



Supply Chain Quality Management: a new organizational paradigm

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PORTUGAL

1/28



Flemish Quality Management Center

Thank you for the invitation!

Congrats on the event!

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University of Minho



Universidade do Minho

- Funded in **1973**
- **11 Schools**
- **2 Campi** – Campus Gualtar @ Braga and Campus Azurém @ Guimarães
- **20.000** students
- CWTS Leiden Ranking 2014: **Best Portuguese University**
- **75 position** of the THE 100 Under 50 University Ranking 2014
- Web: www.uminho.pt



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Research Group on Quality and Organizational Excellence



Web: <http://grequ.blogspot.pt/>

Partnerships:

- Coordinator: Paulo Sampaio
- Research staff: 6 researchers
- Post-doc fellows: 2 researchers
- PhD students: 8 researchers (1 concluded)
- Master students: 12 researchers (32 concluded)
- Erasmus Mundus researchers: 2 researchers



... from Portugal, Brazil, Mozambique, Vietnam, Thailand, New Zealand ...

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Predict the future is not easy...



According to Mark Twain, “The art of prophecy is very difficult – especially with respect to the future.”

But I will try to do my best!

How many CEO's are in the room?



“... it will be important in the future for top management and quality professionals to **“use the same language”** to fully integrate quality into the organization.”

(Paulo Sampaio in “40 New Voices of Quality”, Quality Progress, American Society for Quality, November 2011)

“... is that we need to **translate defects and process improvements into dollars and euros**. When this happens the C-suite will be more open to the pursuit of Quality.”

(Paulo Sampaio in “Culture of Quality”, Forbes Insight in collaboration with the American Society for Quality, 2014)

Quality definition?



“I believe the best definition of quality is to say, **give the customers what they want!**”

(Paulo Sampaio in “Culture of Quality”, Forbes Insight in collaboration with the American Society for Quality, 2014)

Why Quality is important?



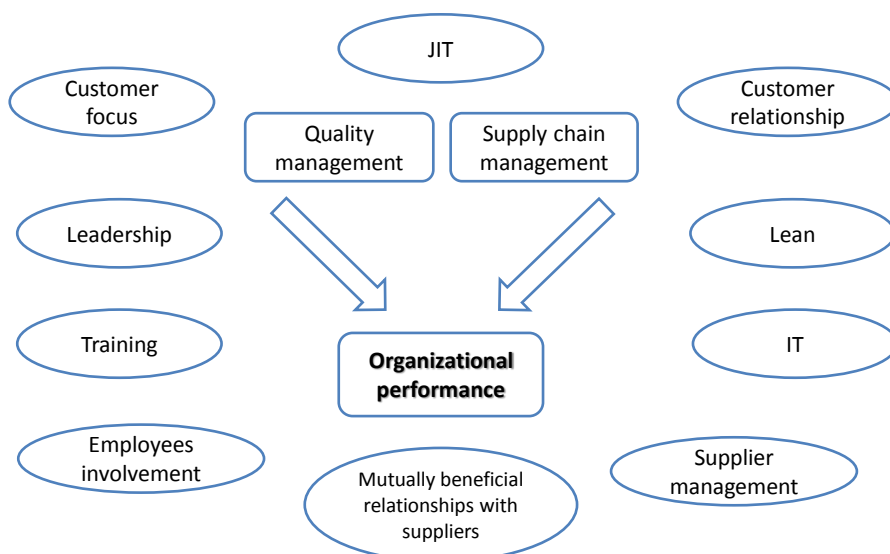
- Customers are becoming more demanding
- Customers are becoming more well informed
- Modern life depends mostly on technology
- The world is global
- ...

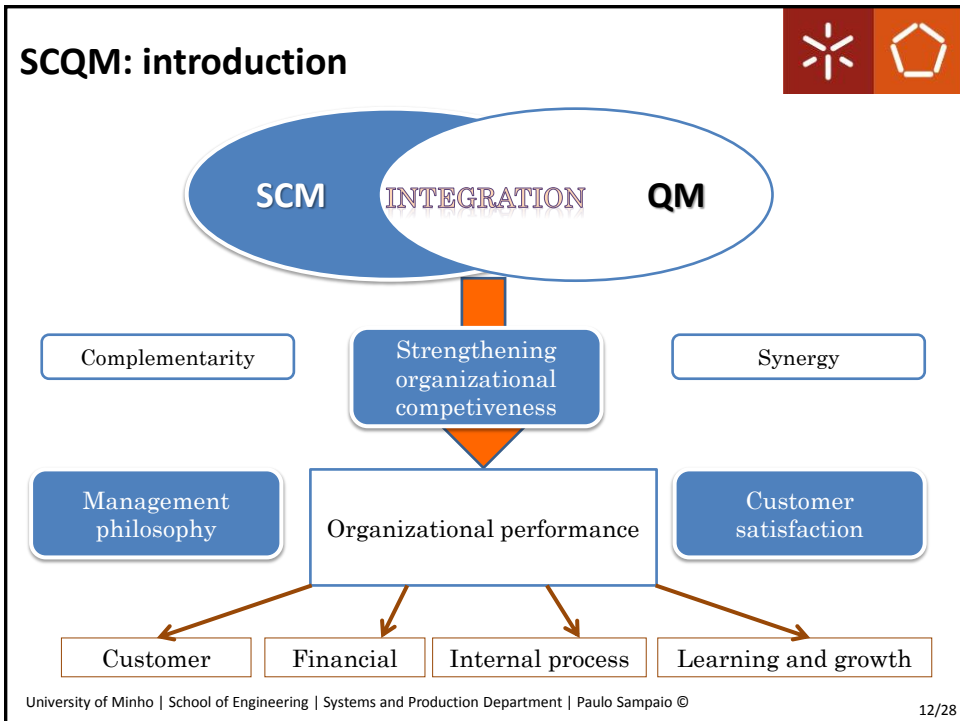
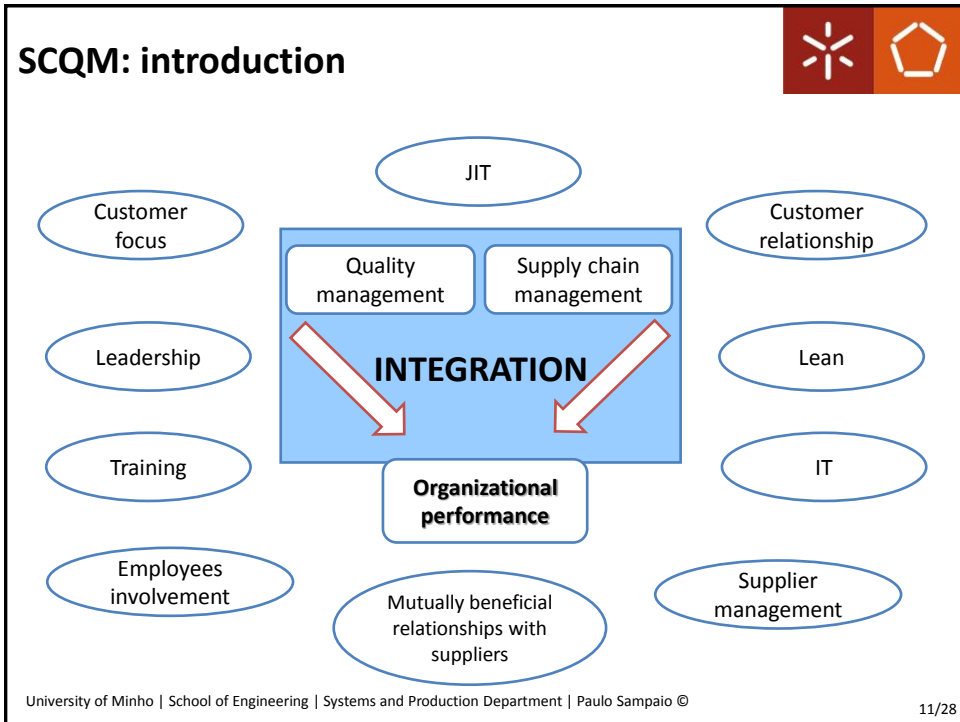
SCQM: why is it important?



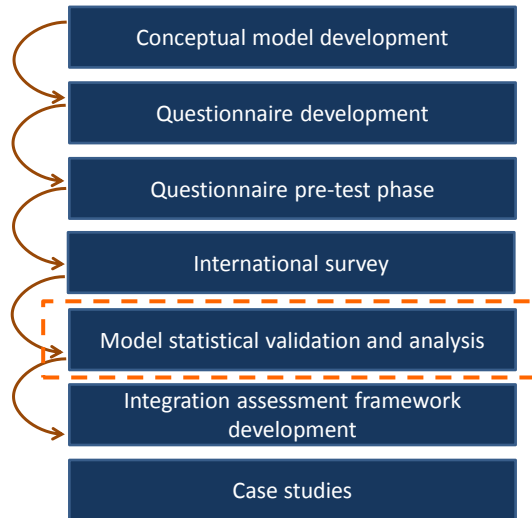
- Processes simplification
- Improve companies efficiency
- Improve corporate visibility
- Costs reduction
- Customers and suppliers are involved in the company strategy definition
- ...

SCQM: introduction





Research methodology



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State-of-the-art

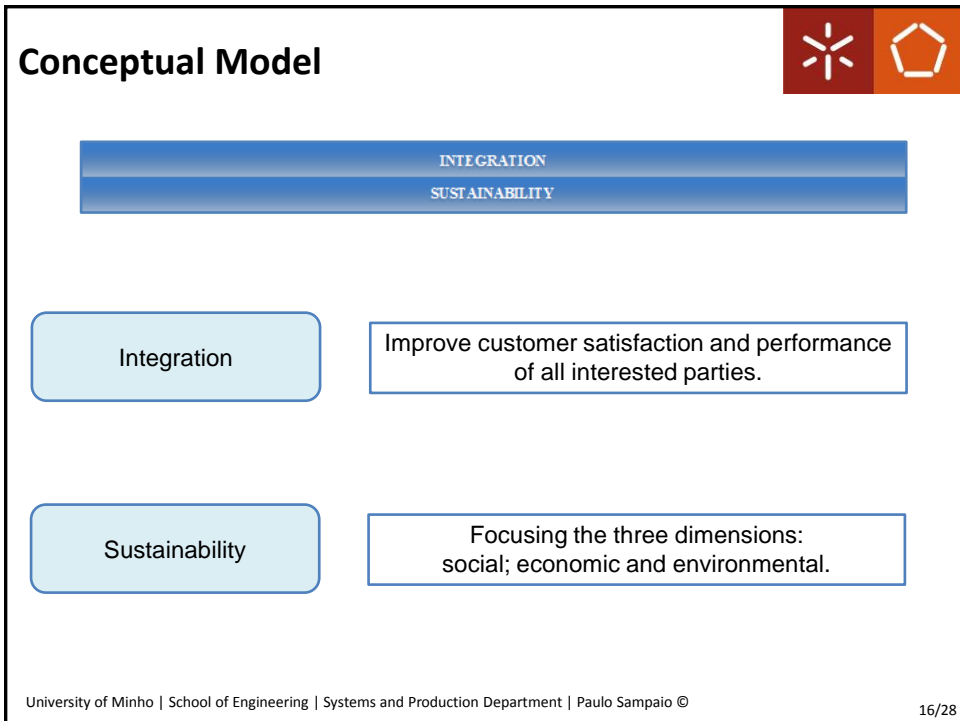
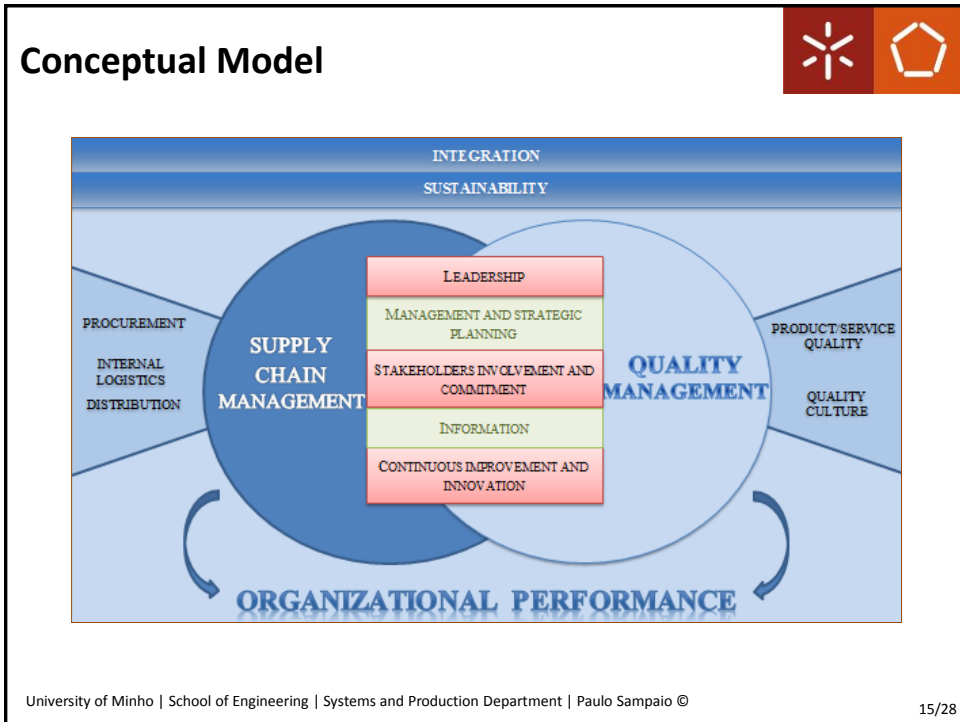
- Forker et al. (1997): TQM practices are related to performance throughout the supply chain and some practices lead to better performance.
- Kannan and Tan (2005): relationship JIT – SCM – QM → Business performance.
- Flynn and Flynn (2005): Examined the potential that QM offers for improving SCM performance → there is a relationship between QM and SCM.
- Tutuncu and Kucukusta (2008): Positive relationship between supply chain integration and QM systems in healthcare organizations.
- Vanichchinchai and Igel (2009): Differences between TQM and SCM → understanding and comparing similarities and differences could help in the development of an integrated framework for SCM and QM implementation.

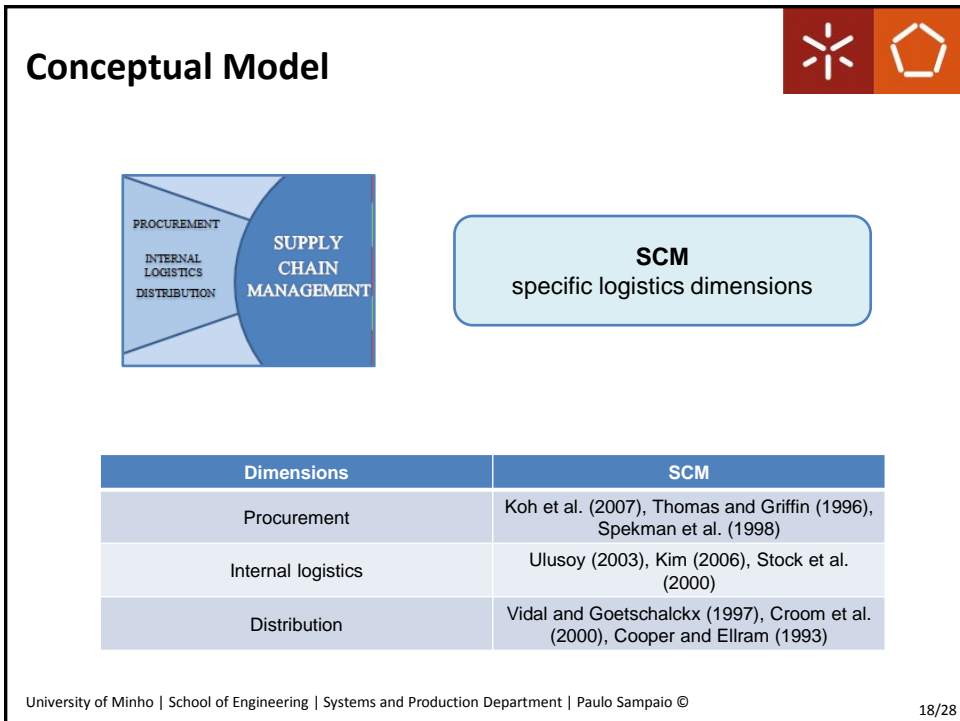
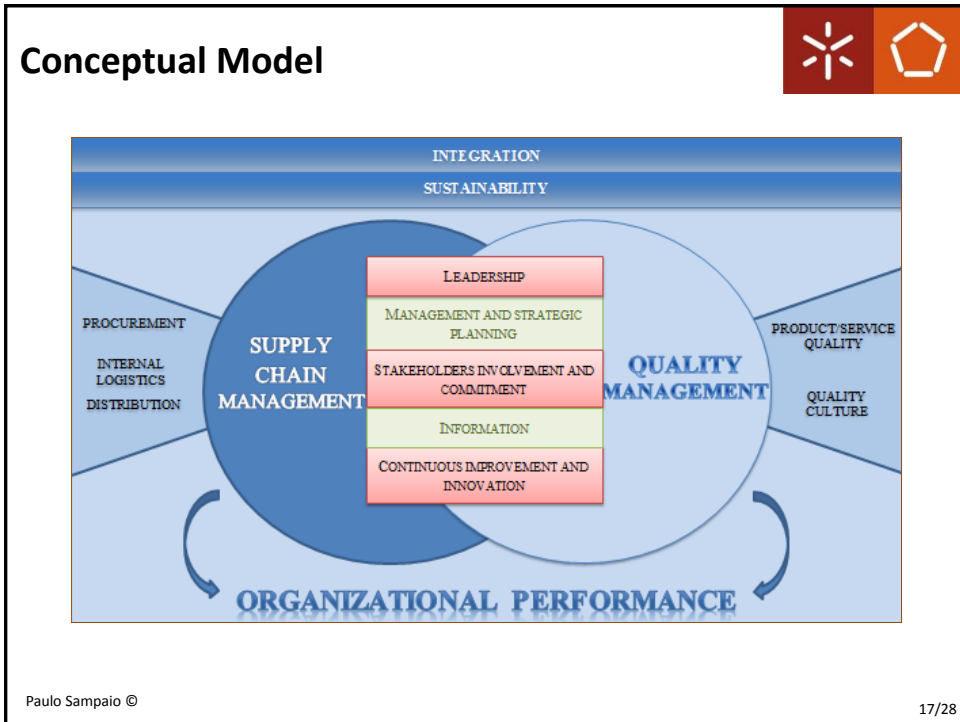
Research gap

SCM and QM integration and its impact on companies performance


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Conceptual Model




Product/service quality: (e.g.)

- Customers expectations.
- Quality indicators.

Culture of Quality: (e.g.)


- Involvement of top management and employees.
- Implementation of quality approaches and practices

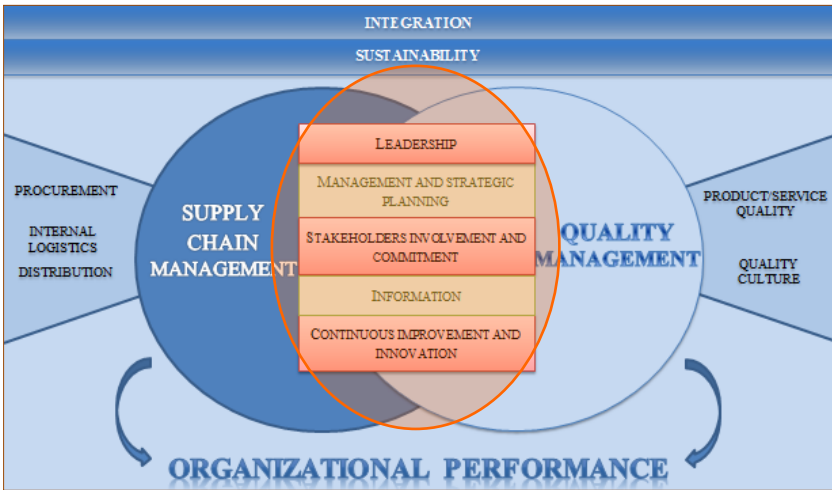


Dimensions	QM
Product/service quality	Saravanan and Rao (2004), Samat et al. (2006), Ueno (2008), Baird et al. (2011)
Culture of Quality	Black and Porter (1996), Harvey and Stensaker (2008), Irani et al. (2004), Kanji and Yui (1997), Kanji and Wong (1998)

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Conceptual Model





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Conceptual Model

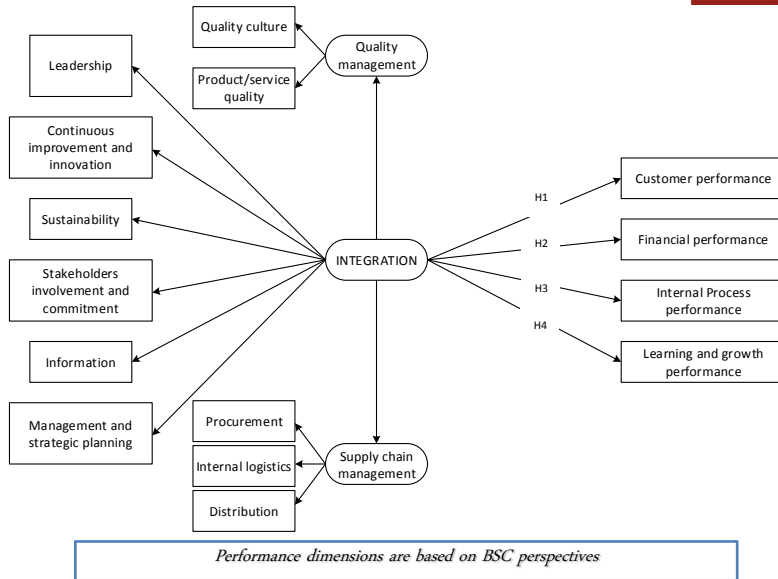


Dimensions	SCM	QM
Leadership	Cooper and Ellram (1993), Andrews and Stalick (1994)	Bon and Mustafa (2013), Talib and Idris (2014)
Management and strategic planning	Li et al. (2005), Talib et al. (2010)	Bon and Mustafa (2013), Talib et al. (2010), Talib and Idris (2014)
Stakeholders involvement and commitment	Yu et al. (2013), Li et al. (2005)	Bon and Mustafa (2013), Talib et al. (2010)
Information	Li et al. (2005), Talib et al. (2010), Kushwaha and Barman (2010)	Li et al. (2005), Bon and Mustafa (2013), Talib and Idris (2014)
Continuous improvement and innovation	Soosay et al. (2008)	Bon and Mustafa (2013), Talib et al. (2010)
Sustainability	Pagell and Wu (2009), Seuring and Müller (2008), Carter and Rogers (2008), Svensson (2007)	Bon and Mustafa (2013), Talib and Idris (2014)

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Research Model



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Research Model



Hypotheses

- H1: The QM and SCM integration will have a positive impact on the customer perspective performance.
- H2: The QM and SCM integration will have a positive impact on the financial perspective performance.
- H3: The QM and SCM integration will have a positive impact on the internal process perspective performance.
- H4: The QM and SCM integration will have a positive impact on the learning and growth perspective performance.

The Future of Quality



- The trends of the Portuguese Quality Movement will be gradual and aligned with the worldwide trends.
- We will assist to the implementation of a more globalize quality among the organizations.
- The public policies with impact in the quality area should be improved, being more intense and more close to the quality promoters.
- The organizations will be the key interested part in the promotion of the Future of Quality in Portugal.

The Future of Quality



Future of quality = do it well x do it better x do it differently

Quality has a Future!

The Future of Quality has a Present!

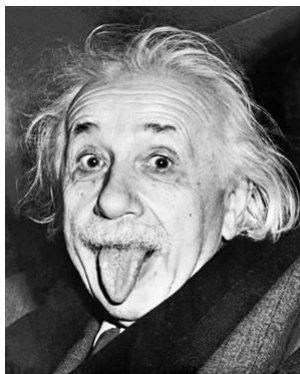
The Future of Quality belongs to us and it is built everyday!



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We must go further...



$$E = QI$$

E = Excellence

Q = Quality

I = Innovation

... to Organizational Excellence!

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The Future of Quality



“Quality should be continuously understood, assimilated and implemented, both in public and private organizations. However, each one of us is responsible to push and pull quality forward, **always doing more and better.**”

(Paulo Sampaio in “40 New Voices of Quality”, Quality Progress, American Society for Quality, November 2011)



THANK YOU!

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