

Total Quality Management (TQM) Leads to Sustainable Marketing. A Study on Mama Earth

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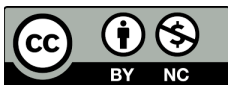
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ABSTRACT

Total Quality Management (TQM) is a practice which believes in a companywide responsibility towards continuous improvement and maintenance of quality with the cooperation of employees through innovation in product and technology in order to meet changing requirements of the consumers. The concept of TQM has been accepted worldwide these days. By combining quality and sustainability management, organizations make sure that the products and services that are being produced are qualitative and also these have very negligible negative impact on our environment. Also they foster social equity and preserve natural resources for the future generations which are the main aim of sustainability. The main purpose of this paper is to find out the relationship between sustainable HR practice and sustainable marketing practice of Mama Earth by implementing Total Quality management (TQM). This paper provides an insight on how one of the leading personal care brands Mama Earth imbibes the concept Total Quality Management (TQM) as a sustainable HR practice which ultimately leads to the sustainable marketing activities.

Mama Earth being a socially responsible product manufacturer is how far implementing TQM in all facets of organization, especially in Marketing the products is the objective of the study. Both secondary and primary data are collected to fulfill the above purpose. The study can further extend by studying the Impact of Sustainable marketing on consumers' loyalty.

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1. INTRODUCTION

Now-a-days almost all organizations worldwide are striving for better quality products and services to meet their objectives of enhancing

better market positions. Competition in the market is quite volatile and in order to gain competitive advantage over other similar industries quality is one of the major weapons. So in order to remain in limelight companies know

the fact quality should never be tampered. Quality is a dynamic concept and so is its management. TQM calls for continuous improvement of quality and productivity so that organizations can serve their customers efficiently [1]. Total Quality Management (TQM) is a very powerful notion as the quality standards do not remain the same forever. They need to be modified to the changing demand and requirements of the consumers and also make use of new technology as continuous quality improvement is one of the major components of Total Quality Management (TQM) [2].

Sustainability is a concept which is currently gaining acceptance and importance not only nationally but globally because one of the major aspects is environment. Researchers are constantly making research in the area of sustainability. And sustainability can be implemented in any context be it in HRM, marketing and in any industry like FMCG, consumer durables, Agro based industries, food and beverages company (FBC) or personal care brands etc. Business and competition both are rapidly growing and so are the competitive advantages over others. The impact of growing business because of industrialization on our ecology is huge and i.e. negative which is obvious. There is constant and certain need for growing concern for maintaining balance of the ecology. So the significance of the concept of TQM is enormous and is irreplaceable. At the same time companies face numerous challenges like maintaining quality and also gaining competitive advantages over other similar rival industries.

Now question arises whether the organizations are able enough to survive in the planet as they have to satisfy both the demands and requirements. First requirement is profit maximization (financial objective) which is the ultimate goal of any organization and second requirement is non-financial objective i.e, preserving ecological balance. And the ideal one is maintaining balance between both the requirements and it is possible only when organizations accept quality as a management practice. Thus, TQM has evolved as an emerging concept in current scenario be it in any area like HR, Marketing, Finance etc.

Mama earth is an Indian based startup that offers a wide range of cosmetic products to elevate its

customers' daily baby care, skin care and personal care routine. It was founded in 2016 by partners Varun Alagh and Ghazal Alagh under the parent company Honasa Consumer pvt. Ltd in Gurugram. Mama earth is one of the fastest-growing personal care brands in India and has a strong presence both online and offline. The brand is committed to sustainability and uses recycled and biodegradable packaging for its products.

Our study focuses to find out the TQM practices in Mama earth and how it is connected to the sustainable marketing activities. For this we did a survey and a total 120 no of responses we received. Our respondents comprise of from various diversified backgrounds like corporate professionals, students, housewives, academicians, entrepreneurs etc across India. Both direct and indirect methods of data collection were used.

2. ABOUT MAMA EARTH

The founders had a personal need for safe and natural baby care products for their children and realized that there was a lack of such products in the Indian market. This inspired them to create Mama-Earth, a brand that offers safe and natural skincare and haircare products for babies and adults. Initially, Mama earth started with a small range of baby care products, which included diaper rash cream, massage oil, and shampoo.

The brand's products quickly gained popularity among new parents who were looking for safe and effective baby care products. In 2018, Mama earth expanded its product range to include skincare and haircare products for adults.

The brand's products are formulated with natural and organic ingredients and are free of harmful chemicals such as parabens, sulfates, and mineral oil. Mama-Earth's commitment to using safe and natural ingredients and sustainable practices has helped the brand establish a loyal customer base. The brand also conducts regular research and development to improve its products and meet the evolving needs of its customers.

In 2020, Mama earth received funding of \$18 million in a Series B round led by Sequoia Capital India. The brand plans to use this funding to expand its product range, improve its e-commerce platform, and increase its offline presence.

Mama earth's success story is a testament to the power of a strong brand identity, a commitment to quality and sustainability, and a focus on customer satisfaction. Since its founding in 2016, Mama earth has grown rapidly, with revenues of over 700 crores in 2020 and a customer base of over 5 million.

It is a fast-growing D2C (direct to consumer) firm, present in the beauty, baby care and skin care segments. Mama-earth uses the best available ingredients sourced naturally from plant based or manmade sources. The ingredients are also ISO, GMP, and non-GMO compliant. With this in a span of just 4 years Mama earth became Asia's 1st brand to get the made safe certification for its toxin free products. And also, to its credit Mama earth has received PETA certification for its commitment to cruelty-free products.

Started with 6 products in the baby care range, it has now diversified in skin and hair care products for both men and women segments and added more than 1.5 million customers across 500 cities in Bharat. Along with the aim of becoming no one in the FMCG, particularly in beauty and personal care space, it mainly focuses on building a sustainable business with sustainable growth i.e by producing qualitative products. According to the company, they focus on growing sustainability rather than achieving the goal of becoming no one at any cost.

3. ABOUT TQM AND SUSTAINABILITY

TQM may be defined as creating an organizational culture committed to the continuous improvement of skills, teamwork, processes, product and service quality, and customer satisfaction [2]. The above mentioned definition is greatly immersed virtually in all aspects of organizational life and calls for the active involvement for the happiness of the customers. So TQM is a continuous customer-centered employee driven improvement. The common characteristics of TQM are continuous improvement, culture, customer focus, employee empowerment, innovation, learning, knowledge, and strategy [3].

Organizational sustainability is a concept which is used for maintaining balance among 3 major P aspects i.e. the Planet (Environment), People (Society) and Profit (Economy). These 3 P's play

vital role in the system of the organizations and maintaining balance is very challenging task as Organizational sustainability seeks for fulfilling demand and desire of customers, sustaining ecological balance and most important is securing profit which is the primary motive of all organizations [4]. According to [5], sustainable HR practice, particularly TQM is responsible for the ecological impact on marketing activities of the organization. Simultaneously it also has impact on the People (Society) at a large both on present and future generations to come and survive in the planet.

According to the European Foundation for Quality Management (EFQM): 'Excellent organizations achieve and sustain superior levels of performance that meet or exceed the expectations of all their stakeholders' [6]. The world has now become a global village because of increased industrialization and rapid growth of technology. E-commerce also plays an important role in this regard. Now-a-days anything and everything is available with the single click of our finger. And this scenario has contributed new dimensions to the global economy by increasing competitiveness. And it is a fact that not only the product has changed or is alone enough for the company to perform well in the competitive market, but it is the self willingness to change environment [7,8]. Environment is changing and so is the willingness of the individuals. So it becomes the responsibility and also necessity of the business to change as per the changing demands of the customers. Only then it is possible for the business to excel in the competitive environment. And victory does not depend only on the soft factors [5,9]. If organizations aspire for accomplishing excellence in business, they need to first change in the mindsets and thinking. Also it is necessary to understand the fact that the workforce or the employees are the main change agents and they are the one who can bring change in the system. So these change agents are required to be motivated, inspired and trained enough to bring change in the system [10,11,21].

During the first 10 years of the new millennium the term TQM lost its appeal while new terms like business excellence appeared [3,12]. The usual features are customer centric, regular and incremental improvements i.e Kaizen, employee empowerment, innovation and creativity, strategy, knowledge, talent, caliber, culture etc.

4. RELATION BETWEEN TQM AND SUSTAINABLE MARKETING

TQM as a management principle which is globally implemented by the organizations and the impact of TQM on marketing strategy and company performance is enormous. It has been shown to enhance the gratification in the organizations which eventually leads to better productivity and improved sustainability. As TQM is a quality oriented approach, all organizational functions can be grown with continuous improvement or with an incremental approach [13]. So our study TQM is a vital determinant of sustainable marketing.

Now-a-days customers are also very much concerned about the product quality and are ready to pay some more bucks of money for better quality product and services. Customers are not only quality conscious about the product or service, but also are pretty conscious and aware about the organizational sustainable practices. They are also tracking these types of information relating to their purchasing. And because of increased technological advancement it is made possible also to get updates relating to this news. So keeping the environmental concerns of people, organizations are also upgrading their management practices concerning to quality and are trying to adopt those marketing activities which have sustainability approach.

5. SOFT (INTANGIBLE) AND HARD (TANGIBLE) ASPECTS OF TQM

Both soft factors (leadership, HR & commitment, culture) and hard factors (product design, business and delivery process) play pivotal role in TQM [14,15]. Earlier generally the hard factors of TQM were considered, but now-a-days soft factors like knowledge, technology, strategy making are also given paramount importance. Competitive advantage can be accomplished by taking advantages of these intangible factors by developing new products and services [16]. In order to reach this conclusion different universities and industries made their research in this area. Universities like Leeds University Business School, The University of West Indies and a research project on the Greek service industry have made their research on both hard and soft factors and made their point to focus on these factors [17-19].

6. ELEMENTS OF TQM

6.1 Committed Management

First and foremost, high top management commitment propels TQM by creating values, goals, and systems that lead to satisfied customers and improved organizational performance [20]. Sincere efforts by top management go beyond slogans and provide vision and broad goals that direct quality efforts.

6.2 Customer Focus

Customer attention is a core component of Total Quality Management (TQM), a comprehensive strategy for enhancing an organization's effectiveness and quality. The client is the focus of the organization's activities and decision-making processes in TQM; they are more than just the beneficiary of goods or services. Some roles that customer attention play in TQM: Recognizing Client Needs, Consumer-focused culture and Constant Development.

6.3 Employee Involvement

A key component of Total Quality Management (TQM), a comprehensive strategy for enhancing an organization's quality and efficiency, is employee involvement. Employees are at the centre of quality improvement initiatives, and TQM acknowledges that achieving excellence depends on their active engagement.

6.4 Error prevention

In the world of Total Quality Management (TQM), error prevention is paramount. To achieve zero tolerance for errors, organizations must implement a variety of strategies, and one key element in this pursuit is the development and enforcement of Standard Operating Procedures (SOPs). The main reason this principle of error prevention is important is that we humans are prone to- and will always make mistakes.

6.5 Continuous improvement n quality

Total Quality Management (TQM) typically involves four key steps: Plan, Do, Check, and Act (PDCA). These steps comprise a ceaseless furtherance cycle where organizations plan for quality up gradation, execute those plans, appraise the results, and take action based on the evaluation.

6.6 Performance measures

Performance measurement is an essential element of every total quality management system. Responsibility for implementing a performance measurement program rests with the organization's managers and front-line supervisors, and the first step in the process is educating and training company managers and supervisors.

7. OBJECTIVES OF THE STUDY

- To find out the whether TQM practices are implemented in Mama earth.
- How TQM leads to the sustainable marketing activities of Mama earth.

8. SCOPE OF THE STUDY

The scope of the study is Mama earth Customers based All over India of all age group.

9. RESEARCH METHODOLOGY

Both Primary and secondary data were collected.

Sample size for primary data: 120

Sampling method: Convenient Random Sampling through Google form

Reliability test was done before distributing the questionnaire.

Data Analysis is done by using Likert scale and pie chart.

Secondary source of Data was from Mama earth website and company's annual reports.

10. LIMITATIONS OF THE STUDY

In our study we did face certain limitations.

- The study was constrained in a sense that thorough investigation couldn't be completed within a cutoff time period.
- The research is conducted with a limited no. of responses.

10. DATA ANALYSIS

As Sustainable marketing practice leads to consumer loyalty, a question was asked on Buying the Mama earth products as it is environment friendly. The result is given below.

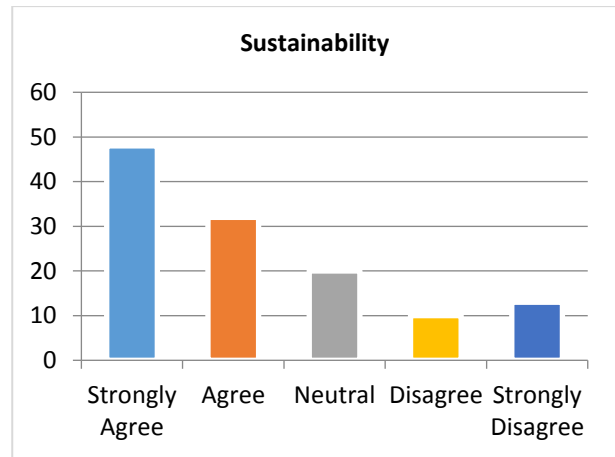


Fig. 1. Sustainability.

The TQM practice leads to high product quality. The below analysis represents customers' opinion on quality of Mama earth products.

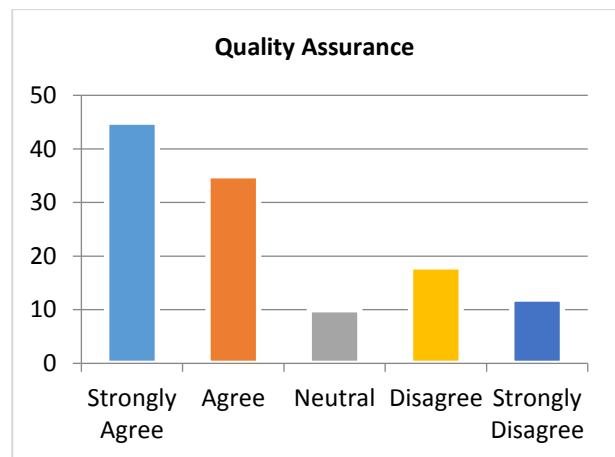


Fig. 2. Quality Assurance.

The below question analysis represents how far the consumers feel themselves to be environmentally responsible.

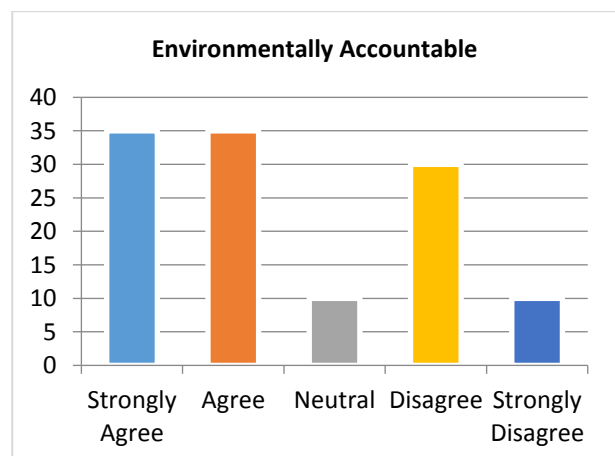


Fig. 3. Environmentally Accountable.

As the customers are showing high reliability for Mama earth products, the below diagram represents quality assurance of the products.

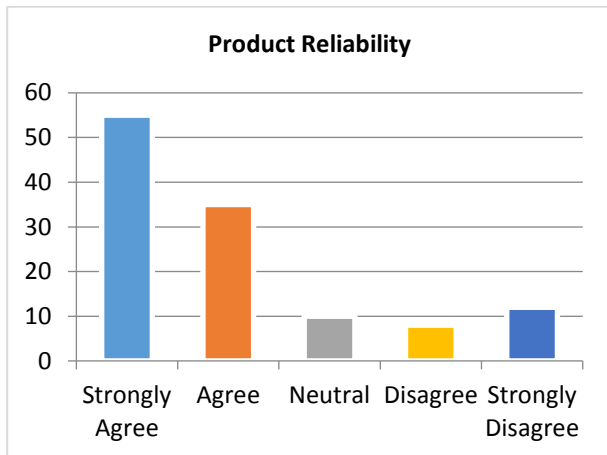


Fig. 4. Product Reliability.

11. CONCLUSION

Based on the result of the data analysis, we may come to a conclusion that in spite of being a new player in the market Mama earth certainly gives priority to TQM activities and they are connected to the sustainable marketing practices. Mama earth never compromised in TQM practices as its customer base is very strong. As per the given data TQM has a constructive effect on sustainable marketing activities of Mama earth. We studied the relationship between TQM and sustainable marketing activities and as per the findings Mama earth maintains quality and customers believe that its TQM leads to sustainable marketing activities.

According to the received data, now business organizations should be more interested in TQM practices and also to the sustainable marketing activities. Customers are also very much concerned about the sustainable activities of companies and mostly using those products which have eco-friendly, toxin free ingredients and Mama earth is one of them. And in order to accomplish corporate success and improved brand and social image, it's important to maintain balance between our ecology (reduce or minimization of waste) and other aspects like customer satisfaction, continuous quality improvement, training and education to improve the quality etc.

12. FUTURE SCOPE OF THE STUDY

Our interest area is how TQM leads to sustainable marketing strategies of Mama-earth. As sustainability is a very vast and diversified area, its future scopes are enormous.

We can study the impact of Sustainable marketing practices on Mama earth Customers' loyalty in both quantitative and qualitative terms. The study can be extended further taking into consideration the various aspects of Customers' loyalty.

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