



Conclusions of the 20th International Symposium on Quality
Pula, Croatia, 20th – 22nd March 2019

20th International Symposium on Quality organized by the Croatian Society of Quality Managers (the CQMS) was held from 20 to 22 March 2019 in City of Pula. The Symposium was co-organized by: 1) MSEECQI – Middle and South East European Countries Quality Initiative; 2) Herzen State Pedagogical University, Faculty of Management, St. Petersburg, Russia; 3) Department of Production Engineering and Safety, Faculty of Management Czestochowa, University of Technology, Czestochowa, Poland; 4) European Organization for Financial Management, Control and Strategic Planning; 5) University North, Varaždin – Koprivnica, Croatia and 6) Juraj Dobrila University of Pula, Croatia.

The Symposium was held under the working title:
„QUALITY – YESTERDAY, TODAY, TOMORROW“

The high-level patron of the Symposium was the President of Republic of Croatia Kolinda Grabar – Kitarović. The Symposium patrons: MSEECQI – Middle and South East European Countries Quality Initiative; Ministry of Economy, Entrepreneurship and Crafts; Ministry of Environment and Energy; University of Zagreb, Croatia; Juraj Dobrila University of Pula, Croatia; Croatian Chamber of Economy; Croatian Accreditation Agency; Croatian Standards Institute; State Office for Metrology; Croatian Business Council for Sustainable Development, Istra County; City of Pula; Zagreb County Tourist Board, Faculty of Economics and Business Zagreb (Postgraduate specialist university study programme Quality management). Media patrons: Business Media Group, Zagreb, Croatia; Kvalitet & izvrsnost, Beograd, Serbia; Glas Istre, Pula, Croatia; Portal Kvalitet, Beograd, Serbia; scientific magazine Production Engineering Archives, Poland. General sponsor of the symposium was TÜV NORD CERT GmbH, Hamburg, Germany. Donors and sponsors: Croatian Chamber of Economy; University North, Varaždin – Koprivnica, Croatia; BDO Savjetovanje, Ltd, Zagreb, Croatia; Zagreb Airport, Ltd.; Gradska plinara Zagreb d.o.o., Zagreb, University College Algebra, Zagreb, Croatia; Polytechnic Velika Gorica, Croatia; Oskar – Centre for quality and Development, Zagreb, Croatia; Zagreb County Tourist Board; Oskar Edukos, Zagreb, Croatia.

The Symposium was attended by around 120 participants from Croatia and abroad, from 14 countries, as follows: Bosnia and Herzegovina, Finland, Italy, Lebanon, Hungary, Germany, Poland, Romania, Slovakia, Slovenia, Serbia, Thailand, United Kingdom and Croatia. Students and professors from 23 universities, faculties and polytechnics also participated in the symposium. Within the Symposium a panel was organized under the title Quality – yesterday, today, tomorrow, with panellists from four countries and participants from ten countries. A meeting of the Steering Committee of the MSEECQI took place, an association consisting of fifteen institutions and organizations from eight countries.

The Symposium Proceedings accompanying the Symposium (as a book and a CD) contains 45 scientific and professional papers prepared by authors from 13 countries. After presentations of the papers and held discussions, the CQMS Steering Committee formulated the following symposium conclusions:

1. Quality as a phenomenon emerged and existed yesterday, it exists today and it will exist tomorrow. Quality, understood in its broadest sense, has been an “invisible hand” that at the same time has been a motive for progress. Throughout the history of development of human civilisation, the role of the quality phenomenon in its broadest sense has been almost crucial.





2. In order to understand the phenomenon of quality through historical periods, it should be considered in three dimensions; 1st dimension – quality of context; 2nd dimension – quality of management systems; 3rd dimension – quality of products and services.
3. Quality 'Today' means the period starting in 1987 with the publication of the first ISO standard for quality management systems. This stage has lasted until now, and has been characterized by: 1) the adoption of international ISO standards for quality management systems; 2) intensive education about ISO standards, standardization and quality; 3) development of quality infrastructure; 4) development of the business excellence models; 5) certification in numerous industries; 6) unification of the structure of management system standards; 7) modelling integrated management systems; 8) studying a generic model of management system; 9) great tolerance in practical solutions.
4. Strategic determinants of the future of quality are: 1) continuation of development of a new system of values as the basic task; 2) continuation of the standardization process; 3) development of quality as a science that should offer new methods for research of the phenomenon of quality and discover new tools and techniques; 4) a contribution to enhancing the competitiveness of organizations and the economy; 5) a contribution to solving global imbalances, first of all: big differences in the level of economic development, availability of resources, possibilities of defence, degree of education, availability of health care, drastic differences in quality of life.
5. Probably the most difficult problem is how to solve constant growth and development issues, by overcoming causes of recession. Quality as a philosophical approach may contribute to finding the way in searching solutions to this problem.
6. Development of innovations should result in technological changes, and the innovations capability should be the key characteristic of every organization in operational, commercial and social sense.
7. Innovations and human capital require the style of management, which does not rely on the power of authority and the status, but on the capability to create and engage leaders, inside or outside the organization.
8. Strengthening and revitalization of an organization and its quality management system includes strategic organizational learning.
9. A higher level of materialization of quality management principles at all levels would mean a significant positive shift. The final goal is not and cannot be a condition because quality is not static but dynamic. The goal is the way to a higher level of quality of life for everyone on the planet Earth.
10. The usual main goal of any business is to achieve profit and survive in the competitive surrounding. One of the ways to achieve this goal should be establishment of a quality management system. Lately it seems that quality management is of secondary importance, that its focus is on less important questions and it does not show the effectiveness of quality management system.





11. A way out from the existing management crises at all levels can be seen, among other things, in the application of modern methods and tools for risk analysis and assessment and in the commitment and the competence of organizations for making valid and not formal risk assessments. Modern methods and tools enable proactive risk management, which gives better results than prevention alone.
12. The biggest obstacle blocking the way and preventing the progress are the existing habits of people, wrong perceptions and prejudices, which are difficult to get rid of.
13. Quality as a phenomenon cannot solve all problems of today, but can make them more difficult. The reason for this is that all problems have the common cause - (non)quality.

The framework for drawing up these conclusions was presented to the participants of the 20th International Symposium on Quality in City of Pula at the symposium closing on 22nd March 2019, and the conclusions were adopted by the CQMS Steering Committee at its 14th meeting held on 4th April 2019 in Zagreb.

In Zagreb, 4th March 2019

CQMS Steering Committee
President

Assist. Prof. Miroslav Drljača, Ph.D
IAQ – Associate Academician

