CHAPTER 8

EMPIRICAL VALIDATION OF THE PROPOSED CONTEMPORARY - CLASSICAL TQM MODEL

All Knowledge of Reality Starts from Experience and Ends in it
- Albert Einstein.
8.1 INTRODUCTION

The proposed Contemporary – Classical TQM model is a blend of the classical wisdom on quality as enshrined in Thirukkural, Aathichudi, and Kondraendhan and the contemporary techniques of quality improvement. It is a synergic combination of ancient philosophies and concepts and the modern approaches and methods of quality management. It is an integration of literature and tools of management. The understanding, comprehending, and appreciating the new proposed TQM model requires unconventional and unorthodox interpretation of the Tamil Scriptures. It calls for a strong conviction and penetrating approach to reach beneath the surface of the poetic language used. One has to stretch the imagination far and wide into a hitherto unknown wilderness.

Selecting a group of people with such an in-depth knowledge on the creations of Avvaiyar and Thiruvalluvar, as well as the philosophy, concept and techniques of TQM would not have been a successful task, though not an impossible one, without limiting the very purpose and effectiveness of surveys. Any validation of the proposed model of the present research with the conventional survey, study, and analysis would not have been free from infirmities of biasness. The conclusion would be invariably forgone and unrealistic. Eminent professors and researchers in the field of quality had also concurred with the above-mentioned view. Accordingly the normal and customary method of survey for empirical validation was differed. Instead, a few case studies of the practical implementation of the Contemporary – Classical TQM model – the hands on experience of the present researcher - were provided as a validation of the proposed model.
For better comprehension and understanding, the 'Contemporary – Classical TQM Model and the 'Sustainability of Business Framework' are reproduced which would also serve as a quick reference.

FIG. 6.7 CONTEMPORARY – CLASSICAL TQM MODEL

FIG. 7.1 SUSTAINABILITY OF BUSINESS FRAMEWORK

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8.2 CASE STUDY 1

A well-established medium sized engineering firm is located in a premier city of South India. It has got about 2000 strong force of employees. There was no organized labour union and the interaction was direct and one to one between the management and the workforce. The industrial products of the firm were well received in the market. It had modernized its equipments, by pumping in about Rupees 25 crores (for a turnover of about Rupees 150 crores), which was quite substantial. Yet, neither the productivity nor the quality had improved considerably. Attempts to introduce conventional TQM approaches did not yield sizable results either. It was because the management had not fully appreciated the need for enhancing the quality of people which in turn had affected the quality of process and the product. In short, all the three domains of the proposed TQM model (Refer Fig 6.7) were affected.

The problem had been identified and attributed to that of an inadequate planning in uplifting the morale of the employees through education and motivation. In that process the interlink 'planning' between the domains of quality of people and quality of process of the TQM model had become a weak link. The management had stressed on the training part to impart the skills for operating the new equipments, but failed to change the mind-set of the employees for the enhanced quality and productivity with proper utilization of the newly acquired equipments. Thus, the link 'performance' interlinking the quality of process and the quality of product was also affected, resulting in the performance far from the expected one, both in terms of quality and the productivity. Total clarity regarding 'how to go about with the new machineries?' was lacking among the employees and that had weakened the
integrating link ‘clarity’ of the proposed TQM model. The elements affected (weak links) are shown in Fig. 8.1.

![Diagram showing weak links in TQM model](image)

**FIG. 8.1 WEAK LINKS**

Ultimately, the owners / management also was not getting the ROI (an element of the TQM model shown in Fig. 6.3) as expected for the investment made on the new equipments. In a frank discussion held during a management review, the following facts had been highlighted:

- **Technology and Modern Machinery** alone would not improve productions and quality, even though they would aid in achieving them.
- **Productivity and Quality** were the results of attitude as well as the committed involvement of the employees to excel.
- **Employees, supervisors and even managers** needed education (in addition to training to enhance the skill) to have a change of mind-set from the previous experience of performing in an orthodox way.
- **Previous experience** prevented them from experiencing the new technology and the emerging new trend. **Paradigm shift** was needed to meet the ever-increasing demands of the customers.
- **The better utilization of new technology** for enhanced performance required an attitudinal change of the employees and the supervisors alike.

The employees were producing products, the good and bad ones, which needed inspection to sort-out, when they were engaged with the conventional machineries.
There were deviations, rework, and heavy rejections. Even after the induction of the modern equipments the situation had not changed. The deviations, rework, and rejections continued more or less at the same level without any let up. But, the silver lining factor was that everyone was ready to change for betterment.

Another advantage point was that the employees were quite literate and fond of Tamil culture. The management decided to tap those potentials of the employees by making use of their positive strengths. Accordingly, it was narrated to the employees that the modern TQM was indeed classical and the philosophies and concepts were derived from the preachings of Thiruvalluvar and Avvaiyar. The contemporary techniques and the classical texts describing the concept and philosophy underlined in those modern tools were highlighted, with appropriate Kurals and Verses from Aathichudi and Kondraivendhan which were incorporated in the Contemporary - Classical TQM model.

The TQM tools and the corresponding classical Tamil verses were highlighted during entire episode of discussions and interactions. The employees readily agreed that those verses were not literary translations, but classical Tamil management concepts by themselves on their own merit. They also spontaneously accepted that the modern day TQM was indeed classical as brought out by the proposed TQM model. The end result was that the employees started implementing the TQM approaches and methods as advocated by classical treatises and the contemporary models. In about a short span of ten months, a lot of benefits had been achieved, which could not be obtained earlier even with the latest technology and equipments.

Some of the quotes - a representative sample - pertaining to the proposed model are reproduced in Table 8.1.
<table>
<thead>
<tr>
<th></th>
<th>Tamil Verse</th>
<th>English Translation</th>
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<tbody>
<tr>
<td>1.</td>
<td>'தலைந்தவு திருநூற்றாண்டு' (Chaivane thiruntha chai) AC 49.</td>
<td>Zero-Defect, Right First Time and Right Every Time</td>
</tr>
<tr>
<td>2.</td>
<td>'உலகத்தில் மார்த்தனை' (Thann kaiye thanakkuudhavi) A Proverb.</td>
<td>Self-Inspection / Self-Control through Control charts.</td>
</tr>
<tr>
<td>3.</td>
<td>'நான் என் காலத்தில் காணும் கையேற்றங்களை தீர்வுசெய்துள்ளன' (yennennba yenai yezhluthenbe ivvirendum kannenba vazhlum yurrku) Kural 392.</td>
<td>Documented Process / Procedures and Statistical Quality / Process Controls.</td>
</tr>
<tr>
<td>5.</td>
<td>'தொழில்க்குடிய சொத்தை விளக்கம்..' (Ozhluukathin yaithuver menmai..) Kural 137.</td>
<td>Systematic, Consistent, and Disciplined Way of Working would fetch Excellence. ISO 9000 System is an example.</td>
</tr>
<tr>
<td>6.</td>
<td>'ஏன் கேட்டவு காலம் குறிப்பிட்டு அதிகரித்து வந்தது' (Karrka kasadara karpavei karrabin niruka atharkuthaha) Kural 391.</td>
<td>Continuous Education and Training to Enrich the Talents and Utilization of it for better Performance.</td>
</tr>
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</table>

The benefits achieved due to the implementation of the proposed Contemporary – Classical TQM model are as follows:

- Reduction in non-productive but essential inspection staff strength by about 33%
- Reduction in in-house rejection from about 18% to 2%
- Substantial reduction in rework (approximately by 60 %) due to manufacturing defects and variations.
Productivity improvement was considerable because of reduction in rejections and due to the involvement of the enlightened employees. It could not be quantified accurately, since the volume of production had been reduced on commercial considerations.

When the approach was extended to the suppliers, even the in-coming quality had improved considerably.

The management on its part realized that empowerment of the employees as contemplated in Kural 518 was a must for boosting the morale of the employees. Accordingly the management gave freedom of operation with responsibility to the employees including self-inspection through control charts. As suggested in Kural 399, management had started education and training programmes, which would be beneficial to the organization for enhancing and spreading the essential knowledge. Those factors were highlighted in the domain of Quality of People (See Fig. 6.3).

In addition, as suggested by Thirumanthiram of Thirumoolar (a Tamil Vedic literature) Verse 85 (Diaz 2000) ‘Yaam petra inbam peruha ivvaiyagam’ which means that ‘let the world also share my joy and wealth’ the management had worked out an extensive scheme to share a part of the profit with the employees and the society for the enhancement of their status and standard of living. The strategies adopted had been as insisted upon by the proposed TQM model elements and the Sustainability of Business Framework (Refer Figs. 6.3, 6. 5, 6.7 and 7.1). All those approaches in implementing the classical TQM concepts had resulted in the sustained business inspite of the recession prevailed in India and the rest of the world.

However, when the firm did not follow the advice of Thiruvalluvar on ‘Appropriate Time’ for the launching a new product as contemplated in Sustainability of Business Framework, it had faced un-success, if not failure. The firm had ventured into the
prime-mover's area, which was as such saturated with the branded models with loyal customers. It was too late and inappropriate time (when there was recession every where) to introduce the new product, which was yet to be proved in the field against the already established and proven products of many brands. The result was obviously a near catastrophe, proving that the business process strategy was also equally important for success and survival as espoused in the Sustainability of Business Framework (See Fig. 7.1).

![FIG. 7.1 SUSTAINABILITY OF BUSINESS FRAMEWORK]

The new product, though an excellent one, was not well received by the brand loving customers and the society and hence, did not have a strong support base. Also, the competitors, who were already in the field for many years, were very powerful to break the strategy of the firm (under study), and the end result was almost the 'non-starter' of the product. The entire episode is depicted in Fig. 8.2, which is in contrast to the Sustainability of Business Framework (See Fig.7.1) wherein the customer support was firm and the competition was not that strong to break the strategy bond.

![FIG. 8.2 UNSUCCESSFUL LAUNCH]
Schary et al. (2000) asserted that the firm’s survival depended on being a successful ‘first mover’ in the industry reinforces the insistence on the element of ‘time’ by the classical scriptures.

8.3 CASE STUDY 2

The organization was an orthodox family-managed enterprise, manufacturing well-established and branded prime movers for various industrial and agricultural implements. It is locked in a metropolitan city of South India. The business had changed hands and a new management with its emphasis on quality education had taken over the firm. The approach and concepts of business management in general and quality improvement in particular had undergone a sea change from conventional style to that of TQM based one. The new management concentrated on JIT and Flexible Modular Manufacturing approaches as TQM tools. Even before the full implementation of any of the planned techniques, a multifaceted multinational company having headquarters at the Western part of India had acquired the business unit. The new management had focused and insisted on ISO 9000 certification.

The employees were totally confused at the frequent changes and shifts in the direction and approaches towards quality management. They had become quite resistive and apprehensive about the tools and techniques. They were in dilemma and were asking for which one to be adopted. Finally, they had declined to adopt any of the systems assuming that it would also be changed mid-stream as happened earlier, and hence, they wanted the management to make-up its mind about the desired technique to be adopted.
The inconsistent and frequent change of the management and its policies created insecurity in the minds of the employees, who wanted an ensured ‘career’ as shown in Fig. 6.3 of Quality of People domain of the proposed TQM model. It in turn created confusion about the process to be followed as depicted in Fig. 8.1. Both the factors had weakened the management strategy and hence, the implementation of TQM was difficult. The scenario is depicted in Fig. 8.3.

![Diagram of Quality of People, Process, Product, and Customer with Unstable and Inconsistent Management]

**FIG. 8.3 INCONSISTENT MANAGEMENT**

The corporate office (TQM implementation) executive had intervened and discussed discreetly with their union representatives and subsequently directly with many employees as well. It was highlighted that the various concepts and approaches advocated by different managements were neither contradictory nor exclusive, but complementary and supplementary to each other. It was emphasised that they follow different routes to reach the same destination of TQM. The different tools of TQM advocated were equated to the various steps of a staircase, which led to continuous quality improvement for the excellence of business. Also they were told that those approaches though appeared to be modern, were indeed classical in philosophy and concept as enshrined in Thirukkural, Aathichudi, and Kondraiwendhan. A few
appropriate Kurals and Verses from those classical treatises were quoted and their relevance to the modern TQM approaches were explained to drive home the point that they were not new but in fact were based on the ancient Tamil management philosophy, which was the core theme of the Contemporary – Classical TQM model. They were also reminded, that the learning was a continuous process.

A few of the classical approaches and their modern counterparts are listed below. The relevance and appropriate context of the proposed TQM model and the Sustainability of Business framework had been indicated within brackets.

- 'ஏகியில் கல்வி நேர்வு கன்னிப்பர் கூட்டு அமிதா போரியும்' (Aruvinai yenba yulavo karuviyaan kaalam amin thu chain) Kural 483. If one follows Right Means / Tools / Methods and Right Time (JIT) there is nothing like difficult job. It can be applied to Modular manufacturing also. Many Kurals in Athikarams (Chapters) 49 and 79 represent the FMS and JIT. (Sustainability of Business Framework - Fig. 7.1).

- In addition, Kural 677 ‘சையனைச் சையனார் பள்ளியை கொள்ளுத்தா கொண்டாத கொண்டாத’ (Chaivinai chaivan chaiyalmurai...) recommended the best combination of the process, product and the skill (of the employee). Also Kural 678, which advised to follow process after process, could include the flexible manufacturing system also. (Quality of Process - Fig. 6.4 and Performance link of TQM model - Fig. 6.7)

- ISO 9000 quality management systems are disciplined way of doing things for attaining consistence in quality. Disciplined way of doing things was insisted upon in the entire Athikaram 14 (chapter 14). Kural 137, ‘அழுக்காதின் தெருவை மண்டையே’ (Ozhukkathin eythuvar menmai–) is one among them. (Quality of Process - Fig. 6.4, Integrity link and Performance link of TQM model - Fig. 6.7)

- ISO 9000 recommended proper use of resources like capital, material manpower, etc. which were addressed by Kural 675, ‘ஏகியில் கல்வி கூட்டு மீன்பியை வினாயியுனூல் தொளை சேர்த்து கொண்டாத’ (Porul karuvi kaalam vinaiyidanodu lynthum iyru theera yennyi cheya). Kural 631 also addresses the same subject of resource utilization. (Quality of Process Fig. 6.4 and Planning link of TQM model - Fig. 6.7 for optimum utilization of the resources).

- ISO 9000 also insisted on the proper selection, recruitment, and assignment of appropriate jobs to the employees. Kural 517, 'சேர்ந்தோ
Moreover that was the time that every organization was after ISO 9000 certification and the particular unit under study was also in favour of certification in line with others. Kural 426 'தம்முள்ளன் செய்து செய்திகளில் அவ்விருந்தது அதில்' (Yevvathuraivathu yulaham yulahathodu avvathuraivathu ariyu), advised to follow the world and the rest of the society. Avvaiyar through Aathichudi and Kondrai vendhan Verses AC 61 and AC 103 also aired similar views. (Quality of People - Fig. 6.3 and Sustainability Framework - Fig. 7.1).

AC 6 'அகமது காய்வில்' (Ookkamadu kaividale)- for Sustained effort. (Quality of People – employee element - Fig.6.3).

AC 36 'குனமது காய்வில்' (Gunamathu kaividal)- not to neglect quality. (Quality of People – employee element - Fig.6.3).

KV 7 'யேனும் யேப்பாற்றம் கண்ட கையது கொஞ்சு' (yennum yezhuthum kan yenathagum) highlighted the importance of documentation and statistical controls as required in ISO 9000 systems. AC 7 also addressed the same subject. (Quality of Process - Fig. 6.4 and Performance link - Fig. 6.7).

Likewise many more Verses from Avvaiyar’s poems and Kurals from Thirukkural were quoted which represent the tools and techniques of the modern management systems. The following were the end results:

- The union, employees and the management worked together in unison and attained ISO 9000 certification in about 8 months time.
- In addition, the organization was aiming for QS 9000 and ISO 14000 certification as well.
- The employees morale and involvement were enhanced because they were elated in doing things the way the Tamil Classicals insisted.
- Exhortation boards in Tamil were displayed at various wantage points to highlight the approaches being followed.
- The classical TQM implementation – in deed had started to take a deep root in the organization.
All those facts revealed the following two important aspects:

► Classical management systems are current and acceptable to the organization.

► The management should be stable and clear about their objectives and the road map to achieve them i.e. clear-cut business process strategy.

8.4 CASE STUDY 3

Another company taken up for the study is located at the capital of a South Indian State. The firm is being managed by a conservative but progressive thinking family with professional managers. The organization is manufacturing internal combustion engines for various industrial, agricultural, and earth moving equipments. It has got a very good reputation and brand name in the market. The company has been well established over a very long period and the average age of the employees is mid-fifties, having about thirty plus years of experience. The organization already had ISO 9000 certification.

When the management wanted to move further up in the ladder towards implementation of TQM concepts the employees were reluctant though not hostile. The main question was ‘why to change the system which was working good and that too, for so long?’ It was a typical problem of mind-set and a case of ‘experience prevents experiencing’. The paradigm of ‘we knew all and what we do were the best because they had worked and were working well’ had to be shifted to a new paradigm of ‘continuous learning’. It was quite a bit of a job and the following Tamil Verses had come in handy:

- AC 11 ‘ஓதுவது ஓழியே’ (Othuvadhu ozhliyel) – Never stop learning.
- AC 100 ‘விதை விரும்பு’ (Vithai virumbu) – Acquire many skills.
- AC 70 ‘நூல் பலகல்’ (Nool palakal) – Study many books and scriptures.
All those factors were related to continuous learning through education and training which was addressed in the quality of people domain (See Fig. 6.3). The employees were assured, that the good old systems need not be abandoned altogether. But to be in tune with the changing scenario they had to adapt newer techniques so that the systems were current, effective, and efficient, providing the required competitive edge. Since, they were asked to pursue the classical philosophy of management, the employees had finally agreed to try it out. So, it was a case of inadequate exposure of the employees to the changing scenario. Another factor that had affected the quality was the lack of supplier confidence. Both those factors were attended to, by educating the employees and by taking the suppliers as partner-in-business. The elements that were addressed are shown in Fig. 8.4. The dotted ones were already shown in the Quality of People Domain (See Fig. 6.3).

**FIG. 8.4 ELEMENTS FOR IMPROVEMENT**

As the first step, one Kural depicting the appropriate quality management concept was written on the white board at the in-coming material section. The vendors who visited the section were quite impressed upon such a classical literature-based
quality improvement techniques. One such Kural 280 'Mazhlithalum neettalum venda yulaham pazhilhadu ozhithuvidin' - It was interpreted as "If one avoids the bad quality which is condemned by the world, then there is no need for concession (deviation), price reduction, rework or even scrapping". The interpretation was highly appreciated by both the vendors and the in house employees. The result was decreasing trend in the rejection of the bought out material. One vendor even went to the extent of offering voluntarily 5% price reduction, which had thrilled even the top management - which was their first experience. The price reduction was out of his cost saving (from reduction in rejections) due to his adoption of classical management concept of self-inspection and control at every stage instead of sorting out at the end. The dictum followed was 'Thann kaiye thanakkuudhavi' (a Tamil Proverb). Those concepts were in line with what had been highlighted in Quality of Process and the Performance link of the proposed TQM model (Refer Fig. 6.4 and 6.7 respectively).

In the same company, the quality circle activities were dormant and no effort yielded the desired boost. When Kural 462 'Therintha iynatodu themthenni chaivarkku arumporu yathondrum ill' was quoted. The like-minded people having similar skills and expertise should come together and jointly discuss, select, analyze and solve the problems related to their areas. It is the philosophy, concept and techniques of Quality Circle. The Kural 462 explains exactly the same thing. The employees were thrilled to know that Thirukkural had also dealt with the so-called modern concepts like Quality Circle. Immediate response was quite encouraging and the employees had spontaneously started to re-activate the Quality Circle movement. One of the
circles even won an award in a state level competition. The motivational factor of the Quality of People (See Fig. 6.3) was the one which was dealt with, to bring about the change. With the addition of classical concepts to the contemporary techniques already existing in vogue, the organization continues to progress in spite of the declining trend everywhere around. It was aiming for QS 9000 certification. It is a typical example for the surmise that 'Orthodox need not be Obsolete' if one wants to blend ancient and modern theories.

8.5 CASE STUDY 4

The fourth organization is also located in the same capital city of South India. The unit was managed by the same multinational company, which was managing the previous case study firm. Some of its products were old and out dated. Others were more or less factored. The employees were quite apprehensive and not so very co-operative. The machineries had out lived their utility and the documented systems were almost non-existent. Under such a situation the corporate office insisted on getting ISO 9000 certification for the unit. The employees were skeptical that the unit could achieve the certification because of the above-mentioned non-conducive factors. The tried out tricks as stated in other case studies could not carry the unit very far, as the employees' involvement was not total (Quality of People domain - Fig. 6.3).

It was said to the employees that the success of the implementation of TQM and obtaining ISO 9000 certification depended on the strength of the will-power and determination, as envisioned in Kural 661 'நூற்றழகம் வேறா நூற்றழகம்' (Vinaithitpam yenpathu oruvan manathitpam...). Kural 591 'நூற்றழகம் வேறா நூற்றழகம்' (Yudayar yenappaduvathu ookkam...) also insists on the determination
and will-power. Additionally they were exhorted to think and aim high to achieve excellence in business, to the liking of Thiruvalluvar’s wishes ‘நடையும் மன்னங்களை நமுக்கொள்ளும்’ (Yulluvathellam yuyar yullal…) Kural 596. They were reminded of the Kural 666 ‘நானாக்கு நானாக்கு நபது நானாக்கு நேல்பர்களைப் பிடித்தன்’ (yenniya yenniyangu yethupa nenniyar thinniyarapparin), to highlight that they should act with confidence and determination. The final shot came from Kural 668 ‘வந்தான் வந்தான் நீதிக்காய் அப்பது அப்பது’ (Kalangathu kanda vinaikkann thulankaathu thookkang kadinthu chaiyal) which meant that one should act firmly (on the determined thoughts) without delay to achieve the desired goals. Ultimately the unit achieved the distinction of getting both ISO 9001 and ISO 9002 certification for the different processes of their products. The motivational and involvement of the employees were the factors addressed as contemplated in the proposed TQM model (Refer Fig. 6.3 and 6.7).

The main dimensions affecting the implementation of quality improvement systems were integrity of employment and the committed and firm involvement of the management, which made the strategy weak as shown in Fig. 8.3, which is in contrast to the strong management strategy shown in Fig. 7.1. The other aspect i.e. employees’ ‘integrity’ is the ‘integrating’ link between Quality of People and TQM as depicted in Fig. 6.3. The concerned factors are extracted and shown in Fig. 8.5.

![FIG. 8.5 CONCERNED FACTORS](image-url)
Unfortunately the enthusiasm, pride and self-esteem of the employees and the local management started declining due to the corporate office's lack of continuation of interest in the unit. The fear had over taken the confidence and the skepticism had replaced the trust and hope. The result was that the unit had started loosing business. The employee turnover had also increased and ultimately the unit was shifted from the present location and was on the verge of closing down. All the efforts of quality improvements could not save the company from sliding down. As the Kallapiran (1994) rightly translated Kural 770 to highlight the importance of leadership, as 'without the leadership (commander) the mighty and well-trained army might not succeed'. Sridharan (1995) had narrated the imperativeness of teamwork and involvement of management and employees for the success of the organization. He gave the example of chariot pulling during festivals, where everybody's effort was equally important and required for the success of the festival. Even if a portion of it fails the entire festivity fails. Similar effect was felt in the present case study firm. It was yet another case of failure of the organization due to the failure of the strategy of the management.

8.6 SUMMARY

The turnaround to success, based on classical cultural values was not the monopoly of TamilNadu. Such success stories had happened in a North Indian company and an Indonesian company as well when their cultural values and traditional systems were highlighted to emphasize any modern tools of quality improvement.

The customary empirical survey and analysis could not be carried out due to the immanent bias involved with it, to validate the proposed Contemporary – Classical TQM model. However, the model was tried out at least in four Tamilian organizations
and the results were quite successful in one, substantially successful in another, and fairly successful in the third, but not that much successful in the fourth organization. Wherever the management was committed, determined, and planned for sustained excellence (as the strategy) the implementation of the classical value-based TQM model was a great success. But whenever the management strategy and stability was in question the success rate was low or nil. Sustainability of Business Framework highlights the same factor. The shade of success differed from organization to organization depending upon the top management's strategy, commitment, interest, involvement, and stability. In short the Contemporary-Classical TQM model would be effective for the success of the business, but the sustainability of the excellence achieved depended on the strength of the Business Process Strategy as elucidated in the framework (See Fig.7.1).

The summary of the major findings of the present research work / study has been provided in chapter 9. The contributions of the present study to quality management theory and practice have been highlighted along with the limitations of the research work. The scope for the future research is also addressed.

It is Not Enough to have a Good Mind; the Main Thing is to Use it Well
- Rene Descartes.