

## 4 Espresso Coffee

arrival of mass production, mostly in the military field, to such an extent that, in 1941, the American War Department formed a committee aimed at enabling the army to procure arms and ammunition in large quantities without incurring problems of quality. In 1950, only one-third of the electronic military installations worked properly, and so a working group of the US Department of Defense was formed to deal specifically with reliability. This is how reliability came to be one of the 'chapters' of quality.

In the post-war period, with the publication in 1951 of the *Quality Control Handbook* by Juran, the concept of 'the economy of quality' took root and is the basis of all industrial quality management today.

In 1956, Feigenbaum introduced the concept of 'total quality control', saying that it must start with the design of the product and end only when the product has been placed in the hands of a customer who remains satisfied. So quality control was extended to research and development of methods and equipment, purchases, production, audit and acceptance testing, despatch, installation and service.

At the beginning of the 1960s the Japanese quality revolution marked the end of the previous era of 'quality control' and the beginning of the new era of 'quality management'. The 1980s saw the birth of a new concept, that of 'total quality'. Attention which had till then been focused on the product alone was shifted to the customer.

Today quality is read as total quality. The concept of 'fungibility to use' is replaced by 'suitability to needs' and the focal point is no longer merely the customer, but man, with all his (and her) physical, social and economical needs, be they explicit or otherwise.

### 1.3.2 Total quality

From the producer's point of view it can be said that total quality is offering products and services in conformity with customers' needs.

From a consumer's point of view it is, however, necessary to distinguish various types of quality:

- 1 Expected quality is the customer's expectations from a particular category of products.
- 2 Promised quality is the customer's expectations from a product of one particular brand. With respect to expected quality, promised quality is at a higher level, as the customer, who is initially unaware, gains awareness during his or her analysis of the offer. With the same product, the factors that differentiate the quality promised by one