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# **Successful Strategies for Creating, Achieving & Sustaining Culture of Excellence**

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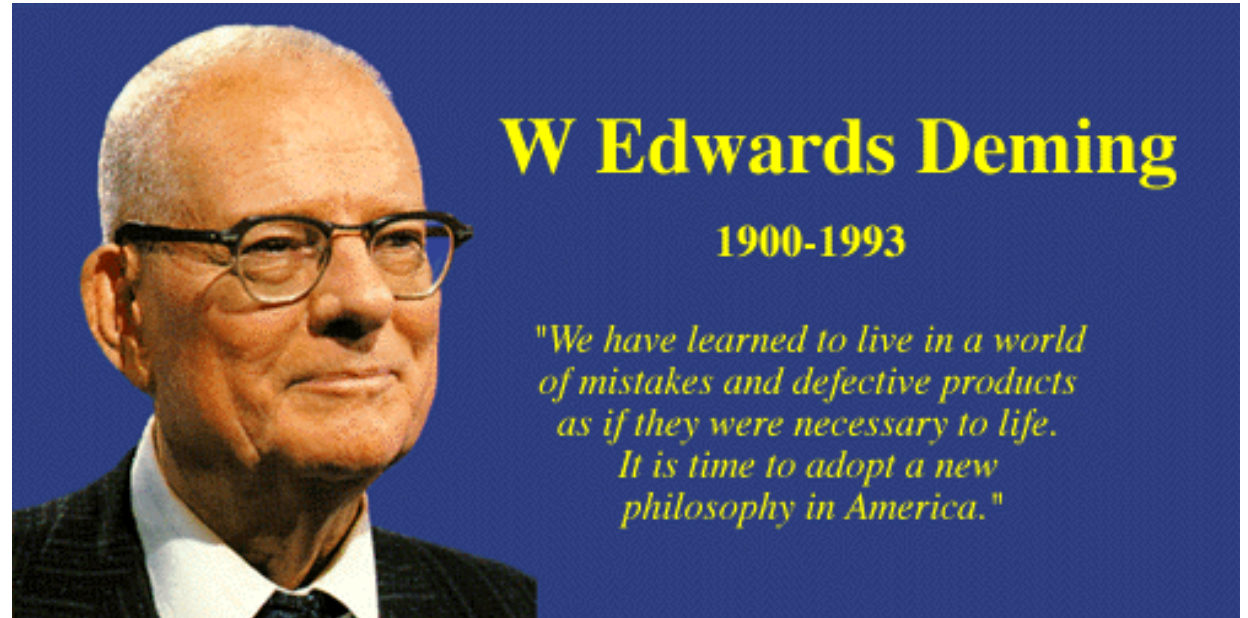
# In fast changing business environment, organizations are implementing excellence models to attain market leadership, create culture of performance and culture



# Even then customers continue to experience dissatisfaction, inconvenience.....

## How does inefficiency look like

1. Spending more than necessary.
2. Senior Managers perform tasks that could be done by their subordinates.
3. Overlapping / confusing roles and responsibilities
4. Waiting for information, material, decisions.
5. Inefficient process – bureaucracy, red tape, non-value adding tasks.
6. Ineffective processes – Processes without any clear focus/ end result.
7. Excessive dependence on post-delivery audits. etc.





# Experience of implementing TQM in a giant conglomerate steel company



Using TQM to enhance performance and create a culture of quality

# Leadership for quality - key learning lessons

- Belief in Quality
- Integrating TQM in routine business
- Demonstrating impact of Quality on business results
- Responsibility for Quality & Excellence
- Appropriate positioning of Quality / Excellence function in organization
- Driving out fear

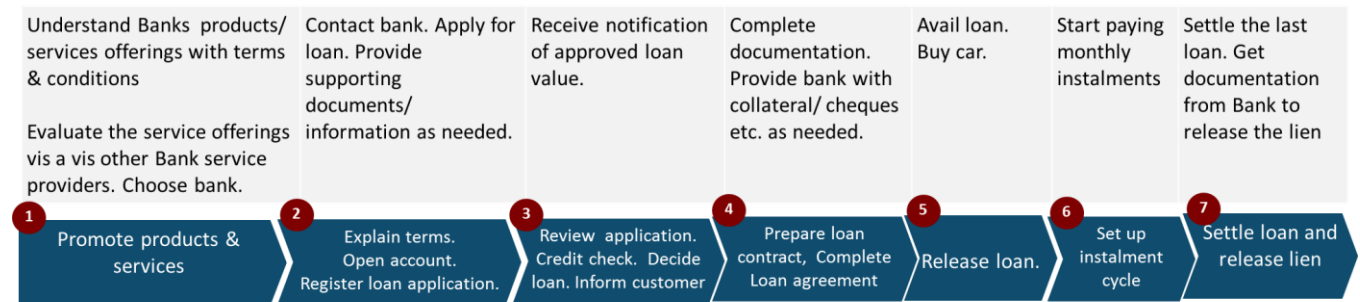
Fear takes on many faces in the organization

- *Afraid to express ideas*
- *Afraid to ask questions*
- *Afraid of losing job*
- *Afraid of not always having a ready answer*
- *Afraid of making mistake*
- *Afraid of low performance rating in annual performance appraisal.*
- *Etc.*

# Customer focus - key learning lessons

- Listening to customers continually
- Identify different customer groups/ segments to serve
- Map customer journeys & use them to enhance customer experience
- Aligning processes, technology, roles and organisation structure to serve customers
- Move from customer satisfaction to customer experience

## Customer Journey Example for “Auto Loan from a Bank”



### For each stage of the customer journey detail

- associated processes,
- functions responsible,
- performance measures,
- communication messages,
- service standards
- Staff competencies etc.

# Customer journey – Key insights

1. Map end-to-end customers journey in detail
2. From customer point of view. (Not from “my” perspective)
3. Identify all the key touch points with customer
4. Identify various stakeholders involved at different stages of customer journeys
5. B2B C/J are more complex, long, technical in nature needing customization and continuous engagement.



# Key learning lessons for sustaining excellence

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1. Leadership for quality
2. Customer focus
3. Fact based management
4. Leverage technology as key enabler
5. Strategy for outsourcing and strategic partnership
6. Recognize and reward quality service and performance
7. Adopt proven management system frameworks and standards
8. Inspire and engage people
9. Set high standards of performance
10. Train staff on how to deliver quality customer service



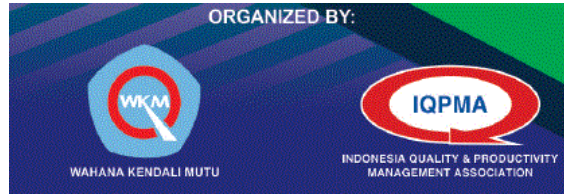
# Concluding thoughts

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Leadership's belief in quality and their continued commitment & involvement to excellence, customer service and continual improvement is essential to sustainability.

Without leadership commitment, do not even start.





Q & A  
Thank You

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