

OVERCOMING BARRIERS IN FRONT OF THE IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT (TQM): THE CASE OF CCIB CATERING, BARCELONA, SPAIN

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ABSTRACT

This paper is based on an In-company Research Project done for the Master in Innovative Hospitality Management, TSI - Turismo Sant Ignasi, Barcelona, Universitat Ramon LLull, Spain / Zuyd University of Applied Sciences, Maastricht Hotel Management School, The Netherlands. The research had for aim to identify the barriers in front the implementation of Total Quality Management in a Spanish Catering firm. In order to complete this, the employees of the commercial department agreed to participate to in-depth interviews, a literature review was done, an external international consultant was involved and observation was done. After completion, results clearly showed a communication problem in between the commercial department of the CCIB Catering and other departments of the CCIB itself, and a lack of training in the commercial department, plus a slight lack of interest of the employees towards trends in the industry and competition.

This paper is part of the Master's thesis which has been directed by Dr. Ricard Santomà – Lecturer in Strategic Management at TSI - Turismo Sant Ignasi (ricard.santoma@tsi.url.edu)

KEYWORDS

Total Quality Management (TQM); Implementation; Barriers; Catering; Spain

RESUMEN

Este artículo está basado en un proyecto de investigación realizado durante el Master en Innovative Hospitality Management, TSI - Turismo Sant Ignasi, Barcelona, Ramon LLull University, Spain / Zuyd University of Applied Sciences, Maastricht Hotel Management School, The Netherlands.

La investigación tuvo por objeto identificar las barreras en la implementación de Total Quality Management en una empresa española de catering. Para realizar este estudio, los empleados del departamento comercial acordaron participar en las entrevistas, se hizo una revisión de la literatura, un consultor internacional externo estuvo involucrado y se realizó una observación del proceso. Una vez acabado, los resultados mostraron claramente que existía un problema de comunicación entre el departamento comercial de la empresa estudiada y otros departamentos de la misma empresa y también una falta de formación en el departamento comercial. Finalmente se evidenció una falta de interés de los empleados hacia este tipo de industria y su competencia.

Este trabajo es parte de la tesis de Master dirigida por el Doctor Ricard Santomá, profesor de Strategic Management en TSI - Turismo Sant Ignasi (ricard.santoma@tsi.url.edu)

PALABRAS CLAVE

Total Quality Management (TQM), implementación, barreras, catering.

INTRODUCTION

CCIB Catering is the catering firm inside the International Convention centre of Barcelona (Centro de Convenciones Internacional de Barcelona, CCIB). The company is owned by two different companies: GL events (40%) and Grupo Husa (60%). GL events, a french based company, is the owner of the CCIB. CCIB Catering is responsible for the catering inside the congress centre and has the exclusivity concerning providing Food & Beverages in the congress centre for any event or exposition. CCIB Catering is a business where everybody has his own working style. Everybody knows the goals and objectives of the company, even if they are not officially written down. The commercial department showed interest in increasing their quality; especially since they have direct contact with their clients, something that a few months ago, was done through the intermediary of the CCIB itself. The former CCIB Catering director encountered difficulties/barriers when trying implementing TQM within his team. His next "idea" concerning TQM, was to implement an employee handbook and complete the operational manual of GL events; he wanted and needed somebody to do it. His aim in implementing TQM is and was to have a constant quality in the gastronomy and an enjoyable and productive working environment. He wishes to continue implementing TQM with the commercial department of the firm, because he says it is the brain of the company.

LITERATURE REVIEW

TQM OVERVIEW

Total Quality Management (TQM) has been a broadly discussed topic and is a very popular one, especially nowadays, Tata and Prasad (1998, p. 703-710) stated that it involves "changing the way people interact and work in organizations". Yusof and Aspinwall (2000, p. 281-294) mention that it "has been described as a management philosophy and a way of thinking" and that "it helps create a culture of trust, participation, teamwork, quality-mindedness, zeal of continuous improvement, continuous learning and ultimately a working culture that contributes towards a firm its success and existence". TQM includes a significant amount of topics and the service industry has started adopting it, the industry started their quality revolution. Beardsell and Dale (1999) conclude from their study: "The Relevance of Total Quality Management in the Food Supply and Distribution industry: a study –that there is an evidence in implementing TQM within those industries, that in the end the characteristics do not differ that much from other industries, but they do suggest that "However part of the service sector there is a requirement to be highly focused on customer needs and changes in market trends– (p. 200).

The pioneers of Quality management have each given considerable contributions to the subject. Kruger (2001) gives an overview of the gurus there work in his paper called, "Main Schools of TQM: The big five", he gives an overview of the work of Deming, Juran, Feigenbaum, Crosby, and Ishikawa. Below is to be found an overview of the gurus' work. Deming developed a 14 point programme to put an enterprise in a stronger competitive market position. Deming his 14 points are the following (Deming, 1986). This is his way to get to TQM:

1. Create a consistency of purpose to improve product and service,
2. Adopt a new philosophy for new economic age by management learning responsibilities and taking leadership for change,
3. Cease dependence on inspection to achieve quality,
4. End awarding business on price,
5. Improve constantly and forever the system of production and service to improve quality and productivity and to decrease costs,
6. Institute trainings on the job,
7. Institute leadership,
8. Drive out fear,
9. Break down barriers between departments,
10. Eliminate slogans,
11. Eliminate quotas,
12. Remove barriers that rob people of their right to pride of workmanship,
13. Institute a vigorous education and improvement programme, and finally
14. Put everyone to work to accomplish the transformation.

Juran¹ focuses on the fact that the involvement of top management is and should be a source of inspiration for every employee in a business; it should be visible by having, for example, a quality council, a quality policy, and quality goals and provide the necessary resources. Feigenbaum² is the creator of total quality control, he suggest quality is the responsibility of everyone in the business, says that quality is not only at the production but is also to be found in marketing, research and development, finance, purchasing and any other existing department in a company. Feigenbaum also points out the costs, prevention costs and appraisal costs, internal failure costs and external failure costs. Crosby³ invented the concept of "Do it right the first time" and "Zero defects". He defines quality as being something free, and that it should be defined as conformance to requirements. He has created four absolutes for quality management:

1. Do it right the first time,
2. System of quality is prevention,
3. Performance standard is Zero defects,
4. Measurement of Quality is the price of non-conformance.

Ishikawa⁴ introduced a new way of thinking in management; he says that every employee should be able to talk freely with other employees and departments. It is important to think from the other standpoint and the external customer should be there common goal.

Another topic that has been discussed is the ISO Principles (Martinez-Costa, 2009). According to the International Organization of Standardization (ISO), eight principles to quality were identified. As to say:

1. <http://www.skymark.com/resources/leaders/juran.asp> [Accessed 01 of September 2010]
 2. <http://qualitygurus.com/gurus/list-of-gurus/armand-feigenbaum/> [Accessed 01 of September 2010]
 3. <http://www.skymark.com/resources/leaders/crosby.asp> [Accessed 01 of September 2010]
 4. <http://www.skymark.com/resources/leaders/ishikawa.asp> [Accessed 01 of September 2010]

1. Customer Focus,
2. Leadership,
3. Involvement of people,
4. Process Approach,
5. System Approach to management,
6. Continual Improvement,
7. Factual Approach to decision making,
8. Mutual beneficial supplier relationship.

Those processes are focussed on fulfilling “the customer its quality requirements, and applicable regulatory requirements, while aiming to enhance customer satisfaction and achieve continual improvement of its performance in pursuit of these objectives” (ISO⁵).

When looking at the service organisations, one can say that they are not as advanced as the manufacturing industries when it comes to TQM and its implementation (Yasin *et al.*, 2004). Surechandar *et al.* (2001) suggest that the service industry has not yet undergone the quality revolution compared to the manufacturing industries.

If we compile those different definition and ways of thinking, TQM should be being customer focussed, having management support, continuously being willing to improve, involving people and being process oriented.

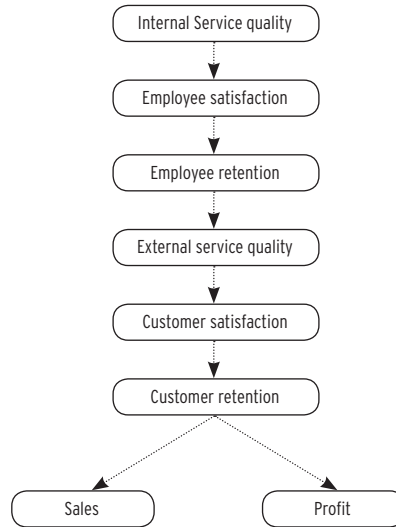
TQM'S IMPLEMENTATION

A TQM implementation has to have a clear aim; it should include being willing to sharpen the market focus, being more efficient, better use and harness the human resource of the company and improve the competitiveness of the company. On the long term, implementation of TQM could mean survivability (Ghobadian & Gallear, 1996).

TQM involves giving the customer the best product or service possible, according to the needs and availabilities (Frei, 2008). Customer Experience is very important nowadays, there is a growing choice for customers and they instinctively compare different products and services to find the ones that suit them best (Meyer & Schwager, 2007). This is an important topic not to forget when implementing TQM. According to Frei (2008), to give an appropriate customer experience, a business should also have an employee management system, a business should choose the right employee to give the best quality to their customers, by having key recruitment criteria's for example (Ghobadian & Gallear, 1996). According to Herrmann *et al.* (2000, p. 93) “bridging the gap between customer needs, products quality, and customer satisfaction requires a broad-based view in which external measures are translated into internal means of accomplishment.” By this is meant that the customer has to have a central position within the business.

5. <http://www.iso.org/iso/qmp>

Another important factor when it comes to giving the customer the best product or service possible is that quality is everyone its responsibility (Deming, nd). According to Page (1994), the fact that everybody is included in quality leads to a Quality service chain.



■ SOURCE: The Author.

We have seen that TQM has many different definitions and visions, but so has Quality. A company should choose the definition that suits best, and concentrate on some key points (Frei, 2008). Quality can mean focus on value excellence, conform, exceeding customer experience, and so on, depending on what your company want to be as a firm (Reeves & Bednar, 1994).

To reinforce the idea of the Quality Chain, Minjoon and Shaohan (2010), put a focus on the fact that having a satisfied internal customer implies having a satisfied external customer, they mention that it has an impact on meeting and/or exceeding external customers' needs and expectations.

When talking about TQM, one can relate to the ISO principles. TQM and ISO principles are really close, there are some discussions, whether one is better than the other, or that they complete themselves, the ISO principles can be a guideline for TQM in a quality plan. (Bishop, n/d). This idea has been mentioned as well by Martinez-Costa *et al.* in their debate about ISO and TQM. They mention that "companies that were certified under ISO would still fall short of implementing a comprehensive TQM system" (p. 496). When practicing TQM, a company should be aware of all the five forces of an industry, as to say one should know what their competitors are doing, what customers want, what the suppliers do, what the substitutes are and be aware of the threat of new entrants (Porter, 2008). Porter (2008) suggests conducting an Industry Analysis, by analysing the different forces, to find out what shapes the industry like it is. According to Likierman (2009), a company should know its competitors, customers and know if they are satisfied, this to be able to have the right TQM approach. A company should also not forget to make sure it knows its industry, for example the hospitality industry is changing a lot and fast, and customers expect other services in the

coming years, this should be taken into account, when dealing with TQM, as a business should be focused on its customers especially in the service industry (Erdly & Kesterson-Townes, 2002).

By having an appropriate TOM approach, a company will have to choose between “hard” and “soft” TOM implementation elements, to optimize the working process and achieve their aim (Fotopoulos & Psomas, 2008). The “soft” TOM implementation elements are respectively the following: Top Management commitment, Strategic quality planning, employee involvement, Supplier management, Customer focus, Process orientation, Continuous improvement, Facts-based decision making, and Human resource development. The “hard” TOM implementation elements are the following: Cause and effect diagram, scatter diagram, affinity diagram, relations diagram, force-field analysis, Run chart, Control charts, Quality function deployment, Failure mode and effect analysis. Fotopoulos and Psomas (2008) conclude that the “soft” TOM implementation elements are the ‘vehicle’ to increasing quality in accordance to sustainability and customer satisfaction.

A topic that has wide influence on implementation of TOM is the size and the culture of the company itself. As mentioned by Tata and Prasad (1998), the success of implementation depends on the national culture, the culture of the company and the match with the TOM strategy employed. Ficapal and Santoma (2003) have put a focus on the fact that culture is important not only within the business but also with your customers when being present in the service industry, this in order to achieve higher quality.

According to Akhlaghi (1997) the top management its support and motivation are a clue element in implementation of TOM. Managerial implications are really high when considering TOM (Douglas & Judge, 2001).

Talib and Rahman (2010) have identified nine critical success factors for success of TOM implementation within service organizations. Those include:

1. Top management commitment,
2. Customer focus,
3. Training and education,
4. Continuous improvement and innovation,
5. Supplier management,
6. Employee involvement,
7. Quality information and performance measurement,
8. Benchmarking and Employee encouragement.

TQM BARRIERS

A barrier is a limitation or a boundary to achieve something, in other words barriers of TOM would be what hinders a company to achieve TOM. According to Masters (1996), there are eight common barriers to a good implementation of TOM, he identified 15 but considered 8 to be the most common barriers, they are the following:

1. Lack of management commitment: if the management is not convinced of what and why they are implementing TOM the employees will feel this and lose interest,

2. Inability to change organizational culture: Change is a long-term process within a firm, and there has to be held on to the will of obtaining results,
3. Improper planning: planning and clarity is an important point to implementation, but so is flexibility of the planning of implementation in order to stay in line with the evolutions,
4. Lack of continuous training and education: Training has to be continuous as it facilitates quality improvements,
5. Incompatible organizational structure and isolated individuals and departments: Teamwork and communication are very important points to TQM,
6. Ineffective measurement techniques and lack of access to data and results: Accurate and appropriate data should be available in order to make the rights decisions,
7. Paying inadequate attention to external and internal customers: understanding needs and expectations is a crucial point,
8. and Inadequate use of empowerment and teamwork: Teams should be effective and have a common goal.

Masters (1996) focuses on the fact that those and all other barriers have different degrees and different frequencies during or before implementation and that those barriers should be avoided as much as possible. Those barriers also appear to be of aid after the implementation to be able to continue improving processes. What is interesting to notice is that some of those barriers identified by Masters (1996) have been identified by Fotopoulos and Psomas (2008) as TOM implementation elements, "hard" and "soft" ones or the Critical Success Factors by Talib and Rahmann (2010)

Change management is an important topic when considering implementation of TOM, as the working style might have to be changed. According to Correa (2009), change can arise several types of anxieties with the employees that have to be dealt with.

Deming puts a focuses on the fact that a company should follow and know about trends, drive out fear in the working environment and being a helping supervisor with employees (Kruger, 2001).

"Defining a process map, designing and coordinating process improvement programmes and measuring their impact, documenting procedures and managing the quality management system itself are all roles that are generally considered as responsibilities of the quality function" (Camison, C., & de las Penas, J.P., 2010). All in all Total Quality Management is a broad discussed topic involving many different factors.

METHODOLOGY

In order to complete this research and getting the most correct information, one has to choose the right research method. There is a need to look at the conditions and the kind of information needed. For this research there has to be find out what the barriers are in front of TOM implementation and how to overcome those barriers. Some barriers can appear from observations during the integration process, but other might just not be visible or need confirmation. There are different methods in order to do so, administrating a questionnaire, having focus group discussion,

or having interviews. What also should be taken into account when choosing the right research method is the time that can be dedicated to the research itself. For this research time is, as to say, a barrier that has to be taken into consideration.

When looking at the sample of the research (commercial department, which includes three employees and other present in the same office), administrating a questionnaire does not seem to be a good method as the sample size would be too small, and the amount of information would be less as questionnaires should not be too long in a sense.

A focus group discussion could be a good option, but the timing of the research did not permit it, as the former Director left, lots of work was left on the Sub-Directors hands, this same person was on holidays and will leave for maternity leave, (which means she has to prepare for her leave) and the whole month of august there was only one team member of the commercial department present in the office. A focus group could be done but when the whole team is together and has the will to make time for such a discussion to have it be productive.

Interviews, in-depth interviews, seem to be the best way to get valuable information, as the interviewee will have a face to face discussion with the interviewer and can direct the conversation to get the information needed. Interviews could be followed by a focus group to, for example, start brainstorming about the content of the tools to be used or created, but only when the whole team is present.

Internal interviews and a literature review can be complete by an external interview, which can give an external point of view, and add information to the research findings and to the literature review. For this external point of view there has been chosen to interview an international management consultant, based in the Netherlands. This interview could lead to new ways to overcome barriers in finding appropriate tools for example.

According to Tata and Prasad (1996), culture has an impact on the implementation of TQM, they suggest having a culture analysis to find out if the company would have more or less success in implementing TQM, due to time this method is not feasible although it would be interesting to develop it.

As well important to mention is the fact that a position interview has been taken with the now former catering Director, this before any research was done, as he was the one motivated and convinced by TQM. He left the company a few weeks after integration (June 2010) and thus the interview had to be taken before hand. This, without having yet, a complete understanding of how the company works.

The methodology will thus be to have interviews within the commercial department, using interview guidelines. The sample will be of self selection, as to say it will be represented by the complete team. In this way, gathering information, having personal ideas, feelings and so on of the employees to have a better in dept look. Having these different data collection helps in having a broader scope of information, finding out the missing information (the gaps). I propose to as well to have an in depth interview with a management consultant, specialized in change and improvements, to help and give extra insight in the case and the subject.

RESULTS

BARRIERS

By confronting the eight barriers mentioned by Masters (1996) with the results of the interviews, we can have an overview of the situation at the CCIB Catering, and support the fact that the barriers are present and they are common ones to being quality oriented. The barriers that are the most common in the CCIB Catering are the following:

- Barrier 5: Incompatible organizational structure and isolated individuals and departments
- Barrier 7: Paying inadequate attention to external and internal customers
- Barrier 4: Lack of continuous training

	QUALITY BARRIERS (Masters 1996)	PRESENT OR NOT	EXPLANATION
1	Lack of Management commitment	Yes	At the moment there is no new Director, this since the former Director left. The present employees are motivated to increase their quality, but have an amount of work load.
2	Inability to change organizational culture	Yes	The team seems a little reticent to change, because they all have their own working style
3	Improper planning	Yes	There is no real planning considering quality management, but the team is flexible
4	Lack of continuous training	Yes and no	CCIB Catering has training on the job for the new comers, but training on paper or guide.
5	Incompatible organizational structure and isolated individuals and departments	Yes	CCIB Catering is part of two companies and their offices are isolated.
6	Ineffective measurement techniques and lack of access to data and results	Yes	There are no documents or techniques to measure quality.
7	Paying inadequate attention to external and internal customers	Yes and no	They are paying adequate attention to the external customer, but not always to the internal one.
8	Inadequate use of empowerment and teamwork	No	Their teamwork within the team itself is really strong.

■ SOURCE: Masters (1996).

The communication barrier can be linked to the barriers mentioned by Master (1996): Isolated department (barrier 5) as to say, CCIB Catering is part of the CCIB but it is also owned by Grupo Husa, which in some way creates isolation and a distance with the other departments within the CCIB. A project manager mentions in her interview that it feels that the CCIB thinks they are not the same business. This all leads to paying inadequate attention to external and internal customers (barrier 7).

The next topic linked to the communication barrier would be the one of paying inadequate attention to the internal customer, it is said that understanding needs and expectations is a crucial point. We could relate this to the fact that correct information should be transmitted to the departments, they each should know for what they stand for, and what their tasks are. As mentioned in the interviews, there are frictions with both departments. If considering the Quality Service Chain, mentioned by Page (1994), this particular barrier could have an effect on the quality chain itself, it could for instance hinder the employee satisfaction and thus have an influence on all the following topics in the chain.

Finally, Masters (1996) mentions another barrier that could relate to the communication problem, which is the one of teamwork with the other departments, teams should work effectively together and have a common goal, which they do have, but often the effectiveness of the teamwork is hindered by some friction due to lack of knowledge for example, or a lack of training as mentioned by the project manager or the lack of interest mentioned by the sub-director. This lack of teamwork with the different departments is directly linked to the Quality Service Chain (Page, 1994). Having an effective communication has a real impact on the satisfaction of the internal customer, and thus as mentioned in the Quality Service Chain in Page (1994) and by Minjoon and Shaohan (2010) on the external customer. As mentioned through the whole research and by Mr. Visser it is all about the people (internal and external customers), it is about the right employee management, about being willing to give the best customer experience (Ghoobadian & Gallear, 1996; Frei, 2008; Meyer & Schwager, 2007).

Both Talib and Rahman (2010) and Masters (1996) put a focus on the fact that training and education are crucial for a firm and their employees (barrier 4). They emphasize the fact that training should be continuous, as it is directly linked to quality improvements. CCIB Catering lacks training procedures, as mentioned by the new project manager she would really have appreciated something more formal and written. Mr. Visser changes the term training into coaching employees; they should be passionate about what they do, and thus motivating each other. CCIB Catering is very good with training on the job, in other words coaching, but lacks having documents to support this coaching. As mentioned by the sub-director they do not have anything written down because of lack of time. Deming (mentioned in Kruger, 2001) insists on the fact that a supervisor should drive out fear with its employee and be a helping supervisor. This is one point the CCIB does really well, but could be supported by different tools and being in a sense applied to each employee. The sub-director is a very good coach in considering coaching on the job, but because of lack of time no written guidelines have been produced.

By motivating each other, is thus implied the top management support and commitment (Akhlaghi, 1997; Douglas & Judge, 2001; Talib & Rahman, 2010; Masters, 1996) and continuous improvement of the team.

Mr. Visser insists on the fact that every employee needs to want to receive the training, or to train other, it has to come from a positive attitude towards the employees, colleagues and company.

Porter (2008) and Liekermann (2009) focus on the fact that every company should know the industry it operates in, and thus know its customers, competitors and so on... Beardsell and Dale (1999) emphasize on the fact that service industries should "be highly focused on their customer needs and changes in market trends" (p.200). The fact that there is no interest from the project managers to new trends or competitors could make them miss out on innovations for example.

No interest is shown at all, and some project managers do not know if they have the freedom to do so. This could be linked to the barrier 7, paying inadequate attention to external and internal customer, it could be linked as well to inadequate use of teamwork, as seen in the interviews the employees have ideas but do not know if they can share them.

DISCUSSION

Mr. Visser gave good recommendations in how to implement change. In order to overcome those barriers some changes will have to be made. Most barriers are 'soft' ones (Fotopoulos & Psomas, 2008)

As Mr. Visser mentioned tools are a way to create little changes and awareness, and are necessary, but the biggest change has to come from the people themselves and by their will to change (Masters, 1996). Mr. Visser and Correa (2010) focus on the fact that change is something that has to be understood and wanted from all the parties. As Mr. Visser mentions "It is all about the people", which refers to employing the right people, focusing on customer experience (Ghobadian & Gaeller, 1996; Frei, 2008; Meyer & Schwager, 2007), and that motivation should be the key component (Akhlaghi, 1997; Talib & Rahman, 2010, Visser, 2010).

The former CCIB Catering Director wanted to complete the operational manual of GL events (CCIB), because they (GL events, thus the CCIB) kept asking about it. The Former Director was implementing small changes in a way to reach his aim: increase quality in their gastronomy, keep it constant and have an enjoyable working environment. The idea from the beginning of this research was to complete the operational manual of the CCIB (the catering part was missing in the official manual) by using it to pass a message, and make it clear: who does what and how everything works at the CCIB Catering. Completing it as such without being willing to make efficient use of it, is a missed opportunity.

What can be recommended is to complete the manual by passing a message to the department with whom there is a communication problem. This should be thought of during a brainstorm session, the commercial department should have lots of accurate information to put inside the manual. A session to have everybody's input on the barriers, everybody's ideas and ways of looking at it. The project manager thinks different than the new project manager, and they both think different than the sub-director. The former Director wanted me, the intern, to complete the manual as such, without knowing what the use is, or how it could be done best. As Mr. Visser says, if you make such a tool together then the implementation works better, the former Director had the ideas, but difficulties implementing them, and may be, not the good approach with reference to the literature review and findings.

If we follow Mr. Visser his reasoning, having a brainstorm about the barrier to solve it and create a tool, will not only result in creating the tool but in letting the team think together about the situation and hopefully engender a will, a will to change and solve the barriers to work more quality oriented.

The next recommendation is to follow the new project manager her enthusiasm in creating an employee handbook for the project manager. A tool that is started by her but should be completed with the whole team. Creating this tool will have to make them share and have insight in their different working styles, learn from each other and gain knowledge. It could in a way also create awareness relating to the documenting procedure, what the use is and why it is important.

As no real awareness was shown, or no real will to be aware of trends, industry and so on, and that when there is no work most of the time the project managers switch to personal businesses, it could be thought of adding a task to their job description. Task that could be named: keep a regular eye on the industry. The former Director told he would give a job description, but never did, as there is no one. Being aware and knowing the industry are really important factors for every industry (Porter, 2008; Beardsell and Dale, 1999)

In the end would implementing those tools create a better quality? This will have to be assessed after implementation of the tools and after having had a brainstorm session. According to the literature and Mr. Visser, tools will support the changes; create awareness to lead to increasing the quality.

In conclusion, the whole commercial team should sit together during a focus group or brainstorm session, in order to together overcome the barriers to increasing quality. This session should be to complete, as a team, the operational manual, in order to have a supporting tool to hand over to the CCIB itself. The session should also be to create an employee handbook with guidelines to the job, they should all think of it together to get to know about the procedures and processes, but as well to get to know more about their different working styles and learn from each other. The purpose should be as well to create awareness and interest among the team members. Finally the session should be a brainstorm session in order for everybody to be able to give their ideas (from what they could have seen from the competitors, ideas they could have gotten when working, or more), taking into account the ideas of every team member should increase motivation and eagerness to find new ways, ideas and innovations, by getting inspiration from the industry or elsewhere.

CONCLUSION

CCIB Catering is the exclusive catering company inside the international conventions centre in Barcelona, and is responsible for serving food and beverages needed at that location for events. CCIB Caterings' former Director was willing to increase quality in the firm, in a way to keep its quality constant and having a nice working atmosphere, though there are some barriers to achieving this aim. This research was aimed to find out the different barriers to Total Quality Management, and find a solution to dismiss those barriers.

The aim of this research was to find out what the barriers within CCIB Catering were and how they could overcome them. Having been integrated in the company and researching on quality management, a possibility to increase quality in CCIB Catering is by dismissing barriers one after the other, It is obviously a long term plan, as awareness of the barrier has to be created, tools have to be created and implemented, and afterwards accepted and used. And most of all there has to be will to improve coming from everybody.

The identified barriers were mostly related, in a sense, to documenting procedures, but more precisely barriers were: communication problems, training problems and lack of awareness.

The communication barriers was the most present with the commercial department of the CCIB (the department that organises the conventions), and was linked to CCIB Catering being an isolated department and not being completely part of the CCIB itself. All this creates frictions and tensions, which are not necessary.

The training barrier is linked to the fact that the CCIB Catering does not have a clear training procedures, but nor has the CCIB itself, as to believe from the interviews. There is training on the job and their teamwork is really strong, but there is no employee handbook or guidelines. This creates a situation where everybody creates its own working style and might not match with everybody.

The awareness barrier is linked to the fact that every company should be aware of their competition, the industry or clients, which could lead them to having innovations in their own firm for example. They are willing to do everything they can for the client within their budget, but have no real awareness about the external environment as such.

Those barriers were identified through integrating into the company on a daily basis and by having in depth interviews with the project managers of the commercial department. One additional interview has been taking with an international management consultant who gave great insight in the situation.

The proposed solutions were starting to create documents such as an employee handbook that could support training, a communicative operational manual to pass to the CCIB itself including how the CCIB Catering works, what they are responsible for, how to communicate with them and so on...and creating a will to find out more about the industry and the competitors (by adding a task to their job description for example). Those tools are meant to support the fact of dismissing the barriers, but the main work should come from a will of the team to make and introduce those changes. The tools should be created together as a team and for the team during one or more focus groups or brainstorming. It will make people aware and involved in their work, and create a feeling of belonging, all this to increase quality. The CCIB Catering knows what they have to do but do not have it on paper.

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