

QUALITY & OPERATIONAL EXCELLENCE | COURSE BROCHURE

# Cost of Quality and the Cost of Poor Quality

5 days | Classroom training | English

**SMART HORIZON**

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# Course content

## Why attend

Quality-related costs are often hidden in rework, scrap, complaints and lost customers. This course explains cost of quality models, identifying and measuring prevention, appraisal and failure costs, building a cost of quality report and using the results to prioritise improvement.

Making quality costs visible helps secure management attention and investment. This course gives you the tools to quantify and reduce the cost of poor quality.

## Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

## Course methodology

The course uses data exercises, case studies and improvement prioritisation workshops.

## Course objectives

By the end of this course, participants will be able to:
• Explain cost of quality models
• Identify prevention, appraisal and failure costs
• Collect and estimate quality cost data
• Build cost of quality reports
• Prioritise improvements using cost data
• Track savings from quality improvement

## Target audience

This course is suitable for:
• Quality managers
• Finance and controlling professionals
• Operations managers
• Continuous improvement professionals
• Senior managers



# Course content

## Target competencies

Participants will develop competencies in:

- Cost of quality analysis
- Data collection
- Quality reporting
- Improvement prioritisation
- Savings tracking
- Business case development

## Course outline

### Day 1: Cost of Quality Concepts

| | |
|---|---|
| 09:00–09:54 | Why measure quality costs |
| 09:54–10:48 | PAF model |
| 10:48–11:00 | Hidden costs |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Hidden costs (continued) |
| 12:12–13:06 | Cost of poor quality |
| 13:06–14:00 | Exercise: Identifying quality costs |

### Day 2: Data Collection

| | |
|---|---|
| 09:00–09:54 | Data sources |
| 09:54–10:48 | Estimation methods |
| 10:48–11:00 | Working with finance |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Working with finance (continued) |
| 12:12–13:06 | Data quality |
| 13:06–14:00 | Workshop: Data collection plan |



# Course content

## Day 3: Reporting

| | |
|---|---|
| 09:00–09:54 | Cost of quality reports |
| 09:54–10:48 | Trends and ratios |
| 10:48–11:00 | Presenting to management |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Presenting to management (continued) |
| 12:12–13:06 | Benchmarks |
| 13:06–14:00 | Lab: Building a report |

## Day 4: Driving Improvement

| | |
|---|---|
| 09:00–09:54 | Pareto analysis |
| 09:54–10:48 | Prioritisation |
| 10:48–11:00 | Business cases |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Business cases (continued) |
| 12:12–13:06 | Prevention investment |
| 13:06–14:00 | Case study: Reducing failure costs |

## Day 5: Sustaining

| | |
|---|---|
| 09:00–09:54 | Tracking savings |
| 09:54–10:48 | Integration with KPIs |
| 10:48–11:00 | Governance |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Governance (continued) |
| 12:12–13:06 | Culture |
| 13:06–14:00 | Capstone: Cost of quality programme |

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



# Course content

sessions. They are indicative only and do not constitute a binding commitment.

## Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Kuala Lumpur<br>Confirmed dates | 16 Nov 2026 | 20 Nov 2026 | **€1,450.–** |
| Online<br>Confirmed dates | 16 Nov 2026 | 20 Nov 2026 | **€1,250.–** |
| Cape Town<br>Confirmed dates | 23 Nov 2026 | 27 Nov 2026 | **€1,890.–** |
| Online<br>Confirmed dates | 23 Nov 2026 | 27 Nov 2026 | **€1,250.–** |
| Paris<br>Confirmed dates | 7 Dec 2026 | 11 Dec 2026 | **€2,860.–** |
| Online<br>Confirmed dates | 7 Dec 2026 | 11 Dec 2026 | **€1,250.–** |
| Istanbul<br>Confirmed dates | 14 Dec 2026 | 18 Dec 2026 | **€2,650.–** |
| Online<br>Confirmed dates | 14 Dec 2026 | 18 Dec 2026 | **€1,250.–** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Amsterdam<br>Confirmed dates | 4 Jan 2027 | 8 Jan 2027 | **€2,540.-** |
| Online<br>Confirmed dates | 4 Jan 2027 | 8 Jan 2027 | **€1,250.-** |
| Singapore<br>Confirmed dates | 18 Jan 2027 | 22 Jan 2027 | **€2,820.-** |
| Online<br>Confirmed dates | 18 Jan 2027 | 22 Jan 2027 | **€1,250.-** |
| London<br>Confirmed dates | 1 Feb 2027 | 5 Feb 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 1 Feb 2027 | 5 Feb 2027 | **€1,250.-** |
| Dubai<br>Confirmed dates | 15 Feb 2027 | 19 Feb 2027 | **€3,150.-** |
| Online<br>Confirmed dates | 15 Feb 2027 | 19 Feb 2027 | **€1,250.-** |
| Barcelona<br>Confirmed dates | 22 Feb 2027 | 26 Feb 2027 | **€2,840.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Online<br>Confirmed dates | 22 Feb 2027 | 26 Feb 2027 | **€1,250.–** |
| Frankfurt<br>Confirmed dates | 1 Mar 2027 | 5 Mar 2027 | **€2,650.–** |
| Online<br>Confirmed dates | 1 Mar 2027 | 5 Mar 2027 | **€1,250.–** |
| Kuala Lumpur<br>Confirmed dates | 15 Mar 2027 | 19 Mar 2027 | **€1,450.–** |
| Online<br>Confirmed dates | 15 Mar 2027 | 19 Mar 2027 | **€1,250.–** |
| Paris<br>Confirmed dates | 5 Apr 2027 | 9 Apr 2027 | **€2,860.–** |
| Online<br>Confirmed dates | 5 Apr 2027 | 9 Apr 2027 | **€1,250.–** |
| Istanbul<br>Confirmed dates | 19 Apr 2027 | 23 Apr 2027 | **€2,650.–** |
| Online<br>Confirmed dates | 19 Apr 2027 | 23 Apr 2027 | **€1,250.–** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Vienna<br>Confirmed dates | 26 Apr 2027 | 30 Apr 2027 | **€2,940.-** |
| Online<br>Confirmed dates | 26 Apr 2027 | 30 Apr 2027 | **€1,250.-** |
| Amsterdam<br>Confirmed dates | 3 May 2027 | 7 May 2027 | **€2,540.-** |
| Online<br>Confirmed dates | 3 May 2027 | 7 May 2027 | **€1,250.-** |
| Singapore<br>Confirmed dates | 17 May 2027 | 21 May 2027 | **€2,820.-** |
| Online<br>Confirmed dates | 17 May 2027 | 21 May 2027 | **€1,250.-** |
| London<br>Confirmed dates | 7 Jun 2027 | 11 Jun 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 7 Jun 2027 | 11 Jun 2027 | **€1,250.-** |
| Dubai<br>Confirmed dates | 21 Jun 2027 | 25 Jun 2027 | **€3,150.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Online<br>Confirmed dates | 21 Jun 2027 | 25 Jun 2027 | **€1,250.-** |
| Cape Town<br>Confirmed dates | 28 Jun 2027 | 2 Jul 2027 | **€1,890.-** |
| Online<br>Confirmed dates | 28 Jun 2027 | 2 Jul 2027 | **€1,250.-** |
| Frankfurt<br>Confirmed dates | 5 Jul 2027 | 9 Jul 2027 | **€2,650.-** |
| Online<br>Confirmed dates | 5 Jul 2027 | 9 Jul 2027 | **€1,250.-** |
| Kuala Lumpur<br>Confirmed dates | 19 Jul 2027 | 23 Jul 2027 | **€1,450.-** |
| Online<br>Confirmed dates | 19 Jul 2027 | 23 Jul 2027 | **€1,250.-** |
| Paris<br>Confirmed dates | 2 Aug 2027 | 6 Aug 2027 | **€2,860.-** |
| Online<br>Confirmed dates | 2 Aug 2027 | 6 Aug 2027 | **€1,250.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Istanbul<br>Confirmed dates | 16 Aug 2027 | 20 Aug 2027 | **€2,650.-** |
| Online<br>Confirmed dates | 16 Aug 2027 | 20 Aug 2027 | **€1,250.-** |
| Rome<br>Confirmed dates | 30 Aug 2027 | 3 Sept 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 30 Aug 2027 | 3 Sept 2027 | **€1,250.-** |
| Amsterdam<br>Confirmed dates | 6 Sept 2027 | 10 Sept 2027 | **€2,540.-** |
| Online<br>Confirmed dates | 6 Sept 2027 | 10 Sept 2027 | **€1,250.-** |
| Singapore<br>Confirmed dates | 20 Sept 2027 | 24 Sept 2027 | **€2,820.-** |
| Online<br>Confirmed dates | 20 Sept 2027 | 24 Sept 2027 | **€1,250.-** |
| London<br>Confirmed dates | 4 Oct 2027 | 8 Oct 2027 | **€2,450.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Online<br>Confirmed dates | 4 Oct 2027 | 8 Oct 2027 | **€1,250.–** |
| Dubai<br>Confirmed dates | 18 Oct 2027 | 22 Oct 2027 | **€3,150.–** |
| Online<br>Confirmed dates | 18 Oct 2027 | 22 Oct 2027 | **€1,250.–** |
| Rome<br>Confirmed dates | 25 Oct 2027 | 29 Oct 2027 | **€2,450.–** |
| Online<br>Confirmed dates | 25 Oct 2027 | 29 Oct 2027 | **€1,250.–** |
| Frankfurt<br>Confirmed dates | 1 Nov 2027 | 5 Nov 2027 | **€2,650.–** |
| Online<br>Confirmed dates | 1 Nov 2027 | 5 Nov 2027 | **€1,250.–** |
| Kuala Lumpur<br>Confirmed dates | 15 Nov 2027 | 19 Nov 2027 | **€1,450.–** |
| Online<br>Confirmed dates | 15 Nov 2027 | 19 Nov 2027 | **€1,250.–** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Paris<br>Confirmed dates | 6 Dec 2027 | 10 Dec 2027 | **€2,860.-** |
| Online<br>Confirmed dates | 6 Dec 2027 | 10 Dec 2027 | **€1,250.-** |
| Istanbul<br>Confirmed dates | 13 Dec 2027 | 17 Dec 2027 | **€2,650.-** |
| Online<br>Confirmed dates | 13 Dec 2027 | 17 Dec 2027 | **€1,250.-** |

## Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

## Contact Smart Horizon

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