

FILIPINO “SUGOD” (MOVE-ON TOGETHER) : FRAMEWORK FOR SUSTAINING QUALITY IMPROVEMENT

**WORLD QUALITY FORUM
INTERNATIONAL ACADEMY FOR QUALITY (IAQ)
KEMPINSKI HOTEL CONVIVUS
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CEO, QUALITY PARTNERS COMPANY, PHILIPPINES**



BACKGROUND OF THE APPROACH

- MORE THAN 99% OF THE ENTERPRISES IN THE PHILIPPINES ARE MICRO, SMALL and MEDIUM SCALE (MSME) BASED ON SIZE OF CAPITAL & MANPOWER .
- COMMON TO SMEs IS THE ABSENCE OF LONG-TERM PLANNING, DOCUMENTATION AND SYSTEMATIC REVIEW TOWARDS CONTINUAL IMPROVEMENT
- MAJOR PROBLEM OF MOST MSMEs IS SUSTAINABILITY OF THEIR QUALITY IMPROVEMENT EFFORTS
- WITH GLOBALIZATION AND ACTIVATION OF THE ASEAN ECONOMIC COMMUNITY (AEC) IN 2015, SPEED IN COMPETITIVENESS ENHANCEMENT WAS URGENTLY NEEDED.

**“SUGOD” (MOVE ON TOGETHER!!) CYCLES FOR CONTINUAL IMPROVEMENT
THE 5-PHASE-FRAMEWORK and ROAD-MAP TOWARDS TOTAL QUALITY (TQ)**

**Phase I Survey of company quality climate/practices
and degree of Workplace Cooperation (WPC)**

**Phase II Unite in strategic planning for quality...
sharing of Vision/ Mission/Policy/ Goal**

**Phase III Grow in skills and capabilities for better
enhancement of total competence**

**Phase IV Operationalize plans & programs towards a
sustainable quality improvement**

**Phase V Develop approaches for ensuring continual
quality improvement company-wide**

**REVIEW "S-U-G-O...", then Proceed to "S"(Phase I) for the 2nd
cycle and so on to the nth cycles of improvement ...**

“SUGOD” 5 PHASES FORM A NEVER-ENDING CYCLE



PRE-REQUISITES FOR “SUGOD” INTERVENTION

- 1- Full support and leadership by Top Management – spearheaded by HRD**
- 2- Understanding that “SUGOD” is both a framework & road-map for Total Quality (TQ)**
- 3- Acceptance that activities towards TQ is sustained through continual improvement**
- 4- Transparency of Top Management in measurement of growth indicators**

PHASE I : “SURVEY” the 6 Ms OF QUALITY

PHASE 1- SURVEY STATUS OF:

MANPOWER

MATERIALS

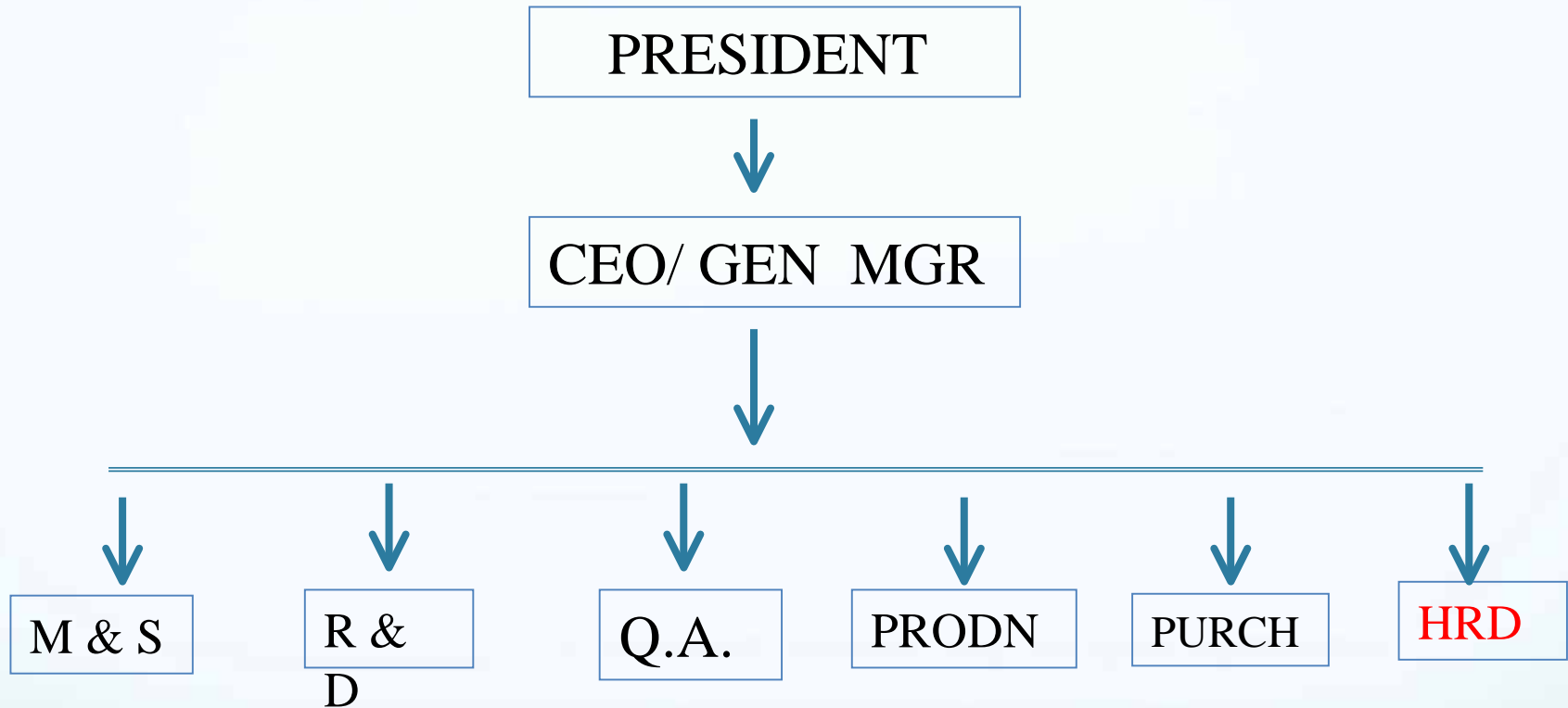
METHODS

MACHINES

MEASUREMENT

MOTHER EARTH – (later)

DETERMINE IF BASIC ORGANIZATIONAL STRUCTURE EXISTS



CONCEPTUAL ORGANIZATIONAL STRUCTURE

WHAT IS THE EXISTING RELATIONSHIP AT WORK ?



**FROM (1) LABOR-MANAGEMENT CONFRONTATION; TO (2) COOPERATION;
TO (3) PARTNERSHIP & IDEALLY, TO; (4) COMPANYWIDE COOPERATION :**

**Phase II – UNITE (Management and Staff) in STRATEGIC PLANNING FOR QUALITY and PRODUCTIVITY:
BELOW IS THE SAMPLE CASE OF ENCHANTED KINGDOM INC. (EKI)**



- **Re-formulation of Quality Policy of the company**

- **RE-FOCUSING Business Situation (current and projected) by the President & CEO (TRANSPARENCY)**

- **SHARING of Company Vision, Mission, Policy and Goals – SWOT Identification**

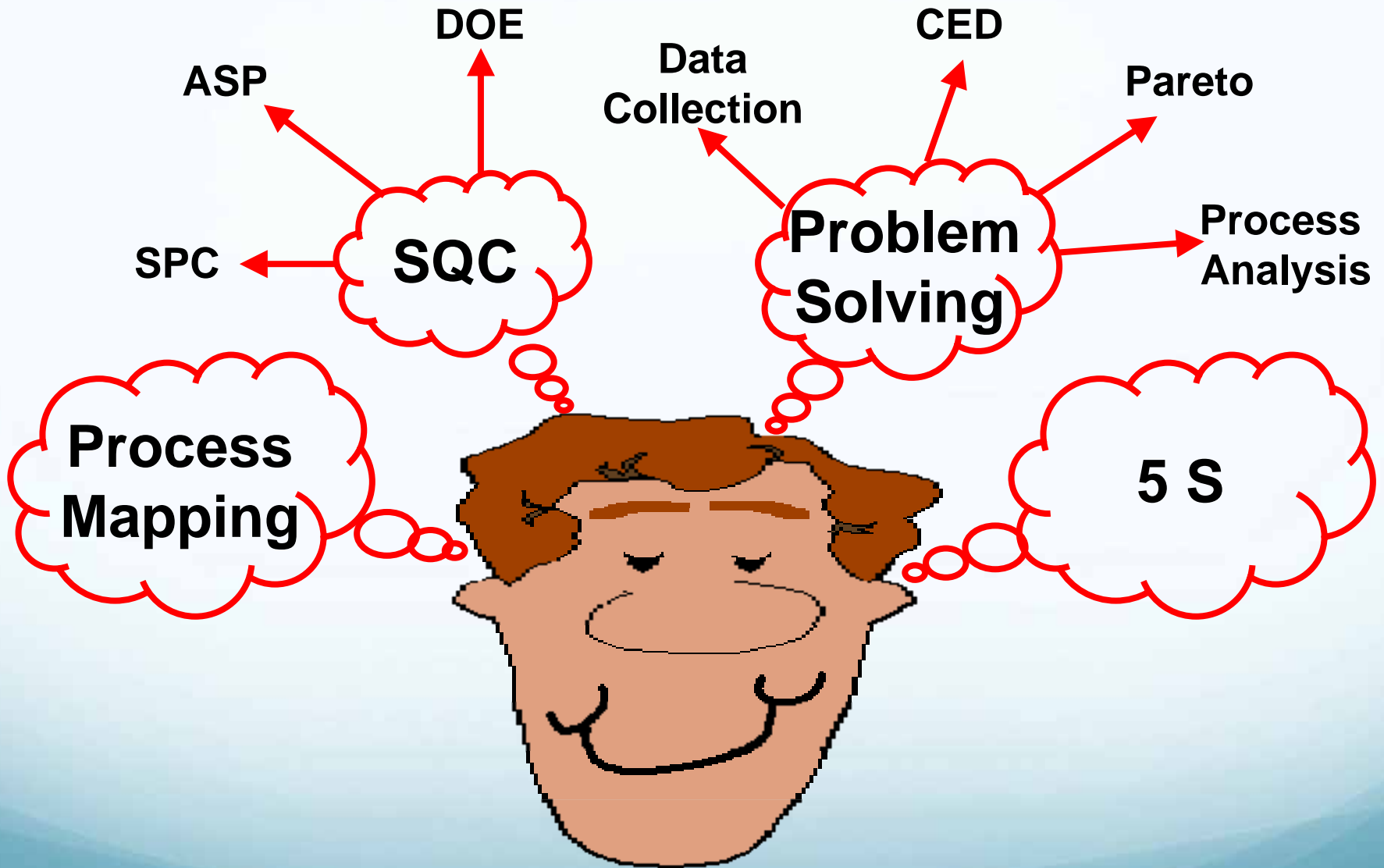
PHASE III : “**GROW**”-TRAINING ADDS EMPOWERMENT or the COMPETENCE TO MAKE THE RIGHT DECISIONS

Dr. Armand Feigenbaum – known
as the Father of Total Quality
Control (TQC) says:

“**Empowerment** of employees at
all levels is a benefit to the
company and should **not be**
considered as cost.”



Dr. Armand V. Feigenbaum, with
Dr. Miflora M. Gatchalian where
both were speakers at the 55th
European Organization for Quality
(EOQ) Congress in Budapest,
HUNGARY (2011)



QUALITY IMPROVEMENT through JOINT PROBLEM-SOLVING ...

PROBLEM-SOLVING by JOINT STAFF-MANAGEMENT TASK FORCES
(International Container Terminal Services, Inc., Philippines- experience)



EACH EMPLOYEE GETS OWNERSHIP OF IDEAS – IMPROVES COMMITMENT

Quality Partners Company Ltd.

Phase IV Operationalize programs for a sustainable continual improvement to achieve TQ

- Institutionalize EKI's Quality Policy and Firm-Up **VMP-GOAM** for the year and the next 3-5 years
(**V**ISION, **M**ission, **P**OLICY, **G**OALS, **O**BJECTIVES, **A**CTIVITIES, **M**ONITORING)



- More applications of updated and improved Quality practices by Management and Staff

- Regular Measurement of Quality Improvement indicators/Parameters

Mamon, M. O., “Workplace Cooperation: The “LMC” (now WPC) and EKI’s Turn-around Experience“ 2nd National Seminar Workshop
UP-Institute for Small-Scale Industries, 2014

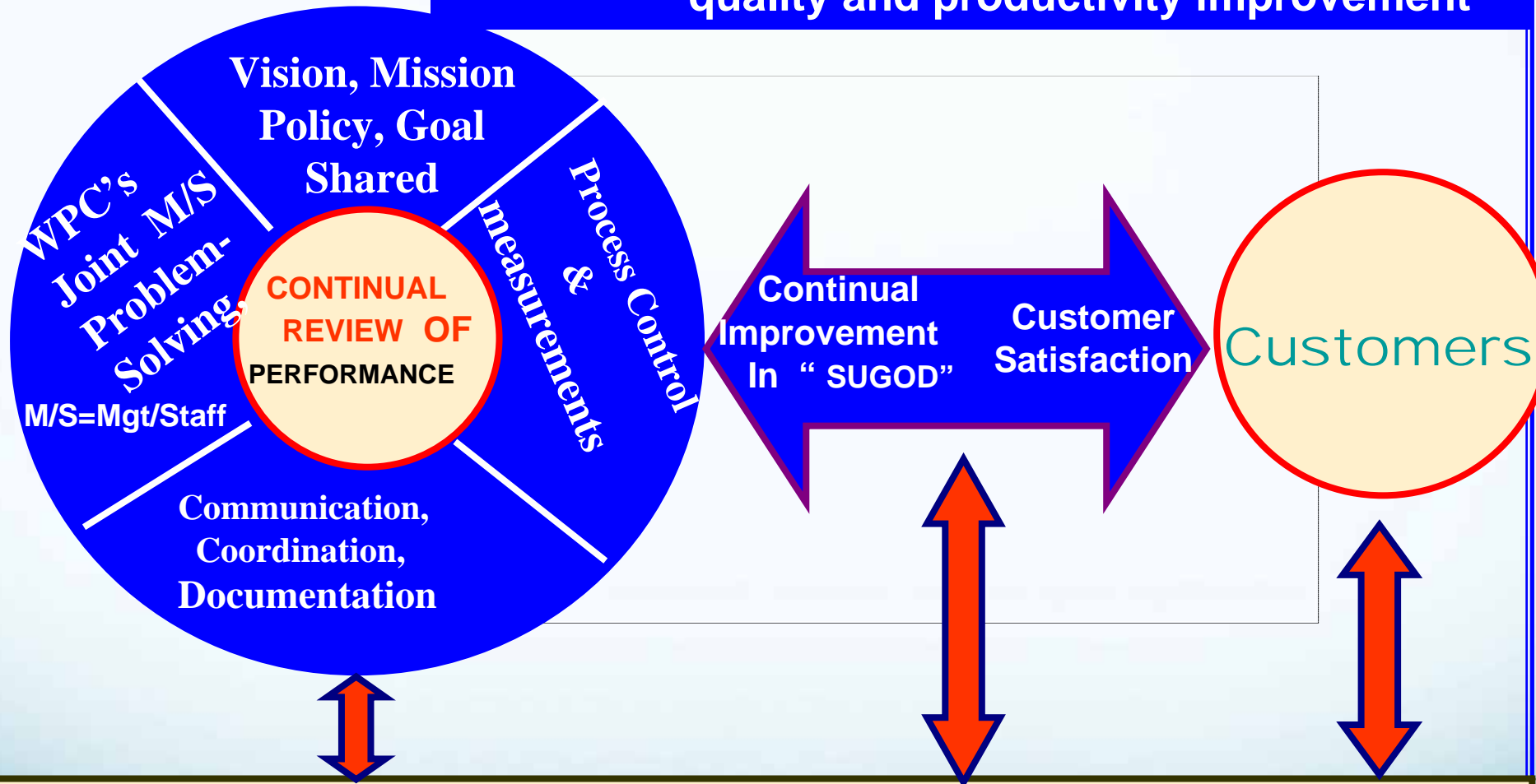
Park Revenues
1996-2012



1996

2012

Phase V- Develop approaches for continual quality and productivity improvement



"SUGOD" FRAMEWORK AND ROAD MAP FOR CONTINUAL IMPROVEMENT
A Systems View of how continual quality improvement in the enterprise is achieved through the "SUGOD" framework

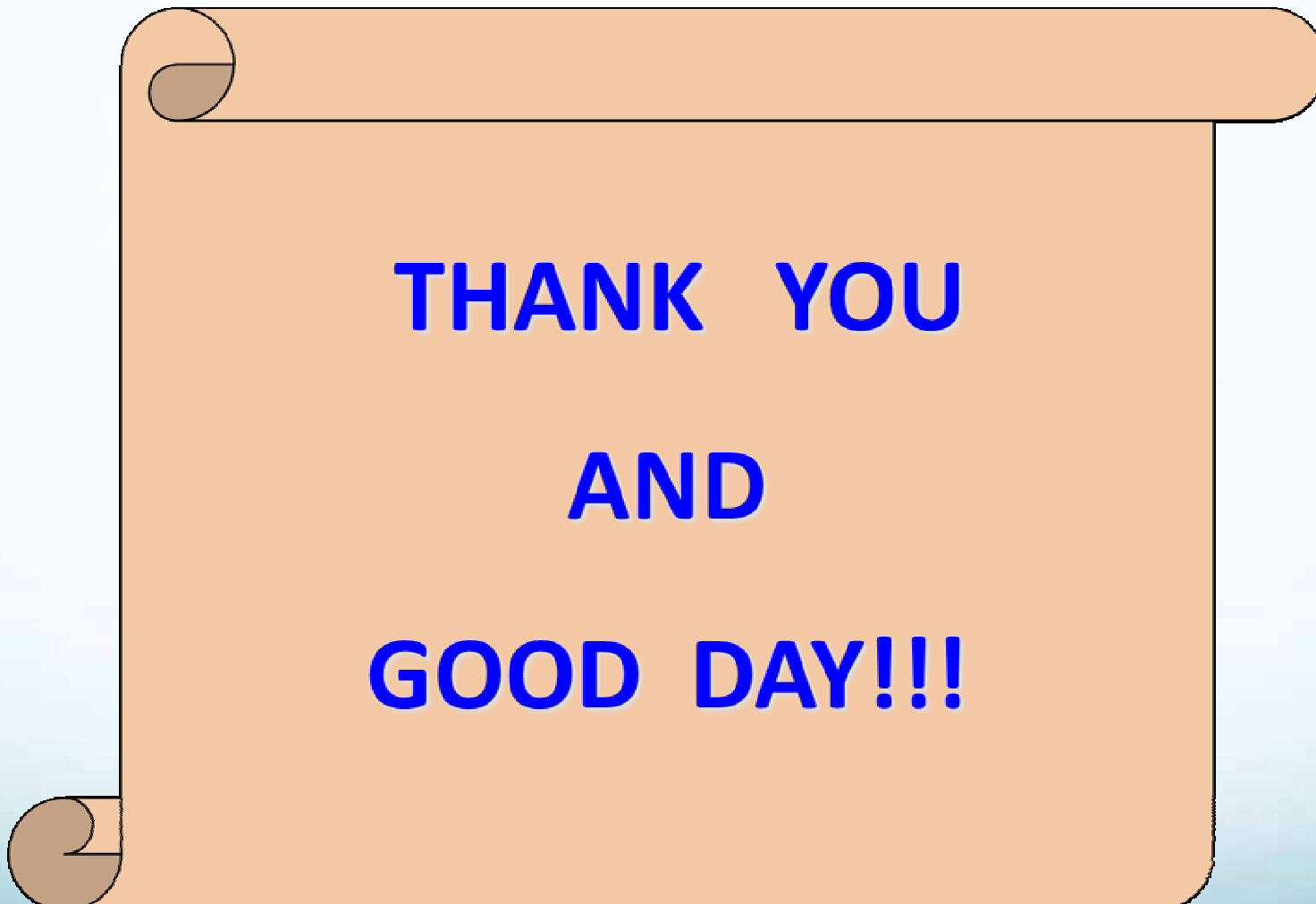
CURRENT FOUR CASES (2013-2018)

- 1- CRYSTAL BEACH RESORT , SAN NARCISO ZAMBALES (NORTH):
LARGE SERVICE COMPANY (NO UNION) STARTED JUNE, 2013**
- 2- LOLA NENG'S BAKESHOP - CALAMBA, LAGUNA (SOUTH) :
SMALL ENTERPRISE (NO UNION) STARTED JANUARY 2014)**
- 3. LUY'S TASTE OF SUCCESS FOOD SERVICES - PASIG (NCR):
SMALL ENTERPRISE (NO UNION) STARTED, FEBRUARY 2015**
- 4. INTERNATIONAL CONTAINER TERMINAL SERVICES, INC. (ICTSI)-
MANILA BASED (GLOBAL BRANCHES):
LARGE ENTERPRISE (UNIONIZED) REFRESHER, STARTED JUNE, 2015**

THE JOURNEY TO EXCELLENCE IS A ...



**A NEVER-ENDING QUEST ... AND REQUIRES
CONTINUAL IMPROVEMENT THROUGH “SUGOD”!**



**THANK YOU
AND
GOOD DAY!!!**



Dr. Miflora Minoza – Gatchalian
CEO, QUALITY PARTNERS CO. LTD.

Industry Experiences:

Researcher, RFM Corporation

Consultant (local) - Puyat Group, Toyota,
Philips Corp, Ford, IMI, Jollibee Group
Pure Foods Corp (SMC), Del Monte, etc.

University of the Phil – Retired Full Professor

International Consultant on Total Quality,
Research, Food Safety, Sensory
Evaluation. Statistics, etc. through UNDP,
UN- ITC, FAO, ILO & other Int'l Agencies.

- **CEO, Quality Partners Company, Ltd. (QPC Ltd. Philippines)**
- **Academician *Emeritus*, International Academy for Quality (IAQ)**
- **Secretary-General *Emeritus*, Asia Pacific Quality Organization (APQO, Inc.)**
- **Fellow and Philippine Councilor, American Society for Quality (ASQ)**
- **Honorary Member, Philippine Society for Quality (PSQ)**
- **Past President of : the PSQ, Philippine Association of Food) Technologists (PAFT) and the Federation of Institutes of Food Science and Technology in ASEAN (FIFSTA)**
- **The APQO-Walt L Hurd Foundation honored her with a gold medal in her name (MMG Medal) to be awarded to a globally recognized Excellent Woman Quality Professional**
- **Multi-awarded locally and internationally for her efforts in quality promotion**
- **International Consultant on quality, sensory evaluation, statistical thinking and food safety**