieve the planned goals, objectives, and major responsibilities of the job. The manager job is to provide adequate coaching and feedback to the individual to gradually maximize the probability of success. He creates the conditions that energize and resolve any performance issues that arise. Midway through the year, there is a serious need for the staff member to meet with the board in other to know the development and work harder in attaining more goals they've discussed so far in the performance – planning meeting.

Performance Assessment: As soon as the time is about to reach for the gathering of the appraisal results, the manager will reflects on how the subordinates performed over the course of the year, gathers the various forms and paperwork that the organization provides to make this assessment, and fills them out. The director will also recommend a change in the individual compensation method being used by the organization in order to boost their morale and improve their skills based quality of work they have rendered too far. The completed form will be review by the overall boss of the firm and will approve it.

Performance Review: The manager and the executive staffs meet, at least one hour in order to make a review on the appraisal form that the manager has written and talk about how well the person performed over the past one year i.e. twelve months, at which point the performance management process starts newly.

Below is the diagram that shows the strategy based performance management methods:
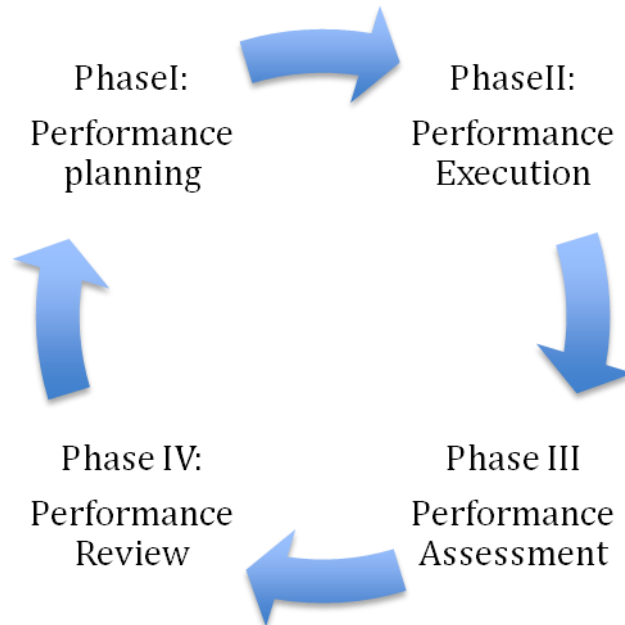
Figure 4, Strategy- Based performances Management.

2.8 Benchmarking in TQM

Land surveyor is originally using the word benchmarking, as it is known by them benchmark was a distinctive mark made on a rock, building or wall, and it was used as a reference point in deciding about a position or altitude in Topographic surveys and tidal observation.

But recently the popularity of benchmarking appeared to the world when Malcolm Baldrige National Quality Award, this draw many company attention to benchmark. Another authoritative reason to benchmark is to meet up with the world-class standard competition.

According to ''Paterson, Keppler, Mapson and Ralph'' they all described benchmarking as a meaningful quality tool that will make a company gradually improve her processes by learning how others do it. In order to benchmark, firstly

you have to evaluate your own operation processes to identity weaknesses and strengths: after all the need for identification, study and adaptation from others who may be doing it perfectly is needed ('Paterson, Keppler, Mapson & Ralph et al 1995, 4).

Below are the necessary benefits of benchmarking in TQM:

Benchmarking could create constant improvement and makes a quick change within an organization, both in manufacturing and retail services sectors. So therefore there are many areas of organizational activity by using benchmarking, below are they the key factors to that:

#1 Meeting Customer Requirements: By implementing this, the best way is to examine other successful processes of different organization so that parts of their customer satisfaction strategy could be useful for the customer demand. And the best method to use is also the customer feedback survey mode.

#2 Adapting Industry- Best Practices: Benchmark done right will ensure consensus support and enthusiasm for changes suggested by any benchmarking study.

#3 Becoming more competitive: Benchmarking studies challenge long held ideas by showing gaps between your organization's perceived performance and its actual competitive performance.

#4 Developing Accurate measures of productivity: By comparing the internal processes to best practices, leaders and employees get a better understanding of the company strengths and weaknesses (Paterson, Keppler, Mapson & Ralph 1995, 20&21).

3. RESEARCH ENVIRONMENT

In this part of the thesis the author just want to make it clear to the reader what the planned research area looks like. Therefore Africa is the continent, Nigeria is the home country of the author and Lagos area is the target case company situated.

3.1 Inside Africa

Africa is the second biggest continent in the world and has lots of population in comparison to other continents, currently it's the second most populous continent ranked after Asia with 53 individual countries. Looking vividly level of civilization in Africa continent is very low, till date it remains at the bottom of the ranking in civilized continents (World Atlas).

The current population figure of Africa is over a billion (according to 2009 estimate) it accounts for just over 14% of world's human population. It has the Nile River system included, the world longest and the largest Sahara desert, i.e. the world largest. Africa is guided by the Mediterranean Sea to the north, and Red sea along the Sinai Peninsula to the northeast. The Indian Ocean to the southeast, the Atlantic Ocean to the west. Africa continent straddles the equator and encompasses numerous climate areas, and is the only continent to stretch from the northern temperate to southern temperate zones.

Scientifically the central eastern Africa is widely known to be the origin of humans as evidenced by the discovery of the earliest hominids and their ancestors. In terms of natural resources Africa could be the number one continent that has most common natural resources that are useful to almost everybody in the world, in the North and Western part of Africa crude oil is been generated on daily basis and lots of other natural resources, also in the East and Southern part tourism is one of the key of national incomes to the countries there because of the beauty of the safari where you can be able to see likeable animals that cannot be found in most of the today well developed continents (Word Atlas).

The issue of civilization in Africa has mentioned above involved complexity because after consultation of many articles and historical journals about Africa history, the truth revealed that the white people had convinced everybody that African had not been able to laid any solid foundation in civilizing before the arrival of the outsider but today the authors and African historian discovered that some of the oldest civilizations have been in existence ever before the arrival any outsider in African continents. The only problem in Africa till date is many youths lack pride faith in Africa because they have never learned to know their historical past and the fact about life is, it is very difficult to see a future without knowing and understanding the past carefully. Now the entire world has been drowned in cultural imperialism from the west (Crawfurd Article).

Below is the map of Africa and the finest Sahara desert.

Fig 5, Map of Africa courtesy of: (http://www.africaguide.com/afmap.htm)

Figure 6, Sahara Desert located in Morocco:
(http://www.danheller.com/sahara.html)

Figure 7, No water area of Sahara: (http://www.danheller.com/sahara.html)

3.1.1 Business in Africa

This Africa business research was gathered with the latest books written and at that period, Africa business activities has been re-shaped in a very good ways because of the interference of many foreign investors and other public and private corporate financial bodies that support the development of Africa in terms of business, a good example is the United Economic Commission for Africa (UNECA) that stands on the average return inward investment for Africa which is four times bigger than the group of developed nations known as G-7, and twice that of Asia (Shelley 2004, 11).

According to people who have lots of experience in African business environment, they believed the most successful business to do in Africa is transferring technologies from the western countries to this developing nations and also opening of good supermarkets and hypermarkets that are not so common because that is the only way to contribute to the growth of Africa, bringing in something that will never make any impact towards the growth of this developing continent is just a waste of effort and an act of selfishness.

According to ''Steve Shelley'' he said in his book that in the world of Today's, Africa probably presents the world's last big business opportunity. The continent has been trivialized and more than marginalized by global businesses (Shelley 2004, 3).

Africa would have been in the ranking of one of the biggest market if the GDP rate is high in number, only South Africa GDP alone is much more than the combination of many African countries, the nations with biggest inward investment in Africa are South Africa, Morocco, Algeria, Angola and Nigeria, In comparison, the GDP of a typical African country is almost the same size of a small town in the developed world. Looking at the turnover level again, ordinarily the turnover of several global corporations comfortably high than the size of many economies in a continent likes Africa. Today several African governments are bankrupt and would collapse without help from several funds donor institute, only few countries in

Africa could afford to pay their civil servant monthly and at the same time have chances of delivering services to the long-suffering citizen especially the ones paying taxes regularly.

Many believes Africa is the worst place to operate in term of business investments but that is just an understatement and negative impression toward this blessed continent and after reading many journals and articles, there was an overall conclusion that it was only because Africa is nowhere to be found on the corporations global business plans that is why most investors believed Africa is the worst continent to operate (Shelley 2004, 14).

3.1.2 TQM Advancement in Africa

According to the authors of the book named ''management of organization in Africa, they described the method of applying TQM in Africa has a way that will be too ambitious all because of the large region of the continent but nevertheless TQM still remain the major key to revive the Africa's industrial development.

Today in Africa most companies have been practicing TQM and the philosophy is really helping them especially in the health and mining sector, the team building skills has been introduced to this companies. Teamwork is one of the boldest work patterns in African communities especially in a community called Gikuyu somewhere n Kenya, they introduced the Girati system, which over many decades became the national Harambee movement in Kenya, the purpose of this system us to persist people to work in conjunction with each-other in order to achieve a common goal (Waiguchu, Tiagha & Mwaura 1999, 265).

Recently African countries just discovered that they are nowhere to be found in the competitive world market, so they now seek ways to improve their ability in exporting their goods. In the recent decades they have been forced by their creditors to reform and open their markets to the world. Effectively, their products for export and for the internal markets are no longer covered. The products of the African nations must compete and win on quality in a ''willing buyer willing seller''

environment. So therefore in recognition of these quick changes, many organizations in Africa have joined the TQM bandwagon (Waiguchu, Tiagha & Mwaura 1999, 274).

TQM as of today can be practiced in every country of Africa, not because TQM is new but just because of the simple fact that African organizations have many mutual management system, just for instance, the shared colonial history makes socio economic structures in Africa similar enough to permit derivation of distinct patterns and trends in the management systems of private and public institutions (Waiguchu, Tiagha & Mwaura 1999, 274).

3.2 History of great Nigeria in brief

Nigeria is a big nation in West African region. The land surface area covered 356,668 square miles, Nigeria in comparison is twice the size of California In United states of America, three times bigger than the size of the United Kingdom and also is bigger than Finland in more than three to four times. The blessed natural resources nation bordered to the south by the Bight of Benin and the so-called Biafra, which are found on the Gulf of Guinea in the Atlantic Ocean. Looking to the western parts of Nigeria it bordered Benin, on the north by Niger Republic, and bordered on the east by Cameroon. Nigeria would have bordered the country called Chad if not the Lake Chad that separates them.

Below is the map that describes the geographical aspect of Nigeria.

Figure 8 Official map of Federal republic of Nigeria, Source: (world fact book 2010).

The country gained her independence in the year 1960 from the British colonial masters; it was a tough decision then when the influenced Nigerians who had the chance to studied abroad came in to fight for the nation in order to be free from slave trade and also to control their own people themselves instead of the British using them, the likes of Late Obafemi Awolowo, Late Alhaji Aminu Kano, King Jaja of Opobo, General Yakubu Gowon, Ahmadu Bello (the Sardauna of Sokoto), late Alhaji Sir Abubakar Tafawa Balewa, Late Nnamdi Azikwe , Late Major general Johnson Aquiyi-Ironsi, Late Chief S.L Akintola and the Afro beat maestro Fela Anikulapo Kuti were among the notable Nigerians who contributed to the freedom gaining of the most populous country in Africa.

Today, the population of Nigeria has widen to 150 Millions and remains the most populous in Africa and ranked 8th in world after Countries like China, India, United State of America and others.

Below is the recent official statistic data of area and population of the federal republic of Nigeria:

State	Area	2006 Population	Population Density		State	Area	2006 Population	Population Density
Abia	4,900	2,833,999	578		Katsina	23,561	5,792,578	246
Adamawa	38,700	3,168,101	82		Kebbi	36,985	3,238,628	88
Akwa-Ibom	6,900	3,920,208	568		Kogi	27,747	3,278,487	118
Anambra	4,865	4,182,032	860		Kwara	35,705	2,371,089	66
Bauchi	49,119	4,676,465	95		Lagos	3,671	9,013,534	2,455
Bayelsa	9,059	1,703,358	188		Nassarawa	28,735	1,863,275	65
Benue	30,800	4,219,244	137		Niger	68,925	3,950,249	57
Borno	72,609	4,151,193	57		Ogun	16,400	3,728,098	227
Cross River	21,787	2,888,966	133		Ondo	15,820	3,441,024	218
Delta	17,108	4,098,391	240		Osun	9,026	3,423,535	379
Ebonyi	6,400	2,173,501	340		Oyo	26,500	5,591,589	211
Edo	19,187	3,218,332	168		Plateau	27,147	3,178,712	117
Ekiti	5,435	2,384,212	439		Rivers	10,575	5,185,400	490
Enugu	7,534	3,257,298	432		Sokoto	27,825	3,696,999	133
Gombe	17,100	2,353,879	138		Taraba	56,282	2,300,736	41
Imo	5,288	3,934,899	744		Yobe	46,609	2,321,591	50
Jigawa	23,287	4,348,649	187		Zamfara	37,931	3,256,846	86
Kaduna	42,481	6,066,562	143		FCT	7,607	1,405,201	185
Kano	20,280	9,383,682	463		Total	909,890	140,003,542	154

Table4: Area and Population Density by State, (Released in 2006 by Population commission and National bureau of statistics).

Nigeria adopted the constitutional form of Government from the developed nations like United State, United Kingdom and many more but democratically Nigeria is behind United State of America and still yet to developed because of the corrupt practices.

There are three branches in the government, which consist of the Executive, legislative, and Judiciary, which are identified below with a diagram.
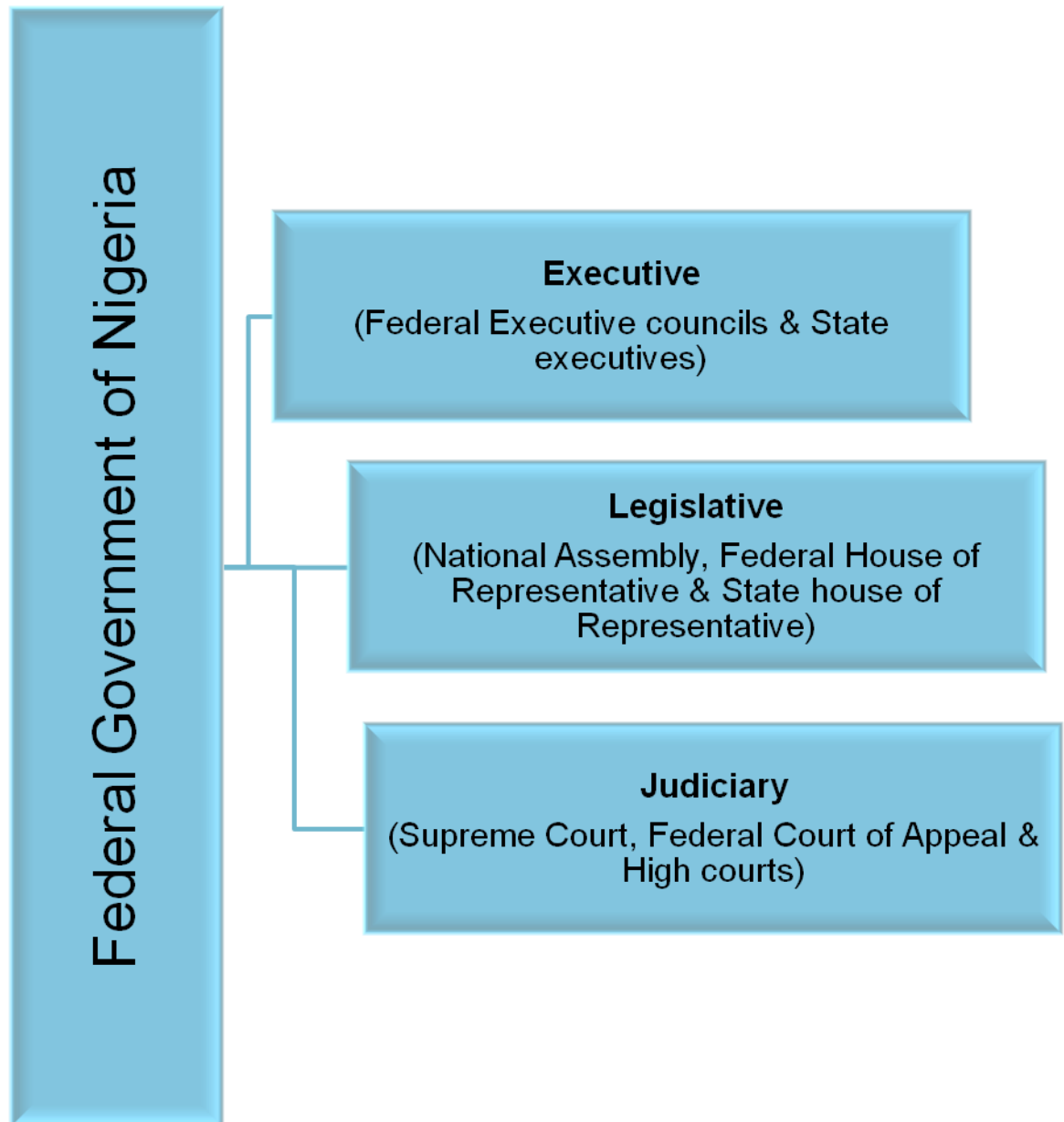
Figure 9. Arms of Government in Nigeria.

Below is the description of Nigeria and Business:

Nigeria among one of the big nation in Africa that has received lower foreign investors in compare to other African countries in the past twenty years, it was just now that the many private investors outside discovered that Nigeria is the best place to make lots of profit in Africa just because of the population, the key reason why foreign investors have been scared about Nigeria is the aspect of lack of security but if a company that has a perfect risk management department steps

into Nigeria market with good strategies such companies will never make a loose, also its always good if they involved they employed a key specialist who is a Nigerian to be among the board of directors, such companies will continue excelling.

But today things are really taking shape because of the entries of the carefree Chinese investors who are dominating the country today with their cheap products that moves the middle and lower class peoples out of the huge nation population.

Recently the South African companies have seriously invested lots of businesses in Nigeria and one of the reasons for this could be because South Africans, being part of the Africa continent have a bigger risk appetite for investment in the continent than, for instance Americans. Today Nigeria gross domestic product (GDP) has risen rapidly to around 6.5% all because the government has regulated and followed the economic policies and the only problem which remains the dangerous weapon to economic growth is the political instability: the country should have put a lot into the consideration of the middle and lower class in a few years. So now many businesses are investing now, just in order to corroborate themselves to take advantage of the upcoming middle class (Maritz 2010, 3).

When explaining about the economy of Nigeria, one thing that makes greater percentage of people outside Nigeria believes the country shouldn't be poor as she is right now, is the richness in crude oil, Nigeria is the largest oil producer in Africa and ranked among the 10th largest oil producing nation but today the new democratic government that was introduced in 1999 diversified the economy of Nigeria to other sectors, the whole citizen and non-citizen who resides in Nigeria were happy when the government pave ways for banking and telecommunications industries to maximize their growth within few years.

The reformation of the telecommunication industry in 2000 was the incentive for mobile communication revolution that metamorphosed the normal way people live and do business. This drew the attention of mobile phone operators such as MTN, Globacom (indigenous firm), Zain, and small number of players has witnessed unexpected growth in subscribers over the past years since the commencement of

their services. Also in the banking sector, during the tenure of the former Central Bank of Nigeria governor, Professor Charles Chukwuma Soludo contribution to the reduction of the number of banks in the country and strengthened their financial position.

Other sector in Nigeria that needs to be re-strengthened by the Government is the Agricultural sectors because most farmers are redirecting to other businesses when the government refuses to contribute to the growth of agriculture by the medium of helping as many as possible farmers to develop their various farms.

Below is the table that shows the real Gross Domestic product (GDP) growth rate of Federal republic of Nigeria from year 2008 till 2010.

Year	Quarter 1(%)	Quarter 2(%)	Quarter 3(%)	Quarter 4(%)
2008	5	5.65	6.2	7.2
2009	5.2	7.45	7.35	7.6
2010	7.35	7.69		

Table 5: Real GDP growth rate of Nigeria, (adapted from National bureau of statistics, pg. 3, 2010).

3.3 Lagos the citadel of IT market

The name Lagos was adopted from the Portuguese who has similar city name, originally Eko is the name given to the most populated city in Africa, by its Bini Conqueror, today the city of Lagos has been ranked among the 10th busiest cities in the world in terms of business activities, with its population of more than 18 million inhabitants and thousands of foreign immigrant who are only in Nigeria to makes their profits because of the open business opportunities in the state, especially the Chinese investors that had dominated the manufacturing and retail

sectors in Lagos. In the past few years telecommunications sector have achieved tremendously just because of the deregulation of the sectors that led to the introduction of major Global system of mobile communication which brought in many investors, now almost 90% of Lagos population makes use of mobile phone. In Lagos today, Ikeja, which is the capital of the Africa most populous state remains the business heart of Lagos when it comes to ICT products, Ikeja computer village is the name given to the business area, also many people out there known it to be the ''silicon valley'' of Lagos – this market started with a 10-shop structures, and now the whole environment is bombarded with lot of private enterprises, investment and also the Chinese ICT investors. Now the most impressive improvement about this so-called computer village is the new method introduced by the entrepreneurs to make their sales not only to the first class people of the country but to the middle and lower-class categories.

Below is the map of Lagos that also identified the city of Ikeja.
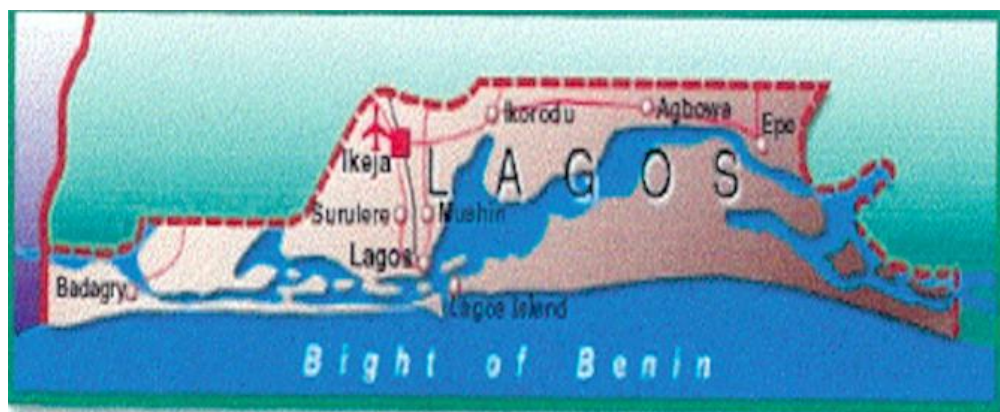
Figure 10. Map of Lagos State (Adapted from Radio Lagos website).

4. CASE AND RESEARCH ANALYSIS

Case and research analysis will give clear understanding about how the involved research company has been battling with the level of their total quality management and the main purpose of this analysis is to redirect the attention of the case company to the western way of improving their TQM method i.e. implementation of Finnish S.M.E's total quality management (TQM) mode to the market of the case company.

4.1 Case Company

Rolling technologies limited was established in 2002 by Mr. Adeniyi Animashaun in Ikeja, which is at central part of Lagos. Nigeria. Rolling tech as people of the Ikeja computer village shortly call, it was located at the off side of this popular Lagos ICT market. The company started as just an ordinary retailer with one single staff to only end consumers but today has a total of 10 staffs, rolling tech is a retail firm that deals with selling and supplies of high tech product to various institutions and to end consumers, then the number of ICT retailers are quite easy to mentioned but now there are uncountable shops and standing sale shelves around the street of Ikeja computer village. The small medium enterprise focus her daily operation in modern ICT equipment such as laptops, desktop computers, flat screen computers, electronic starboard, accessories in general, Internet servers and all other information communication technologies related product. The company also operates in the business to business (B2B) marketing by having supply agreement and distributorship right of desktop, laptops, electronic chalk boards and accessories to several institutions in Nigeria which includes the likes of Oceanic bank PLC, Intercontinental bank limited, university of Lagos, Yaba college of technology and top secondary schools in Nigeria are part of their customers, the small company is not only dealing with business-to-business operation. It also sells to the final consumers who are highly interested in quality products that are durable, rather than the counterfeit that will only serve for a shorter period. Rolling technologies limited is one of the few Nigerian SME who make use have agents, who does nothing than searching for various institutions who need certain

information communication technology products that are new in the market and quality accessories that will be useful to them, these so called agents are being paid on commissions.

Below is the current organizational structure of Rolling technologies communication limited that describes the role of staffs in the little company; the managing director plays the executive roles of this small companies and also oversees all the affairs of the company day to day, sales department which comprise the company secretary who record all the documentation of company affairs, the cashier job is to receive all the daily sales of the little firm, the marketers has no other thing to do than sourcing for both individual customers or institutions who are interested in quality upgrading of their products, as for the accountant, his activities in the office is to make daily transaction recording and to monitor the company finance and lastly are the engineers who are divided into two sections which are software and hardware engineering.

Figure 11. Organizational structure of rolling technologies limited.

4.2 Collective research analysis of the case

In the following part, there will be the analysis of the structured questions by the Author on the challenges and improvement process, the company should consider

in order to have effective TQM method, also the data that was collected from three management staffs of rolling technologies, in addition will be the information collected from two Finnish SME experts that will be used for benchmarking process and also to contribute in the improvement process of the case company.

The author of this research work selected the interviewees in order to have enough information that will yield positive outcome at the end of the research work and more especially the interviewees from the case company are in the better position to supply information because of their involvement and the interviews from the case company was made in August while the interviews in Finland occurred in fall 2010, all of the interviews was being performed face to face which is known to be the best method of gathering information from the interviewee just because of the one on one method of gathering information deeply. The study of this research work was reliable and has necessary validity, the interview to the Finnish SME experts were only two because this is just a benchmarking process so only few interviewee is necessary and in the case company were three vital people that could supply adequate information needed.

Since qualitative research method is the way of gathering vital information from the respondent in this research and since benchmarking will be introduce, therefore two set of questions will be asked. Firstly, the questions directed to the staffs of Rolling tech and secondly, are four questions directed to the Finnish retail experts about how they foresee TQM in their various firms.

Below will be the outlines 4 questions for the management of case company:

Question 1: Is total quality management reigning averagely in Nigerian small medium enterprise especially Lagos retail market?

Question 2: Which standard part of TQM has Rolling Technologies stepped into since her establishment?

Question 3: Today Lagos information communications technology market has fell inside deep pitch because of the Chinese unreliable quality products, what has

been the succeeding strategies for rolling technologies despite her newness to the TQM mode of operation?

Question 4: What impact is the Government playing towards reviving the quality aspect of businesses?

Another set of questions for the Finnish small medium companies are outlined further:

Question 1: What do you think about Finnish SME's companies and any secrecy involved?

Question 2: What are the implementation strategies of TQM in Finland

Question 3: What roles does the Government play in order to maintain the level Quality in Finland as it is today?

Question 4: Do you think it is of a better idea to transfer the TQM to Nigeria?

The data below was collected from all the interviewee of both Rolling tech and the Finnish SME experts.

Respondent one

Name: Adeniyi Animashaun

Gender: Male

Company: Rolling Technologies Limited

Role: Managing Director

Mr. Adeniyi Animashaun is the managing director of Rolling Technologies Communications Limited, an experienced businessman who has worked in several companied before becoming the director of the small medium enterprise in Lagos, Nigeria.

Is Total Quality Management reigning averagely in Nigerian small medium enterprise especially Lagos retail market?

Mr. Animashaun explained that many organizations in Nigeria, especially the small ones make use of TQM without adequate knowledge just because of their lack of modern business education, further he said most business patron who started their business as early as 90s, only make use of their common senses but has never for one day apply the knowledge of making use of employee involvement

just because of their belief that they owns their individual business and this make them rely much on their own capabilities without carrying the member of staffs along. He said now in Nigeria especially Lagos which is known to be major trade center in Nigeria, the big companies have averagely adapted to TQM but as of today, the small firms are still lacking it bitterly. On his conclusion to this question he mentioned that using own introspects TQM only reign in Lagos small companies in about 20% approximately.

Which standard part of TQM has Rolling Technologies stepped into since her establishment?

The Managing Director of Rolling Technologies said the company is just a one-man business that started with just one staffs and now that the company manages about 15 staffs, everybody in the organization has to perform his or her duty in improvement process of the firm in adapting to total quality management mode, he explained that formerly the company do not have anything like TQM because they only do the business in a normal way it should be since the market in Nigeria then does not give room for it all because of the government negligence towards SME.s businesses and Rolling technologies progresses in her own little way. The director said the only thing that we have set as our target goal in the company is **customer satisfaction** which is part of the key process in TQM, he described that they have stood on this key factor and till date they are trying their best to satisfy all the numerous customers of Rolling's.

Today, Lagos information communications technologies market has fell in deep pitch because of the Chinese unreliable quality products, what has been the succeeding strategies for rolling technologies despite her newness to the TQM mode of operation?

Mr. Adeniyi Animashaun expressed his mind towards the current state of IT markets in Lagos of because of the lower class that are unable to afford the high price of quality products, he explained further that Chinese investors have bombarded the market with their lower quality products that only managed to pass through the assessment of standard organization of Nigeria, the Managing director of Rolling tech described the entry of Chinese IT product investors as a good one

for the lower class consumers, because to be realistic the situation of the country Nigeria had gone worst in the past few years because of the high rate of poverty, so it will be difficult for a low income earner to afford an high quality product at an expensive price. Mr. Animashaun furthermore described the successful strategies of his company as a means applying self-principles towards the rapid growth of the little firm and with the contribution from the little staffs of the company. Secondly he mentioned the business to business market activities Rolling technologies had involved into which brings the success stories today, he said if the company has only focused on end consumers only, there may not be any good stories to tell now. Mr. Animashaun made it known clearly to the interviewer that the company does her things only on there on way of improvement before they realized Total Quality Management Is in existence.

What impact is the Government playing towards reviving the quality aspect of businesses?

The director said if the Government has set up a trustworthy and reliable bodies that will monitor the level of qualities in the country time to time, there may have not being any fear for less qualities products in the states, and on the other way round if equality should be reigning in Nigeria, everybody will be able to afford quality products or little assistance from the Government. Mr. Animashaun said now the Government of Nigeria has just been struggling to create as many as possible bodies that will oversee the quality level in every single company in the country but the problem about this is the fact that this idea should have starts from the little firms instead of their own idea of starting from the larger companies.

Respondent two

Name: Mr. Oluwafemi Ilesanmi

Gender: Male

Company: Rolling Technologies Communication Limited

Designation: Sales Executive

Mr. Oluwafemi Ilesanmi is a sales and marketing specialist. He is the first staff of Rolling Technologies Communication Limited and now he oversees all the daily sales of Rolling Tech.

Is Total Quality Management reigning averagely in Nigerian small medium enterprise especially Lagos retail market?

Mr. Oluwafemi smiled and answered confidently that discussing about Total Quality Management in small medium enterprise in Nigeria, especially Lagos retail market does not really worth saying because of the low turn up to this new way of putting efforts together in order to achieve major aim of the firms. Mr. Oluwafemi continued boldly that according to his own sense of observation, maybe only 20 percent of the retailers knows the meaning and usefulness of TQM, the only common thing in the market is just a single way of handling business according to individual capability of satisfying their different customers. He said conclusively that the market here in Lagos is being practiced according to the world common say "does whatever you can in order to achieve what you want''. i.e. putting everything together in your own way in order to attain the common goal for your company.

Which standard part of TQM has Rolling Technologies stepped into since her establishment?

Mr. Oluwafemi said to be candid, Rolling tech has been trying her best in order to ensure that total quality management policies are being performed accordingly, and this small firm remains among the little IT retail firms that performs TQM on a daily basis, he continued that Rolling tech has been progressing in the business with the joint help from all the management staffs in order not to fail the customers especially the big institutions that get products from them in large quantities. In summary he said customer satisfaction and continuous improvement has been the key part in TQM that Rolling Technologies has utilized.

Today, Lagos information communications technologies market has fell in deep pitch because of the Chinese unreliable quality products, what has been the succeeding strategies for rolling technologies despite her newness to the TQM mode of operation?

Mr. Oluwafemi said the Chinese products in recent has dominated both the rural and the urban regions of Nigeria because the lower and middle classes people of Nigeria are really enjoying it, he continued that the people have just one single belief about the Chinese product which is, they prefer to use this less expensive products for the short life span and later they may safe money to buy another if necessary but the upper class and half of the middle class believes that it is better to have an expensive quality products that will last for long with the help of warranty than buying the less quality products for cheaper price. Mr. Oluwafemi said the only thing has helped Rolling tech is the company major focus on business to business mode (B2B) activities with reliable institutions all across the state, He explained in conclusion to this research questions that no other strategies being used by Rolling tech than the act of meeting customer expectation with the level of quality products and the act of being committed to the business by the member of the staffs with cooperation with the director.

What impact is the Government playing towards reviving the quality aspect of businesses?

Mr. Oluwafemi gave a brief answer to this question; he said the Government of the Federal Republic of Nigeria does not have any proper agenda on the issue of reviving quality in the country, the only thing the government have been made a good effort towards, it is the importation ban on some used products in the country because the so called used product have chased away people attention towards brand new products, but this has nothing to do with quality products. Mr. Oluwafemi said in his own opinion he thinks the Government should start the quality sanitization from the grassroots to the big manufacturing industries in the country.

Respondent Three

Name: Miss. Omotola Seliat Ariyo

Gender: Female

Company: Rolling Technologies Communication Limited

Designation: Ex- Sales Executive

Miss. Ariyo is an experienced sale and marketing executive; she has worked with different ICT product dealers in the Lagos business district but currently she is studying Tourism in a University of Applied Sciences in Finland.

Is Total Quality Management reigning averagely in Nigerian small medium enterprise especially Lagos retail market?

Miss. Omotola answered confidently that total quality management has just began. In Nigeria couple of years ago and only few small medium enterprise has been practicing it on their daily activities, she said further that the many of those companies deal with TQM indirectly, because in most cases every member of their staffs perform the function of satisfying the customers with their individual skills.

Which standard part of TQM has Rolling Technologies stepped into since her establishment?

Miss. Omotola described Rolling tech as a company that has been operating on a solid business plan, but she described the level of TQM in Rolling technologies as a self-idea of improvement plans, i.e. the management of the little firm performs in the improvement plan method with their self-abilities.

Today, Lagos information communications technologies market has fell in deep pitch because of the Chinese unreliable quality products, what has been the succeeding strategies for rolling technologies despite her newness to the TQM mode of operation?

Mrs. Omotola said Chinese investors has brought in both positive and negative development to the market here in Lagos, positively the low income earner have been able to purchased few of their choice of products because of the cheapness of the Chinese made products but negatively this has reduced the sales of quality products in the Country in a whole. But Rolling Technologies have been surviving based on their target customers been the B2B area, private institutions and end-consumers who preferred to have quality products that will last them for couple of years.

What impact is the Government playing towards reviving the quality aspect of businesses?

Miss. Ariyo said the Government of Nigeria has caused lots of disorderliness in the quality development programs of the country, She said further that the law that guides the quality of products in Nigeria have not been strictly obeyed by most investors and various importers, Further Miss. Omotola said only of recent the Standard organization of Nigeria just began their own strict rules of giving a pass mark to every single products before awareness of the product to the fellow people of the country. Miss. Omotola conclusively said thanks should be given to this SON body of Nigeria for playing their own part in reviving level of quality products in the country.

Second phase of the Questions to Finnish SME experts are analyzed below:

Respondent one

Name: Paula Takamaa

Gender: Female

Company: Seinajoki University of Applied Sciences

Designation: Business Management Lecturer

Mrs. Paula Takamaa is an experienced lecturer in Seinajoki University of Applied Science, a business management specialist and experienced small medium enterprise business expert.

What do you think about Finnish SME's Companies and any secrecy involved?

Mrs. Takamaa explained that Small medium enterprise in Finland gained existence because of the general attitudes of the Finnish citizen who only want to work for themselves instead of being kept under a company for a very long time. Further she said the level of entrepreneurship in Finland goes widen because of the strong policies that was laid down for all the companies by the government, she said for instance the employer have to insured all the staffs and also every single employee have the right to benefit from the pension scheme. Mrs.Takamaa

explained conclusively that there are no any secrets in the Finnish SME businesses than the total concentration on the standard policy.

What are the implementation strategies of TQM in Finland?

Mrs. Takamaa explained that the major thing that keeps continuous improvement in TQM is customer feedback; she explained this has been the key aspect for the Finnish companies because the whole management of the firm keeps putting all their efforts together in order to make sure the level of their quality improves each day. She said further said that another key strategy of TQM in Finland is performance measurements by the executive management of the firm in order to make sure the staffs are competence and this will also make them realized exactly what they are lacking and things that are need to put in place to make a good example to others.

What roles does the Finnish Government play in order to maintain the level of quality in Finland as it is today?

Mrs. Takamaa described the roles of the government as a perfect one because of the little population Finland has, and every company in Finland must adapt to the safety regulation policy. She said further that the government is very much concerned about the citizen and also everyone who resides in Finland, so therefore they make sure every single firm in the country must meet the standard policies in order to ensure maximum level of quality.

Do you think it is a better idea to transfer the TQM knowledge from Finland to Nigeria?

Mrs. Takamaa answered this question casually that only few things can be transferred from Finland, Mrs. Takamaa described Nigeria as a big country compare to Finland in land and population sizes, she explained that performance measurement, standard work policy and employee benefits scheme could be the best TQM ideas to be transferred to Nigeria from a country like Finland.

Respondent Two

Name: Erkki Nyrhila

Gender: Male

Company: Datec Finland Oy

Designation: Managing Director

Mr. Erkki Nyrhila is the Managing Director of Datec Finland Oy, an experienced business administrator. He oversees all the day-to-day activities of Datec Oy.

What do you think about Finnish SME's Companies and any secrecy involved?

Mr. Erkki said Finnish SME companies operated in a very good way that satisfy the their employee, further he said the most important thing in the Finnish SME companies is the job security assurance, he explained that it is quite difficult to loose a work place in smaller companies in compare to the big companies where they could easily sack few of the staffs if the firm is facing lots of challenges, in conclusion Mr. Erkki described the Finnish SME companies as a better one that are concerned about the staffs and customers.

What are the implementation strategies of TQM in Finland?

Mr. Erkki described the strategies as a normal way of making sure the business has a continuous improvement process, he said TQM was known to be reigning in the big industries but as it is today every organization in one way or the other performs TQM because of the management involvement. In conclusion Mr. Erkki described the strategy as a way of performing a process that will lead to the customer satisfaction.

What roles does the Finnish Government play in order to maintain the level of quality in Finland as it is today?

Mr. Erkki said the Finnish government have been maintaining the level of quality in the country by abiding the rules and regulation of European union that give strict regulations to member of the states, He said further that though most countries in the European union does not follow the rules 100 percent but Finland has stood by

the rules and of course the country laid her own quality regulation system, Mr. Erkki said for instance many products may pass the quality test in Germany and if the same products should be tested in Finland, it may definitely fail. Conclusively he said Finland government does not give room for less quality product in the country because of the strict rules of the European union and the regulatory laws by the Finnish government on quality.

Do you think it is a better idea to transfer the TQM knowledge from Finland to Nigeria?

Mr. Erkki said the whole culture of TQM in Finland may not work in Nigeria but a company could take basic principles of TQM from Finland to Nigeria, he explained further that there are many things that makes the whole system in Finland to work perfectly, which is the social benefits an employee could get with the help of insurance, labour union and Government. Mr. Erkki said the basic principles that could be transferred to Nigeria are the pension scheme, sick allowance and other little benefits that an SME company could afford without the help of the government, Mr. Erkki said conclusively that for instance an employer could keep like 10 percent of every salary of the staffs and make sure this will be given back to them at the end of the work contract period, he described all the aspects as a way of satisfying the staffs in order to put more efforts in contributing to the company improvement process.

Below will define the current situation of the case company

Rolling Technologies Limited is a sole proprietorship business with only few staffs, the firm started with just one man single idea of managing business, the company has never started with the use of Total Quality Management, but to the director of the company, the mentality of customer satisfaction is the only key part of TQM the company has been following without understanding it as a key role in Total Quality Management. Today the company is lacking the modern day approach to Total Quality Management, which is management involvement, performance appraisal method, continuous improvement methods that has kept most small medium firm in a developed world going ever since TQM has been initiated. This company faces other quality challenges in the IT business area, because most

stores around the environment deal with low level quality products because of the lower class consumers who can only afford to purchase the Chinese made cheap products rather than the case company original products which could last for a very longer period, this situation made Rolling technology to concentrate much on the B2B markets and the large product quantities supply to various institutions than just hoping for the lower class consumers.

4.3 Define require changes

Analyzing the require TQM changes to the case company with the theoretical facts that was discovered the books and journals that was utilized in the second chapter of this research work.

Below will be the Qualitative data analysis of the research work based of the facts given by the interviewee.

Employee Involvement

The first interviewee (Mr. Adeniyi Animashaun) described the kind of total quality management most firms used in Lagos retail market as a self knowledge and lack of simple modern TQM knowledge, i.e. staffs only allow the owner of the business to carry the overall responsibilities of the firm in a whole.

TQM is not an act of self doing, According to William Stevenson in the book Operation management, he described that there are three key philosophies in the approach of TQM, starting with the first one which indicate the process as a never ending one (i.e. push to improve) which is the continuous improvement of a firm, Secondly the carry along act of everyone in the organization, thirdly the goal of customer satisfaction which could simply be explained (William. J. Stevenson, pg.427).

Performance Appraisal Method

In the case company there has been lack of performance appraisal, the company is yet to realize the usefulness of this performance measurement method. A company without performance measurement will lack staff motivation, because if staffs of the company realize what has gone wrong in their performance since the beginning of the year definitely there will be strength of performing better in the coming year.

The theory of "Dick Grote" gave a clear understanding about performance appraisal by describing it as a standard arrangement method that evaluates the quality of each individual's performance in an organization. The employee's immediate coordinator planned the so-called appraisal. This performance appraisal process requires the coordinator to fill out a standardized assessment form that will classify the individual on several different dimensions and then deliberate the results of the evaluation with the employee (Dick 2002, 1).

Quality Assurance by the Government of Nigeria

In the entire interview made with the management of the case company, they all described the government as one who does not really considered the level of quality in the country and standard organization of Nigeria that controls the qualities of products that are being made locally and imported to Nigeria only capitalized on the money that was derived instead of them checking and inspecting carefully every product quality in the country.

According to "David Hoyle" he described quality assurance as a part that concentrated on providing confidence that quality prerequisite will be attained. Both the directors and customers have a need for quality assurance because they are not in a position to oversee operations for them. The theory also said quality assurance activities should never be in control of quality rather to institute the

extent to which quality will be, is being or has been administered (Hoyle 2007, 60 & 61).

Applying Knowledge Management

The case company has been using a good knowledgeable way of doing business that is giving them the edge ahead of other SME retailers in the market but this may need some smoothness by adding modern knowledge management techniques in their business.

A book written by collective knowledge management experts described KM as the plan of involving tacit and explicit knowledge into action by creating context, infrastructure and discovering cycles that enable people to find and use the gathered knowledge of the enterprise (O'Dell, Elliot & Hubert 1999, 1).

4.4 Benchmarking the Finnish SME Company and Rolling Technologies Communication Limited
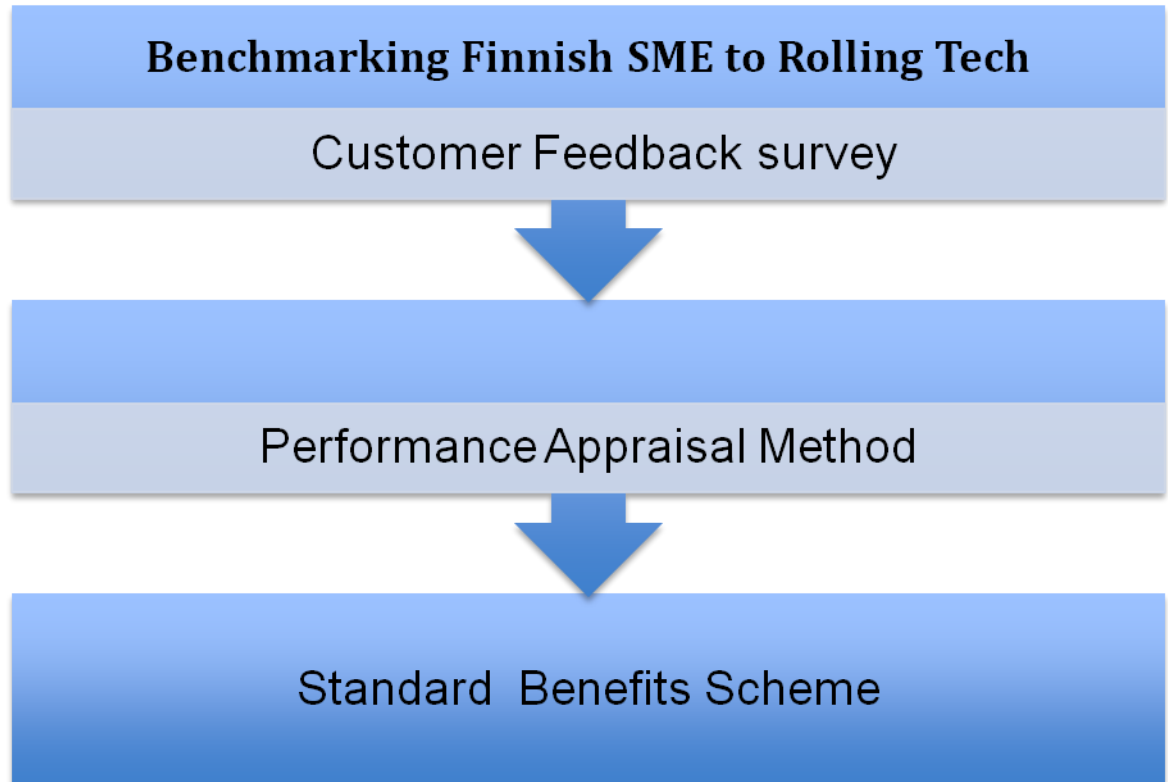
Figure 12. Benchmarking Finnish Small ICT Retail Company to Rolling Tech.

The above diagram explained more about the benchmarking system that will be useful for a company like Rolling technologies limited, below will be the analysis of the mentioned benchmarking process to implement to the case company based on the outcome of the interviews with the Finnish SME experts.

Customer Feedback Survey: By implementing the use of customer feedback survey process will enable the TQM growth of the company to increase each time the management receive the feedback forms from the customers. The customer feedback survey method is common among firms in Finland because a firm cannot afford to lose a single customer because of the small population of the country so therefore these acts will help Rolling Technologies.

Performance appraisal method: The usefulness of this method will enable the employees to develop individual skills and also to allow them to make proper corrections of their mistakes, performance appraisal is common among the Finns, and this will strengthen the staff skills of Rolling Technologies.

Standard Benefits Scheme: Every single company in Finland must provide all the necessary benefits to their employee, firstly before an employer could employ someone in Finland there must be an insurance that will cover the worker, secondly the employee has the right to sick leave allowance, telephone allowance and compulsorily every staff of a company must have right to pensions. All these benefits scheme should be introduce to Rolling technologies in order to keep the employees of the small retail firm for a very long time and this will bring friendliness between the employer and the employees.

5 RECOMMENDATIONS, EVALUATION AND CONCLUSION

This chapter consists of the author self-recommendation to the case company on how they could improve the level of their total quality management and based on the theory and interview so far also in the same chapter will be the conclusion.

5.1 Recommendation

Online Feedback: Rolling Tech need to redesign her website and create a feedback link that will enable the customer to drop their individual comment on how the total quality management of the company has been growing.

Employee compensation: There should be a certain bonus for the best staff every month based on the performance appraisal evaluation that will be carried out by the director of the company; this would serve as a way of encouraging other staffs of the company in order to improve their daily performances.

Seasonal Discounts: The management should at-least few times a year there should be little price reduction by percentage on every products in the company since her major focus has been various institution so therefore this discount method will also shift the attention of individual customers also the lower class consumers who can only afford to buy one single products.

Applying Brainstorming Method: Rolling tech should implement the use of brainstorming method that is known to be the best way of gathering ideas. i.e. a process that involve few people in sharing thought in a conducive environment that support uncontrollable collective thinking. The main aim of this brainstorming is to generate a free flow of ideas on identifying any occurrence problem of the company, and finding solution to it.

Customer Satisfaction Improvement: The Company need to make sure everything is been put in place in order to satisfy her numerous customers through the means of reducing the waiting time i.e. by changing the method of appointment

scheduling. Also Rolling Technology needs to change the delivery process so that the customer who booked for a specific product will be able to get it on time.

Customer Survey: The key to any improvement process is the knowhow from the customers, the company need to design a survey and give it out to every person and customer who visit the store in order to purchase things or just casual window shopping, so by doing these the management of the small scale firm will know exactly where there will be need to make amendment. This survey will improve satisfaction by pinpointing the basis of customer reactions. By knowing this reaction will allow the management to correct issues.

A customer survey consists of many questions like: will the customer ever return to the store, rating the quality of customer service that the customer received during the visit to the store also the most important part of this is to ask the customers if the staffs of the company has been positive to them during their visit.

5.2 Evaluation

Generalization of result in a research work is simply the knowhow transfer to other companies by the specific case company after utilization and this could easily bring development to the market gradually as the process begins.

Examining the evaluation of the recommendation of this research work it was clear understood that the results could be generalized because this is something that has not been introduced by any firm in the research environment which is the IT retail market in Lagos. The given recommendation by Finnish SME experts could be generalized alongside the author self-recommendation because it is almost familiar to each other just with little differences. The other firms will have to know about this when Rolling Tech has introduced and derived a lot of benefit from it first before others.

The significance benefit of the online feedback after the company has adopted it will know the mind of their numerous customers and with these the image of Rolling Technologies will be brighter and customers also will be happy with it. After

the utilization of the employee compensation scheme, there will be a spirit of togetherness in the company and even when the employee has left the cordial spirit will still remain in the firm and in this case such employee will be glad to walk inside the company anytime. Seasonal discounts will give both good image and better public relations for the company because this is the very part customers find very interesting than all other things, many individual customers believe if a product is cheap with discount definitely they are happy especially when it is a product of good quality standard. The benefit of brainstorming is really good when the whole ideas have been generalized so other director or executive could really give their own opinion and observation toward a technical or general problem of a firm and such contribution could re-strengthen that kind of organization with the application of the brainstorming method so therefore before brainstorming generalization is required and after that joint ideas will yield something good to the companies. Customer satisfaction improvement brings both public relations and good image to the firm because after working on the customer satisfaction then the customer pronounce the firm name anywhere so that brings good publicity. Customer survey mode is a very good thing in any company especially a retail outlet where the customer comes in time to time in order to buy relative things so they survey mode will create a large market for Rolling Technology.

In overall of the recommendations, the major significance to Rolling Technologies Communication Limited will comprise profits, public relations and images because the customers will be a good public relation officers to the company once they are closer to the management due to the TQM skills involved in the management, firstly the company will derive much profits once the employee are really enjoying lots of benefits, secondly the customer and employee will bring public relations due to their happiness toward the new development of the firm that is not common in the market and lastly the company will get a very good image.

5.3 Conclusion

The research problem that integrates this research work is to find out on what has caused Rolling technologies communication limited lack of modern approaches to total quality management, also how the case company has been battling with the

product quality level of Nigeria and the purpose of this research work is to find out things that are require in order to make a standard total quality management in the case company.

The issue discussion reveals that Rolling tech has been following just the one man way of doing business and the staffs of the company has just been adapting to a normal way of securing their job, so they have been trying their best without adequate knowledge about how TQM could be apply. The theoretical part of this research work gives a clear understanding about how a firm could simply maintain the level of her TQM and the basic steps of how continuous improvement could be in existence.

The study shows that there is much difference in comparing the total quality management principles of both Nigeria and Finland because the Finns have the self-improvement in them. Also the benchmarking process will help the case company very well because it remains the best way to protect both the employees and the customers of the company. On the other hand failure not to utilize the given recommendations may lead to the collapse of TQM in the small firm.

The research work has been a very good one and if in the nearest future the opportunity to do similar thing still occur it would be better to do it the same way except if there has been new changes or new dimension in TQM. In the research work, a lot about how to develop a modern approach to TQM has been discussed.

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APPENDICES

Appendix 1. Structured Questions for the interview from the Case Company.

Appendix 2. Structured Questions for the Interview from the Finnish SME experts

STRUCTURED QUESTIONS FOR INTERVIEW FROM ROLLING TECH.

1. Is total quality management reigning averagely in Nigerian small medium enterprise especially Lagos retail market?

2. Which standard part of TQM has rolling technologies stepped into since her establishment?

3. Today Lagos information communications technology market has fell inside deep pitch because of the Chinese unreliable quality products, what has been the succeeding strategy for rolling technologies despite her newness to the TQM mode of operation?

4. What impact is the Government playing towards reviving the quality aspect of businesses?

STRUCTURED QUESTIONS FOR INTERVIEW FROM THE FINNISH SMALL MEDIUM ENTREPRISE EXPERTS

1. What do you think about Finnish SME's companies and any secrecy involved?

2. What are the implementation strategies of TQM in Finland?

3. What roles does the Government play in order to maintain the level Quality in Finland as it is today?

4. Do you think it is of a better idea to transfer the TQM to Nigeria?