

The Role of Quality in Manufacturing: From Cure through Prevention to Damage Limitation

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Abstract

The purpose of this paper is to explore new approaches in the practice of quality management, beyond the existing and well-documented quality approaches of cure and prevention. In-depth case studies at three European automotive manufacturers and their suppliers have shown that a new generation of complicated quality problems has emerged. These problems are neither preventable nor curable at an acceptable cost because their basis is more emotional than technical. It is concluded that traditional expertise in matters technical are no longer sufficient for success. It has become essential to develop skills in the less structured areas of understanding and managing customer relationships.

Keywords: *quality, manufacturing, quality management, quality problems, automotive industry.*