



international conference
quality and service sciences

13th QMOD Conference

31st August – 1st September, 2010
Cottbus, Germany

*LearnAbility, InnovAbility and
SustainAbility*

Preliminary Program



Jointly organized by:

Lund University, Linköping University &
Brandenburg University of Technology Cottbus



Linköping University



LUNDS
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Welcome Address from the Chairmen

It is our great pleasure to welcome you to the 13th QMOD conference. During the last 13 years the QMOD conferences have been organised in China, Slovenia, Denmark, Sweden (three times), France, Korea, Mexico, Italy (two times), and UK. The QMOD conference has become one of the largest scientific conferences in the world within the research fields of Quality and Service Sciences. The yearly QMOD conference has also proven to be a true forum where academics as well as practitioners from all around the world exchange their knowledge and experiences and thereby build a 'QMOD Community'. Through this forum, we have discussed and shared our latest research and experiences in order to be able to draw a more accurate picture of organisational and business realities and thereby to improve our diagnosing capabilities of current problems and improvement opportunities.

Business environments are constantly evolving towards higher complexity. Hyper competition, increasing importance of intangible assets, cultural and ethnical diversity, quality of life, environmental sustainability, and corporate social responsibility are among many issues challenging modern management theories and practices. Although these issues seem to be 'stand alone' issues, we dare to say that behind these issues there is a shared vision which we call *our dreams of excellence*.

Recently we have 'created' and introduced two new vocabularies of *LearnAbility* and *InnovAbility*. Both concepts are about meta-skills. **LearnAbility** is ability/ capability to study and to learn while **InnovAbility** is about ability/ capability to innovate. Both are Meta competences because it's not about to learn and innovate for a certain, single project. They are a way of life and a way of being for people and organizations.

The theme of this Conference is *LearnAbility, InnovAbility and SustainAbility*, three words that we believe will become increasingly important for attaining quality and service excellence in the rapidly changing post-modern world. The three words or concepts are interdependent and together they form a powerful system for recovery and for attaining our *dreams of excellence*. The precondition for *InnovAbility* is *LearnAbility*. No studying/learning, no innovation. Studying and learning without innovation is waste of resources. Innovation without studying and learning is dangerous. The quality of studying and learning will determine the quality of innovation. **SustainAbility** (ability/ capability to sustain) will be assured through continuous innovations which are based on continuous study and learning. In other words *LearnAbility* is the precondition for *InnovAbility* which is the precondition for *SustainAbility* and in this way the three concepts are interrelated and thereby inseparable. It is our hope that participants of this QMOD Conference will contribute with their knowledge and experiences in building such a powerful system for recovery and for attaining excellence in the organizations and communities where they live.

**Su Mi Dahlgaard-Park & Jens J. Dahlgaard,
QMOD Founders and Conference Chairs**



Welcome Address from the Local Organisers

We are honored to welcome you to the 13th QMOD conference on Quality and Service Sciences ICQSS 2010, August 30 - September 01 at the Brandenburg University of Technology Cottbus. We are very proud due to two specifics. Firstly, the conference will be the first time in Germany. Secondly, this conference is connected with the new and innovative topics *LearnAbility*, *InnovAbility* and *SustainAbility*. Therefore we will do our best to let this conference become a success for you.

We thank all our supporters. Most of all we would like to thank our sponsors for supporting us to making this conference possible:

Brandenburg University of Technology Cottbus

Brandenburg University of Technology Cottbus – Chair of Quality Management

**Brandenburg University of Technology Cottbus –
Chair of Marketing and Innovation Management**

Vattenfall Europe Generation AG, Cottbus

Sparkasse Spree-Neiße, Cottbus

We hope that you will all have a great and productive time at the conference. Apart from challenging and likewise exciting scientific contributions we hope to offer you an attractive conference site comprising a rich social program.

**Ralf Woll & Michael Brusch,
Local Organisers**



Conference Founders and Chairs

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

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- Dr. Michael Bruschi, Brandenburg University of Technology, Germany

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- Dr. Prof. Walter Tucker, Eastern Michigan University, US
- Dr. Prof. Xavier Tort-Martorell, Universitat Politècnica de Catalunya, Barcelona, Spain

Co-operating Organisations:

- European Academy of Quality Sciences (European University Networks)
- Emerald Publishing

Cooperating Journals:

- Int. Journal of Quality and Service Sciences (IJQSS) (official QMOD/ICQSS journal)
- The TQM Journal (official QMOD/ICQSS Journal)
- The Management History
- Measuring Business Excellence
- The Asian Journal on Quality

Plenary Speakers' Profiles:

Professor Tony Bendell, EThames Graduate School, London, is Managing Director and Chief Consultant of Services Limited, Nottingham UK and Director of Executive, Professional & Corporate Programs at EThames Graduate School London. He is an international expert speaker, consultant and trainer with extensive experience in the fields of Quality Management, Organizational Excellence, Lean Operations and Six Sigma. Formerly the Rolls-Royce funded Professor of Quality & Reliability Management at the University of Leicester UK, and previously the East Midlands Electricity Professor of Quality, Tony has had both an outstanding academic career and an extensive professional consultancy role at the highest level.

Jens J. Dahlgaard, Professor, Linköping University, Sweden is professor at the Division of Quality Technology and Management, Linköping University, and at Yuan Ze University, Taiwan, as a distinguished visiting professor. He has published 15 books and over 100 research articles. He received many awards among others the European Quality Award for supervising the best master thesis on Total Quality Management in 1994, 1996 and 1997, award for outstanding paper in 2007 and the Lancaster Award (2005) by American Society for Quality. Professor Dahlgaard is an Academician and Vice President of the IAQ (International Academy of Quality). He has lectured in all continents and is active as adviser to many organisations and various government bodies in many countries.

Su Mi Dahlgaard Park, Professor, Lunds University, Sweden is professor at Institute of Service Management, Lunds University and at Yuan Ze University, Taiwan, as a distinguished visiting professor. She has published more than 150 research papers and books. She has received Literati Award for Outstanding Paper in 2007, elected as academician of IAQ (International Academy for Quality). She serves as chief-editor of *the International Journal of Quality and Service Sciences* and as associate editor of *the Asian Journal on Quality*. She also serves on the editorial boards of ten research journals. She has lectured in many universities as invited professor and she is often invited as plenary speaker. She serves as adviser in many organizations and is active in conducting executive seminars worldwide.

Thong N. Goh, Professor, National University of Singapore, is Professor of Industrial & Systems Engineering at the National University of Singapore. He obtained his BE from the University of Saskatchewan, Canada and PhD from the University of Wisconsin-Madison. Prof Goh is Academician of the International Academy for Quality (IAQ). His recent honors and awards include "Educator of the Year" award from the IEEE Engineering Management Society in 2005, the inaugural Masing Book Prize (for the book *Six Sigma: Advanced Tools for Black Belts and Master Black Belts*) of the IAQ, and the William G Hunter Award of the ASQ Statistics Division in 2007. Prof Goh has authored or coauthored five books related to Quality.

Adam Hamrol, Professor, Poznan University of Technology, Poland got his Ph.D in Mechanical Engineering and became in 1999 promoted to the rank of professor. For 6 years he was the dean of Mechanical Engineering Faculty and since 2005 he is the Rector of PUT. He has successfully helped a wide range of manufacturing and service providing companies in introducing quality management systems and in

applying quality tools, especially in the scope of statistical methods. At PUT he runs a Production Management Division. He is also a leader of postgraduate studies on "quality management in theory and practice", completed every year by over hundred participants from various organizations. His scientific and practical achievements are described in numerous publications among the several books. In 2009 he was honored for his scientific and practical achievements with the Polish Quality Award.

Joachim Herrmann, Professor, Technische Universität Berlin, holds a degree on Mechanical Engineering and Production Engineering from Technische Universität Berlin. After delivering his doctoral thesis he joined the Volkswagen Group, where he worked in the areas of Production and Quality for 25 years. Among other positions he was Vice President Quality in Volkswagen de Mexico and SEAT, Spain. From 1998 until 2009 Joachim Herrmann headed the Chair for Quality Science at Technische Universität Berlin.

A. Parasuraman, Professor, University of Miami, US, is a Professor and Holder of the James W. McLamore Chair in Marketing and vice dean at the University of Miami. Dr Parasuraman teaches and does research in the areas of services marketing, service-quality measurement and improvement, and the role of technology in marketing to and serving customers. In 1988, Dr. Parasuraman was selected as one of the "ten most influential figures in quality" by the editorial board of The Quality Review, co-published by the American Quality Foundation and the American Society for Quality. He has received many distinguished teaching and research awards. Dr Parasuraman has written numerous books and research articles.

Juozas Ruzevicius, Professor, Vilnius University, Lithuania, is head of Quality Management Masters Programme, and Professor at International Business School of Vilnius University. He is an author of 9 books and over 300 scientific articles in the field of quality management. He serves as an expert of the Government of Lithuania and is Head of the Lithuanian National Quality Programme. Member of the council "Best of Lithuania" at Lithuanian Confederation of Industrialists. Accredited representative at LSD/ISO Technical Committee "Quality" at Lithuanian Standardization Body.

Robert Schmitt, Professor, Aachen University, Germany, got his PhD in Electrical Engineering, and he has worked as a chief engineer at WZL. In 1997, he joined the quality-management executive staff at a leading producer of commercial vehicles and would be in charge of production at various production locations; finally, he was entrusted with overseeing the assembly of commercial vehicles of up to 18 tons. On 1 September 2004, he was appointed Director of the Department of Production Metrology and Quality Management. Since January 2005, he has been a member of the Board of Directors of Fraunhofer Institute for Production Technology IPT.

Klaus Zink, Professor, University of Kaiserslautern, Germany, is Professor at the University of Kaiserslautern (Chair for Industrial Management and Human Factors), and he is head of the "Institute for Technology and Work" at the same university. He is responsible for the European and national post graduate studies referring to "Total Quality Management", "Human Resource Development" and "Economy and Management". Professor Zink has represented Germany in the jury of the European Quality Award from 1992-1999. As chairman of the jury for the German Excellence

Award, the "Ludwig-Erhard-Prize", he has participated in the development and introduction of this award in Germany from 1997-2005. In 2009 he became an Academician of the International Academy of Quality (IAQ) and the same year he received the IEA "Ergonomics Development Award".

Time Table

30 August 2010, Monday

Time	Events	Place
09.00 - 14.00	Conference Registration	Central Lecture Hall (ZHG)
14.00 - 14.25	Conference opening	Audimax 2
14.25 - 16.00	Plenary session 1	Audimax 2
16.00 - 16.30	Coffee break	
16.30 - 18.00	Parallel sessions 1A, 1B, 1C, 1D	Audimax 2; HS A, B, C
19.00 - 21.00	Welcome Reception	Diesel Power Art Museum

31 August 2010, Tuesday

Time	Events	Place
08:45 – 10.15	Plenary session 2	Audimax 2
10.15 – 10.45	Coffee break	
10.45 – 12.15	Parallel sessions 2A, 2B, 2C, 2D	Audimax 2; HS A, B, C
12.15 – 13.45	Lunch	
13.45 – 15.15	Parallel sessions 3A, 3B, 3C, 3D	Audimax 2; HS A, B, C
15.15 – 15.45	Coffee break	
15.45 – 17.15	Parallel sessions 4A, 4B, 4C, 4D	Audimax 2; HS A, B, C
19.00 – 23.00	Conference Dinner and Social Program	Lübbenau Castle (Spreewald)

1 September 2010, Wednesday

Time	Events	Place
08.45 – 10.15	Plenary sessions 3	Audimax 2
10.15 – 10.45	Coffee break	
10.45 – 12.15	Parallel sessions 5A, 5B, 5C, 5D	Audimax 2; HS A, B, C
12.15 – 13.15	Lunch	
13.15 – 14.45	Parallel sessions 6A, 6B, 6C, 6D	Audimax 2; HS A, B, C
14.45 – 15.05	Coffee Break	
15.05 – 16.35	Plenary session 4	Audimax 2
16.35 - 17.00	Best Paper Awards Announcement of QMOD 2011	Audimax 2

30 August 2010, Monday

14.00-14.25 Conference Opening and welcoming addresses. Room: Audimax 2

Jens J. Dahlgaard, Dr. Professor, conference chair and Michael von Bronk, Vattenfall

14.25-16.00 Plenary Session 1. Room: Audimax 2

Session Chair: Dr. Prof. Jens J. Dahlgaard (Sweden)

Speakers / Authors	Title
A. Parasuraman, Professor University of Miami, US	Service Productivity, Quality and Innovation: Implications for Service-Design Practice and Research
TN Goh, Professor National University of Singapore	Six Sigma: Its Triumphs and Tragedies

16.00 - 16.30 Coffee Break

Parallel Sessions 1A. 16.30-18.00 Room: HS A

Session Chair: Dr. Prof. Adam Hamrol (Poland)

Quality Management and Business Excellence Models

Speakers / Authors	Title
Chi-Kuang Chen, Ling-Yuan Peng, Jun-Yi Jhang & Pei-Chun Chu Taiwan	Developing a Benchmarking-based Business Excellence Model
Humberto Cantu, Fernando Gonzales & Luis Gutierrez, Mexico	The new model of Mexico's National Quality Award
Evanthia P. Vorria & George A. Bohoris Greece	European Business Excellence Model & Concepts of Excellence

Parallel Sessions 1B. 16.30-18.00 Room: Audimax 2

Session Chair: Dr. Prof. Xavier Tort-Martorell (Spain)

Quality and Service Improvements 1

Speakers / Authors	Title
Manuel F. Suarez-Barraza, Carmen Jaca, Elisabeth Viles, R. Mateo & Javier Santos, Mexico/ Spain	Continuous Improvement Systems: A Survey of two industrial regions (Spain and Mexico)
Evelina Ericsson & Roy Andersson Sweden	Interview Survey of DFSS adaption in Large Enterprises
Jostein Pettersen Sweden	The Relativism of Lean: Tendencies and Consequences
Zissis I. Maditinos, Chris A. Vassiliadis, A. Andronikidis & Ioannis Tzavlopoulos Greece	Service Harm Crises: A preliminary Conceptual Approach

Parallel Sessions 1C. 16.30-18.00 Room: HS B

Session Chair: Dr Prof. Joachim Hermann (Germany)

Quality in Education 1

Speakers / Authors	Title
Johanna Julia Vauterin, Lassi Linnanen & Esa Marttila, Finland	Issues of Delivering Quality Customer Service in a Higher Education Environment: A Case Study
Gabriele Hoeborn Germany	Quality Assurance in Universities by Mentoring
Dalius Serafinas Lithuania	Quality Management in Higher Education: Case Studies of Lithuanian HEIs

Parallel Sessions 1D. 16.30-18.00 Room: HS C

Session Chair: Dr. Michael Brusch (Germany)

Creating Attractive Customer Experiences

Speakers / Authors	Title
Kana Sugimoto and Shin'ya Nagasawa Japan	CHANEL'S CUSTOMER STRATEGY: FOCUSING ON IT MARKETING STRATEGY EXAMPLES
Maria Eriksson & Håkan Wiklund Sweden	Towards Attractive Experiences
Yusuke Irisawa & Shin'ya Nagasawa Japan	Creating Customer Experience and Hospitality at the Kyoto Long-Standing Company Kyogashi Master "Suetomi"
Lluís Marco-Almagro, Lluís Marco-Almagro & Mar Cid, Spain	Package design of a new nutritional supplement: Combining qualitative and quantitative techniques

19.00 - 21.00 Welcome Receptions at Diesel Power Art Museum

31 August 2010, Tuesday

08.45 - 10.15 Plenary Session 2. Room: Audimax 2

Session Chair: Dr. Prof. Bo Bergman

Speakers / Authors	Title
Klaus J. Zink, Professor University of Kaiserslautern, Germany	The Contribution of Quality of Work to Organizational Excellence and Sustainability
Adam Hamrol, Professor Poznan University of Technology, Poland	From Improvement to Excellence – the Polish Road to Quality

10.15 - 10.45 Coffee Break

Parallel Sessions 2A: 10:45 – 12:15, Room: HS A

Session Chair: Dr. Prof. Klaus Zink (Germany)

Corporate Sustainability and Business Excellence

Speakers / Authors	Title
Bo Enquist, Bo Edwardsson & Samuel Petros Sebhatu, Sweden	The dialect of Corporate Social Responsibility and Corporate Governance for Service Dominant Logic- An explorative study of IKEA, Starbucks and H&M
Natalia Aguilar & Merce Bernardo Spain	The environmental friendly face of Corporate Social Responsibility
Matjaz Maletic, Anja Pipernik, Damjan Maletic & Bostjan Gomiscek Slovenia	Importance of Social Aspects on the Path towards Slovenian National Business Excellence Model

Parallel Sessions 2B. 10:45 – 12:15, Room: Audimax 2

Session Chair: Dr. Robert Refflinghaus (Germany)

Quality and Service Improvements 2

Speakers / Authors	Title
Mikael Johnson & Raine Isaksson Sweden	How to describe, define and work with Sustainable Development, and how it relates to Quality Management – a study of Swedish
Farrukh Iqbal & Azadeh Najafi Sweden	Towards a Lean Perspective in Product Development: A Case Study of a global company in Sweden
Marcus Assarlind Sweden	Exploring Quality Management Implementation Factors: In-depth study at one smaller company
Beata Starzynska & Adam Hamrol Poland	A new method of Quality Tools and Techniques (QT&T) Selection for the Purpose of Manufacturing Process Improvements

Parallel Sessions 2C. 10.45 – 12.15 Room: HS B

Session Chair: Dr. Prof. Tony Bendell (UK)

Quality in Education 2

Speakers / Authors	Title
G. Cīvica, J. Januska, I. Mezinska, I. Saleniece, J. Mazais & N. Salenieks Latvia	Improve <i>Ability</i> Training on Education and Research
Juliane Schuldt & Michael Dietzsch Germany	Is it possible to review the quality of teaching in higher education in the field of mechanical engineering with a quality management system based on ISO 9001?
Parves Sultan Australia	Perspectives of Service Quality in a Higher Education Context: A Qualitative Research Approach

Parallel Sessions 2D. 10.45 – 12.15 Room: HS C

Session Chair: Dr. Prof. A. Parasuraman (US)

Measurement of Quality and Services

Speakers / Authors	Title
Xavier Tort-Martorell & Pere Grima, Spain	Management by facts. The common ground between TQM (Total Quality Management) and EBM (Evidence Based Management)
Wieslaw Urban Poland	Quality Map P/P, a concept of service quality measurement
Pernilla Ingelsson, Ingela Bäckström & Håkan Wiklund, Sweden	Measuring the Soft Sides of TQM and Lean

12.15 - 13.45 Lunch Break

Parallel Sessions 3A. 13.45 – 15.15 Room: Audimax 2

Session Chair: Dr. Asc. Prof. Gabriele Hoeborn (Germany)

Quality Management Systems

Speakers / Authors	Title
Giovanni Mangiarotti & Cesare A.F. Riilo Luxembourg	Drivers of ISO9000 Certification: An Empirical Analysis in Service and Manufacturing Sectors of Luxembourg
Merce Bernardo, Marti Casadeus, Stanislav Karapetrovic & Inaki Heras Spain/ Canada	The Future of Management Systems Standards: An Empirical Study
Mia Ljungblom & Raine Isaksson Sweden	Quality Management – integrating leadership and quality methodologies
Iveta Mezinska & Arnita Apine Latvia	Application of standard ISO 10014:2006 “Quality management – Guidelines for realizing financial and economic benefits” for processes improvements

Parallel Sessions 3B. 13.45 – 15.15 Room: HS A

Session Chair: Dr. Prof. T.N. Goh (Singapore)

Process Optimization and Improvements

Speakers / Authors	Title
Ralf Woll, M. Bäsler & F. Steinberg Germany	Analysis of Projects for Process Optimization in SME regarding to the DMAIC-Phases and derivation of a Guideline for Application of Six Sigma in SME
Yumin Liu & Li Xue China	Optimization Design of EWMA Charts for non-normal data based on Taguchi’s Loss Function

M. Bookjans & Albert Weckenmann
Germany

Virtual Quality Management – simulation-based
validation of Measurement Systems

Parallel Sessions 3C. 13.45 – 15.15 Room: HS B

Session Chair: Dr. Prof. Bo Bergman (Sweden)

Quality Management and Lean in Health Care

Speakers / Authors	Title
Graham Sturdy & Maeve Fitzpatrick Ireland	Lean Health Care: Results of research on a pre change diagnostic assembled from research on key critical success and failure factors
Bozena Poksinska Sweden	The Current State of Lean Implementation in Healthcare – a literature review
Jon Engström & Jostein Pettersen Sweden	Quality Management in Health Care: A literature review

Parallel Sessions 3D. 13.45 – 15.15 Room: HS C

Session Chair: Dr. Prof. Yuri Alkalay (Bulgaria)

Measurements and Customer Value Creation

Speakers / Authors	Title
Sten Abrahamsson & Raine Isaksson Sweden	Adding Requirements on Customers to Current Quality Models to improve quality – development of a customer-vendor interaction
Rimgaile Vaitkiene & Jolita Rakickaite Lithuania	The determination process of organizational competence-based customer value of professional service supplier
Teerapon Tanomsakyut & Natcha Thawesaengskulthai Thailand	Service Quality Measurement for Mobile Service Encounter Model: A Delphi Study of Thai Mobile Companies

15.15 - 15.45 Coffee Break

Parallel Sessions 4A. 15.45 – 17.15 Room: HS A

Session Chair: Dr. Prof. Su Mi Dahlgaard Park (Sweden)

Change Management – Barriers, Drivers and Responsibilities

Speakers / Authors	Title
Raine Isaksson & Neil Taylor Sweden/UK	Barriers to and Drivers for Change – analysing causes for improvement potential in the building supply system in Dar es Salaam
Jacob Hallencreutz Sweden	Who is in charge of Change Management around here?
Dag Swartling Sweden	Missing Link between Change Approaches

Parallel Sessions 4B. 15.45 – 17.15 Room: HS B

Session Chair: Dr. Prof. Ralf Woll (Germany)

From Needs and Requirements to Quality Assurance and Process-/ Product Development

Speakers / Authors	Title
A. Weckenmann, P.-F. Brenner & G. Akkasoglu, Germany	COMPREHENSIVE APPROACH FOR A REFERENCE MODEL BASED MATURITY METHOD FOR DEVELOPMENT OF METAL FORMING PROCESSES
H.-A. Crostack, Constanze Kolbe & Robert Refflinghaus, Germany	Creating an Ontology for Requirements on an Intra-Logistics Facility
Florian Riekhof & Sebastian Schlund Germany	“DeCoDe + X”: Method Integration using a Holistic System Description and a Process Model

Parallel Sessions 4C. 15.45 – 17.15 Room: Audimax 2

Session Chairs: Ass. Professor Fernando Gonzalez (Mexico)

Quality Management and Improvements in Healthcare

Speakers / Authors	Title
Carmen Jaca, Elisabeth Viles, Ricardo Mateo, Javier Santos, Martin Tanco & Leire Rivadulla, Spain	Team Effectiveness Model: Application of Best Practices in Health Care and Industry
Ann-Christine Andersson, Mattias Elg, Ewa Idwall & Kent-Inge Perseius Sweden	Who are Conducting Quality Improvements in Healthcare Services? An evaluation of an improvement program in a country council in Sweden
Robert Schmitt & Thomas Zentis Germany	Preventive Quality Management in Risk-sensitive Industries such as Medical Engineering

Parallel Sessions 4D. 15.45 – 17.15 Room: HS C

Session Chair: Dr. Prof. Chi-Kuang Chen (Taiwan)

Service Quality and Value Development and Assurance

Speakers / Authors	Title
Louise Boulter & Tony Bendell, UK	Service Quality: Mind the Gap
Erik Sundström & Jenny Karlsson Sweden	Formulating, Negotiating and Securing Value in Service – Service Development from a Political Perspective
Halil Nadiri & G. Nazan Günay Turkey	Customers’ Service Quality Perceptions at Fast Food Chain Restaurants: An Empirical Study in Turkey

19.00 - 23.00 Conference Dinner at Lübbenau Castle (Spreewald)

(Meeting Place: Lindner Congress Hotel at 17:45 pm)

1 September 2010, Wednesday

08.45 - 10.15 Plenary Session 3. Room: Audimax 2

Session Chair: Dr. Prof. Robert Schmitt (Germany)

Speakers	Title
Tony Bendell, Professor ETHames Graduate School, London, UK	Recovering from the Crises: How to do it, and How to Sustain what you Achieve
Robert Schmitt, Professor Aachen University, Germany	The Aachen Quality Management Model – Normative Framework of the Entrepreneurial Quality Philosophy

10.15 - 10.45 Coffee Break

Parallel Sessions 5A. 10.45-12.15 Room: Audimax 2

Session Chair: Dr. Prof. Shin'ya Nagasawa (Japan)

TQM and Excellence: Principles, Tools and Methods

Speakers / Authors	Title
Yuri Alkalay, Krassimir Mirev, & Georgi Jadjkov, Bulgaria	Municipal Administration on the Way to Excellence
Elisabeth Johansson, Mattias Elg & Lars Witell, Sweden	Evolvement of Quality Principles in Swedish Organisations
Manuel F. Suarez-Barraza & Juan Ramis-Pujol Mexico/ Spain	An Exploratory Study of 5S: A multiple case study of multinational organizations in Mexico

Parallel Sessions 5B. 10.45-12.15 Room: HS A

Session Chair: Dr. Prof. Yumin Liu (China)

Quality Management, Value Creation and Innovation

Speakers / Authors	Title
Alain LEPAGE France	New evolutionary organization under intensive innovation context: modeling its complexity with biologic analogy
Gholamhossein Farzandi & Seyed Hamid Mostafavi, Sweden/ Iran	The Role of Quality Management in Relative Efficiency of Pharmaceutical Companies, an Application of EFQM in DEA Method
Jennifer Bredtman Germany	Evaluation of Innovation and Network Participation Potentials
Alexandra Rese, Nicolai Sand, Daniel Baier, Germany	Innovation Communities: Investigating Innovation Networks at the Interpersonal Level

Parallel Sessions 5C. 10.45-12.15 Room: HS B

Session Chair: Dr. Bozena Poksinska (Sweden)

Integrated Management Systems for Quality, Safety and Environment

Speakers / Authors	Title
H.-A. Crostack, Constanze Kolbe & Robert Refflinghaus Germany	Tools for Integrated Management Systems in Tool and Cutlery Industry
Gloria Antunes, Antonio Pires & Virgilio Machado, Portugal	Quality and Safety Systems as Perceived by Managers – a case study in Institutions for Elderly
Thomas Zobel Sweden	Exploring the Influence of Organizational Characteristics on benefits of Environmental management systems

Parallel Sessions 5D. 10.45-12.15 Room: HS C

Session Chair: Dr. Prof. Bo Enquist (Sweden)

Managing Service Quality by Contracts and Service Value Chains

Speakers / Authors	Title
Caroline Camen Sweden	Managing Service Quality through Contracts – an analysis of public tendering contracts
Gelmine Sliziene & Neringa Langviniene, Lithuania	New Challenges for Competition in Lithuanian Freight Transport Services Market
Neringa Langviniene & Gelmine Sliziene, Lithuania	The new Wellness Service Consumer – changes in Behavior and Service Value Chain
Shahid Mahmood, Shahrukh & Ali Sajid Pakistan	Impact of Lowest Bid Procurement Syndrome on Quality: A Case Study of the Public Sector in Developing Nations

12.15 - 13.15 Lunch Break

Parallel Session 6A. 13.15 – 14.45 Room: HS A

Session Chair: Dr. Asc. Prof. Raine Isaksson (Sweden)

Quality Management, Organisational Sustainability and Corporate Resilience

Speakers	Title
Derek Osborn UK	Building more Organisational Sustainability through Development and Learning
Simmy Marwa UK	The Criticality of Quality Management in Building Corporate Resilience in a Post Recession Period
Robert Schmitt & Alexandra Ottong Germany	Gaining Sustainability by Strategic Change Management

Parallel Sessions 6B. 13.15 – 14.45 Room: HS B

Session Chair: Dr. Asc. Prof. Dalius Serafinas (Lithuania)

TQM, Excellence, Change and Best Practices

Speakers / Authors	Title
Steffen Fihl Andersen Denmark	TQM in the Management Control of Construction Projects—an adapted EFQM Excellenceframework
Jacob Hallencreutz & Dawn-Marie Turner Sweden	Exploring Organizational Change Best Practice: A review of current models and definitions
Johan Lilja & Maria Eriksson Sweden	From Problem to Attraction Detection Study (ADS) – Introducing a New Methodology for Quality Practice

Parallel Sessions 6C. 13.15 – 14.45 Room: HS C

Session Chair: Dr. Asc. Prof. Wieslaw Urban (Poland)

TQM, HRM, Employee Satisfaction, Performance and Health

Speakers / Authors	Title
Alexandra Paraskevi L. Chytiri UK	A review of the HRM practices-performance link – a causal order problem
Ingela Bäckström & Yvonne Lagrosen Sweden	Are Successful Organizations working in a way that provides co-workers with what they need to be healthy?
Usman Rafique, Muhammad Shoaib Farooq, Riaz Ahmed & Umar Farooq Pakistan	A Comprehensive Study of the Reasons why Employees Stay or Leave Organizations – A case study from Cellular Industry of Pakistan

Parallel Sessions 6D. 13.15 – 14.45 Room: Audimax 2

Session Chair: Dr. Prof. Juozas Ruzevicius (Lithuania)

Customer Loyalty, Tourism, Farmers and Security Assurance

Speakers	Title
Ernestina Giudici & Silvia Dessi Italy	Farm Tourism: from quality of life improvement to sustainable socio-economic development
Cecilia Silvestri Italy	The Impact of Customer Loyalty in the Thermal Tourism Sector: An Empirical Analysis
Harald Schmid, Gabriele Hoeborn, Claudio Zettel & Hernan Paillan Germany/ Chile	Establishing Networks as Quality Strategy and Quality Assurance - network application as a methodology to support market positions of farmers and farm produces in Chile
Gabriele Hoeborn, Jennifer Bredtmann & Petra Heinich, Germany	Security Assurance by Taking Gender Aspects into Consideration

14.45 - 15.05 Coffee Break

15.05 - 16.35 Plenary Session 4. Room: Audimax 2

Session Chair: Dr. Prof. Albert Weckenman (Germany)

Speakers	Title
Juozas Ruževičius, Professor Vilnius University, Lithuania	Globalization and new challenges to quality management
Joachim Hermann, Professor Technische Universität Berlin, Germany	On the Role of Quality Professionals

16.35 - 17.00 Closing Plenary Session. Room: Audimax 2

Session Chair: Dr. Jens J. Dahlgaard, Professor, Conference Chair

Speakers	Title
Su Mi Dahlgaard Park, Professor Conference Organisational Chair Lund University, Sweden	Best Paper Awards QMOD 2009 Announcement Conference Close