



Total quality management and Six Sigma: Insights from the case study of Schoeller- Bleckmann Oilfield Equipment Vietnam (SBOV)

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Abstract

Vietnam is a developing country where small businesses exist and TQM and Six Sigma concepts have not absolutely been adopted due to cost constraints, limited sources, lack of information, and a lower level of TQM awareness and understanding. The development of a country's economy partly depends on small businesses, so the need to understand the successful implementation of TQM and/ or Six Sigma in small enterprises should be developed for their own and country's benefits. In fact, TQM helps businesses improve their work efficiency, and Six Sigma is used primarily for specific projects to minimize defects in the production process at SBOV. The same approach is used to improve the business processes including finding ways to increase equipment capacity, and improving on-time delivery; reducing recruitment process time and new employee training; minimizing quality defects and delivery time to the suppliers and improving logistics. Six Sigma supports TQM as it helps SBOV prioritize issues in an overarching program, and provides solutions that are used to meet TQM goals.

Key words: *Total quality management (TQM), Six Sigma, supply network, operations, processes, purchasing, product machining, delivery, inputs, transformation, outputs, defects*