

# échanges

the performance in review

**SPECIAL EDITION**  
**EUROPEAN QUALITY**  
**CONGRESS**



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# EDITO



**By Torolf Paulshus and Pierre Girault**  
EOQ and France Qualite Presidents

## Feel the new Quality Way !\*

Feel the new Quality way

You are attending the 62nd European Quality Congress, organized naturally by EOQ and this year by AFQP/France Qualité.

Don't have any doubt : this event looks as the reference one ; in order to make the two days as fruitful as possible, we just give you five little advices.

**P**articipate... please don't hesitate to be fully active and committed, regarding the plenary sessions and parallel ones or side meetings. High level speakers, managers and experts, join us, willing to open their books, expecting to deliver an added value. Just at your convenience.

**A**nticipate. We live in a rapidly changing world. But more than ever, the continuous improvement process is at the heart of any challenge : transformation, simplification, innovation, etc. Let's thus understand even better to what extent Quality appears as an asset for a competitive Europe, and let's prepare the future.

**R**elax... of course, there are speeches, workshops, and discussions around a booth can be helpful. Nevertheless, please appreciate also the Parisian style, during the gala dinner for instance, the breaks, the animation times, in a casual atmosphere - among your Quality friends.

**I**ntegrate all the inputs covering the different parts of the continuous improvement process, which deal with management/governance, operational excellence, risks mastering and compliance, as well as CSR or digitalization ; and all the new EOQ offers meeting your expectations.

**S**hare. Many people who come from various countries are ready to share experiences, best practices. Go and play the game ! Undoubtedly, it is an incredible opportunity in terms of networking, discovery. Even more concerning the (key) role of Quality leader.

Our message is expressed warmly : welcome in Paris, and enjoy !

*\*Editorial of the 62nd European Quality Congress, published on June 21, 2018 at the beginning of the event.*

## échanges

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**SPECIAL FOLDER  
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Feel the new Quality way !**

# ▶ feedbacks

## A memorable Congress

Interview by France Qualité

On 21 and 22 June, the 62nd edition of the European Quality Congress brought together 350 people in Paris. For 20 years, France had not hosted this event, so it is a pride for our association to have been able to gather and satisfy such a demanding public. With 165 companies and 43 nationalities represented, it is far beyond the European borders that the renewed Quality message has been conveyed.

What did the participants think? Here is a wide selection of feed backs collected during the Congress ...



I found it very interesting to catch different points of view on different systems, how we use Quality and in very different maners. That is to say that I was in the business [and there was also around the table] a controller and someone who had more a managerial point of view. So it's always interesting to see how the same systems are used in various divisions.

**Hervé Fauve, Total, France**

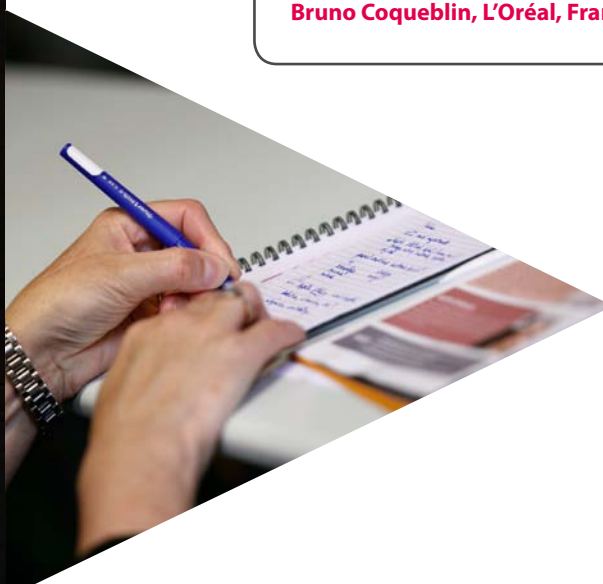
L'Oréal is a partner of the Congress to show that L'Oréal is very invested in the field of Quality, even if I think we have no more to prove it, but it is also to be attentive to all that can happen elsewhere because Quality is always something that can be improved. And to take ideas here and there, so it's very interesting to share and have, on a field that has nothing to do with ours, ideas to take into account.

**Bruno Coqueblin, L'Oréal, France**



This is my first participation so it's a discovery. The topics of the morning were much more interesting than those of the afternoon, they spoke of social responsibility. What motivated me to come is curiosity at first. And I am a little heated by my local AFQP leader, who comes to see me or who asks me to do actions. So I wanted to see what was being done. The idea maybe one day would be, why not, to participate in a European Quality Award process. I already received a Regional Award a few years ago and I thought maybe I could do better one day, when I have some time.

**Franck Orsoni, V. Mane Fils, France**





The presentations are interesting, are diverse. We come from the academic world so we discover new environments. The session this afternoon was very interesting, an extra would have been good! We are trying to build a Continuous Improvement Service within the University and we are therefore taking feedbacks from other business practices.

**Mylène Rousselle and Isabelle Duarte, Lille University, France**

A very nice conference, very interesting with a diversity of cultures and nationalities that are extremely enriching to consolidate the vision that we can have on Quality, on the Quality community as a whole. A very nice operation, with a beautiful weather as well, it's great. This is a great opportunity: it's been 20 years since we had the opportunity to organize this Congress, it makes us want to start almost, we say to ourselves in 20 years!

Afnor partner of the Congress, it is of course obvious because we speak about Quality. Furthermore, the theme about the future is something that is very interesting, these are reflections that interest us at the highest level. And of course the international context, especially in Europe but far beyond that because we have almost the 5 continents represented. It was the three motivations: the international, the projection in the future and Quality.

**Vincent Gillet, Afnor, France**



There are interesting things. The sessions I attended yesterday brought me a lot of things, especially on transformation issues at the level of large companies like L'Oréal. I am part of the Airbus Group so we have some common problems in terms of volume, number of employees, so it seemed quite interesting. Especially sharing experiences and all networking, it's positive for me.

**Anne Lamadon, Airbus, France**



## 43 countries

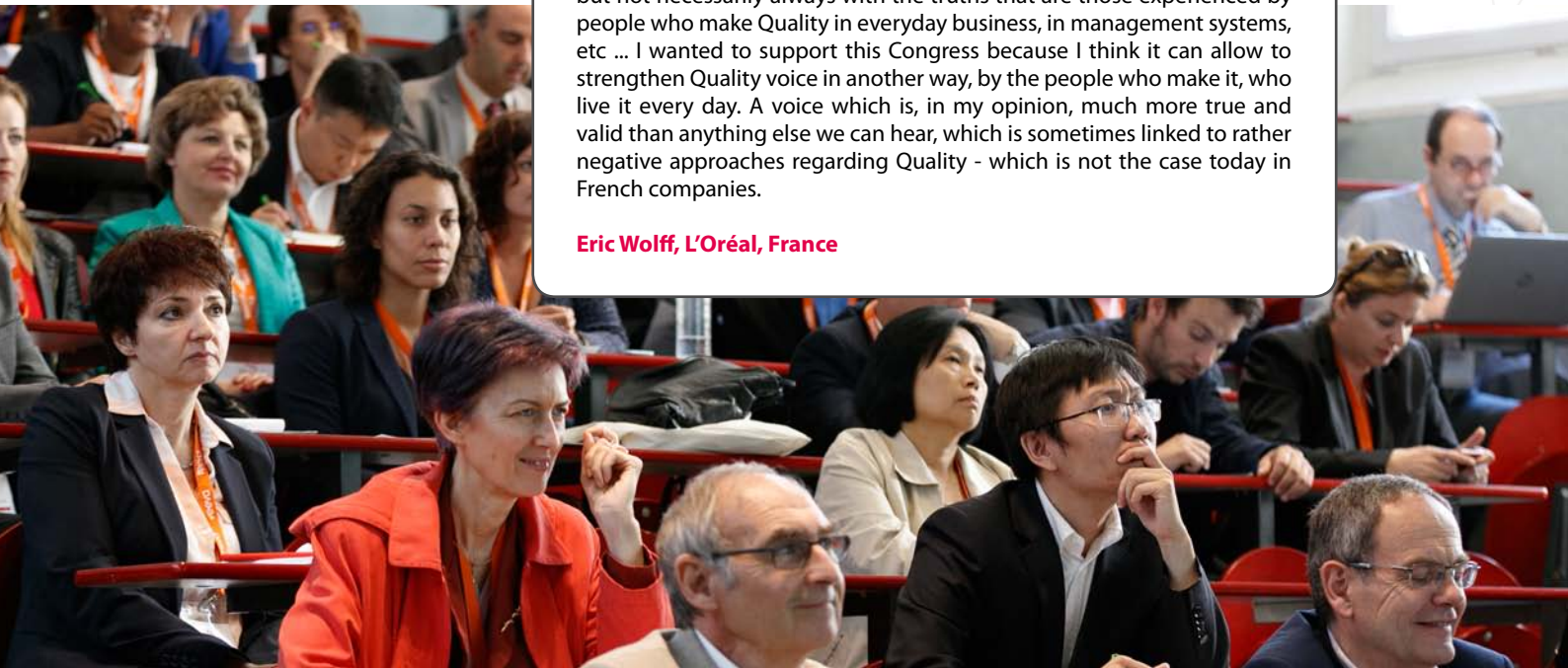
- Algeria
- Austria
- Belgium
- Bosnia-Herzégovinia
- Bulgaria
- Cameroon
- China
- Congo-Brazzaville
- Croatia
- Cyprus
- Czech Republic
- Estonia
- France
- Poland
- Georgia
- Germany
- Greece
- Hungary
- Iceland
- India
- Israel
- Italy
- Kazakhstan
- Kosovo
- Moldova
- Morocco
- Norway
- Portugal
- Quebec
- Romania
- Russia
- Serbia
- Slovakia
- Slovenia
- South Korea
- Spain
- Sweden
- Switzerland
- Thailand
- The Netherlands
- Tunisia
- Turkey
- United States



This first day of Congress I found that very very well. On the one hand I made meetings that I did not imagine because behind the European side we do not imagine the variety of nationalities that are there: I met Chinese, Canadian, American people, etc, I found it very interesting. The diversity of topics and the way they are discussed are very interesting. We see that, even in completely different areas, we have a lot of concerns that are the same and that are in fact driven by the profound change in the attitude of consumers, the Quality vision by consumers, the importance of Quality in public society. So we have a lot of things to do together and because of that, such an event is very, very important.

What really made me want to support the Congress is on the one hand all the actions implemented by AFQP, which I know well and which I find very deserving, because Quality is a society issue that we talk about a lot but not necessarily always with the truths that are those experienced by people who make Quality in everyday business, in management systems, etc ... I wanted to support this Congress because I think it can allow to strengthen Quality voice in another way, by the people who make it, who live it every day. A voice which is, in my opinion, much more true and valid than anything else we can hear, which is sometimes linked to rather negative approaches regarding Quality - which is not the case today in French companies.

**Eric Wolff, L'Oréal, France**



What impresses me is the internationalization of this so-called European Congress and then the level of presentations that are both technical and shared in a friendly atmosphere, it's very nice.

**Agnès Deldicque, AFQP Hauts-de France, France**



A lot of content in the workshops of the first day, I hope it will be also interesting tomorrow.

**Dominique Rey, La Poste, France**

The organization: impeccable. This is the first time I come to this Congress. What I appreciate is the fact that we are talking about the future of the function, the evolution of companies. I have a small regret anyway it is that I am interested in the compliance, the risks and the Quality process and there were simultaneous sessions. If there could have been fewer sessions and lasting more, it would have been perfect. But otherwise, very good!

**Rodolphe Civet, Afnor, France**



I really enjoyed the fact there were breaks: it gave us time to interact with people from different backgrounds, professions and it gave us time to enjoy the conferences. So concerning the organization, I have nothing to say! Concerning the conference, I really could choose the ones I wanted, and I was particularly interested in the digitalization of processes, so very well, I am very satisfied.

**Estelle Donadei Facchin, ENSCM, France**



## Interview

**Angéline Emery, Arts & Métiers student**



I come from the world of research and we usually organize conferences and share experiences, in the Quality world they are not so numerous, so it's positive to see that there is a big Congress like this one, especially with lots of nationalities. It's more helpful to compare with what other people are achieving. I am in the promotion of this year of the master Quality, I am in career reconversion. I am currently interning for my professional thesis.

**France Qualité : What brought you to Quality?**

The research sector is a little bit closed and it's a rather complicated to find a job, even after 15 years of research unfortunately. And thanks to the achievement of a skills evaluation, I understood that what I liked in each of my jobs was Quality. I studied, looked at what was the best master and I chose the ENSAM one. I do not regret because in a few months we are fully operational. We are trained by professionals to be professional.

**France Qualité : What do you like in this Quality business ?**

These are the interactions with people. It's a support function: we're here to help people all go towards a common goal. We need to find a common language to move forward together and we are really there to serve people.

The morning starts well: we started with a superb introduction of Pierre Girault and Patrick Mongillon, dynamic as always! And thanks to the added value of three people from other communities, we had a very interesting view of the profession, its posture, and its interactions. So a very promising start. Yesterday the day was more systems-oriented, focused on the Quality approach. I personally found a number of very interesting feedbacks, quite innovative approaches, that allowed me to think of new ways to consider the subject. I still need some time to integrate all this, but I think there is a lot of interesting inputs to deal with.

**Guy Sepahi, AFQP PACA, France**



Everyone looks very happy, the weather is nice, the interventions are nice, it's great! We are very happy to see so many people, so many foreigners who come here to ENSAM. In terms of image, we are happy to host international symposia in this great engineering high school, especially as our Quality Management courses are perfectly suited to those international companies that can take interns or become partners of our trainings.

**Nicolas Maranzana, Arts et Métiers, France**



It's a very good thing to host this European Congress in France, because we have good practices in France that are not highlighted enough.

**Pierre-Antoine Watrelot, SR Management, France**





## Interview

**Claude Cham and Pierre Gosset, former presidents**

When I took the presidency of France Qualité, Quality in France was a very broken movement. My first job was to bring all these involved movements together to make it a French entity, not one that is uniform but united and coordinated. That's why we have federated CNQP, France Qualité Publique and FAR / MFQ. This work being done, it was necessary to give a dynamism to the movement. I left at a time when the momentum was in progress, especially through all means of communication, letters, etc... modern means of communication. I'm happy to see that all of this is still in place and is moving forward properly.

The third dimension was also to take its place in international bodies. Today is, in my opinion, a climax and I congratulate Pierre Girault who managed to do that, that's fine. I am happy, even if I still have some disappointments: I would like to reach in our country, the following goal : Quality is among the real management cultures that are taught in universities, high schools, why not even in primary school etc... I am very happy to underline the fact that this two days meeting has been organized at the Arts & Métiers house today. But I still have a bit of disappointment to see that Asian countries, are much more engaged perhaps than our own country. The message I would like to express is that our French leaders, politicians, managers, who are the main decision makers, commit themselves personally much more in this movement, that they do today. Why? Because Quality, as I use to say it often, it's not a collection of recipes, but it's a real culture. And if culture is not instilled by the top opinion leaders of a school, a country, our French President, it will be, in my opinion, a titanic job to change behaviours. That's why I think France Qualité will still have a lot of work to do on the field.

**Claude Cham, France Qualité President from 2011 to 2014**

I am a former member of the French Movement for Quality and my company was French Quality Awarded at the regional level. I militated a lot, until the 2000 years, when unfortunately, the association was put in liquidation by default of resources. So the regional associations decided to maintain the brand and the promotion of Quality, but it was mainly at the level of small and medium-sized companies, so in the field. We were aware that our dimension was insufficient and fortunately the big companies joined us, with a real desire to evolve and expand the movement. Claude Cham had courage enough to bring together several organizations dedicated to Quality, including FAR / MFQ (Federation of Regional Associations of MFQ brand), which of course, was the first to try to restart. The situation that I find today is great. We play a big role within Quality, Management and Europe. And I'm so happy to be an EOQ member, even as a honorary one.

**Pierre Gosset, FAR/MFQ President from 2004 to 2009**



For me it's very beneficial to hear, to share some experiences. The discussions today in the morning were very interesting because the speakers were from very different companies and they have presented very different experiences. I'm from Czech Society for Quality and we never organize these discussions. And it is also good for me to remember this event and to organize something like this in Czech Republic.

**Romana Hofmanova, Czech Association for Quality, Czech Republic**

This Congress is very interesting and today represents my favorite day. And I think that what is interesting, takes place also now, after the sessions. I wish that you will have a lot of materials and share it with us, with our community, as well as good practices all together, and from a country to another. Also we will organize our next conference, between presidents, in the second half of 2021 and we care also to learn: how to organize, to catch good practices, what to do and what not to do maybe!

So thank you.

**Mateja Arko Kosec, Public Administration Ministry, Slovenia**

I'm Head of Quality Unity, so I'm responsible for the implementation of Quality systems in the Slovenian Public Administration as a whole.

This is my second Congress because last year it was in Bled in Slovenia. So I can compare both. And I think the topics this year are much more interesting. It is for me quite useful, because we not only organize the European Quality Congress but we have also annually a conference on Quality.

So I'm looking for some keynotes speakers, if I get some ideas. I'm very happy to be here, in Paris, it's wonderful, the weather is fantastic. Thank you for your hospitality. I think it will be quite a success.

**Barbara Zupanc, Public Administration Ministry, Slovenia**

## What does the EOQ think?



**Torolf Paulshus, EOQ President, Norway**

We are very happy to be here in Paris. We have followed the preparations via Patrick, for a long time. We had a lot of expectations before we came here and we were looking forward of living the event. We think this edition is functioning very well. We think the place is very charming. It's also an old school and walking through the buildings, it's like walking around into a museum. That's great, particularly a nice atmosphere along the Congress, a very warm atmosphere. I think that the organization of the whole Congress is very successful and I think this Congress will be remembered in history of EOQ Congresses.



This is a very good opportunity to know Quality. The topics are extremely interesting: the digitalization of processes, the leadership, or how to make of a Quality Department a direction which leads the transformation of the company. All these topics are covered here and it's really very interesting. A very high level of conference.

It is a great pride: it is very important that at the national level France Qualité can organize such conferences. It will allow us to make ourselves known internationally because for now we remain perhaps just French, it's an opening and it's very positive.

**Jean-Marc Briand, AFQP Bretagne, France**

I am very satisfied, there is a good level of exchanges. Yesterday I really enjoyed the presentations in the different sessions and I got bored at the end of the day when were introduced the European personalities of the year. This morning it was very good, whether it was the plenary session or the session after. There is really materials and things to share.

I think it's important that this Congress could take place regularly in France. But we must also make things happen in France between conferences, with our European friends.

**Michel Romand, Ariane , France**



I'm from Estonian Quality Organization, national representative in EOQ. So it's my 20th participation in the Congress and my second in Paris. I started my career in 1998 in Paris, it's great to be here. I very much enjoy this day, especially I'm positively surprised with the morning session, with interactive panel session. Very intriguing questions and discussion about the role of the Quality Leader. Normally these conversations are disappointing but I had really approved the choice of this theme as a highlight. I've been at so many Congresses and it's very difficult to impress me!

I've organized also in Estonia five years ago the same EOQ Congress and the main thing is always the networking and meeting people from 22 countries.

Great organization and hospitality. I'm happy to be here!

**Tiia Tammaru, Estonian Quality Organization, Estonia**

I'm joining the Congress it is very nice, for the nice atmosphere and good weather. Also, the topics are very interesting: about Quality Leader and also the future about Quality Management. This morning, the sessions were very nice then I had to choose between parallel sessions, it was very difficult: each topic was very interesting, good speakers, interesting topics, regarding the development of our trade, about Quality Management. I'm very happy to be here, it's a very good Congress, well organized, good topics, good speakers.

**Cees Beek, Dutshe Quality Network, Netherlands**

It was very excellent. We had a lot of good speakers, you talked about things, it's nice to see people from a large number of countries, including outside of Europe. They shared some of their stories. It's interesting to see to what extent things are similar, between different countries, and also what things are different.

**Liz Keim, LLC, United States**



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I think this Congress is a very good event, very good platform for Quality professionals from the world in order to share experiences, to share their understanding of Quality Strategy, of Quality Management. I think it's a very good approach for us to be connected and to be in the key place of the Quality development.

**Lin Hai, Branding Agency of the Chinese Association for Quality, China**

We are a Tunisian company and it is the first time that we participate in a Congress. We have benefited from a lot of things, we have new knowledge and the future of the Quality manager is quality! It was nice, it went well. We are very happy to participate.

**Nizar El Kateb et Hassen Rhouma, Comptoir National du Plastique, Tunisia**



It's a great place to meet all the Leaders in the Quality field. Therefore I'm here to test and learn, some other tools.

**Anna Rosa Bodvarsdottir, Department of Environment and Planning, Iceland**



## Interview

**Claude Bouli Belobo, FEICOM, Cameroon**

### **France Qualité: Can you introduce yourself and explain your motivations to participate in this Congress?**

I am Quality Manager in an African company, in Cameroon. We are ISO 9001:2015 certified. So we come to this Congress especially because the issues of the future, of the future of Quality, are of particular interest for me, so I wanted to have a little experience, of what the others, coming from the function, other Quality experts, think of the future of this function.

### **France Qualité: Have you found answers?**

I found answers yes, maybe even too many! Quality can be at the service of the strategy, it can help to support the improvement of the quality of the value chain, but it can also work with the drivers to improve the efficiency, the performance of the processes. That's a lot because I think we'll have to make priorities! If you want to assume the 3 roles at the same time, there will be conflict problems with other functions within the company. Because there is also another function that I have seen: that of assuming the responsibility of supporting risk management and performance. We already have a risk function in some companies, why would you need to take on this role as well? This proposal to want to assume them simultaneously will certainly create problems with other functions of the company. I think it's up to each company to see its context, analyze the status of its functions, and then decide how to give goals to the Quality function, based on all the advices we've received here.

### **France Qualité: How did you learn from the Congress timeline?**

In the newsletter of the AFQP, to which I subscribe. I knew AFQP 3 or 4 years ago, when I was organizing an Internal Quality Award for FEICOM. I had called the AFQP for advices.

### **France Qualité: What do you think finally of the event?**

I am satisfied with the Congress, really satisfied. In addition to the content of the themes that are discussed, there is also the very quality of the experts who presented these themes. And then there is a certain conviviality: when we have lunch, we talk, the debates we have in the hall continue after. So I am particularly pleased with the Congress.



**Zoran Lekic, Slovenian Association for Quality, Slovenia**

**Organizer of the 61<sup>st</sup> European Quality Congress, in Bled, Slovenia, in 2017**

I'm glad to come here to Paris, after the Congress organized in Bled last year and I see that EOQ is growing on in the same way or even better. This year we have different approaches, not only specifically Quality oriented, even scientific lectures, but presentations referred to business, performances from different big organizations like L'Oréal, Air France and others. So many good things to hear and to take back home.

Compared to last year in Bled, Paris is a much bigger town. The organizers had more things to think about, such as transportation and communication. Last year in Bled, everything happened in the same hotel. It was much easier with one site, but it's more interesting this year.

This conference promotes exchanges on the one hand, and it also confirms that we are not alone and that we are on the right track. Because what I see is that several speakers have expressed the same great concepts but in the end we see that there is a convergence, in the Quality function among others. It's really interesting: we all say pretty much the same thing, in a different way.

**Manon Duclos, Quebec Movement for Quality, Quebec**



**Pedro Saranva, Portuguese Association for Quality, Portugal**

**Organizer of the 63<sup>th</sup> European Quality Congress, in Lisbon, in Portugal, in 2019**

I think it's a very interesting learning opportunity for all the participants, to listen to the Quality representatives, as well as for the networking spaces that are available for us to explore and meet new people, new ideas, new things that are happening not just in Europe but all over the world in terms of Quality development. I'm very pleased to be here, two very intensive days for learning and sharing experiences.

I'm used and very attached to the EOQ Congress, I've not missed a single Congress for the past three years I think. I was in the EOQ Congress in France in the 90's but that was a long time ago, but I still remember that event. I really enjoyed at the time but now Quality has changed and I think the Congress has changed as well to become more along the lines of what are the current topics. We have new ideas and new technologies, and new trends which are very clear for those that are interested in Quality, so I really enjoy this experience, as well as I enjoyed the previous one a long time ago.

We are very delighted to welcome the next year event in Lisbon, and we did learn a lot from the excellent organization we have here to make sure that we keep improving. It's a fascinating event where everyone from around the world comes to share what is provided and that's the spirit of it since the beginning.

We are very glad to act one year after having this wonderful experience in Paris.



We met a lot of companies, which was interesting for us because it was the goal of our presence. It's very interesting to have an international audience.

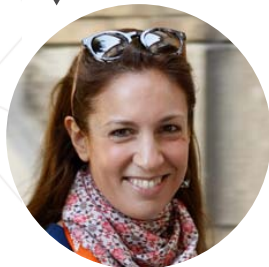
**Eric Desbois et Delphine Hivet, IEQT, France**



Great organization, that's fine. There are very high level speakers.

What's really good is networking. What would be interesting is to be able to keep in touch with the people we met during the conference, while taking into account the new RGPD issues. Is there a way to keep this community connected to get back to people later? Maybe a forum, a community on LinkedIn?

**Christel Rollin, Veeva Consumer Goods & Chemical, France**



I followed several EOQ Congresses in recent years and I think that this Congress in Paris is very well organized by France Qualité. The concept, the style and the place reflect also the french ideal, your environment protection. France had hosted the Congress 20 years ago but I think this year there are many internet and digital styles.

Yesterday, I attended the opening ceremony and many sessions, and today the content of the sessions correspond to the agreement we wrote together: the culture, the French culture concept. It's a wonderful conference. Also, the payment and the services of the Congress were simple but effective, I've this feeling. This Congress is efficient and effective! I had many information and many friends contact thanks to the TOPI platform.

**Xiaopen Tang, Shanghai Association for Quality, China**



In a half day, I got the atmosphere, and the atmosphere is very positive, like the one you feel inside a family: they know each other, a lot of people feel like they were participating in a strong community. Our sense here is that there is a lot of new evolutions, going beyond the old Quality. Excellence way, excellence organization, excellence of people. Many things have happened in the field of Quality of products in the past, quality of organization, quality of the individuals, so I felt, the quality drive is moving and integrating more level of quality of everything, which I like very much, it's like excellence.

**Léon Tossaint, EFQM, Belgique**

## Interview

**Daniela Muller, Honeywell Austria GesmbH, Austria**

**Winner of the European Quality Leader Award 2017**

I like the event very much and must of all I am very happy to meet so many and so different people from different countries. The most important from my point of view is to share experiences because everybody has something from elements we can bring into discussion on improving the way we work, the way we are acting themselves as Quality Managers, Managers of the Quality Unit, in a business company. So it's very valuable for me to get all these experiences to share. I liked very much the sessions yesterday, all of them were very open minded. I like very much how some topics were presented, in a very visual and modern maner.

**France Qualité: How did you live the convincing exercise?**

I liked it very much because of all attendants who were in front of us and of a kind of Paris challenge to go forward with the public. I really enjoyed being able to bring this topics into discussion.

A really one of the key examples that we have experienced in the last years in Austria in our company: I was very happy to be able to share it with all the audience yesterday evening, a great experience.



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<b>DAY 1</b> Torolf Paulshus EOQ strategy, main actions and portfolio	<b>DAY 1</b> Philippe GUENAUT & Eric ROOVERS Innovation, Digitalization and Quality	<b>DAY 1</b> Morning and afternoon sessions synthesis	<b>DAY 1</b> 17:30 • European Quality Leader 10' to convince – 2 finalists Daniela Müller Robin Roest
<b>DAY 1</b> Robin Roest	<b>DAY 2</b> France Qualité - Quality leader, a key role Pierre Girault & Patrick Mongillon	<b>DAY 2</b> Morning sessions synthesis	

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Super interesting conferences. The exchanges with the audience bring nice insights on Quality and beyond, on everything that concerns management, leadership and Quality but considered really in a broad sense. This morning, we will talk about human factors, including the feedback from what is set up in aeronautic industry, all that will be the non-technical skills and the interest of working on the human dimension to support business performance.

It's positive to have this convention here, getting people from different countries: it's a incredible opportunity to show what we are able to implemente.

**Audrey Chavas, SR Management, France**



I take a double look at the Congress, linked to the weeks spent behind the scenes of the organization. I am quite satisfied with the level, the good complementarity in the names that appear today in the program. I think it's a chance for France to be open to topics like performance, excellence and to leave the dogmas of processes. I'm delighted, and it's thanks to the speakers finally.

The other point is the conjugation of 2 subjects. It's the presence, the participants, the organization and the work that has been done in the back office by a lot of teams of which I do not even know half of them and that's fine and congratulations! Perfect organization, a place that deserves to be valued regarding the French style because it is surprising for our foreign friends with its stairs, its labyrinths, its treacherous marches, its lighting a little weird but it is our France also. We like it like that and it is important to continue to preserve it like that.

And then, for the content, it goes well, with a lot of agility. It's nice, and it makes go out of dogmas.

**Erick Perruche, OP Finance, France**



Very pragmatic, close to the questions that can be asked by Quality actors in different companies. It really addresses the issues, not only concerning digital, but also to be more customer focused and to put client satisfaction at the heart of Quality. For me it is really a great success and thank you to all the speakers who put all their passion and expertise at our disposal.

**Nicole Goineau, Air France, France**



Thank you for this great opportunity to be Master of Ceremony of the European Quality Congress 2018! I had a blast and learnt so much about the Quality world !

**Mark Antoine, Master of ceremony, France**



## Interview

William Lacroix, Quality Project Manager, Chaumet International SA

### What does the holding of the European Congress in France mean for you, an event that has not taken place for 20 years?

The holding of the European Congress of Quality in France is an opportunity to pay tribute to all those who are daily involved in disseminating and promoting the Quality culture, in the continuity of Jean-Baptiste Colbert.

«If our factories impose, by force of care, the Quality, the Superior Quality of our products, the foreigners will find advantage to provide themselves in France

and their money will flow into the coffers of the Kingdom.»

On a more personal note, I was very excited to take part in this unmissable Quality event which offers since 1957 a unique, friendly and constructive moment of reflection to the professionals from Europe and around the globe.

Moreover, I am very proud that the École Nationale Supérieure d'Arts et Métiers (French engineering and research graduate school - Grande École) in which I trained as Quality Manager was chosen to host this event.



### What did you think of this edition?

The theme of this 62nd edition: «Feel the new Quality way» has resonated in me and aroused my strongest interest.

Two themes were favored this year: « Quality, competitiveness asset for Europe » and «Quality leader, a key role» seem to me to be very relevant for valuing the Quality approach as a lever for overall performance and leading to a better representativeness of Quality actors on Management board.

### What do you particularly like?

I particularly appreciated the right mix of speakers, representing the worlds of research, education and business and which is, according to my opinion, the only way to stay ahead of the competition and to propose solutions that are sometimes unexpected but always effective.

This diversity and the benevolent confrontation allowed me to better understand the Quality 4.0 challenges and issues and to imagine the next steps of my Quality career.

**More generally, what place does Quality**

### have in your daily work?

Currently undergoing a transformation and resolutely anchored in modernity, Maison Chaumet (Watches & Jewelry Division - LVMH





Group) is today in a context of global repositioning with strong growth in sales.

As Quality Project Manager, Quality occupies a place of first order in my professional life.

In this regard, I strive to put my creativity and my taste for innovation in the service of the satisfaction of our customers, which I remind you, is the primary purpose of the Quality Management.

In addition, I have a real interest to take part in associative life, like the Quality & CSR Commission, to encourage the evolution of thinking and innovation in terms of Quality.

**Do you see changes in your business? Which ones? Do not hesitate to talk about your course / formation.**

I am both graduated from the École Nationale Supérieure des Arts et Industries Textiles and the École Nationale Supérieure d'Arts et Métiers (French engineering and research graduate schools – Grandes Écoles). I have held the position of Quality Engineer and Quality Project Manager in the Luxury industry for 5 years, mainly in the «Fashion & Leather Goods» and «Watches & Jewellery» divisions and on post creations.

I have noticed that Quality is more and more perceived as a real lever of overall performance and no longer confined to Quality control only...

This dynamic is real and promises great prospects for Quality!

**Do you have good practice / pride Quality to share?**

My pride in the Quality field is to have

revisited the Quality Charter – a document that contains our Quality requirements – through the prism of the digital revolution. This results in a version 2.0 which combines the nobility of paper with the power of digital. This connected print concept is made possible thanks to an application that we developed and that we share with all our partners for a more optimal collaboration.

**How do you see your job / Quality in 10 years? What dream (s) do you have for Quality?**

My dream is that Quality 4.0 will become a reality in every business in 10 years, regardless of size or industry. A big challenge!

**Our next review will talk about QVT, what place does this theme occupy in your company?**

The theme of the Quality of Life at Work occupies a prominent place in our Maison.

Our Management has been deeply committed for several months to lead and coordinate the preparation, implementation and monitoring of the project to move the new Chaumet headquarters. This new site will be able to accommodate a large part of Headquarters employees as well as future recruitments and to create more transversality between teams.

Result, the new site is an Haussmann period building, renovated with great benefits and spaces conducive to more transversality and conviviality (courtyard, green space, agora, terrace).

A very good environmental quality building, NF HQE certified and BREEAM labelled.

## ► to remember

# What to remember from Congress?

Five students of the Quality Master of the University Paris Marne-la-Vallée attended all the conferences and sessions of the 2 days Congress. They have thus identified key phrases, strong ideas pronounced by the speakers and representative of the evoked trends. A big thank you to each of them: Anaïs, Clémence, Hamid, Guillaume and Justine, as well as their teacher at the origine of this contribution, Marc Bazinet, also a member of the Board of France Qualité.

For social medias, the value of product service doesn't depend on quality, but of the number of users.

**The implementation of a process approach is not a meter but a marathon that asks to provide energy permanently.**

To understand a complex system, one should study it from a different point of view.

**Waste of time is more important than money.**

All projects have an impact for the performance of your Company. All project managers have an impact for the performance. You are the performance of the company.

**CSR is a strategic axe for companies, such as a business opportunity and it has to be in the DNA of organization.**

Being good, being better or being the best is not linked to quality, it is just a choice.

**I never accept status quo and I always prefer to improve.**

Quality KPI and management en vironment are the second things investors look after financial indicators.

**We are in EOQ because we strongly believe in the future.**

It is not only about the technology, it is about outcomes, benefits and health of patients.

**Try unless you won't know.**

We have to react and live this new reality.

**Change is up to you.**

Training people are not enough. Trust and kindness are essential.

**The new name of the Quality direction should be the delighted customer direction.**

If you think safety is expensive, try having an accident!

**All people have target, they just don't seize the opportunity to express it.**

Human factor training and management is the key success to high risk industries around the world.

**Any moment is the good moment and every moment without do it, is waste.**

We're not all born to change the world, but we can change our world.

**The new technologies are completely changing the way of thinking of quality management.**

Whitout responsibility, freedom is anarchy.

**Digital transformation means to redesign your ways of working, and to focus on simplicity, quality and agility.**

Old isn't bad, young isn't better, but the mixt of both to reinvent the fresh air.

**If you stop thinking to be better tomorrow, you will not be good the day after tomorrow.**

The new Quality Leader is a quality strategist, a key role for the future of quality, ...a super hero.

**Everybody loves the pioneers after their success.**

Discouragement is the greatest waste of the planet.



# ►partnership

## The IEQT, because we are worth it!

Interview by France Qualité with Delphine Hivet, National coordinator of the IEQT network and Eric Desbois, Director of the IEQT campus in Rodez

**What does the holding of the European Congress in France represent; an event that has not taken place here for 20 years?**

**Éric:** The holding of this European Congress confirms that performance through Quality has become a major challenge again in organizations.

**Delphine:** It is also the recognition of « the French quality way », French companies are performant; we have world leaders in our country (L'Oréal, Danone, Michelin, ....) that have many best practices to share and above all a real « customer quality culture » ; If the Congress has been so successful for an international public it is because our companies are attractive.

**For what reasons did you decide to become a main partner? What were you expecting? Were you satisfied?**

**Éric:** Active in the further educational field in quality themes for 30 years, this partnership seemed self-evident. In addition, we wished to convey at a national and even European level our commitment to the AFQP. The campuses of the IEQT network participate actively in AFQP regional associations and to support a national event is proof of this local commitment.

**What were you expecting to achieve?**

**Delphine:** : our main objective was to improve the renown of the IEQT for companies in order to ensure that our school is recognized for the excellence of its training.

We are reputed in our regions but our name must become well-established, we are not yet on a par with L'Oréal!

It is also a place to meet and exchange with

delegates from all over the world with whom we share a common interest in the development of performance approaches.

**What did you think of this edition?**

**Éric:** A complete success, both from an organizational point of view and for the quality of the speakers. Another positive point is that the program schedule allowed time for conviviality and exchanges.

**Delphine:** In fact this European Congress was an international congress with more than 40 countries represented, a real asset in the international development plan of the IEQT network.

**What did you appreciate in particular?**

**Éric and Delphine:** Professionalism in a joyful atmosphere! Immense congratulations to the organizers that were able to offer such a rich program.

**More globally, what place does Quality hold in your daily professional lives?**

**Éric:** Today the quality management system is the management and continuous improvement tool for our training.

**Delphine:** we speak about it all the time! The 8 campuses of the IEQT network are certified ISO 9001 and manage their sites with a performance approach in which the students are implicated; it is the least we can do for a quality school. Being a quality specialist is foremost about having a state of mind which goes beyond our professional lives, it is to adopt a positive posture and be attentive to our interlocutors. These are the values that our campuses promote.

## What are the specific features of your training?

**Éric:** The Quality training has a common foundation. For us, the individualized monitoring of our students is our priority.

**Delphine:** One of the greatest specific features of IEQT training is based on the selection of our tutors that are experts in their field of competency. The other particularity is that our offer can be individualized according to the wishes of students with optional programs in cyber security, operational excellence and certified auditor. Each student can build their course upon request.

## Have you identified changes to the profession? What kind? How do you integrate these changes into your training programs?

**Éric:** Communication skills have become fundamental for this profession. This profession requires more and more maturity as it is linked to the strategy of organizations and no longer only with products. It integrates new dimensions; security, the environment, energy, safety... today we train « Global Risk Managers ».

**Delphine:** : Our daily work is to identify these changes in companies to ensure that the IEQT remains the school of reference in performance management and risk management. The theme of skills for tomorrow was the one that we presented at one of the congress workshops. It is a major preoccupation for us as our training must be in harmony with the needs of companies to ensure that our students are able to take charge rapidly and effectively their QSE position.

## Do you have a best practice / a pride in Quality to share with us?

**Éric:** One of our best practices is to place the company at the heart of our preoccupations. For example, during the Congress we met a person from Air France HOP Paris, who told us that it was a pity that she didn't know the IEQT. However, during the conversation she realized that she has a student from our school in Clermont Ferrand and told us: «he is fantastic, the training that you do is great». We were very proud of her reaction, now we need to work on our renown, to become a leading partner to all: IEQT!

**Delphine:** We are proudest of the end-of-studies employment rate of our students, for us it is an essential performance indicator.

## What dream(s) do you have for Quality?


**Éric:** That Quality should be a natural approach and that all Quality managers are trained by the IEQT!

**Delphine:** That the IEQT is the partner of the next Quality Congress in France!

## Our magazine regularly talks about Quality in working life, what place does it have in your training?

**Delphine:** A more and more importance place, the professional world is undergoing a major transformation and young generations need flexibility and agility in their daily lives; companies must adapt to this transformation and as a consequence also adapt their Quality and CSR (Corporate Social Responsibility) approaches. Instant evaluation via social networks of the customer experience is a formidable driving force for an organization's continuous improvement. It is necessary to master these evolutions and help company stakeholders to adapt to them. Providing bright prospects for the future of the IEQT network!



IEQT 

The school  
of risk management



performance

Quality Safety Environment



## ► partnership

# Veeva Consumer Goods & Chemical, innovation accelerator

Interview by France Qualité, from Ed Van Siclen, VP of Strategy

### What are your activities / services?

Founded in 2007, Veeva NYSE (VEEV), is a leading global provider of industry-specific, cloud-based software solutions for the consumer goods, chemical and life sciences industries. Veeva helps companies bring innovative, high-quality products to market faster.

Our unified applications are designed specifically for consumer goods and chemical industries to manage the product journey across development, regulatory, quality, and marketing.

Quality is a strategic imperative across all companies and all job functions. Veeva helps companies improve efficiency, visibility and control in quality management with a secure cloud solution that unifies processes, documents and data.

Committed to innovation, product excellence, and customer success, Veeva has hundreds of customers with users in over 165 countries. Veeva is headquartered in the San Francisco Bay Area, with offices in Europe, Asia, and Latin America.

### What does the European Congress in France mean for you?

The European Congress was a chance for us to hear from industry leaders about what is important to them and what their challenges are and how they address those challenges.

This was an opportunity for us to listen and learn from Quality leaders so that we can make sure our products address industry's biggest challenges.

### Why did you choose to be a partner of the Congress? What did you expect? Are you satisfied?

Veeva's goal is to help manufacturers create higher quality products and bring them to market faster through visibility and efficiency gains.

The Congress was the opportunity for us to challenge our vision with quality leaders across multiple industries and beyond life sciences. We

were thrilled to realise that our products and vision match pretty well their expectations.

### More generally, what place does Quality have in your daily work?

Quality is engrained in Veeva's DNA. Our company is certified ISO 9001. We understand the importance of quality products and quality service for our success and the success of our customers. We develop best in class software to help our customers effectively and efficiently manage their processes so they can focus on quality.

Veeva helps organisations better manage quality processes, document control, and data in a single cloud application for employees, suppliers, contract manufacturers, and auditors.

Product quality and regulatory compliance are mission-critical for every company in highly regulated industries. Veeva is providing a modern approach to address increasingly complex quality processes.

Now companies can improve control, change management, and visibility across the product lifecycle and supply chain while keeping ahead of the changing regulatory landscape.

### What are the specificities of your products / services?

Veeva has spent the last decade building the industry cloud for life sciences comprised of more than 25 applications tailored to meet the needs of complex, regulated global companies. We are taking the same industry focused approach and extending these capabilities to the consumer goods and chemical industries with a primary focus on the product journey. Solutions include:

- Quality Management
- Document Management
- Enterprise Content Management
- Commercial Content Management
- Regulatory Management

**Do you see changes in the business? Which ones? How do you integrate these evolutions in your products / services?**

We see constant change in industry with more regulations and increasing complexity in the supply chain. These are the constant challenges our customers have to make sure they stay ahead of. Our products are built on the flexible and scalable Vault platform that makes it easy to manage new regulatory requirements, maintain industry best practices, and enable open collaboration with internal stakeholders and external partners.

**Do you have good practice / pride / Quality news to share?**

Over 600 life sciences customers, from emerging companies to Fortune Global 500, trust Veeva to manage their most important processes, documents, and data.

In less than one year, Veeva now has a growing list of customers outside of life sciences, including a top 5 global Consumer Goods company, 3 of the top 30 chemical companies, and one of the fastest growing skincare companies.

**How do you see the Quality in 10 years? What dream (s) do you have for Quality?**

«In the next decade, digital manufacturing technologies will allow companies to connect physical assets by a 'digital thread' - unleashing a seamless flow of data across the value chain that will link every phase of the product life cycle, from design, sourcing, testing, production to distribution, point of sale, and use.» says McKinsey.

Quality has a big role to play in Digital Transformation. The Role of Quality is Expanding & Accelerating: new regulations, new suppliers, new products & extensions, reliable documentation, complete audit trail, data integrity, complaints & consumer trust, change control, inspections & CAPAs.

Quality is no longer an option, quality is no longer a

strategy, quality is critical to your business.

What would Demming do? As an industry we continue to hold onto and revere the teachings of a quality master that is now over 50 years old. The concepts that he preached, like Plan-Do-Study-Act, are still core quality principles practiced today.

But are they relevant?

Manufacturing is entering a golden age: with automation; with IIOT; with connected manufacturing lines; with AI; with data driven enterprises; with a fully aware, engaged knowledgeable and demanding customer. But judging by the steep decline in ASQ membership - down by almost half in the past decade - I wonder where has quality gone? I often leave quality conferences wondering where is the next generation of quality experts?

Are we witnessing the slow death of the role of quality?

Does smart-connected-automated manufacturing infuse quality to the point that the concept of QUALITY is rendered irrelevant? I, personally, don't think that's the case. I believe that the concept of QUALITY needs to expand and evolve. Consider these questions:

- In a data driven enterprise, how is quality applied to data and overall data cleanliness and integrity?
- In a world of mass customization, how does quality evolve to support this new manufacturing/market reality?
- As globalization increases, how does quality span across a supplier networks and help create a world that doesn't distinguish between a supplier halfway around the world from an internal manufacturing plant?

I just believe that as a community of people who care about and who nurture this industry we need to adapt to keep pace with change. We know the importance of quality. And we recognize the vital role that quality will play to underpin this golden age of manufacturing.



## cooperation

# France Qualité and the Quebec Movement for Quality join forces

Interview by France Qualité, from Johanne Maletto, Quebec Movement for Quality, and Patrick Mongillon, France Qualité

### What is at the origin of this partnership between France Qualité and the Quebec Movement for Quality?

**Patrick Mongillon :** The language comes naturally, it's still important, we are two French-speaking countries. And when I met Johanne in Paris, what I liked was the small sparkle in her eyes when she started talking about Quality with passion. I said: we will meet because we also have the same passion at France Qualité, we will be able to do something! And then we discovered a lot of affinities on the organization and the ceremony of the Awards, on the publications because I found that they did a lot of things. It's gone like that, but it's primarily a matter of human beings.

**Johanne Maletto :** We've been close to France Qualité for a long time, before we called it the French Movement for Quality (MFQ). So for 20 years I come in Congress and I always see the people of the MFQ. And the Performance Awards, whether in Quebec or in France are important for the world of Quality and I found that it was necessary to make a gesture to help our companies to make themselves known and give value to this Award. It's a Quality Award, it's an award with immense rigor, it's serious. I think our two associations are able to work together to add value to this award. In addition to exchange on practices, we grow more and collaborating so for us it was very important this partnership. This is something that Quebec also wanted, that the Quebec government wanted: the Prime Minister knows it, the Deputy Prime Minister too, so we are very happy with this partnership.

### What does this agreement consist of?

**Johanne Maletto :** Here, all the winners of the French Quality Awards will appear on our website: who they are, what kind of company ... they can do business together, get to know each other, discover each other . It's going to be the first action: for the winners.

**Patrick Mongillon :** Obviously we will do the same thing to publicize the winners of Quebec. Afterwards, I also discovered quite exceptional publications that were made in Quebec and I think it would be nice to make them known in France. We talked a lot about the course of the Award and it's very interesting: there are





good practices to take on both sides, although, interestingly, we have a different reference system. Because there is the American influence of the Malcolm Baldrige Award in Quebec and we are on the European model EFQM®. We have also thoughts to make these two models known between our two countries but also in Europe and in the world. And also, how do they organize the Award because they have a day, with the Prime Minister, more than 1000 people ... so sometimes we envy them a little! But

they find too that we have beautiful things in our Award.

So here, very concrete exchanges!

**Johanne Maletto** : And what we would like to do is to bring Quebec companies into activities here in France. For example, during the Congress, we would bring our winners to exchange with other companies, to see what is happening elsewhere, to leave their area.

#### Signature of the convention at the Congress



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## ► cooperation

# France Qualité and Shanghai Association for Quality join forces

By France Qualité

After friendly exchanges, consultations and discussions, during the Congress and before, both associations SAQ (Shanghai Association for Quality) and France Qualité, have reached the intent of preliminary cooperation to further strengthen the role of Quality organizations in promoting the economic and social development.

This agreement deals with four main goals:

- **To establish a strategic partnership.** In the principle of «Genuine Equality, Mutual Benefit, Complementary Advantages, Resource Sharing, Common Development», play respective advantages to provide services for enterprises on Quality Management cooperation and exchanges.
- **To build a platform for Quality cooperation** and exchanges between two countries: as a first step, the presidents of the two associations invite each other to participate in the major events organized by the partner structure.
- **To provide services for Quality cooperation** and exchanges between the associations of two countries, in areas such as green and environmental protection, innovation of Quality culture, standards of services...
- **To strengthen the Quality cooperation and exchange** between the Enterprises of two countries, thanks to seminars and training of regulations for public services, customer experiences and so on.

« I have a very good feeling about this cooperation.  
Welcome to China! »  
Xiaopen Tang, SAQ

Each of the associations is delighted with this promising agreement. The next deadline is already set: Pierre Girault is invited to make a speech at the Forum on Quality Innovation during the China International Industrial Fair on September 27 in Shanghai.

Then will come the Shanghai International Symposium on Quality in November and the French Quality Day in Paris. So many appointments to enrich and give life to this growing partnership, in order to support the organizations of the two countries in ever more innovative and successful Quality approaches.



## Quality of Life at Work in the world

During the European Quality Congress, France Qualité interviewed participants from different nationalities to find out how the topic of Quality of Life at Work was tackled in their country. On the way to a world tour of happiness at work!

### SLOVENIA

I think that yes, Quality of Life at Work is really taken into account in our country. Also Quality Manager has to work with the Human Resources Department on that, and to make working very friendly. We are public servants and we are not in business world so it's much more difficult for us. But we are trying through different matters to make sure that Quality Life at Work appears as a real priority.

We don't have Happiness Officer but I think it's actually the central question of Quality because if you want to be good at your work, you have to have a life of quality. Because that's how you understand what Quality really means. And for me it is very important. I work in a public administration and I think that people in public administration have at least in our country quite a high level of quality of life because our job allows us to have a balance between private life and professional life. Because we have fixed hours, sometimes also longer but it's relatively a safe workplace so we don't have business insights for example and we have time to live our private life, to come home with family, to do something after job so we do have a quality of life, we have this balance. For me, personally, this is the bases to do a quality work at your job.

**Mateja Arko Kosec and Barbara Zupanc,  
Public Administration of Slovenia**

### FRANCE

Yes I think that QLW is a topic for companies: individual performance is very much related not only to skills but also to the way we integrate ourselves into a universe, and therefore it implies to use communication, to feel comfortable and to have a healthy environment.

**Michel Romand, Ariane**

### NETHERLANDS

This is not a subject in my organization but in manufactures yes. They don't have a Quality Manager but they have a Happiness Manager, with missions around happiness of the employees. That's very important, they focus on employees. I think that's a new movement in Quality. In our Dutch association, we also have each year a business improvement manager chosen, from last year it's the Quality Leader. This year it's a guy from cleaning company focusing on employees and well-being, I think it's a new aspect of Quality Management. Some companies are looking for this movement.

**Cees Beek, Dutshe Quality Network**



## ESTONIA

Last year we had a conference on topical Quality Life at Work. I've always been intrigued about the separation of your work life and your normal life: it's one life that human being has. I think we should look at it as a whole. But of course that must be balanced, depending on the time you can dedicate to family and work. We should have a holistic perspective of this topic. Because forms of work are changing, so there is a lot of people, including me, who work from home thanks to flexible hours and it's very difficult sometimes to switch between this different modes, I think. It's inevitable, we are moving in this direction. It's one life, and you just have to find balance between different activities. The happiness is the key factor. The customer happiness also, the personal happiness and the work happiness, I think it's the same thing, which determine Quality.

**Tiia Tammaru,  
Estonian  
Organization for  
Quality**



## TUNISIA

In Tunisia, working conditions is a new theme, such as social responsibility. Our company for example is engaged in a OHSAS 18001 certification process and our strategy is to improve working conditions and to insure regulatory compliance, because the regulations require to organize favorable working conditions for the employees. It deals with the priorities of our company.

Concretely: we provide all personal protective equipment, social insurance, training, ergonomic positions, etc... In the Occupational Health and Safety risk analysis, we take the risk prevention measure and provide everything we need to protect our employees. Culture has become more and

more popular in Tunisia, so we have made good progress in Quality development, in tools.

**Nizar El Kateb et  
Hassen Rhouma,  
Comptoir  
National du  
Plastique**

## CAMEROON

This is a topical issue in Cameroon but not just at the level of work, but at the level of life in society. In Cameroon today we talk a lot more about living together, because we have internal problems, with those who are English-speaking, those who are French-speaking, so it's really a problem of society at home that goes beyond the only business. It's a national problem.

Then, in my company, I treat this subject. This ability to live together and collaborate together is a factor in reducing resistance to change when you are a Quality

person. So it's very important to implement an environment that can promote living together, collaborative work, a decompartmentalization of services, processes and everything you can imagine. It is a problem that never stops, because we are in a company at a given moment T and at a given moment T + 1, T + 2 there are new people arriving, with who we will have to work, so that they integrate the spirit of the business, they can work, they can produce collaboratively, so it's something that for me is permanent.

**Claude Bouli Belobo, FEICOM**

## GERMANY

I worked for 14 years in the field Quality in the automobile industry in France and today I am for 4 years in Germany and the subject is not treated by the same way between the two countries.

In Germany we do not care but these topics are everywhere, it's like a given. The Quality of Life at Work is higher in Germany than in France, in the sense of working time arrangements... we do not talk about it, it's part of everyday life. In France we did speak about it due to an obligation, due to obligation of laws on Quality of Life at Work, on psycho-social risks, on occupational diseases. But I can't represent all companies because in Germany I work for an international organization. I compare 2 extremes I think!

**Andrea Duflaut, Eumetsat**

## QUEBEC

The term of Quality has evolved a little in our country. So I would not say that it's already « has been » but there is a migration that has already been made for excellence, performance. Quality is still much associated with the normative, legal, regulatory, quality assurance, controls. Even though practitioners know that it's more than that, it's still perceived like that from the outside. There is really a migration at home: we talk about continuous improvement, innovation, performance, towards excellence.

In our country, the mobilization of employees, the well-being state is at the heart of the topics. We constantly talk about the mobilization, the commitment of employees. There is a big trend in Quebec: companies offer competitive advantages, they want to keep their employees, so we see all kinds of things. There are some very innovative companies, I'm thinking of JSoft where there is even a skateboard ramp at the office, ping-pong tables, a dedicated barista for employees, you can sleep in the workplace with beds on the second floor, with collaborative spaces. At home there is really a migration of work environments in collaborative spaces, we can see it.

**Manon Duclos, Quebec Movement for Quality**

## UNITED STATES

I think it's similar in America, but perhaps not as advanced. I think we think about it a lot but perhaps not through a proactive approach. I think we still see too many people who are feeling very stressed and consider they need to work too many hours, and I think that's potentially because they're working hardy and not smartly. So I think if we work better and more smartly, people will be less stressed out it will help their quality of life and perhaps they will work few hours because the studies that we see say that people who are working very long days are actually less effective than people who work shorter days.

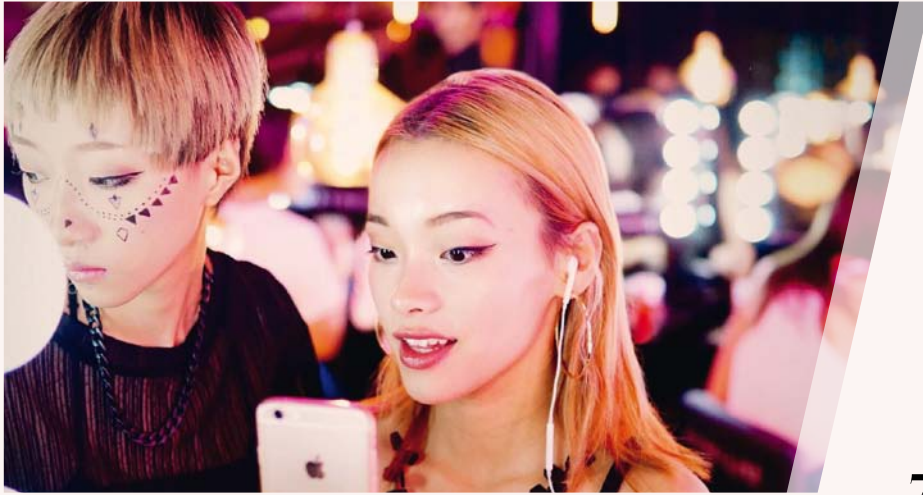
**Liz Keim, LLC, United States**

## FRANCE

Of course, the question of QLW arises in my company, as in all companies! Biomérieux has been trying for 1 or 2 years to focus on QWL. These are still specific actions, there is still work to do. In my case, the quality of life I had there 20 years ago, it is not the same now, if only by the open-space and the conflicts that it can generate. The benefit it can generate in terms of working together does exist, but it is a source of conflict anyway I find.

**Sylvie Reynaud, Biomérieux**

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**€ 26.02 Bn** sales

**7 Bn** products

**41** plants

(1) Source: WWD, Beauty TOP 100, April 2017

L'Oréal has devoted itself to beauty for over 100 years. Our mission? Beauty for All. We offer every woman and man on the planet the best innovation in terms of quality, effectiveness and safety, by responding to the infinite diversity of beauty needs and desires all over the world.

Since its creation by a researcher, Eugène Schueller, the Group has been pushing the boundaries of knowledge, based on a strong belief in innovation. Today, we are leaders in the cosmetics market. We are present on every continent through a portfolio of 34 brands – the largest and most comprehensive in the industry – covering all distribution channels, all categories and all price levels.



Quality has always been central to what we do. Since our founding, our top priority has been to offer consumers all around the world products that meet the very highest quality, safety and performance standards. This translates into a holistic approach that engages our suppliers, and also all of our employees day in, day out, no matter where they are in the world, at every subsidiary, in every brand and for every product that we make.

~ 100 quality controls for each and every cosmetic product

100% of our plants ISO 22716 compliant

90% of our plants ISO 9001 certified

2017 Operational Excellence Prize by MEDEF/AFQP

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