

CARDIFF
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QMOD

21st International Conference on Quality
and Service Sciences

Conference Program

22-24 August, 2018

Cardiff University, Wales, UK



The Quality Movement - where are we going?

Past, Present, and Future

Su Mi Dahlgaard-Park
Dr. Professor
Lund University

Jens J. Dahlgaard
Dr. Professor
Linköping University

The theme of the QMOD2018 conference invites participants to reflect on the evolution of total quality management (TQM) as the most widespread quality management approach during the last 30 years. Even though quality management approaches have been recognised and utilised by industry since the 1930s, the 'arrival of TQM' in the last part of the 1980s opened a new era in the quality movement.

However, during the first 17 years of the new millennium, the term TQM seems to have lost its attractiveness in the industrialised parts of the world, and instead new terms such as Business Excellence, Organisational Excellence, Operational Excellence, Six Sigma, and Lean seem on the surface to have overtaken the leading position even though the contents of these new terms can and should be understood within the framework of TQM. Many practitioners perceive that these new terminologies are new management approaches which have replaced TQM and hence have little to do with quality approaches. Parallel with these tendencies, we can observe that the interest for TQM is growing in eastern European, some Asian countries (for example China) as well as in many new developing countries. There are, in those countries, numerous dynamic activities for learning, dissemination, promoting and implementing TQM.

Also there is right now a growing interest to analyse and discuss the suitability of existing TQM frameworks in the 4th industrial revolution which will affect business environments – internal as well as external environments – including our living environments.

In continuation of the 2017 QMOD Conference's main theme 'Challenges and Opportunities of Quality in the 4th Industrial Revolution' the organisers of the QMOD2018 conference feel it is the right time to reflect on the quality movement and the existing TQM frameworks including the concepts of Business Excellence,

Operations Excellence, Lean, and Six Sigma, in order to get a deeper understanding of the quality movement and hence improving our possibilities to diagnose and discuss the future direction of the movement. We look forward to your participation and contribution to the 21st QMOD Conference.

References:

Dahlgaard-Park, S.M. (2006), Editorial, Special Issue on Consistency and Transformation in the Quality Movement, The TQM Magazine, Vol. 18 Number 3

Dahlgaard-Park, S.M. (2011), The quality movement: where are you going? Total Quality Management & Business Excellence, 22:5, 493-516.

Dahlgaard-Park, S.M. & Dahlgaard, J.J. (2017), Proceedings of the 20th QMOD – ICQSS conference.

Conference Founders and Presidents



Dr. Prof. Su Mi Dahlgaard-Park, Lunds University, Sweden

Dr. Dahlgaard-Park is currently professor at Institute of Service Management, Lund University, Sweden. 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. She has published approximately 150 research articles and more than 25 books and edited volumes. Besides 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). Dr. Dahlgaard-Park is the co-founder and co-chair of the yearly QMOD Conferences since 1997.

Home page: <http://www.ism.lu.se/su-mi-dahlgaard-park>



Dr. Prof. Jens J. Dahlgaard, Linköping University, Sweden

Dr. Dahlgaard became a chair professor in financial auditing at Aarhus University (1986-1991), and chair professor of quality management in 1991 where he developed and was responsible for the first and only MSc program in quality management in Denmark. 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 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 conferences”. Dr. Dahlgaard is the co-founder and co-chair of the yearly QMOD conferences since 1997.

Conference Local Chairs, Advisory Panel and Local Organisation Committee

Local Chairs



Dr. Prof. Maneesh Kumar, Cardiff University, UK

Maneesh Kumar is a Professor of Service Operations at Cardiff Business School, Cardiff University. He conducts cross disciplinary applied research in the area of Operational Excellence including topics such as Quality Management, Lean Six Sigma (LSS), Lean and Green links to Innovation, Healthcare Service Innovation using Big Data Analytics, Knowledge Clusters for enhancing SMEs capabilities. This has resulted in publications of over 120 journals and conferences papers, edited books, and conference proceedings.

He is an active member EUROMA. He has also initiated a first practice based forum on [Lean Green and Innovation \(iLEGO\)](#) that brings practitioner community together to have engaged discussion on synergies and misalignments between the three topics and promote cross learning between different industries. He has been involved in delivering LSS training up to Black Belt level and delivered several workshops on LSS application in different type and size of industries. He is also a regular speaker at International Conferences and Seminars on LSS & Process Excellence.

Dr. Prof. Pauline Found, University of Buckingham, UK



Dr. Pauline Found is a Professor of Lean Operations Management at the University of Buckingham. She was previously a Senior Research Fellow at the Lean Enterprise Research Centre (LERC) at Cardiff University, where she worked for 9 years and was involved in a range of research, knowledge transfer, engagement and executive education projects and initiatives, as well as writing books and papers on Lean. Before joining LERC she held several management roles including purchasing, supply chain and operations planning in a major blue chip manufacturing company for 14 years. She is

co-author of *Staying Lean: Thriving not just Surviving* for which she holds a Shingo Research and Professional Publication Prize (2009). She was President of the International POMS College of Behavior 2009-2011.

Local Advisory Panel

Prof. Rachel Ashworth, Dean, Cardiff Business School, Wales, UK

Prof. Mohamed Naim, Deputy Dean, Cardiff Business School, Cardiff University, UK

Prof. Jonathan Morris, Associate Dean (Research), Cardiff Business School, Cardiff University, UK

Local Organising Committee

Ms. Sarah Lethbridge, Cardiff Business School, Cardiff University, UK

Prof. Nick Rich, School of Management, Swansea University, UK

Prof. Sharon Williams, Department of Public Health, Policy and Social Sciences, Swansea University, UK

Prof. Robert Mason, Cardiff Business School, Cardiff University, UK

Conference Support (PhD Scholars)

Xiao Chen, Lund University and Shandong University

Philipp Reynders, Cardiff Business School, Cardiff University

Nadine Leder, Cardiff Business School, Cardiff University

Nouf Alqurashi, Cardiff Business School, Cardiff University

Manisha M Kumar, School of Management, Swansea University

Keynote Speakers



Prof. John Bessant, originally a chemical engineer, he has been active in the field of research and consultancy in technology and innovation management for over 35 years. He is currently holds the Chair in Innovation and Entrepreneurship at the University of Exeter and has visiting appointments at the universities of Erlangen-Nuremburg and Queensland University of Technology. In 2003 he was elected a Fellow of the British Academy of Management and in 2016 a Fellow of the International Society for Professional Innovation Management (ISPIM). He has acted as advisor to various national governments, international bodies (including the United Nations, World Bank and OECD) and to many public and private sector organizations. He is the author of 30 books and many articles on the topic and has lectured and consulted widely around the world. His most recent books in the area of innovation are - 'Riding the innovation wave: Learning to create value from ideas' & 'Creativity for innovation'. See www.johnbessant.org and www.innovation-portal.info for more details.



Philip Holt is currently VP, Continuous Improvement at Travelport, a leading Travel Commerce Platform, and is a member of the advisory board of the Operational Excellence Society. He was formerly the Head of Operational Excellence, Accounting Operations at Philips and prior to that the Head of Continuous Improvement for Philips' Consumer Lifestyle sector. Philip has over 25 years of Business Experience, across the Customer Value Chain, in Industry Leading Companies such as Gillette, Philips and Travelport. He has built up an impressive reputation on Lean Leadership practices and is the author of 'Leading with Lean: An experience-based guide to Leading a Lean Transformation'. Holt studied at Manchester Metropolitan University, Warwick Business School, and the University of Pennsylvania (Wharton School).



Prof. Dave Snowden is Founder & Chief Scientific Officer, Cynefin Centre & Cognitive Edge. His work is international in nature and covers government and industry looking at complex issues relating to strategy, organisational decision making and decision making. To learn more about Dave's, please visit his website: <http://cognitive-edge.com/>



Prof. John Bicheno is a professional engineer and Professor of Lean Enterprise with the University of Buckingham's Lean Enterprise Unit. After 12 years of work in operations, he joined The University of the Witwatersrand, Johannesburg. Whilst he was Professor of Industrial Engineering, John was introduced to Lean (then called JIT) with Toyota in South Africa in 1982. In 1999 he was founder of the first Masters Degree in Lean in the world at Lean Enterprise Research Centre (LERC), Cardiff Business School. He was Director of the Programme until 2012. Two Masters degrees in Lean are now run at the University of Buckingham. He has supervised over 80 Masters dissertations in the Lean area. John has mentored numerous companies on their Lean journey. He is a frequent speaker at conferences and short courses in UK, Denmark, Sweden, South Africa, and USA. He is a CFPIM with APICS, a certified TWI JI trainer, and was a Shingo Prize examiner. John is author or co-author of 11 books in the Lean Manufacturing, Lean Service, Lean Systems, and Six Sigma areas. One of his books, *The Lean Toolbox*, is now in its 5th edition and has sold over 110,000 copies. Other popular books are *The Lean Games and Simulations Book*, and *The Service Systems Toolbox*. He is still learning about Lean...



Prof. Mohamed Zairi is currently professor emeritus at the School of Management, University of Bradford. He was appointed to the Sabic Chair in Best Practice Management in 1995, which he held until 2004. He was subsequently selected for the Juran Chair, which is funded by the Government of Dubai. He is also the Executive Chairman of European Centre for Best Practice Management based in Bradford, England. He is founder and chair of the Zairi Institute, an organisation designed to disseminate the Best Management philosophy and techniques more widely.

Professor Zairi's field of expertise involves benchmarking and Best Practice Management. He advocates bridging the gap between theory and practice, adapting academic standards or good management techniques to real-world situations. He has helped businesses, government agencies, and non-governmental organisations around the world to improve the quality of the goods and services that they provide. Zairi has authored or co-authored over 300 publications, including 17 books in the fields of quality and related topics.

QMOD 2018 - Conference Program in Overview

22. August 2018, Wednesday							
08:00	Registration, Tea and Coffee						
09:00	Room 1.19 Practitioner Day Opening						
09:15	Practitioner session 1						
11:15	Room 0.04 Tea/ Coffee Break						
11:45 – 12:30	Room 1.19 Keynote for Practitioner Day John Bicheno, Prof., The University of Buckingham, UK “TQM : Reflections and opportunities”						
12:30	Room 0.04 Lunch						
13:30 – 14:00	Room 1.19 QMOD Conference Opening						
	Su Mi Dahlgaard-Park, Prof., Conference Co-Founder and President, Lund University, Sweden Jens J. Dahlgaard, Prof., Conference Co-Founder and President, Linköping University, Sweden Rachel Ashworth, Prof., Dean, Cardiff Business School, Wales, UK						
	Room 1.19 Plenary Session 1						
14:00 – 14:45	John Bessant, Prof., University of Exeter, UK “Playing chess with the Red Queen: The role of Quality Management in meeting the innovation challenge”						
14:45	Room 0.04 Tea/ Coffee Break						
15:15 – 16:45 Parallel Sessions 1	<i>Room 2.02</i>	<i>Room 2.01</i>	<i>Room 0.24 - 0.25</i>	<i>Room 0.22 - 0.23</i>	<i>Room 1.26 - 1.27</i>	<i>Room 1.28 - 1.29</i>	<i>Room 1.30</i>
	Innovation; Excellence; Manufacturing Quality 4.0; QM Success Factors?	QM, Sustainable Development, Lean, Tools, Design, Trends and Challenges	Quality in Healthcare	Quality in Education	Quality Management Systems	Optimisation of Materials; Systems, Networks; QM in Franchising	Statistical/ Mathematical Models
15:15	Room 1.19 Practitioner session 2						
17:00 – 17:45	Room 1.19 Keynote Session: Prof. Dave Snowden, Cynefin Centre & Cognitive Edge “Quality Management in the era of uncertainty - detecting weak signals, mapping attitudes”						
18:00 – 20:00	Welcome/ Drinks Reception Atrium, Post Graduate Teaching Centre, Cardiff Business School						

23. August 2018, Thursday							
	Room 1.19 Plenary Session 2						
9:00 – 10:00	Philip Holt, Vice President, Travelport, UK “Engaging your People, creating a Quality Mindset, and delivering Operational Excellence”						
10:00	Room 0.04 Tea/ Coffee Break						
10:30 – 12:00 Parallel Sessions 2	<i>Room 2.02</i>	<i>Room 2.01</i>	<i>Room 0.24 - 0.25</i>	<i>Room 0.22 - 0.23</i>	<i>Room 1.26 - 1.27</i>	<i>Room 1.28 - 1.29</i>	<i>Room 1.30</i>
	Work Challenges; Trinity Model; Psychological and Social Capital; Performance	Sustainability and QM; Circular Economy; Process Management; Lean; Research Trends	Quality in Healthcare	Quality in Education	Sustainability, Quality, CSR, Commitment, Requirement Engineering	Quality Management Systems	Managers' Study, Learning and Practice - Executive MBA Program Cases
12:00	Room 0.04 Lunch						
13:30 – 15:00 Parallel Sessions 3	<i>Room 2.02</i>	<i>Room 2.01</i>	<i>Room 0.24 - 0.25</i>	<i>Room 0.22 - 0.23</i>	<i>Room 1.26 - 1.27</i>	<i>Room 1.28 - 1.29</i>	<i>Room 1.30</i>
	Action Research and QM; Origin of QC-Circles; Health and Stress = f(QM); TQM Impl.	Gamification, Motivation, Performance; Leadership, Job Satisf., CSR; CIP	Quality in Healthcare	Quality in Education	Innovation	Car Driver Ass. Systems, Learning, Waiting Times, Expect.	Managers' Study, Learning and Practice - Executive MBA Program Cases
15:00	Room 0.04 Tea/ Coffee Break						

15:30 – 17:00 Parallel Sessions 4	<i>Room 2.02</i>	<i>Room 2.01</i>	<i>Room 0.24 - 0.25</i>	<i>Room 0.22 - 0.23</i>	<i>Room 1.26 - 1.27</i>	<i>Room 1.28 - 1.29</i>	<i>Room 1.30</i>
	Org. Culture, Quality Cost; TQM, Scientific Management, QC Teams; Lean Six Sigma Assessing	TQM Deployment, Change; Quality, Sustainability; Digital Transform = f(QM)	Quality in Healthcare	Added Value, Affection, Value Based Adoption Model, Value Co-creation	Innovation	Product Development, QFD, Supply Chain, Intellectual Capital	Managers' Study, Learning and Practice - Executive MBA Program Cases
19:00	Gala Dinner: National Museum Cardiff, Cathays Park, Cardiff CF10 3NP						

24. August 2018, Friday							
	Room 1.19 Plenary Session 3						
9:00 – 10:00	Mohamed Zairi, Prof., University of Bradford, UK <i>"A New Form of Organization Excellence in a Disruptive Era: How the UAE Government shapes its future through Transformational Thinking"</i>						
10:00	Room 0.04 Tea/ Coffee Break						
10:30 – 12:00 Parallel Sessions 5	<i>Room 2.02</i>	<i>Room 2.01</i>	<i>Room 0.24 - 0.25</i>	<i>Room 0.22 - 0.23</i>	<i>Room 1.26 - 1.27</i>	<i>Room 1.28 - 1.29</i>	<i>Room 1.30</i>
	Measurement Strategy; Org. Culture, Innovate; Roadmaps, Self-Assessment; Quality Crisis	Leadership, Learning; Employee Satisf., Engagement, CSR, Empowerment	Lean, Services, Continuous Improvements	Quality Measurement Goodness of Data, Co-creation of Values	Failures, Causes, Risk Management, Risk Evaluation, Company-Student Project	Org. Culture, Intelligence, Engagement, Customer Participation	Product design, Process Improvement, Maintenance Quality, Recycling Costs
12:00	Room 0.04 Lunch						
	Room 1.19 Plenary Discussion Session: The Quality Movement – where will we move?						
	Session Chair: Jens J. Dahlgaard, Prof., Linköping University, Sweden						
13:15 – 14:15	Discussants: Mohamad Zairi, Prof., University of Bradford, UK Sung Hyun Park, Prof., Seoul National University, Korea Su Mi Dahlgaard-Park, Prof., Lund University, Sweden John Bicheno, Prof., The University of Buckingham, UK						
14:15	Room 0.04 Tea/ Coffee Break						
14:30 – 15:30	Room 1.19 Best paper Awards and QMOD 2019 Announcement						

QMOD 2018 –Practitioner Day in Detail

22. August 2018, Wednesday (9:00 – 18:00)

9:00 – 9:15	Room 1.19	Practitioner Day Opening
9:15 – 11:15	Room 1.19	Practitioner Session 1
9:15 – 9:45	Alberta Soranzo , End-to-End (E2E) Service Design and Systems Thinking Director, Lloyds Banking Group Title: <i>Fit for survival – designing your organization for transformation</i>	
9:45 – 10:15	Lindsay Zingg (Global Head Quality, Health, Safety & Environment, Panalpina) & Andy Lahy (Global Head of Strategy and Innovation, Logistics at Panalpina) Title: <i>The benefits of managing the triple bottom line - People, Profit and Planet</i>	
10:15 – 10:45	Rob Barnes , Head of Business Development, Independent Office for Police Conduct Title: <i>Understanding and implementing quality where Service User needs conflict</i>	
10:45 – 11:15	Dr. Ann Esain , Continuous Improvement Manager, Orangebox & Honorary Lecturer, University of Buckingham Title: <i>Quality Management, Systems Thinking and Industry 4.0</i>	
11:15	Room 0.04	Tea/ Coffee Break
11:45 – 12:30	Room 1.19	Keynote for Practitioner Day John Bicheno, Prof., The University of Buckingham, UK <i>“TQM: Reflections and opportunities”</i>
12:30	Lunch	
13:30 – 14:00	Room 1.19	QMOD Conference Opening
	Su Mi Dahlgaard-Park , Prof., Conference Co-Founder and President, Lund University, Sweden Jens J. Dahlgaard , Prof., Conference Co-Founder and President, Linköping University, Sweden Rachel Ashworth , Prof., Dean, Cardiff Business School, Wales, UK	
14:00 – 14:45	Room 1.19	Plenary Session 1
	John Bessant, Prof., University of Exeter, UK <i>“Playing chess with the Red Queen: The role of Quality Management in meeting the innovation challenge”</i>	
14:45	Room 0.04	Tea/ Coffee Break
15:15 – 16:45	Room 1.19	Practitioner Session 2
15:15 – 15:40	Frank Devine , Director, Accelerated Improvement Title: <i>Organisational Development Principles application in Cultural Change Situations</i>	
15:40 – 16:05	Dr. Sanjay Bhasin , Head of Continuous Improvement, Her Majesty's Prison and Probation Service (HMPPS) Title: <i>Lean sustainability audit gauging and organisation's Leanness</i>	
16:05 – 16:25	Steve Sanderson , Manufacturing Engineering Lead, BAE Systems Submarines Title: <i>Developing the Digital Thread: from Dimensional Management to Managing the Flow of Data on complex products</i>	
16:25 – 16:45	Juhani Anttila (International Academy for Quality (IAQ), Helsinki, Finland) & Kari Jussila (Division of Pharmaceutical Chemistry and Technology, University of Helsinki, & Department of Industrial Engineering and Management, Aalto University, Aalto, Finland) Title: <i>Out of the crisis of the quality profession: The new renaissance in the quality discipline</i>	
17:00 – 17:45	Room 1.19	Keynote Session: Dave Snowden, Prof., Cynefin Centre & Cognitive Edge <i>“Quality Management in the era of uncertainty - detecting weak signals, mapping attitudes”</i>
18:00 – 20:00	Welcome/ Drinks Reception Atrium, Post Graduate Teaching Centre, Cardiff Business School	

QMOD 2018 –Conference Program in Detail**22. August 2018, Wednesday (13:30 – 18:00)**

13:30 – 14:00	Room 1.19	Conference Opening
Su Mi Dahlgaard-Park , Prof., Conference Founder and President, Lund University, Sweden Jens J. Dahlgaard , Prof., Conference Founder and President, Linköping University, Sweden Rachel Ashworth , Prof., Dean, Cardiff Business School, Wales, UK		
14:00 – 14:45	Room 1.19	John Bessant Professor of Innovation and Entrepreneurship, University of Exeter, UK “Playing chess with the Red Queen: The role of Quality Management in meeting the innovation challenge”
Session Chair: Prof. Jens J. Dahlgaard, Linköping University, Sweden		

14:45 – 15:15 **Room 0.04** **Tea/ Coffee Break**

15:15 – 16:45	Parallel Sessions 1	
1.1 Room 2.02: The Quality Movement (QM) – where are we going? Innovation; Excellence Models; Manufacturing Quality 4.0; QM Success Factors?		
Session Chairs: Prof. Nicholas Rich, UK; Prof. Hsin Rau, Taiwan		
Sung Hyun Park, Kwang-Jae Kim Korea	Quality and Innovation Management in South Korea; Past, Present and Challenging Issues for the Future	
Mikael Johnson, Åsa Rönnbäck, Bo Enquist Sweden	Business Excellence Models Today and Tomorrow – Need for a Transformation Agenda	
Hefin Rowlands, UK	Manufacturing Quality 4.0	
Alireza Shokri, Farhad Nabhani, UK	Investigating the view of quality management success factors amongst future early career operations managers	
1.2 Room 2.01: The Quality Movement (QM) – where are we going? QM, Sustainable Development, Lean, CIP; Tools, Design; Trends and Challenges, Quality Crisis		
Session Chairs: Prof. Mattias Elg, Sweden; Asc. Prof. Asta Daunoriene, Lithuania		
Gunnar Dahlin, Sweden	How can Quality Management support Sustainable Development?	
Árni Halldórsson, Ida Gremyr, Anette Winther, Sweden	Lean Energy: Turning Continuous Improvements into Sustainable Development	
Laura Homma, Roland Jochem, Germany	Expert Study on the current Trends and Challenges in the Field of Quality Management and Quality Assurance	
Falk Behmer, Roland Jochem, Germany	Quality Management Tools in Today’s Design Thinking Projects: Insights from Successful Industry Practice	

1.3 Room 0.24 - 0.25: The Quality Movement (QM) – where are we going? Quality in Healthcare	
Session Chairs: Prof. Jonathan Deacon, UK; Dr. Chris Milner, UK	
Bonnie Poksinska, Sweden	Improving quality of care for patients with complex needs
Maureen Fallon, Karen Bradley, Michael Clark, Vivien Coughlin, Kirsty Mahoney, UK	Improving the categorisation, recording and reporting of pressure ulcers within the Welsh Care Home sector – a quality improvement initiative
Pernilla Ingelsson, Ingela Bäckström, Kristen Snyder, Sweden	Adapting a Lean leadership-training program within a health care organization through co-creation
Jonas Boström, Helene Hillborg, Johan Lilja, Sweden	Exploring Cultural Dynamics and Tensions when applying Design Thinking for improving Healthcare Quality – What is really going on?
1.4 Room 0.22 - 0.23: The Quality Movement (QM) – where are we going? Quality in Education	
Session Chairs: Prof. Han Joo Yoo, Korea; Asc. Prof. Marlene Amorim, Portugal	
Yvonne Lagrosen, Stefan Lagrosen, Sweden	Organizational learning in consciousness-based education schools – a multiple case-study
Annika Henningsson, Maria Fredriksson, Sweden	Coaching in Higher Education - A generic training model to prevent stress
Zsuzsanna Eszter Tóth, Vivien Surman, Hungary	Student evaluation of project work courses: Development of a service quality measuring and evaluating framework and the first results of adaptation
Vivien Surman, Zsuzsanna Eszter Tóth, Hungary	Service quality measurements in higher education – a literature review and the development of a service quality framework for a special course
1.5 Room 1.26 - 1.27: The Quality Movement (QM) – where are we going? Quality Management Systems	
Session Chairs: Prof. Robert Refflinghaus, Germany; Ass. Prof. Evangelos Psomas, Greece	
Xiaojing Sun, Decheng Wen, Dongwei Yan, China	Developing and Validating a Model of ISO 9001 Effectiveness Gap: Empirical Evidence from China
Yingxue Ren, Yueqi Huang, Zhen He, Geoffrey J.L.F. Hagelaar, Pieterneel Luning, China/ Holland	A conceptual framework to analyze factors affecting HACCP application: A continuous improvement perspective
Jan Lenning, Ida Gremyr, Hendry Raharjo, Sweden	Drivers of audit client satisfaction in the external audit fieldwork
Piotr Rogala, Poland	Identification of the key components of the ISO 9000 ecosystem

1.6 Room 1.28 - 1.29: The Quality Movement (QM) – where are we going? Optimisation of Materials, Systems, Networks and QM in Franchising	
Session Chairs : Prof. Chang Wook Kang, Korea; Prof. Hana Pacaiova, Slovakia	
Tetsuo Hosokawa, Zenichi Miyagi, Japan	Quality Engineering-based Management (QEM): A Proposal for Achieving Total Optimization of Large Systems
Kristina Zgodavova, Peter Blasko, Andrea Sutoova, Erika Mihalova, Slovakia	Optimisation of Material Consumption in a Process of Injection Moulding of Plastic Parts
Le Chang, Tao Yu, China	Quality Management Study in Franchising Industry
Panpan Zhou, Dennis K.J. Lin, Xiaoyue Niu, Zhen He, China	Network Monitoring Considering Correlations among Network Quality Characteristics
1.7 Room 1.30: The Quality Movement (QM) – where are we going? Statistical/ Mathematical Models	
Session Chairs: Prof. Gerson Tontini, Brazil; Asc. Prof. Adrian Pugna, Romania	
Gábor Árva, Tamás Jónás, Hungary	Forecasting Empirical Failure Rate Time Series Using the Generalized Weibull Distribution
Yumin Liu, Zheyun Zhao, China	A Convolutional Neural Network-based intelligent monitoring model in linear process profile
Guodong Wang, Li Zhang, Yongcheng Wang, Honggen Chen, China	Percentile lifetime improvement through designed experiments with a non-constant scale parameter: a two-stage method
Masato Ohkubo, Yasushi Nagata, Japan	Conditional anomaly detection based on a latent class model

17:00 – 17:45	Room 1.19 Keynote Session: Dave Snowden, Prof., Cynefin Centre & Cognitive Edge “Quality Management in the era of uncertainty - detecting weak signals, mapping attitudes”
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18:00 – 20:00	Welcome/ Drinks Reception Atrium, Post Graduate Teaching Centre, Cardiff Business School
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23. August 2018, Thursday (09:00 – 17:00)

09:00 – 10:00: Room 1.19	Plenary Session 2
Philip Holt , Vice President, Travelport, UK <i>“Engaging your People, Creating a Quality Mindset, and Delivering Operational Excellence”</i>	
Session Chair:	Prof. Håkan Wiklund , Mid Sweden University, Sweden

10:00 – 10:30 Room 0.04**Tea/ Coffee Break**

10:30 – 12:00		Parallel Sessions 2	
2.1 Room 2.02: The Quality Movement (QM) – where are we going? Future Work Challenges; Trinity Model; Psychological and Social Capital; Work Performance			
Session Chairs: Prof. Heejun Park, Korea; Prof. Su Mi Dahlgaard-Park, Sweden			
Mattias Elg, Ida Gremyr, Jason Martin, Andrea Birch-Jensen, Sweden	The Future of Work for Quality Management – Challenges in the Digitalized Era		
Gery Ellis, Alison Beard-Gunter, Pauline Found, Maneesh Kumar, Jan Harwell, UK	The Trinity Model; A Literature Review and Historical Precedents		
Terje Slåtten, Gudbrand Lien, Camilla Marie Fosse Horn, Erik Pedersen, Norway	Links between psychological capital, social capital, and work-related performance - A study of service sales representatives		
Lars Grønholdt, Anne Martensen, Denmark	Linking employee, customer, and business results: A study in the hotel industry		
2.2 Room 2.01: The Quality Movement (QM) – where are we going? Managing Sustainability and QM; Circular Economy; Process Management; Lean; Research Trends			
Session Chairs: Prof. Hefin Rowlands, UK; Prof. Kristina Zgodavova, Slovakia			
Maria Fredriksson, Sweden	An Interdisciplinary Stakeholder Model for Managing Sustainability - Is it a Paradigm shift in Quality Management?		
Christer Hedlund, Petter Stenmark, Erik Noaksson, Johan Lilja, Sweden	More Value from Fewer Resources - How to Expand Value Stream Mapping with ideas from Circular Economy		
Priscilla Navarro, Peter Cronemyr, Sweden	Applying quality methods for achieving environmental sustainability in the freight transport sector – Reviewing Process Management and Lean		
Roberta Guglielmetti Mugion, Martina Toni, Laura Di Pietro, Maria Giovina Pasca, Maria Francesca Renzi, Italy	Understanding the drivers of car sharing usage: The role of service quality		

2.3 Room 0.24 - 0.25: The Quality Movement (QM) – where are we going?**Quality in Healthcare****Session Chairs: Prof. Noor Hazilah Abd Manaf, Malaysia; Asc. Prof. Manuel Suarez-Barraza, Mexico**

Marie Häggström, Ingela Bäckström, Pernilla Ingelsson, Carina Edling, Sweden	How can patient transfers be improved by combining QM, Nursing and Health care sciences?
Malgorzata Fialkowska-Filipek, Magdalena Smeds, Bonnie Poksinska, Patrik Hidefjäll, Poland/ Sweden	Capacity management in health care: a systematic literature review
James Aitken, Ann Esain, Sharon Williams, Nicholas Rich, UK	Understanding complexity in operations and supply chain management: A UK Healthcare case study
Manisha M. Kumar, Nick Rich, UK	Theoretical Framework for highly reliable healthcare organisations

2.4 Room 0.22 - 0.23: The Quality Movement (QM) – where are we going?**Quality in Education****Session Chairs: Prof. Stefan Lagrosen, Sweden; Prof. Kristen Snyder, Sweden**

Zsuzsanna Eszter Tóth, Tamás Jónás, Gábor Árvai, Vivien Surman, Hungary	Utilizing fuzzy rating scales to enhance the reliability of Likert scale based evaluations in higher education - The example of project work type courses
Bálint Bedzsula, Hungary	Service quality evaluations in higher education based on student participation
Bren Matevž, Miran Lavrič, Slovenia	The validity of students' e-evaluation at the University of Maribor
Aija Medne, Inga Lapiņa, Latvia	EFQM Excellence Model towards Sustainability of University's Quality System

2.5 Room 1.26 - 1.27: The Quality Movement (QM) – where are we going?**Quality, Sustainability, CSR, Organisational Commitment, Requirement Engineering****Session Chairs: Prof. Bo Enquist, Sweden; Prof. Oksana Lentjusenкова, Latvia**

Egle Staniskiene, Asta Daunoriene, Zivile Stankeviciute, Joana Ramanauskaite, Lithuania	The Effect of Environmental Attitudes of Potential Employees on the Attractiveness of Corporate Social Responsibility and Organisational Commitment
Francesca Conte, Jonathan Deacon, Alfonso Siano, Italy	Sustainability communication on corporate websites of Welsh companies
Raine Isaksson, Sweden	Quality for Sustainability –System Models for Better Buildings
Amirbabak Ansari, Ovidiu Bielefeld, Marius Heinrichsmeyer, Nadine Schlüter, Germany	Analysing possible combinations of Requirement Engineering methods for business networks

2.6 Room 1.28 - 1.29: The Quality Movement (QM) – where are we going?**Quality Management Systems****Session Chairs: Prof. Zhen He, China; Dr. Alireza, Shokri, UK**

Hana Pacaiova, Anna Nagyova, Slovakia	Practical experience with requirements application according to ISO 9001:2015
Margarida Saraiva, Osvaldo Ferreira, Jorge Casas Novas, António Ramos Pires, Portugal	ISO 9001 Quality Management Systems: Critical Analysis of Literature Review
Maija Kavosa, Inga Lapiņa, Latvia	Certification Process: Conformity Assessment or Professional Competence Assessment?
Svetlana Mjakuškina, Maija Kavosa, Jānis Uzulēns, Inga Lapiņa, Latvia	The Analysis of Supervision Process in the Field of Construction: Case in Latvia

2.7 Room 1.30: The Quality Movement (QM) – where are we going?**Managers' Study, Learning and Practice - an Executive MBA Program's Projects/ Case Studies****Session Chairs:**

Seyed Yaser Dibaji, Mahdi Gheinaghi, Daniel Kindstrom, Iran/ Sweden	A Digital Maturity Assessment Model for Mobile Operators
Alireza Jamshidi, Mohammadreza Asadzadeh Heravi, Hossein Dadfar, Mojtaba Hosseini, Iran/ Sweden	In search of key success factors for implementation of 5G technology
Babak Kardel, Mostafa Moeeni, Mojtaba Hosseini, Iran/ Sweden	Relationship Strategies among the Mobile Network Operator and Iranian video O.T.T. players
Hamed Beheshti, Reza Nabovati, Iran/ Sweden	The role of Corporate Venture Capital in Digital Transformation of Telecom Operators

12:00 – 13:30

Room 0.04

Lunch

13:30 – 15:00

Parallel Sessions 3**3.1 Room 2.02: The Quality Movement (QM) – where are we going?****Action Research and QM; Origins of QC-Circles; Health and Stress = f(QM); Implementing TQM****Session Chairs: Prof. John Bicheno, UK; Prof. Ida Gremyr, Sweden**

Johan Lilja, Kristen Snyder, Karin Ahlin, Thomas Persson, Sweden	Why Action Research and Quality Management is such a Nice Match: How make them Dance without Falling?
Gery Ellis, Pauline Found, Maneesh Kumar, Jan Harwell, UK	Benzaemon Inoue, Sumitomo Electric and the Origins of Quality Circles
Stefan Lagrosen, Yvonne Lagrosen, Sweden	The effects of quality management on workplace health and stress
Chi-Kuang Chen, Lidia Reyes, Taiwan	Management Control and Organizational Learning: The Missing Link in TQM's Implementation and its Path to the Future

3.2 Room 2.01: The Quality Movement (QM) – where are we going? Gamification, Motivation, Performance; Leadership, Job Satisfaction, CSR; CIP	
Session Chairs: Prof. Håkan Wiklund, Sweden; Prof. Inga Lapina, Latvia	
Patrick Poetters, Bert Leyendecker, Thomas Hellebrandt, Ina Heine, Robert H. Schmitt, Germany	Gamification in assembly – A pretest for the investigation of motivation and increased performance of employees
Zhen He, Wei Wang, Min Zhang, Yujia Deng, Ka Yin Chau, China	Motivated for continuance? Associations with structural empowerment, role conflict, person-job fit and satisfaction
Paraskevi Dekoulou, Panagiotis Trivellas, Panagiotis Polychroniou, Vassileios Tokakis, Ilias Santouridis Cyprus/ Greece	Which Leadership roles modify employee perceptions of CSR activities? Job satisfaction implications in the case of the Tourism industry
Gorka Unzueta, Aritz Esnaola, Jose Alberto Eguren, Spain	A Model to implement CIP (continuous improvement process) – Case study of an equipment Goods Company
3.3 Room 0.24 - 0.25: The Quality Movement (QM) – where are we going? Quality in Healthcare	
Session Chairs: Prof. Piotr Grudowski, Poland; Asc. Prof. Zsuzsanna Eszter Toth, Hungary	
Salem Alasmari, Sharon Williams, Nicholas Rich, David Rea, UK	Identifying the factors influencing the readiness and sustainability of quality improvement in healthcare
Magdalena Smeds, Sweden	The management of cancer care pathways in a coordination centre
Ines Bruschi, Nils-Henning Neß, Fabian Thornton, Germany	Service Quality in Hospitals – The Influence of Telephone Waiting Times
Sirikorn Rojthamarat, Chanokhun Leenukul, Wanna Panpok, Sunanta Rojwatkarnjana, Sasikarn Chamchod, Uchupol Ruang Sri, Todsaporn Fuangrod, Thailand	Development of lean six sigma-based adaptive patient scheduling model for improving service quality at radiation oncology department
3.4 Room 0.22 - 0.23: The Quality Movement (QM) – where are we going? Quality in Education	
Session Chairs: Prof. Egle Staniskiene, Lithuania; Prof. Ingela Baeckstrom, Sweden	
Irina Degtjarjova, Inga Lapiņa, Latvia	Students' as the Stakeholders' Perception of the Quality of Higher Education
R.F Chidzonga, C.Rutters, K.Behara, S. Africa	Increasing Throughput Rate of Quality Graduates in Institutions of Higher Learning using Total Quality Management
Anette Oxenswärdh, Per-Arne Forsberg, Sweden	To lead change - to work and study with both creativity and structure - a course design for deeper learning outcomes within a course in Quality Technology
Manuel F. Suárez-Barraza, Francisco G. Rodríguez-González, Marcela Ibañez Adams Mexico	Finding Kaizen core values in AACSB standards accreditation: A conceptual Study
Chang Wook Kang, Dong Hyun Baek Korea	Continuous Improvement of Project Management Education

3.5 Room 1.26 - 1.27: The Quality Movement (QM) – where are we going?**Innovation****Session Chairs: Prof. Wan Seon Shin, Korea; Prof. Pauline Found, UK**

Philipp Reynders, Maneesh Kumar, Annie Pye, UK	The impact of employee empowerment on sustaining continuous improvement in manufacturing: An empirical case study
Victoria H. Batt-Rawden, Gudbrand Lien, Terje Slåtten, Norway	Team Learning Capability - an instrument in Innovation Ambidexterity
Barbara Rebecca Lappalainen, Terje Slåtten and Gudbrand Lien, Norway	The role of organizational climate for employee's creative performance – a study from the public sector
Barbara Rebecca Lappalainen, Terje Slåtten, Gudbrand Lien, Norway	Fostering Individual Innovative Behavior – a study from the public sector

3.6 Room 1.28 - 1.29: The Quality Movement (QM) – where are we going?**Car Driver Assistance Systems, Machine Learning Methods, Waiting Times, Expectations****Session Chairs: Prof. Árni Halldórsson, Sweden; Asc. Prof. Muhammad Asif, S. Arabia**

Chisato Kajihara, Masakazu Denda, Masahiko Munechika, Masataka Sano, Masaaki Kaneko, Haizhe Jin, Japan	Communicating benefits of speech recognition systems for car navigation
Jaehyeon Jun, Insu Cho, Heejun Park, Korea	Study on Initial Adoption of Advanced Driver Assistance System: Integrated Model of PMT and UTAUT 2
Wei Zhang, Zhen He, China	Machine Learning Method for Predicting Manufacturing Product Characteristics
Jane Worlitz, Sebastian Reichl, Ralf Woll, Germany	How long are you ready to wait? - How our experience influences our expectation

3.7 Room 1.30: The Quality Movement (QM) – where are we going?**Managers' Study, Learning and Practice - an Executive MBA Program's Projects/ Case Studies****Session Chairs:**

Hassan Hadidi, Mohsen Behdari, Daniel Kindstrom, Iran/ Sweden	In search of an Adaptive Business Model to Capture IoT Business Opportunities in the Telecom Sector
Jamshid Laghaee, Yaser Kalij, Iran/ Sweden	The major Impacts of Servicescape on Employees' Commitment
M. Hajmohammad Hosseini, N.Aghaee, Iran/ Sweden	The impact of customer service on customer loyalty
Mehrdad Khatibi, Hossein Ghasemi, Hossein Dadfar, Iran/ Sweden	Strategy Alignment of Service Development in Telecom Industry

15:00 – 15:30**Room 0.04****Tea/ Coffee Break**

15:30 – 17:00		Parallel Sessions 4	
4.1 Room 2.02: The Quality Movement (QM) – where are we going?			
Org. Culture, Quality Cost; Scientific Management, TQM; QC Teams; Lean Six Sigma, Assessment			
Session Chairs: Prof. Chi-Kuang Chen, Taiwan; Ass. Prof. Luis Pimentel, Portugal			
Christina Dimitrantzou, Evangelos Psomas, Nancy Bouranta and Fotis Vouzas, Greece	The role of Organizational Culture in TQM adoption and Cost of Quality		
Gery Ellis, Pauline Found, Maneesh Kumar, Jan Harwell, UK	The Application of Rosenberg’s Diffusion Ideas to Scientific Management and TQM and the Implications for Industry 4.0.		
Gwangsuk Song, Hanjoo Yoo, Jiyong Ha, Korea	Analysis of the Relationships of Impacts among the Barriers against the Diffusion of Quality Control Circles in Korean Steel Companies		
Pablo Colman, Mishaal Al Harbi, Pauline Found, UK	Integrating Lean Six Sigma Tools in Management Systems Performance Assessments		
4.2 Room 2.01: The Quality Movement (QM) – where are we going?			
TQM Deployment, Change; Quality, Sustainability; Digital Transformation = f(QM)			
Session Chairs: Prof. Hyuck Moo Kwon, Korea; Asc. Prof. Raine Isaksson, Sweden			
Robin David Howlett, André Gilbert Latendorf, Dr Sanjay Bhasin, Paul Walley, Pauline Found, UK	Organisational Design: how TQM’s strategy deployment tool can add pace and effectiveness to organisational change		
Nadine Leder, Maneesh Kumar, Vasco Sanchez Rodrigues, UK	Circular Business Models – Enhancing Quality and Sustainability in Business Processes: A Systematic Review		
Rui Chena, Yuan-Duen Lee, Cheng-Hua Wang, Taiwan	The Role of Executive Ability in Total Quality Management (TQM) Implementation and Sustainable Competitive Advantage		
Frédéric Ponsignon, Stéphane Kleinhans, Grégory Bressolles, France	The contribution of quality management to the digital transformation: a qualitative study		
4.3 Room 0.24 - 0.25: The Quality Movement (QM) – where are we going?			
Quality in Healthcare			
Session Chairs: Asc. Prof. Bonnie Poksinska, Sweden; Asc. Prof. Maria Frederiksson, Sweden			
Wasanai Krisorakun, Jaraswan Yimmongkol, Sirawat Amornsanee, Uchupol Ruangsri, Todsaporn Fuangrod, Thailand	A method of hospital service gap assessment and service improvement prioritization: a case study of outpatient department in Thai government hospital		
Noor Hazilah Abd Manaf, Puteri Nemie Jahn Kassim, Nurita Juhdi, Malaysia	A Call for Public-Private Partnership in Malaysian Healthcare		
Zsuzsanna Eszter Tóth, Tamás Jónás, Rita Veronika Dénes, Hungary	Service quality evaluations in healthcare based on flexible fuzzy numbers - Patients and employees in the focus		
Haizhe Jin, Xinyi Chi, Masahiko Munechika, Masataka Sano, Masaaki Kaneko, Chisato Kajihara, Fu Guo, China	The relationships between organizational factors, conditional factors, and error modes in medical communication process		

4.4 Room 0.22 - 0.23: The Quality Movement (QM) – where are we going?**Added Value, Profound Affection, Value Based Adoption Model, Value Co-creation****Session Chairs: Prof. Lars Grønholdt, Denmark; Prof. Shinja Nagasawa, Japan**

Hoon Yu, Inhee Seo, Younsung Kim, Jeongil Choi, Korea	A Study of Critical Factors Affecting Adoption of Self-Customization Service, Focused on Value-Based Adoption Model
Angelos Pantouvakis, Anastasia Gerou, Greece	First Steps of a Systematic Literature Review in Customer Journey
Sabina Potra, Adrian Pugna, Romeo Negrea, Romania	Exploring Added Value, a Multidimensional Expected Customer Value Construct for Attractive Quality Creation
Masahiko Munechika, Koki Sakairi, Chisato Kajihara, Masataka Sano, Masaaki Kaneko, Haizhe Jin, Japan	A Study on the Visualization of Kansei Differences between Users and Designers

4.5 Room 1.26 - 1.27: The Quality Movement (QM) – where are we going?**Innovation****Session Chairs: Prof. Ilias Santouridis, Greece; Asc. Prof. Anette Oxenswaerdh, Sweden**

Daniel Sehlin, Maja Truedsson and Peter Cronemyr, Sweden	A Conceptual Cooperative Model Designed for Processes, Digitalisation and Innovation
John Sainsbury, Pauline Found, John Bicheno, Darrell Mann, UK	Testing the impact of Systematic Innovation training in the NHS
Wan Seon Shin, Yong Seok Lee, Korea	A Pattern Based Decision Frame for the Era of Industry 4.0
Anna Mårtensson, Pernilla Ingelsson, Sweden	Measuring sustainability through values: Developing and testing of statements in a questionnaire

4.6 Room 1.28 - 1.29: The Quality Movement (QM) – where are we going?**Product Development, QFD, Supply Chain Management, Intellectual Capital****Session Chairs: Prof. Ralf Woll, Germany; Prof. Adam Hamrol, Poland**

CHEN Chen, De-cheng Wen, China	Product Development Conceptual Model Based on QFD and Generation theory
Sandra Klute-Wenig, Svenja Rebsch, Robert Refflinghaus, Hartmut H. Holz Müller, Germany	How to find a suitable Distribution Partner – a systematic, QFD-based Approach
Hongfei Liu, Decheng Wen, Qianwen FU, China	The Theme Structure and Evolution Analysis Based on Co-word Analysis Method in Supplier Management Domain
Oksana Lentjušenkova, Inga Lapina, Latvia	Integrated Strategy for Management of Intellectual Capital towards Sustainable Organization

**4.7 Room 1.30: The Quality Movement (QM) – where are we going?
Managers’ Study, Learning and Practice - an Executive MBA Program’s Projects/ Case Studies**

Session Chairs:

Negar Rastegar, Namita Mahin, Hossein Dadfar, Iran/ Sweden	Customer Involvement in Telecom New Service Development
Hamidreza Radmanesh, Batoul Adelhah, Iran/ Sweden	Competencies of Salespeople in B2B Relationship from the perspectives of marketing and psychology
M.Khatibi, H.Ghasemi, H.Dadfar, S.Brege, Iran/ Sweden	Strategy Alignment of Service Development in Telecom Industry
Mehdi MoazzamiPeiro, Ali Nikmohammadi, Mojtaba Hosseini, Hossein Dadfar, Iran/ Sweden	The impact of Internet of Things (IOT) on the cost reduction for heart disease care cycle
Mohammad Mehdi Ghanaati, Mohammad Mahhdi Abbaskhani, Hossein Dadfar, Iran/ Sweden	Factors Influencing Knowledge Transfer from Expatriate to Local Employees

19:00 – 23:00 GALA DINNER: National Museum Cardiff, Cathays Park, Cardiff CF10 3NP

24. August 2018, Friday (09:00 – 15:30)

09:00 – 10:00 Room 1.19	Plenary Session 3 Mohamed Zairi, Prof., University of Bradford, UK <i>"A New Form of Organization Excellence in a Disruptive Era: How the UAE Government shapes its future through Transformational Thinking"</i>
Session Chair: Prof. Wan Seon Shin, Sung Kyun Wan University, Korea	

10:00 – 10:30 Room 0.04**Tea/ Coffee Break**

10:30 – 12:00	Parallel Sessions 5
5.1 Room 2.02: The Quality Movement (QM) – where are we going? Measurement Strategy; Org. Culture, Innovation; Roadmaps, Self-Assessment; Future of Quality	
Session Chairs: Prof. Sharon Williams, UK; Asc. Professor Frederic Ponsignon, France	
Hea Young Roh, Wan Seon Shin, Korea	Designing a Quality Measurement Strategy for implementing System Integration in the Era of Industry 4.0
Tomislav Baković, Mate Damić, Ines Dužević, Croatia	Can organizational culture help manage the innovation paradox?
Chi-Kuang Chen, Kathya Pinos, Lidia Reyes, Taiwan	Total Quality Management as an Actionable Tool in an Organisation by using Roadmap and Roadmapping Self- Assessment Approaches
Daniel Carnerud, Ingela Bäckström, Sweden	Four Decades of Research on Quality: Summarizing, Trendspotting and Looking Ahead
5.2 Room 2.01: The Quality Movement (QM) – where are we going? Leadership, Learning; Employee Satisfaction, Engagement, Performance, CSR, Empowerment	
Session Chairs: Prof. Jeongil Choi, Korea; Prof. Maria Francesca Renzi, Italy	
Muhammad Asif, Usman Awan, S. Arabia	Strategic Leadership and Ambidextrous Learning: Exploring the Role of Dynamic Capabilities and Intellectual Capital
Asta Daunorienė, Egle Staniškienė, Živilė Stankevičiūtė, Lithuania	Employee Engagement Impact on Quality Management System
Paraskevi Dekoulou, Apostolos Rafailidis, Lamprini Trivella, Cyprus/ Greece	Employee performance implications of CSR activities: The mediation role of psychological empowerment
Dongwei Yan, Decheng Wen, Xiaojing Sun, Yaping Li, China	The Impact of Employee Satisfaction on Employee Engagement and Turnover Intention: An Empirical Study in China

5.3 Room 0.24 - 0.25: The Quality Movement (QM) – where are we going?**Lean, Services, Continuous Improvements****Session Chairs: Prof. Sung Hyun Park, Korea; Prof. Piotr Rogala, Poland**

Graziela dos Santos Bento, Gérson Tontini, Brazil	Maturity of Lean Practices in Brazilian Manufacturing Industries
Nouf Alqurashi, Maneesh Kumar, Robert Mason, UK	Disparities in Lean leader-team member perceptions and Lean sustainability in the UK higher education setting.
Benjamin Richards, Maneesh Kumar, UK	An investigation into the use of a Continuous Improvement Infrastructure and Strategic Niche Management to understand Lean Systems
Luís Pimentel, Miguel Ribeiro Mendes, Portugal	A Journey towards Lean: CASE of a small and medium-sized enterprise (SME)

5.4 Room 0.22 - 0.23: The Quality Movement (QM) – where are we going?**Quality Measurements, Goodness of Data, Co-creation of Values****Session Chairs: Asc. Prof. Peter Cronemyr, Sweden; Asc. Prof. Nadine Schlütter, Germany**

Michael Bruschi, Ines Bruschi, Germany	Factors Influencing the Goodness of Data of Quality Surveys: A Monte Carlo Simulation Based on a SERVQUAL Investigation
Anette Oxenswärdh, Sweden	Co-creation of values at one Bed and Breakfast accommodation
Promporn Wangwacharakul, Silvia Márquez Medina, Bonnie Poksinska	Cross-cultural comparability of customer satisfaction measurement – The case of mobile phone service providers
Min Zhang, Xueping He, Fang Qin, Zhen He, China	Service Quality Measurement for Omni-channel Retail: Scale Development and Validation

5.5 Room 1.26 - 1.27: The Quality Movement (QM) – where are we going?**Failures, Causes, Risk Management, Risk Evaluation, Company-Student Projects****Session Chairs: Prof. Maria Margarida Saraiva, Portugal; Prof. Yvonne Lagrosen, Sweden**

Paul Walley, Anna Jennison-Phillips, UK	Service quality in policing: a failure demand perspective
Hyuck Moo Kwon, Sung Hoon hong, Min Koo Lee, Korea	A Risk Evaluation Procedure in FMEA for Failure Causes including CFCs
Giovanni Dell'Antonio, Leomar dos Santos, Luciano Castro de Carvalho, Gérson Tontini, Brazil	Risk Management in Supply Chains: An analysis of the degree of management considering probability of occurrence and impact
Marcus Branke, Dylana-Chiara Stein, Beatrice M. Rich, Jane Worlitz, Laura Hettling, Ralf Woll, Germany	Development of interests in projects between regional companies and students in quality management

**5.6 Room 1.28 - 1.29: The Quality Movement (QM) – where are we going?
Organisational Culture, Intelligence, Engagement, Customer Participation**
Session Chairs: Asc. Prof. Terje Slåtten, Norway; Pernilla Ingelsson, Sweden

Angelos Pantouvakis, Athina Syntychaki, Maria Karakasnaki, Greece	An investigation of the relationship between Organizational Cultural Intelligence and Organizational culture: evidence from the shipping industry
Xiao Chen, Su Mi Dahlgaard-Park, Decheng Wen, China/ Sweden	From Non-engagement to Total Engagement: Exploring Motivators for Different Customer Engagement Levels
Fatemeh Bashashi Saghezchi, Marlene Amorim, Maria João Rosa, Portugal	Implications of customer participation and interaction for service quality and satisfaction – a systematic literature review
Ewa Marjanska, Piotr Grudowski, Anna Wendt, Poland	Corporate social responsibility culture in the University of Technology – Polish students perspective

5.7 Room 1.30: The Quality Movement (QM) – where are we going?
Product design, Production Process Improvement, Maintenance Quality, Recycling Costs
Session Chairs: Asc. Prof. Paul Walley, UK; Asc. Prof. Tomislav Bakovic, Croatia

Adam HAMROL, Przemyslaw ZAWADZKI, Poland	Product design as a critical process in quality management in Industry 4.0
Hsin Rau, Yu-Jia Lin, Taiwan	Production Process Improvement by CPS and TRIZ
Marta GRABOWSKA, Ewa DOSTATN, Poland	New Method of Calculating Recycling Costs
Frank Koenig, Richard McMeakin, Pauline Found, Maneesh Kumar, UK	Improving Maintenance Quality in Airport Baggage Handling Operations

12:00 – 13:15 Room 0.04
Lunch
**13:15 – 14:15 Room 1.19 Plenary Session 4: Discussion Session
The Quality Movement (QM) – where will we move?**
Session Chair: Jens J. Dahlgaard, Prof., Linköping University, Sweden

Discussants:

Mohamad Zairi, Prof., University of Bradford, UK
Sung Hyun Park, Prof., Seoul National University, Korea
Su Mi Dahlgaard-Park, Prof., Lund University, Sweden
John Bicheno, Prof., The University of Buckingham, UK

14:15 – 14:30 Room 0.04
Tea/ Coffee Break
14:30 – 15:30 Room 1.19 Closing Session

Su Mi Dahlgaard-Park, Jens J. Dahlgaard

 Best Paper Selections and Awards
 QMOD 2019 Announcements

Social Events

Welcome/ Drinks Reception

Wednesday 22nd August @ 18:00 – 20:00

Atrium, Post Graduate Teaching Centre, Cardiff Business School (Conference Venue)

Yoga Sessions*

Thursday 23rd August @ 8:15 – 8:45, Room 0.24 – 0.25

Thursday 23rd August @ 17:00 – 17:30, Room 0.24 – 0.25

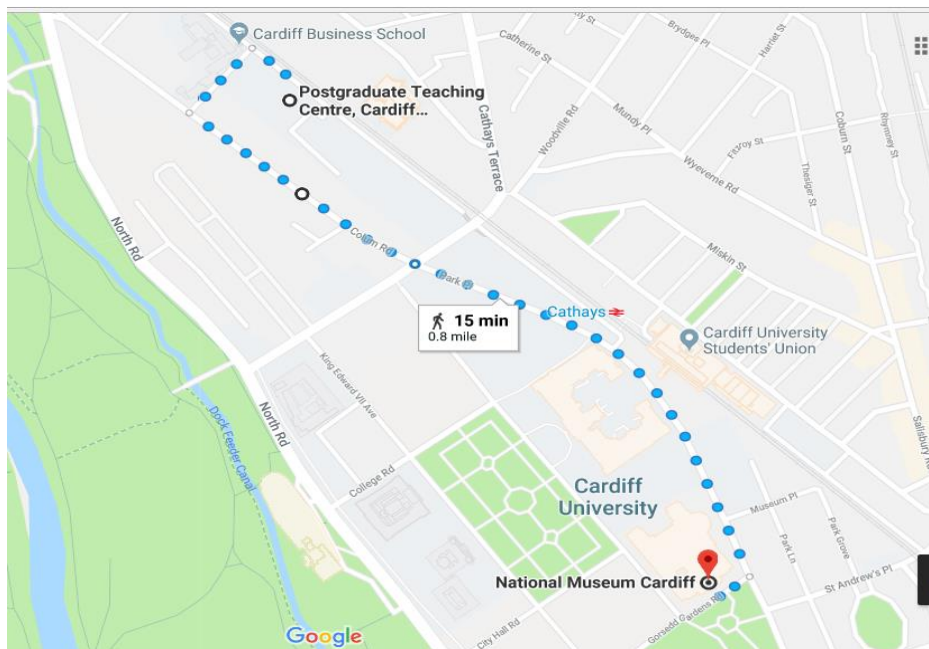
Friday 24th August @ 8:15 – 8:45, Room 0.24 – 0.25

*No special dress required for this session. We will be learning/practicing Chair Yoga positions that can be done while seated in a chair.

Gala Dinner

Thursday 23rd August @ 19:00 – 23:00

National Museum Cardiff, Cathays Park, Cardiff CF10 3NP



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