



France Qualité Quality for France!

A **AFQP** has 1.950 registered members: small, middle-scale and big companies, administrations and public structures and foundations. And more than 6.000 individuals appear as correspondents, contacts, in the different French regions. Globally, Quality is at the very moment nothing but trendy: a growing number of companies or public structures use the associated methods and tools as a way of progress or even transformation. It is probably linked: we record a constant increase of membership in AFQP (+8% per year).

Then, what realizations could we mention as major ones? Here is a synthesis.

In terms of representativeness:

- Consolidating and strengthening partnership agreements: with MEDEF (employers representatives), around Operational Excellence (2017); with the Ministry of Higher Education, around integration of Quality in programs (2017); with AFNOR Group, around new EFQM model deployment (2020).

- Conceiving, updating and using "Quali'Bord", the reference dashboard.
- Launching, formalizing and promoting the concept of "Nouvelle Qualité" (New Quality) – global, pragmatic, innovative, participative (2020).
- Integrating exclusive interviews of well-known stars coming for various environments, in our quarterly magazine ("Revue Échanges") or monthly newsletter.

In terms of sharing:

- Extending the association's offer, through videos, leaflets, games and a special proposal of training/coaching/recognizing in the field of synergies between CSR (Corporate Social Responsibility) and Quality.
- Creating the "French Quality Leader" Trophy, consistent with the EOQ recognition system (2019).
- Capitalizing social media, implementing moreover a dedicated one (2019).
- Underlining the added value of Quality methods and tools via numerous events, publications, social media messages (+30% of followers since 2019, January, 1st).

This could be the motto of our AFQP network – meaning Association France Qualité Performance (French Quality Performance Association), so-called "France Qualité". Because France Qualité does not only represent the French Community of professional people concerned by risk management, continuous improvement, performance measurement, sustainable development; it also intends to contribute, thanks to the Quality process, to the Nation economic, social and environmental efficiency.

In terms of future:

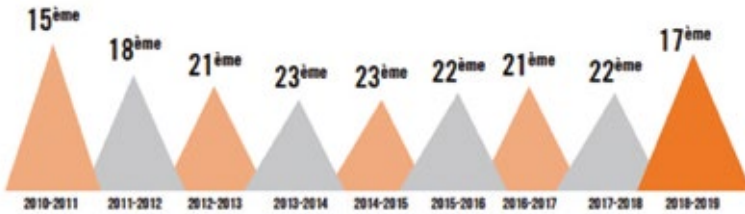
- Having maintained all the network activities during recent and most critical phase of Covid-19 crisis. Having by the way revisited many habits or practices, and replaced some traditional types of meeting by energizing webinars or remote work.
- Supporting initiatives or actions due to the Young Generations Team: Facebook communication, Afterwork, specific studies (2020).
- Co-constructing the France Qualité road map with regional leaders, partners and other interested parties (2018); co-driving the monitoring reports.
- Co-working more and more with national experts, politicians, influencers (2020).

Quali'Bord

Quali'Bord 2020 is the scoreboard of French quality. Based on Balanced Scorecard approach Quali'Bord includes 11 indicators. Here is the illustration of quality in France through 3 indicators.

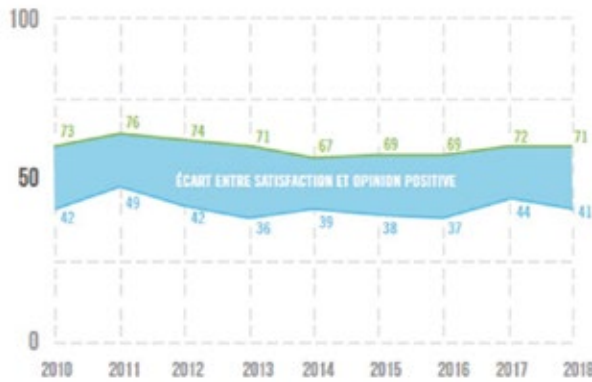
Indicator 1

THE GLOBAL COMPETITIVENESS INDEX SHOWS FRANCE' RANK IN THE WORLD. LAST YEAR THE FRANCE GOES UP TO 17TH PLACE.



Indicator 2

THE PUBLIC SERVICE IS SATISFACTORY IN FRANCE WITH 71% OF PEOPLE SATISFIED.



Indicator 3

IN TERMS OF INNOVATION FRANCE REMAINS 11TH IN EUROPE AND IS JUST ABOVE THE EUROPEAN AVERAGE.



Pierre Girault
President of France Qualité

France Qualité and Europe

In France Qualité current road map there is an action aiming at reinforcing our involvement on a european level. Why so?

First of all, the business world looks as more international than ever. Many of our members have growing connexions with people from other Nations. And young generations are obviously used to abroad trips, visits in campus, move easily to another country, because of friends links, studies period or new jobs.

Secondly, you think better together. In other words, multi-cultural discussions are always fruitful, permitting to consolidate an open mind approach. So, the time reserved for sharing international benchmarking, best practices, is finally of a great help.

Third and last reason: without false modesty, we consider that French Quality network has also some results, ideas, to enhance. Let us, thus, act closely with european partners. Yes, France is back! And our Vice President, Patrick Mongillon, as an Executive member of the EOQ Board, leads the way.



Thomas Lejeune
General Secretary of France Qualité

France Qualité is the professional Quality network

The association's offer can be summarized in three words:

Representativeness

The association represents nearly 2.000 members in France. It is the privileged interlocutor of the ministries, the MEDEF, AFNOR...

Every year, the publication of "Quali'Bord" gives an overview of France's position in the world in terms of Quality and identifies areas for progress. Its website is consulted by 30.000 unique visitors per month.

National positions on major subjects such as the links between Quality and CSR, Quality in higher education, the new Quality principles, are relayed in the specialized press. As a member of the EOQ, the association is active at the European level. Over the last five years, three French Professionals presented by the AFQP have been elected "European Quality Leader".

Sharing

The network organizes more than 300 events per year based primarily on the principle of sharing good practices and mutual aid. These range from conferences called "5 à 7" (5 to 7), which open up little-known horizons such as quality as seen by the sales director Alexis Gruss circus, to a psychiatrist specializing in Quality in the hospital environment. Although it is impossible to list everything here, but we can note the organization of cross-audits, webconferences, Quality and Operational Excellence Awards... The highlight is the annual organization of the French Quality and Operational Excellence Day every first quarter of the year.

Future

Looking at the best today is essential, but imagining the changes in the future is a must. That's why the "Made in Quality" Think Tank enables nine commissions to reflect on a variety of subjects such as Quality and new technologies, what will the Quality Director be tomorrow? The conclusion of this work is the subject of an annual white paper. The 5th volume has just been published. Finally, the association is banking on the future with the creation a year ago of a group dedicated to the young generations at the end of their Quality studies and young recruits. Because, let's not forget, they are the future of our profession!





Agnès Deldicque
 Presidente of AFQP
 Hauts-de-France

Thierry Pellegrin
 President of AFQP Occitanie

Hélène Schmidt
 Vice Presidente of AFQP
 Occitanie

The new Quality

New quality is global

The main characteristic of the new quality is its strategic position beside company's management. CEO involvement is one of the key success factors for quality promotion as a support to company's organization and performance, including the financial aspects. But this strategic place is also one of the foundations to enable to create links and connection between all company's functions. Quality imbeds quality, health and safety, environment topics but also CSR and Sustainable Development. All these elements, supported by the new issue of the EFQM model, facilitate to combine vision, performances and agility. The proof is, AFQP and its regional network open their events not only to QSE (Quality, Health & Safety, Environment) functions but to all company's actors: managing director, Chief Financial Officer, Head of Human Resources... Our role is to promote and explain this strategic place and its benefits for companies. Likewise, theme approached by AFQP go beyond ISO 9001. The integration of all the company's components is indivisible: the quality methods and tools being the common core of progress strategy and anticipation.

New quality is pragmatic

Quality is a strong ally to company's strategy. It has to be pragmatic and break with the legacy from quality insurance, often heavy to carry, from 80s/90s. Quality is the support to optimization, efficacy and efficiency of the companies, through their processes. This pragmatism is also an entry point to new dynamics within the teams and to new quality profile especially in data exploitation. Finally, quality could not be pragmatic nor strategic without anticipating. Its support to risks and opportunities analysis management is essential to its mission. Thus, activities proposed by AFQP promote con-

crete approach, encourage benchmark and co-construction.

New quality is innovative

Suffering from a strict and rigid image, quality is supposed to be contradictory with agility. It is time to end with received ideas. New quality is a facilitator to emergence of new ideas and build upon creative idea of new generations. Digitalization is an important point of new quality: with 4.0 industry and then digitalization, quality has to support transformations of company's functions and ensuring at the same time its own transition. However new generations expectations go further than digitalization. A change in French managing models is also a strong expectation: quality becomes then a lever to management, force for change, focused on added value for interested parties thus focused on the essential.

To guide creativity within the company, AFQP sets up partnership with training organization, schools or university to reinforce the link with new generations and build together the future of quality. AFQP does not end there. Through its strong partnership with AFNOR¹, quality awards are distributed each year, highlighting innovative practices within companies. Finally, AFQP makes also the link with companies from digital sector for both events, conference and working group.

New quality is participative

Keep human being at the heart of the company and consequently to systems approach. Involvement of all the layers of an organization is the basis of continuous improvement so as risk management. Collective commitment, collective intelligence, co-construction... are all leading concepts for new quality. We could mention the African proverb: "Alone, we go faster, together, we go further."

Promotion of companies through conferences, practices sharing or collectives' awards with quality awards are concrete examples of how we bring forward the participative quality. Lastly, AFQP network carries this value in the organization of its events and working group by inviting every function to build links and give strong impetus to new quality.



Henri Nigay
 President of AFQP Auvergne
 Rhône-Alpes

A dynamic area: Auvergne Rhône-Alpes

Auvergne Rhône-Alpes is an important economic region with chemicals, large oil and biotechnology companies and two high schools. Many companies use EFQM model to improve themselves, like STMicroelectronics. The regional association is dynamic:

- Organization of the annual digital day with thousands of business leaders;
- Focus on Emotional Intelligence;
- Cross-audit club;
- CSR groups.

With more than 150 members and 50 events each year the region organizes local quality prizes.

We are ready to share and benchmark with Portugal.



Patrick Mongillon
 Vice President of AFQP, in charge of international, Think Tank Made in Quality and Quali'Bord.
 Executive Vice President of EOQ

France Qualité is a dynamic association, in constant growth and which is committed to being involved in quality in Europe and in the world. We are proud to share information with our friends in Portugal.

¹ AFNOR: AFNOR Group designs and deploys solutions based on voluntary standards around the world. The Group serves the general interest in its standardization activities and provides services in such competitive sectors as training, professional and technical information and intelligence, assessment and certification.