

## **ABSTRACT**

All methodologies in quality management firm commitment to continuous quality improvement as a key factor for successful business and maintain quality level. The three main methods (TQM, ISO 9000 and SixSigma) have included continuous quality improvement through PDCA and DMAIC cycle and their various variations as basic principles. All three major methodologies and their supporters claim that they have the best methods to improve quality.

Along with the development of methodologies and within them techniques for improving quality have been developed, which are called quality tools. Thus, within the different methodologies are developed hundreds of techniques and their variations. Techniques are used in many ways and their results are interpreted differently, but the essence is that there is a very limited set of tools to resolve most of the problems with quality improvement in the quality management systems.

In order to show how all methodologies are good and how they all successfully improve quality, and use essentially the same tools to achieve this objective, extensive research was conducted within the paper industry on three continents: in Europe, Asia and North America.

The research results show that efforts to improve the quality on the various continents are somewhat different, but the practice in this area is very similar and all methodologies use the same quality tools to achieve their goal.

### **Keywords:**

Quality tools, defining quality, paper and paperboard, ISO 9000, paperboard, continuous quality improvement, quality, quality management methodology, quality assurance, paper, quality management system, SixSigma, customer specifications, quality improvement techniques, TQM, quality management.