

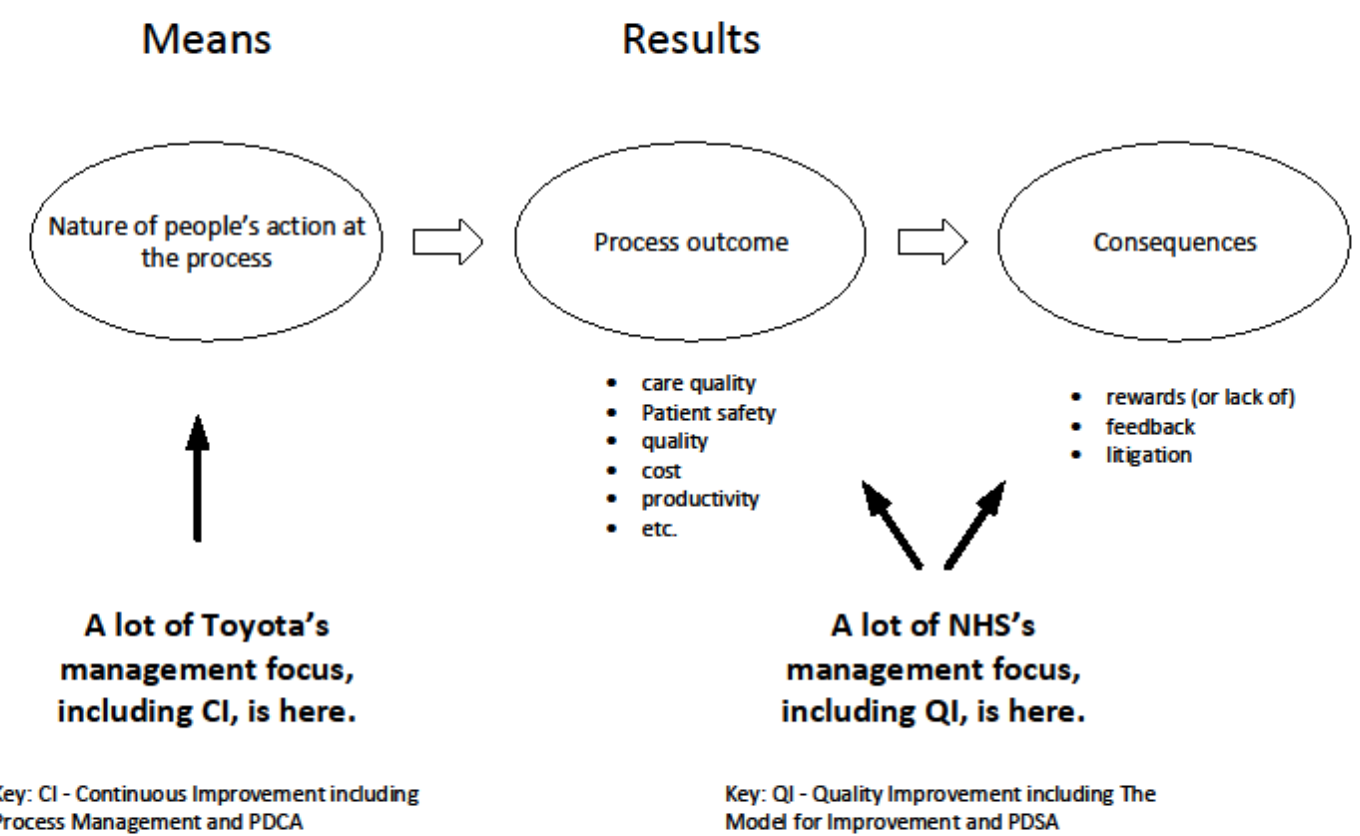
Large scale change needed in the NHS

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

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

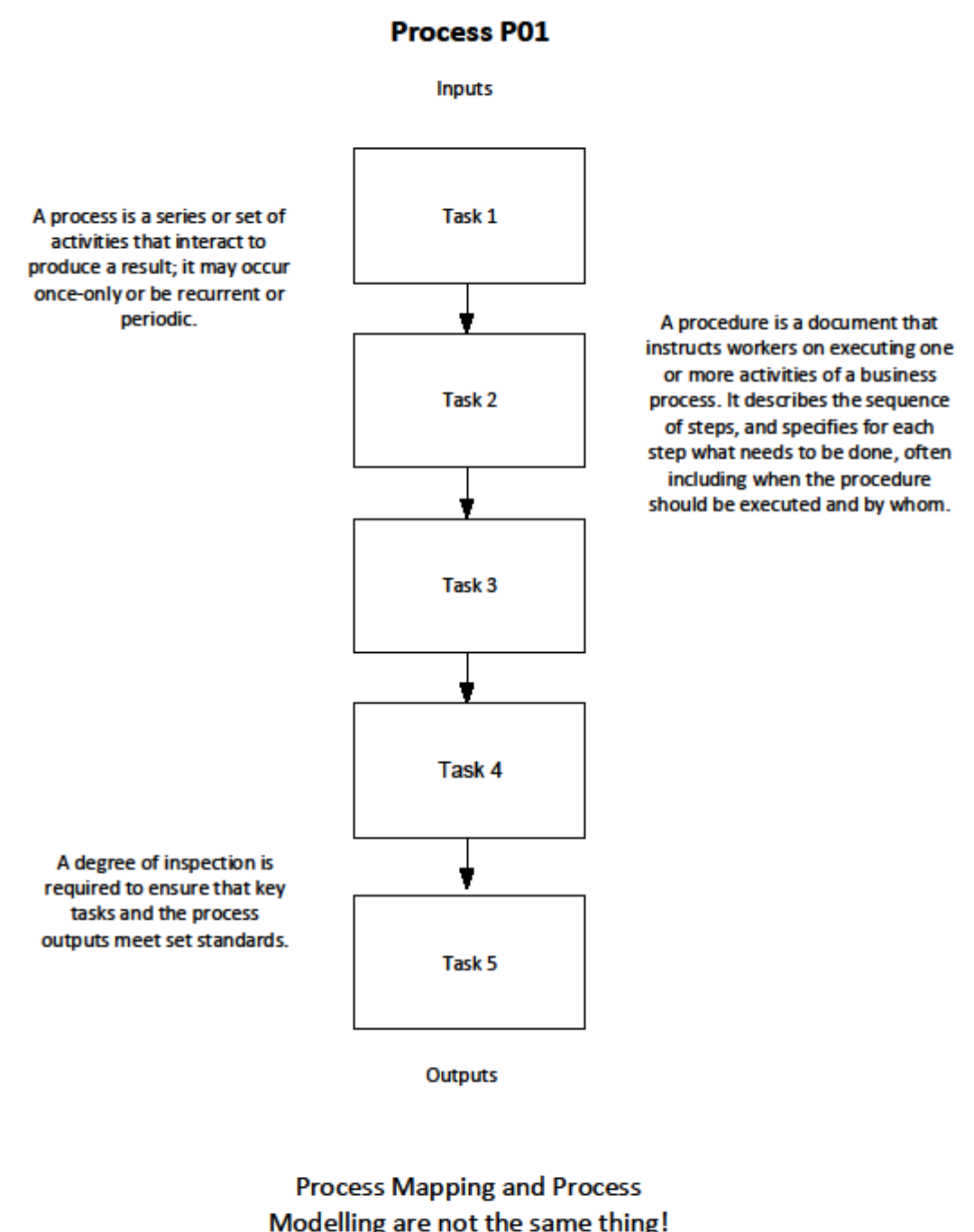
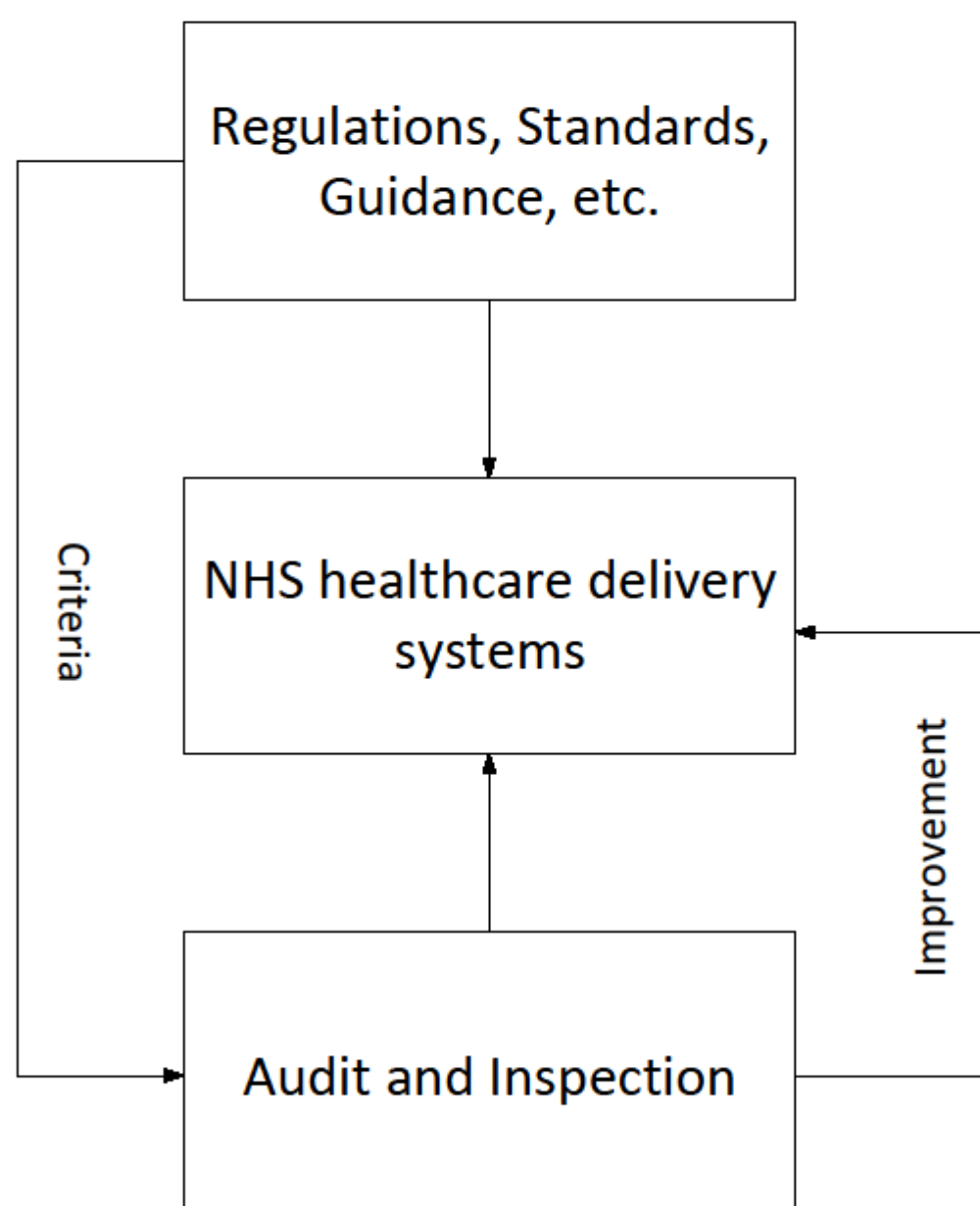
If, like Toyota, we manage Juran's big Q, improvement activity will be reflected in improvement in little Q.

Focusing on means in order to achieve desired results



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

More effort must be made in managing compliance



This can only be achieved through Service design and process management

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