

Panel 1: THE FUTURE OF QUALITY MANAGEMENT

Chair of the Panel:

Mohamed Zairi, United Kingdom

The Quality Revolution that existed and served humanity for 100 years is now at a major crossroad. What used to be a key focus concern is now redundant, what was the main outcome is no longer relevant, what was core in the philosophy of QM is now a very basic requirement. It is ironic that Quality Management was introduced in the first instance, to combat old thinking and remove legacies that are impeding progress and advancement and to implement progressive thinking for improving performance and making organizations fitter for competitiveness. However, Quality Management is marred with so many examples of redundant concepts and old legacies in so far as its core philosophy is concerned, that it has become ineffectual and thus requiring some overhaul and perhaps a new direction to make it compatible for supporting modern thinking.



There are lots of reasons for legitimizing the embarkation of a new vessel which will guide the Quality Profession towards new heights, a new revolution and new methods of impacting with ‘fit for the new digital oriented purpose’ as a goal. My latest book entitled: *Deep in Crisis – The Uncertain Future of the Quality Profession* (available through Amazon in January 2017 or from www.info@excellencetetralogy.com). The book describes the malaise that currently exists in the Quality Profession and examines in a rigorous way the emerging challenges, the characteristics of the new global business world greatly facilitated by the digital revolution.

Here is an extract from the book which describes where we are today with our beloved profession with a comparison to the slow death of the theatre as we know it:

“In July 2001, the New York Times ran an article by Margo Jefferson which discussed the future of drama and theatre. Some of the interesting questions raised in the article can be observed in the title of the article itself, *How Can the Theatre Make Itself Matter Again?* Margo Jefferson argued that theatre needs new work, it has to catch something of the way people live and the here and now. It has to take in all the facts and sensations, show people’s minds and bodies as they react and realign themselves. Theatre does also need to take more risks”. It is ironic that the quality profession is facing a similar dilemma as theatre, where the word theatre could be substituted with quality management profession in the NY Times article.

The book raises several key issues that need to be addressed, in order to help boost the role and impact of Quality Management as a profession. For instance ensuring that the Quality can remain as the driving force for building new enterprise models, for developing new approaches to provide value for the end customer, for creating new levels of impacting through innovation and putting the customer truly in the driving seat through concepts such as co-creation. The book discusses great opportunities which can facilitate the embarking on a new quality revolution such as the reliance on Big Data, the use of 3D Printing, the immense influence of Artificial Intelligence (AI) on redefining the work environment. Some of the other areas covered are related to the importance of agility as an emerging management concept, the power of employee engagement, the change of emphasis from measuring customer satisfaction to their happiness, amongst others....

A panel of experts who have been working on the advancement of Quality Management and who have contributed pioneering and highly innovative thinking will be addressing the following themes:

- The Concept of Value in so far as the Customer is concerned and particularly the emphasis on intangible aspects that can drive competitiveness and lead top loyalty and happiness;
- The focus on Customer Experience Management as opposed to Product/Service Innovation (from push to pull approach);
- The reconfiguration of Business Models from closed to Open System Thinking largely enabled by digital revolution enablement and the use of smart technologies;
- The emerging emphasis on emotional dimensions of quality measurement and not just physical and aesthetics attributes
- The role of Big Data in spearheading critical areas of Quality Management such as Design activities, Customer needs assessment, Strategic Planning and managing Organizational Excellence through Open System Thinking.

ABSTRACTS OF PRESENTATIONS

A. Parsu Parasuraman, USA

The New Face of Service Quality Management in an Era of Rapid Technology-Service Convergence

Service quality management, along with TQM and quality professionals, need to undergo a significant transformation in light of the accelerating pace at which technology is permeating company-customer interactions. Specifically, managing customers' overall experience – and hence the value delivered to them – have to be rethought by taking into account the implications of the increasing role of technology-based interfaces in serving customers – i.e. the growing “technology-service convergence.” In this new era, traditional Service Quality Management needs to broaden its scope and evolve into effective Customer Experience Management that has the optimal combination of high-touch and high-tech quality provision.



The technological advances that constitute the current digital era have great potential for enhancing customer experience. However, they also have a “dark side” because of their potential to detract from that experience, especially when companies and quality professionals view technology primarily as a tool for increasing service productivity and efficiency. The general theme of this presentation will be on possible pitfalls of technology-service convergence that companies need to be aware of and take into account in designing their service-delivery systems. In particular, he will discuss key implications for high-quality, high-value service provision in the current digital era of increasing technology-service convergence. He will discuss an overall framework for doing so by drawing upon key insights from his decades-long research on the following topics:

- **Service Quality** – conceptualizing, measuring and improving it [“Gaps Model” of service quality and SERVQUAL].
- **Technology Readiness (TR)** of customers – recognizing that all customers may not be equally enthusiastic about cutting-edge technologies used to deliver services [measuring TR (using the “TRI scale”) and segmenting customers based on their TR scores].
- **Service Productivity** – realizing that attempts to improve service productivity from a company’s standpoint (especially through the use of technology-based systems) may actually lead to a deterioration of productivity from the customer’s standpoint [“Company-Customer Conceptualization of Service Productivity” Model].

Paulo Sampaio, Portugal

Giving Quality a New Meaning Fit for 21st Century Requirements

The future of something is quite difficult to define or predict. As Mark Twain stated, “the art of prophecy is very difficult, especially with respect to the future”! However, given the reduced value associated with forecasting the past, and the gains associated with estimating the future, it is worthwhile aiming to do so. And a good way to proceed with such a goal consists of properly identifying improvement possibilities or new opportunities, and then defines strategies and approaches to address them.



When we look into Quality through this perspective, it is possible to anticipate that it will have a promising good future, built on top of its past and present achievements, provided that as a field it is able to adapt and move quickly into the future challenges raised by a fast-changing world.

In the present competitive environment, Quality may be even more important than ever in the past, as shown by many international examples. However, to play such a role, the Quality Movement must continuously adapt its main concepts, approaches and results at an increasingly faster rate. To inspire us with fresh views over the Future of Quality coming from the younger generations are needed. In his contribution, This presentation will discuss how the Quality Professionals could become better prepared to understand and benefit from the ways that the future of Quality is likely to be built, how and what the Future of Quality is going to be, as well as how people and organizations can benefit from it since today.

Harnek Singh, Singapore

Quality Managers Riding the Wave of Digital Transformation for Sustainability

Today disruptions are coming from all sides and top three types enterprises grapple with are digital, regulatory and competitor disruptions. The key for success in the digital era with Quality as a strategic driver would ensure a longer term success in today's business. It aims to pitch a holistic approach to business excellence efforts as part-and-parcel of preparing organizations to sustain their competitiveness and be future-ready. The professionals' mind-sets should spur organizations to leverage on upcoming trends and solutions to address future challenges in the digital era.



Most organizations have its approaches for working with quality management and digital innovation. These approaches are often dealt with in two different functions within an organization, and communication and the establishment of common goals between them are troublesome. However, the task of these two functions is to contribute improved products and services for the customers of the organizations and to improve efficiency and value add to bottom line. Previous research has shown that poor performance of digital innovation is a serious inhibitor to good business performance and that high efficiency and effectiveness in digital innovation is closely associated with high organizational performance. In a similar vein, Global Business Excellence models e.g. Baldrige, EFQM, Singapore Business Excellence Initiative studies, Australian Business Excellence Model and studies reported by Asian Productivity Organisation have shown that an effective implementation of quality management yields improved business performance impacting bottom line in relative comparison.

The opportunities for Quality in a digital era has arrived with the force of a hurricane, making businesses embrace disruptions, leveraging and exploiting technologies, reconfigure their strategies, reorganize their structures, and reinvent their processes. Unless they adapt their TQM methodologies by incorporating challenges faced by the disruptions the once-dominant or leading businesses will become marginal players, and weaker ones will be swept away while new future ready players will emerge to meet the needs of the era.

Recognizing the challenges ahead, businesses of all sizes in all industries will be making far-reaching changes. Many of these will focus on integrating TQM with enterprise excellence, an area with enormous potential. The emergence of new members of senior operating teams at corporate levels e.g. the chief enterprise integration officer playing a key role in ensuring quality, compliance and value creation. It will help the organization take a holistic approach to do the right things right at the right time enabling its future proofing strategy.

Disruptions and transformations have a profound impact on quality, excellence and competitiveness. Quality professionals equipped with relevant knowledge on enterprise excellence are in a position to incorporate issues faced by the businesses in this digital era and pitch TQM and business excellence efforts as part-and-parcel of preparing organizations to sustain their competitiveness and be future-ready. They must understand the disruptions and transformations well to engage their colleagues to have a mind-set that spur organizations to leverage on upcoming trends and solutions.

Elizabeth Keim, USA

Changing Competencies for the Quality Professional to Succeed in the Future

The American Society for Quality (ASQ), and the International Academy for Quality (IAQ) jointly conducted a number of focus groups and surveys with quality leaders to gain thoughts on the future careers for quality professionals worldwide. The purpose was to examine the key changes in business in the next 10 years and the associated skills required for future quality professionals. The insights gained from the analysis of this feedback will be presented to prepare quality practitioners for the future job markets and enable them to make sound business decisions.



This presentation will enable you to prepare better for the future by:

- Understanding the changing landscape of global organizations and the quality profession.
- Providing a model for mentoring and coaching to assist quality practitioners in their careers.
- Suggesting how to enhance and market quality-related bodies of knowledge and instructional curricula.

Short biographies of the Chair and Lecturers

ZAIRI, MOHAMED, IAQ Academician Emeritus is a leading authority in the field of Total Quality Management and Organizational Excellence. He is the originator of several concepts in Benchmarking, Business Process Management, Customer Empathy and the notable concept of Excellence Tetralogy. He is a Professor Emeritus at University of Bradford School of Management in the UK and is a co-founder of the first e-learning university in the Middle East (Hamdan Bin Mohammed Smart University). He has published the first book on Benchmarking Case Studies, the first book on TQM for Engineers and 50 books on Organizational Excellence. He has been recognized globally for his contributions to research and knowledge dissemination with refereed publications exceeding 400 and is the recipient of several prestigious awards and medals such as Lifetime Achievement Award from Emerald Publishing, Ishikawa-Harrington Medal from APQO, Ambassador of Excellence from EFQM, E. Jack Lanaster Medal, E.L. Grant Medal (both from ASQ), Lifetime Achievement Award from Australian Quality Association, amongst others. He is the founder of the Middle East Quality Association (MEQA) and has established over 20 Quality Awards in different parts of the World.

PARASURAMAN, A. "PARSU", IAQ Academician is a Professor and The James W. McLamore Chair in Marketing at the University of Miami. He has received many distinguished awards, including recognition as one of the "Ten Most Influential Figures in Quality" by the editorial board of The Quality Review (1988); AMA's "Career Contributions to the Services Discipline Award" (1998); AMS's "Outstanding Marketing Educator Award" (2001); designation as an "AMS Distinguished Fellow" (2004); induction into the Chartered Institute of Marketing (U.K.)'s "Guru Gallery;" and the IIT-Madras "Distinguished Alumnus Award" (2005). In 2008 Hamdan Bin Mohammed e-University in Dubai established "The Parasuraman Research Grant on Service Quality" to foster scholarly research in the Middle East. In 2009 the Society for Marketing Advances honored him with the "Elsevier Distinguished Scholar" award. In 2011 Maastricht University (Netherlands) conferred upon him a Honorary Doctorate degree. He received the 2012 Paul D. Converse Award for significant scholarly contributions to marketing and the 2013 Gil Churchill Award for Lifetime Contributions to Marketing Research. Parsu has published numerous articles in leading journals as well as several books. He has served as editor of the Journal of the Academy of Marketing Science (1997-2000) and the Journal of Service Research (2005-2009).

SAMPAIO, PAULO, IAQ Associated Academician is Professor for Quality and Organizational Excellence at the University of Minho, Portugal. Currently, Paulo Sampaio is Vice-Dean of the School of Engineering of the University of Minho and Visiting Scholar at MIT, USA. Paulo Sampaio is author of several publications and presentations in the field of Quality (more than 200) and he was several times distinguished with international awards, namely the inclusion in the list of the "New Voices of Quality" by Quality Progress in 2011, the Feigenbaum Medal by ASQ in 2012 and the inclusion in the list of the "New Fresh Faces of Quality" by Quality Progress in 2016. Paulo Sampaio is Member of the Editorial Review Board of Quality Management Journal.

SINGH, HARNEK, IAQ Associate Academician, is President APQO, & Chairs the Singapore Test Services Certification Advisory Committee & is Chairman, Public Service (PS21) Service Excellence Awards Committee. He is BE Lead Assessor, Gold Jacketer, Baldrige trained & GPEA Examiner and led Singapore Quality Award, Singapore Quality Class & BE Niche Awards and certifications assessments locally and overseas. He was instrumental in facilitating ST Engineering's attainment of the Singapore Quality Award in 2002, Singapore Innovation Excellence Award in 2003, IAPQA 2005, the inaugural Singapore Quality Award with Special Commendation in 2007, ASEAN Business Award (Innovation) 2009, & APQO GPEA (World Class) 2011. He is Member of the Singapore Productivity Association's Management Committee, and the Public Service Center Of Excellence Advisory Committee.

KEIM, ELIZABETH, IAQ Academician, Vice President for Conferences is a quality consultant focusing primarily on non-manufacturing sectors, especially Lean Six Sigma. She has worked with numerous clients on 5 continents and in more than 40 countries. She is past president and Fellow of the American Society for Quality. She has received numerous awards from the Asia Pacific Quality Organization and ASQ, including the Distinguished Service Medal. She is an Honorary member of the Singapore Quality Institute. She is an author of a number of papers on service quality and speaker at numerous conferences.