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Supply chain and quality management

The definition of a standard to implement a process management system in a supply chain

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Abstract
Purpose – The purpose of this paper is to present the results of research for developing a standard to implement a process management system in a whole supply chain.

Design/methodology/approach – To gain this aim, the research has been developed in two parts. The quality management part has the objective to select the reference model to develop the standard. The supply chain management (SCM) part has, instead, the objective to select the drivers and the main processes that the standard has to manage. The evaluation of the results of these parts permitted to define the proposed standard.

Findings – A modified interpretation of ISO 9000:2000 norm is proposed permitting to improve the ISO 9001 standard to the general requirements for a whole process approach, to extend and to apply the ISO 9001 concepts that address quality aspects within a single organization, to a whole supply chain and to facilitate the introduction of the modern principles and techniques of SCM. Finally, the standard to implement a management system for a whole supply chain is introduced through the identification of the main supply chain processes and drivers.

Research limitations/implications – The standard proposed is a specific for a generic supply chain. Further studies will be necessary to customize the standard to appropriate productive sectors and to validate the appropriate content through real applications.

Practical implications – The standard proposed is a guide line to implement a management system in a supply chain and, for this aim, it can be applied in a generic supply chain.

Originality/value – The standard proposed is an original tool to improve the collaboration and processes integration between the partners into a supply chain and this scope can be the actual value of the presented methodology.

Keywords Quality management, Process management, Supply chain management, ISO 9000 series, Quality standards

Paper type Research paper

1. Introduction
As customers' expectations are evermore addressed towards both products and their related features (delivery time, after sales assistance, and service level), competition within the global market will certainly concern supply chains rather than single industries. An effective and integrated management is even more important in that...