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***QUALITY MANAGEMENT***

***“Models for Excellence”***

**LIUC - Castellanza**

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# ***WHY STRIVE FOR EXCELLENCE?***

- ❖ ***COMPETITION IS GLOBAL***
- ❖ ***COMPANIES ARE INCREASINGLY  
THREATENED BY THE DYNAMICS OF COSTS***
- ❖ ***CUSTOMERS ARE EVER MORE DEMANDING***

# ***THREATS TO THE COMPETITIVENESS OF SMALL BUSINESSES***

## ***a. INCREASED COSTS***

- increased prices of production inputs
- infrastructural shortcomings
- high fiscal pressure
- dynamics of financial markets
- contractual impositions by large customers

# ***THREATS TO THE COMPETITIVENESS OF SMALL BUSINESSES***

## ***b. EVOLUTION OF CUSTOMER NEEDS***

- need for continual innovation**
- demand for increased service content**
- imperative of continual technological upgrades**
- need for increased professional training**
- increasingly regulated assessment of supplier relationships**

# ***THE QUESTION***

***IN A CHANGING WORLD...  
CAN WE AFFORD TO  
STAND STILL?***

# THE MATRIX OF CHANGE IN COMPANY "STATUS" AND ITS CAUSES

*Attitude of the company's counterparts*

**Passive**

**Active**

**Passive**

*Attitude of the company towards improvement and innovation*

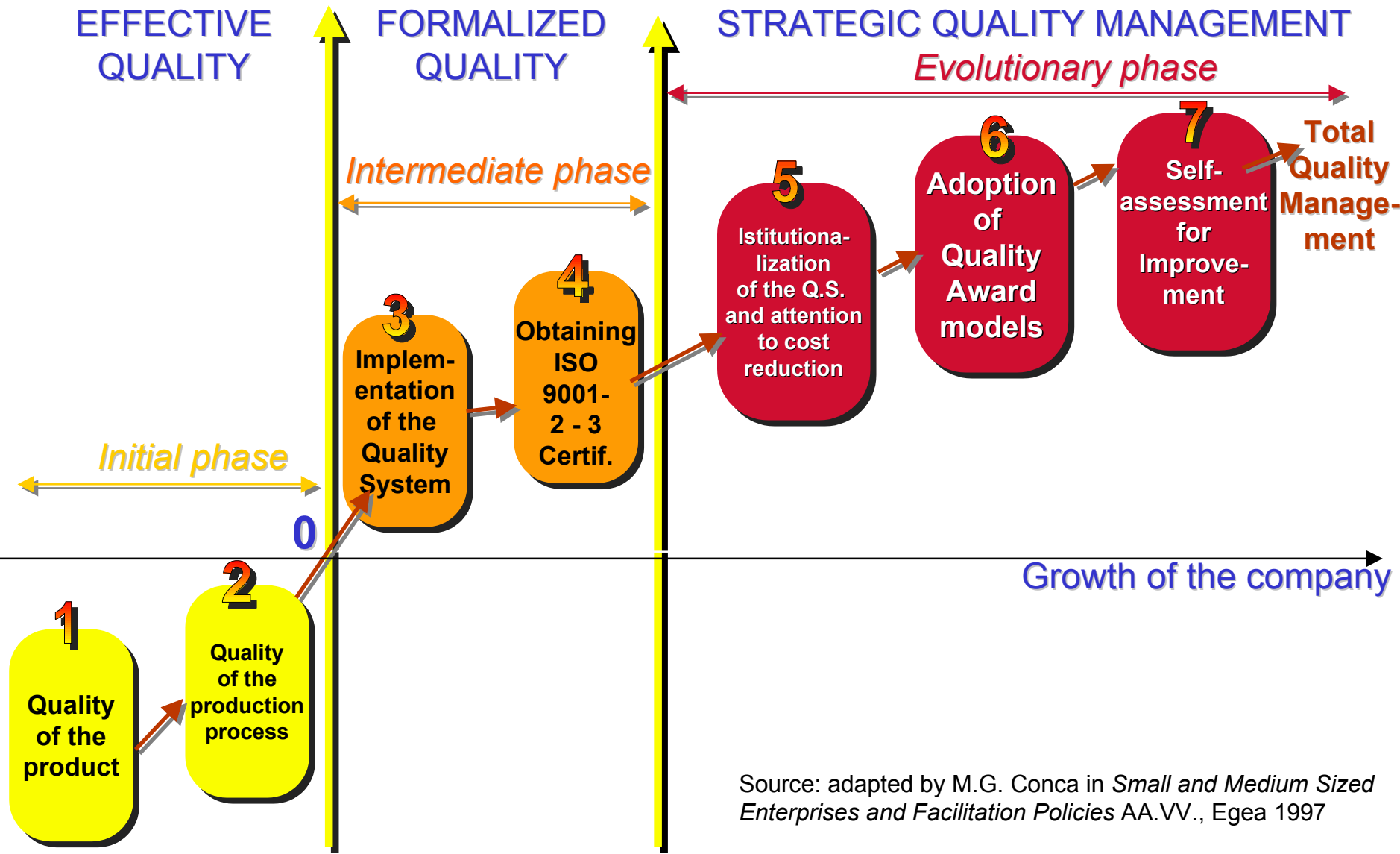
**Active**

	<b>1</b>	<b>2</b>
<b>Passive</b>	Unstable equilibrium	The status changes -
	<b>4</b>	<b>3</b>
<b>Active</b>	The status changes +	The status changes +/-

## **THE ANSWER**

***NO COMPANY CAN AFFORD  
TO STAND STILL ... EVEN IN  
ITS APPROACH TO QUALITY  
WITHIN THE ORGANISATION***

# THE EVOLUTIONARY MODEL IN STRATEGIC QUALITY MANAGEMENT



Source: adapted by M.G. Conca in *Small and Medium Sized Enterprises and Facilitation Policies AA.VV.*, Egea 1997



## THE ANSWER ...continued

***IN FACT IT IS NECESSARY TO  
MOVE BEYOND  
CERTIFICATION... AND  
TOWARD STRATEGIC  
QUALITY MANAGEMENT***

# ***STRATEGIC QUALITY MANAGEMENT***

## **1. STRATEGIC MEANS:**

- guided by *senior management*
- integrated into an *innovative and far-sighted* framework
- integrated into the strategic plan

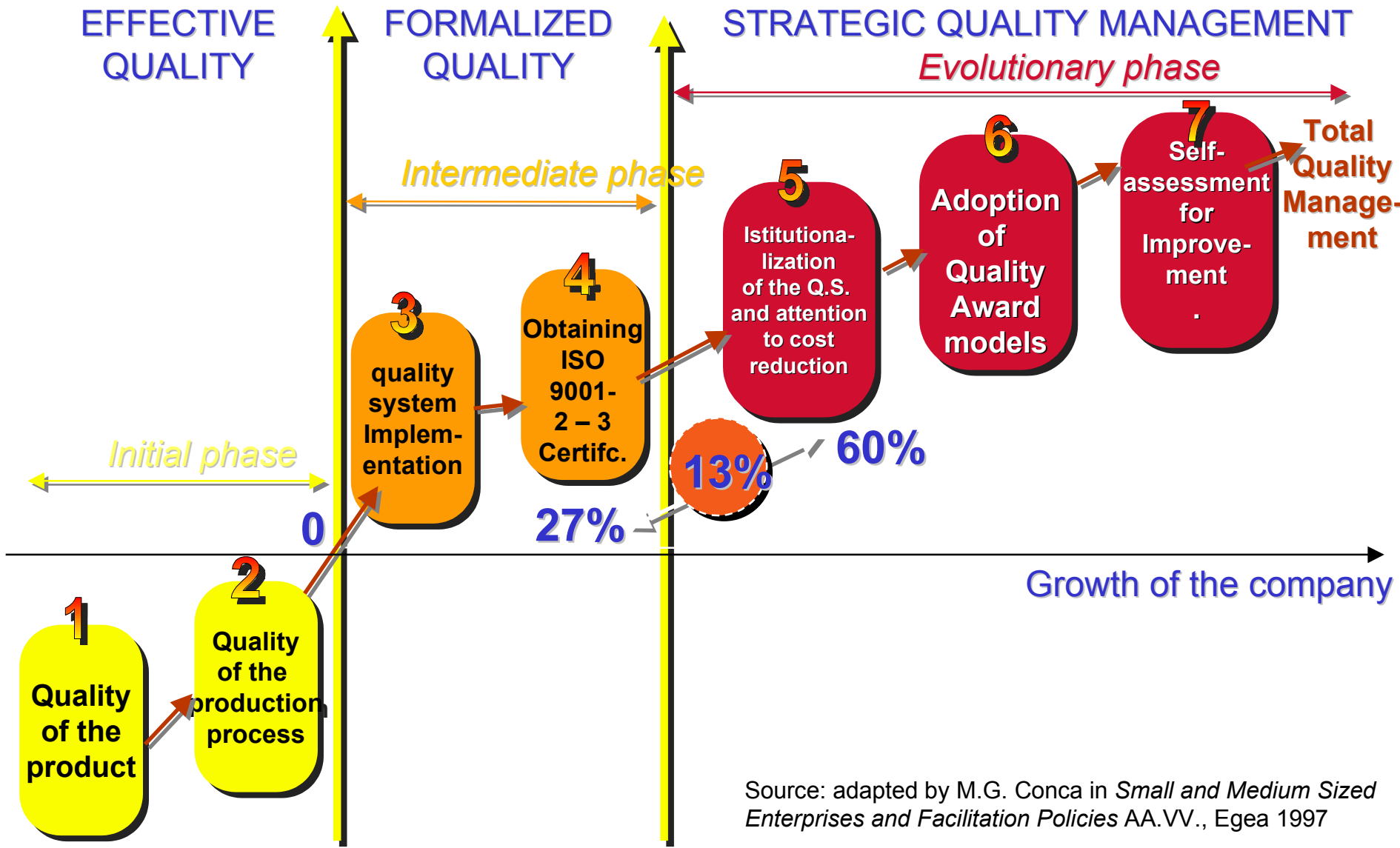
## **2. QUALITY MEANS:**

- control and measurement of the value produced by the company

## **3. MANAGEMENT MEANS:**

- planning the *improvement activities*
- planning and implementing corrective and preventive actions

# THE EVOLUTIONARY MODEL IN STRATEGIC QUALITY MANAGEMENT



Source: adapted by M.G. Conca in *Small and Medium Sized Enterprises and Facilitation Policies AA.VV.*, Egea 1997

# QUALITY MANAGEMENT BEYOND CERTIFICATION

- Certification as an intermediate step between the *quality product* and *the quality organisation*
- *Strategic Quality Management* can offer a unique opportunity for *growth and development of the organisation*
- Requires a *far-sighted* attitude on the part of the business owner, to implement *quality-aware management* according with the company's key objectives

# ***SELF-ASSESSMENT***

Self-assessment is the organisation's assessment of itself, its processes and results in order to:

- 1. increase *awareness* of the efficiency and effectiveness of the management of all the company's activities through *periodic measurements***
- 2. impart major changes in course or make minor "adjustments" to the *organisation's strategic direction***

# ***SELF-ASSESSMENT AS A TOOL FOR SYSTEMATIC INNOVATION***

- Self-assessment requires ***extensive involvement*** which can be achieved by stepping up activities such as ***targeted training and communication***
- Self-assessment can greatly help SMEs to deploy ***continual management innovation***, also called ***systematic innovation***
- Self-assessment requires its own ***reference model***

# A QUESTION

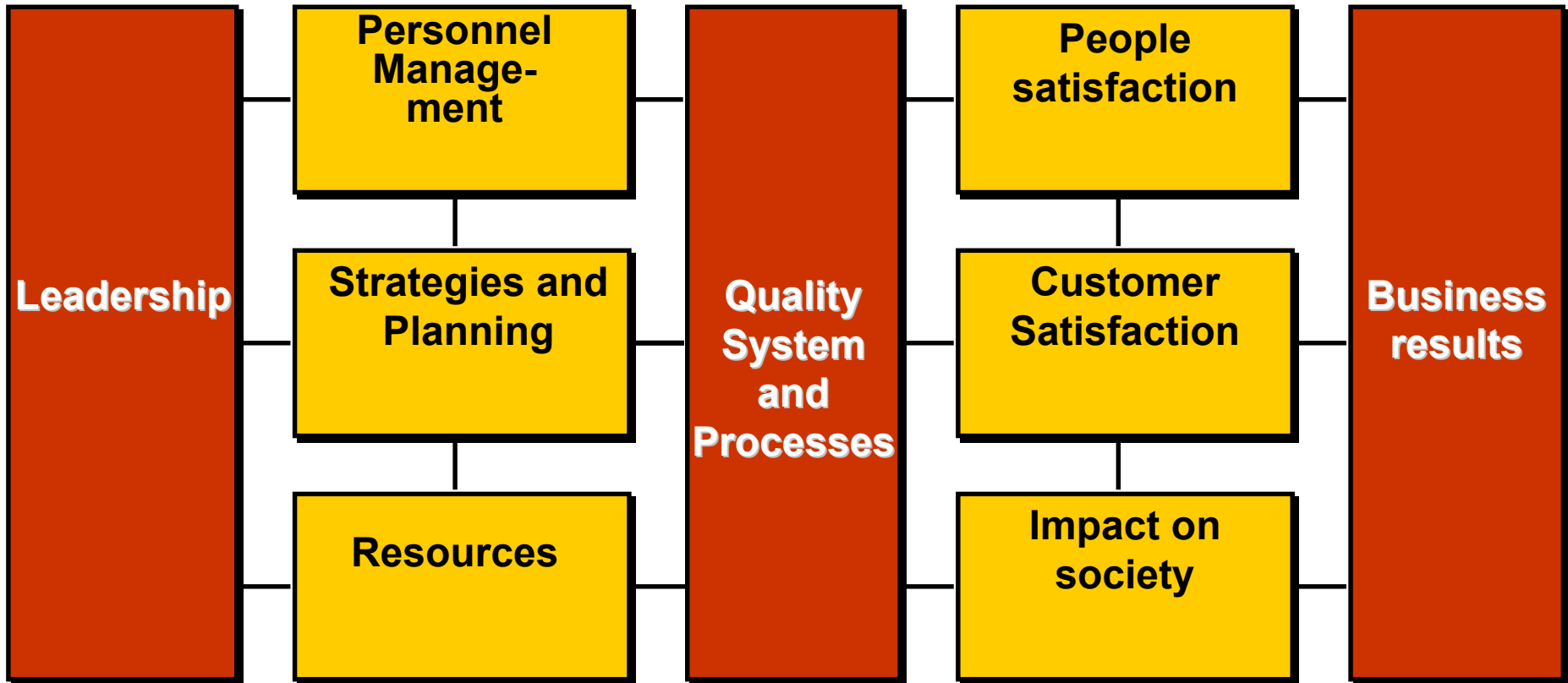
***HOW CAN ORGANISATIONS,  
such as SMEs,  
ASSESS THEIR OWN  
ACTIVITIES?***

# ***QUALITY AWARDS FOR SMEs***

- ***THE EUROPEAN QUALITY AWARD FOR SMALL AND MEDIUM SIZE ENTERPRISES***
- **THE MODEL FOR TOTAL QUALITY MANAGEMENT IN SMALL AND MEDIUM SIZED ENTERPRISES: **THE “ITALIA” QUALITY AWARD****
- **REGIONAL AWARD FOR EXCELLENCE IN THE TRADE AND CRAFT SECTOR**



# ***THE “ITALIA” QUALITY AWARD***



# ***THE “ITALIA” QUALITY AWARD***

The model of the award states that:

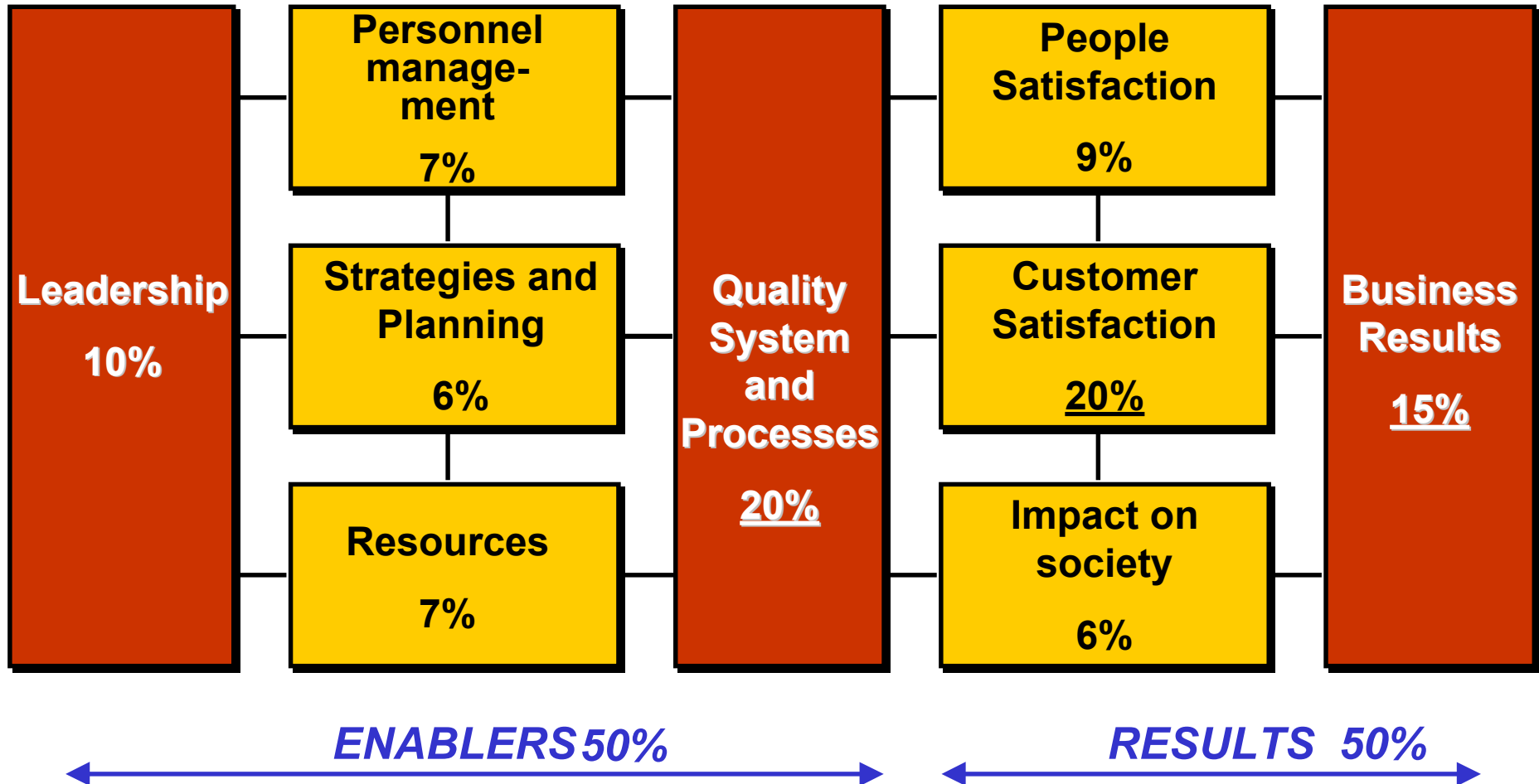
- **Customer satisfaction, People satisfaction and Impact on society**

are the result of Leadership actions expressed through:

- **Strategies and planning, Managing people and resources, the Quality system and processes.**

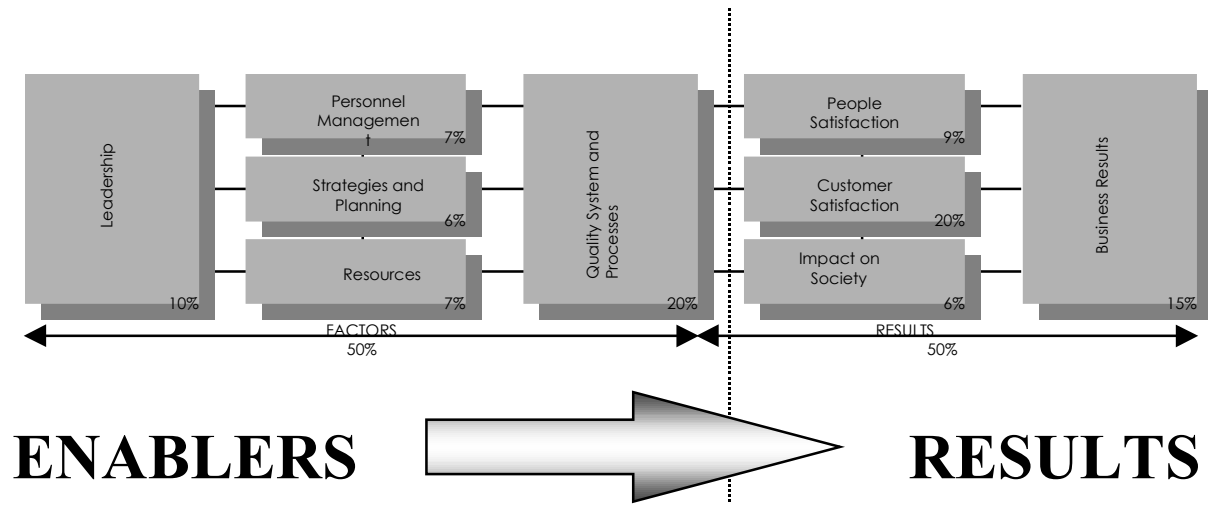
All of which ultimately generate excellence in the Business results, both economic and non-economic.

# THE ITALIA QUALITY AWARD



# THE CRITERIA

**ENABLERS** are the **actions** and **resources** deployed by the organisation for achieving the **RESULTS**



# ***ENABLERS***

**1 LEADERSHIP**

**2 STRATEGIES AND PLANNING**

**3 PERSONNEL MANAGEMENT**

**4 RESOURCES**

**5 QUALITY SYSTEM AND PROCESSES**

# **RESULTS**

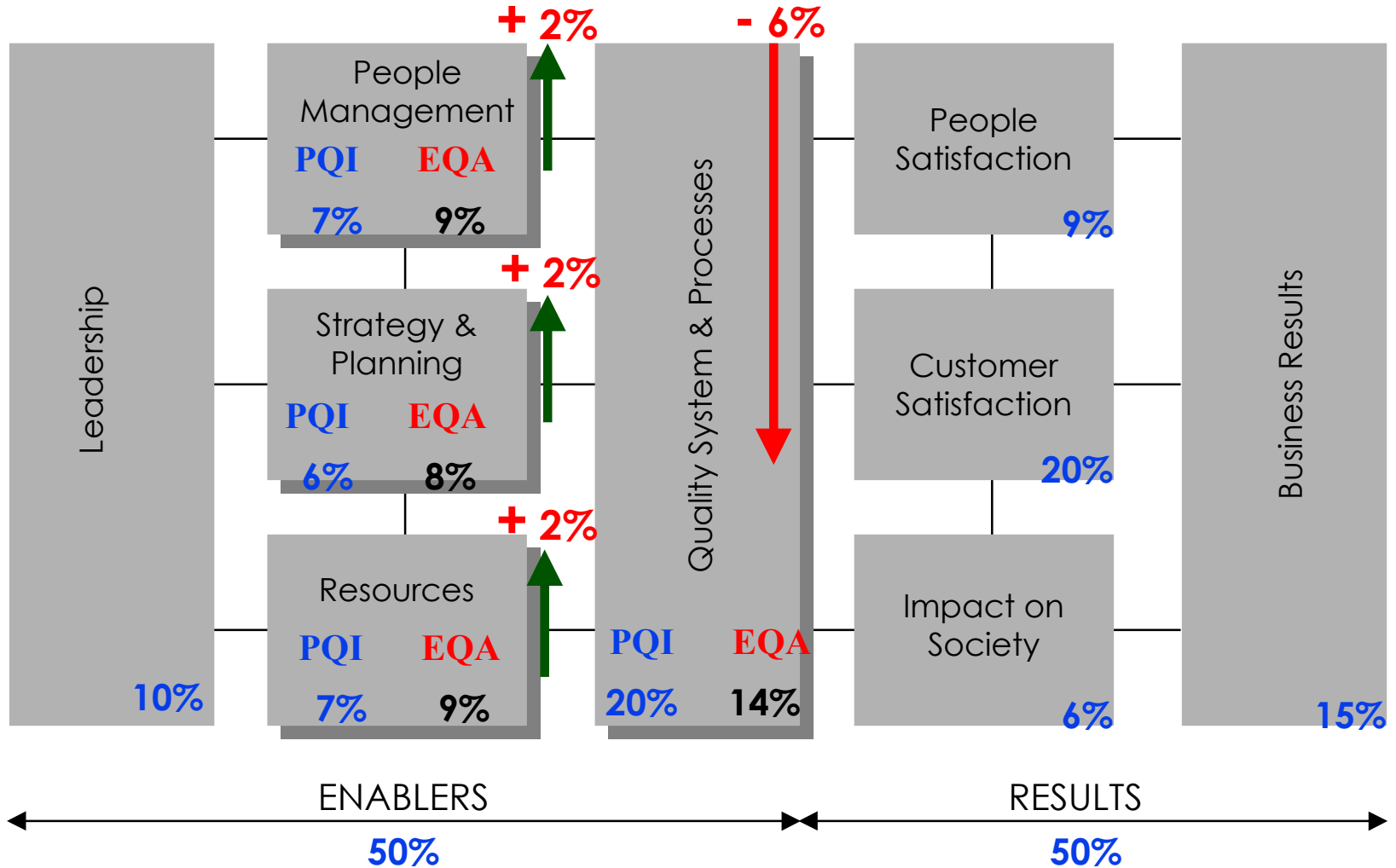
**6 CUSTOMER SATISFACTION**

**7 PEOPLE SATISFACTION**

**8 IMPACT ON SOCIETY**

**9 BUSINESS RESULTS**

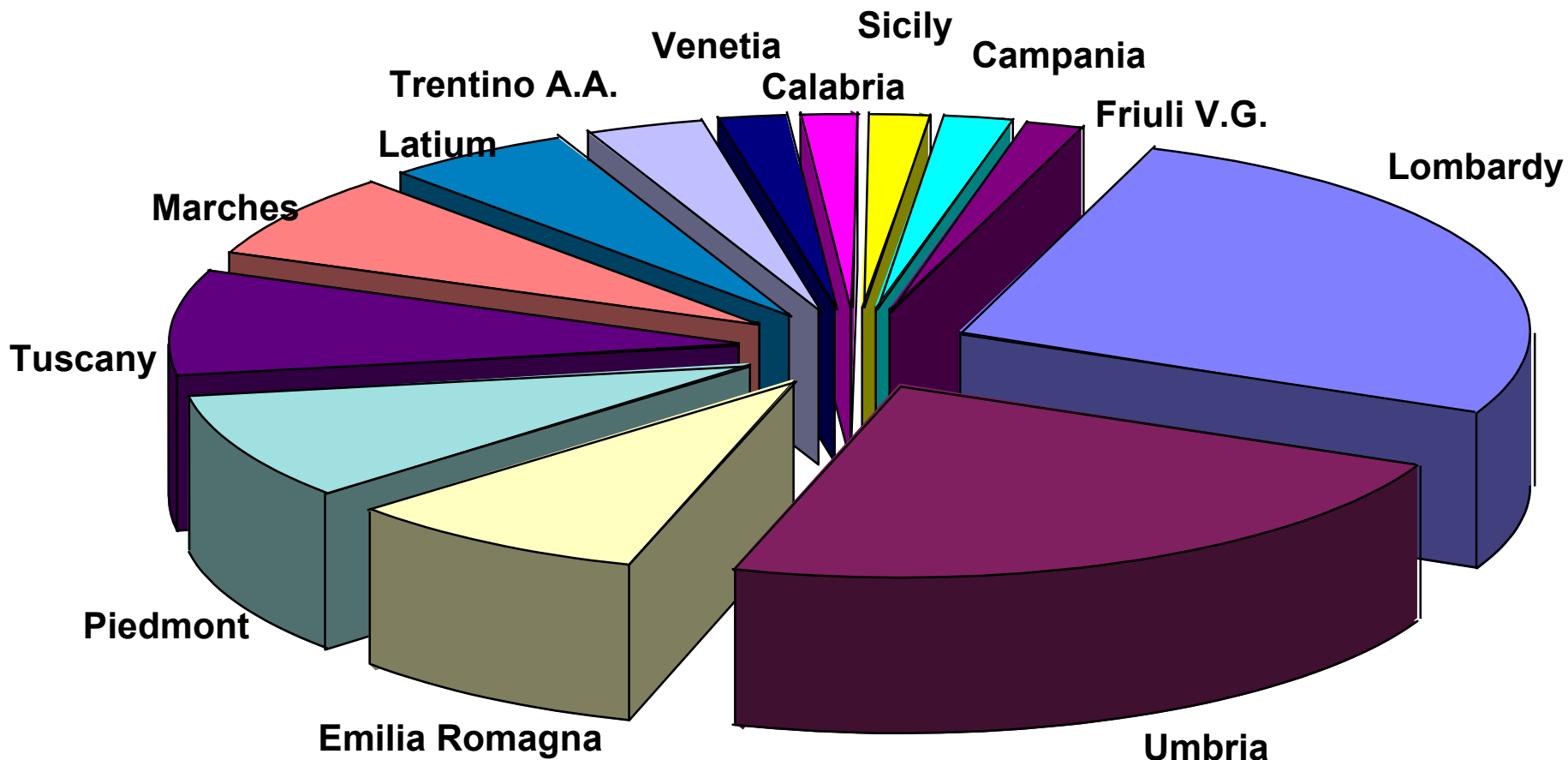
# European Quality Award





# THE PARTICIPANTS

## *Breakdown by region*

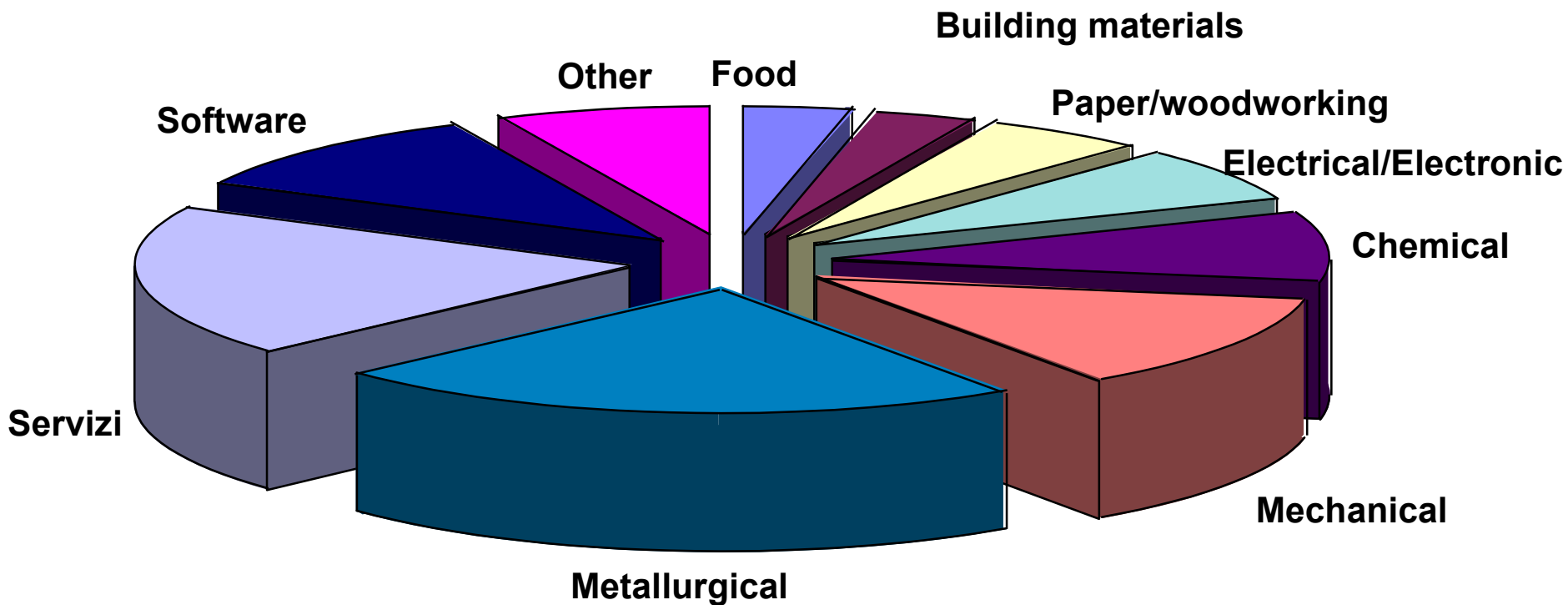




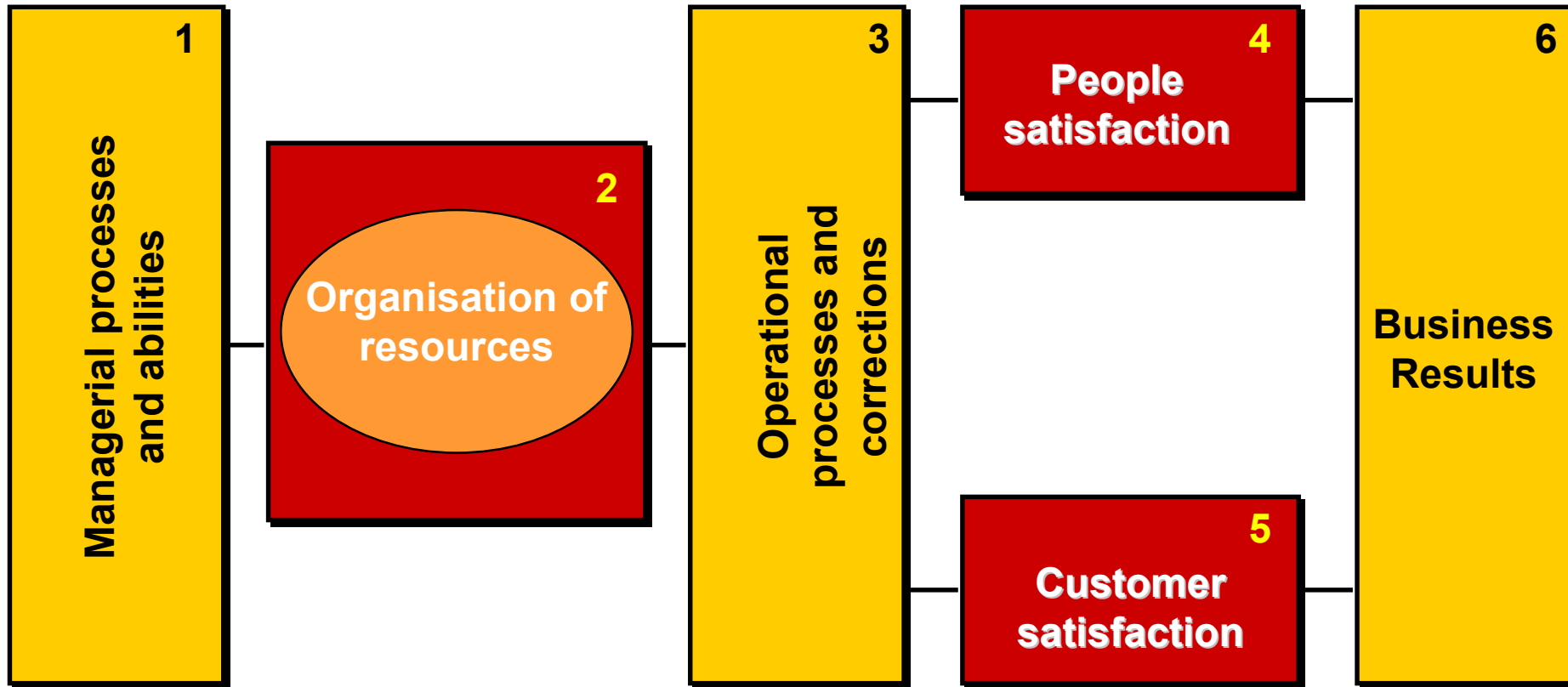


# THE PARTICIPANTS

## *Breakdown by industry sector*



# ***REGIONAL AWARD FOR EXCELLENCE IN THE TRADE AND CRAFT SECTOR***



# CONCLUSIONS

- Examples of self-assessment and the *application of quality award* models are still *rare* in our country
- A company's decision to adopt more innovative management tools entails *creating the necessary conditions* for putting them into operation
- Only *increased awareness of* self-assessment issues *guided by senior management* can enable organisations to achieve higher objectives than their competitors

***END***

***GOOD LUCK PREPARING FOR  
THE EXAM!***