

Lecture 04a

# Διοίκηση Ολικής Ποιότητας

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# Περιγραφή Παρουσίασης

Quality Achievements

Quality Endorsement in Greece

Rapid Changes

Research Findings (Quality)

Research Findings (Business Priorities)

Research Findings (New Operating Model)

The Way Ahead



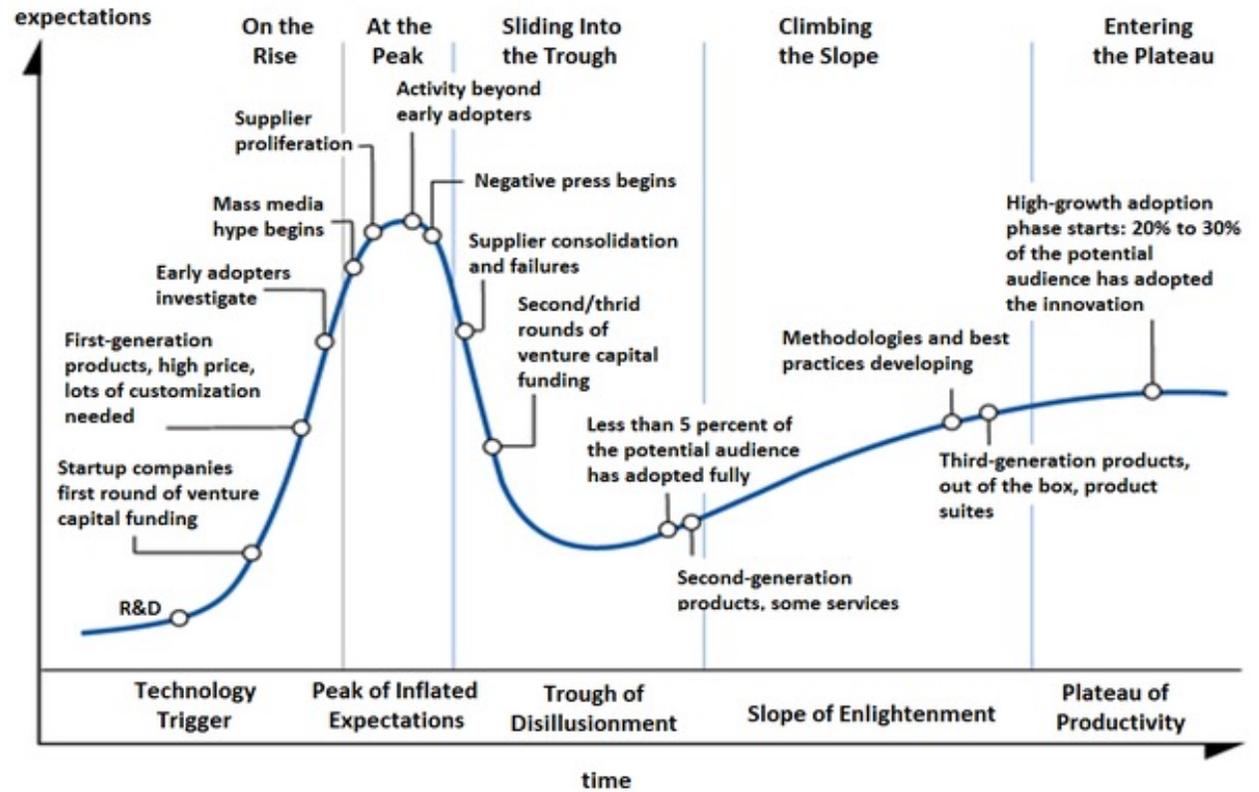
# Quality Achievements

Q Introduction / Penetration  
Q | Management Systems  
Certification  
Audit | Evaluation  
Continuous Improvement  
Q Control | Tools  
Cross Functional Benefits  
Other Frameworks  
CSR (Πράξεις Ποιότητας)

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# Quality Endorsement in Greece

## Gartner's Hype Cycle



Source: Gartner

# Innovation Entrepreneurship & **Quality** in Greece



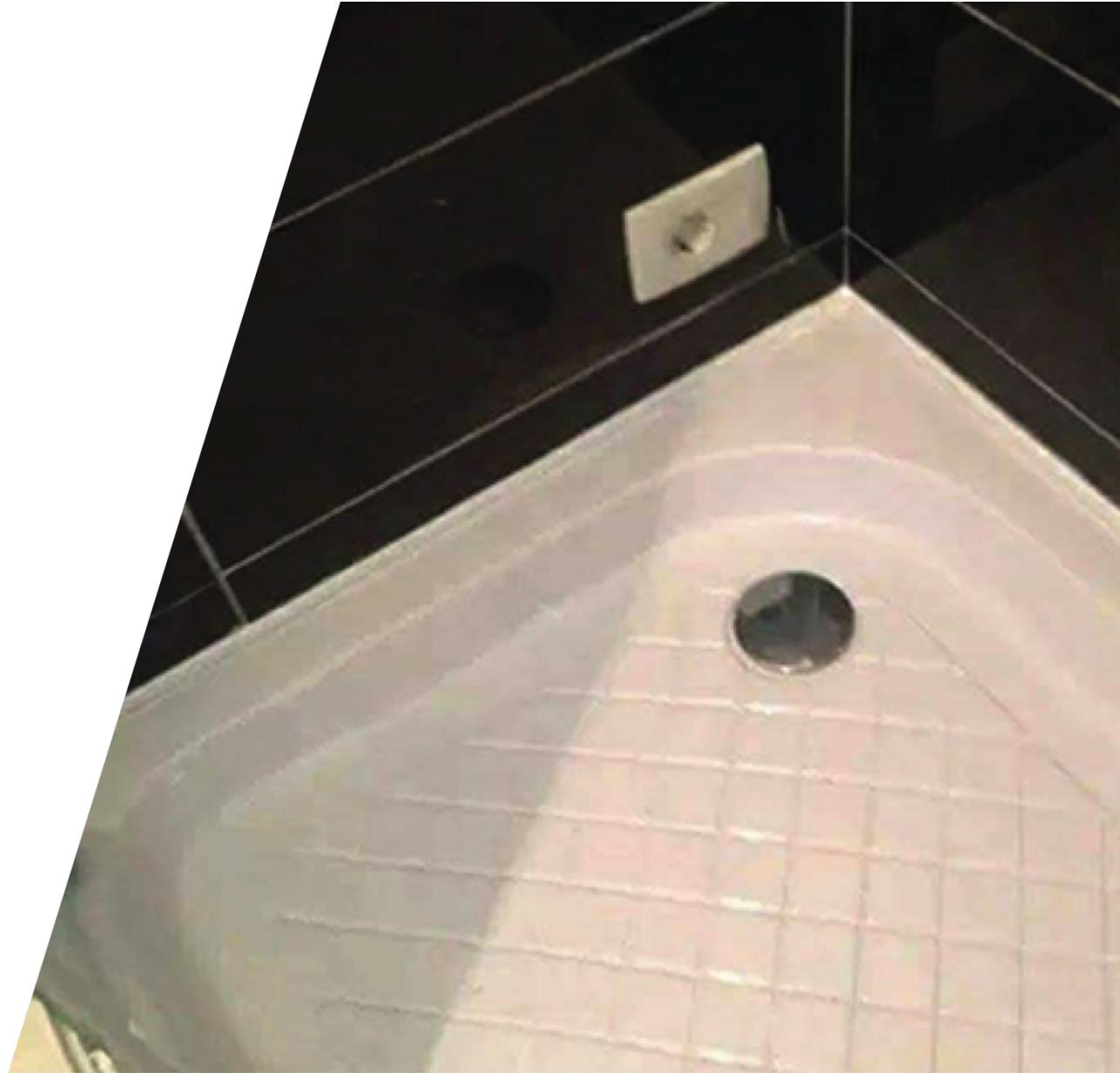
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# Infrequent Incidents



# Infrequent Incidents





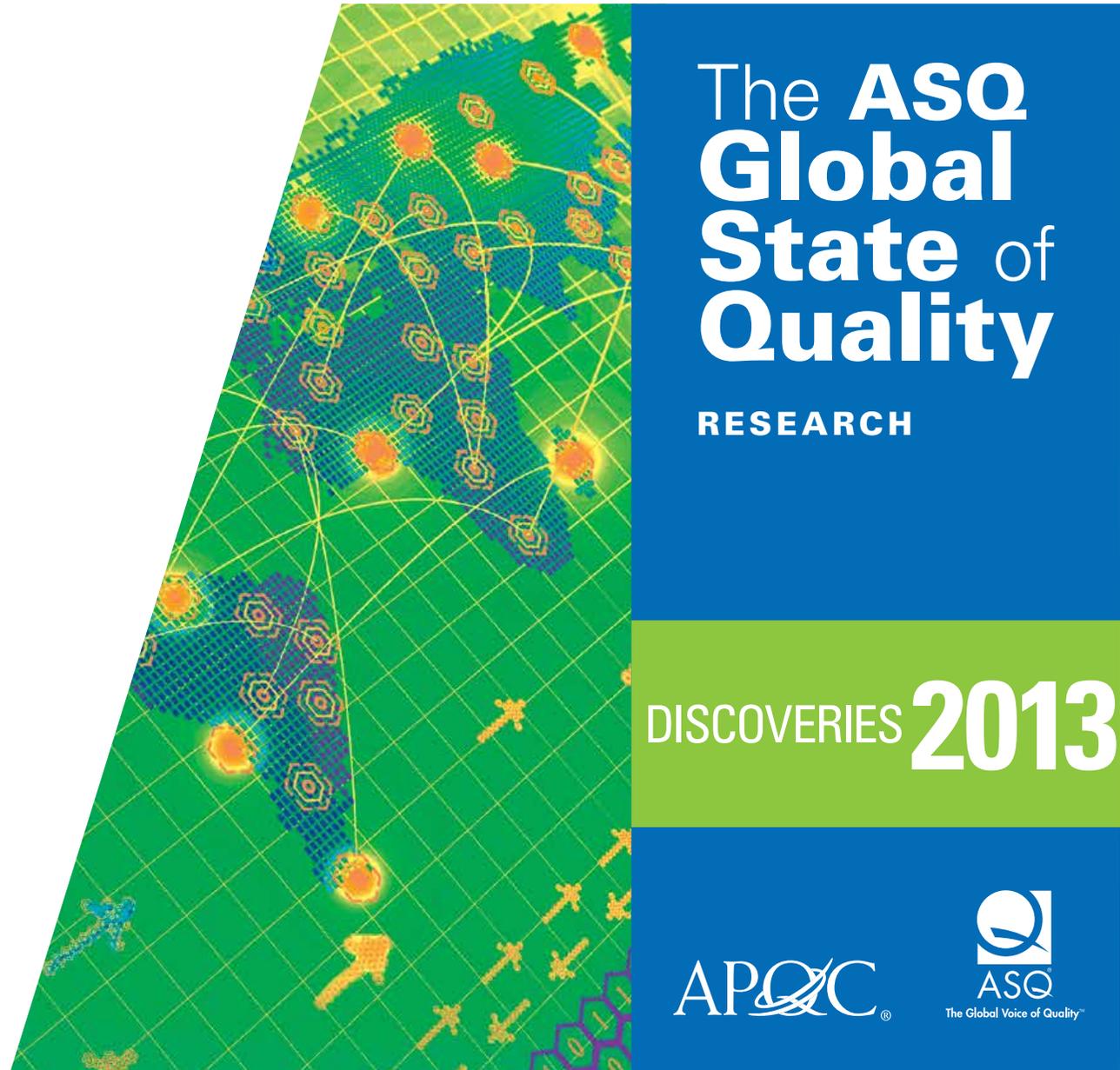
**Research**

**(Quality)**

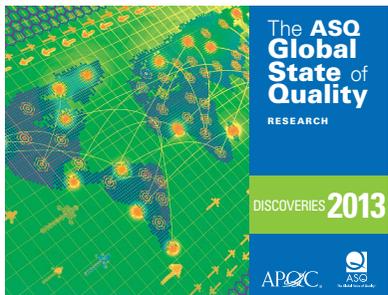
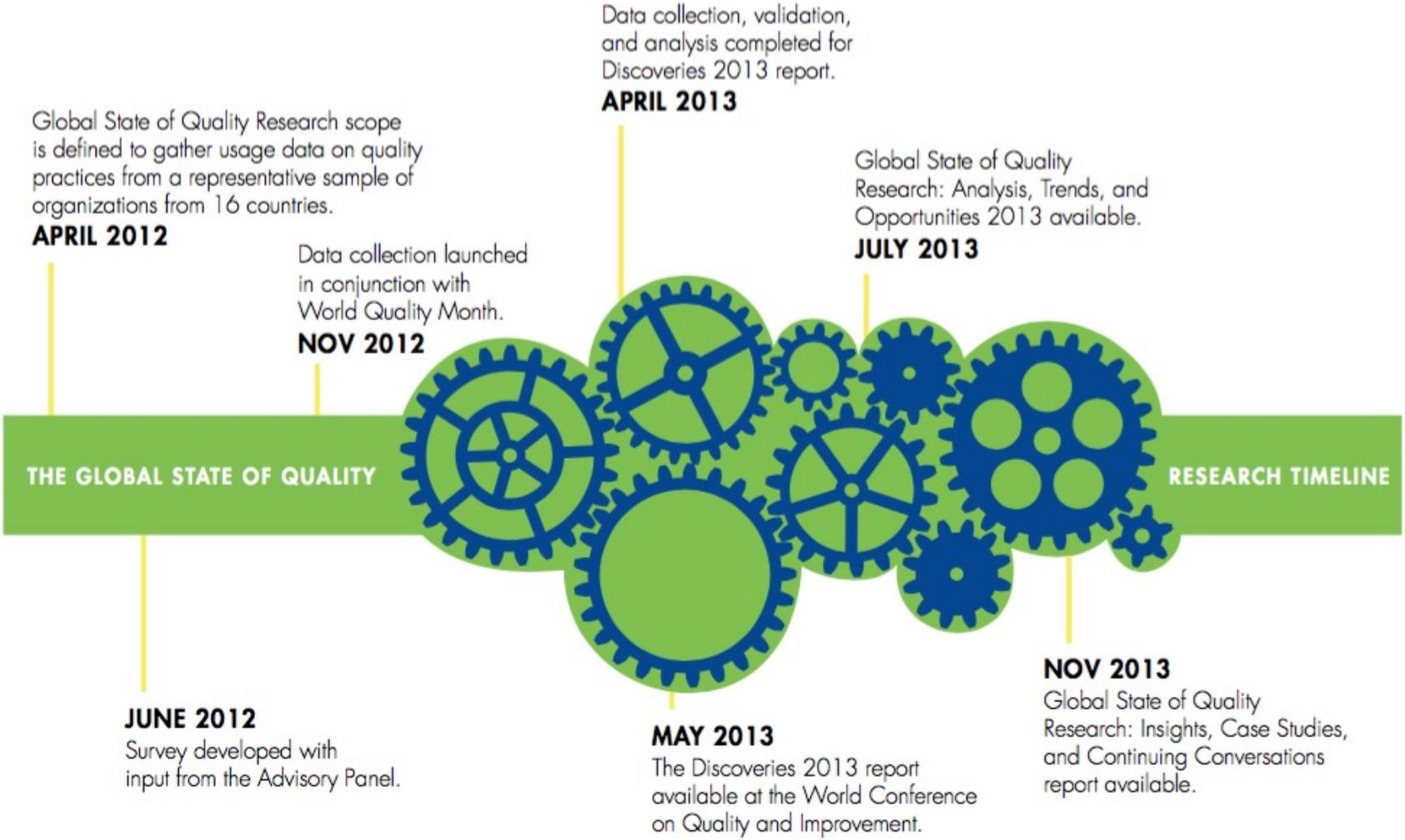
**Findings**

**(ASQ)**

# Key Findings



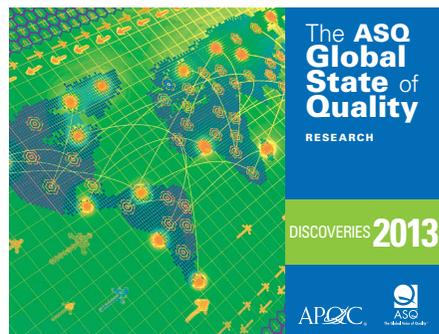
# Research Timeline



# Research Identity

## NUMBER OF RESPONDENTS BY ORGANIZATION SIZE AND REGION

	< \$100M	\$100M to \$1B	\$1B to \$5B	\$5B to \$10B	> \$10B	TOTAL
Australia	36	29	3	1	1	70
Brazil	46	31	4	12	21	114
Canada	68	11	51	10	13	153
China	52	34	29	10	20	145
Czech Republic	13	4	0	0	1	18
Finland	71	53	17	6	4	151
France	50	22	15	17	24	128
Germany	101	48	12	7	6	174
India	37	10	8	14	22	91
Mexico	50	20	11	3	5	89
Netherlands	57	25	34	16	17	149
Russian Federation	30	10	4	19	17	80
Spain	64	13	9	3	4	93
United Kingdom	40	32	57	14	21	164
United States	122	74	52	33	40	321
Other	34	7	3	4	3	51
<b>TOTAL</b>	<b>871</b>	<b>423</b>	<b>309</b>	<b>169</b>	<b>219</b>	<b>1,991</b>



# Research Areas

Quality Governance & Management

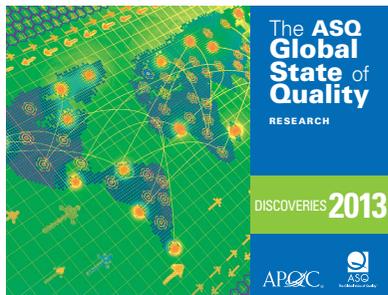
Outcomes & Measures

Competencies & Training

Culture

The Customer

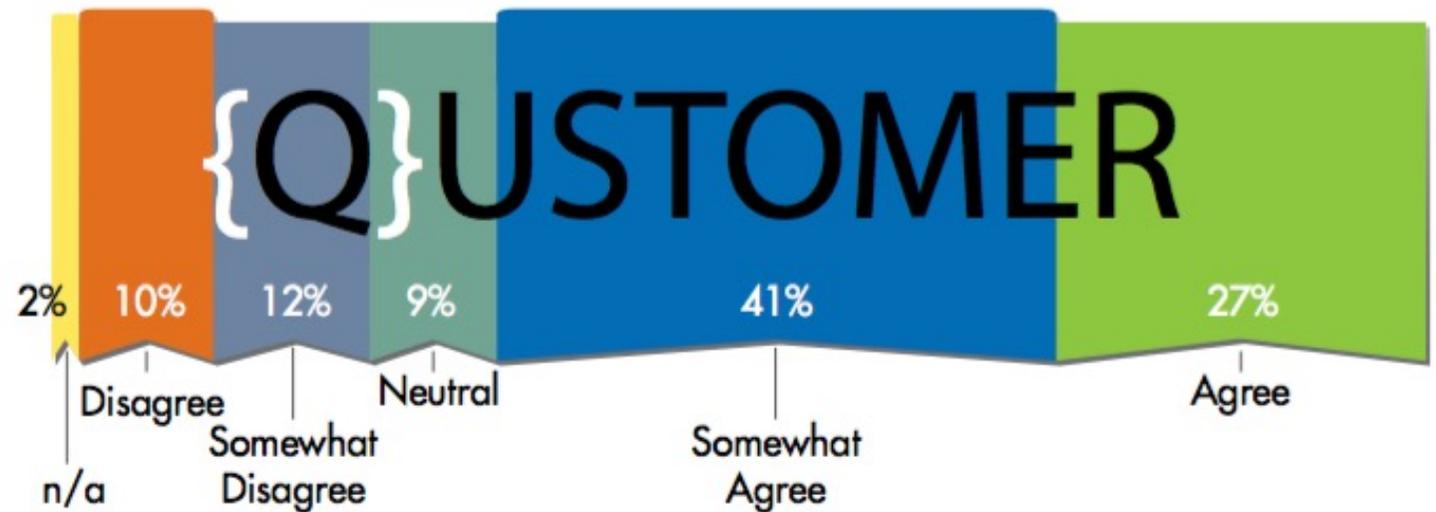
Implications & Opportunities





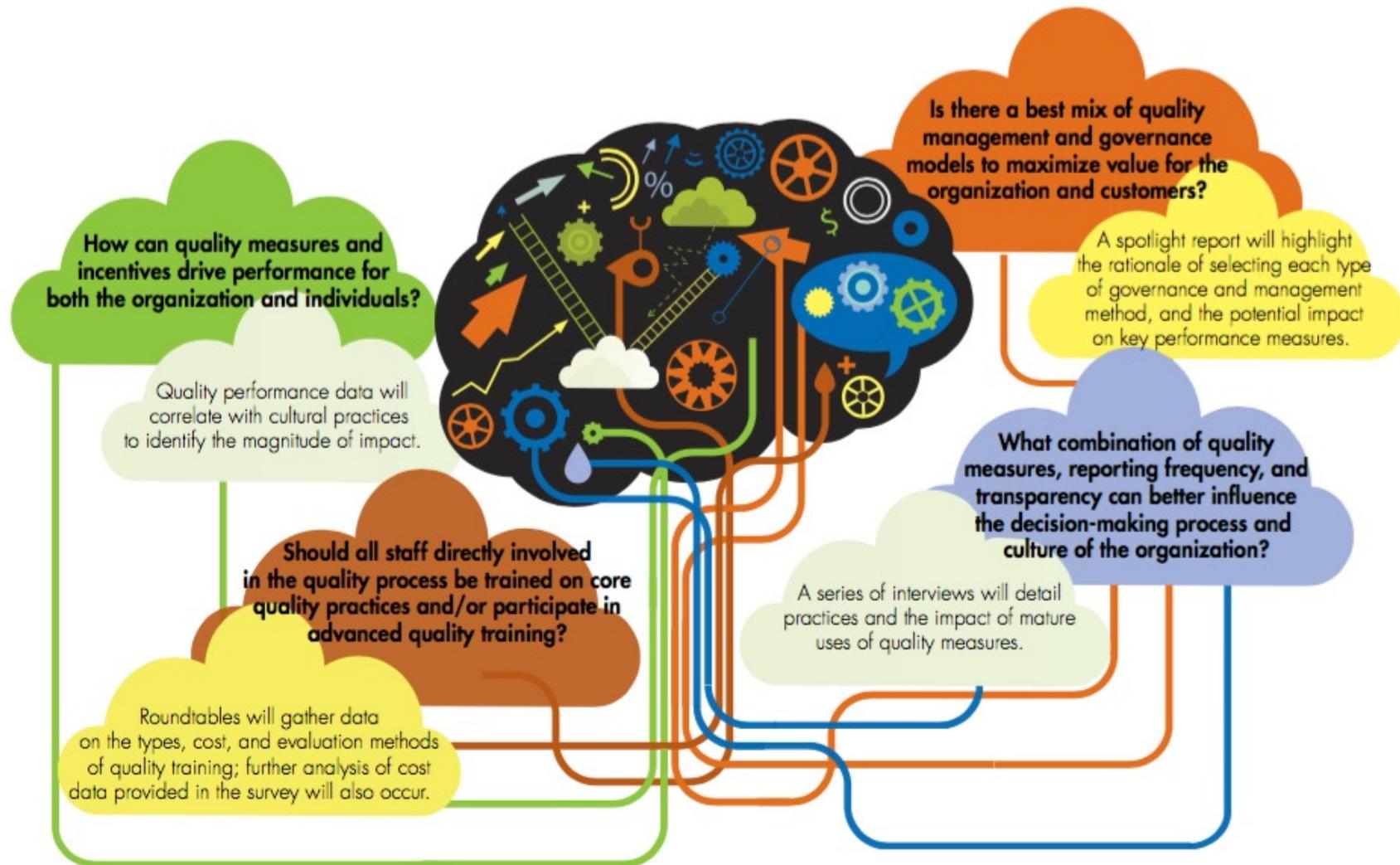
# Qustomer

Information on our product or service quality performance is shared with customers.

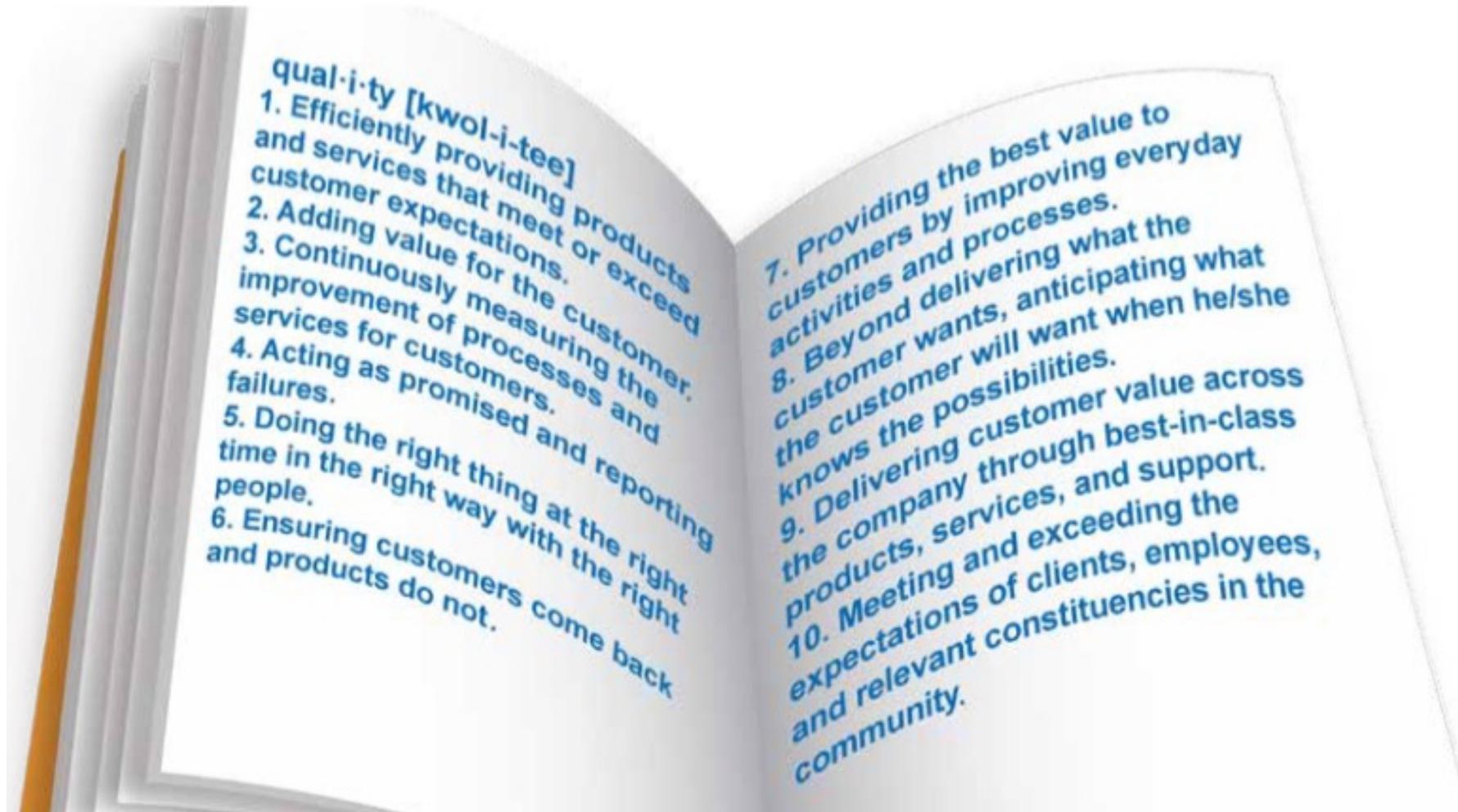


# Customer - Implications & Opportunities

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# Quality Defined



# Formal Definitions

## 2.2 Fundamental Concepts

### 2.2.1 Quality

An organization focused on Q promotes a culture that results in the behavior, attitudes, activities & processes that deliver value through fulfilling the needs & expectations of customers & other relevant interested parties.

The Q of an organization's products & services is determined by the ability to satisfy customers and the intended and unintended impact on relevant interested parties.

The quality of products & services includes not only their intended function & performance, but also their perceived value & benefit to the C.

## 3.6 Terms related to Requirement

### 3.6.2 Quality

degree to which a set of inherent characteristics of an object fulfills requirements

Source: ISO 9000:2015

# Key Findings

Q: Strategic Asset,  
Competitive Differentiator

Business Performance Impact

Accelerating Customer

Setbacks: Controlled or not

Knowledge, Learning &  
Culture

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### Top FIVE Quality Challenges Across Geographies



PERCENT OF RESPONDENTS

# THE ASQ GLOBAL STATE OF QUALITY RESEARCH

## DISCOVERIES 2016

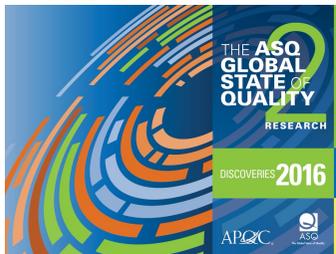
APQC

ASQ  
The Global Voice of Quality

# Research Identity

## REVENUE AND COUNTRY BREAKOUT

	<100 M	100M to 1B	1B to 5B	5B to 10B	>10B	Total
Australia	15	9	3	0	2	29
Brazil	30	1	3	0	0	34
Canada	63	11	1	0	1	76
China	24	6	1	1	5	37
Czech Republic	22	2	0	0	0	24
Finland	66	24	8	2	1	101
Germany	40	16	5	1	2	64
India	53	7	3	3	5	71
Mexico	40	6	2	0	0	48
Netherlands	7	2	1	0	0	10
Other	220	26	13	3	10	272
Portugal	46	2	0	0	0	48
Spain	13	2	2	0	0	17
UAE	27	5	1	1	0	34
UK	8	3	1	0	1	13
USA	489	118	79	37	64	787
<b>Total</b>	<b>1,163</b>	<b>240</b>	<b>123</b>	<b>48</b>	<b>91</b>	<b>1,665</b>



# Research Identity

## Number of Respondents by Industry



# Key Findings 1

96% see Q as Strategic Asset - Competitive Differentiator  
(triple the non world class)

85% promote challenging Q goals to drive high  
performance (3ple the nwc)

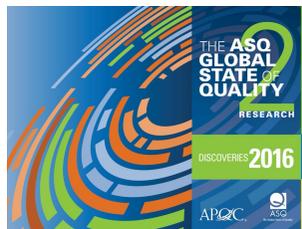
80% more likely to use Q to drive profitability

100% have increased investment in Q (2ble the nwc)

80% more likely to use Q to spur innovation

C-Suite to govern Q

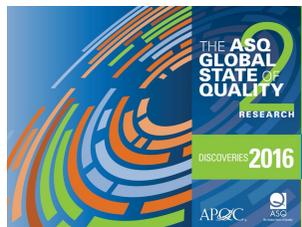
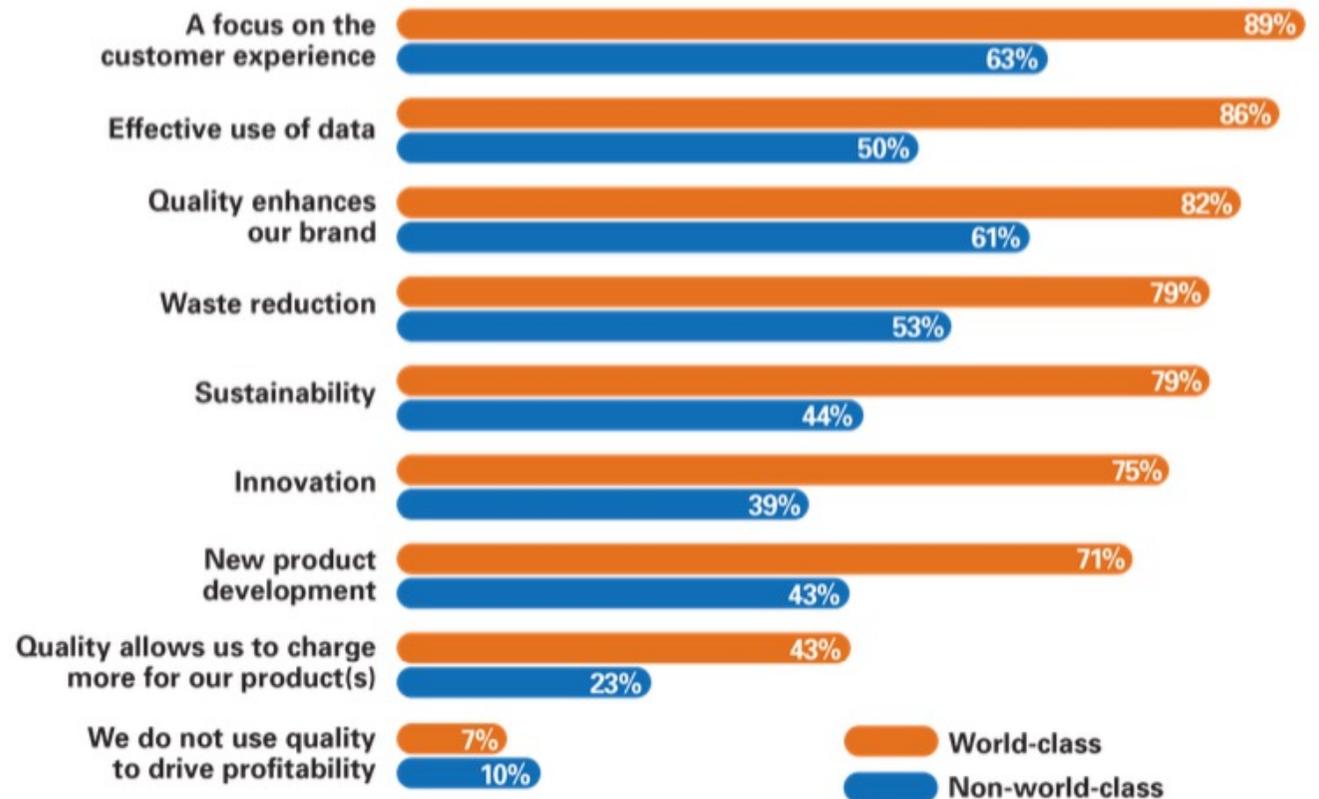
71% involve C in Q discussions (> 2ble the nwc)



# Key Findings 1

Q: Strategic Asset - Competitive Differentiator

## Using Quality to Drive Profitability



# Key Findings 2

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## Business Performance Impact

92% have most visible Q metrics on performance against C needs (3ple the non world class)

85% use Q measures for trend/predictive analytics (2ble nwc)

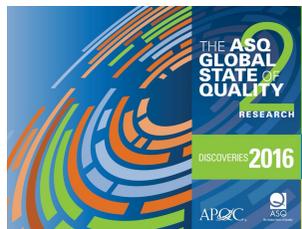
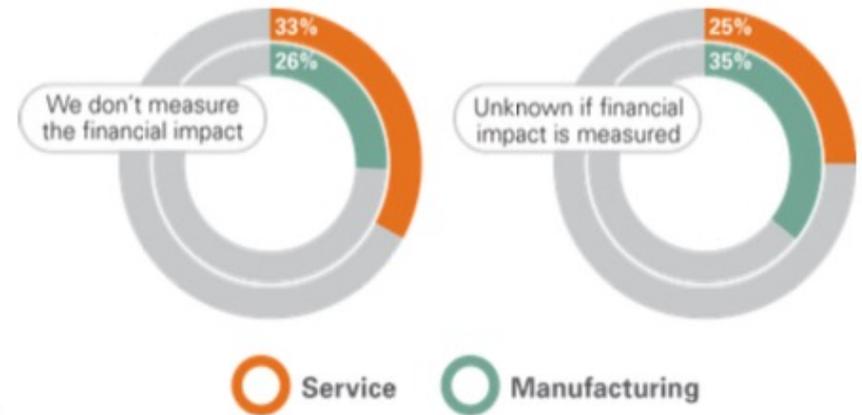
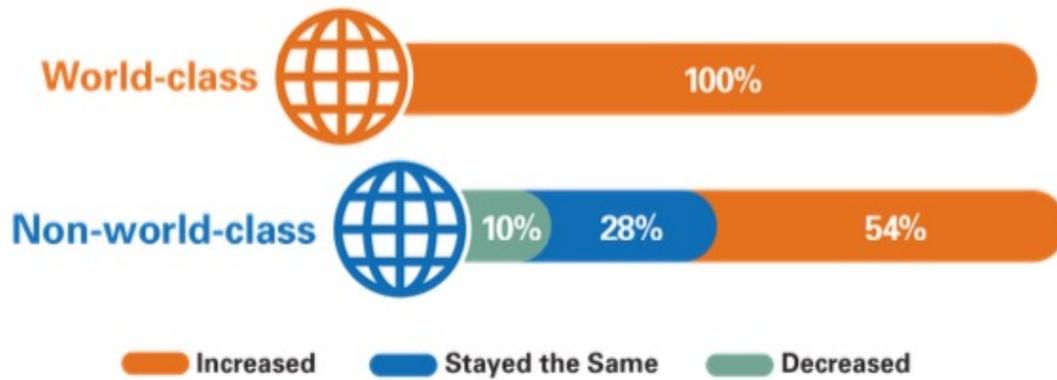
82% measure Q of their business processes (2ble the nwc)



# Key Findings 2

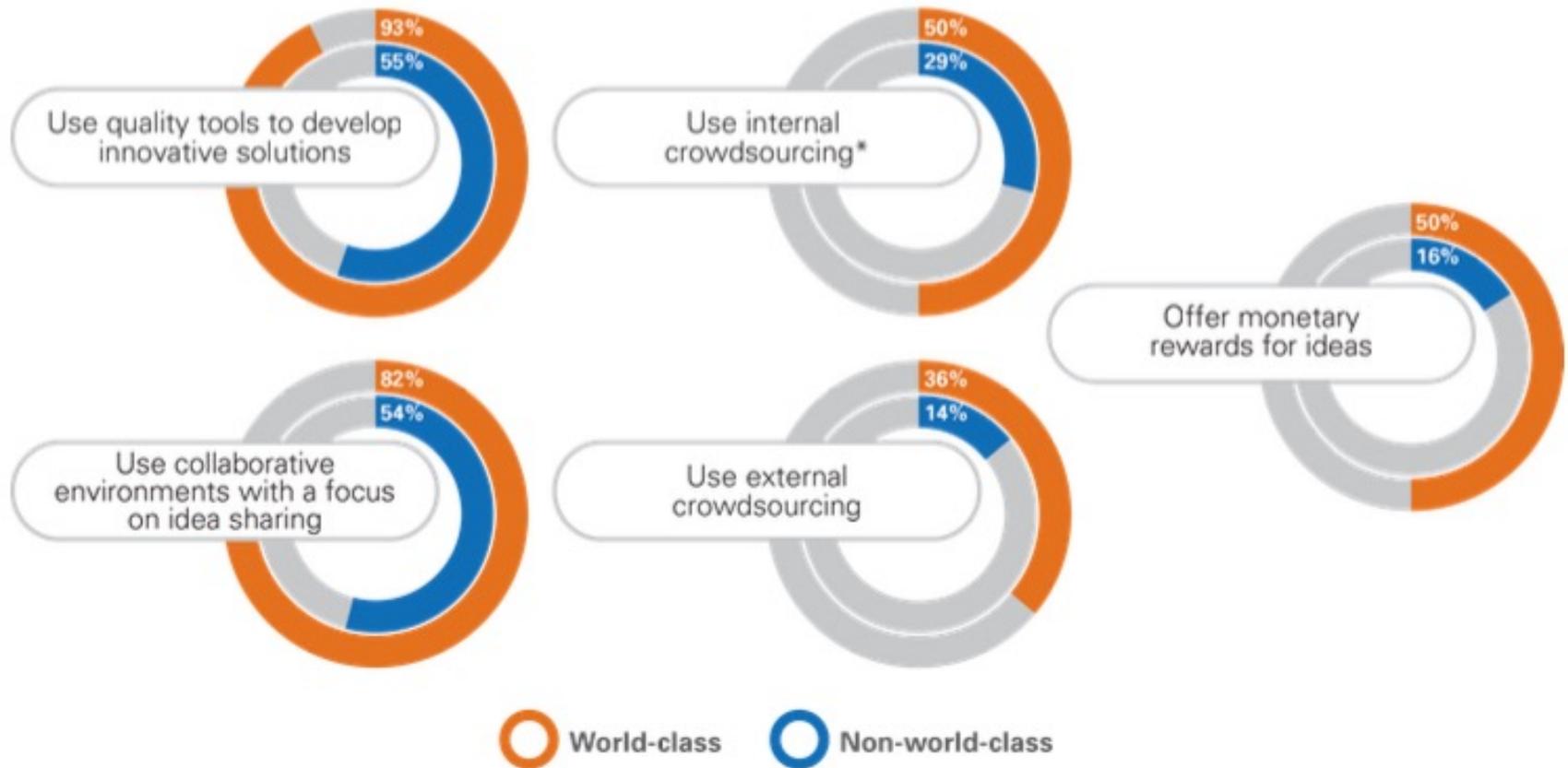
## Business Performance Impact

### Investment in Quality in Last Three Years



# Key Findings 2

## Business Performance Impact



# Key Findings 3

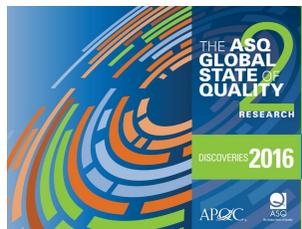
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## Accelerating Customer

100% train all employees (2ble the non world class)

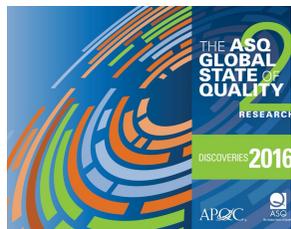
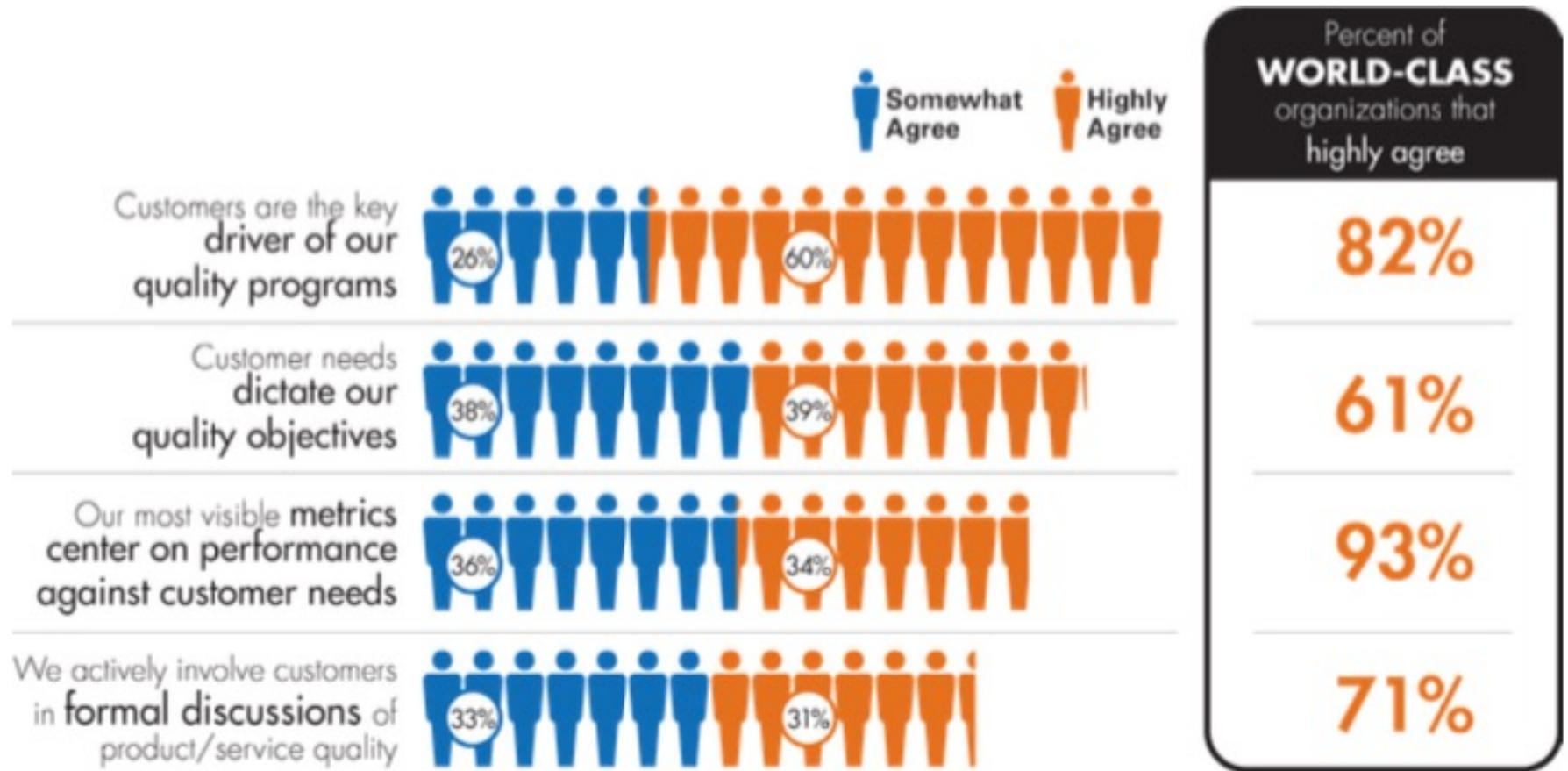
More than **3 times** as likely to offer training on CX

**Twice** as likely to apply Knowledge Transfer techniques from Retiring Employees



# Key Findings 3

## Accelerating Customer

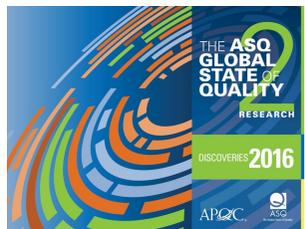


# Key Findings 4

## Standards & Setbacks

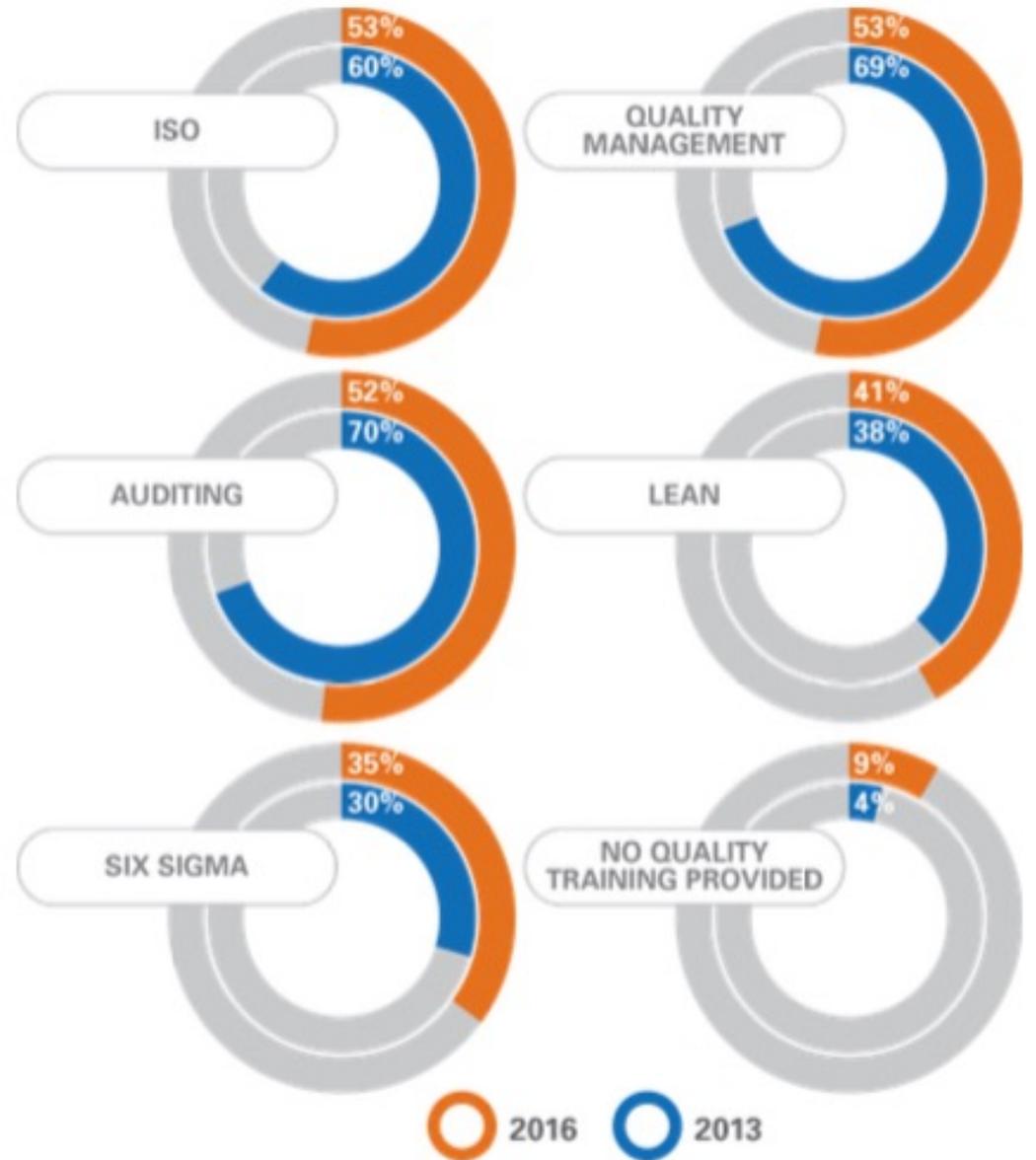
Two times less likely to have Q related setbacks

Four times more likely to be challenged by international standards being less than than their standards



# Key Findings 5

## Knowledge, Learning & Culture



# Customer Satisfaction Index

Sweden, 1992

New Zealand

US, 1996

Korea

Norway, 1998

EU

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# American Customer Satisfaction Index

cross-industry measure of CS  
key insights across the entire CX

by Brand  
by Company (300)  
by Sector (10)  
by Industry (43)  
Customers (70K)



# By Brand

Smartphone Customer Satisfaction 2016		
Model	Manufacturer	ACSI Score (0-100 Scale)
Galaxy Note5	Samsung	86
iPhone 6s Plus	Apple	85
Galaxy S6 edge+	Samsung	84
Galaxy Note 4	Samsung	84
iPhone 6s	Apple	83



# By Brand

Hotel Brand Customer Satisfaction 2016			
Brand	Type*	Parent	ACSI Score (0-100 Scale)
JW Marriott	Luxury	Marriott	85
Embassy Suites Hotels	Upper Upscale	Hilton	83
Fairfield Inn & Suites by Marriott	Upper Midscale	Marriott	82
Hyatt Regency	Upper Upscale	Hyatt	82
Westin	Upper Upscale	Starwood	81



# By Sector

Sector	2015	2016	Prior year % change
Energy Utilities	74.3	71.9	-3.2%
Health Care & Social Assistance	75.1	76.1	1.3%
Transportation	73.1	75.0	2.6%
Telecommunications & Information	68.8	70.1	1.9%



# by Industry

Airlines

Athletic Shoes

Automobiles

Banks

Cellular Phones

Gasoline Stations

Hotels

Hospitals

Household Appliances

Internet Service Providers

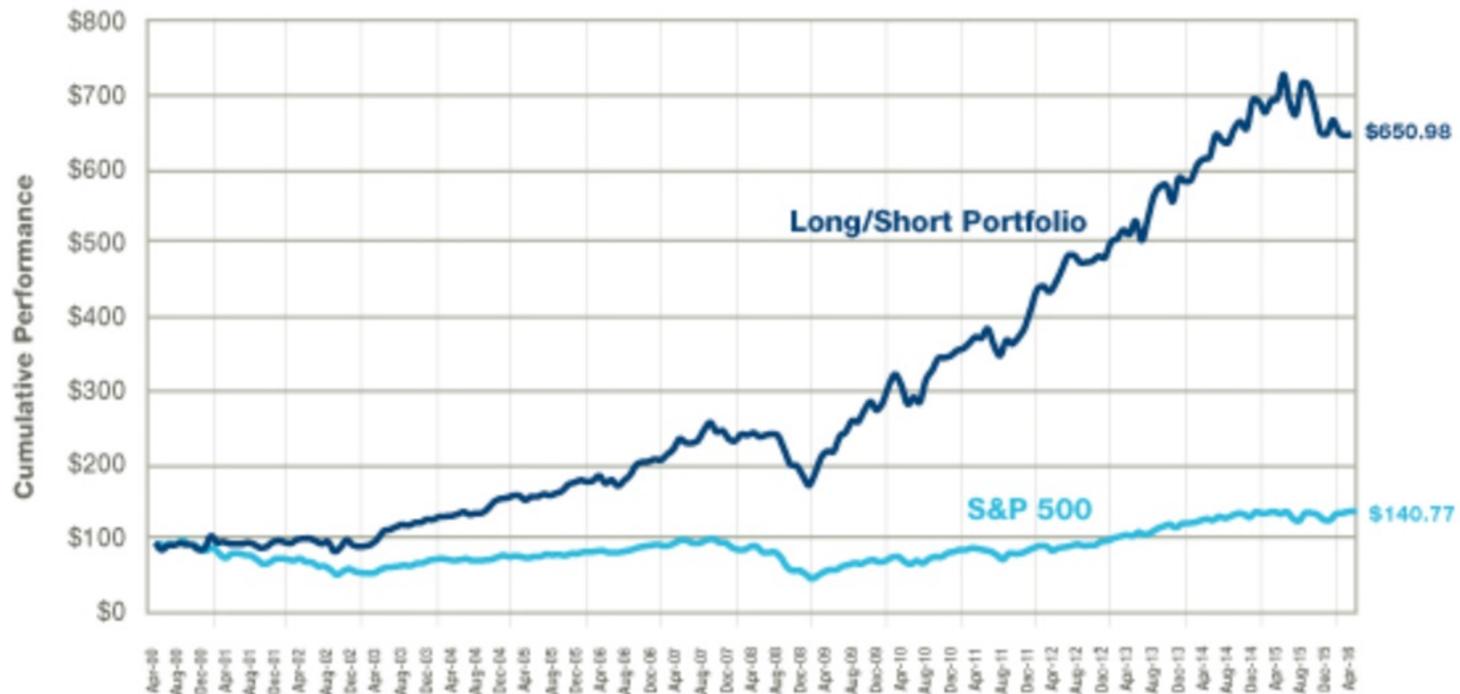
Life Insurance

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# ACSI Scores as Financial Indicators

**Annual Returns: Long/Short Portfolio vs. S&P 500**  
April 2000 (Inception) – June 30, 2016



Source: S&P 500 from Standard & Poor's at <http://finance.yahoo.com>



**Research**

**(Quality)**

**Findings**

# Quality & Market Value of the Firm

Hendricks & Singhal

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**Research**

40

**(New Operating Models)**

**Findings**

# New Operating Model

More Agile

Quicker to React

Deliver Great CX

Utilize New Technologies

Improve Quality & Transparency

Build Value

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# Shift #1

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- *“... Eliminate Uncoordinated Efforts, within Siloes*
- *Launch an Integrated Operational – Improvement Program*
- *Organized Around Customer Journeys ...”*

Source: A. Bollard et al, McKinsey 2017



# Shift #2

43

- “... from individual approaches or capabilities in a piecemeal manner
- to adopting multiple levers in sequence
- to achieve compound impact ....”

Source: A. Bollard et al, McKinsey 2017



# Towards Shift #2

Digitization (CX)

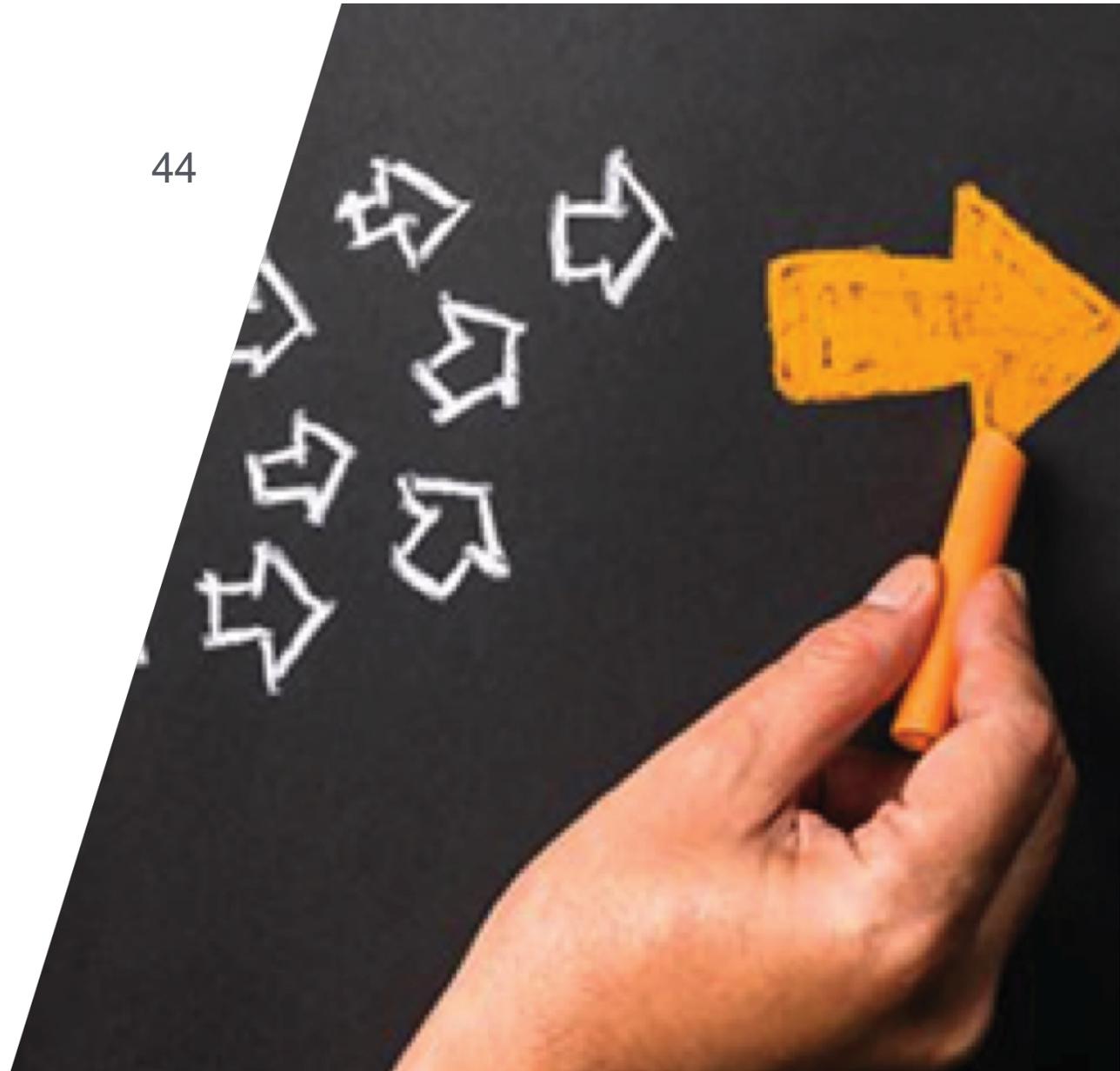
Process Automation

Lean Process Redesign

Business Process Outsourcing

Advanced Analytics

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# Way Ahead

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# Conventional Quality Impact?



# Innovation

“.. a new idea, device, method ...  
meets **new** requirements,  
unarticulated – existing **needs**  
..... through more effective  
products-services,  
processes, technologies”



# Entrepreneurship

“ ... the process  
of  
designing, launching & running  
a  
new business ...

taking on financial risks in the  
hope of profit ...”

small, start ups



# The Way Ahead

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Great Potential

[New Areas](#) (Professional Certification)

Even wider Contribution

[more 'Right to Left'](#)

CX, NPD, OpEx ,...

[Alignment with Business Functions](#)

Leaner Mgt Systems

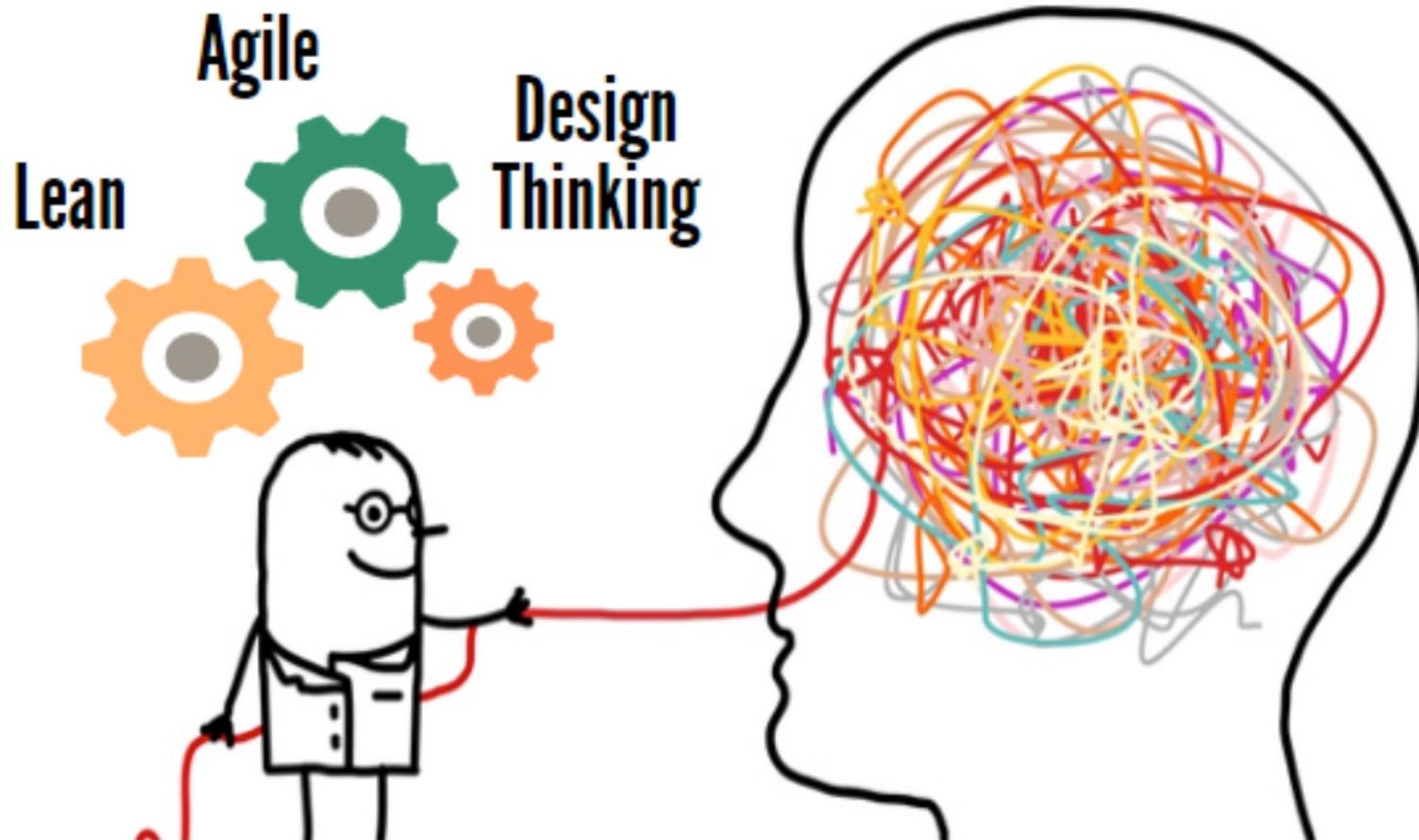
['Time to Market' | Shorter Life Cycles](#)

CI, Q Tools, Process Capability, ...



# NPD ... Innovation .... CX

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# CX Challenges

Cross, Multi, Omni Channel  
Universal CX, CX Continuity

Phygital

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# Thank you !

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Looking forward to the  
Creative Times Ahead!

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