

## ***Siebel's TQM Principles***

Siebel Systems Inc., the Silicon Valley maker of customer-management software, had gotten the message and taken customer service to a higher level: "No software gets written until customers weigh in. Outside consultants routinely poll clients on their satisfaction and compensation is heavily based on those reports." Total Quality Management (TQM) principles have profound practical implications for managing people today.

Companies can learn from Siebel Systems (now acquired by Oracle, Corp.) in enabling a customer intimacy vision by incrementally subscribing to the Total Quality Management (TQM) processes.

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