

Quality Assurance Between McDonalds, KFC, PAPA JOHN

TANG ZI YOU

Doctor of Philosophy (PHD) Management, LimKokWing University of Creative Technology, Cyberjaya, Selangor, 63000, Malaysia.

1. Quality

Quality assurance is the prevention of mistakes in the delivery of products and services. In many cases, quality assurance teams are responsible for reporting quality incidents and metrics to a governance board on a regular basis. When quality issues occur, quality assurance is tasked with implementing improved processes and systems. The following are illustrative examples.

1.1. Human Error

A latent human error in a banking user interface allows traders to switch quantity and price by accident. This results in some incidents whereby several mispriced orders were submitted to the market. Quality assurance reports the incidents to the executive team and sponsors an expedited change request to add UI validations that prevent the issue from reoccurring.

1.2. Systems

An internet banking website has availability of 98.7% with individual pages that are as low as 93.4%. The target and industry standard is for availability of 99.99%. Marketing teams complain that they are losing customers. The quality assurance team investigates the issue and identify several lapses in service management processes and systems. They sponsor a program to address the issue.

1.3. Manufacturing

Quality control samples at a headphone manufacturer indicate dropping sound quality in every batch produced over the past 3 weeks. Quality assurance investigates and finds that a supplier has changed the materials in a part. They push the supplier to fix the problem.

2. KFC

2.1. Introduction

KFC is the world's most popular chicken restaurant which was originally founded in 1930 in North Corbin, Kentucky by Harland Sanders and the other key people are Roger Eaton (president), Harvey R. Brownlea (COO). KFC was named Kentucky Fried Chicken first then due to some issues they just shorten it to KFC only. KFC is world famous for its Original Recipe fried chicken made with the same secret blend of "11 herbs and spices". Its head quarter is in Louisville, Kentucky, United States. KFC is wholly owned subsidiary company of Yum! Brands. KFC issued its first Franchise in 1952 in South Salt Lake, Utah. The world's largest restaurant company in terms of system restaurants, with more than 36000 locations worldwide and 240000 employees. The company is ranked 239 on the Fortune 500 List. The number of its customers is 12Million and the profit as on year ended 2008 is 111 Billion.

2.2. Arguments on Macdonald's and KFC

Report is about the two Giant fast food Restaurants in the world named McDonald's and KFC. This report is comprised of the quality procedures, innovation, changes and competitiveness of both the companies like how they innovate products, what is the quality philosophy of both the companies and how they are competing each others, what are their system and approaches of both the companies etc.

Secondly arguments will be made on 1 company which is KFC that how it is competing McDonald's and what is the quality structure, system and approaches etc. arguments will be made for the betterment of KFC because McDonald's is now capturing whole the market worldwide, although KFC is not less then it but somehow they are back to McDonald's.

2.3. Quality Assurance

Organization structure is defined as the way that an organization arranges its employees and management so that efficient work can be performed and it can meet its targeted goals. When an organization is small, a sole proprietorship or partnership where face-to-face communication is frequent, formal structure may not be necessary. The management functions of setting up the group, allocating resources, and assigning work to achieve goals. Supervisors organize the work within their own department and may help organize work among departments within the organization. An organization with a functional structure groups personnel and other resources according to the types of work they do.

An organization's structure and reporting relationships are shown in organization charts, which illustrate the supervisor's relationship to the other parts of the organization and the distribution of authority and responsibility. Manager who are granted jurisdiction and responsibility for specific actions that take place within a given location. The term is commonly used as part of a business structure, particularly with retail business and insurance corporations just like KFC. A manager of this type provides an important communication link between local operations and the organization headquarters. A retail regional manager usually is responsible for hiring and firing store managers, supporting each store manager in their efforts to make the stores successful, and ensuring that each store in the region is organized and functioning within the guidelines and directives put in place by the corporation. An Assistant Manager is an employee of an organization with manager's authority. Assistant managers outrank the position of a supervisor and team leader, but typically report to a deputy or general manager. To supports the manager in the day-to-day running of a specific department, office or store. In larger organizations assistant managers may lead a team of staff. In smaller organizations, assistant managers may have greater responsibility, focusing their time on directing the work of subordinates.

Quality control is a process by which entities review the quality of all factors involved in production. This approach places an emphasis on three aspects. Control elements such as controls, job management, defined and well managed processes, performance and integrity criteria, and identification of records. Also control competence in knowledge, skills, experience, and qualifications. And inspect elements, such as personnel integrity, confidence, organizational culture, motivation, team spirit, and quality relationships. Finance an Account Department Involved in making a financial record of business transactions and in the preparation of statements concerning the assets, liabilities, and operating results of a business. The financial report will be report by assistant account report to the senior accountant. Project department function is to plan and execute effective development and investment in acquiring profitable returns for short term or long term gains. Human resources and admin is conduct on personnel management and implying that personnel managers should not merely handle recruitment, pay, and discharging, but should maximize the use of an organization's human resources. Or in the other word is to describe formal systems devised for the management of people within an organization. Training department is connected to Human resource management department responsibilities can be broadly classified by individual, organizational, and career areas. Since the HRM department or manager is charged with managing the productivity and development of workers at all levels, human resource personnel should have access and the support to make decision makers. In addition, the Human Resources department should be situated in such a way that it is able to effectively communicate with all

areas of the company. In a larger organization such as a corporation or limited liability company, a more defined structure must be utilized, as decisions have to be made about the delegation of various tasks. As a result, management procedures and structure are established to assign responsibilities for essential functions. These decisions and procedures determine the organizational structure within the organization.

There are several organizational structures that can be implemented by organizations. These organization structures are classified in two different categories: traditional and contemporary. The KFC adopted traditional structure concept for their outlets that other food chains are following. There is one General Manager for Pakistan. The outlet is led by the Manager, assisted by two assistant managers, and one shift in-charge for each shift, that supervises the performance of counter workers and kitchen workers. Since its inception, KFC has evolved through several different organizational changes. These changes were brought about due to the changes of ownership that followed since Colonel Sanders first sold KFC in 1964. In 1964, KFC was sold to a small group of investors that eventually took it public. Heublein, Inc purchased KFC in 1971 and was highly involved in the day to day operations. R.J. Reynolds then acquired Heublein in 1982. R.J. took a more laid back approach and allowed business as usual at KFC. Finally, in 1986, KFC was acquired by PepsiCo, which was trying to grow its quick serve restaurant segment. PepsiCo presently runs Taco Bell, Pizza Hut, and KFC. The PepsiCo management style and corporate culture was significantly different from that of KFC. PepsiCo has a consumer product orientation. PepsiCo found that the marketing of fast food was very similar to the marketing of its soft drinks and snack foods. PepsiCo reorganized itself in 1985. It divested non-compatible units and organized along three lines: soft drinks, snack foods and restaurants. PepsiCo Worldwide Restaurants was created to create synergism between its restaurant companies.

By the end of 1994, KFC was operating 4,258 restaurants in 68 foreign countries. KFC is the largest chicken restaurant and the third largest quick service chain in the world. Due to market saturation in the United States, international expansion will be critical to increased profitability and growth. The organization is currently structured with two divisions under PepsiCo. David Novak is president of KFC. John Hill is Chief Financial Officer and Colin Moore is the head of Marketing. Peter Waller is head of franchising while Olden Lee is head of Human Resources. KFC is part of the two PepsiCo divisions, which are PepsiCo Worldwide Restaurants and PepsiCo Restaurants International. Both of these divisions of PepsiCo are based in Dallas. Another strategy of KFC is currently working with is to improve operating efficiencies. This in turn can directly impact the operating profit of the firm. In 1989, KFC centered on elimination of overhead costs and increased efficiency. This reorganization was in the U.S. operations and included a revision of KFC's crew training programs and operating standards. They emphasized customer service, cleaner restaurants, faster and friendlier service, and continued high-quality products. In 1992, KFC continued with reorganization in its middle management ranks. They eliminated 250 of the 1500 management positions at corporate and gave the responsibilities to restaurant franchises and marketing managers.

What can I explain about the concept of authorities in organization is business development that become a backbone of the company, technical staff and also good management. KFC's success derived from its effective crisis management. There are three main types of authority with is line Authority mean it is the power to give orders to subordinates. Line managers are responsible for attaining the organizational goals as efficiently as possible. Production and sales managers typically exercise line authority. Next is staffing Authority, power to give advice, support, and service to line departments. Staff managers do not command others. Examples of staff authority are found in personnel, purchasing, engineering, and finance. Lastly functional Authority, staff's ability to initiate actions within a given area of expertise.

3. McDonald's

3.1. Introduction

McDonald's is a fast food restaurant. It was formed in 1955 when an old milk shake seller saw a ham burger stand and started thinking to make a new fast food industry. It was first opened in Illinois. When it started work its first day sale was \$316.12. Founder of McDonald's is Ray Kroc and the other key person is James A Skinner chairman and CEO. Its head office is in Oak Brook United States. McDonald's Corporation is the world's largest chain of fast food restaurants, working worldwide in 117 countries with 400000 employees. Overall customers are round about 60Million with 32000 restaurants worldwide. Every McDonald's restaurant is operated by a franchisee, an affiliate, or the corporation itself. The corporations' revenues come from the rent, royalties and fees paid by the franchisees, as well as sales in company-operated restaurants. Its net operating income for the year ended 2009 is \$6.8 Billion. The type of the company is public.

3.2. Quality

Customer satisfaction is the key to success for any fast - food joint. According to David Garvin of Harvard Business School, quality is defined as transcendent, product based, user based, manufacturing - based or value - based .Based on these five definitions, Garvin(1984) compiled together eight quality dimensions which are as follows

Performance

Features

Reliability

Conformance

Durability

Serviceability

Aesthetics

Perceived Quality

With respect to our example of fast - food joint McDonalds, only a few of these are significant. They are as follows -

Conformance - This is one of the major concerns of a product developed by any organization that it should conform to some pre - defined standards that are expected for that particular range of product. The fast - food joints are expected to conform to the food quality norms and nutritious value.

Performance - Performance is the measure of how efficient a product is to perform its intended purpose. In case of fast - food, the objective is to relieve a customer of hunger and provide the necessary nutrition to the body. The better the performance of a food item in this respect, the more is the demand for that particular item.

Features - These are the additions to the product that can enhance its performance. The addition of accessories in electronic equipment can enhance its performance. Similarly, fast - food joints provide a wide range of additional products like soft drinks, sweets, coffee etc. along with the burgers which fetch more revenue as well as result in the increased service quality and performance. Some of the food packages include additional items like toys etc. that further result in rich features.

Reliability - Reliability is the property of achieving customer trust. A customer should be able to rely on a product for its consistency across various geographic locations. This is crucial for fast - food joints as a person travelling to an unknown place around the globe would be more tempted to walk in to a familiar food joint and hence would expect the same taste and quality

that he is used to in his own country or region. This leads to an increase in global business by catering to regular customers.

Aesthetics - It is the biggest concern for any organization dealing with food and drink market. It's the subjective sensory characteristic. There are a lot of competitors in a fast - food business. The customers along with the nutrition and value for money also care for the aesthetic value of the delivered products. These may be the taste, look and feel etc. This may also be the ambience in the fast - food joint. The customer prefers a place where he finds a good combination of all the above concerns. A very nutritious burger in a shabby wrapping won't be popular among the customers on the contrary vice versa can be a market leader.

3.3. Total Quality Control (TQC)

Total Control Quality is the philosophy of continual improvement in the quality. It's based on the adherence to the 5 S's that are a sequential process that organizations follow to ensure that result in high quality processes and in turn high quality products. According to Ramasamy(2005) The 5 S's are

Seiri - This is the organization by getting rid of unnecessary items. These may include a wide range of objects. The cleaning up of the old files and records in one of them. The old machineries which no longer give optimal results can be discarded or replaced with new one. The machineries may include cutting instruments, baking ovens etc. The constraint for removing the machineries and tools is the once that have been unused for past 2 - 3 years. However, the organization can override these constraints based on their domain and requirements.

Seiton - It's the cleanliness as a result of performing a Seiri. In case of a fast - food joint, keeping the area neat is extremely important as it concerns not only the aesthetics but also hygienic issues of prospective customers. Food outlets need to be well cleaned and maintained so.

Seiso - The equipment and plant where the production happens should be clean to avoid dirt and resultant obscure problems. In case of fast - food joints, the plants where the raw materials for making the food items, the farms from where the vegetables and poultry are being used etc. must be scrutinized to make sure that there is no compromise on the quality of the products used. Moreover, the kitchen in which the food is made should be cleaned. The food items should not at any point of time be touched by bare hands unless it reaches the customer. All these ensure that the food is safe and free from any germs or disease carriers.

Seiketsu - Standardizing the locations of all the items is another way of enhancing quality. The places of raw material in the kitchen needs to be standardized in order to facilitate fast assembling of various items and hence reduce the time of delivery. Moreover, the cash counter has a well-organized cash box which facilitates easy and faster transactions as it becomes easier for the employees to return the change to the customers.

Shetsuke - It is the disciplined way in which the above four S's are implemented and adhered to in any organizations. This doesn't only include the management to take care of the enforcement of these rules. The responsibility lies with each and every employee be actively involved in ensuring that the quality processes are followed.

3.4. Total Quality Management

There are important implications for the way people are managed in their business. Every restaurant has responsibility for quality; power and responsibility need to be given for their employees who are doing the work in the organisation. Total quality management in McDonalds' requires continuous product improvement and the quality customer service where the needs and wants of the customers are constantly met together. Therefore, to ensure the employees in McDonalds that everyone is responsible for quality in their restaurants. The entire organization of McDonalds has excels in every part of services and products that is crucial for their customers. It can be described to total quality management as the constant

quality improvement for the process. McDonalds also practice the strategy of total quality management and tries to improve its affectivity and efficiency level by working in different areas such as constant improvement, quality of goods and training, customer satisfaction, and services.

4. Papa John

4.1. Introduction

Papa John's International, Inc. is the third largest pizza company in the world with over 3,500 restaurants. It is a public company and traded in the NASDAQ stock market under the symbol "PZZA". The headquarters located at Louisville, Kentucky, USA. It operates and franchises pizza delivery and carryout restaurants in United States (Domestic Market) include dine-in and restaurant-base delivery services in worldwide international market under the "Papa John's" trademark.

4.2. Products and Services

Papa John's operates (own-restaurants) and franchises pizza delivery, carryout restaurants in Domestic Market (US) and dine-in or restaurant-base delivery services in worldwide international market.

Papa John's provided 4 main categories products which are:

Pizzas in 8 main choices: The works, The meats, Spicy Italian, Garden Fresh, Tuscan Six Cheese, Spinach Alfredo, BBQ Chicken and Bacon and Hawaiian BBQ Chicken

Side items: Breadsticks, Garlic Parmesan Breadsticks, Cheese sticks, Chicken strips, Wings, Cinnamon pie, Apple pie, Sweet Sticks and Chocolate Pastry Delights

Drinks: Coca-Cola soft drink products

Dipping Source and Seasonings: Garlic, Pizza, Barbeque, Ranch, Cheese, Mustard, Pepperoncini, Anchovies, Jalapeño Peppers, and Banana Peppers.

4.3. Relationship between Leadership and Management

According to me Leadership is very important for any organization it helps to influence people to motivate, communicate and to improve the organization. Leaders are the decision makers in all the organization, And the leaders need to be self motivated, good observer & listener and to build a good team; if the leadership is so strong then it is easy to achieve the organization goals easily. Same like that management is the heart for an organization.

Management is to keep the resources and people in a constructive way. Accomplishing a company's goal is not only the leaderships work, it is managements duties as well. Management is like to make a good growth in business and employee as well. Managing an organization is not such an easy work, managing an organizing is a difficult part, there are so many problem in all organization for example I can say as solving problem and handling grievances. Tackling these kind of situations in a good way is really so complicated. Management is responsible for the employee, culture, organization structure and the environment.

In my own aspect I feel leadership and management is quite similar and I found 1 major difference which leadership is to motivate the people and see the achievements and manager's duty is to see the results. When both the leadership and management is so effective the organization will be so productive. I have taken my organization Papa John's (pizza store) for example. In my organization leadership and management is so constructive and the key people are achieving their task very easily. In this case I can say my own experience which I seen in last few years in my organization and the impacts of the strategic decisions in papa john's.

4.4. Management And Leadership Of Papa Johns

Papa John's is an American based company, due to their good leadership and management strategy it has been implemented throughout the world. In United Kingdom the organization has 60 and more branches. I am working as shift supervisor in one of the branch which is located in Croydon. In our branch we have one manager, 3 shift supervisor, 3 people for answering phone, 5 people for making pizza and 8 drivers. The branch is been operated very nicely so that the store earns more than 10000 pounds a week. When the management and leadership is good in an organization ultimately the total growth of the company will be massive. The key person for this organization is John Schnatter (United States of America), who has a good leadership strategy and he is managing all the stores from one place, in other I can tell this as e-leadership as well.

4.5. Impact Of Management And Leadership Styles On Strategic Decisions

The leadership and management of Papa Johns has a positive impact in the present situation of the company. Due to some excellent marketing strategies that the company is performing, the organization continues to perform well and remained liquid. In today's world, competition is very rampant that organization needs to exert more effort in making the operation productive. In this manner, Papa John continually give some good benefits to the employees as well as providing exceptional services to the customer. In other words, because of good management and leadership, good working environment and high performance as an organizational culture serve as an essential effect.

5. Recommendations

The successes of McDonald recommendation depend on the ability of the entire organisation to comprehend. These recommendations are not inflexible to handle because it will start from the initiatives of the organization or the whole team.

Reliability in McDonalds is the capability to execute the service exactly, dependably, and constantly. Reliability a way to show the service that is right the first time. This section has been established to be the one most significant to consumer's. Responsiveness is the talent to be provided quick service. Examples of receptiveness include calling the customer back immediately, serving the lunch fast to customers who are in the rush for something, or delivering customers food to their homes or office. A declaration can be practiced when the knowledge and consideration of the employees in McDonalds and their capability to convey trust. The expert employees who treat their customers with respect and make customers feel that they can trust the organisation represent the assurance to their customers. Their empathy is the act of concern towards their customers and an individual concentration to customers. McDonald's employee identifies their customers, recognizes them by addressing their name, and knows their customers' exact requirements and provides empathy to their customers.

6. Analysis and Conclusion

McDonalds' are an organization that realized on the significance of customer-centred philosophies and they emphasise on how to turn the quality management approaches to help managing their businesses. An effective approach has been analysed and the differences between customer want, need and expectations and their perceptions has been highlighted with the full support with an example. These important gaps is the serious quality that associated with external customer services and this could be extend to secure other major gaps and consequently, it could be urbanized in order to be functional for internal customers as for the employees and the service providers. McDonalds has maintained their products quality accordingly to the international standard and also maintains a very good environment in every

premise of theirs. McDonalds has a very good learning environment for their employees to development and provides customer satisfaction as daily life goes on for them.

References

- [1] Osvald M. Bjelland and Robert Chapman Wood. (2008). An Inside View of IBM's 'Innovation Jam'. <http://sloanreview.mit.edu/the-magazine/files/saleable-pdfs/50101.pdf>
- [2] Dr. Dean Spitzer. Rethinking the measurement of Innovation. <http://www.slideshare.net/elsua/ibm-iform-rethinking-innovation-measurement-by-dean-spitzer>
- [3] Kevin J. Clancy and Peter C. Krieg. Surviving Innovation. http://www.copernicusmarketing.com/about/surviving_innovation.shtml
- [4] Cisco. (2018). Corporate Overview. http://newsroom.cisco.com/dlls/corpinfo/corporate_overview.html
- [5] Rick McConnell of Cisco and Bruce Morse. (2018). Cisco and IBM: Enhancing the Way People Work Through Unified Communications.
- [6] <http://www.busmanagement.com/article/Cisco-and-IBM-Enhancing-the-Way-People-Work-Through-Unified-Communications/>