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December 31, 2017



INTERNATIONAL
ACADEMY for
QUALITY



Volume 34

“Quality for Humanity”

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NEWSLETTER OF THE IAQ

FOUNDED 1966

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Chair's Message to the Academy



As I conclude my term as Chair of the Academy and reflect on the past 6 years of my responsibility first as President and then as Chair it gives me great sense of satisfaction and pride to have the opportunity to serve such a prestigious organization. This is an honour I never sought and I believe there were many more eminent academicians who were better qualified. However, I accepted the role at the persuasion of Academicians Noriaki Kano and Gregory Watson who were instrumental in inducting me into the Academy in 2008. Being new to the Academy at the time of becoming the President and not knowing many Academicians Greg was kind enough to select the executives and the trustees for the triennial. That was an excellent team and I enjoyed working with them.

My task became easy as Greg, his team and other predecessors had established a sound midterm vision for the Academy and restructured the bylaws and operating systems. Greg resigned as Chair due to Health reasons in May 2012 and Sr. Mary Jean was elected as Chair for the rest of the term. It was a privilege to work with Sr. Mary Jean as she was an excellent guide with clear vision and direction. She helped me through various difficult situations. She led us to create the IAQ way – Quality for Humanity, a new vision and values for the Academy.

Rest of the 5 years my focus was to work towards that vision and ensuring we make progress towards our goal following the strategy we inherited. While doing so our endeavour was to comply with the Bylaws in word and in spirit as the primary responsibility of the Executive and the Trustees.

In this process I recognise some members might have felt uncomfortable and hurt. I offer them my unconditional apologies as that was not our intent.

During this period the Academy wiped out a debt of US\$ 28,000 and created a positive balance of around US\$ 40,000 by end December 2017. Enhanced attendance of the Academicians through value adding activities during the meetings learning from each other and from others. More active participation of the new Academicians through timely introductory speeches and attendance. Induction of Dr. Shoichiro Toyoda Honorary Chairman of Toyota Motor Corporation as the first Councillor of the Academy. Induction of many eminent members particularly top business executives as Academicians. Correcting some historical anomalies and honouring members who established the Academy. First lady as the Chair of the Academy and then electing first lady as the incoming President. Organization of two “IAQ World Quality Forums” in 2015 and 2017. I would like to make special mention of exceptional work done by Academician Glenn Mazur as Secretary and Treasurer for sound financial health of the Academy and for excellent coordination with the members creating up to date information. Special mention of Academician Lars Sorqvist, Chair Examining Committee for his fair, transparent and firm management of the examination process without fear or favour. He and his team has done an outstanding job in the induction process of new members and change of status of members.

Compliments to President Pal Molnar for his leadership and unique contribution over the current triennial in organizing two World Quality Forums. Incoming President Elizabeth Keim made has been of immense help in redrafting Bylaws over the last three triennials.

I admire honorary member Marcos Bertin for his untiring effort in Charing the Governance Think Tank and for recognising world class leaders with the BQIG Medal every year. At this age he is more active than most members thereby acting as a good role model. Marcos guided me during many difficult situations through his timely and sound advice. I admire Greg Watson for his energy and enthusiasm for the cause of quality inspite of many health issues. Above all I admire Noriaki Kano for his constant support, in the background, for my various efforts and guidance through difficult periods. His contribution to the theory and knowledge of quality and his unobtrusive ways to support others has helped many quality societies to flourish in different parts of the world in alignment with the vision of the Academy. I recognize his unparalleled contribution to the cause of the Academy.

I thank Michael Sullivan for his untiring effort and contribution to the affairs of the Academy in his quite ways following the IAQ Way.

I take this opportunity to wish all members 'compliments of the season and a very happy New Year with good health and cheer.'

Janak Mehta
IAQ Chair 2015-2017

IAQ Membership Development

Category	2003 - 2005	2006 - 2008	2009 - 2011	2012 - 2014	2015	2016	2017
Academician	55	54	63	70	68	71	72
Associate Acn.	3	6	20	21	17	15	15
Companion	0	1	6	6	5	5	6
Active, total	58	61	90	97	90	91	93
Councillor	-	-	-	-	-	1	1
Honorary	4	7	10	12	11	10	11
Emeritus	9	15	15	14	15	14	15
Corresponding	7	10	9	9	14	15	14
Special, total	20	32	34	35	40	36	41
All Members, total	78	93	124	132	130	129	134

Elected IAQ Officers for the Triennial 2018-2020

Board of Trustees of IAQ	
Chair	Acn. Pal Molnar
President	Acn. Elizabeth Keim
Trustee	Acn. Yukihiro Ando
Trustee	Acn. Chuck Aubrey
Trustee	Acn. Blanton Godfrey
Trustee	Acn. Tilo Pfeifer
Trustee	Acn. N. (Ram) Ramanathan
Trustee	Acn. Lars Sorqvist
Executives of the Academy	
Secretary-Treasurer (Non-Voting)	Acn. Glenn Mazur
Vice President - Communications	Acn. Beth Cudney
Vice President - Conferences	Acn. Fugee Tsung
Vice President - Examining	Acn. Lars Sorqvist
Vice President - Publications	Acn. Bob King

President's Report about the 2nd IAQ World Quality Forum



The 1st World Quality Forum (WQF) of the International Academy for Quality which was held in Budapest on October 26-27, 2015 could contribute very well to the "Corporate Identity" of IAQ. The 1st WQF of IAQ could deliver a product that is worthy

and has enduring value to the global quality community also for the coming IAQ Forums which are planned for every two years.

In 2017 the 61th EOQ Congress "Success in the Digital Era - Quality as a Key Driver" was a joint effort of European Organization for Quality (EOQ) and the Slovenian Quality and Excellence Association as well as International Academy for Quality (IAQ) which was held in Bled, Slovenia on

October 11-12, 2017. One day after the Congress, on 13th October 2017 the 2nd IAQ World Quality Forum was held at the same place and was organized under the slogan "Future Impact of Quality". The scientific program included an opening keynote speech by **Gregory H. Watson**, USA/Finland and a closing keynote speech by **Noriaki Kano**, Japan as well as 3 Panel Discussions. In addition, 6 Streams (Sessions) including 24 high-level papers were presented and discussed on this interesting and unique event.

The implemented program of the 2nd IAQ World Quality Forum, the "Best Papers" of the event and the evaluation of the Sessions are included on the pages 16 and 17.

Dr. Pal Molnar
IAQ President 2015-2017

President's (Elected) Message to the Academy

Happy New Year to all IAQ Members.

I am looking forward to 2018. Thank you for putting your trust in me to serve as your new President. I am hoping that we will actively work to achieve our vision and mission. A few things that I am planning for the near future include a survey of members to ensure we are moving in the right direction, are focusing on the most important topics, are making our meetings engaging, and are ensuring that all our members feel as if being a member of IAQ is professionally valuable.

I encourage you to keep in touch with me and to share your ideas on how we can improve your IAQ experience. The easiest way to reach me is by email at liz.keim@comcast.net. Please feel free to send me your thoughts, comments, and/or concerns.

Best wishes to you and your families for 2018.

Regards,

Elizabeth Keim
IAQ President 2018-2020

Memorium

Honorary Member C. Jackson Grayson (1924-2017)

Dr. C. Jackson "Jack" Grayson, who rose to national prominence when he served as chairman of the U.S. Price Commission under President Richard M. Nixon before later founding the American Productivity & Quality



Center (APQC, www.apqc.org), passed away peacefully on Thursday, May 4, 2017, at his home in Houston, Texas. He was 93.

Grayson spent his entire professional career applying quality thinking and methods to help improve organizations and society. Beyond APQC, he was lauded for his work as a creator of the Malcolm Baldrige National Quality Award; chairman of U.S. Price Commission; co-founder of the Houstonian Hotel, Club & Spa; and dean for business schools at both Tulane and Southern Methodist University.

Though the price controls instituted in the early 1970s were widely unpopular, Grayson earned national recognition from the press, business leaders, and labor for his transparent and fair administration and later for his work to remove the controls. During this period Grayson came to understand that productivity growth in America was falling and sounded the alarm about the nation's sagging productivity, quality, and competitiveness.

Recognition by IAQ

Bertin Quality in Governance Medal 2017

Executive Category



In the middle Jozsef Kovacs former CEO of Herend Porcelain Manufactory (Hungary)

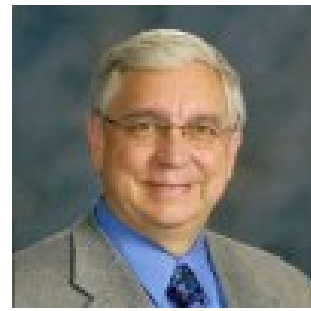
Recognition for IAQ Members

Recognition by Others

Awards by ASQ



Blanton Godfrey received William G. Hunter Award 2016 from the Statistics Division of the ASQ



Robert King received ASQ Distinguished Service Medal, 2017



Fugee Tsung became Editor-in-Chief, Journal of Quality Technology, ASQ, 2016 - 2018

Awards by Others



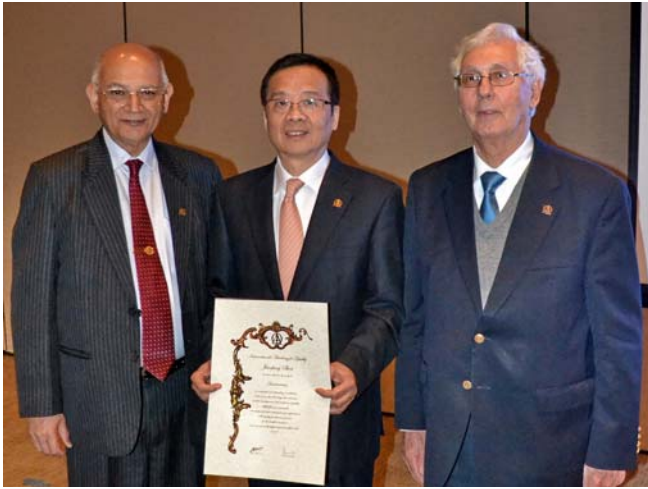
Paul Harding received Continental Lifetime Achiever Award for Contribution to Improving the Quality and Excellence on the African Continent

Recognition by IAQ

New Academician 2017



Academician Deborah Hopen



Academician Jianfang Shen



Academician Mingguang Zheng



Academician Thavorn Chalassathien

The Founders Medals



Academician Yury Gusakov



Academician Robert King



Companion Tang Xiaofen

The Yoshio Kondo Research Prize



Academician Elizabeth Cudney



Academician N. (Ram) Ramanathan



Academician Glenn Mazur

Best Paper Awards



Academician Zigmund Bluvband
Helsinki, Finland, 2016



Academician Chao-Ton Su
Helsinki, Finland, 2016



Associate Academician Willy Vandenbrande
Charlotte, USA, 2017

Following IAQ Meetings were held in 2017

IAQ Board of Trustees Meeting (2017/1)

May 3, 2017 in Charlotte, USA

Key points:

1. Changes to Bylaws and Policies Manual approved.
2. Record of new IAQ Members and promotions
3. Information on 6th Global Summit for World Quality Organization
4. Information on ITC Global Platform for Quality
5. Nominations of Trustees of the Academy and Members of the Executive Committee for the Triennial 2018-2020

IAQ Triennial Assembly (2017/2)

May 3-4, 2017 in Charlotte, USA

Key points:

1. Report on the Board of Trustees Meeting
2. Report of the IAQ Think Tanks and Committees
3. Recognitions by IAQ
 - Bertin Quality in Governance Medals
 - The Founder Medals
 - Best Paper Awards
 - Yoshio Kondo Research Prizes
4. IAQ President's Report on the State of the Academy
5. Election of the IAQ President and the IAQ Executive Officers for the Triennial 2018-2020
6. Introductory Presentations by new IAQ Members and Handing over their Certificates and Pins
7. Information on the ASQ/IAQ Joint Project "Future of the Quality Profession/Professionals"
8. Information on Preparations of the 2nd IAQ World Quality Forum in Bled on October 13, 2017



A part of the 28 participating IAQ Members at the IAQ Triennial Meeting in Charlotte

IAQ General Meeting (2017/3)

September 22, 2017 in Katmandu, Nepal

Key points:

1. Recognition with The Founder's Medal
2. Knowledge Sharing Session with the Lecture of Academician Shinichi Sasaki
3. IAQ President's Report on the State of the Academy including information on Election of the IAQ President and the IAQ Executive Officers for the Triennial 2018-2020
4. Reports of IAQ Think Tanks
5. Information on Preparations of the 2nd IAQ World Quality Forum in Bled on October 13, 2017



Participants of the IAQ General Meeting in Katmandu

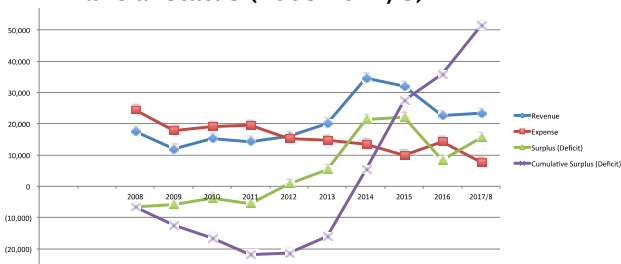
IAQ Board of Trustees Meeting (2017/4)

October 13, 2017 in Bled, Slovenia

Key points:

1. Review of the Board of Trustees Meeting in Charlotte
2. Preparatory Discussion of new IAQ Members and promotions
3. Financial Status of the Academy

Financial status (2008-2017/8)



4. IAQ Meetings schedule 2018

IAQ General Meeting (2017/5)

October 14, 2017 in Bled, Slovenia

Key points:

1. Report on the Board of Trustees Meeting

2. Short Reports of IAQ Committees and Think Tanks
3. Knowledge Sharing Session with the Lecture of Academician Pedro Saraiva
4. Recognitions
 - Bertin Medal for Quality of Governance
 - The Founders Medal
 - Best Paper Awards
 - The Yoshio Kondo Research Prize
5. President's Report on the State of the Academy
6. Introduction of the new IAQ President and the IAQ Executive Officers for the Triennial 2018-2020
7. Introductory Presentation and Handing over the Certificate and Pin
8. Preparatory Discussion of an Electronic IAQ Journal
9. Information by the Masing Prize Committee
10. Short Report on the 2nd IAQ World Quality Forum in Bled



Participants of the IAQ General Meeting in Bled



INTERNATIONAL
ACADEMY for
QUALITY

2nd World Quality Forum of the International Academy for Quality

„Future Impact of Quality”



Bled, Slovenia, October 13, 2017

Implemented Program

OPENING PLENARY SESSION

Janak Mehta, India, Chair of IAQ: Opening and Welcome
Gregory H. Watson, Honorary Member of IAQ, USA/Finland
Feigenbaum Memorial Lecture: Intergalactic Quality:
Reaching for the Stars Beyond our Imagination

A1 IAQ PANEL: FUTURE OF QUALITY PROFESSION

A. "Parsu" Parasuraman, USA: Chair's Introduction
A. "Parsu" Parasuraman, USA: The New Face of Quality
Management in an Era of Rapid Technology-Service
Convergence
Paulo Sampaio, Portugal: Giving Quality a New Meaning Fit
for 21st Century Requirements
Harnek Singh, Singapore: Quality Managers Riding the
Wave of Digital Transformation for Sustainability
Liz Keim, USA: Changing Competencies for the Quality
Professional to Succeed in the Future

A2 IAQ PANEL: QUALITY IN EDUCATION

Pedro Saraiva, Portugal: Chair's Introduction
Elizabeth Cudney, USA: Perspectives and Challenges for
Quality in Education
Zhen He, China: Large Scale Training of Quality
Professionals: China Perspective
Bo Bergman, Sweden: Continuing Education on Quality Im-
provement for Healthcare Professionals
Paul Harding, South Africa: Inclusive Quality of Education

A3 AQ PANEL: QUALITY MANAGEMENT IN THE SERVICE OF PLANET EARTH

N. Ramanathan, India: Chair's Introduction
Blanton A. Godfrey, USA: Quality, Efficiency and Planet
Earth
Lars Sörqvist, Sweden: Exploring the Links between Quality
and Sustainability
Willy Vandenbrande, Belgium: Sustainable Quality
Management: From Tool to Goal

B1 INDUSTRY 4.0 AND BIG DATA

Chair: **Istvan Lepsenyi**, Hungary
Thomas Prefi, Germany: Quality 4.0 - What Will Matter!
Kwai-Sang Chin, Hong Kong: Quality Analytics: Analytics
for Quality and Performance Improvement
Shentu Jun, China: Intelligent Digitalized Design with
Effective Quality Improves Efficiency
Deng Ji, China: Quality and Modern City

B2 QUALITY TOOLS, TECHNIQUES AND METHODS

Chair: **Tilo Pfeifer**, Germany
Matthew Barsalou, Germany: Root Cause Analysis for
Human Error
Kristin Case, USA: Transitioning to
ISO 9001:2015 in a Non-Profit Manufacturing Facility
Balazs Nemeth, Hungary: Kaizen System Implementation
Ivan C. Ng, Hong Kong: An Analysis of the Impact of
Chinese Cultural Factors to Quality Management by Six
Sigma

B3 QUALITY STRATEGIES FOR GLOBAL COMPETITIVENES

Chair: **David Hutchins**, United Kingdom
Miroslav Drljača, Croatia: Quality as a Global Strategy
Pedro Saraiva, **Paulo Sampaio**, **Catarina Cubo**, **Marco Reis**
and **Joao Orey**, Portugal: World State of Quality: 2016
European Quality Scoreboard Results
Paulo Sampaio, **André M. Carvalho**, **Pedro Saraiva**, Portugal,
Eric Rebentisch, USA: From Quality to Excellence to Agility:
Organizational Transformation to Deal with the Digital Era
Ayed Alamri, Saudi Arabia: The Leader-ship Role of Saudi
Quality Council

C1 QUALITY IMPROVEMENT

Chair: **Bob King**, USA

Grace Brannan, Dallas Kemper, Cynthia Condrey and Larry R. Bonasso, USA: A Multi-pronged, Multi-Year Approach to Member Engagement in a Geographically-Challenged Quality Improvement Volunteer Organization

Vadim Lapidus, Russia: Approaches to Integration of Quality and Lean Management

Dawn Ringrose, Canada: First Global Assessment on the Current State of Organizational Excellence

Ansi Harding, South Africa: Improving Quality of Large Group Teaching

C2 INNOVATION AND SUSTAINABILITY

Chair: **Hans-Dieter Seghezzi**, Liechtenstein

A. Blanton Godfrey and Samaneh Pourmoghob, USA: Driving Innovation and Entrepreneurship

N. Ramanathan, India: Redefining Organizational Performance

Janos Takacs, Hungary: CSR and Sustainability - From Milton Friedman to Michael Porter and beyond

Lotto, Kim Hung LAI, Hong Kong: Quality Innovation: Extenics Employed in Quality Startup Management System

C3 FUTURE OF QUALITY MANAGEMENT

Chair: **A. "Parsu" Parasuraman**, USA

Juhani Anttila and Kari Jussila, Finland: Out of the Crisis of the Quality Profession: The New Renaissance in the Quality Discipline

Benson Tendler, Canada: Looking backwards in History to Look Better Further in the Future

Glenn Mazur, USA: Prioritization Methodology for Quality Professionals using ISO 16355 Guidance

Elizabeth Cudney, USA: Integrating the Voice of the Student in Curriculum Design through QFD

CLOSING PLENARY SESSION

Chair: **Pal Molnar**, IAQ President, Hungary

Noriaki Kano, Japan, Honorary Member of IAQ and ASQ
Ishikawa Memorial Lecture
Intranet of Qualities (IoQ) for Quality Assurance in the DIGITAL ERA

Closing Remarks by **Pal Molnar**

Participant's Evaluation

Evaluation of the Lecturers (5=excellent; 1=poor)*

First 5 Presentations by IAQ Members:

Pedro Saraiva: World State of Quality	4.60
N. Ramanathan: Redefining Organizational Performance	4.56
Blanton Godfrey: Driving Innovation and Entrepreneurship	4.44
Paolo Sampaio: Giving Quality a New Meaning...	4.43
Thomas Prefi: Quality 4.0 – What Will Matter!	4.41

*Opening and Closing Presentations were not evaluated

Evaluation of the Sessions

Stream	Name	n	□	r
B3	„Quality Strategies for Global Competitiveness“	33	4.42	1.
C2	„Innovation and Sustainability“	36	4.39	2.
C1	„Quality Improvement“	35	4.32	3.
A3	„Quality Management in the Service of Planet Earth“	11	4.27	4.
A1	„Future of Quality Profession“	37	4.09	5.
C3	„Future of Quality Management“	55	4.02	6.
B2	„Quality Tools, Techniques and Methods“	51	3.92	7.
A2	„Quality in Education“	41	3.88	8.
B1	„Industry 4.0 and Big Data“	61	3.79	9.
□	„Future Impact of Quality“	360	4.04	-

Schedule IAQ Meetings in Seattle, Washington, USA, 2018

World Conference on Quality and Improvement

April 30-May 2

April 30, Monday & May 1, Tuesday	Think Tanks
May 2, Wednesday	Board of Trustees Meeting
May 2, Wednesday	IAQ Dinner
May 3, Thursday	General Meeting

Schedule IAQ Meetings in Paris, France, 2018

June 21- 22

Dates and Location to be determined

Schedule IAQ Meetings in Almaty, Kazakhstan

September 19- 20

September 20, Thursday	Board of Trustees Meeting
September 20, Thursday	IAQ Dinner
September 21, Friday	General Meeting

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