



19th QMOD - ICQSS
International Conference on
Quality and Service Sciences

19th QMOD Program

International Conference on Quality and Service Sciences

Building a Culture for Quality, Innovation and Sustainability

21-23 September 2016, University of Roma Tre
Rome, Italy



Welcome Address of the General Chairs of the QMOD Conference



Su Mi Dahlgaard-Park

Dr. Professor
Lund University



Jens J. Dahlgaard

Dr. Professor
Linköping University

It is our great pleasure to welcome all participants from about 30 countries and 5 continents to the 19th QMOD/ICQSS conference. The conference has attracted contributions from relevant fields of management, engineering, marketing etc. with many important empirical contributions helping us to understand limitations of existing knowledge and to develop new theories. The main theme of this 19th QMOD conference is:

'Building a culture for Quality, Innovation and Sustainability'

The good question could be *is it really possible to build a culture covering the three different concepts quality, innovation and sustainability?* Before we can discuss whether or not possible to build such a culture we should reflect on the meanings or definitions on each key concept.

Regarding the concept of quality we find in the literature numerous definitions such as *Fitness for Use; Zero Defect; Conformance to Requirements; Value for Money; Meeting Expectations; Exceeding Expectations;* and *Customer Satisfaction* which all may have meaning in the specific context where those definitions were borne. The new 2015 version of ISO 9000 standard expresses this aspect clearly, because in this new version quality is defined as: *The quality of something can be determined by comparing a set of inherent characteristics with a set of requirements.*

When regarding *sustainability*, the most used and well known definition is that of the Brundtland commission (1987) stating that *sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*

Innovation has always been one of the central goals for quality management, because innovation is synonymous with improvement which is one of the key principles within the quality management field. For instance *incremental innovation* can be explained as small improvements in existing products, services, or processes, aiming to better satisfy the needs or requirements of current and potential new customers, while *radical improvements* can be explained as innovation in existing products, services, or processes.

Some critical factors needed for *building a culture* are leadership, vision, strategy, motivation, education/continuous learning and communication which promote, support, educate and encourage quality, innovation and sustainability. In order to build such a culture, the three elements of quality, innovation and sustainability has to be embedded in the company's shared vision and mission statement and be fully implemented based on values



such as creativity, flexibility, cooperation, preservation, heritage, responsibility, co-creation, symbiosis etc.

We will not in this welcome address come up with a clear answer to the above “good question” but we just want to add that *quality and sustainability* are closely interrelated concepts which must be driven by *continuous innovation* in order to *meet the needs of the present without compromising the ability of future generations to meet their own needs*. A continuous cycle of improvements in quality and sustainability based on a strong learning, creative and innovative culture may be the way to satisfy existing as well future stakeholder needs which is the precondition for creating a better and more sustainable future.

The conference calls have resulted in more than 160 full papers and extended abstracts which more or less focused on this challenge. It is our hope that the presentations and discussions at this 19th QMOD conference will help and inspire participants to understand what should be the key elements when companies try to build such a culture.

Welcome Address of the Local Organizers



Maria Francesca Renzi

Dr. Professor
Local Organisational Chair

It is an honour and a pleasure for us to welcome you to the 19th QMOD/ICQSS conference at Roma Tre University. The QMOD conference has become one of the largest scientific conference within the multidisciplinary research fields on Quality Management, Service Management and related research areas. Quality, Innovation and Sustainability are three main concepts that must be considered in the global society and all the actors (industries, politicians, entrepreneurs, managers, scholars) have to consider them for building a new vision towards world growth following a framework of general well-being and peace.

People are the key to success. In any position and role, human resources always make the difference.

We strongly believe that as professors and researchers, nowadays we have the responsibility to understand and develop the meaning of Quality and all its future manifestations. Accordingly, we have to work jointly in order to identify opportunities for fostering innovation and for growing in a sustainable and responsible way all around the globe. In a few words “*We makeCulture*”. In this respect, ‘Building a Culture for Quality, Innovation and Sustainability’ will be an opportunity for all the Qmoders to share researches on those fields.

Significant journals believed in this idea and decided to be committed to the 19th QMOD contributing with a special volume and various forms of collaboration.

Our team has attended QMOD conference since 2009 and it represented always a good platform for international, smart and informal networking. We hope that this conference will be a great chance to increase partnerships between relevant scholars and a starting point for future fruitful collaborations.

We would like to express our gratitude to all the authors of the papers submitted to QMOD conference. Special thanks goes to the members of the Scientific Committee for their valuable effort in reviewing all the papers.

I personally extend my gratefulness to all the people who were involved in the conference organization and have, directly or indirectly, helped in making it possible.

A special thanks goes to Roma Tre University, the Department of Business Studies and the national Academy of Commodities Sciences that, since the beginning, strongly supported this initiative.

Dear participants, it’s our sincere pleasure to warmly welcome you all in Rome – we hope that our effort would be considered “qualitatively valid” in order to let you be able to fully enjoy the 19th QMOD-ICQSS in the Eternal City.



Jens J. Dahlgaard

Sweden

Dr. Dahlgaard became a chair professor in financial auditing at Aarhus University (1986-1991), and chair professor of a new established department of quality management in 1991 where he developed and was responsible for the first and only MSc program in quality management in Denmark from 1992 to 2000. He became later (2000) chair professor of the Division of Quality Technology and Management at Linköping University, Sweden. Dr. Dahlgaard is an academician of the International Academy for Quality (IAQ) since 1996, honorary professor at Zhengzhou Institute of Aeronautical Industrial Management, Zhengzhou, China (1997), honorary member of the Korean Society for Quality Management (2016) and Distinguished Visiting Professor at several international universities. He has received many awards among others Jorck-Prize (the most prestigious Danish prize for research in business administration (1984)), the Chinese Aviation Friendship Award (1998) for his contribution to quality management education and research in China, and the Lancaster Award by American Society for Quality (2005) "for his dedicated leadership and outstanding contribution to the international fraternity of Quality Professionals as proven, for example, by the yearly QMOD (Quality Management for Organizational Development) conferences".



Su Mi Dahlgaard-Park

Sweden

Is currently professor at Institute of Service Management, Lund University, Sweden, and she has been invited as distinguished visiting professor at several universities in Europe and Asia. She was elected as an academician of the International Academy for Quality (IAQ) in 2004, and honorary member of the Korean Society for Quality Management in 2016. As a management scholar and educator, Dr. Park gives courses and executive seminars on a range of management topics, and she has worked as an advisor for many private and governmental organizations around the world. She has published approximately 150 research articles and more than 25 books and edited volumes. Besides on her chief-editorship of the International Journal of Quality and Service Sciences she has been a general editor of the Sage Encyclopedia of Quality and the Service Economy (2010-2015), associate editor of the TQM & Business Excellence journal (2010 – 2015), and she serves on the editorial advisory boards of 10 renowned international journals. Dr. Park is a co-founder and co-chair of the yearly QMOD Conference (Quality Management and Organizational Development) since 1997. Home page: <http://www.ism.lu.se/su-mi-dahlgaard-park>



Maria Francesca Renzi

Italy

Is a full professor in the Department of Business Studies at the Roma Tre University. She teaches “Quality management”, “Corporate social responsibility”, and “Quality Systems. Currently, she is Vice Rector of the University of Roma Tre. Her areas of interest involve quality management in the public and private sectors, service quality, quality and environmental management systems, and corporate social responsibility. In these fields she has published 92 scientific contributions. She serves as coordinator of many national and international research projects related to TQM diffusion. She is involved on several national committee as quality assessor. She is part of the NetMuse network and member of the Italian Academy of Commodity Science.

Plenary Speakers' and Chairs' Profiles



Sung Hyun PARK

Korea

Professor Park graduated from Seoul National University, Korea, in 1968 with a BS degree in Chemical Engineering, and then in 1972 with a MS degree in Operations Research and in 1975 with a Ph.D. degree in Statistics at North Carolina State University, U.S.A.. After graduating in 1975, he went to Mississippi State University as an assistant professor, and then returned to his country, Korea, in 1977. Since 1977 he served as a professor in statistics at Seoul National University (SNU). He retired from SNU in 2010. He is the only one academician of International Academy for Quality from Korea, and a fellow of American Society for Quality. He was the president of the Korean Society for Quality Management as well as the Korean Statistical Society. He received two prestigious medals from Korean Government; one is 'Order of Service Merit, Red Stripes Medal' for his contribution to quality management, and another is 'Order of Science & Technology (S&T) Merit, Hyeoksin Medal' for his contribution of S&T for Korea. He was the president of Korean Academy of Science and Technology during 2013-2016, and now the president of Social Responsibility and Management Quality Institute. He has published 54 books on statistics and quality management including the four books in English such as "Robust Design and Analysis for Quality Engineering", "Statistical Process Monitoring and Optimization", "Six Sigma for Quality and Productivity Promotion", and "Robust Design for Quality Engineering and Six Sigma."



Marianna Sigala

Australia

Is Professor at the University of South Australia. Prior to her current position she has been an academic staff at the Universities of Strathclyde and Westminster in the UK, and the University of the Aegean (Greece). She also has professional hospitality industry experience. Her interests include service management, Information and Communication Technologies (ICT) in tourism and hospitality, and e-learning.

She has published four books and her work has also been published in several academic journals, books and international conferences. She is currently the editor of the Journal of Service Theory & Practice and the Journal of Hospitality & Tourism Cases. She is a past President of EuroCHRIE and has served on the Board of Directors of I-CHRIE, IFITT and HeAIS.



Marco Frey

Italy

Is Director of the Institute of Management of Scuola Superiore di Studi Universitari e di Perfezionamento Sant'Anna of Pisa and was born in 1961. He holds a degree in Economic and Social Sciences from the Bocconi University, Milan, in 1986 and in 2000 he was awarded the Eisenhower Exchange Fellowship.

He is Full Professor of Economics and Business Management, leader of the Sustainability Management Research Group (SuM) at Sant'Anna School and Research Director at IEFE (Centre for Research on Energy and Environmental Economics and Policy – Bocconi University, Milan).

Marco Frey is chairman of Global Compact Italian Foundation – which is a body of the United Nations – and National President of Cittadinanzattiva, a non-profit organization which promotes civic participation and the protection of citizens' rights in Italy and Europe.

For further information please look here <http://www.marcofrey.it/en/>



Gianluca Brozzetti

Italy

Today is CEO Buccellati Group in Milan. Gianluca started his management career at Procter & Gamble, becoming Group Marketing Director - Rome in 1980; he became Associate at Mc Kinsey & Co - Milan in 1985. Following that, Gianluca matured almost 30 years of Executive Positions in top luxury and fashion brands: Sales & Marketing Director at Gucci Group - Florence (1986/1987); Exec Director Bulgari Jewels/Watches - Rome (1987/1992); then making the start-up of Bulgari Fragrance Division - Neuchatel (1992/1999) up to the very successful IPO the late '90s; President and Dir General Louis Vuitton Malletier - Paris 1999/2001; CEO and Shareholder Asprey & Garrard - London (2001/2007); CEO Nautor Swan Yachts - Finland (2007/2009); CEO Roberto Cavalli - Florence/Milan (2009/2014); CEO Buccellati - Milan since Sept 2014; CEO Callens & Clo - Activewear Athleisure - Milan since April 2014; Partner of owned consulting firm Luxury Group London - since February 2014. Gianluca has been serving several years as Board Director in Luxury Association: Unipro in Italy (1995 to 1999), Comité Colbert in France (1999 to 2001); Walpole in UK (2003 to 2012). Non Exec Director at William Grant & Sons for 13 years - London (from 2001 to 2012). Gianluca has also been serving as Non Exec Director at Jimmy Choo, Bally and Belfast part of JAB Luxury Group (from Sept 2014 to June 2016). Gianluca is an invited speaker at International Luxury and Fashion Seminars, by Financial Times, International Herald Tribune, Industan Time, Milano Finanza Italy, Confindustria Italy. Gianluca is graduated in Law at State University of Perugia – Italy and speaks Italian, English, French and basic German.



Giorgio Marini

Italy

Operational Excellence -Gruppo Aboca. In 2006, Mr. Giorgio Marini got a university degree in Electronic Engineering with a dissertation consisting in the analysis and simulation of production processes. In May 2013 he was awarded the “Six Sigma Green Belt” certificate. He began his career in the company COMIFAR SPA in the Distribution and Logistics sector and then joined WIRUTEX SPA as Production Manager. He arrived in Aboca in 2011. After a short work period in the Production Planning Department, he worked as in-house application consultant, thus improving and implementing a huge number of IT corporate processes within the Purchase, Production and Logistics areas. Since 2012 he has been participating in several projects by applying Lean Organization and Six Sigma techniques. In 2014 Aboca established an Operational Excellence Department, where he has been carrying out, together with engineer Mr. Massimiliano Semprini, process improvement activities, both within the production and the office area. Please find below, by way of example and not of limitation, some of the projects carried out: optimization of production efficiency and capacity with respect to packaging processes, analysis and redesign of internal and external logistics processes, reorganization of the drying equipment division, reorganization of material purchase and storage processes with respect to the maintenance division, creation of KPIs to measure operational performance, implementation of management methods called “visual factory”. - www.aboca.it



Rodrigo Lozano

Netherlands

Is Editor-in-Chief for the Journal of Cleaner Production (impact factor for 2013: 3.58) and Assistant Professor at the Copernicus Institute of Sustainable Development, Utrecht University. He was previously programme leader of the BA Environment and Business and lecturer in Corporate Sustainability at the Sustainability Research Institute, University of Leeds, UK. For more than fifteen years Rodrigo has been working towards Sustainability in NGO's, universities, and corporations. His projects have ranged from chemical leasing, indoor-air quality and energy efficiency, to sustainability assessment and reporting, and to organisational change management. He has developed assessment tools such as the Graphical Assessment of Sustainability Performance (GRASP), the Sustainability Tool for Assessing Universities Curricula Holistically (STAUNCH®) (shortlisted for the Times Higher Education Awards in 2008), and the Graphical Assessment for Sustainability in Universities (GASU™). Rodrigo holds a BSc in Chemical Engineering (graduated with honours) from Monterrey Tec, Mexico; a MSc in Environmental Management and Policy, from the International Institute for Industrial Environmental Economics (IIIEE) at Lund University, Sweden; and a PhD on organizational change management for Corporate Sustainability at Cardiff University, Cardiff, UK. Rodrigo is also the managing director of Organisational Sustainability Ltd. (www.org-sustainability.com).



Bo Edvardsson

Sweden

Is Professor and Founder, CTF-Service Research Center and Vice Rector, Karlstad University, Sweden. In 2008, he received the RESER Award “Commendation for lifetime achievement to scholarship” by The European Association for Service Research and in 2004 The AMA Career Contributions to the Services Discipline Award.

2013 Bo was appointed Distinguished Faculty Fellow of the Center for Excellence in Service, University of Maryland and Honorary Distinguished Professor of Service Management, EGADE Business School, Monterrey Tech, Mexico. His research includes new service development and innovation, customer experience, complaint management, service eco-systems and transition from product to service in manufacturing.



Luca Ruini

Barilla, Italy

As Health & Safety, Environment & Energy Vice President leads the development of a Sustainable Barilla Group Supply Chain process by improving knowledge and culture related to Health & Safety, Fire Prevention & Protection, Environment and Energy.

He is the reference in the Barilla Center for Food & Nutrition Foundation for the Sustainable Growth Area.

Since 2001 he has been an Industrial Expert at the European Integrated Pollution Prevention & Control Food, Drink & Milk (EU IPPC).

Luca Ruini is Board Member & Responsible of the Packaging Prevention Activity at Italian Packaging & Packaging Waste Consortium (CONAI).

He is one of the first Members of the Italian Business Continuity Manager (www.bcmanager.it).

Graduated at the Alma Mater Studiorum University in Bologna as Electronic Engineer, he has been working in Barilla since 1992.

51 years old. He works in Parma Barilla HQ and lives with his wife (a latin & ancient greek teacher) and his two daughters in Modena (both Italian Po valley cities).

Conference Founders and General Chairs

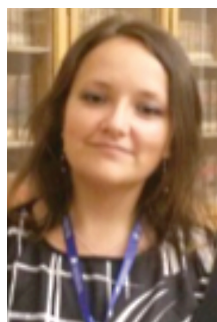
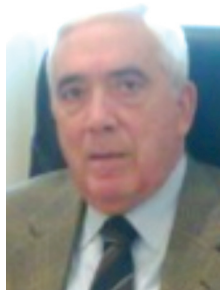
- Dr. Prof. Jens J. Dahlgaard, Linköping University, Sweden
- Dr. Prof. Su Mi Dahlgaard Park, Lund University, Sweden

Local Conference Chair

- Dr. Prof. Maria Francesca Renzi, University of Roma Tre, Italy

Local Conference Organizers

- Dr. Prof. Maria Claudia Lucchetti, University of Roma Tre, Italy
- Dr. Prof. Bruno Notarnicola, AISME Chairman, University of Bari “Aldo Moro”, Italy
- Dr. Prof. Alessandro Ruggieri, Rector University La Tuscia, Viterbo, Italy
- Dr. Prof. Lucio Cappelli, University of Cassino and South Lazio, Italy
- Dr. Prof. Luigi Ciruolo, University of Messina, Italy
- Dr. Prof. Roberta Salomone, University of Messina, Italy
- Dr. Roberta Guglielmetti Mugion, Assistant Professor, University of Roma Tre, Italy
- Dr. Laura Di Pietro, Research Fellow, University of Roma Tre, Italy
- Martina Toni, PhD candidate, University of Roma Tre, Italy



Scientific Committee

- Dr. Prof. Su Mi Dahlgaard Park, Lund University, Sweden (Chair)
- Dr. Prof. Jens J. Dahlgaard, Linköping University, Sweden
- Dr. Prof. Maria Francesca Renzi, University of Roma Tre, Italy
- + All session chairs (see Program)

Cooperating Journals

- **Total Quality Management and Business Excellence**
(Special Editor: Dr. Prof. Jens J. Dahlgaard)
- **International Journal of Quality and Service Sciences**
(Chief Editor: Dr. Prof. Su Mi Dahlgaard-Park)
- **Journal of Cleaner Production**
(Editor: Dr. Ass. Prof. Rodrigo Lozano)
- **Journal of Service Theory and Practice**
(Co-Editors: Dr. Ass. Prof. Chatura Ranaweera; Dr. Prof. Marianna Sigala)





19th QMOD 2016 Program

21 st September 2016, Wednesday							
12:00-17:00	QMOD-ICQSS Registration, Conference Centre						
12:30-13:30	Light Lunch						
13:30-14:00	Room 1: Conference Opening Jens J. Dahlgaard , Prof., Conference Founder, General Chair, Linköping University, Sweden Su Mi Dahlgaard-Park , Prof., Conference Founder, General Chair, Lund University, Sweden Mario Panizza , Prof., Rector, University of Roma Tre, Italy Maria Francesca Renzi , Prof., Local Chair Deputy Rector, University of Roma Tre, Italy Bruno Notarnicola , Prof., AISME Chairman, Italy						
14:00-15:00	Room 1: Plenary Session 1 <i>"New perspective of Quality Innovation"</i> Session Chair: Prof. Su Mi Dahlgaard-Park , Lund University, Sweden Sung Hyun Park, Professor President, Social Responsibility & Management Quality Institute, South Korea Marianna Sigala, Professor Co-Editor of Journal of Service Theory and Practice, University of South Australia						
15:00-15:30	Coffee Break						
15:30-17:00	<i>Room2</i>	<i>Room6</i>	<i>Room7</i>	<i>Room 18</i>	<i>Room 19</i>	<i>Room 20</i>	<i>Room 21</i>
15:30-17:00 Parallel Sessions 1	Sustainability, Quality and Innovation I (JCP session)	Quality Management Systems I	Motivation, Continuous Improvement, Satisfaction I	Service Quality I	Leadership, Sustainability, HRM I	Impacts of Quality Approaches/Technology	Lean & Business Excellence
17:30-20:00	Welcome Reception						

22 nd September 2016, Thursday							
9:30-11:00	Room 1: <p style="text-align: center;">Plenary Session 2 <i>The success of «Made in Italy»: global challenges and constraints</i></p> <p style="text-align: center;">Session Chair: Prof. Jens J. Dahlgaard-Park, Linköping University, Sweden</p> <p style="text-align: center;">Marco Frey, Professor Sustainability Management Research Group, Sant'Anna School, Pisa, Italy</p> <p style="text-align: center;">Gianluca Brozzetti, CEO CEO Buccellati Group (Luxury Sector), Milan</p> <p style="text-align: center;">Giorgio Marini, Manager Operational Excellence Division of ABOCASpA</p>						
11:00-11:30	Coffee Break						
11:30-13:00	<i>Room 2</i>	<i>Room 6</i>	<i>Room 7</i>	<i>Room 18</i>	<i>Room 19</i>	<i>Room 20</i>	<i>Room 21</i>
Parallel Sessions 2	Sustainability, Quality and Innovation II (JCP session)	Quality Management Systems II	Motivation, Continuous Improvement, Satisfaction II	Service Quality II	Quality Theories, Methods, Tools I	Quality in Higher Education I	Service & Product Innovation I
13:00-14:00	Lunch						
14:00-15:30	<i>Room 2</i>	<i>Room 6</i>	<i>Room 7</i>	<i>Room 18</i>	<i>Room 19</i>	<i>Room 20</i>	<i>Room 21</i>
Parallel Sessions 3	Sustainability, Quality and Innovation III (JCP session)	Quality Management Systems III	Motivation, Continuous Improvement, Satisfaction III	Service Quality III	Quality Theories, Methods, Tools II	Quality in Higher Education II	Service & Product Innovation II
15:30-16:00	Coffee Break						
16:00-17:30	<i>Room 2</i>	<i>Room 6</i>	<i>Room 7</i>	<i>Room 18</i>	<i>Room 19</i>	<i>Room 20</i>	<i>Room 21</i>
Parallel Sessions 4	Sustainability, Quality and Innovation IV (JCP session)	Reliability and Operations Management I	Sustainability, CSR, Complaint Management I	Service Quality IV	Quality Theories, Methods and Tools III	Quality in Higher Education III	Service & Product Innovation III
20:00	Gala Dinner						



23 rd September 2016, Friday							
9:30-11:00	Room 1: <p style="text-align: center;">Plenary Session 3 <i>"Building a Culture of Sustainability: Drivers and Constrains"</i> Session Chair: Prof. Bruno Notarnicola, AISME Chairman, Italy</p> <p style="text-align: center;">Rodrigo Lozano, Ass. Professor Editor-in-Chief of the Journal of Cleaner Production the Copernicus Institute of Sustainable Development, Utrecht University</p> <p style="text-align: center;">Bo Edvardsson, Professor Director CTF-Service Research Center, vice Rector, Karlstad University Sweden</p> <p style="text-align: center;">Luca Ruini, Vice President Health, Safety, Environment & Energy, Barilla G.R.F.lli</p>						
11:00-11:30	Coffee Break						
11:30-13:00 Parallel Sessions 5	<i>Room 2</i> Sustainability, Quality and Innovation V (JCP session)	<i>Room 6</i> Reliability and Operations Management II	<i>Room 7</i> Sustainability, CSR, Complaint M. II	<i>Room 18</i> Healthcare I	<i>Room 19</i> Quality of life, Quality of work	<i>Room 20</i> Service & Product Innovation IV	<i>Room 20</i> Quality M. Framework R&D, NPD, Strategy
13:00-14:00	Lunch						
14:00-15:30 Parallel Sessions 6	<i>Room 2</i> Management Systems and Integration	<i>Room 6</i> Quality Culture	<i>Room 7</i> Healthcare II	<i>Room 18</i> Six Sigma			
15:30-15:45	Coffee Break						
15:45-16:30 Closing Session	Room 1: <p style="text-align: center;">Best paper Awards and QMOD 2017 Announcement</p>						

21st September 2016, Wednesday (12:00-17:00)

13:30-14:00 -Room 1: Conference Opening
<p>Jens J. Dahlgaard, Prof., Conference Founder, General Chair, Linköping University, Sweden Su Mi Dahlgaard-Park, Prof., Conference Founder, General Chair, Lund University, Sweden Mario Panizza, Prof., Rector, University of Roma Tre, Italy Maria Francesca Renzi, Prof., Local Chair, Deputy Rector, University of Roma Tre, Italy Bruno Notarnicola, Prof., AISME Chairman, Italy</p>
<p>14:00-15:00- Room 1: Plenary Session 1 “<i>New perspectives of Quality Innovation</i>”</p> <p style="text-align: center;">Session Chair: Prof. Su Mi Dahlgaard-Park, Lund University, Sweden</p> <p style="text-align: center;">Sung Hyun Park, Prof. President, Social Responsibility & Management Quality Institute, Korea Marianna Sigala, Prof. Co-Editor of Journal of Service Theory and Practice, University of South Australia</p>

15:00-15:30 Coffee Break

15:30-17:00 Parallel Sessions 1	
1.1 Room 2: Sustainability, Quality and Innovation I (15:30 – 17:00)	
Session Chair: Prof. SuMi Dahlgaard-Park, Sweden & Prof. Roberta Salomone, Italy	
Franco Maria Barbini, Michela Marchiori, Italy	To integrate different management systems or to develop one integrated management system? Insights from the Italian waste management companies
Roberta Guglielmetti Mugion, Martina Toni, Hendry Raharjo, Laura Di Pietro, Samuel Petros Sebhatu, Italy	Linkage between urban public transport quality and sustainable mobility
Mikael Johnson, Asa Ronnback, Bo Enquist, Sweden	Business Excellence Models that Sustain and Innovate Business
Samuel Petros Sebhatu, Bo Enquist, Sweden	ISO26000 and Beyond
1.2 Room 6: Quality Management Systems I(15:30 – 17:00)	
Session Chair: Prof. Adam Hamrol, Poland	
Cecilia Silvestri, Alessandro Ruggieri, Michela Piccarozzi, Alessandra Stefanoni, Italy	The relationship between motivation and competitive advantage in accredited ISO 9001:2008 firms. A case study
Jan Lenning, Ida Gremyr, Sweden	Turning internal audits into business audits that drive business relevant improvements
Patricia Moura e Sa, Rui Lourenco, Susana Bras Veloso, Portugal	Linking performance evaluation systems to quality assessment models: the case of the Portuguese directorates-generals
Hartmut Holzmueller, Sandra Klute Wenig, Svenja Rebsch, Robert Refflinghaus, Germany	Improving the Selection of International Distribution Partners by Using Quality Management Methods

21st September 2016, Wednesday

1.3 Room 7: Motivation, Continuous Improvement, Satisfaction I (15:30 – 17:00)	
Session Chair: Associate Prof. Louise Boulter, UK	
Francesca Simeoni, Marta Maria Ugolini, Fabio Cassia, Italy	Using tourist survey data to plan the rejuvenation of a tourism destination. The case of Sirmione
Graziela Dos Santos Bento, Caroline Milbratz Thaise, Barbara K. Volles, Daniela Ferrari, Gerson Tontini, Brazil	The Critical Incident Technique (CIT) and Penalty-Reward Contrast Analysis (PRCA) applied to online reviews on TripAdvisor: Evaluation of satisfaction of hotel customers
Marta Grabowska, Anna Kasperek, Aleksandra Socha, Poland	Customer satisfaction survey of rail passenger services
Federica Murmura, Laura Bravi, Savino Tamburiello, Italy	Service quality in fitness centers: perception and propensity to use of the young Italians
1.4 Room 18: Service Quality I (15:30 – 17:00)	
Session Chair: Prof. Michael Brusch, Germany	
Zhen He, Yang Xiaoxi, Zhang Min, Zhang Guohua, China	Measuring Service Quality in Telematics Service: Development and Validation of Multidimensional TeleSevQ Scale
Bonnie Poksinska Bozena, Peter Cronemyr, Sweden	Measuring quality in elderly care: Possibilities and Limitations of the Vignette Method
Maria Gianni, Katerina Gotzamani, George Tsiotras, Greece	Multiple perspectives on integrated management systems and corporate sustainability performance
Chi-Kuang Chen, Lidia Reyes, Taiwan	A Quality Management Approach to Guide the Executive Management Team through Product/Service Innovation Process
1.5 Room 19: Leadership, Sustainability, HRM I (15:30 – 17:00)	
Session Chair: Prof. Stefan Lagrosen, Sweden	
Terje Slåtten, Gudbrand Lien, Arne Fredheim, Marius Tuverud Gangnes, Norway	Enabling Relationship Learning in Intrafirm Professional Service Teams
Pasquale Vetta, Italy	Community Investment initiatives: a practical study on their thematic and geographical distribution in the Oil & Gas sector
George Nisha, Aamna Ashraf, Hamza Zubaid Malik, Syed Usman Shahid, Pakistan	Factors Affecting Leadership Style in Academia
1.6 Room 20: Impacts of quality Approaches, IT Technology (15:30 – 17:00)	
Session Chair: Prof. Ilias Santouridis, Greece	
Gilberto Santos, Enrique Mandado, Portugal	Technological and Quality Differences between North and South European Countries
Christian Esser, Robert Refflinghaus, Germany	Requirements validation using virtual prototypes to optimize product quality
Yonghee Kim, Youngju Park, Jeongil Choi, South Korea	A Study on Adoption of IoT Smart Home Service: Based on Value-Based Adoption Model
Danish Rizwan Qaiser, Ramzan Muhammad, Pakistan	The Impact of Service Quality and Service Value on Customer Satisfaction through Customer bonding: An Evidence from telecommunication Sector



21st September 2016, Wednesday

1.7 Room 21: Lean & Business Excellence (15:30 – 17:00)

Session Chair: Prof. Angelos Pantouvakis, Greece

Mia Ljungblom, Sweden	Business Excellence with Customer Service in World Class – A Swedish Case Study of Lean in a Supermarket
Christopher D. Milner, Christine Welch, UK	Towards Organizational Excellence - An Interactive Framework for Sustaining a Culture of Continuous Improvement
Manuel Suarez Barrasa, Francisco Rodríguez-González, Karla María Alvarado Ramírez, Mexico	A Kaizen approach for Public Health Care: A qualitative study in México
Decheng Wen, Xiao Chen, Xiaojing Sun, China	The Impact of Government Brand-Building Promotion on Enterprise Financial Performance: Evidence from China

17:30 - 20:00 WELCOME RECEPTION: Basilica of St. Paul outside the Walls

22nd September 2016, Thursday (09:30-17:30)

09:30-11:00 -Room 1: Plenary Session 2 *The success of «Made in Italy»: global challenges and constraints*

Session Chair: Prof. Jens J. Dahlgaard-Park, Linköping University, Sweden

Marco Frey, Professor,

Sustainability Management Research Group, Sant'Anna School, Pisa, Italy

Gianluca Brozzetti, CEO,

CEO Buccellati Group (Luxury Sector), Milan

Giorgio Marini, Manager,

Operational Excellence Division of ABOCASpA

11:00-11:30 Coffee Break

11:30-13:00 Parallel Sessions 2

2.1 Room 2: Sustainability, Quality and Innovation II (11:30-13:00)

Session Chair: Prof. Jens Jorn Dahlgaard, Sweden & Prof. Bostjan Gomiscek, Dubai

Michael Brusch, Katrin Baumert, Paula Kastner, Germany	Product Development Based on Design Attributes: An Empirical Analysis of Perceptions and Influences
Vera Amicarelli, Giovanni La Gioia, Italy	Recycling aluminum: a key factor towards new metal industry circular economy
Marta Ormazabal, Vanessa Prieto-Sandoval, Carmen Jaca, Spain	Spanish SMEs Sustainability: Challenges and opportunities of the Circular Economy
Gilberto Santos & Enrique Mandado, Portugal	Conception of integrated model of products generation and technology management process, namely for application in Southern European Countries

2.2 Room 6: Quality Management Systems II (11:30-13:00)

Session Chair: Prof. Chi-Kuang Chen, Taiwan

Piotr Rogala, Poland	Some ethics-related problems in internal quality auditing
Kanon Ruamchat, Natcha Thawesaengkulthai, Chaipong Pongpanich, Thailand	Integration framework of ISO 9001:2015 and Joint Inspection Group (JIG) standard for improving aviation fuel quality management
Christoffer Rybski, Roland J Jochem, Laura Homma, Germany	Empirical Study on Status of Preparation for ISO 9001:2015
Inga Lapina, Majja Kavosa, Karlis Brinkis, Latvia	The Evaluation of Certification in the Field of Energy Construction in Latvia

22nd September 2016, Thursday

2.3 Room 7: Motivation, Continuous Improvement, Satisfaction II (11:30-13:00)	
Session Chair: Prof. Gerson Tontini, Brazil	
Torben Hansen, Lars Grønholdt, Anne Martensen, Alexander Jossiassen, Denmark	Trust in customer satisfaction formation: A study of retail banking in two national markets
Roberta Guglielmetti Mugion, Hendry Raharjo, Laura Di Pietro, Martina Toni, Italy	Exploring the role of trust in e-tourism services
Eleni Koutsothanassi, Nancy Bouranta, Evangelos Psomas, Greece	The relationship between Service Features and Customer Loyalty in the Greek Banking Sector
Patricia Moura e Sa, Marlene Paula Castro Amorim, Portugal	A typology of customer-to-customer interaction and its implications for excellence in service provision
2.4 Room 18: Service Quality II (11:30-13:00)	
Session Chair: Prof. Maria Claudia Lucchetti, Italy	
Angelos Pantouvakis, Maria Karakasnaki, Greece	Exploring the role of the human talent in the Total Quality Management – Performance relationship
A. Lleo, E. Viles, Spain D. Jurburg, Uruguay	Strengthening employees' commitment to continuous improvement through middle managers' behaviours
Jeeradist Thongchai, Thailand	Airline service quality improvement with the beyond passengers' expectation implementation
Stefan Peplowsky, Christian Richter, Sebastian Jacobitz, Ralph Woll, Germany	Individuality - a challenge for production and quality
2.5 Room 19: Quality Theories, Methods and Tools I (11:30-13:00)	
Session Chair: Prof. Sung Hyun Park, South Korea	
Ilias Santouridis, Androniki Vekari, Greece	Impact of CRM practices on Customer Satisfaction and the mediating role of Relationship Quality: Case of Greek mobile telephony market
Flaminia Musella, Roberta Guglielmetti Mugion, Laura Di Pietro, Italy Hendry Raharjo, Sweden	Reconciling internal and external satisfaction through probabilistic graphical models: an empirical study
Gábor Árva, Tamás Jónás, Hungary	Application of fuzzy inference systems built from data for quality and service management purpose
Wan Seon Shin, Boong Soon Hwang, South Korea	Designing Quality Scorecard System Based on Cost of Quality (COQ)
2.6 Room 20: Quality in Higher Education I (11:30-13:00)	
Session Chair: Associate Prof. Kristen Snyder, Sweden	
Bálint Bedzsula, János Kövesi, Hungary	Feedback of student course evaluation measurements to the budgeting process of a faculty - a case study
Rita Csőke, Zsuzsanna Eszter Tóth, Hungary	"Better than what?" The evolution of service quality concept in higher education
Zsuzsanna Eszter Tóth, Gábor Árva, Andor György, Hungary	Peer review of teaching at Budapest University of Technology and Economics - Faculty of Economic and Social Sciences
Rita Csőke, Zsuzsanna Eszter Tóth, Hungary	"Whose life is it, anyway?" Student strategies reflecting changes in Hungarian higher education

22nd September 2016, Thursday

2.7 Room 21: Service & Product Innovation I (11:30-13:00)

Session Chair: Prof. Gilberto Santos, Portugal

Tomislav Baković, Ines Dužević, Josip Mikulić, Croatia	Identifying key components of radical innovation culture and their impact on product innovativeness
Kana Sugimoto, Shin'ya Nagasawa, Japan	Applying luxury strategy to brands in different segments: A case study and implications of Chanel
Elisabetta Savelli, Federica Murmura, Laura Bravi, Lolita Liberatore, Nicola Casolani, Italy	Food habits and attitudes towards food quality among young people
Lucio Cappelli, Fabrizio D'Ascenzo, Luisa Natale, Francesca Rossetti, Roberto Ruggeri, Domenico Vistocco, Italy	Consumer attitude towards the products "Made in Italy". An empirical investigation

13:00-14:00 Lunch

14:00-15:30 Parallel Sessions 3

3.1 Room 2: Sustainability, Quality and Innovation III (14:00-15:30)

Session Chair: Prof. Marco Frey, Italy & Prof. Roberta Salomone, Italy

Alfonso Hernandez-Vivanco, P. Cruz-Cázares, M. Bernardo, Spain	Quality Innovation, Innovation Quality and Integration of Management Systems for pursuing sustainability
Angelos Pantouvakis, Maria Karakasnaki, Greece	The moderating effect of human talent on quality systems and pursue of excellence: evidence from the transport companies
GianniMaria, KaterinaGotzamani, GeorgeTsiotras, Greece	Integrated management systems, corporate sustainability and innovation
Flevy Lasrado, Dubai, Arif Mail, UK	Green Involvement in Workplace: A Strategy for Quality Green Involvement From UAEs Organizations Perspective
Federica Murmura, Lolita Liberatore, Laura Bravi, Nicola Casolani, Italy	Evaluation of Italian companies' perception about ISO 14001 and EMAS III: motivations, benefits and barriers

3.2 Room 6: Quality Management Systems III (14:00-15:30)

Session Chair: Prof. Ralf Woll, Germany

Juhani Antilla, Kari Jussila, Finland	ISO 9001:2015– A questionable reform. What should the implementing organizations understand and do?
Louise Boulter, Rochus Troger, Marcus Long, UK	Ensuring, Assuring & Insuring Responsible Business Practices: ISO 9001:2015
Masaaki Kaneko, Yoshinori Lizuka, Japan	A Strategic Approach to Quality Management System Design for Sustained Success
Piotr Kafel, Alexandra Simon, Poland	The reasons for decertification of ISO 9001. Financial aspects

22nd September 2016, Thursday

3.3 Room 7: Motivation, Continuous Improvement, Satisfaction III (14:00-15:30)

Session Chair: Associate Professor Anne Martensen, Denmark

Maria Fredriksson, Anette Oxenswärdh, Sweden	Learning sustainability in Organizational Context
Michela Marchiori, Lucia Marchegiani, Costanza Nosi, Italy	"Involve me, I'll understand: The importance of reasonable accommodation and communication in the employment of people with intellectual disabilities in hotels."
Nadine Schlüter, Benedikt Sommerhoff, Germany	Development of a Sustainable Job Clustering Model for Quality Professions
Stefan Peplowsky, Louis Pueschel, Ralph Woll, Germany	What customers want? - Development of a software-based method to evaluate subjective requirement on the example of motorcycles

3.4 Room 18: Service Quality III (14:00-15:30)

Session Chair: Prof. Håkan Wiklund, Sweden

Anttila Juhani, Kari Jussila, Finland	The world, me and quality. Conceptualization of the fundamental concepts of quality
Amna Javed, Youji Kohda, Hisashi Masuda, Japan	Value Propositions for Cascading Service Transactions. A Case Study of Islamic Banking
Hana Pakaiova, Stefan Markulik, Anna Nagyova, Slovakia	Risk Management as a Common Aspect of Management Systems
Johan Lilja, David Hansen, Daniel Richardsson, Johan Fredrikson, Sweden	Is Innovation the Future of Quality Management? Searching for signs of quality and innovation management merging in current practices and concepts

3.5 Room 19: Quality Theories, Methods and Tools II (14:00-15:30)

Session Chair: Prof. Robert Refflinghaus, Germany

Manuel F.Suárez-Barraza, Mexico	Kaizen in Public Service. A case study in a Public Environmental Organization in Mexico
Pernilla Ingelsson, Therese Kahm, Sweden	Lean from first-line managers' perspective – assuredness about the effects of Lean as a driving force for sustainable change.
Evangelos Psomas, Mary Tasiou, Fotis Vouzas, Greece	Assessing Lean adoption in public service organizations. Evidence from Greece
Chang Wook Kang, Muhammad Babar Ramzan, South Korea	Statistical Approach for Evaluation of Quality Inspection Skill

3.6 Room 20: Quality in Higher Education II (14:00-15:30)

Session Chair: Prof. Inga Lapina, Latvia

Anette Oxenswärdh, Sweden	Teachers' Collective learning for more reliable assessment
Ingrid Tano, Liselott Lyck, Sweden	Building Quality Culture in Higher Education
Stefan Lagrosen, Sweden	Quality through accreditation
Bo Bergman, Sweden	Quality challenges of a university: Knowledge triangle in practice

22nd September 2016, Thursday

3.7 Room 21: Service & Product Innovation II (14:00-15:30)

Session Chair: Prof. Zhen He, China

Martina Toni, Giovanni Mattia, Maria Francesca Renzi, Italy	What makes the Sharing Economy a disruptive innovation? An analysis of users' perceptions in the accommodation sector
Serena Flammini, Ilaria Massa, Giuseppe Campagna, Olimpia Martucci, Gabriella Arcese, Maria Claudia Lucchetti, Italy	Innovative Platforms in the Telecommunication Industry: a Value Creation Perspective in a Large Corporation
Carolina Camén, Helene Lidestam, Sweden	Do contracts restrict service innovations?
Hannes Göbel, Sweden, XavierLeal, UK	Designing Platforms Leveraging Service Innovation

15:30-16:00 Coffee Break

16:00-17:30 Parallel Sessions 4

4.1 Room 2: Sustainability, Quality and Innovation IV (16:00-17:30)

Session Chair: Prof. Maria Francesca Renzi, Italy & Prof. SuMi Dahlgaard-Park, Sweden

Emilia Lomonaca, Barbara Cafarelli, Caterina Tricase, Italy	Analysis of consumers' perception of quality and sustainability of the organic food products
António Ramos Pires, María de la Cruz del Río Rama, Margarida Saraiva, José Álvarez García, Spain	Environmental Management Systems: Impact of Motivation and Barriers on the Perceived Benefits
Bruno Notarnicola, Giuseppe Tassielli, Pietro Renzulli, Gabriella Arcese, Rosa Di Capua, Italy	Environmental And Economic Life Cycle Assessment of cherry Production In Southern Italy
Giovanni Mondello, Roberta Salomone, Elena Neri, Nicoletta Patrizi, Simone Bastianoni, Francesco Lanuzza, Italy	Environmental impact of Tuscan "Pecorino" cheese: using Life Cycle Assessment for planning continuous improvement strategies in a sustainability perspective

4.2 Room 6: Reliability and Operations management I (16:00-17:30)

Session Chair: Prof. Chang Wook Kang, South Korea

Dai Anshu, He Shuguan, Zhen He, China	Field reliability modeling based on two-dimensional warranty data with censoring times
Yoo-Jung Kim, Jong-Un Won, Sang Chan Park, South Korea	Application of IoT for the Maintaining Rolling Stocks
Robin Tuertmann, Bjorn Falk, Robert Schmitt, Henrik Gloeckner, Germany	Conceptual Modelling of the Failure Management Process in the Production Industry
Adnan Aktepe, Ali Uslu, Süleyman ERSÖZc, Turkey	Location selection for post-disaster service supply with fuzzy hybrid multi-criteria decision making models

22nd September 2016, Thursday

4.3 Room 7: Sustainability, CSR, Complaint M. I (16:00-17:30)

Session Chair: Associate Prof. Zsuzsanna Eszter Tóth, Hungary

Tatiana Salimova, Yulia Palkina, Ludmila Birukova, Natalia Vatulkina, Russian Federation	Focus on sustainability and stakeholders in management practices: exploiting potential of self-assessment
Enrico Massaroni, Alessandra Cozzolino, Ewa Wankowicz, Italy	Cross-collaborative supply chains: How logistics services contribute to social responsibility
Gavino Balata, Giovanni Mandras, Alessio Tola, Giovanni M. Ruggiu, Italy	Sustainability certification and hospitality management. An enquiry on the Sardinian coastal hotels' approach and criticalities towards the EU Ecolabel Certification
Carmen Jaca, Vanessa Prieto, Olaia Etxeberria, Marta Ormazabal, Spain	Consumer organizations for sustainability awareness
Giovanni Mondello, Elena Nori, Roberta Salomone, Nicoletta Patrizi, Simone Bastianone, Francesco Lanuzza, Italy	The environmental burden of cheese production: an LCA study of Tuscan "Pecorino"

4.4 Room 18: Service Quality IV (16:00-17:30)

Session Chair: Associate Prof. Ingela Bäckström, Sweden

MilanDelić, Bojana Milić, Uglješa Marjanović, Srđan Vulcanović, Dragoljub Šević, Serbia	Fostering learning organization through authentic leadership and employees' affective commitment
Kristina Zgodavova, P. Palfy, Andrea Sütöová, Slovakia	Quality Culture: Insight into International Organizations in Slovakia
Apostolos Rafailidis, Panagiotis Trivellas, Panagiotis Polychroniou, Greece	The mediating role of quality on the relationship between organizational culture, ambidexterity and innovation performance
Muhammad Asif, Saudi Arabia Muhammad Usman Awan, Pakistan	Exploring the Antecedents of Ambidexterity: A Taxonomic Approach

4.5 Room 19: Quality Theories, Methods and Tools III (16:00-17:30)

Session Chair: Prof. Lars Grønholdt, Denmark

Peter Cronemyr, Ingela Backstrom, Asa Ronnback, Sweden	A tool for measuring Quality Culture
Promporn Wangwacharakul, Bonnie Poksinska, Sweden	Using Anchoring Vignettes for Studying Quality Management in an International Settings
Raine Isaksson, Sweden	TQM from theory to practice. The ideal knowledge transfer process
Flevy Lasrado, Boštjan Gomišček, Dubai	Steps on the way to Business Excellence: Experience of UAE Organizations

22nd September 2016, Thursday

4.6 Room 20: Quality in Higher Education III (16:00-17:30)

Session Chair: Prof. TerjeSlåtten, Norway

Frederic Marimon, Marta Mas-Machuca, Jasmina Berbegal-Mirabent, Joseph Ilach, Spain	Assessing the overall perceived quality of the undergraduate students
Anita Straujuma, Inga Lapina, Elina Sarkane, Modris Ozolins, Latvia Stensaker Bjørn, Norway	The role of Regulatory Compliance Governance in Strategic Management of Higher Education and Research Institutions
Bálint Bedzsula, János Kövesi, Hungary	Improving talent management at Budapest University of Technology and Economics
Saliha Anwar, Mohammad Usman Awan, Pakistan	Development of Service Quality Scale: Online Higher Education

4.7 Room 21: Service & Product Innovation III (16:00-17:30)

Session Chair: Prof. Heejun Park, South Korea

Kristen Snyder, Christer Hedlund, Pernilla Ingelsson, Ingela Backstrom, Sweden	Storytelling as a co-creative process to build cultures of quality, innovation and sustainability
Ola Pilerot, Hannes Gobel, Sweden	Designing a Digital Service Platform in Context – What matters?
Kristina Zgodavova, Andrea Sütoová, Slovakia	Understanding Quality Assurance in Open Innovation Environment
Beatrice Monique Rich, Christine Goldmann, Ralf Woll, Germany	Product Audits - Why we don't ask the customers?

20.00 GALA DINNER: Open Colonna

23rd September 2016, Friday (09:30-16:30)

09:30-11:00 - Room 1: Plenary Session 3 "Building a culture of sustainability: drivers and constrains"

Session Chair: Prof. Bruno Notarnicola, AISME Chairman, Italy

Rodrigo Lozano, Ass. Prof.,

Copernicus Institute of Sustainable Development, Utrecht Univ., Belgium

Bo Edvardsson, Prof.,

Director CTF-Service Research Center, vice Rector, Karlstad University, Sweden

Luca Ruini, Vice President,

Health, Safety, Environment & Energy, Barilla G.R.F.lli

11:00-11:30 Coffee Break

11:30-13:00	Parallel Sessions 5
5.1 Room 2: Sustainability, Quality and Innovation V (11:30-13:00)	
Session Chair: Prof. Su Mi Dahlgaard-Park, Sweden & Prof. Maria Francesca Renzi, Italy	
Eleanor Doyle, Stephen McCarthy, Damien McGovern, Irland	A Quality-based Pathway to Sustainability – One Route via Compliance-Innovation
Juhani Anttila, Kari Jussila, Finland	Striving for benefits of sustainability from the interactivity of quality and innovation
Alessandra Cozzolino, Ewa Wankowicz, Enrico Massaroni, Italy	Logistics service providers' good practices for sustainable supply chain management. An empirical study on the adoption of the fourth generation of sustainability reporting guidelines
Raine Isaksson, Sweden	A Framework for Process Based System Change towards Sustainable Development
5.2 Room 6: Reliability and Operations management II (11:30-13:00)	
Session Chair: Prof. Bo Bergman, Sweden	
Melda Bagsasi, Adnan Aktepe, Suleyman ERSÖZc, Turkey	Fuzzy Optimistic and Pesimistic Evaluation Model in Quality Function Deployment (QFD) and Applicaton
Robin Tuertmann, Maximilian Ruessmann, Malte Schroeder, Alexander Linder, Robert Schmitt, Germany	Failure Management as a Service in the Production Industry
Lv Jie, Wen Decheng, China	Study on the process capability index and control chart of the skew-normal distribution: Based on the tail distribution characteristics
Florian Vincent Haase, Adrian Dierl, Anna Sophia Henke, Ralph Woll, Ennes Sarrady, Germany	Development of an experiment for impedance measurement of structured sandwich sheet metals by using a full factorial multi-stage approach

23rd September 2016, Friday

5.3 Room 7: Sustainability, CSR, Complaint M. II (11:30-13:00)	
Session Chair: Associate Prof. Patricia Moura e Sá, Portugal	
Valeria Costantini, Francesco Crespi, Giovanni Marin, Elena Paglialunga, Italy	Eco-innovation, sustainable supply chains and environmental performances in the European Union industries
Raine Isaksson, Rickard Garvare, Gunnar Dahlin, Sweden	The ideal process of engineering education and CDIO
Mariusz Bryke, Adam Hamrol, Beata Starzynska, Poland	Developing Human Lean Green tool as an instrument of measuring a sustainable organization development
Boštjan Gomišček, Flevy Lasrado, Dubai Damjan Maletic, Matjaz Maletic, Slovenia	Organizational Performance of UAE Organizations in the Light of Sustainable Quality Management
5.4 Room 18: Healthcare I (11:30-13:00)	
Session Chair: Associate Prof. Bonnie Poksinska, Sweden	
Annika Nordin, Ann-Christine Andersson, Boel Andersson Gäre, Sweden	Emergent Program theories of a National Quality Register
Rita Dénes, Judit Uzonyi-Kecskés, Tamás Koltai, Hungary	The application of data envelopment analysis in healthcare: performance evaluation of rehabilitation departments in Hungary
Rita Veronika Dénes, Zsuzsanna Eszter Tóth, Hungary	Importance of quality indicators in measuring service quality of healthcare in case of rehabilitation of musculoskeletal diseases
Haizhe Jin, Masahiko Munechika, Masataka Sano, Chisato Kajihara, Masaaki Kaneko, Fu Guo, China	Research on Sustainable Method of Medical Service Quality Based on Error Cases
5.5 Room 19: Quality of Life, Quality of Work (11:30-13:00)	
Session Chair: Associate Professor Christopher D. Milner, UK	
Brillo João, Simon Dolan, Kristine Marin Kawamura, Brazil	Values-based Strategy Coaching Map: A tool for mapping and scorecarding strategic business goals for creating a sustainable innovation culture
Yvonne Lagrosen, Stefan Lagrosen, Sweden	A healthier working life – the importance of work-integrated learning and physical exercise
Insu Cho, Su Mi Dahlggaard-Park, Heejun Park, South Korea	The Impacts of Organizational Justice and Psychological Resilience on Employee Commitment to change in M&A context
Pernilla Ingelsson, Ingela Backstrom, Sweden	Monitoring co-worker health and Lean culture development
5.6 Room 20: Service & Product Innovation IV (11:30-13:00)	
Session Chair: Associate Prof. Raine Isaksson, Sweden	
Xavier Leal, UK, Hannes Göbel, Sweden	Barriers Hampering Exchange in the Knowledge Triangle
Ovidiu Bielefeld, Hendrik Dransfeld, Nadine Shlueter, Petra Winzer, Soroush Yazdanmadad, Germany	Development of an innovative Approach for complex, causally determined Failure Chains
Andrea Rocchi, Olimpia Martucci, Italy	SPID: the Italian way for innovation in public administration and open government

23rd September 2016, Friday

5.7 Room 21: Quality Management Frameworks for R&D, NPD and Strategy (11:30-13.00)

Session Chair: Prof. Bo Edvardsson, Sweden

Jae Wook Yoon, Korea	Quality Management Frameworks for Research and Development
Cagri Bulut & Secil Pelin Aka, Turkey	New Product Development Success and Strategic Orientations
Sergiu Stefan Nicolaescu, Horatiu Constantin PALADE, Constantin-Manuel Hila & Claudiu Vasile KIFOR, Romania	Organizational Leadership through effective KPI selection - a strategic KM approach for Automotive R&D centers
Ulrika Harlin & Martina Berglund	Drivers for collaborations systems to increase innovativeness, diversity and future competence provision in industry
Mubashir Uzma, Rafi Ayesha Arooj, Mahmood Hassan Khawar, Baig Ashraf Mirza Musharraf, Sarwar Bilal, Pakistan	Relationship between Gratitude and Quality of Academic Achievement at Postgraduate Level

13:00-14:00 Lunch

14:00-15:30 Parallel Sessions 6

6.1 Room 2: Management Systems and Integration I (14:00-15:30)

Session Chair: Prof. Decheng Wen, China

Ren Yingxue, Zhen He, Luning Pieterneel, China	Explore challenges in the Chinese food safety control system
Srdan Vulanovic, Mila Delić, Vladan Radlovački, Bato Kamberović, Ivan Beker, Serbia	Risk based design of integrated management systems
Imants Meiris, Janis Mazais, Inga Lapina, Latvia	Effect of Management System Integration on Company Performance in Energy Industry of Latvia
Madiha Adnan, Muhammad Usman Sarwar, Saima Afzal, Saiqa Raziq, Pakistan	Impact of Quality of Working Life (QWL) on the IT Sector

6.2 Room 6: Quality Culture (14:00-15:30)

Session Chair: Prof. Kristina Zgodavová, Slovakia

Ingela Bäckström, Peter Cronemyr, Åsa Rönnbäck, Sweden	What values are included in a Quality Culture? – A theoretical and practical collaboration
Dimitrios Kafetzopoulos, Katerina Gotzamani, Evangelos Psomas, Greece	A Conceptual Framework of Quality Management, Innovation and Business Performance
Inga Lapina, Krista Griķe, Latvia	Concept of Organizational Culture: Development and Related Aspects
Naseem M. Rafee Abdulla, Dubai, UAE	An Investigation into the Moderating Role of National Culture in the Relationship Between Corporate Social Responsibility and Service Quality Outcomes: The UAE Experience



23rd September 2016, Friday

6.3 Room 18: Healthcare II (14:00-15:30)

Session Chair: Prof. Bo Enquist, Sweden

Xiong Jingjing, He Zhen, Yujia Deng, Min Zhang, China	Quality management practices and their impact on public hospital performance
Dahlin Gunnar, Sweden	Preparations for testing a conceptual model for measuring process maturity in healthcare
Jonas Bostrom, Johan Lilja, Helene Hillborg, Sweden	Cultural Impact of Applying User Involvement for Improving Healthcare Quality
Zuber, M. Shaikh, Alaa Mohammed Al Qaidi, Saudi Arabia	Critical analysis of patient and family education standards in jci accreditation and Cbahi for hospitals

6.4 Room 19: Six Sigma I (14:00-15:30)

Session Chair: Associate Prof. Peter Cronemyr, Sweden

Yujia Deng, Zhen He, Jiju Antony, Ka-Yin Chau, China	A comparative study of Critical Success and Failure Factors in Six Sigma implementation: Some evidence from mainland and Hong Kong-Macau regions of China
Francesco De Seta, Laura Di Pietro, Paola Di Stefano, Andrea Grammatico, Tiziana De Santo, Maria Francesca Renzi, Roberta Guglielmetti Mugion, Italy	Service Quality Model and Six Sigma integration for service improvement. The case of Medtronic Regional Clinical Center
Jane Worlitz, Felix Noack, Ralph Woll, Germany	How to identify a suitable Six Sigma rollout strategy
Samia Najeeb, Baber Saleem, Farhana Bashir, Khalida Mehmood, Pakistan	Using Six Sigma to Understand High Dropout Rate of Female Students in Undergraduate Program

15:30-15:45 Coffee Break

15:45-16:30- Room 1: Closing Session

Su Mi Dahlgard-Park, Jens J. Dahlgard & Maria Francesca Renzi

Best Paper Selections and Awards

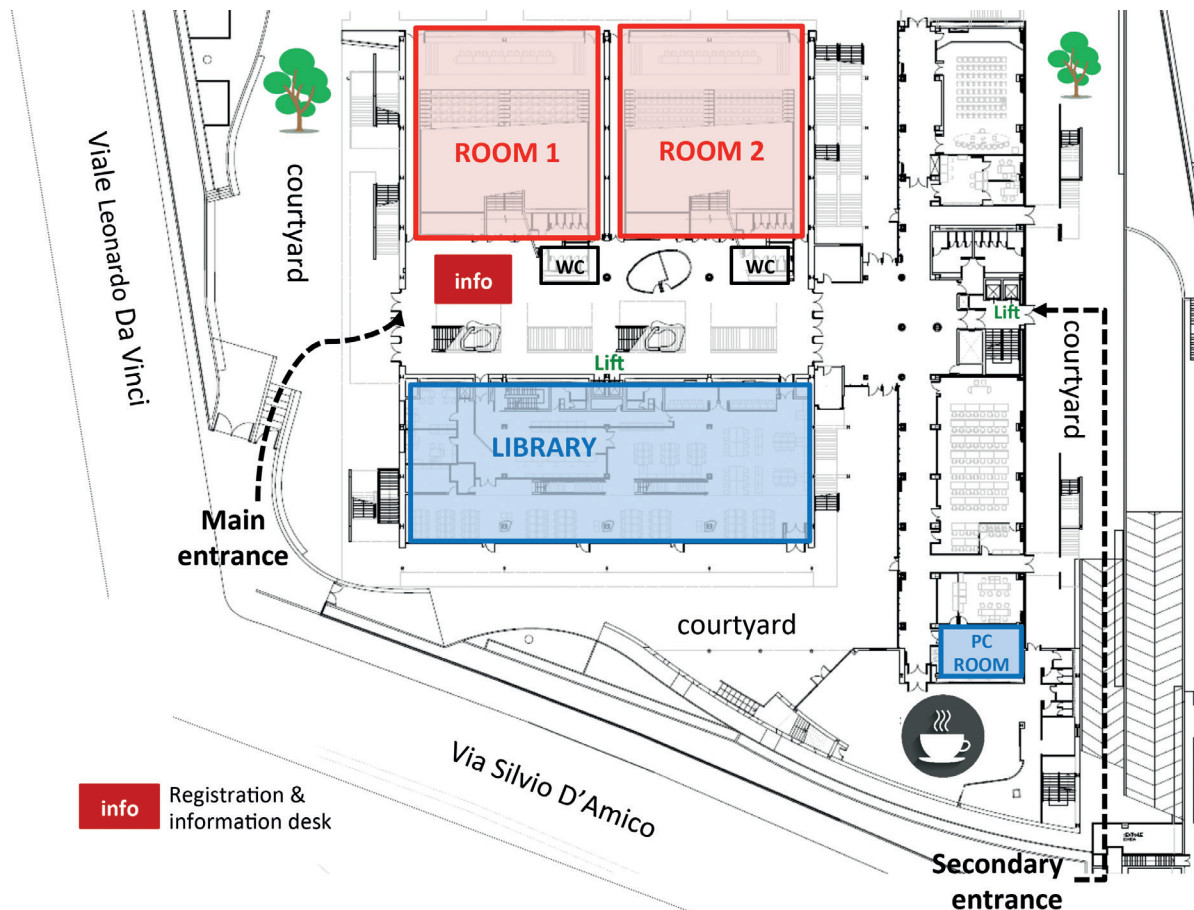
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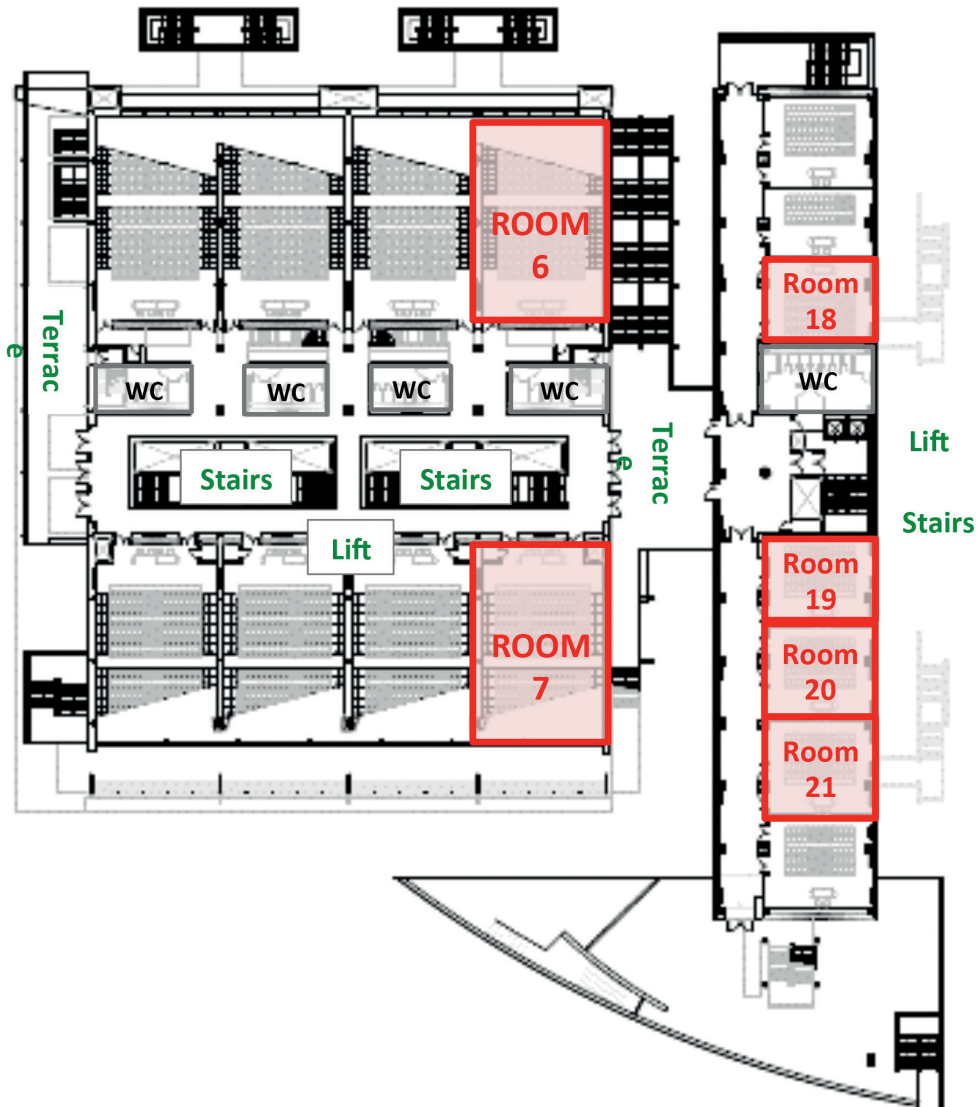
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3. Enter the Wi-Fi credentials in the web page authentication that automatically opens:

- USERNAME: QMOD
- PASSWORD: Vd45Fda

Social Events

21st September, 2016: Welcome Reception

Basilica di San Paolo fuori le Mura

The Papal Basilica of St. Paul outside the Walls is one of Rome's four ancient, Papal, major basilicas along with the Basilicas of St. John in the Lateran, St. Peter's, and St. Mary Major. The Basilica was founded by the Roman Emperor Constantine I over the burial place of St. Paul, where it was said that, after the Apostle's execution, his followers erected a memorial, called a cella memoriae.



Basilica di San Paolo fuori le Mura
Via Ostiense, 186
00146 Roma
5:30 p.m. – 8:00 p.m.

22nd September, 2016: Gala Dinner



Antonello Colonna is one of the best Italian restaurants. Its specialties represent a traditional home-style cuisine that owes much of its success to the simplicity and speed with which dishes are prepared. It is not just a restaurant where you can sample tasty and inviting dishes, but above all a place where you will be treated as a very special guest in a truly pleasant and relaxing atmosphere.



Open Colonna
"Palazzo delle Esposizioni"
Staircase in Via Milano 9/a, 00184 Roma
+39 06 47822641
7:45 p.m. – 0:00 a.m.