

**A FEASIBILITY PLAN FOR IMPLEMENTING TOTAL
QUALITY MANAGEMENT, BY GAP ANALYZING OF
EXISTING HAZARD ANALYSIS CRITICAL CONTROL
POINT**

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by

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ABSTRACT

Tea is internationally consumed agricultural commodities that increase foreign earnings to the Sri Lankan economy with a global reputation as “Quality Ceylon Tea”. Tea manufacturers need to assure consumers health and safety while reaching zero defects. Among the quality standards, HACCP focuses on hazards present in the final product and Total Quality Management (TQM) focuses on overall quality of the final product. Therefore it is important to identify the significant gaps between existing HACCP over TQM to the secondary tea manufacturing firm. This study was carried out to identify the gaps between HACCP and TQM and to fill the gaps in secondary tea manufacturing firm to implement TQM. Gaps were identified with observing the existing data and interviewing the people involved. Thirty applicable solutions were suggested to fill the identified gaps. Cluster analysis and Friedman test were done to split the suggested solutions into three clusters with a Grand median of 1.77, 1.68 & 1.10 and to prioritize each cluster separately based on these values on implementation TQM respectively. Further the most effective solutions were selected based on Sum of Ranks values (best solutions as 01). Accordingly solutions are prioritized as, providing easy access to the factory and fire extinguishers (58.5), advising workers to use safety measures (72.5), maintaining clean environment in production area (80.5) and removing unnecessary foreign particles accumulations in production area (83.5). Prioritization is done according to these values and solution with least value is considered as most important solution for implementing TQM. Therefore the implementation of these solutions will increase the quality of tea products assuring the food safety and consumer security while building loyal customers, reducing cost of production and uplifting the reputation of business entities in quality context.

Key words: Food quality, HACCP, Clusters, Gap analysis