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# IN DEPTH

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## Bonner Bets On Total Quality Management

By **JAMES E. GASKIN**

Glenn Bonner's background as an industrial engineer is a bit unique for the hospitality industry. But the skills he developed working for Xerox, Teledyne, Intergraph and Microsoft have come in handy during his tenure as CIO at Mirage Resorts.

"The hospitality industry was a little behind in regards to technology," says Bonner. "They're tied to a construction schedule, and they have a real fear of



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failure about technology."

Bonner says by using Total Quality Management techniques, his group has executed more than 200 projects on time and within budget. The TQM principles typically used in industrial manufacturing map very well to information technology, according to Bonner. Some of the elements of TQM include:

- Customer Service Focus. A company should map out all customer-supplier relationships.
- Total Team Involvement. It always takes a team for a project to be successful.
- Systematic Support Process/Masurement. The team must build a problem management database and use the data to measure progress.
- Continuous Improvement. The team takes the benchmarks delivered by the measuring tools and charts the progress of the project over days, weeks and months.

"I thought about giving a before and after example, but I believe the greatest benefit is not an individual solution to a problem, but the fact that the team has a consistent approach to problem solving," says Bonner.

"When faced with an overwhelming change, as we had in opening the Bellagio and the Beau Rivage, the team always had the confidence that the problem management process would keep us afloat and keep the customers satisfied."

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