

The **ASQ** **Global** **State** of **Quality**

RESEARCH

ANALYSIS,
TRENDS, AND
OPPORTUNITIES

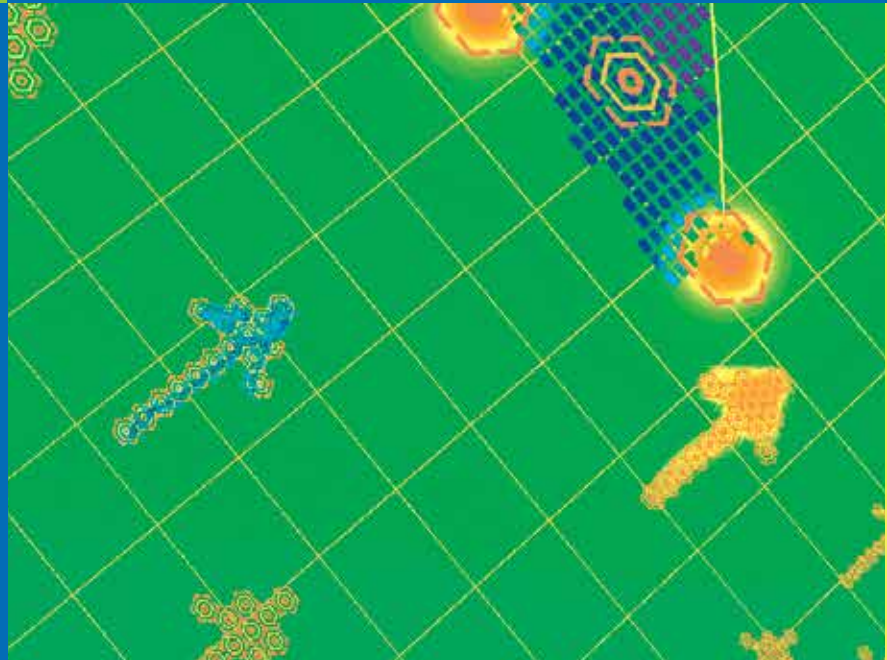
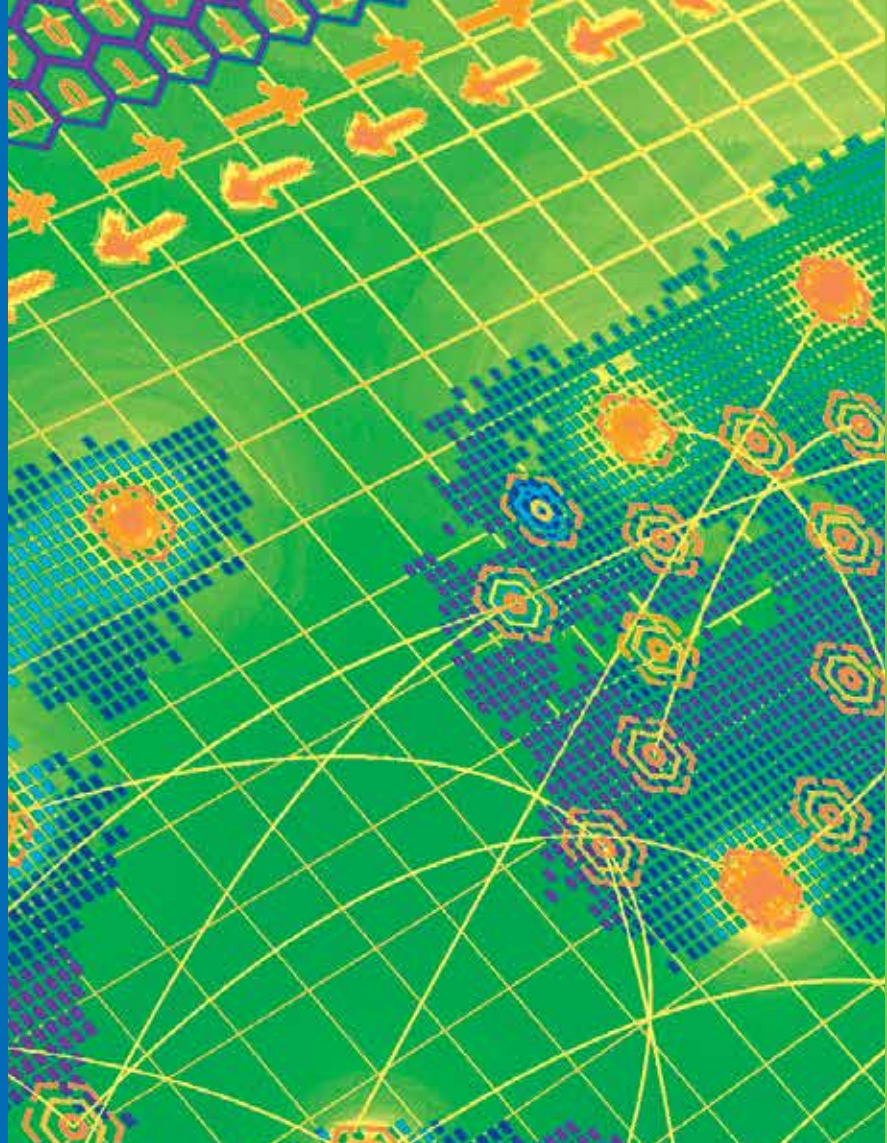
2013

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The ASQ Global State of Quality Research Overview

In any given organization, how many decisions are made without an adequate understanding of the current work environment, goals and performance, the systems and practices used, or the culture driving results or challenging achievement? Decisions and direction too often are based only on a gut feeling, intuition, or “tradition”—thus leading to ineffective or unsustainable change, or leading to no improvement, no innovation, no seized opportunities. These situations play out in an individual’s work, as well as within departments, business units, organizations, and even entire industry ecosystems. Improvement efforts, especially the processes and systems of continuous improvement, can be much more successful when decisions are data-driven—based on information that conveys “as is” and “to be.”

ASQ’s Global State of Quality Research provides baseline data about the current state of practices quality professionals and organizations use. This baseline data has already served to reshape perceptions and inform thinking with facts and comparisons. It identifies gaps between current and desired states. This groundbreaking research provides new information about the reality of the quality discipline, with expansive results both in breadth and depth.

ASQ, APQC, and the Advisory Panel at work on the Global State of Quality are organizing the data, its release, and ongoing work in several ways. The first actual report, *Discoveries 2013*, published in May and discussed in several venues and events already, was the first in a series highlighting quality practices by describing baselines, identifying variances from baselines, and providing a direction for the remainder of the research through 2013. Results from the research thus far provide great insights into some of what is occurring in the quality discipline, which helps spur dialogue among quality leaders, associations, and organizations in regions and locations across the global quality community. These conversations have begun and will continue!

The next step in the research is to answer questions regarding why certain variability exists in order to uncover best practices from which to learn. With those answers, the final step will be to break down how such practices occur. That is, how do organizations use quality practices more effectively? How can shared quality knowledge and experience drive improved futures? And how can we improve quality as a discipline?

Moving from “the what” to “the why,” and then “the how” will occur through the following research components:

What—*Discoveries 2013* offered a high-level summary of the quality practices included in the research. This *Analysis, Trends, and Opportunities 2013* report provides the summaries on practices and disciplines, with a more in-depth review of the project methodology, statistically significant variances, and research next steps.

Why—ASQ Global State of Quality Research Spotlight Reports, an upcoming series of short, topic-specific reports, will delve into individual quality practices, case studies, and topics identified in the work to date as having a high degree of statistical variance and significance. Each Spotlight will link the research data describing “the what” with interviews from quality leaders around the world that describes “the why.” In addition, each Spotlight will have a slide deck of graphics, charts, and tables that can be used to illustrate the findings. The Spotlight Reports will be published through World Quality Month—November 2013.

Next—*ASQ Global State of Quality: Insights, Case Studies, and Continuing Conversations*—a compilation of reactions, observations, and dialogue prompted by the data, the *Discoveries 2013* report, and this report—will be available in November.

And More ... How—A planned *Enterprise Quality Process Benchmarking* report will leverage the Global State of Quality information as a core component for creating a method of gathering, analyzing, and reporting the relationship between quality practices and performance. A group of global organizations is preparing the report for peer review in early 2014.

ASQ Global State of Quality Research

Methodology Background

One of the biggest challenges with research having the scope of the Global State of Quality effort is ensuring the findings are both statistically valid and relevant. Although many criteria of validity and reliability can be met through the use of appropriate analytical techniques, the primary concern in research—bias—is a delicate balance between cost (both money and staff time) and benefit. Bias can creep into research in many different ways, ranging from the way survey questions are constructed to the specific tools used to analyze the data. The cost-benefit analysis associated with potential survey bias comes down to the fact that removing bias requires resources. For example, a stratified random sample of organizations covering every possible organizational characteristic that could influence the use of quality practices would essentially remove bias from the research. Unfortunately the resource requirements for such a project would be immense—thus the challenge becomes determining which factors affecting survey bias to remove within the given resource parameters. This is how the scope of the ASQ Global State of Quality Research was created: by minimizing bias with the limitations of cost in order to maximize the overall value of the research.

The first activity the research team conducted to minimize bias was to define the sample characteristics—essentially which organizations would be targeted to complete the survey. The targeted organizations included a representative sample based on three characteristics: location, size of the organization (based on annual revenue or budget), and industry.

- **Location**—For this factor, gross domestic product (GDP) is a simple proxy for the amount of business work, both public and private, that occurs in regions around the world. Fifteen nations were selected that represent 75 percent of the global GDP, as shown in Figure 1. The figure shows each region as a row, an organizational size grouping as the columns, and the required sample size based on the total number of organizations in the region. The goal was to capture as much of the global GDP as possible within the resource constraints.
- **Size of organization**—In the course of 20 years of benchmarking hundreds of processes, ASQ and APQC have learned that the annual revenue or budget of an organization is one of the most significant indicators of variability of practices among organizations. Generally this is due to greater access to financial or intellectual capital by large organizations or, alternately but equally beneficial, the greater agility to modify practices quickly in small organizations. The results of the ASQ Global State of Quality Research again show that the size characteristic continues to play a significant role. Five size groups are used to disaggregate the organizations, as shown in Figure 1.
- **Industry**—Research¹ has shown there is a drastic difference between how manufacturing-based organizations and service-based organizations govern, manage, and implement quality. The ASQ Global State of Quality Research has focused on gathering a representative sample from these two groups, which culminated in data from 1,094 manufacturing and 897 services organizations.

¹<http://www.apqc.org/knowledge-base/documents/using-enterprise-quality-measurement-drive-business-value-best-practices-re>

The specific industries that comprise each group are highly variable, so analysis at the next level of specificity is not possible at this time. For example, the manufacturing group has data from 486 industrial products organizations, and the services group has 635 surveys from general services.

Although the ASQ Global State of Quality Research contains data from a representative sample within each of these three characteristics, it was not possible to gather an evenly stratified sample among three characteristics. For example, there is not a representative sample of manufacturing organizations within the \$10B or greater annual revenue group for each nation. This limits the statistical analysis to bivariate correlations instead of multivariate. In addition, the current research focuses on factors that affect the variation in practices, so researchers did not collect any quantitative data on the performance of the quality process itself, which again limits analysis to nonparametric tests of frequency distribution.

Last is the issue of sample bias, which involves the characteristics of the survey respondents that were not controlled as one of the three major characteristics. To reach a global audience of adequate size, 90 percent of the data was collected through partner quality associations and their memberships. So the data is almost exclusively from quality professionals in organizations that already have some type of quality process or function. The ASQ Global State of Quality Research is, therefore, only about the current practices within the quality discipline. It does not tell the story of how quality is used in all organizations, regardless of if there is a quality process or not. This does create a sample bias in the research that cannot be removed through any type of statistical analysis. Yet, it also creates many options and opportunities for future study.

Figure 1 Survey sample size by region and size (all currency in U.S. dollars).

	< \$100M	\$100M to \$1B	\$1B to \$5B	\$5B to \$10B	> \$10B	Total
Australia	36	29	3	1	1	70
Brazil	46	31	4	12	21	114
Canada	68	11	51	10	13	153
China	52	34	29	10	20	145
Czech Republic	13	4	0	0	1	18
Finland	71	53	17	6	4	151
France	50	22	15	17	24	128
Germany	101	48	12	7	6	174
India	37	10	8	14	22	91
Mexico	50	20	11	3	5	89
Netherlands	57	25	34	16	17	149
Russian Federation	30	10	4	19	17	80
Spain	64	13	9	3	4	93
United Kingdom	40	32	57	14	21	164
United States	122	74	52	33	40	321
Other	34	7	3	4	3	51
Total	871	423	309	169	219	1,991

Obviously, the preference would have been to remove the aforementioned limitations by gathering data from a wider range of organizations with more depth and specificity among characteristics. With the first-time research constraints of time and resources, it was not possible to remove all the potential bias. Nonetheless, exceptional insight and value can be generated from the current research data. This report is based only on the remaining, most statistically significant data relationships and patterns that have not already been highlighted in the *Discoveries 2013* report. There are hundreds of comparisons to be made with the ASQ Global State of Quality Research; the driving concern is finding the most interesting, statistically valid, and valuable insights. This report has a section for each of the three aforementioned demographic characteristics. This report is divided into three sections, one for each of the demographic characteristics discussed. The findings in each section are based on the remaining data relationships that are the most statistically significant ($p=.05$), and are topics that have been of interest to many quality professionals and leaders that have reviewed the data thus far.

Location

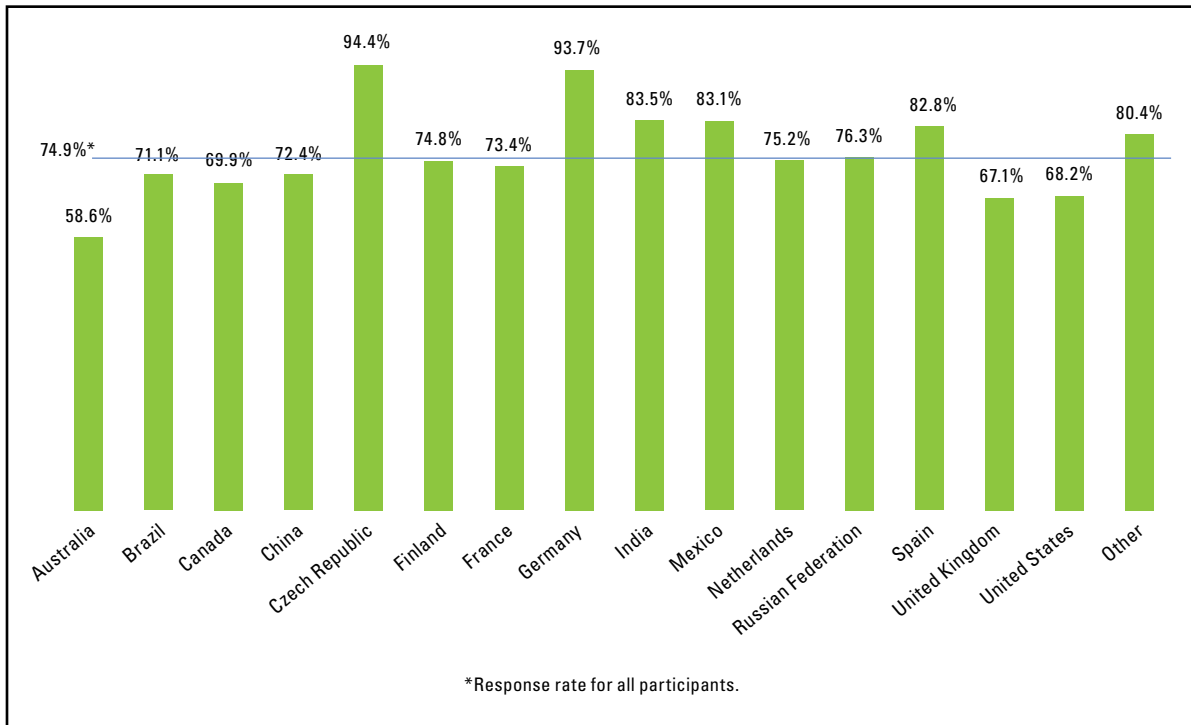
As stated in the *Discoveries 2013* report, one of the most significant findings from the research is that the location of an organization has the least impact on the variability of quality practices² of the three demographic characteristics. This is contrary to the general perception that the location of operation would highly affect the types or sophistication of quality practices used. Although there are a few outliers to this general pattern (a discussion of which follows), the vast majority of practices have a minimal amount of variation by location that are not statistically significant.

Reporting Structure of the Organizational Quality Function

Although use of the five governance and management models for organizational quality is fairly evenly distributed among locations, the reporting line for the senior quality position varies greatly across nations, as shown in Figure 2. Organizations where the quality position reports to the highest position in the organization range from 58.6 percent in Australia to 94.4 percent in the Czech Republic. All of the European countries are above the overall average, and both the United Kingdom and the United States are eight to nine percentage points below. Although there is no definitive answer yet as to why organizations select certain reporting structures, insights from quality professionals indicate that the increased visibility of the senior-most quality leader reporting to the organization's chief executive ("CEO" in many countries) can have a positive impact on the success of the quality process/system. This can be seen in the increased access to resources, policy changes, and even tighter integration of quality with other core strategies.

²Throughout this report, reference is made to discussions with quality professionals, thought leaders, and associations. The Global State of Quality Research team is conducting a series of 40 to 50 interviews to collect data for the Spotlight Reports. Specific details, with attributable comments and examples, will be available in the Spotlights.

Figure 2 **Does your senior quality position report directly to the CEO or equivalent?**



Standardized Quality Measures

The ASQ Global State of Quality Research effort has involved much discussion already about measuring quality. The measures most often brought up are outcomes or outputs of the quality process, such as defects, internal failure rate, on-time delivery, and customer satisfaction. In addition, there is a tremendous amount of interest in measuring the efficiency and effectiveness of how organizations implement quality processes. For example, how should quality processes be staffed, resourced, even managed? What cycle time should be expected to resolve a corrective action preventative action (CAPA) review? How often should quality measures be reviewed with various levels of staff, management, top leaders? These types of in-process measures are extremely valuable to the overall governance and management of the quality process, but are rarely used.

This quality research effort gathered data on several characteristics of quality measures including usage, reporting frequency, and levels of standardization. The standardization characteristic refers to the commonality (i.e., definition or scope, not actual performance targets) of quality measures throughout an organization. Again, although there is no data yet to support the impact of common quality measures on the performance of the quality process, discussions with a wide range of quality leaders indicate several potential benefits. For example, staff in diverse parts of an organization can more closely compare quality performance, which can lead to increased opportunities to share internal best practices. Figure 3 (see next page) shows there is statistically valid variability in the way organizations in different countries standardize quality measures across an organization, with internal employee (stakeholder) satisfaction having the largest difference.

Figure 3 **Percentage of organizations with quality measures that are standardized across the entire organization.**

	External customer satisfaction	Percent compliant	First pass yield	Internal failures	Defects per million	Percent on-time delivery
Australia	58.6%	38.6%	21.4%	27.1%	32.9%	41.4%
Brazil	50.9%	39.5%	23.7%	32.5%	29.8%	30.7%
Canada	58.2%	47.7%	24.2%	29.4%	24.8%	40.5%
China	62.1%	42.8%	20.7%	31.7%	28.3%	31.7%
Czech Republic	83.3%	61.1%	11.1%	55.6%	44.4%	38.9%
Finland	68.9%	33.1%	10.6%	23.2%	12.6%	54.3%
France	61.7%	47.7%	25.8%	28.1%	27.3%	39.8%
Germany	69.0%	48.3%	18.4%	38.5%	29.3%	47.7%
India	71.4%	54.9%	26.4%	29.7%	31.9%	42.9%
Mexico	60.7%	41.6%	14.6%	29.2%	25.8%	41.6%
Netherlands	61.7%	46.3%	23.5%	33.6%	32.2%	32.2%
Russian Federation	71.3%	45.0%	23.8%	32.5%	30.0%	31.3%
Spain	57.0%	40.9%	21.5%	39.8%	29.0%	35.5%
United Kingdom	62.2%	55.5%	29.9%	35.4%	32.3%	30.5%
United States	59.2%	38.3%	24.3%	32.4%	30.2%	32.4%
All Respondents	64.7%	47.1%	23.5%	29.4%	23.5%	49.0%

Transparency of Quality Measures

Quality measures are used for more than monitoring performance. Many organizations utilize these measures to create and influence a culture of quality by increasing the transparency of quality activities, driving collaboration through the recognition of performance, and even as a component of variable performance compensation. There is considerable variability across the organizations and countries surveyed in terms of the level of standardization of quality measures. This is also true for the level of transparency, where quality measures can be reviewed by staff throughout an organization. Figure 4 shows the distribution by location with the overall percentage at 51.3 percent, a low of 43.0 percent in Brazil, and a high of 72.2 percent in the Czech Republic. Although many factors may explain why this high level of variance exists, input from quality leaders and research advisors indicates that cultural factors may dictate the comfort level associated with a high level of transparency.

Quality and Compensation

Along with standardization and transparency, quality measures are also used to influence the culture of quality as a component of performance-based compensation. Yet, interviews reveal no definite conclusion regarding its effectiveness. Figure 5 shows the distribution of “somewhat agree” and “highly agree” to the use of quality measures in compensation, with the overall percentage at 52.4 percent. The Czech Republic, Mexico, and Germany are all more than 60 percent, whereas the United States, Australia, and Finland are below 50 percent. This is another practice that will be the focus of one of the Spotlight Reports.

Figure 4 **Quality measures are available for review by staff across the entire organization.**

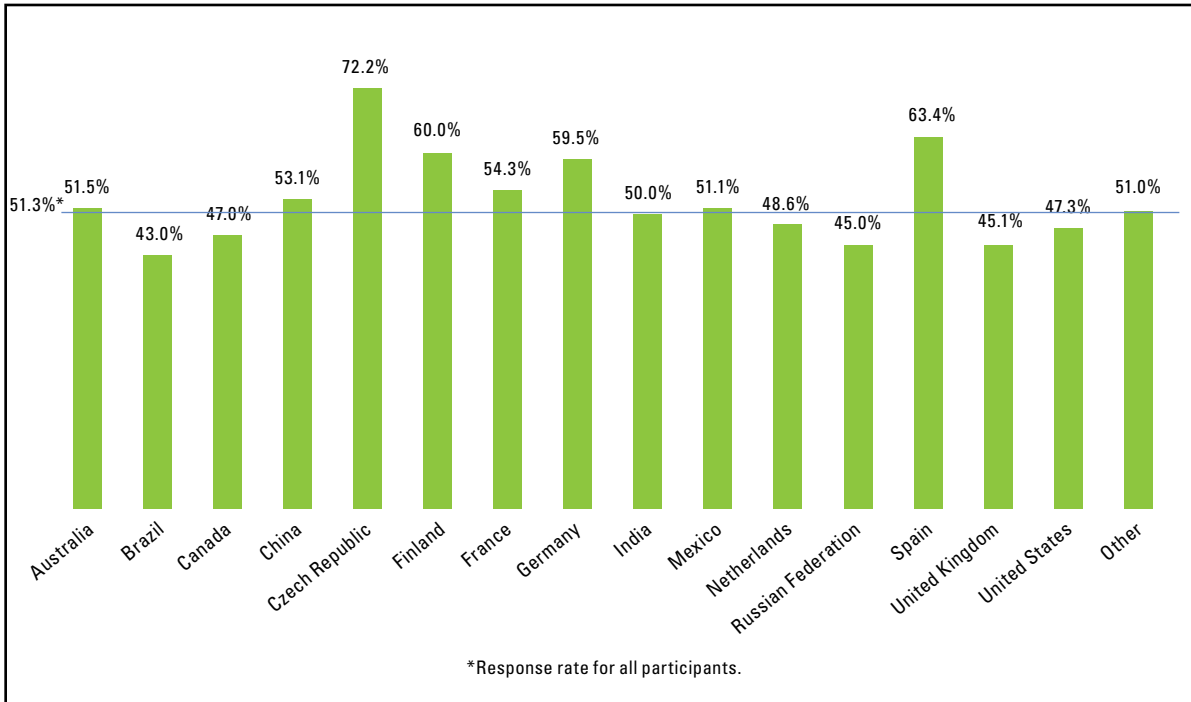
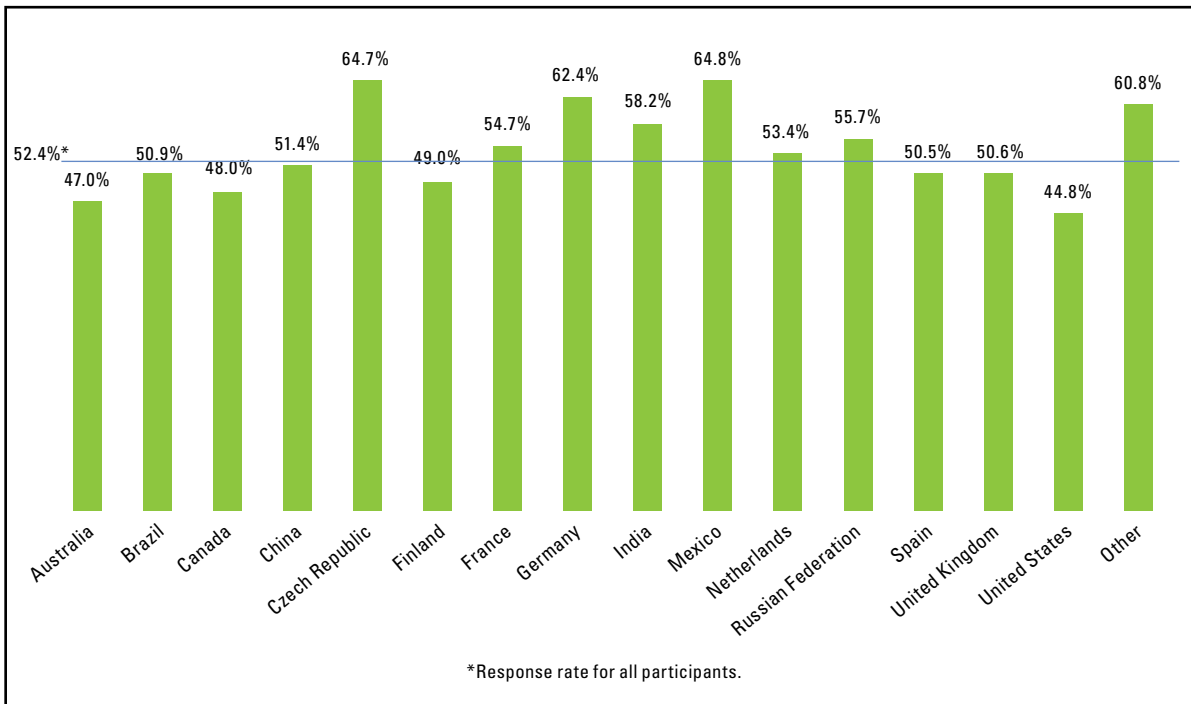


Figure 5 **Quality measures are used as part of variable performance compensation (at any level of the organization).**

(Note: respondents answered with "somewhat agree" or "highly agree")

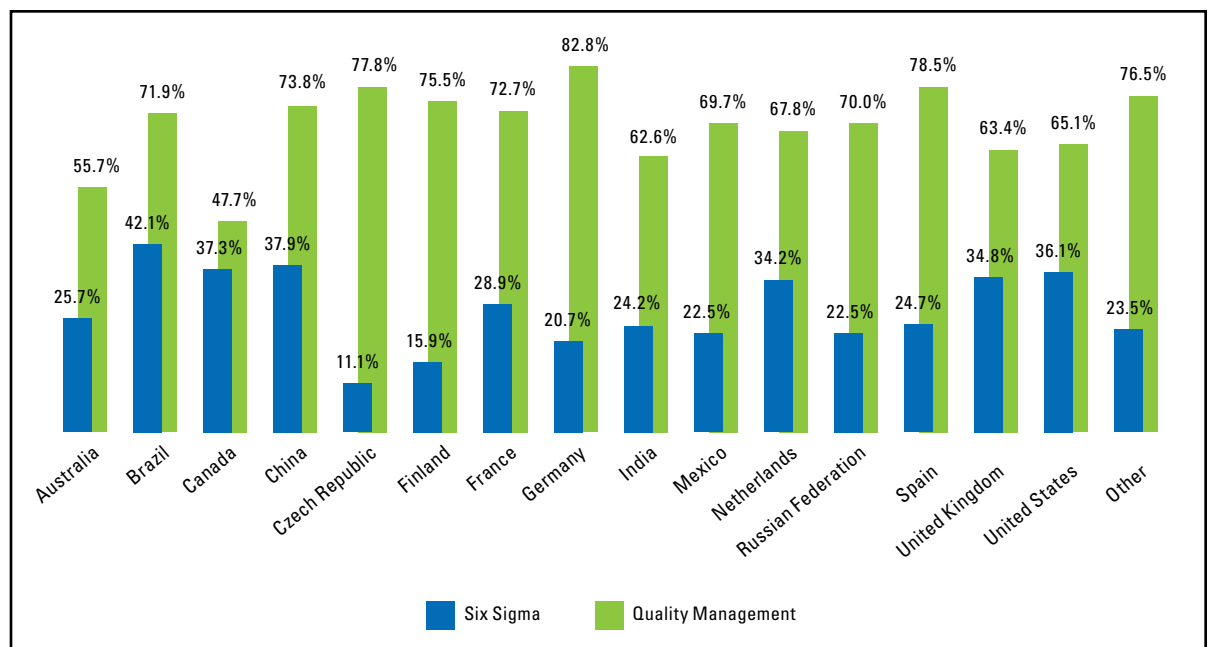


Quality Training and Competency Topics

Training—or, more specifically, the development of quality competencies—is always a major topic of discussion with leadership, perhaps even more so in recent years with the changing workforce worldwide. Competency development not only ensures that the skills are present in an organization to adequately complete quality activities, solve problems, apply analytics, and achieve results, but can also be a tremendous contributor to the culture of quality. Many organizations (as seen in the *Discoveries 2013* report) provide quality-related skill development for a wide range of staff, not just quality professionals. This allows an organization to create a language of quality that can be used in all processes, not just what is core to that organization’s quality system and plan. Although there are many types of competencies, the ASQ Global State of Quality Research focused on the five most commonly used: Six Sigma, lean, quality auditing, ISO management standards, and general quality management principles.

Although there is minimal variation across countries in the use of lean, quality auditing, and ISO management standards, there are significant differences in training for Six Sigma and general quality management principles. Figure 6 shows a chart with the distribution of responses by location for both Six Sigma and quality management. The range is fairly large, with the Czech Republic at the lowest percentage of 11.1 percent and Brazil at the highest percentage with 42.1 percent for Six Sigma training. General quality management competency development is much higher, with an average of 68.7 percent, and Germany at the highest percentage of 82.8 percent. Many of the countries included in the ASQ Global State of Quality Research have national quality programs or guidelines that provide direction for training and skills development, which obviously has an impact on what organizations offer staff.

Figure 6 Types of training provided to staff working on quality-related activities.



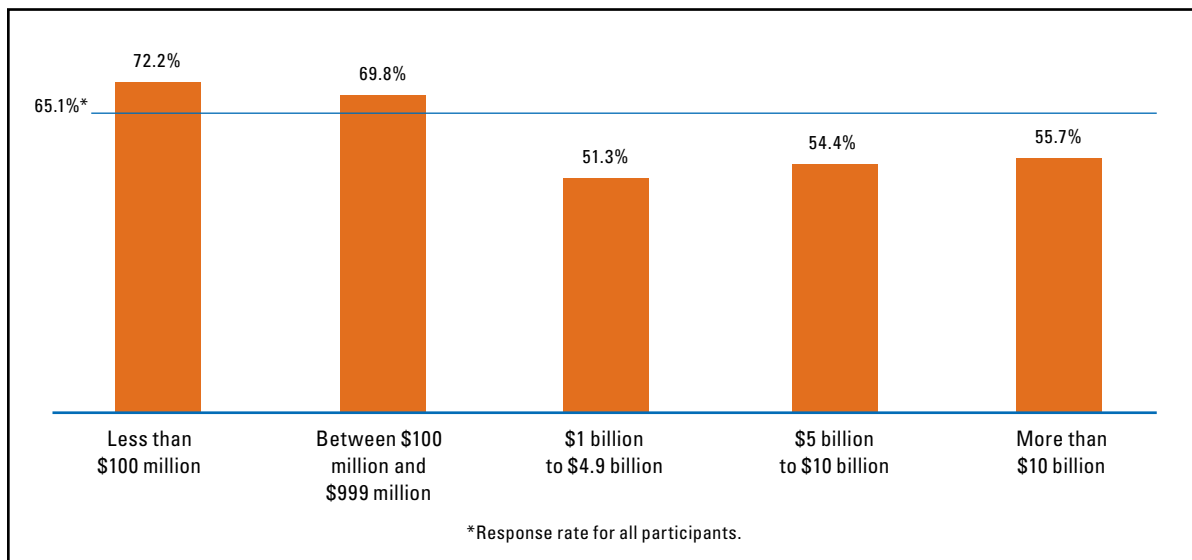
Size of Organization

Predictive Quality Measures

In many of the research and advisory team discussions, one of the most prevalent topics was the difficulty organizations have in creating and using quality measures that are leading indicators/predictors of operational or business performance. For a long time, organizations have vocally expressed interest in figuring out how to harness quality measures to help determine the probability of more severe quality issues at the end of a value chain—before a customer is affected. A few organizations are taking this further by statistically linking quality measures early in the value stream to other business and operational performance measures, thereby providing leadership with a way of understanding the potential impact of quality activities and performance.

Many of the organizations in the ASQ Global State of Quality Research indicated that they use quality measures for trending and/or predictive analytics (Figure 7), with the overall percentage for “somewhat agree” and “highly agree” at 65.1 percent. What is noteworthy are the response rates moving from smaller organizations to larger organizations. The combined percentage for “agree” (both “somewhat” and “highly”) is highest for the smallest organizations, and steadily gets lower as the organization size increases. Whether it is the complexity of the operational environment or some other factor, there is a statistically significant difference in utilization.

Figure 7 **Quality measures are used for trending and/or predictive analytics in either operations or business processes.**



Managing Quality Professionals

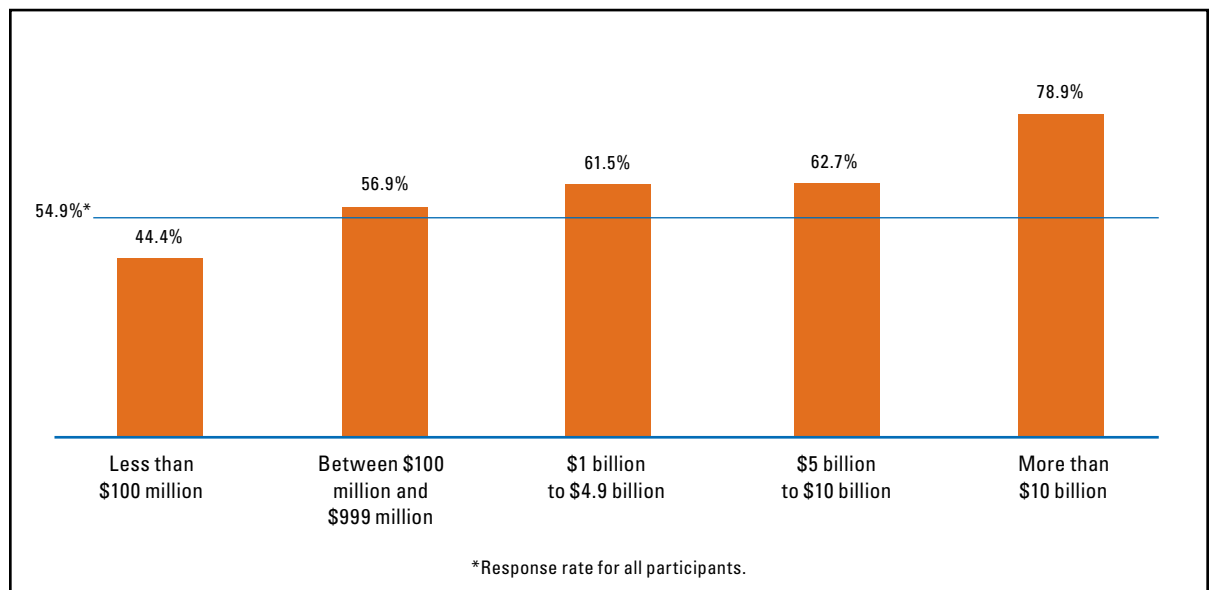
Quality leaders and teamwork play a part in the critical activity of developing and managing technical talent. In many cases, the intellectual capital created by employees in both service and manufacturing organizations is the differentiating factor in the marketplace, as seen in the most successful organizations in the world.³ Supporting technical staff is more than just training and competency development; it is about creating a succession plan “to prepare for future staffing needs through identification of critical roles and the focused development of employees who can potentially fill those roles.”⁴

Succession planning is a form of risk mitigation that can minimize the loss of quality professionals, practitioners, and leaders who often have a specialized set of skills and experience. This is especially true for quality leaders at the highest level of the organization, where the knowledge and aptitude for collaboration with diverse business operations and understanding of the organization’s strategic plan and goals are requirements that cannot be simply taught in a classroom setting or learned by watching a video. It involves mentoring and hands-on interaction, with thoughtful planning and careful execution, as well as adaptability and flexibility. The large variation in responses (Figure 8) regarding succession planning seems intuitive, as larger organizations may have more formalized technical talent management programs available. But the 30-point difference in percentage between the smallest and largest organizations does call out the question: Why?

³<http://www.apqc.org/knowledge-base/collections/succession-planning-and-leadership-development-collection>

⁴<http://asq.org/service/body-of-knowledge/tools-succession-planning>

Figure 8 **Succession planning for leadership managing your organization’s quality process.**



Supplier Quality Management

Supplier quality management is another hot topic for quality professionals. Many organizations are finding that products and services are sub-optimized by the quality programs (or lack thereof) of suppliers and sub-suppliers (suppliers to their suppliers). Today it is virtually impossible to work in isolation, as more and more products or services are delivered by a network of organizations. Third-party research⁵ has shown that a multi-tiered integration of quality management can have positive benefits to performance, not only for the organization that delivers to the customer, but for all organizations within the supply chain network. The question then becomes not about the value itself, but instead how to actually do it.

One of the first steps that organizations embark upon is training suppliers on the existing quality management system. ASQ Global State of Quality Research shows that only 34.5 percent of organizations actually train first-tier suppliers, and only a small fraction (two to three percent) train second- and third-tier suppliers. The variance by revenue size (Figure 9), although statistically significant, is somewhat intuitive, as smaller organizations tend to have fewer suppliers (if any) as compared to the largest.

The most striking pattern is that the \$100M to \$999M group of organizations has the highest percentage (51.8 percent) of training for first-tier suppliers, whereas the \$5B to \$10B group—the second largest group—has the lowest percentage at 15.4 percent. This pattern also holds true for the collection of quality performance data from first-tier suppliers see Figure 10, next page.

⁵Paul Mangiameli and Christopher J. Roethlein. *An examination of quality performance at different levels in a connected supply chain: a preliminary case study.* MCB University Press, 1999.

Jason Briscoe, Terry Nels Lee, and Stanley E. Fawcett. *Benchmarking challenges to supply-chain integration: Managing quality upstream in the semiconductor industry.* Benchmarking for Quality Management & Technology, 1999.

Figure 9 **We train our suppliers on our quality management system.**

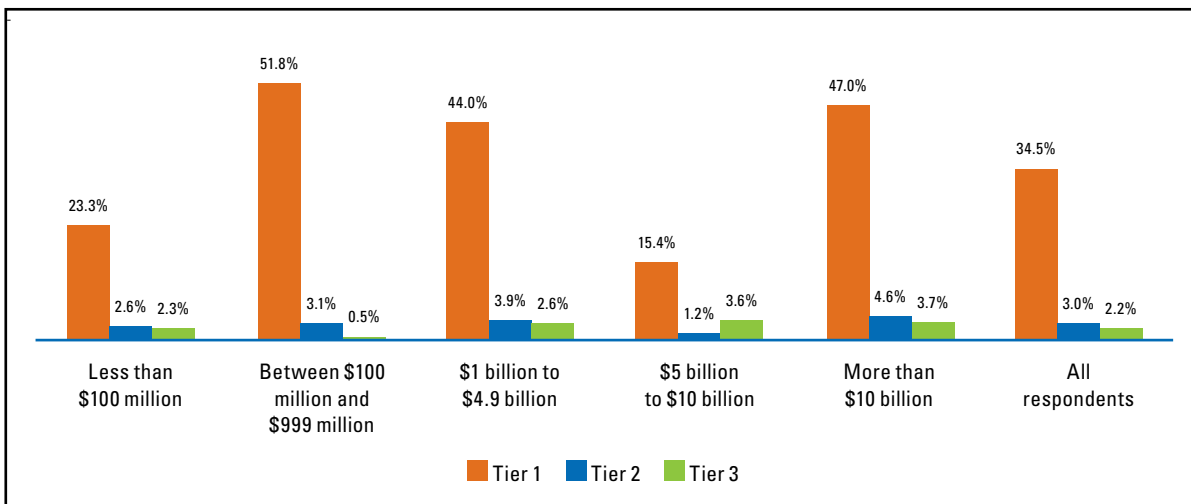


Figure 10 **Quality performance data is gathered from first-tier suppliers or contractors.**

(Note: respondents answered with “agree” or “strongly agree”)

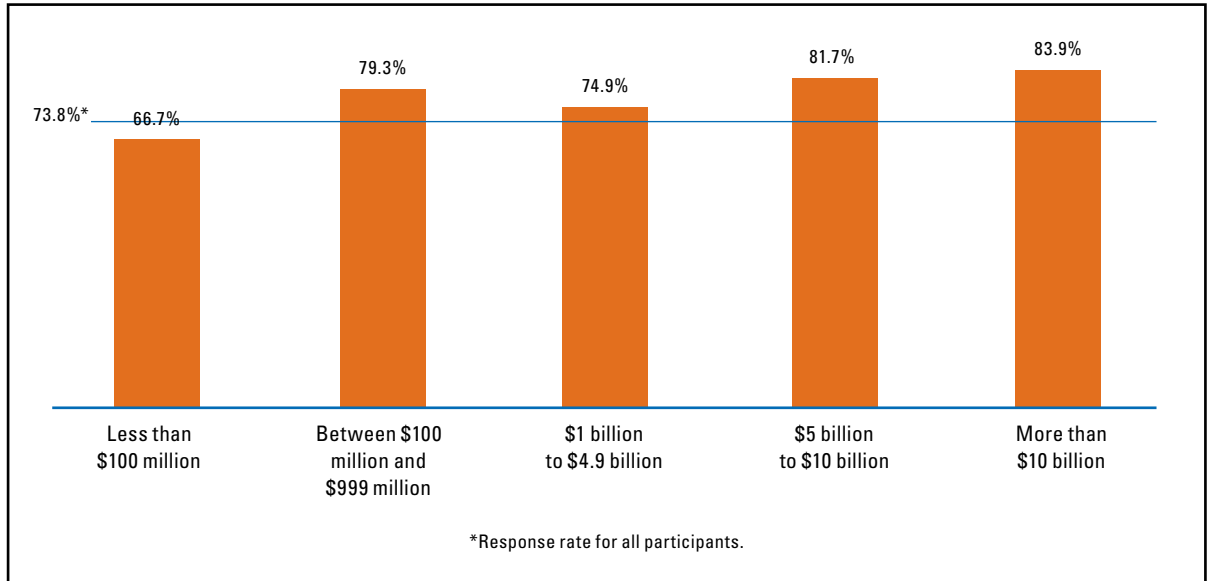
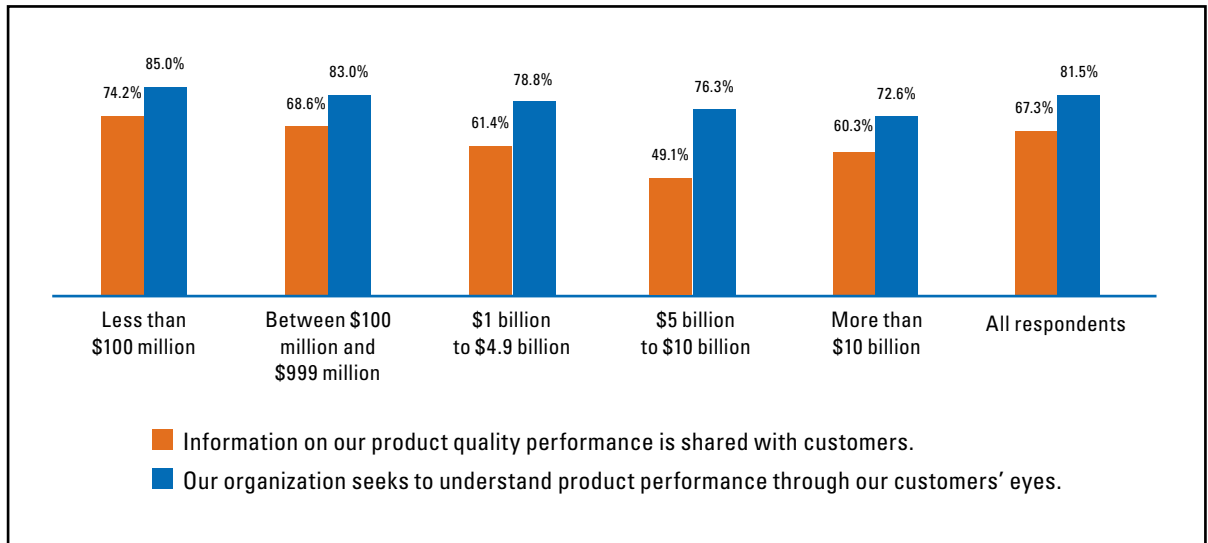


Figure 11 **The Customer™.**

(Note: respondents answered with “agree” or “highly agree”)



The Customer™

The *Discoveries 2013* report introduced the term “Customer™,” which represents the integration of customers and the quality process by sharing quality-specific data, defining requirements, or capturing actual perceptions of performance. Although organizations have been doing this for many years, the focus has typically been on end-of-process outputs. The Customer™ focus is really about integration throughout the entire value chain, starting in product or service design, moving through development and testing, continuing through production, and ending in delivery and servicing.

Several questions in the ASQ Global State of Quality Research asked organizations about the level of integration between the customer and quality, as seen in Figure 11. The figure shows the “agree” percentage by organization size regarding the sharing of product quality data with the customer, as well as the “agree” percentage for organizations that work closely with customers to understand their perception of overall product performance. In both cases, the variation between the size groups is striking, as the smallest organizations have the highest percentages. Perhaps smaller organizations have more opportunity to work closely with customers simply based on overall volume, but the causal factors will be explored further in an upcoming report.

Industry

Of all three demographic characteristics, industry has the most significant impact on the variability of quality practices. There is little doubt that the manufacturing and services organizations apply and use quality practices differently; the big question is to understand why. Is it because there are dramatically different customer needs? Are processes so different that an alternative approach is required for each group? Or, at a very general level, are the organizations in the two industry groups simply starting at different points on a quality journey?

From dozens of interviews with quality professionals, the reason is not yet clear. What we do know is that there are numerous opportunities to share knowledge concerning why quality practices are implemented differently, and perhaps that sharing can lead to improving the value of quality in both industries. It is noteworthy that many of the large global organizations that have a mix of products and services are beginning to realize that the “silo” approach to quality as a manufacturing process only is leading to under-realized value. These organizations are reaching out to other organizations in the service industry to understand the best way to move quality practices into processes such as sales, finance, and human resources. In addition, there is real interest from services organizations to learn from the years of experience possessed by manufacturing organizations. The *Discoveries 2013* report highlighted most of the practices with significant differences between manufacturing and services, but there are two remaining differences that are of interest to thought leaders in business and quality.

Quality Measures for Frontline Staff

During the most recent benchmarking project conducted by ASQ and APQC, one of the most often-cited practices that had an impact on the quality culture and quality performance was daily access to quality measures for frontline staff. This allows staff who are directly involved in the application of quality practices to review performance data and quickly make course corrections. In addition, organizations discussed how this increased accessibility by frontline staff provided a greater sense of ownership. This led to staff presenting new ideas to leadership for process changes.

Figure 12 **Quality measures are generally reported or made available to frontline staff.**

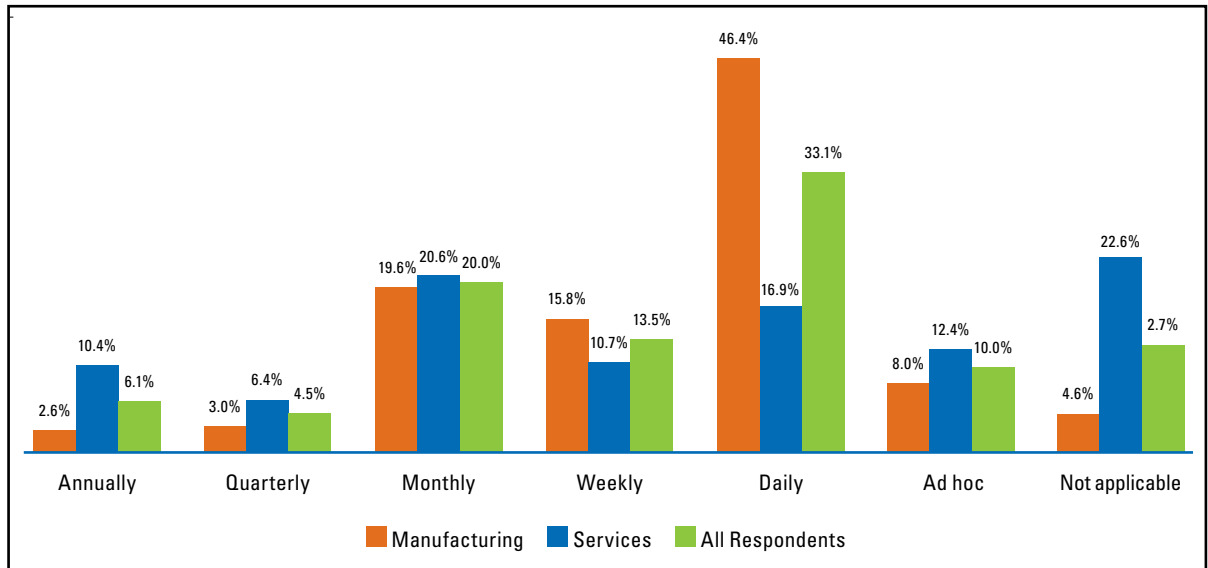
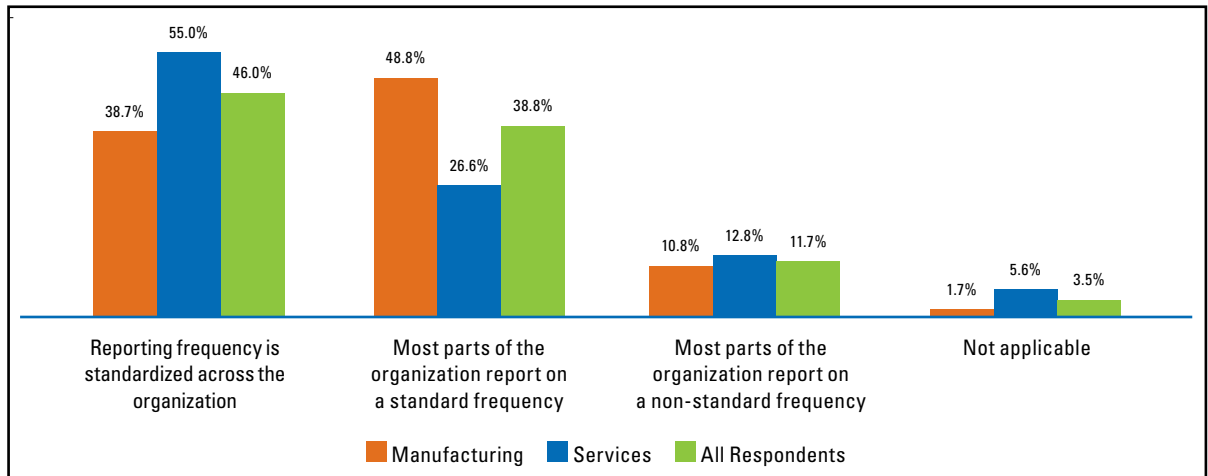


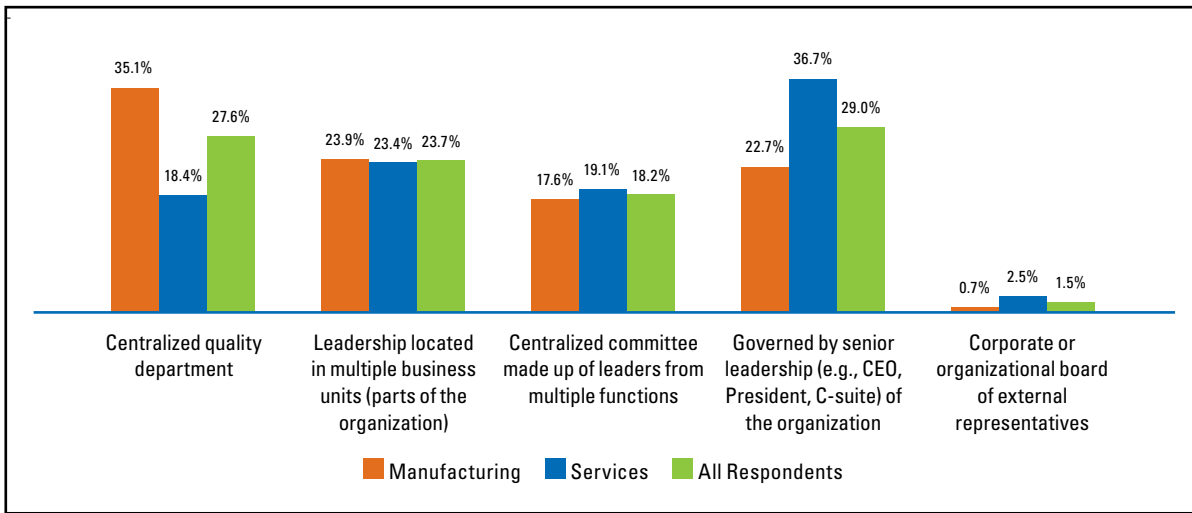
Figure 13 **Standardization frequency of reporting for quality measures.**



For services organizations that do not have highly transactional deliverables, this practice is still applicable by making quality measures available to staff whenever the measures are updated. Figure 12 shows the distribution of organizations that indicated quality measures are reported to staff at various intervals. Daily reporting has the highest percentage for manufacturing organizations, compared to monthly reporting for services. One of the most telling aspects of the data is that 22.6 percent of services organizations indicate “not applicable,” meaning no quality measures are shared with frontline staff. Whatever arguments can be made about the value of increased frequency, providing no quality measures to frontline staff is counterproductive.

Another telling practice associated with reporting is the standardization of the reporting cadence, as seen in Figure 13. Services organizations are more likely to have a standard reporting cycle of quality measures for the entire organization, whereas manufacturing organizations are more likely to have a standardized cycle across business units.

Figure 14 **Governance model for the quality process.**



Quality Governance

Lastly is the governance models used by manufacturing and services organizations, as shown in Figure 14. Although there is fairly close distribution amongst the four main models within each industry, the variation between industries is significant.

The most common model for manufacturing is a centralized quality department at 35.1 percent; for services, governance by senior leadership (e.g., someone typically holding a “chief” title or similar authority titles) is highest at 36.7 percent. The difference shown here also accounts for revenue size, so there is clearly a reason why services choose to put the governance of the quality process in the hands of senior leadership versus some type of centralized department. Interviews revealed a common reason for this could be simply a budgetary issue.

For many services, the quality process itself is relatively new, and thus does not often have the historical context or cultural buy-in from the organization. This often leads to a single senior leader taking on the responsibility for quality while the process grows and matures—eventually leading to the formation of a specific quality group as responsibility and need increases. Again, selecting the most appropriate governance and management model for a quality process can be influenced by a myriad of factors, which is why this practice will be an area of continued research for the Global State of Quality.

What's Next?

As stated in the introduction, the ASQ Global State of Quality Research consists of a number of deliverables, starting with the *Discoveries 2013* report, this report, a series of topically oriented Spotlight Reports, and a wrap-up on *Insights, Case Studies, and Continuing Conversations*, from now through World Quality Month in November. The release of the reports provides a tailored view of the research, starting with a high-level summary and ending with more detailed analysis of the data, in conjunction with interviews from quality professionals and leadership around the world. While the Spotlights will provide greater views into understanding why quality practices differ by countries, size of organizations, or industry, all the effort is leading up to the most valuable work that will occur in 2014.

The 2013 ASQ Global State of Quality Research is the foundation for a method of gathering, analyzing, and sharing quality-related data that links practices to performance. In the end, the goal is to create a way for organizations to assess the performance of the quality function and utilization of resources to identify areas that can be improved. This will be provided by the 2014 Enterprise Quality Process Framework and Benchmarking initiative, which will include statistically validated specific quality practices with both the measures of quality performance and resources utilized to achieve that performance. Quality leaders from a core group of global organizations already have begun the work of designing an industry agnostic process model for enterprise quality, a holistic set of process measures, and an assessment tool that will be available for peer review in the first quarter of next year. The goal is to begin data collection and analysis for the next phase of the ASQ Global State of Quality Research by the end of 2014.

Acknowledgments

The current ASQ Global State of Quality Research could not have been accomplished without the help of dozens of supporters around the world, in terms of thought leadership and financial support. While the ASQ Global State of Quality Research provides substantial insight into the current quality practices used by organizations around the world, the findings do not explain why large variations exist. As more research continues, the goal is for a dialogue to be started by industry executives, quality associations, thought leaders, and professionals. ASQ challenges everyone to get involved in this truly groundbreaking research. Take a few minutes to visit the ASQ Global State of Quality Research web site at **www.globalstateofquality.org** to learn more about the project.

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ASQ has partnered with APQC for this innovative project. APQC is a 35-year-old nonprofit organization located in Houston, Texas, U.S.A.



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