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QUALITY MANAGEMENT

- Luis Miguel Fonseca, *ISO 9001 Quality Management Systems through the Lens of Organizational Culture*

Both managers and scholars have convictions about the organizational approaches that best support organizational performance of the respective organizations and its Quality Management Systems. After a literature review of ISO 9001 Quality Management Systems (including the changes introduced by the 2015 edition), Organizational Culture theories are addressed and input from a CEO's focus group was gathered. The importance of organizational culture for the success of Quality Management Systems and the achievement of the organizational desired results is highlighted. The article advances a proposal to analyze ISO 9001 International Standard through the lens of organizational culture theories identifying a stronger open systems approach (influence of the environment, dynamic perspective, need for survival) of the 2015 ISO 9001 edition when compared with the 2008 one. This provides additional knowledge both to scholars and practitioners for a better understanding of the culture issues that can maximize ISO 9001 Quality Management Systems 2015 edition contributions to organizational enduring success.

Keywords: quality management systems, ISO 9001, organizational culture.

- Sergiu Ștefan Nicolaescu, Alina-Mihaela Făgăteanu, Claudiu Vasile Kifor, *Integration of Knowledge Management Concepts into Quality System based on ISO 9001. Case Study: R&D Centers of Automotive Industry*

The R&D centers of automotive industry are becoming increasingly innovative, in each day are developing new products which brings higher satisfaction to the customers by the improvement of quality, performance and product safety. The paper analyzes differences between ISO 9001:2008 and ISO-DIS 9001:2014, providing a starting point for organizations that have already implemented the 2008 version and aims to make the transition to the new one. Since projects in the automotive industry are becoming much complex and customer demanding for quality is constantly increasing, it is imperative to learn from previous mistakes and previous projects.

This paper analyzes four models of knowledge management that can be easily integrated into quality management and can bring value to the organization through their usage.

The original contribution is creation of a model that integrates the knowledge management concepts into the necessary activities for deployment and sustaining a quality management system according to ISO 9001 standard; knowledge management is explored in order to provide an improved product, a better customer relationships and to enhance team work.

Keywords: quality management system, ISO 9001, knowledge management, integration, continuous improvement, automotive industry.

- Iuliana Bratu, *Considerations on a New Approach of ISO 9001 Revision*

This article aims to identify relevant aspects of the fundamental revision of ISO 9001:2015. In the article there are references to significant news expected to be included in the new edition. It highlights the need to know the new requirements and their consideration in designing and implementing a QMS/quality management system. The objective of this review is to be generic enough – but still relevant for all sizes and types of organizations, regardless of industry. The results constitute the evaluation criteria for certification bodies in the process of quality management systems certification/audit and training process.

Keywords: ISO-DIS 9001:2014, ISO 9001:2008, quality management system/QMS, requirements, process.

- Maurizio Lanfranchi, Carlo Giannetto, Angelina De Pascale, *A General Model for analyzing the Factors that influence Tourists' Destination Loyalty in Rural Areas*

The customers relationship management, through the development of the neo-industrial economy, have become a strategic value resource for the achievement of competitive advantage by enterprises. The customer is more and more in the central place of the supply systems in a growing number of business areas. In marketing decisions, the analysis of consumer behaviour and the study of relationship among some determinants of purchasing processes become critical factors, especially in contexts characterized by high variety and instability of demand. It is known that the main objectives of companies are focused on profit and economic growth, but we must emphasize that in market economies, these results can be achieved, in the long run, showing superiority towards competitors regarding customers satisfaction. In this perspective, it is necessary to verify, if these considerations can be applied to the tourism sector and especially in the context of rural tourism. The increase in demand for tourist consumptions add a requirement, on the supply side, of high quality standards, it has produced a considerable increase of destination competitiveness. Consequently, the development of management strategies in tourist markets is aimed at increasing a total value offered in order to foster customers' loyalty towards specific locality. Although the existing relationship between the level of loyalty shown by tourists and specific leisure services has been considered, the loyalty towards destination is still an important topic of investigation. On the basis of such considerations, this paper intends to investigate the evaluation of the tourists level of loyalty for specific destinations relating to rural tourism.

Keywords: customer satisfaction, rural tourism, customer loyalty, tourism destination, level of loyalty.

ENVIRONMENTAL MANAGEMENT

- Cinzia Verde, *Strategy and Green Business Model: The Case of Carlsberg Group*

The problems related to the scarcity of environmental resources, food and climate attracted the attention of many international organizations. They focused on developing a business model green for companies, which results in less impact on the environment than the traditional one. The green business model is a driver of eco-innovation: it reduces the use of resources, waste production and related costs, and at the same time improves the quality of life, increasing wellness and health of all community. In this research it analyzed the green business model as a model that creates economic, social and environmental value, and that allows to achieve a competitive advantage. Objectives: identify a tool for companies through which manage change towards the green economy and making it possible to briefly describe the green strategies adopted proposing, in particular, the case study of the Carlsberg Group.

Keywords: competitiveness, eco-innovation, environment, food, green economy, sustainability.

FOOD SAFETY MANAGEMENT

- Tania Zaharia, Liliana Mihaela Moga, Magda Ioana Nenciu, Valodia Maximov, George Țiganov, *Adoption of Traceability Systems by Romanian Fishery and Aquaculture. Influencing Factors and Benefits*

Many countries, including Romania, implemented a traceability system to guarantee safety and security in food products. In recent years, however, the role of traceability in the control and safety of food has been identified as requiring greater transparency and regulation. The paper presents the results of an empirical study on the factors that influence Romanian fish farms and fishing enterprises to adopt the traceability system. The research model takes in consideration factors like improvement of the products quality and of food quality management mode, the highlight of the fish farms or fishing enterprises, exploiting market abroad, adaptation to health and safety of consumption demand, expanding the domestic market, ascending corporate public image, product differentiation, customer requirements, following similar enterprises, which have adopted the traceability system and the encouragement and preferential policies of government,

and tests their significance in influencing the adoption of the traceability systems. Also, the potential benefits were discussed. Questionnaires were applied in different fish farms in Romania. Practical implications of the study are discussed.

Keywords: fish farms, traceability systems, adoption, influencing factors.

- Laura Violi, Giacomo Falcone, Anna Irene De Luca, Luigi Chies, *Sustainability of European Eel Population: A Statistical Survey on Production, Conservation Status and Market Trends*

Among fishery products, the European eel is the most important commercial species in the world, and it is also significant for its socio-economic, historical and biological importance. Due to the increase of world demand of fish and fishery products for human consumption, that entails an increase in fishing effort in national and international waters by involving overexploitation of wild fish stocks, the European eel is, constantly and increasingly, in serious danger of extinction. This paper analyses, through a statistical survey, the production, conservation status and market trends of the European eel in order to provide an overview of the wild stock consistency and to contribute to discourse on the eel populations' sustainability. Furthermore the analysis aims to highlight critical issues – e.g., data used and stock size – and to indicate specific strategies for monitoring and control and for implementation of protection measures. Results show that, due to the highly aggregation of statistical data at international and national level and to the lack of data for several years, it is difficult to draw a clear and exact profile. However, all statistical data confirm the negative trend of European eel stock. By means of a comparative analysis of several official statistics, it is clear, indeed, the relationship between the wild animals' exploitation for productive purposes and the drastic reduction of wild stock of European eel. The several measures taken to protect this species, among which the inclusion in the red list of critically endangered species and the subsequent export ban, certainly represents a sign of this critical situation, and a confirm of the need to additional safeguard activities.

Keywords: aquaculture, fisheries, European eel, *anguilla anguilla*, stock, management, conservation.

ENERGY MANAGEMENT

- Mihail-Bogdan Căruțașiu, Constantin Ionescu, Horia Necula, Adrian Badea, *The Efficient Management of Thermal Energy gained in a Low Energy Building*

The importance of reducing energy consumption in building sector is highlighted in world countries energetic strategies. This paper analyzes an efficient way to reduce the building's energy consumption for heating by coupling the HVAC (Heating, Ventilating and Air Conditioning) system with two subsystems used for preheating the fresh air. The first subsystem is an earth-to-air heat exchanger (EAHX), and it serves as transfer medium between the ventilation fresh air and soil. Moreover, the preheated air is inserted in an air-to-air heat exchanger (MVHR), coupled directly to the mechanical ventilation system, which facilitates the heat transfer between the exhaust and fresh air. Using this HVAC system, a total thermic energy gain of 710 kWh was obtained for the considered test period, which lasted from 17 of February until 13 May (when the heating system was turned off). Choosing this time interval, we could analyze the heating period (from 17 January to 15 April), but also the inter-season period, characterized by high outside temperature variations and thermal instability provided by the EAHX subsystem.

Keywords: thermal energy management, low energy building, thermal energy recovery, earth-to-air heat exchanger, experimental study.

GENERAL MANAGEMENT

- Ion Verboncu, Florentina Andreea Condurache, *Business Opportunities with Project Managements*

Streamlining the Romanian organizations is dependent on streamlining their management, approach achievable by promoting and operationalizing of various ways, such as: redesigning the management system, management methodologization, strategic management promotion. They are all based on professionalizing the managers and allow

the professionalizing the management, features without which achieving performance is, in the most common situations, impossible. In the context of management methodologizing, using the project management, particularly at the level of companies, is a relatively easy solution, but very important by the implications it has on organizational, informational and decisional component functionality, of the management and, implicitly, on their economic performance. With this management tool, the organizations become more innovative and are getting closer to what we call "knowledge-based organizations", and the management becomes the main factor of progress and obtaining efficiency.

Keywords: project, reengineering managerial, restructuring, remodelling proceedings, project management, management based on profit centers.

- Carmen Valentina Rădulescu, Ildiko Ioan, Florina Bran, Mariana Iovițu, *Communication Strategies for Sustainable Businesses*

Transposing the vision of sustainable development in action became a responsibility assumed by an increasing number of companies. Integrating sustainability in business strategy has implications upon the company's activities determining both their change and shifts in the relative importance of them. The strategy of sustainability communication mirrors such changes by the intensification of control over reputation. Nevertheless, results are not always in accordance with expectations, fact that considerably diminishes the key potential held by businesses for inducing the social change needed for the progress toward sustainable development. For a better understanding of the relation among sustainability, processes, products, communication, and marketing there is proposed a framework model that allows the analysis of products sustainability and of the communication strategy's quality in order to establish the likeliness of the sustainable business reputation.

Keywords: sustainable business, communication, marketing, sustainable value, reputation.

- Mihai Vrîncuț, *Qualitative Techniques for Project Management VII. Making Critical Chain Project Management known to Romania (II)*

This article continues the discussion begun previously regarding the opportunity of initiating project managers in Romania in the using of planning based on critical chain principles. Goldratt set up the idea of critical chain project management nearly 20 years now, and despite the spectacular results achieved by companies that have adopted it, in Romania it is still unknown, much less applied in project management. In this article I discuss the structure of a training program for project managers built so that, in addition to classic project management concepts that must be discussed, to contain specific notions of theory of constraints and critical chain project management. I will make observations on the objectives which such a program should aim for, relevant contents it should contain; we will determine an optimal number of participants and build a budget to see the financial sustainability of such a program.

Keywords: project management, critical chain project management, theory of constraints, training program, competitiveness.

- Eduard Ceptureanu, Sebastian Ceptureanu, *Recommendations for Implementation of Change Management in Innovative SMEs*

Evolution and operation of innovative SMEs have both a strong contextual determination, being influenced more or less by changes that have occurred in their environment and a managerial determination, consisting of quality of management practices at their level and chronic deficiencies manifested in the field. They have experienced and also face a number of problems for whose solution requires strategies and policies developed and focused on changes in the financial, human, material and information fields in order to make change and achieve projected objectives. This paper aims to formulate a series of recommendations for entrepreneurs in innovative SMEs in terms of implementing change management based on practical experience of authors gained by implementing a research program focused on this topic on Bucharest University of Economic Studies.

Keywords: change management, innovation, innovative SMEs, entrepreneurship.