

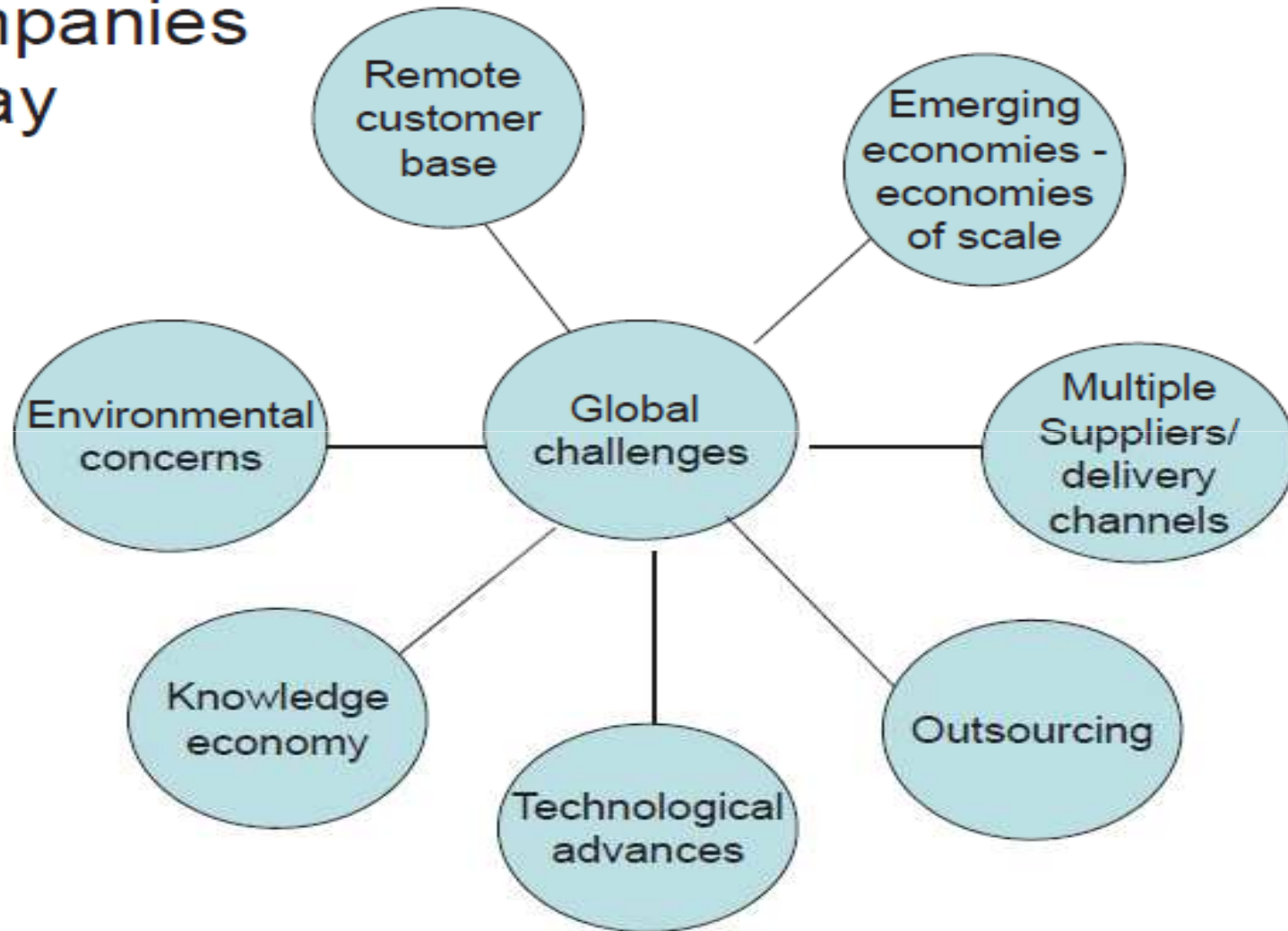
Current Quality Challenges

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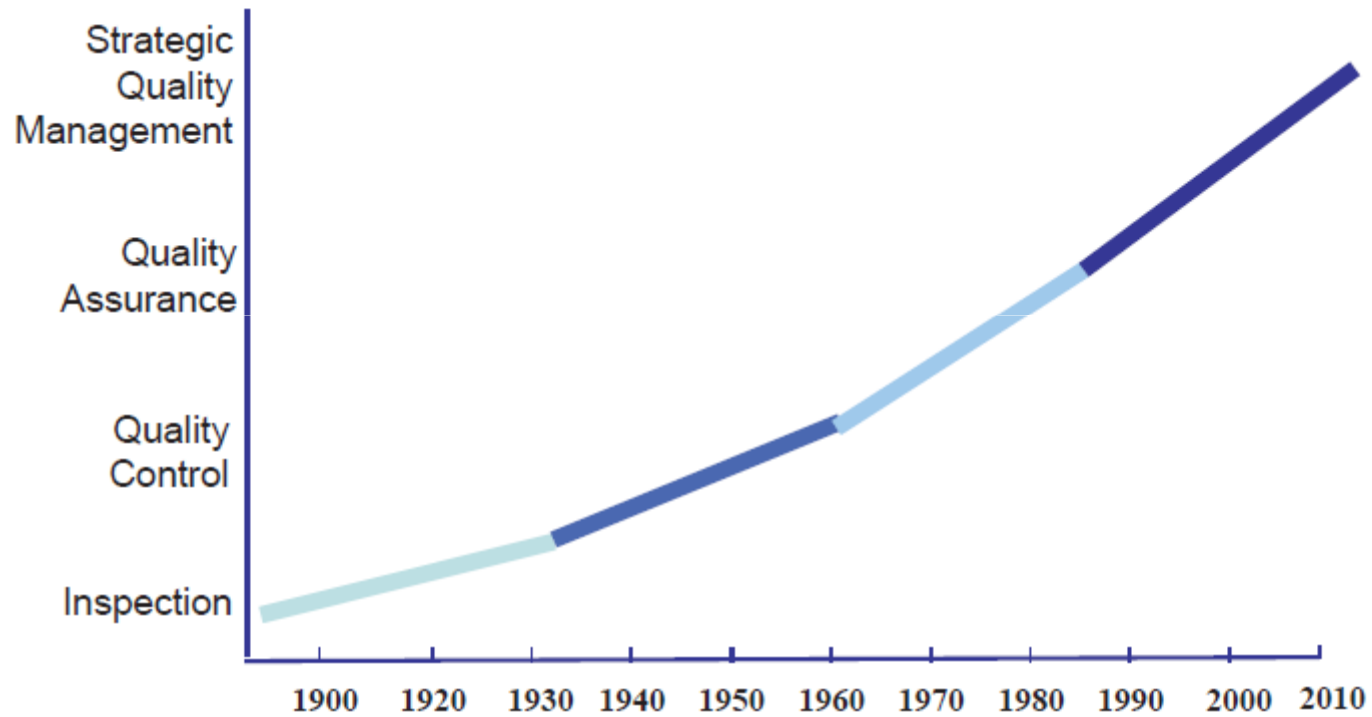
University of South Africa

An overview of global challenges facing companies today



The Evolution of Quality

Quality Eras



Changing quality views and focus over recent decades

Quality Era	View of Quality	Focus	Role of Quality Professional	Responsibility for Quality	Approach
Inspection	Problem To be sorted	Internal	Sorting	Inspectors	Inspect in
Quality Control	Problem to be solved	Internal	Trouble-shooting	Manufacturing Engineering (Departmental)	Control in
Quality Assurance	Problem to be prevented	Internal (mainly)	Compliance/regulatory	All Departments	Build in
Strategic Quality Management	Problem to be managed	External (existing market)	Initiating Improvement Projects	Senior Managers	Manage in

A change in quality emphasis over time

Quality Dimensions	1980/90's Quality Assurance emphasis	2000 Strategic Quality emphasis
Design	Fitness for purpose	Integrated technologies
Reliability	Right first time (to be the best)	Right first time (ahead of best)
Productivity	Operational costs (cost of poor quality)	Functional costs
Delivery and dependability	On-time, to schedule	Matching customers' strategic milestones
Service (after-Sales)	Monitor customer satisfaction	Continuous support
Promotional Follow-up	Build customer confidence	Build customer loyalty

Typical “quality dilemmas”

- Producing a quality product or service is no guarantee of survival
- Compliance to quality standards does not assure competitiveness in the longer term
- Customer demands and the market place are moving faster than we are able to respond
- Delivering “more for less” – improving outputs and outcomes with fewer resources
- Maintaining solid disciplines (such as QA tools and techniques) whilst being more dynamic and innovative

A change in quality emphasis over time

Quality Dimensions	1980/90's quality emphasis (QA)	2000 strategic emphasis	2010 competitive emphasis
Design	Fitness for purpose	Integrated technologies	Voice of customer in design
Reliability	Right first time (to be the best)	Right first time (ahead of best)	Reputation/image sustained through diversification
Productivity	Operational costs (cost of poor quality)	Functional costs	Customer value measures (tangible and intangible)
Delivery and dependability	On-time, to schedule	Matching customers' strategic milestones	Exceeds market and customer expectations
Service (after-Sales)	Monitor customer satisfaction	Continuous support	Customer "value-added"
Promotional Follow-up	Build customer confidence	Build customer loyalty	Customer/partner relationship management

Emerging findings



Innovation and
Responsiveness

- Dynamic, innovative, risk taking while ***building on strategic quality tools and techniques***
- ***Adaptive*** planning
- Responding quickly to challenges, adapting new ideas

Emerging findings...

Forming
collaborations and
partnerships



- Joint approach to knowledge and market sharing
- ***Competitive advantage comes from collective efforts of people*** not from better or cheaper products than others
- Relationships become the focus, not sales or profit

Emerging findings ...

Adopting
customer-centric
approaches



- Build in the voice of the customer in quality improvement programmes
- Listen to and capture emerging customer needs
- Customer-driven competition, not product-driven competition
- Service-oriented approaches to quality

Emerging findings ...

Strengthening relationships, talent and knowledge management fostered



- Active involvement of people – people alignment to value added streams, breaking down barriers
- Exploiting technology to provide personalised service for customers
- Leadership style encourages innovation, participation
- Proactive learning for improvement outside the organisation

Implications for company



They need to take urgent action

- to capture the voice of the customer

- to work with suppliers to respond more quickly

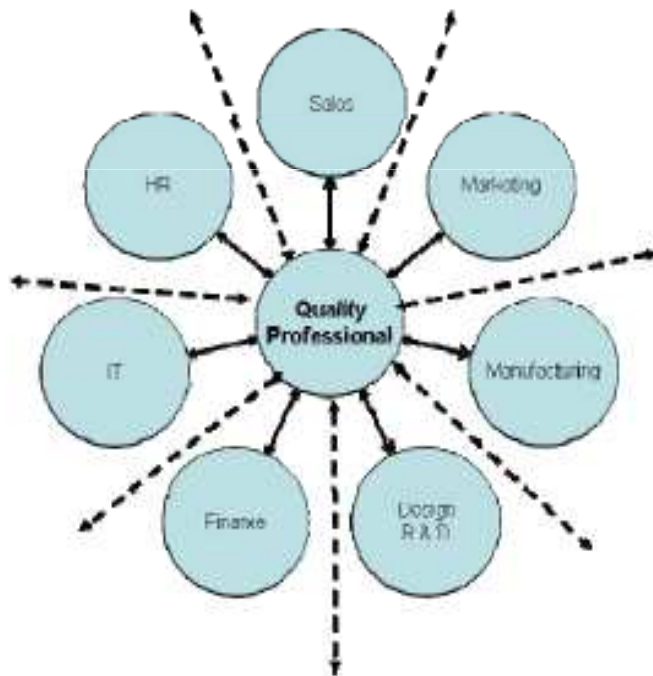
- to devise a pricing strategy that is flexible and responsive to customer and market

Otherwise they will not achieve their strategic objectives for growth, nor build on their reputation for innovation by providing a more customised service

Repositioning quality focus

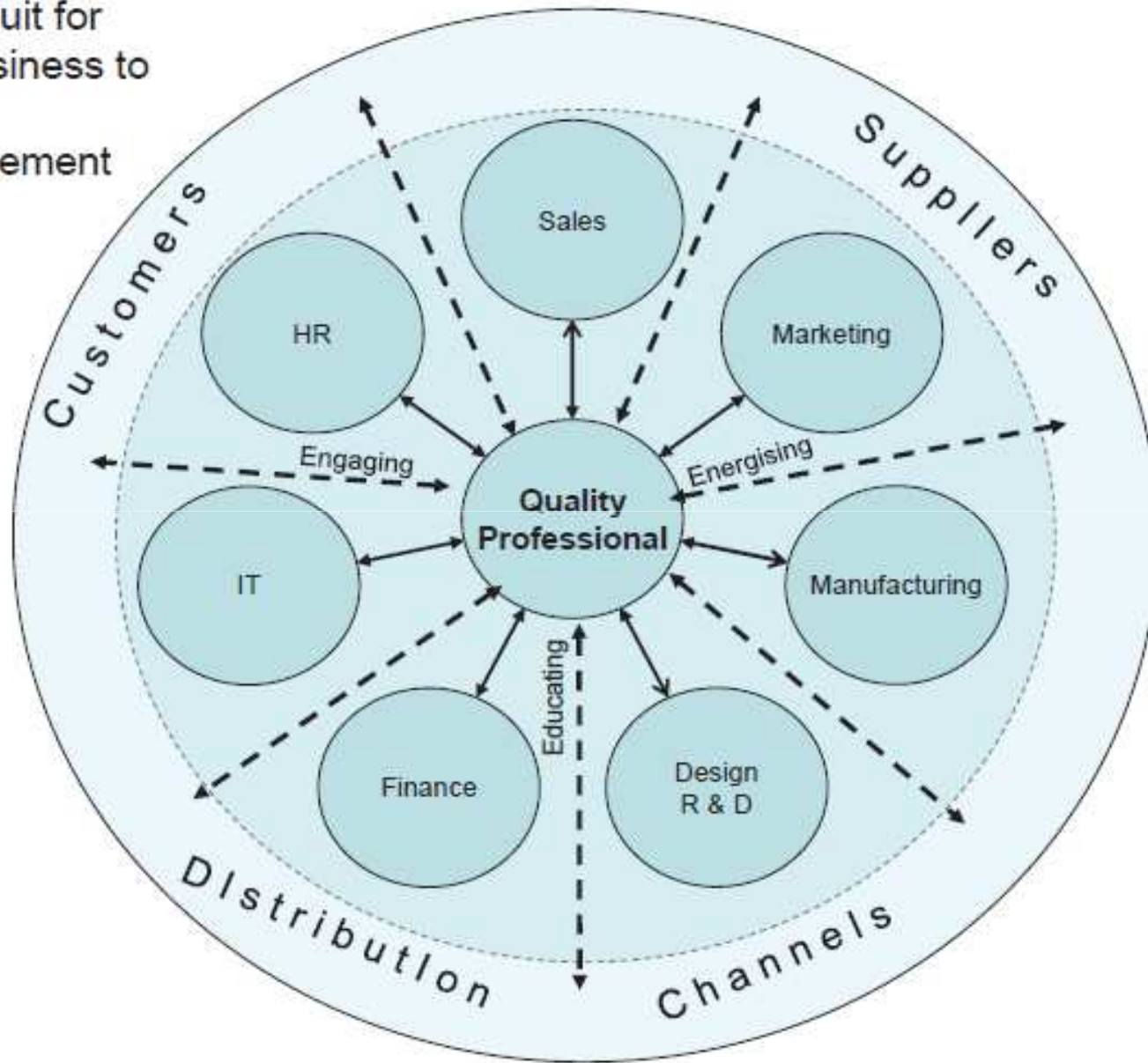
- Proactively learning outside the industry about *customer service added* so that customer receives quality product, quality service and additional product or service to meet their needs
- Mechanisms to *capture the voice of the customer* being put in place
- Tools and techniques being applied that will enable the company to capture the Voice of the Customer, including
 - External benchmarking
 - ServQual
 - Quality Function Deployment
 - Critical to Quality

The Role of the Quality Professional



“A conduit for the business to drive improvement”

A conduit for
the business to
drive
improvement



Emerging roles of the quality professional

Current role

Emerging role

Conformance/compliance	Integrating quality standards into business operations - <i>quality specialist</i>
Improving existing processes and systems – learning for improvement	Focusing on innovation quality, Innovation in the value chain and Proactive learning - <i>quality innovator</i>
Overseeing quality improvement projects	Leading strategic initiatives designed to build in the voice of the customer, coaching others - <i>quality consultant</i>
Developing quality plans	Contributing to strategic plans with suppliers and customers - <i>quality strategist</i>
Trouble-shooting/problem solving (internally)	Organisational development - strategic, holistic - <i>quality generalist</i>