Strategic Quality Management

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Abstract: The strategy of building performance quality policy is based on the commitment and involvement of management, identifying legislative requirements, customer requirements (stakeholders), as well as increased staff empowerment and involvement. The concepts of total quality / total quality management are used interchangeably with the strategic quality / strategic management of quality, in the sense of leading to collaborative quality through mobilization of energies, i.e. participative management and empowerment. The paper is a description of the contribution of the most important quality gurus Deming, Juran, Crosby, Feigenbaum, Ishikawa and Garvin on the development of Strategic Quality Management (SQM). SQM defined and are described seven basic concepts of SQM. It is analyzed comparatively the new strategy of the organization on Quality Management and Management through Quality.

Keywords: Strategic Quality Management, strategic quality, creative quality, collaborative quality.

Introduction

The concept of Strategic Quality Management (SQM) was identified in one form or another since the first theoretical or applied research by the renowned world quality researchers Deming, Juran, Crosby, Feigenbaum, Ishikawa, Garvin etc. Today SQM principles are also reflected in the criteria for applying for the Quality Awards and ISO 9000 requirements.

The new strategy is based on the quality of organization, planning, empowerment and broad commitment to complete customer satisfaction. All these elements bring to your attention a new support Strategic Quality Management: collaborative quality, creative quality, strategic quality.

1. The Way Towards Strategic Quality Management

1.1 The Strategic Dimension of Quality

The thematic development of the concept knew in the last seventy years, five main currents [1, 37]:

- The Statistical quality current;
- The Commercial quality current;
- The Economic quality current;
- The Socio-organizational quality current;
- The Strategic quality current.

These tendencies seem to have succeeded in time but in reality they coexist today in the management of organizations being embedded first in Total Quality, then in Total Quality Management and in Integrated Management Strategic and Strategic Quality Management together with Education for Quality and Qualitics [2, 37-42].

What it was and it is needed a strategic approach to quality? The answer can only be this: any organization faces many challenges in full swing: customer requirements, legislation, technology and competition.

In other words, the quality should be "judged" for it is undeniable strategic role in obtaining performance is his dominion in all areas: economic, commercial image, overall productivity, participation and motivation of all staff, customer satisfaction.
1.2 Management Strategy

By its size, strategic quality approach is characterized by defining the general guidelines translated into objectives, action plans, dashboards pilot, self, improvement. After Hermel [1, 64], new forms of management (emerging) are based on a global representation of the tetrahedron schematic organization "SSCC" Strategy - Structure - Culture - Behaviour. This representation is based on the human and material resources.

Quality strategy is more than a set of activities; it is a matter of attitude and organizational culture intended for performance. The organizational culture of quality is a peak load management that must be guided by innovation, engaging resources to support innovation and continuous improvement. This is actually the major focus of Deming's philosophy. Moreover, Deming is considered the "father" of the modern movement in qualitology.

The definition of quality "fitness for use", Juran advocated for an important managerial process for top management consisting of: quality planning, quality control and quality improvement. In this process, known as quality trilogy, Deming Juran recognize as the significance of improving the quality, but adds the concept called the Costs of poor quality (COPQ) and advocated the quality improvement should be aimed at reducing continuously the COPQ that would result from deficiencies product at the same time what developing product features that meet customer needs.

Like Deming and Juran, Crosby Stated That Effective quality management to be practical and achievable, must start at the top. Crosby defines quality as "conformity to requirements", in the sense that any product or service that has consistently produced its design specifications is of high quality. In Quality strategy, Crosby based on participatory management and training / professional attitude of employees with targeted "zero defects" target. Regarding the Costs of quality, Crosby said that if improved quality total costs would eventually fall, which lead to his most famous claim that "quality is free".

Feighenbaum introduces for the first time "total quality control" (TQC) defined as "effective system for integrating the quality deployment, quality maintenance, and quality improvement effort of the various groups in the organization so as to enable marketing, engineering, production and service at the most economical level which allow for full customer satisfaction" [3, 47, 185-250].

The Japanese Ishikawa capitalized more the TQC concept in his own concept "Company-wide quality control (CWQC)". Ishikawa believed mainly in the use of simple methods to work together on solving problems and removing barriers to Improvement, cooperation, training and education.

And Garvin turned his attention to the strategic potential of quality, recognizing "the eight dimensions of quality, namely, performance, feature, reliability, conformance, durability, serviceability, aesthetics, and Perceived quality as the basis for Developing strategic options" [4, 25]. In the first form Garvin defines Strategic Quality Management using some of these key elements: customer profit, planning, organization, commitment.

1.3 Defining of Strategic Quality Management

Before considering some definitions given to SQM literature specifies that the term "total" is used to mean "strategic". According to Juran [5, 128], SQM is a systematic approach to setting and achieving quality objectives throughout the company. SQM is at the forefront of a broader system of quality management. Teamwork and employee involvement are essential elements of total quality approach. Staff adherence to collective projects facilitate the coordination of work and enable the organization to achieve greater efficiency in its processes. Detre (2004) gives a new definition of total quality "assembly methods and practices aimed at mobilizing all actors organization for sustainable satisfaction of customer needs and expectations at the best cost", which considers it more appropriate for a new policy quality.
Although it seems a change of vision, Detre's definition highlights the quality of the recipient, which is absolutely normal. In addition, the requirement "for sustainable satisfaction of the needs and expectations of customers, needs, according to ISO 9000, be measured".

Change can be developed in three directions that can be represented in three axes [6, 114]:

- Professionalism axis;
- Organizing and structure axis;
- Management and animation axis.

At the origin of the axes there stays the Quality Management System, the organization (internal and external) environment and people. The professionalism axis involves using techniques and tools of quality management, rigor and improvement, rationalization of the activities so that approximations be suppressed and preventing thus nonconformities. The axis structure and organization gathers services and departments, cross-functional and functional assignment of responsibilities, rules, procedures to ensure consistency of all activities, obtaining rigor at all levels. The third axis refers to the entire hierarchy of the institution. It's about creating a system of "animation" on two levels:

- accountability / empowerment of staff by providing all the information and controls necessary for the fulfilment of meeting customer requirements;
- deploying staff to engage in continuous improvement (fostering quality circles, groups of progress etc).

Hoyle's vision is simpler than that of Laudoyer, when referring to strategic planning or system model of relationships between processes, resource-requirements-management and stakeholder satisfaction [7, 321].

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**Figure no. 1.** The three axes of Strategic Quality Management - Adapted according to Laudoyer (1993)

Strategic planning Cycle of Hoyle refers to [7, 209]:

1. Initiated and agree on strategic planning process;
2. Clarify organizational mandate;
3. Identify and understand stakeholders and develop and refine mission and values,
4. Assess the environment to identify strengths, weaknesses, opportunities, and challenges;
5. Identify and frame strategic issues;
6. Formulate strategies to manage the issues;
7. Review and adopt the strategic plan;
8. Establish an effective organizational vision for the future;
9. Develop an effective implementation process;
10. Reassess strategies and the strategic planning process.
In Figure no. 2 it is noted the interactions between processes, complexity of activities and a certain degree of hierarchy.

2. Strategic Quality Management Core Concepts

2.1 Core Concepts

In Juran's work "SQM is a systematic approach to setting and achieving quality objectives throughout the company" [5, 128]. The BSI standards (1992) defined TQM "it as a management philosophy and company practices that aim to harness the human and material resources of an organization in the most effective way to achieve the objectives of the organization". Both definitions recognize the strategic importance of quality and quality planning without specifying basics that can lead to quality improvement.

These elements are to be found in a paper published Tummie dedicated SQM and Tang (1995), which define SQM "as a comprehensive and strategic framework linking profitability, business objectives, and competitiveness to quality improvement efforts with the aim of harnessing the human, material and information resources organization wide in continuously improving products or services that will allow the delivery of customer satisfaction".

The core concepts of Strategic Quality Management are identified: "customer focus (CF), leadership (LDR), continuous improvement (CI), strategic quality planning (SQP), design quality, speed and prevention (DQSP), people participation and partnership (PP&P), and fact-based management (FBM)" (Tummala & Tang). These seven basic concepts essential in achieving the basic objectives of SQM were represented in Figure no. 3 as the rays of a wheel that goes up the slope towards customer satisfaction and organizational performance. An analysis of criteria for quality awards indicates that these concepts are included and are considered particularly suitable for the implementation of strategies to improve quality and achieve excellence. Table no. 1 presents the Malcolm Baldrige criteria against National Award (MBNQ) and the European Quality Award (EQ) in relation to the basic concepts of SQM.
Figure no. 3 The Wheel of Seven Core Concepts [8, 8-38]

Table no. 1 Comparison of Core Concepts, MBNQ (2013) and EQ (2013) Awards

<table>
<thead>
<tr>
<th>Malcom Baldrige</th>
<th>Core Concept</th>
<th>European Quality Award</th>
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<tbody>
<tr>
<td>National Quality Award</td>
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<tr>
<td>(<a href="http://www.deming.org">www.deming.org</a>)</td>
<td></td>
<td></td>
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<tr>
<td>Leadership</td>
<td>Customer focus</td>
<td>Leadership</td>
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<tr>
<td>Information and Analysis</td>
<td>Leadership</td>
<td>Policy and Strategy</td>
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<tr>
<td></td>
<td></td>
<td>People (Employee)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Management</td>
</tr>
<tr>
<td>Strategic Quality Planning</td>
<td>Continuous Improvement</td>
<td>Partnership &amp; Resources</td>
</tr>
<tr>
<td>Human resource</td>
<td>Strategic Quality Planning</td>
<td></td>
</tr>
<tr>
<td>Development Management of Process Quality</td>
<td>Design Quality, Spend</td>
<td>Processes, Products &amp; Services</td>
</tr>
<tr>
<td></td>
<td>Prevention</td>
<td>Customer Satisfaction</td>
</tr>
<tr>
<td>Quality and Operational Results</td>
<td>People Participation</td>
<td>People (Employee)</td>
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<tr>
<td></td>
<td>and Partnership</td>
<td>Satisfaction</td>
</tr>
<tr>
<td>Customer focus and Satisfaction</td>
<td>Fact-Based Management</td>
<td>Impact on Society</td>
</tr>
</tbody>
</table>

All quality management models take into account the socio-cultural, political-legal, economic and educational. The relationship between these factors and the dimensions of strategic quality management are highlighted.
Ishikawa has designed the “new quality” [9, 5] as a way to manage the entire organization. For him, the transformation of management related to implementation of six principles:

• **Quality first**, not short-term profit.
• **Customer focus**, not the manufacturer.
• The next process is your customer- **sectorisation barrier removal**.
• Use facts and data to make presentations, **using statistical methods**.
• Respect for human, as a philosophy of management - management of total involvement.
• **Management interoperable**.

### 2.2 The Human Factor

The human factor is the most important component in the strategy of quality, with a significant contribution to the success of continuous quality improvement program. Quality should be an integral part of the organization's culture. To achieve the objectives of continuous quality improvement, human resource management must include a set of permanent measures to obtain a high level of performance of employees. The quality policy strategy to strengthen performance consists of four elements [10, 254, 259]: **participatory management, empowerment (empowerment), recognition and rewards, job satisfaction**.

These are the "fuel" Quality Management System (QMS) and it is based on the commitment and involvement of management, identification (updating) legislative requirements, customer requirements (and stakeholders), and the increased involvement of all staff. The concept of strategic quality (often used instead of total quality) is viewed as a political mobilization of energies, which is a **participatory and empowerment management strategy**.

Along with the Japanese Kaizen concept (continuous improvement, change for the better) released by Masaki Imai, relatively recent concept empowerment contributes to the implementation of participative management and empowerment. **Empowerment** means delegating increased decision-making power at lower hierarchical levels. This means ensuring that all information, empowerment, training and the creation of the work necessary for a function for it to be able to conduct their activities in order to obtain optimal results for both the employee and who assigns this power. Empowerment culture dimensions are [11, 78]:

- **understanding and awareness**;
- **education, training and competence**;
- **will, commitment, identity, improvement**;
- **empowerment**.

The great quality researchers Deming and Juran saw the realization of the effect proposed by the delegation of decision-making power of employees by strengthening leadership development programs and training.

With all the positive effects, staff empowerment obstacles [10, 260] are: **resistance to change, lack of training and organizational structure**.

### 2.3 Collaborative Quality. Creative Quality

Between the first methods can be considered group decision quality circles practiced in Japan in the early 60s. Other methods of collaborative decision allowing staff to take part in decision-making, to make suggestions and recommendations are nominal group technique and brainstorming.

According to Juran [5, 194], the ideal is the "maximum delegation to labour”. This delegation provides advantages both managers and employees:

- a shorter feedback loop and thus a faster response to quality issues;
- stronger commitment of participation and responsibility of employees;
- release managers delegate much of the work.

Effective accountability factor put into value the strengths. Empowerment without staff power is not effective. To get the results there should be used all the available strengths.
About this Drucker (2007) said that "there are real good opportunities." The same author points out that the manager that is concerned that someone else can do and not what he can do, and so tries to avoid weaknesses instead of valuing strengths, is himself a weak man.

Factors responsible efficacious know that their subordinates are paid to do their job, not to settle and approve superiors. "To find strength and try to capitalize is a dictate of human nature itself" and "to focus on the strengths of the formula means imperatives of excellence," says Drucker. The origin of the two concepts Collaborative quality, creative quality is definitely present in the Japanese management, through quality circles [12, 43-49].

Quality collaborative approach relies primarily on participatory management and quality. This requires:
- human resource development,
- transparent management,
- continuous improvement.

3. A New Generation - Quality Management

Quality Management is to secure quality management as one of its priorities is a particular strategy. There can be taken into consideration two aspects to marketing strategy (external strategy) and internal strategy. In a new approach to quality the French school (Doucet, Villalonga, Froman, and Keyboards) addresses the quality management as the true sense of the logic-based management excellence.

Management quality is built on knowledge management, quality management and quality (Figure no. 4). It is obvious that the action for the design, implementation, evaluation, quality certification of a product / service must be based both on data, information and knowledge and on standards, rules, techniques, written procedures.

After Clavier, the TQM (total quality management) can be split into total quality management ("management of total quality") and Total Quality Management, “management par la qualité totale”.

Nowadays there is a preoccupation for changing the quality management focusing on the impact of the ideas above on the transformation of quality management itself and seeks to explore what their conceptual and theoretical meaning could be. It suggests that quality management is now entering a new “generation” where accountability and responsibility are being extended beyond the traditional organisational focus to encompass a wider societal and business context. This change in perspective is considered of such significance that this will lead to a third generation of quality management. A key feature of this third generation is the notion of trans-activity, which underpins the connections between the organisation and its broader societal context. This notion provides a crucial link between the
concept of quality management and the increasingly significant notion of corporate (social) responsibility (CSR).

**Conclusions**

The analysis of the basic concepts of Strategic Quality Management showed that:

- the target objective of Quality Management (Total, Global, Strategic) is the SATISFACTION OF THEIR CUSTOMERS;
- the priority target resources of SQM are the PEOPLE;
- SQM is implemented in organizations that target satisfaction and excellence (quality certification and awards);
- the management in general, and especially Quality management is achieved through QUALITY;
- the Strategic Management of Quality must be viewed from two angles:
  - The strategic dimension of quality (quality value and customer satisfaction);
  - Mastering quality (management strategy).
- Quality and quality strategy, customer satisfaction, should be evaluated and continuously improved.

Proven strategic importance of quality is no longer much needed, as confirmed since the first scientific approach to quality. We are at the stage where we need to improve quality through quality strategy.

Current research confirms that SQM is moving towards a new generation approach for integrating quality and sustainable development approach, which we will call temporarily Strategic Management - Quality - Sustainable Development (SM-QSD).

**References**


**Supplementary recommended readings**


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