

What type of quality costs would the torn PUMA soccer jerseys be considered?

At a European Championship game for men's soccer in June 2016, at least four of Switzerland's red jerseys were torn during the game against the French team. Three of the Swiss jerseys torn around the numbers. The wardrobe malfunctions left the players with large parts of their backs exposed until they could get to the bench to get a replacement jersey.

[PUMA SE](#), a global sportswear company based in Germany, is the manufacturer of the torn jerseys. Its initial investigation found that one batch of the material used in the manufacture of these jerseys was defective. In this batch, the yarns used in the polyester and elastane fabric were damaged during the production process which led to a weakening of the fabric in the finished jersey.

PUMA inspected its inventory of the jerseys for the other four national teams it sponsored for this championship and has found no problems with those jerseys.

Questions

1. What costs would PUMA incur related to the defective jerseys?
2. What type of quality cost would the costs associated with these defective jerseys be considered: *prevention, appraisal, internal failure, or external failure?*