



Conclusions of the 17th International Symposium on Quality
Zadar, Croatia, 16 -18 March 2016

17th International Symposium on Quality organized by the Croatian Quality Managers Society (the CQMS) was held from 16 to 18 March 2016 in Zadar. Symposium co-organizers are: 1) MSEECQI - Middle and South East European Countries Quality Initiative, 2) Herzen State Pedagogical University, Faculty of Management, St. Petersburg, Rusija; 3) VŠB - Technical University of Ostrava, Faculty of Metallurgy and Materials Engineering, Czech Republic; 4) Department of Furniture, Design and Habitat, Faculty of Forestry and Wood Technology, Mendel University in Brno, Czech Republic; 5) Faculty of Production Technology and Management, University of Jan Evangelista Purkyně in Ústí nad Labem, Czech Republic; 6) Budapest University of Technology and Economics, Hungary; 7) Institute of Production Engineering, Faculty of Management, Czestochowa University of Technology, Poland; 8) The Managers of Quality and Production Association, Czestochowa, Poland; 9) School of Economics and Management in Public Administration, Bratislava, Slovakia; 10) University of Ss. Cyril and Methodius in Trnava, Slovakia; 11) Slovak University of Technology in Bratislava, Faculty of Material Sciences and Technology in Trnava, Slovakia; 12) Centre for the Development of Wood processing, Furniture and Pulp and Paper Industry, Slovakia; 13) Technical University in Zvolen, Faculty of Wood Sciences and Technology, Department of Enterprise Management, Slovakia; 14) University of Belgrade, Technical Faculty in Bor, Serbia; 15) Transilvania University of Brasov, Romania; 16) Mersin University, School of Economics and Administrative Sciences, Department of Economics, Turkey i 17) Department of Mechanical Engineering, Jawaharlal Darda Institute of Engineering and Technology, Yava, India.

The Symposium was organized with financial support of the Visegrad Fund, ID 21520171
„QUALITY MAKES A DIFFERENCE “.

The Symposium was organized under auspices of: the Ministry of Environmental and Nature Protection, the Croatian Chamber of Economy, the Croatian Accreditation Agency, the Croatian Standards Institute, the State Office for Metrology, the Croatian Business Council for Sustainable Development, the University of Zadar, the Zadar County, the City of Zadar, the Zagreb County Tourist Board and the Faculty of Economics and Business Zagreb – Postgraduate Specialist Study Quality Management. Around 140 participants from Croatia and from abroad attended the Symposium. The Symposium Proceedings contain 47 scientific and professional papers of authors from 15 countries: Bosnia and Herzegovina, the Czech Republic, Finland, Great Britain, Hungary, India, Kosovo, Macedonia, Poland, Rumania, Russia, Slovakia, Slovenia, Serbia and Croatia. Media auspices of: Kvalitet i izvrsnost, Beograd; Poslovni savjetnik, Zagreb; Privredni vjesnik, Zagreb; Portal Kvalitet, Beograd and Zadarski list, Zadar. After presentation of papers and held discussions, the Steering Committee of the CQMS formulated the following Symposium conclusions:

1. After international reviews, 47 scientific and professional papers prepared by authors from 15 countries were accepted for the Symposium. The Symposium is financially supported by the IVF – International Visegrad Fund, and co-organizers are 17 universities, faculties and organizations from 9 countries, the fact that is a great recognition and a reflection of the Symposium quality and strengthening of international cooperation and reputation of the CQMS. About 140 people participated in the Symposium, among them students and professors of the University of Zadar





and the University College Algebra from Zagreb and the University of Applied Sciences VERN from Zagreb.

2. The majority of papers relate to the following thematic areas: *Quality Makes a Difference, Quality in Education and Sports, Quality in Production and Civil Engineering, Revision of ISO 9001:2015 and ISO 14001:2015 standards*, so it can be concluded that areas seeing quality as their chance for improvement are competitiveness of economy, practical application of quality management principles and training, environmental protection and waste management, and quality as a factor of competitiveness that makes a difference.
3. Some of the changes in the revised ISO 9001:2015 standard are of terminological character only. However, also some changes of essential nature are provided, such as: 1) structural changes respecting Annex SL, 2) understanding the organization and its context, 3) total process orientation in organizational management, and 4) introduction of a requirement for risk management. Quality understood as fulfilment of the requirements of the revised ISO 9001:2015 is an opportunity for organizations to make an important step into materialization of quality management principles.
4. The revised ISO 14001:2015 standard contains the following key improvements: 1) increased role of top management, 2) compatibility with strategic direction, 3) increased human environment protection focused at proactive action, 4) more efficient communication, and 5) contemplating environmental protection issues from the product or service life cycle perspective.
5. When determining environmental aspects, the organization shall take into account: changes, including planned or new developments, and new or modified activities, products and services, abnormal conditions and reasonably foreseeable emergency situations. In synergy with the Waste Management Strategy of the Republic of Croatia as integral part of the National Environmental Strategy of the Republic of Croatia, it presents a powerful tool for organizations to build environmental management systems, and to establish a waste management system within this framework, not only at the level of organizations, but also at the level of municipalities, cities and the whole country.
6. Awareness of the need to implement quality management systems according to the requirements of the ISO 9001 standard in public administration and local and regional self-government units is growing. Positive examples show that there are no real reforms of public administration without materialization of quality management principles, determination of the context and process approach, focus on the user (citizens, economy). This sector is still not a service to citizens and the economy in the full meaning of the word. It is essential to train the employees on the topic of quality management systems.
7. Fulfilment of the requirements of the international standard ISO 9001 as a contribution to strengthening of competitiveness has not yet been recognized in the area of media and politics.





8. Quality and innovation are significant business factors in all types of organizations. They are often wrongly considered as separate fields of knowledge, and relations between them in organizations' business context are vague. Quality professionals are not much aware of the innovation phenomena, and neither are innovation experts familiar with the quality principles and procedures. It is necessary to consider questions of innovation in quality and quality in innovation and realization of both topics in organizations and society as a whole. Innovation has been practiced for a long time in the context of quality improvement and new product development. Quality and innovation are partnering disciplines, which can be useful to each other and together create organizational differentiation for competitive advantage.
9. The main precondition for organizations wishing to achieve sustainable development is constant development of human potentials. Focus on customers and on communication has a significant impact on creating innovation in the existing competitive environment and on achieving competitive advantages. One of the barriers to innovation in organizations is the lack of internal infrastructure to support the process of transforming an idea to an applicable innovation. Successful development of the business integration is a holistic organizational learning process that leads on to refining related concepts and principles, tools and methodologies, as well as management practices in a compatible and balanced way.
10. Understanding the "organizational context" phenomenon as a "new" requirement of the revised ISO 9001:2015 requires a philosophical approach to quality management and understanding of practical functioning of an organization. Not understanding and not considering the context of the organization conceals a hazard of not understanding its own role and importance of each individual participating in business processes, its role in the process and significance to quality of the business process final result manifested as a product or a service. This is one of the causes of inefficiency of individual organizations or sectors. The solution for mitigating this problem is education of employees on the topics of quality management systems.
11. A panel discussion under the title "Quality Makes a Difference" was held at the Symposium. Panellists from 5 countries (Slovakia, Hungary, Great Britain, Croatia and Slovenia) took part in the panel, as well as some fifty participants from 11 countries. Participants agree that quality presents a potential that could and should be used for making a difference in comparison to competitors. In order to achieve a difference in competitiveness it is necessary to recognize quality as a business philosophy and a pragmatic approach and persevere in higher materialization level of quality management principles.
12. The third meeting of the Steering Committee of the MSEECQI – Middle and South East European Countries Quality Initiative was also held at the Symposium, and representatives of 9 countries participated in the meeting. The Steering Committee discussed cooperation among the members of the Initiative to date and forms of cooperation in the coming period, and concluded that it would continue to work on development of criteria for accession of new members to the Initiative and further development of cooperation.





13. The Symposium was held in the year in which the CQMS marks the 20th anniversary of its existence and activities. On this occasion the Society awarded Acknowledgements, Charters, Plaquettes and Lifetime Achievement Awards as a special acknowledgement, to individuals and organizations for exceptionally high contribution to development of the Society and quality in general. The acknowledgements were awarded to individuals and organizations from Croatia and from abroad.
14. The framework for adoption of these conclusions was presented to participants of the 17th International Symposium on Quality in Zadar at the occasion of the Symposium closing ceremony, on 18 March 2016, and the conclusions were adopted by the Steering Committee of the Croatian Quality Managers Society at its 25th meeting held on 4 April 2016 in Zagreb.

Zagreb, 4 April 2016

CQMS Steering Committee

