Abstract

The aim of the article is analyse the successful application of Total Quality Management approach into a Spanish retailing company. This model implies a strategic, proactive and global approach and could be suitable to face up a turbulent and changing environment as companies are facing up at the moment. Using case study methodology the paper describes Mercadonas adaptation to the model through different actions oriented to satisfy clients, employees, suppliers, society and shareholders needs. Total Quality Management allowed Mercadona to get over a critical situation at the beginning of the 90s and achieve a leadership position in the supermarket retailing sector and excellent economic results and growth figures that have aroused academic and industry interest in Spain and all over the world.

Keywords

Total quality management, stakeholders, expectations satisfaction, success, organizational excellence.