

TOTAL QUALITY MANAGEMENT EVOLUTION – REVOLUTION - ENLIGHTENMENT



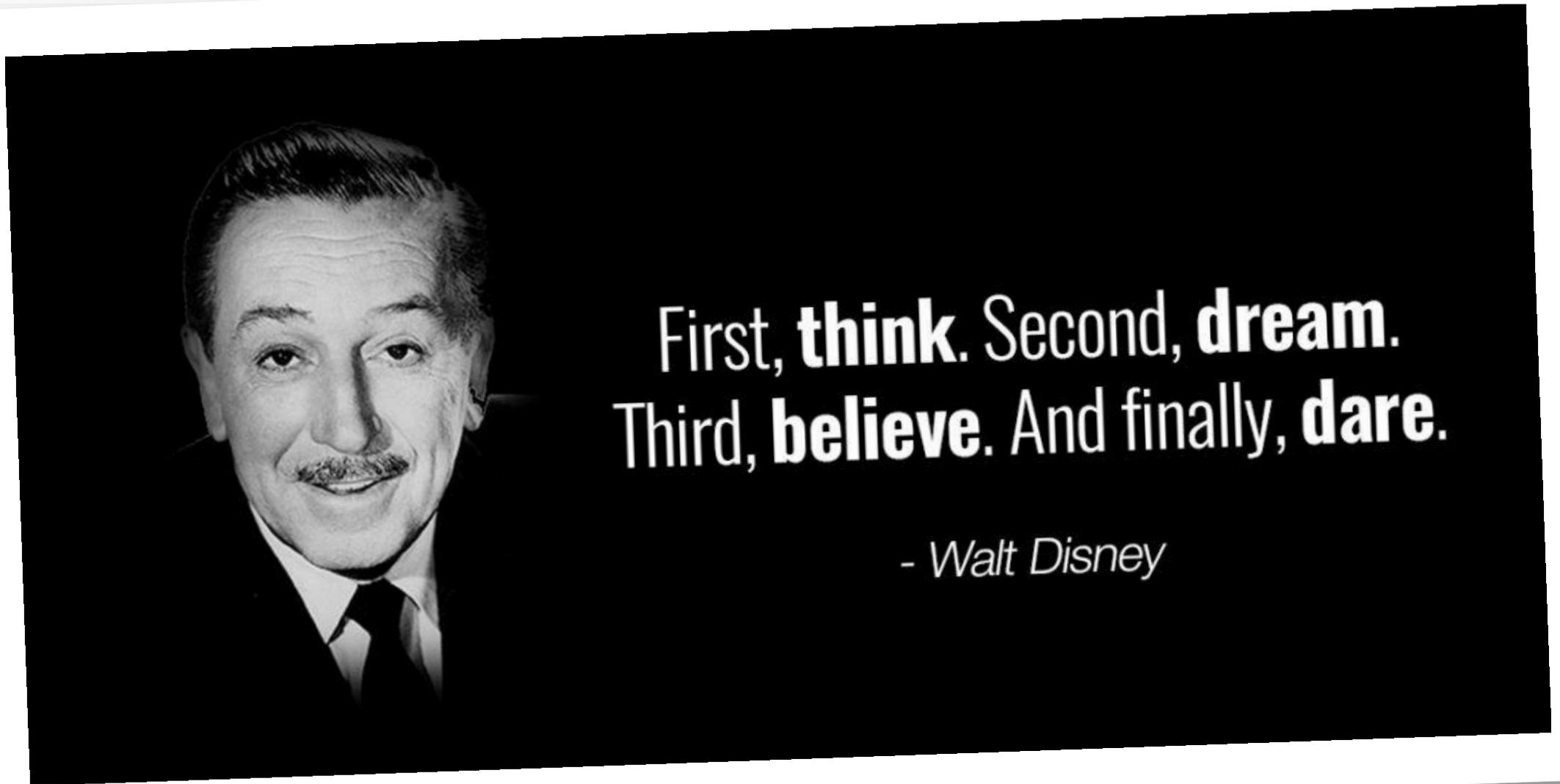
Professor Mohamed Zairi
Executive Chairman of the European Centre for BPM
Emeritus Professor (University of Bradford UK)

The more you know
about the past, the better
prepared you are for the
future.

~Theodore Roosevelt

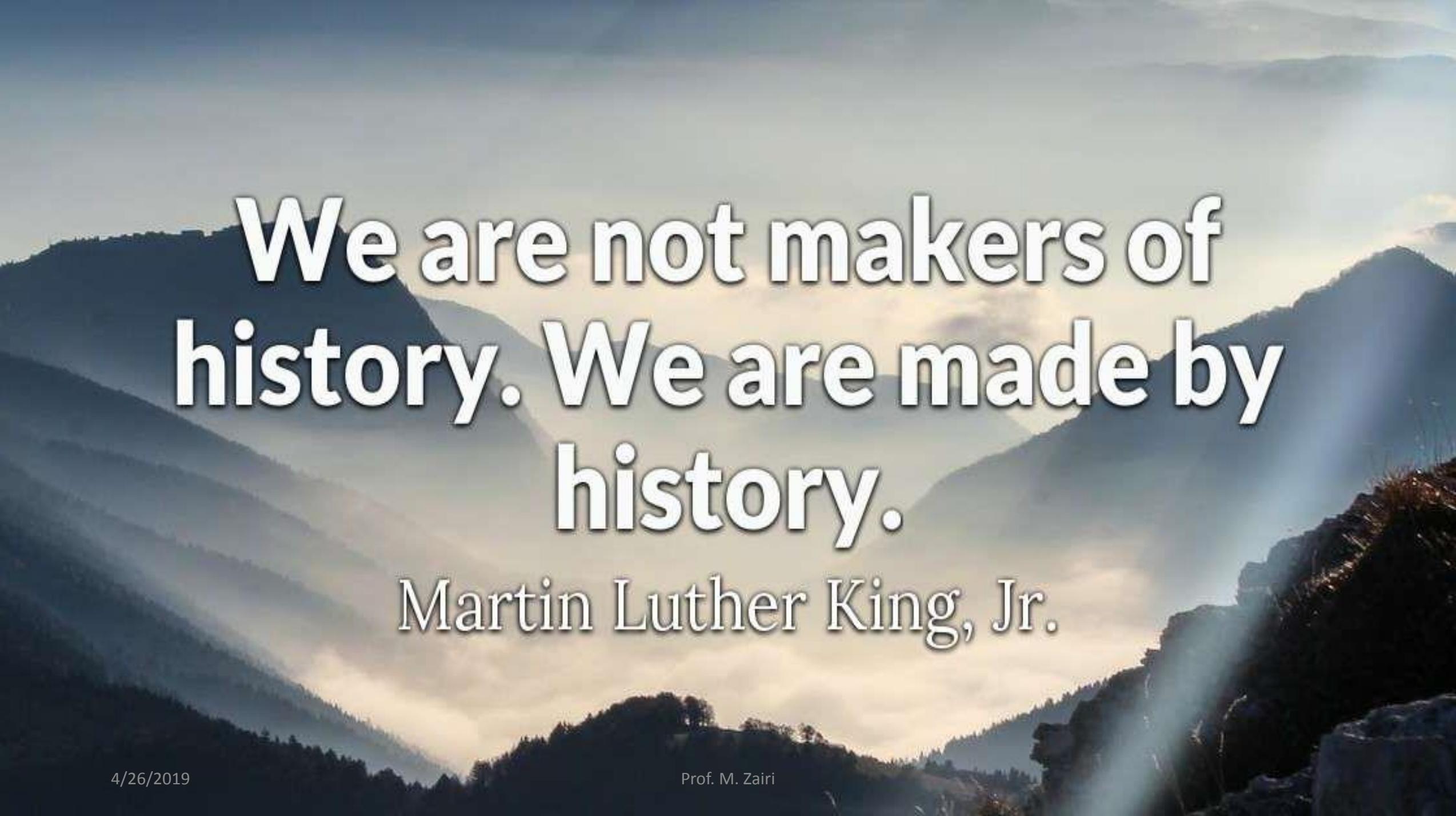


“Conformity is
the jailer of
freedom and the
enemy of growth.”



WE ARE HERE TO
CREATE HISTORY,
NOT REPEAT IT.

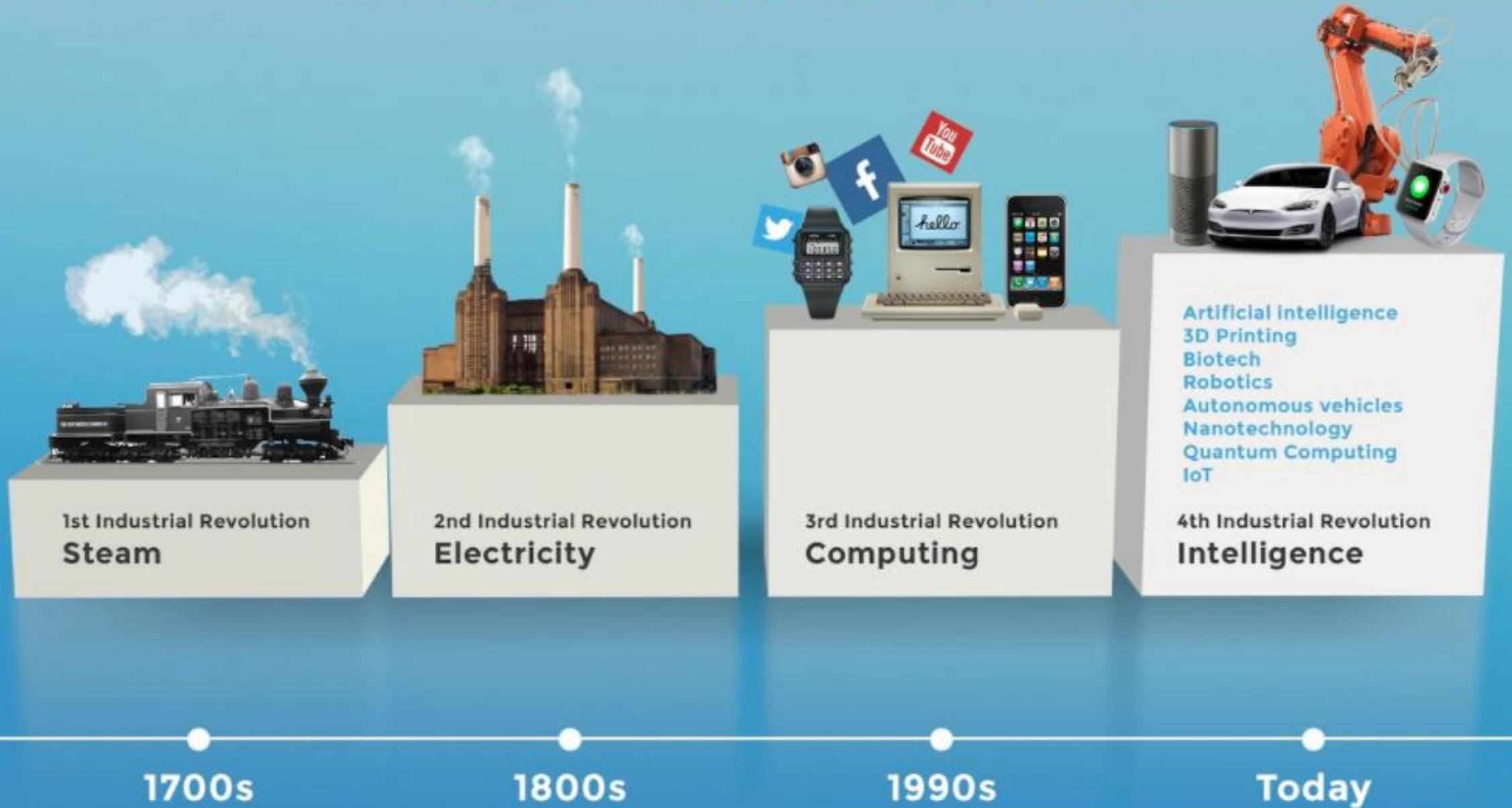
-CHANTELLE RENEE-



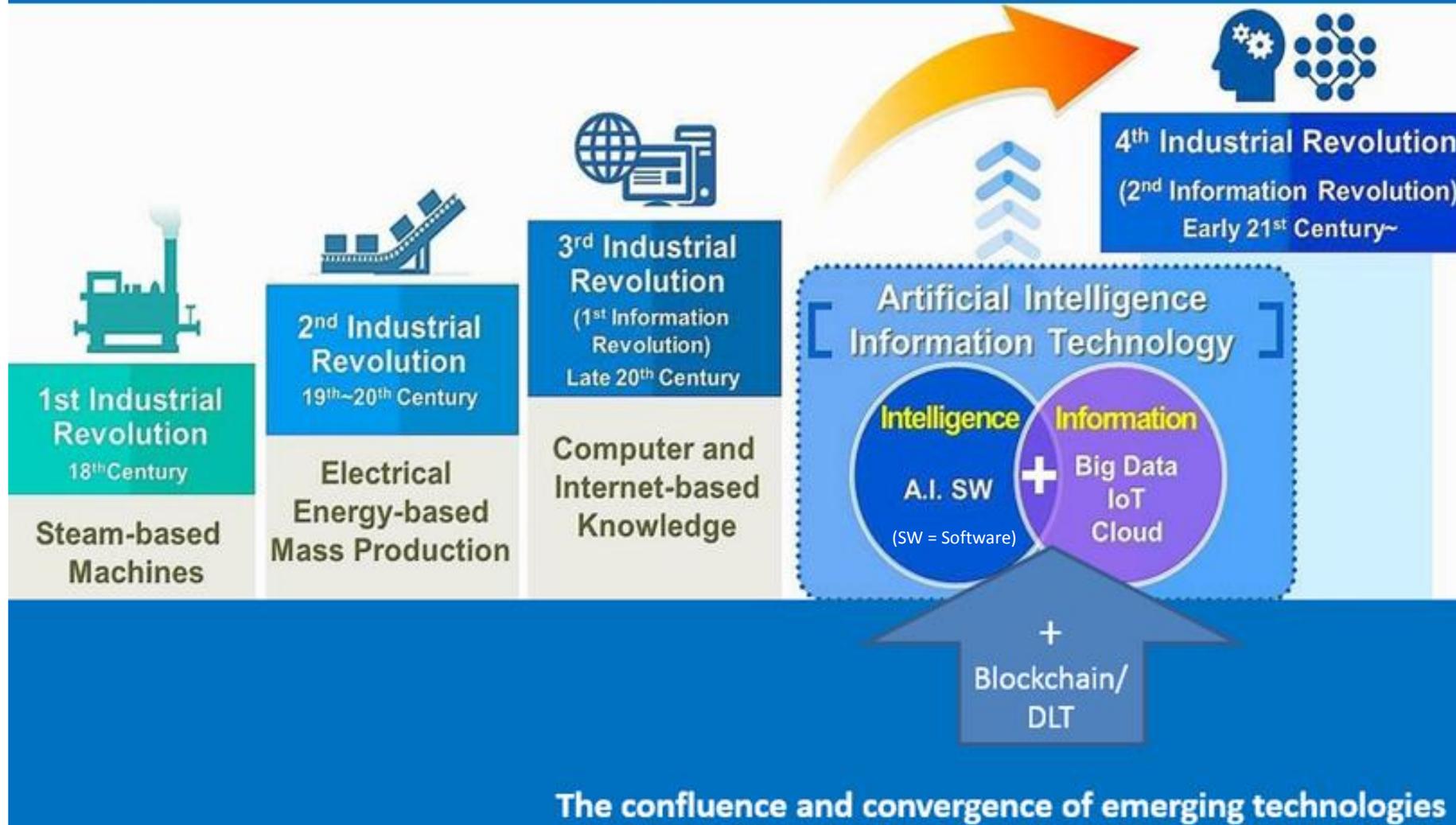
**We are not makers of
history. We are made by
history.**

Martin Luther King, Jr.

The Fourth Industrial Revolution



The Fourth Industrial Revolution





1800
Industry 1.0

The invention of mechanical production powered by water and steam started the first industrial revolution



1900
Industry 2.0

Mass production, with machines powered by electricity and combustion engines

Introduction of assembly lines



1970s
Industry 3.0

Electronics, IT, and industrial robotics for advanced automation of production processes

Electronics and IT (such as computers) and the Internet constitute the beginning of the information age



Today

2015+
Industry 4.0

Digital supply chain
Smart manufacturing
Digital products, services, and business models
Data analytics and action as a core competency

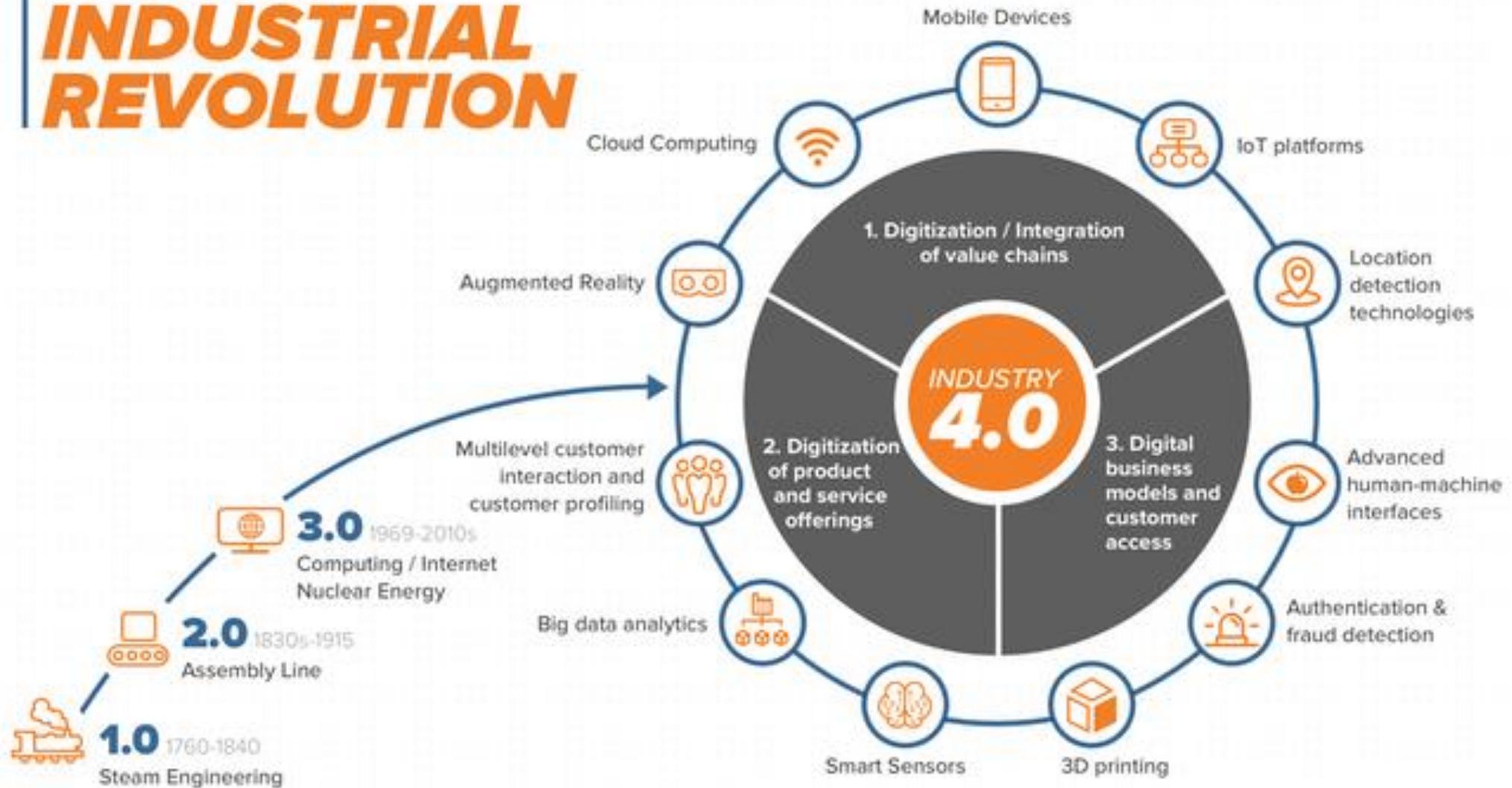
Cyber-physical production systems aiming to connect the physical and digital world of production.

2030+
Digital ecosystem

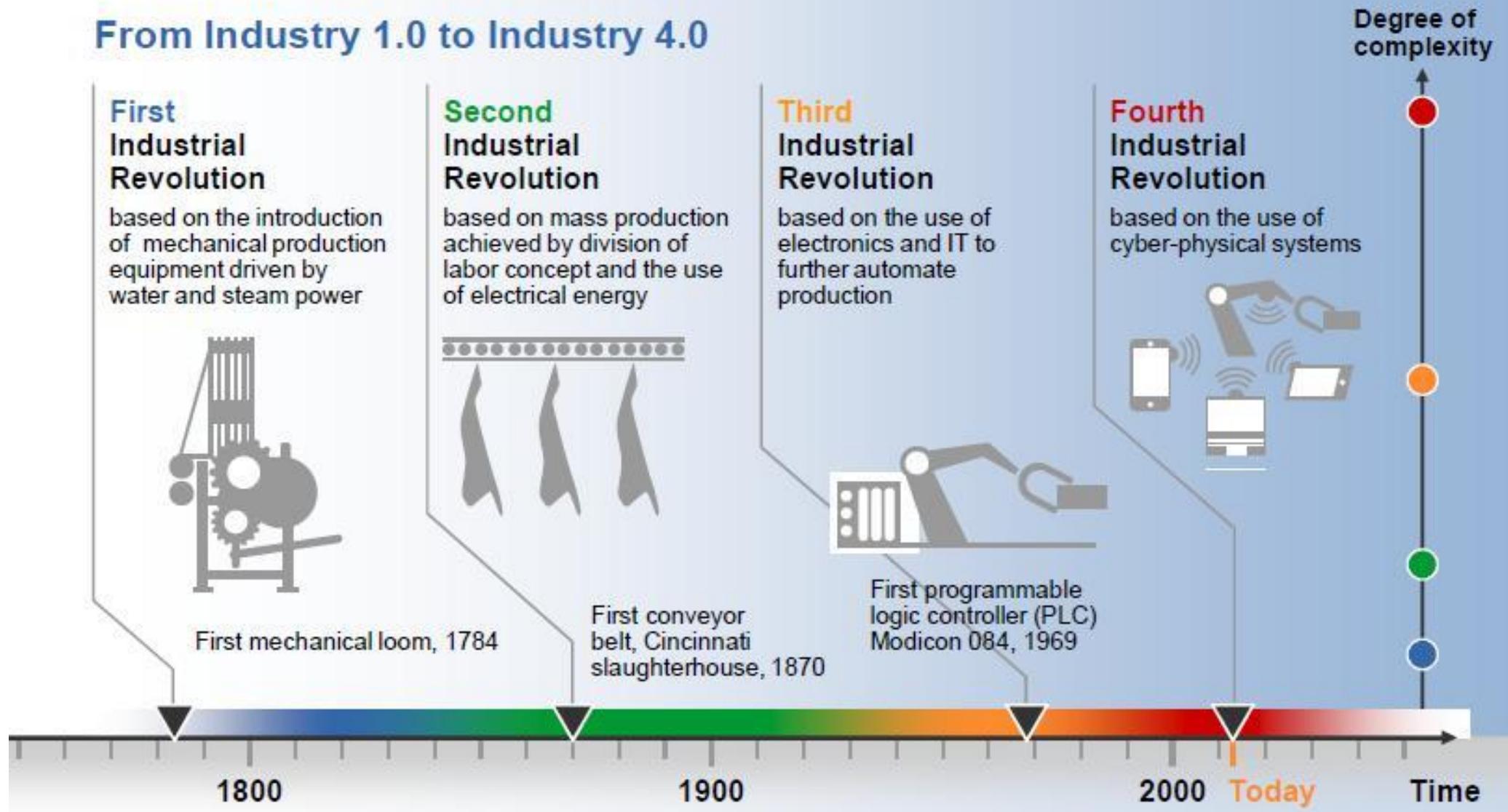
Flexible and integrated value chain networks
Virtualized processes
Virtualized customer interface
Industry collaboration as a key value driver

Source: PwC Strategy& analysis

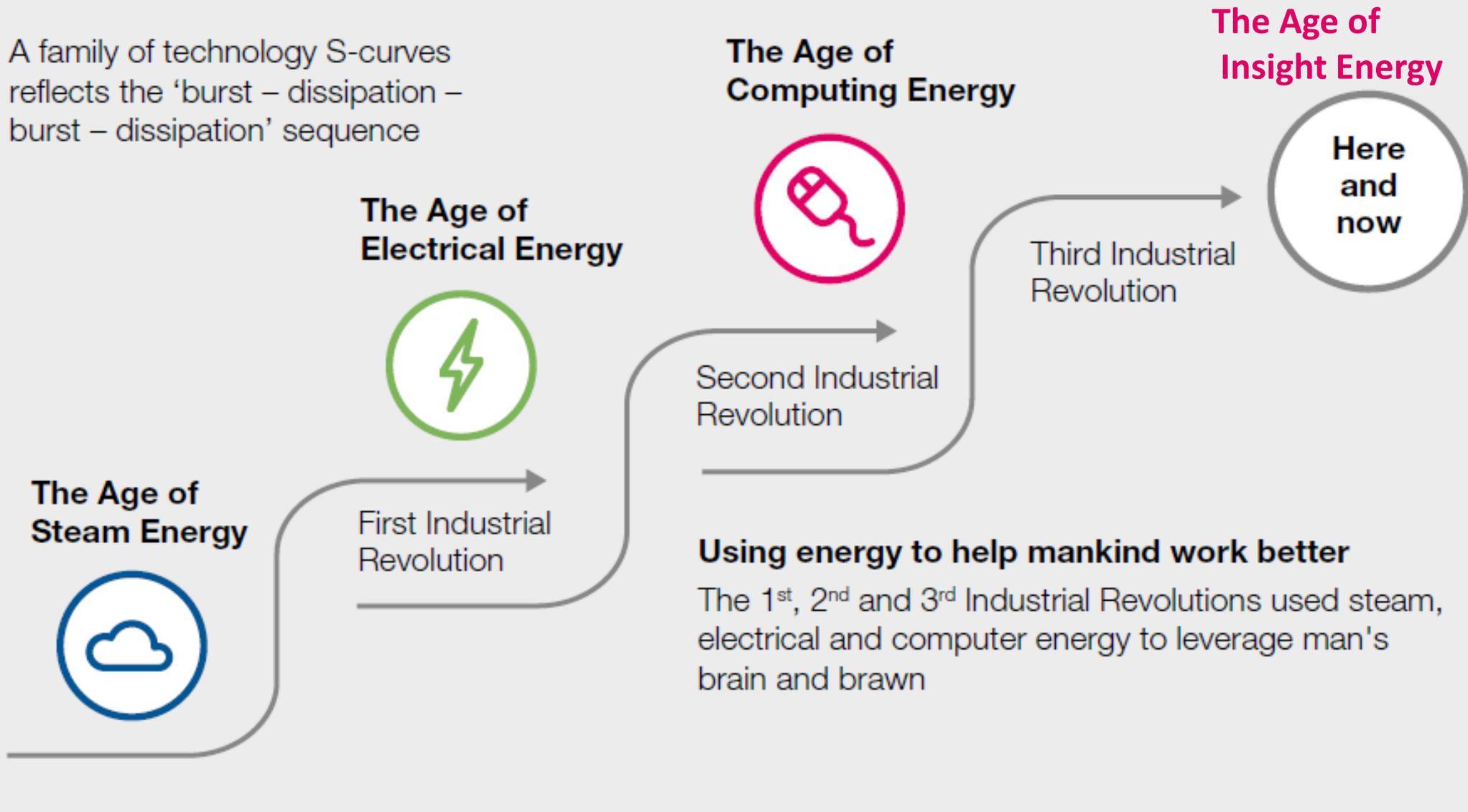
FOURTH INDUSTRIAL REVOLUTION



From Industry 1.0 to Industry 4.0



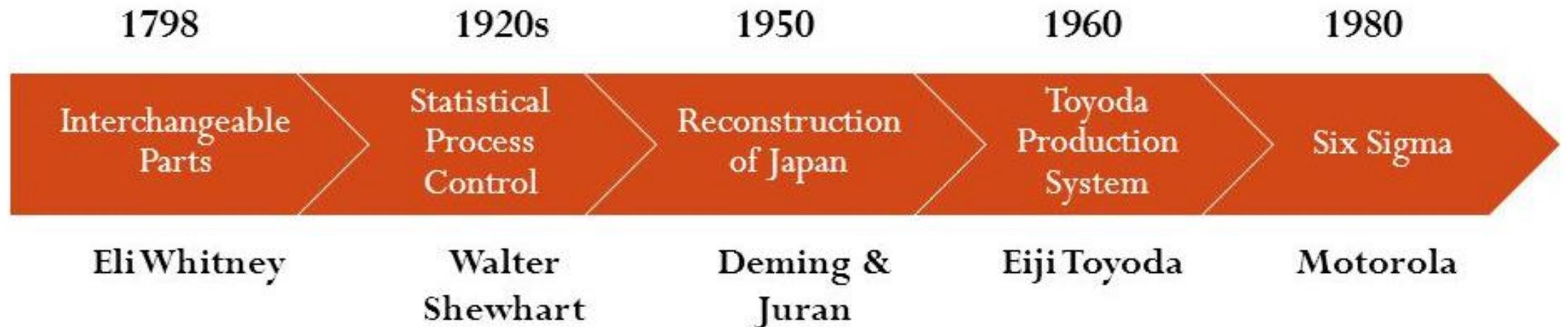
A family of technology S-curves reflects the 'burst – dissipation – burst – dissipation' sequence



TOTAL QUALITY MANAGEMENT



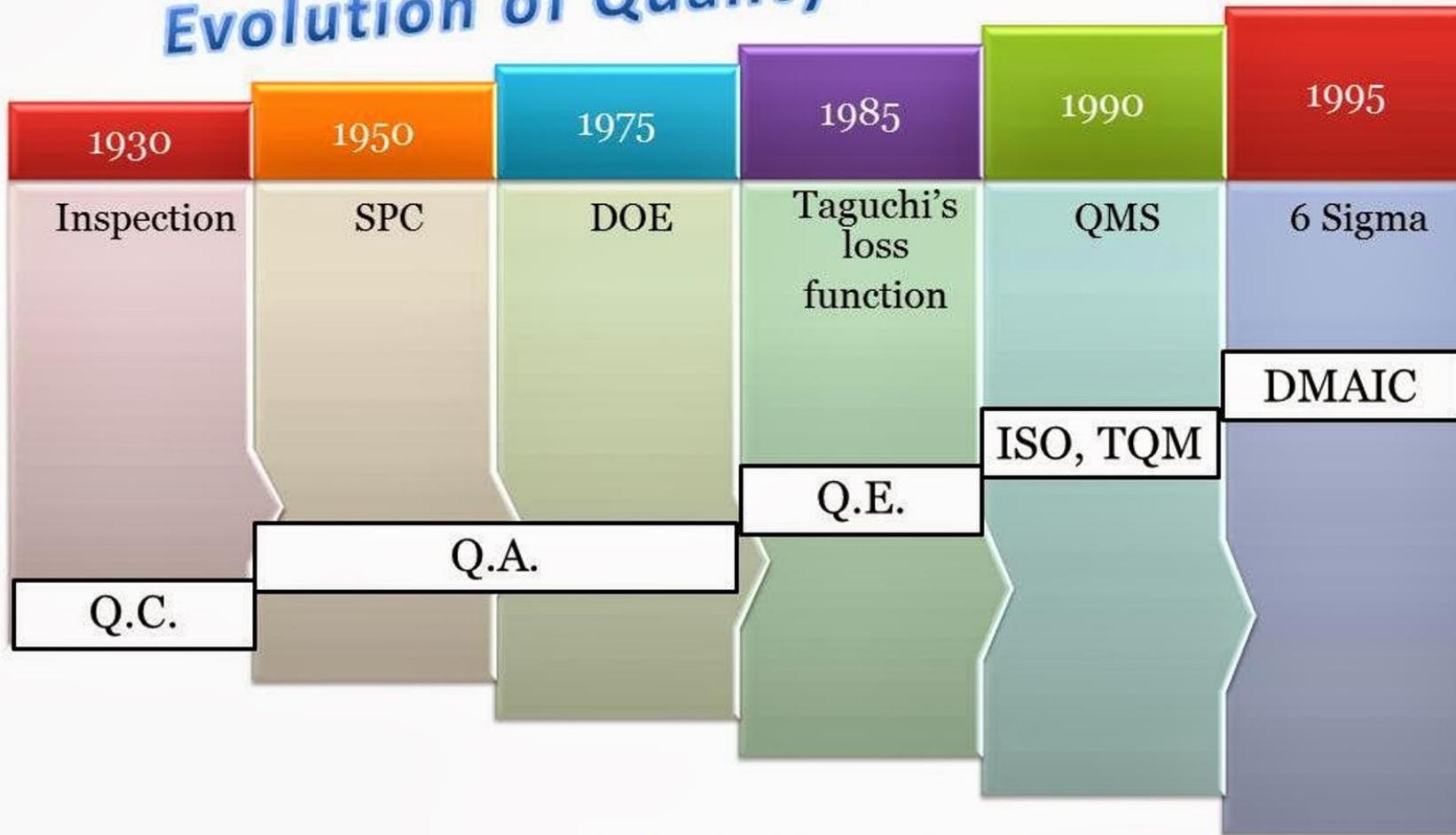
Evolution of Quality--Timeline



Evolution of Quality Management

TIME:	Early 1900s	1940s	1960s	1980s and Beyond
FOCUS:	Inspection	Statistical sampling	Organizational quality focus	Customer driven quality
	 <p>Old Concept of Quality: Inspect for quality after production.</p>			 <p>New Concept of Quality: Build quality into the process. Identify and correct causes of quality problems.</p>

Evolution of Quality Management

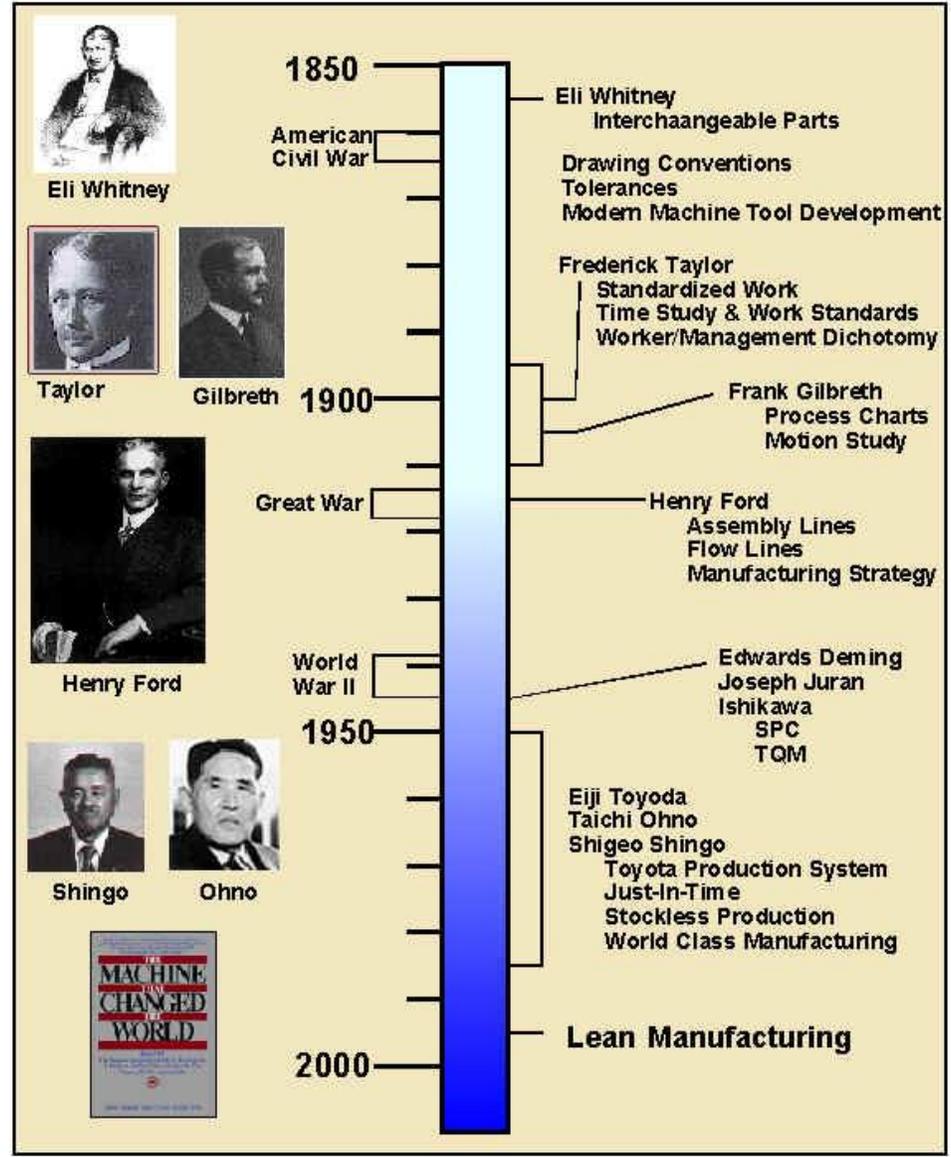


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Evolution of quality

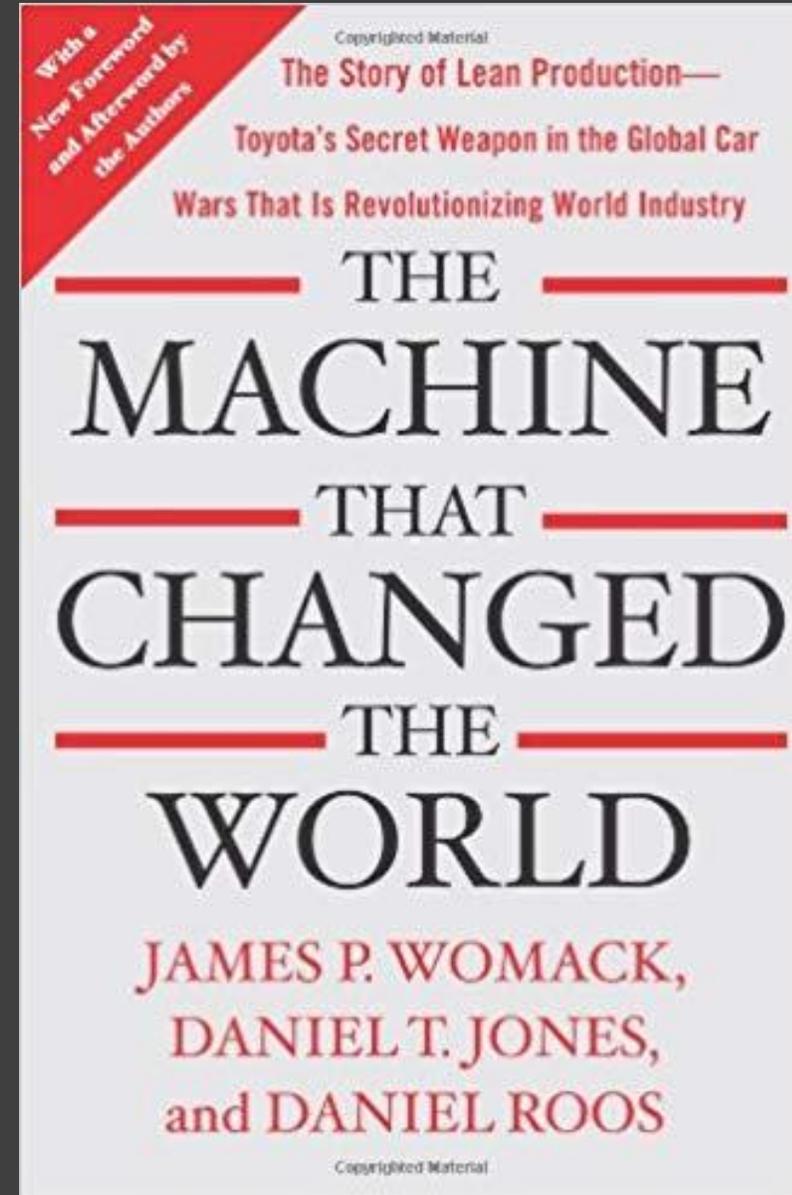


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The Machine that Changed the World

The first book to reveal
Toyota's lean
production system that
is the basis for its
enduring success.



Key Message

Lean Production requires all organizational elements and relationships to be in harmony with the production process. Success requires forging long term “win-win” relationships with all stakeholders.

Employees

Suppliers

Customers

Shareholders

Dealers

Recyclers

Toyota Production System

Goal: Highest Quality, Lowest Cost, Shortest Lead Time

Just In Time

Operate with the minimum resource required to consistently deliver:

- Just what is needed
- In just the required amount
- Just where it is needed
- Just when it is needed

High Quality

Mudi Muri Mura

Process



Method

Jidohka

- Detect abnormalities
- Stop and Respond
- Harmonise humans & machines

Min Input

Max Output

Minimum Lead Time

Heijunka

Standardised Work

Kaizen

Stability

What is the
profile of
your
Ideal
Customer?

ليست هناك جودة بدون التركيز على العميل

Service

Quality



Efficiency

Reliability

Customer

**The biggest
communication problem
is we do not listen to
understand.**

We listen to reply.



The difference between hearing and
listening is paying attention

— *Ruth Messinger* —

جودة النقص



جودة الامتثال

إدارة الجودة

عيب الجودة

اختلاف الجودة

تكلفة الجودة

إعادة العمل

شكوى العميل

رقابة جودة

تأكيد الجود

عملية التحسين

فحص الجودة

Voice of Customer Origins

The concepts and methodologies of VoC were first outlined in a Marketing Science paper published by Griffin and Hauser in 1993



Voice of Customer Origins

"...a product-development technique that produces a detailed set of customer wants and needs, which are organized into a hierarchical structure, and then prioritized in terms of relative importance and satisfaction with current alternatives."



The House of Quality

by [John R. Hauser](#) and [Don Clausing](#)

FROM THE MAY 1988 ISSUE

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Digital Equipment, Hewlett-Packard, AT&T, and ITT are getting started with it. Ford and General Motors use it—at Ford alone there are more than 50 applications. The “house of quality,” the basic design tool of the management approach known as quality function deployment (QFD), originated in 1972 at Mitsubishi’s Kobe shipyard site. Toyota and its suppliers then developed it in numerous ways. The house of quality has been used successfully by Japanese manufacturers of consumer electronics, home

Hauser and
Clausing in 1988
(The House of
Quality, Harvard
Business
Review).



QUALITY FUNCTION
DEPLOYMENT

QFD

Integrating
Customer Requirements
into
Product Design



EUROPEAN CENTRE FOR
*best*PRACTICE
MANAGEMENT

KEY ENABLERS FOR THE EFFECTIVE IMPLEMENTATION OF QFD:

A CRITICAL ANALYSIS



Research Paper: RP-ECBPM/0031

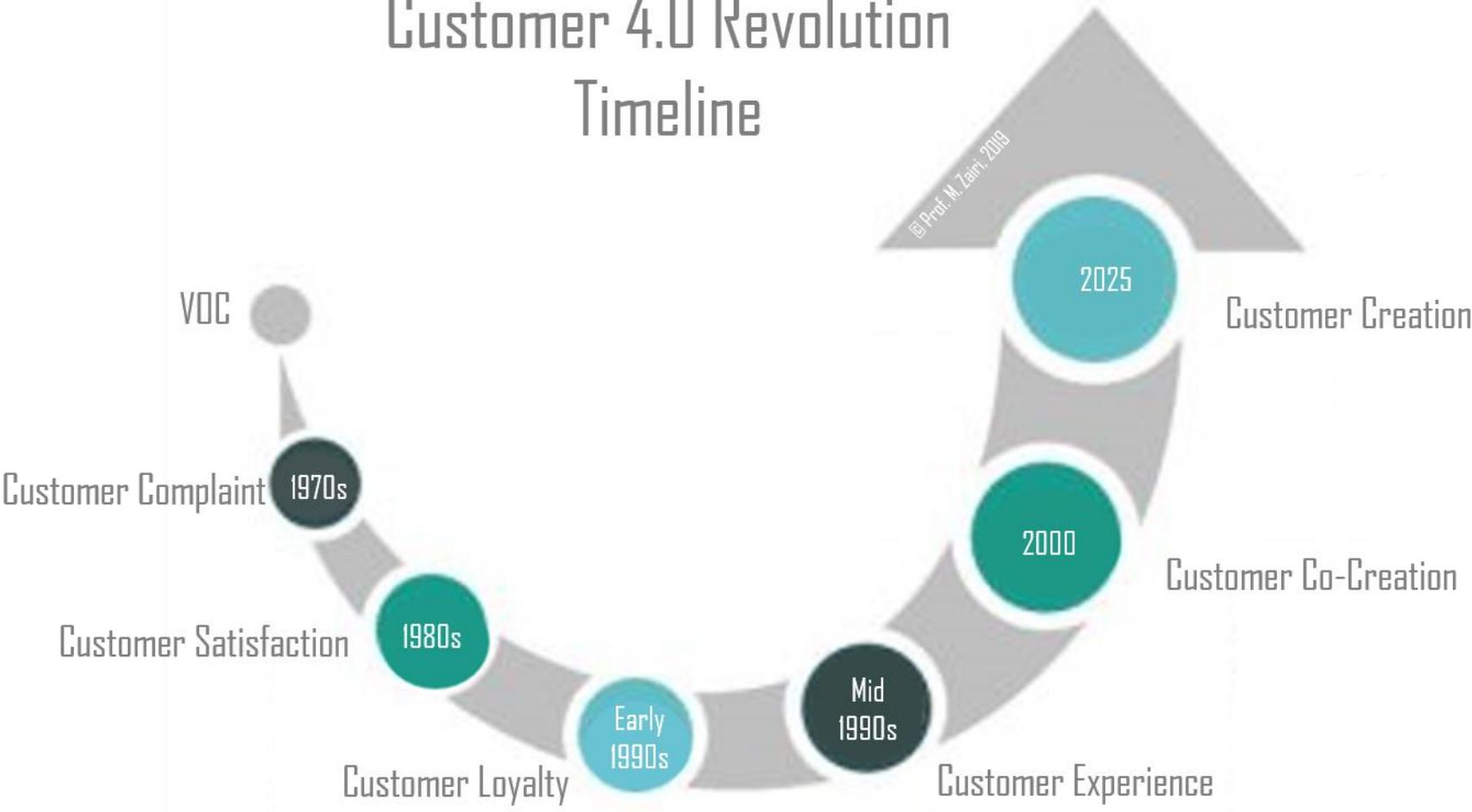




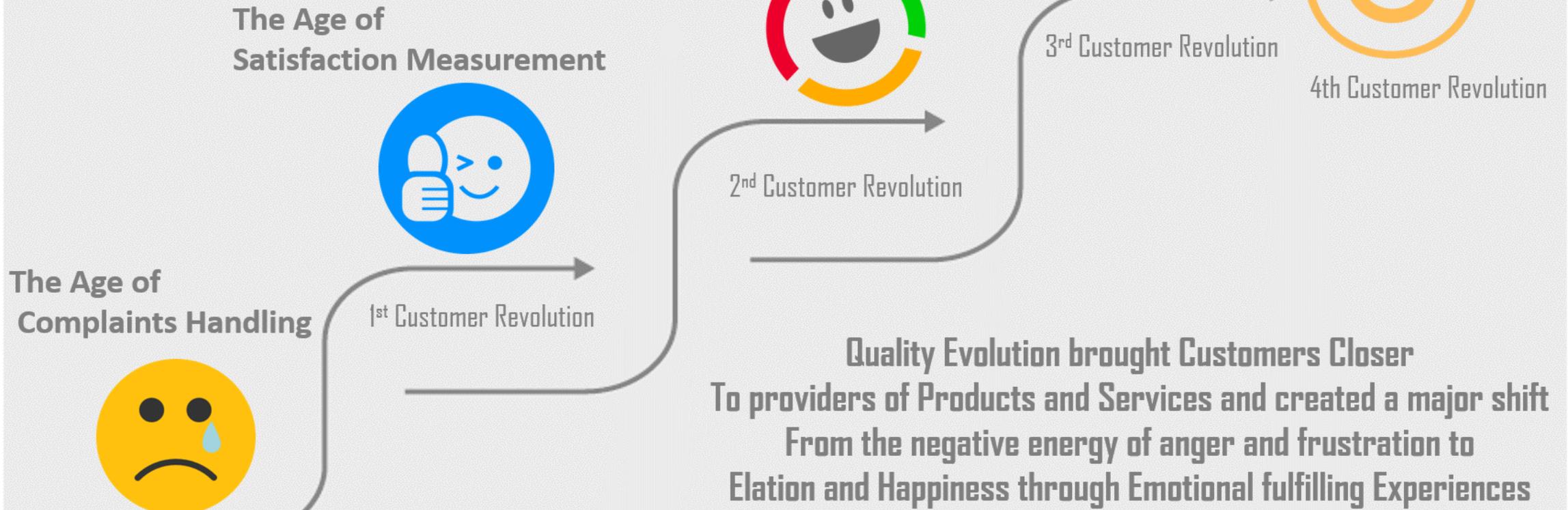
The Customer is Real



Customer 4.0 Revolution Timeline



A succession of S-Curves showing
The disruptive Effects from QIOL (Quality In
Our Life) to QOOL (Quality Of Our Life)



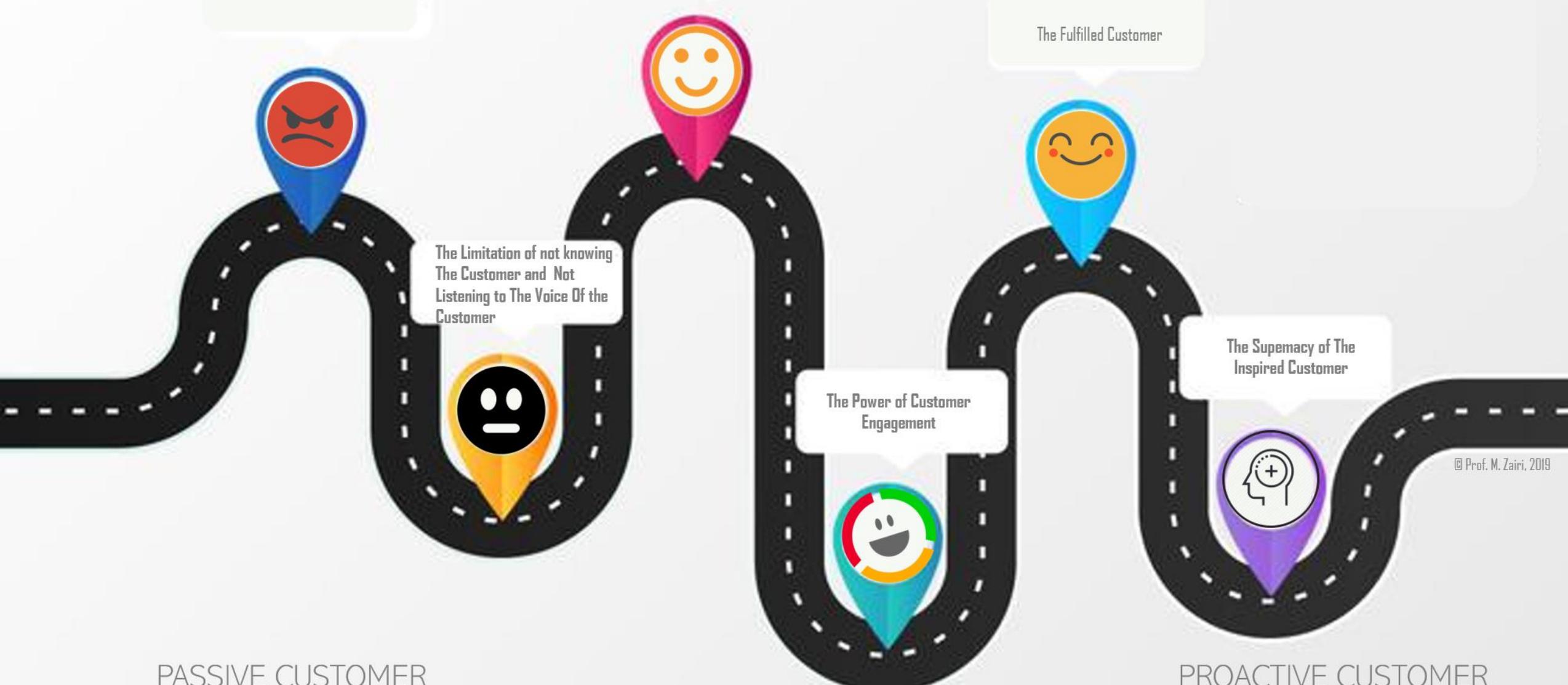
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Quality First Revolution to Quality 4.0 The Organizational Excellence Continuum





The Future of Customer Experience



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PASSIVE CUSTOMER

PROACTIVE CUSTOMER

Irritation

Indifference

Interest

Influenced

Impressed

Inspired

Dealing With Imperfections And Complaints

One Size fits all and 'Me Too' Reaction

Customer is Being Targeted Specifically Through Segmentation

Customer Intimacy and Engagement Triggers Positive Emotional Reactions

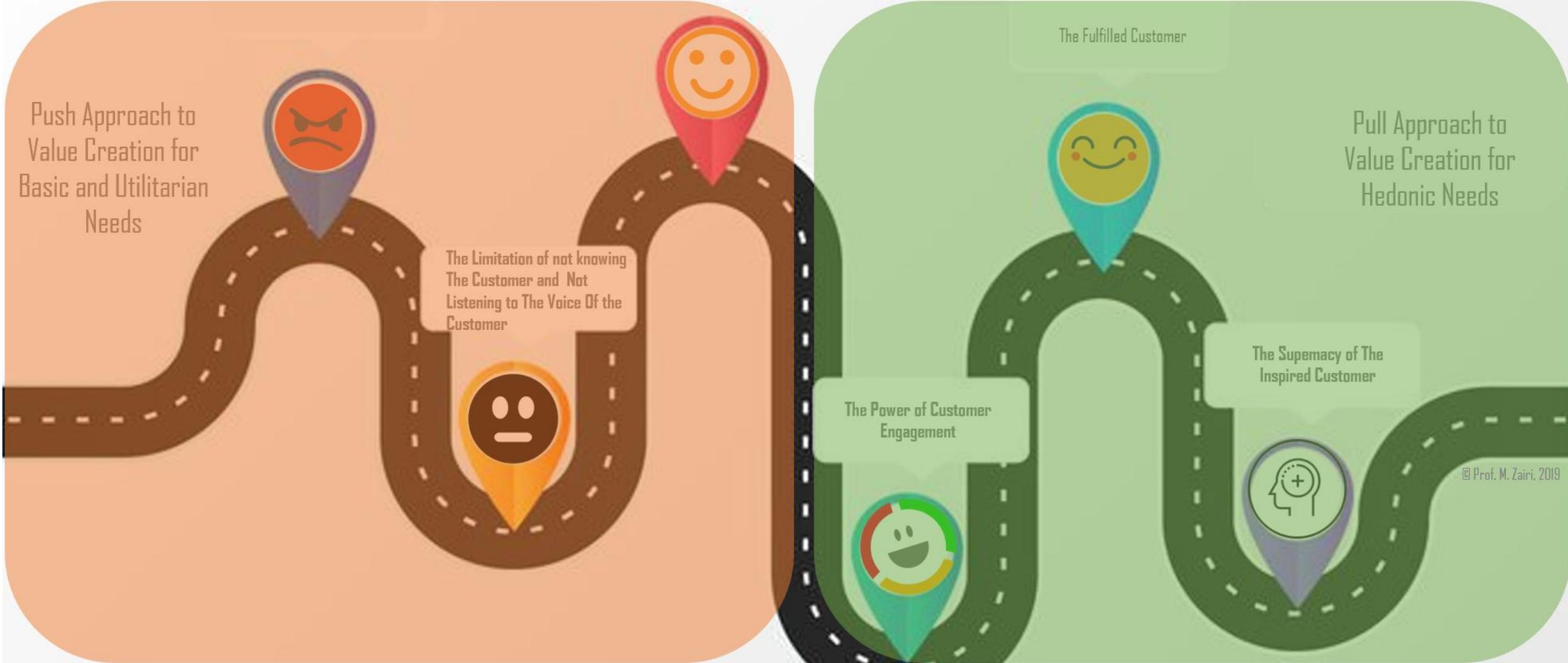
Unique and Memorable Experiences

From Co-Creation to Creation Of 'For Me Only' Experiences

4/26/2019

Prof. M. Zairi

Customer Experience – An Emotional Journey



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PASSIVE CUSTOMER

Irritation



Dealing With Imperfections
And Complaints

4/26/2019

Indifference



One Size fits all and 'Me Too'
Reaction

Interest



Customer is Being Targeted
Specifically Through Segmentation

Influenced



Customer Intimacy and Engagement
Triggers Positive Emotional Reactions

PROACTIVE CUSTOMER

Impressed



Unique and Memorable
Experiences

Inspired



From Co-Creation to Creation
Of 'For Me Only' Experiences

Prof. M. Zairi

Customer Experience – An Emotional Journey (From Engagement to Total Empowerment)



Quality 4.0



PRINCIPLES

استدامة التميز بفكر الاضطراب

Sustaining the Path of Excellence by
Shaping the Future through Disruptive Quality Behavior

بناء التميز بالأداء

المؤثر بالقدرة التحويلية
Building Excellence Maturity through
Transformation-based Performance Impact

قدرة التحويل

Developing Transformational and
Disruptive Capability

الجودة هي رخصة القيادة

Making Quality the License to Manage
The Organization

تبقى ذات الصلة

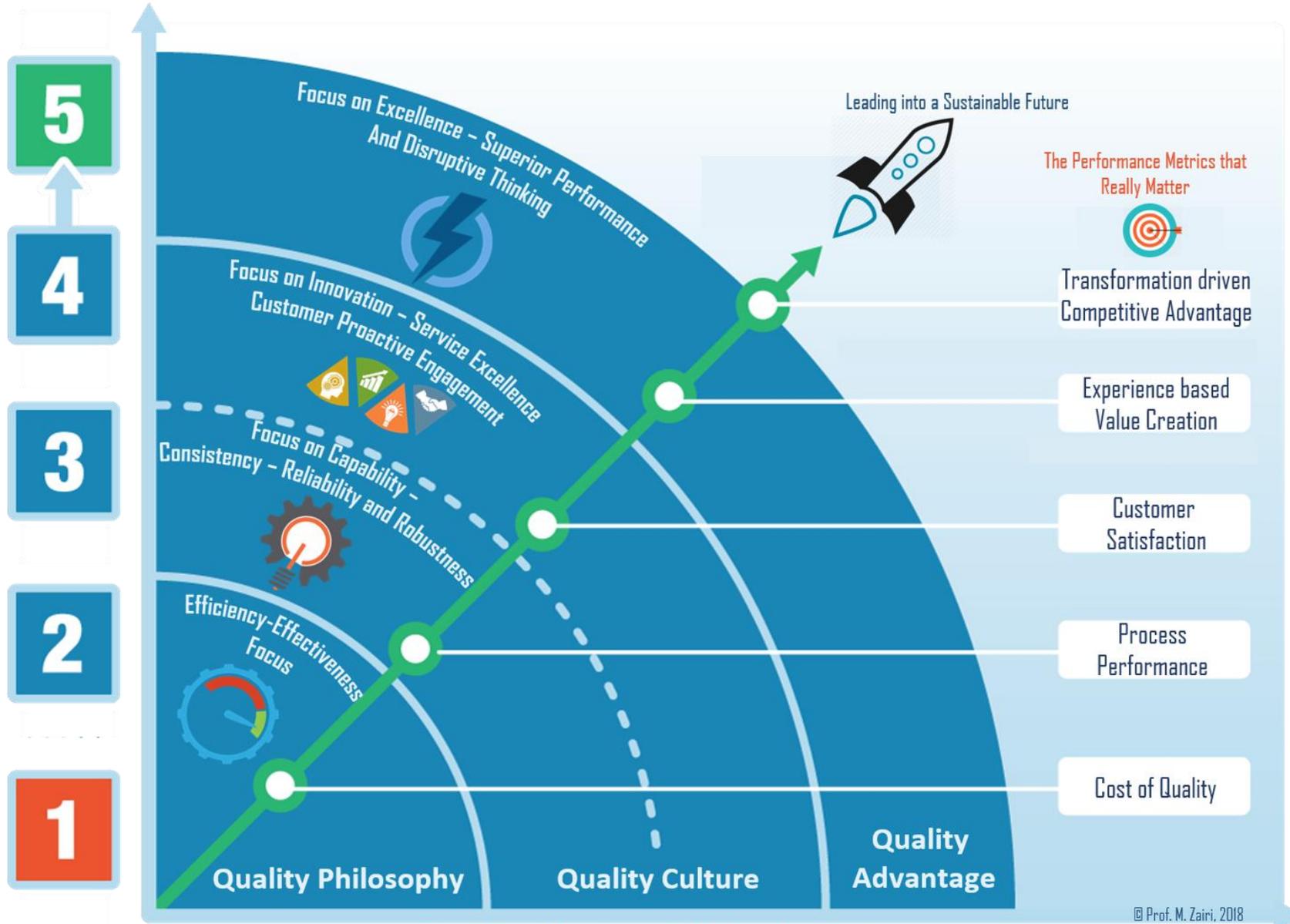
Redefining Quality to ensure the organization
Remains Relevant

الجودة هي الدافع الرئيسي للتميز

Ensuring that Quality Orientation is the
Driver of Organizational Excellence

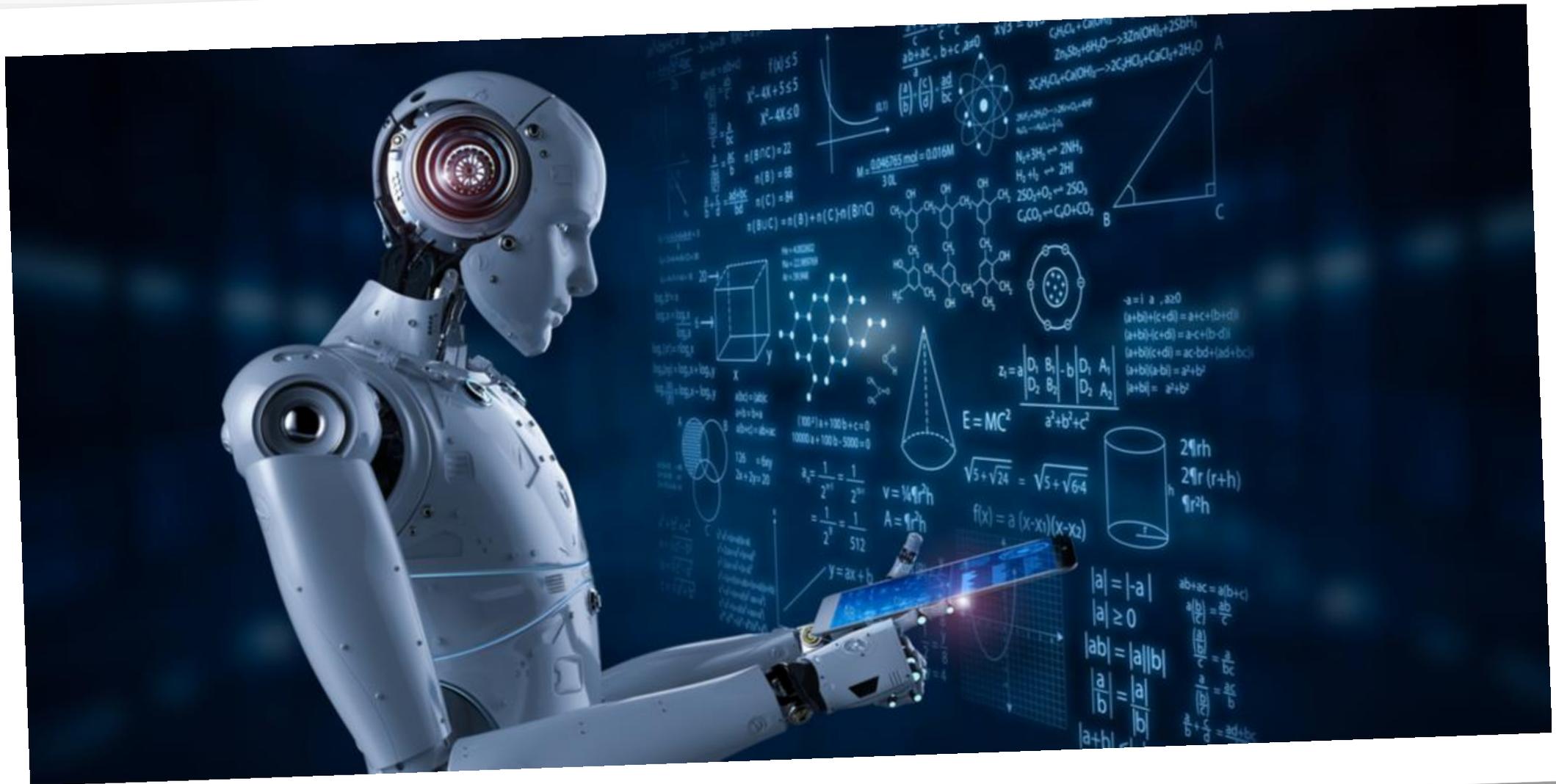


The Excellence Maturity Impact

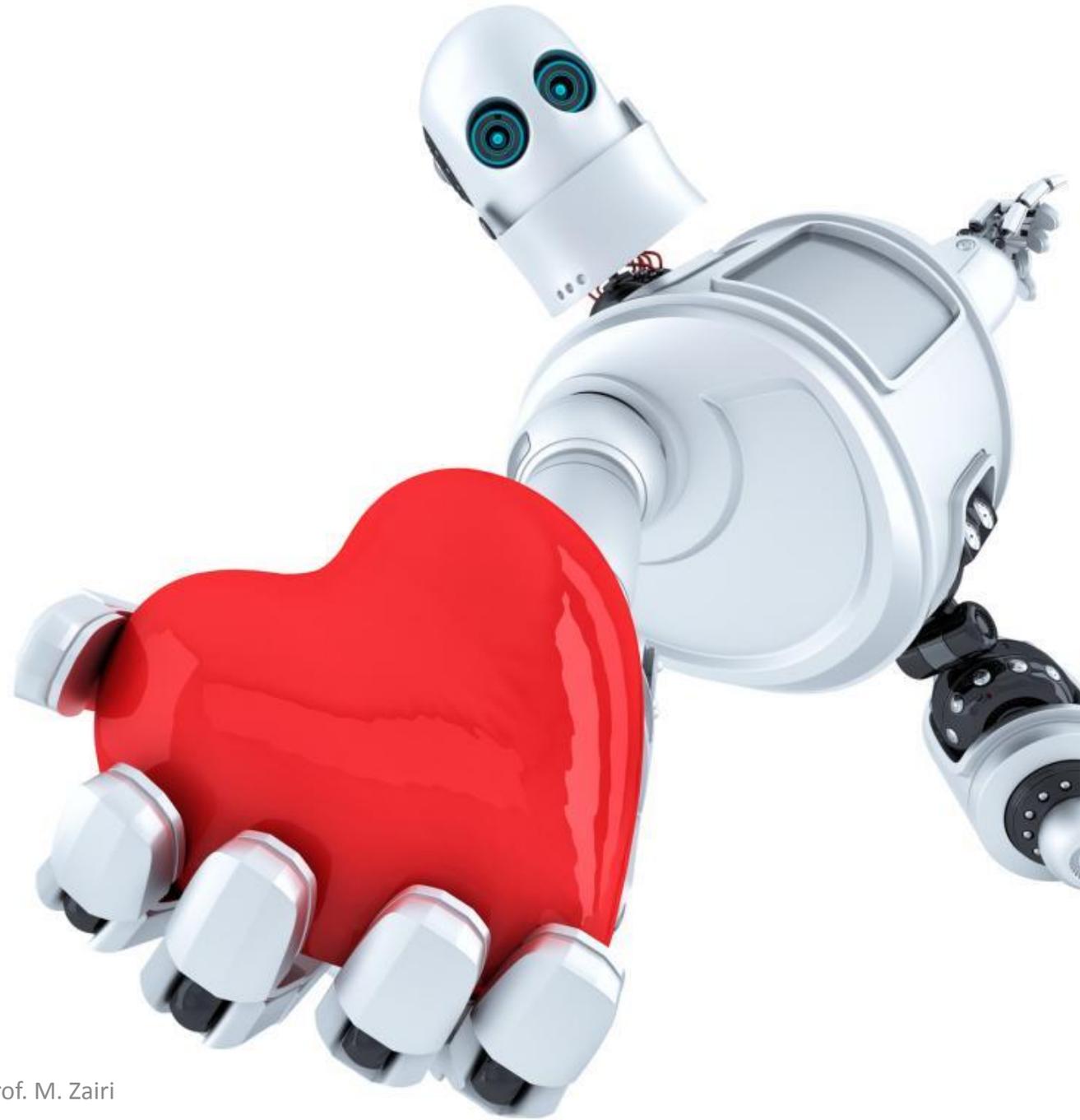


The Quality Foundation Impact

How Far Can We go?



A Likely Possibility?



تَبَصُّر

insight



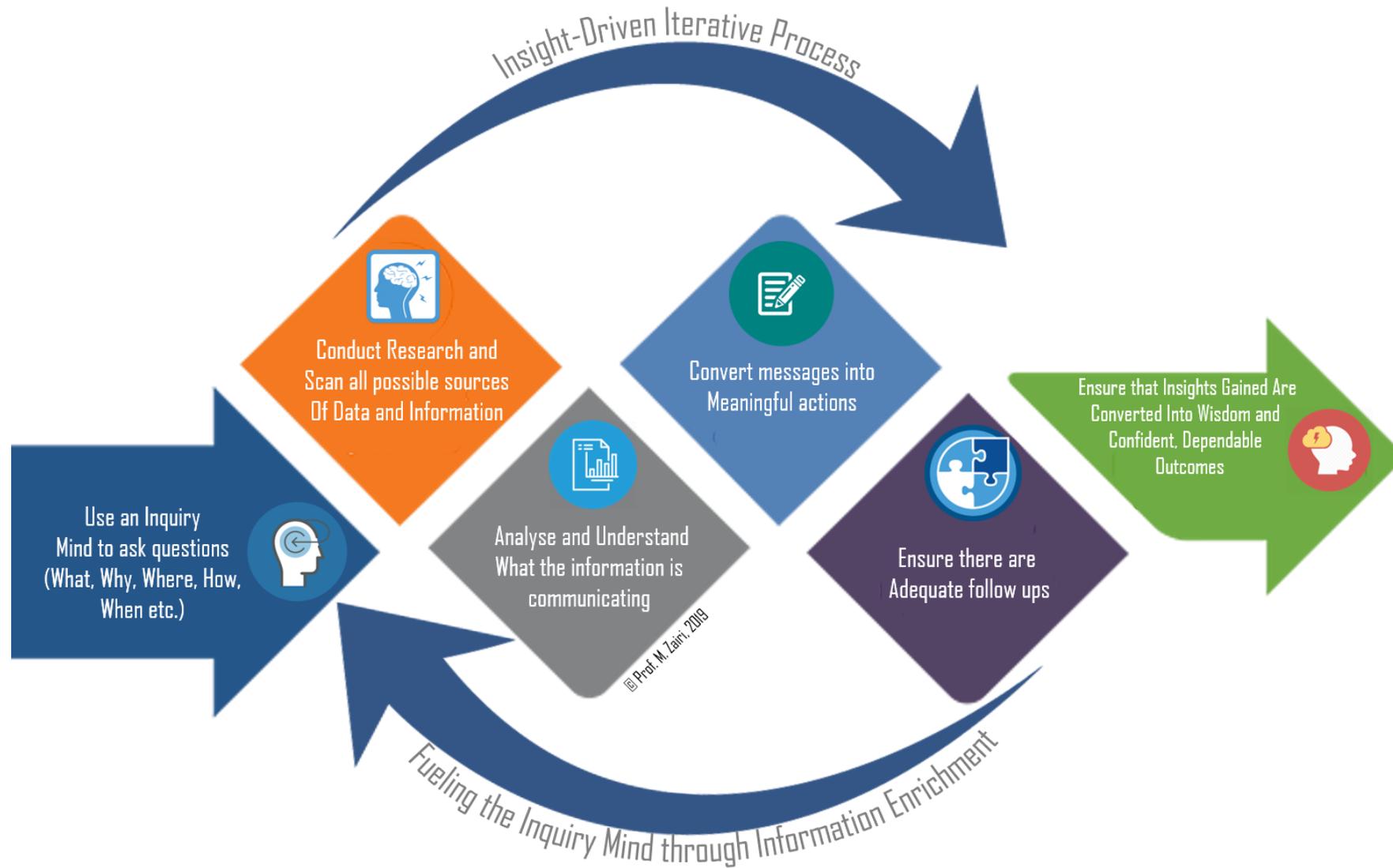
Insight

(noun) deep understanding, observation , judgment ,realization, recognition, vision.

The Power of Insight

Customer Insight means better understanding, better focus, more engagement, a higher level of empowerment and most importantly meaningful and fulfilling experiences.





The Real Meaning of Insight



*Enlightenment
(Awakened Understanding)*

FROM QUALITY IN OUR LIFE TO the QUALITY OF OUR LIFE





4/26/2019

Prof. M. Zairi



Vision 2030 aims to Improve Pilgrim Experience: Saudi Hajj Minister

- The Minister of Hajj and Umrah, Mohammed Saleh bin Taher Benten, affirmed that work continues in accordance with the ambitious Vision 2030, which aims to provide pilgrims with high-quality services.
- He pointed out that the plan is being carried out with the participation of 82 government entities, with the aim of providing electronic services for pilgrims, most notably smartphones, along with other services designated for people with special needs.

