

KEYNOTE SPEECH

Quality Management and Quality Organizations in the Digital Age

Wang Lin, Vice President of China Association for Quality (CAQ)

7th International Conference on Quality Engineering and Management · Lisbon, Portugal

Presentation Overview

01

The Digital Transformation Imperative

Why the wolf has truly arrived

02

Manufacturing: Three Benchmark Enterprises

Nanjing Steel · XCMG · Haier COSMOPlat

03

Service Industry: China's 20-Year Leap

Ride-hailing · Airports · Food Delivery

04

AI in Quality Management: Three Levels

Micro (8D) · Meso (Xiaomi) · Macro (TravelSky)

05

CAQ's Strategic Response

Challenges, advantages, and our 3-year transformation plan

SECTION 01

The Digital Transformation Imperative

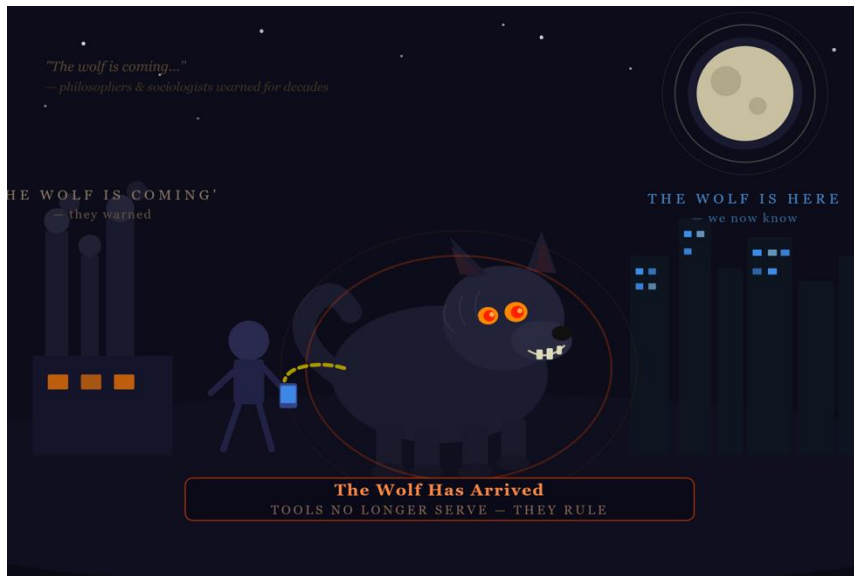
Why this transformation is unlike anything before

A Transformation We Have Never Seen Before

The digital revolution is reshaping every person, every organization

“ **The wolf is coming.**

For many years, people said this. It sounded like an exaggeration.



01 Unprecedented in Scale

Digital transformation affects every person and organization simultaneously — unlike previous industrial shifts that were gradual and sectoral.

02 Philosophy Confirmed

What philosophers feared for centuries — tools controlling humans — is now a lived reality, not a thought experiment.

03 A Justified Anxiety

The worry is real and shared. Traditional working models are being displaced faster than organizations can adapt.

04 But Opportunities Are Equal

The same transformation that disrupts also creates new possibilities. Challenges are universal — advantages are not.

Data-Driven Solutions: Beyond Human Analysis

Consulting products from massive data capture patterns more accurately than any individual analyst

Consulting products generated from massive data are better able to capture regular patterns — and more accurately predict the future — than traditional consulting products. Their solutions are grounded in data and facts, consolidating vast experience to avoid the limitations of human analysis.

Traditional Approach

- Based on individual expert judgment
- Limited by cognitive bias and experience gaps
- Narrow data scope — samples, surveys, audits
- Predictions shaped by subjective assumptions
- Inconsistent across analysts and contexts

Data-Driven Approach

- Grounded in objective data and verified facts
- Aggregates experience from millions of data points
- Full-spectrum pattern recognition across systems
- Comprehensive, accurate future predictions
- Consistent, repeatable, continuously improving

What This Means for Quality

- Quality rules enforced by systems, not people
- Problems detected before they cause failures
- Human judgment redirected to high-value decisions
- Quality management becomes predictive, not reactive
- Scale and accuracy no longer limited by human capacity

Digital technology has become both the executor and the supervisor of quality rules — replacing fragmented human control with systematic, scalable intelligence.

How Digitalization Is Transforming Manufacturing

Quality improvement · Flexible production lines · Intelligent warehousing

01 Stable Production & Quality Improvement

In digitalized production and warehousing facilities, manufacturing processes are more stable and quality has been effectively elevated. This largely addresses what Lean Six Sigma aimed to solve: reducing quality loss, raising quality levels, and achieving cost reduction with efficiency gains.

↓ Quality Loss

↑ Quality Level

↓ Cost, ↑ Efficiency

02 Flexible Production Lines & Operational Efficiency

The combination of automation and digitalization, together with more scientifically designed flexible production lines, drives continuously rising efficiency. Systems now respond in real time to demand changes — something no traditional fixed-line operation could achieve.

Real-Time Demand Response

Flexible Line Design

↑ Output & Speed

03 Intelligent Warehousing: From Labor-Intensive to Automated

Smart warehousing converts traditionally labor-intensive operations — loading, unloading, transport — into streamlined automated workflows. Result: dramatically improved throughput efficiency alongside a substantial reduction in labor costs.

Fully Automated Handling

↓ Labor Costs

↑ Throughput Speed

SECTION 02

Manufacturing: Three Benchmark Enterprises

Nanjing Iron & Steel · XCMG · Haier COSMOPlat

Nanjing Iron & Steel

From experience-based steelmaking to data-driven precision.
A self-developed digital system broke the smelting 'black box' — reshaping business model, organization, and competitive advantage.

>90%

Blast furnace temp
prediction accuracy

>95%

Core data assets
in unified data lake

JIT+C2M

Unique customization
model in steel industry

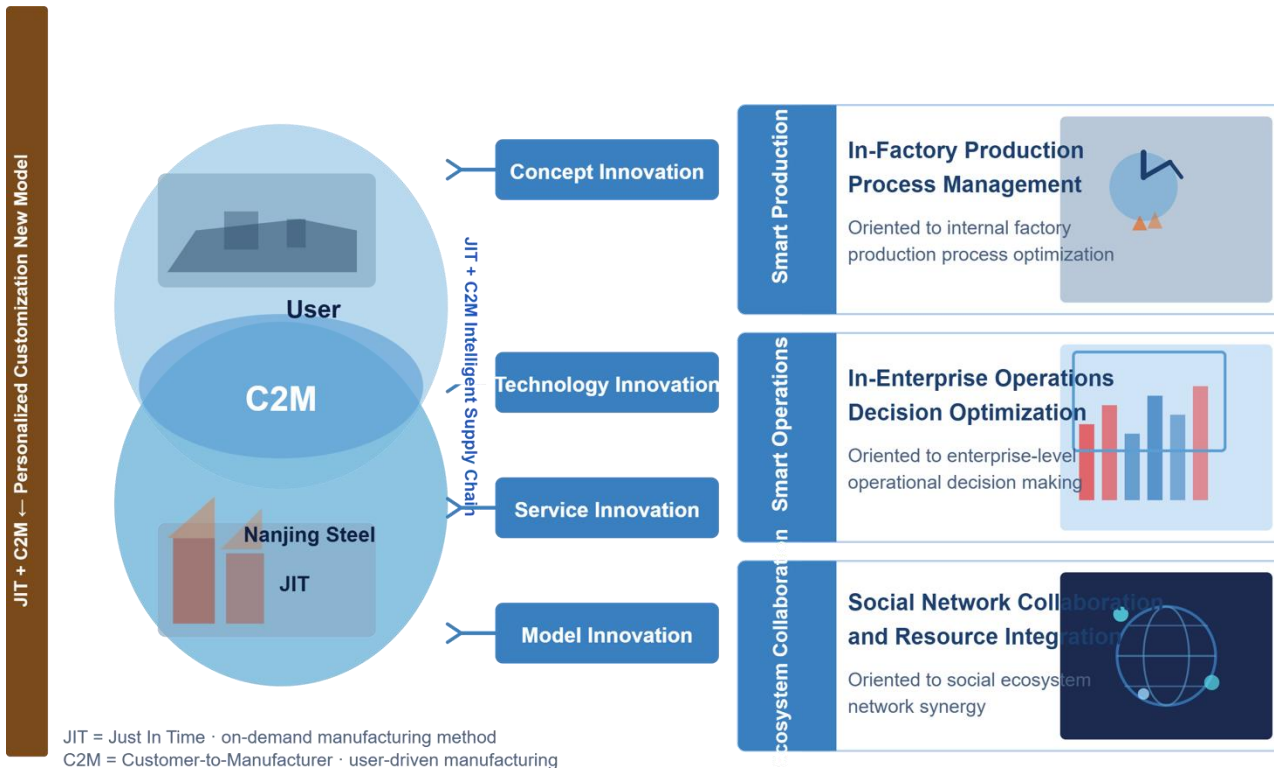
3-in-1

Business · Org ·
Competitiveness rebuilt



Nanjing Iron & Steel: JIT + C2M Innovation Model

Breaking the fixed mindset of mass production in the global steel industry



CASE STUDY 02 · DISCRETE MANUFACTURING

XCMG: Hanyun Platform

XCMG's network covers 190+ countries. The self-built Hanyun Industrial Internet Platform drives full-value-chain upgrading — connecting 1.6M+ devices across 90+ industries worldwide.

1.6M+

Connected devices

90+

Industries

190+

Countries

-40%

Equipment
failure rate

+60%

Service
efficiency

>90%

Welding
reach rate

+30%

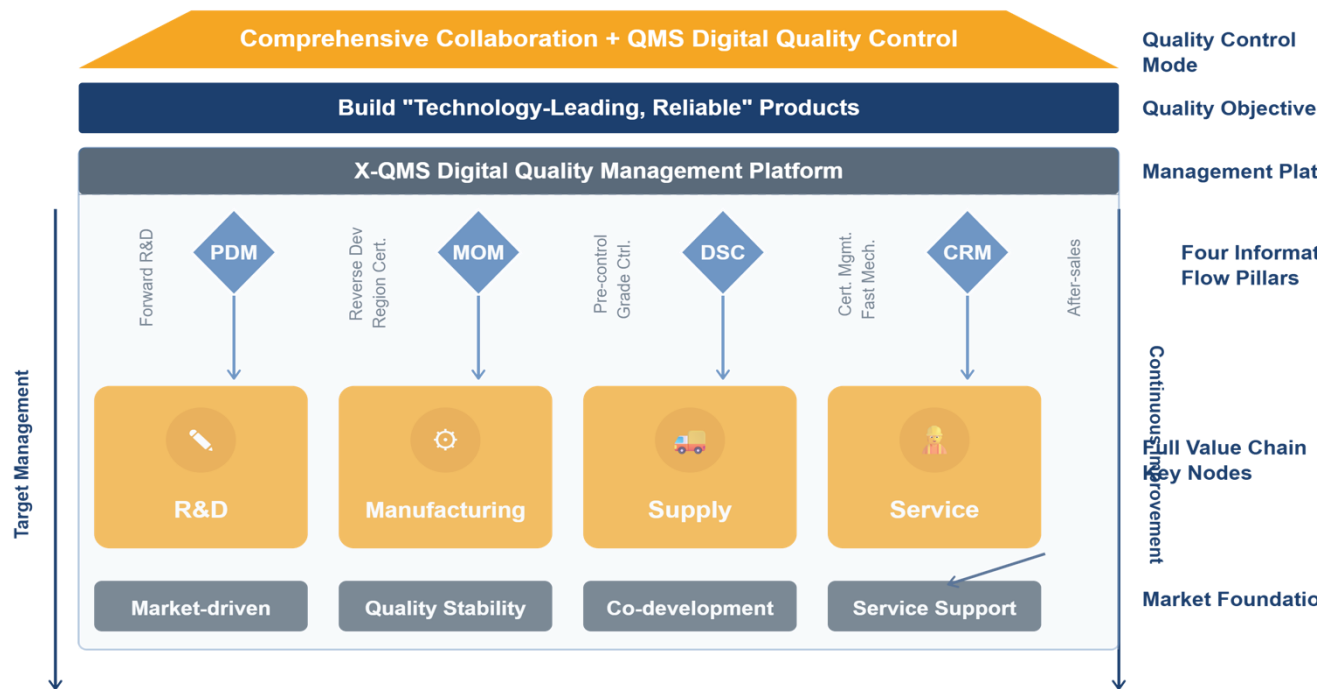
Welding
productivity



Hanyun Platform — global real-time equipment connectivity

XCMG: X-QMS Digital Quality Management Architecture

Integrating R&D · Manufacturing · Supply Chain · After-Sales Service





Haier COSMOPlat — mass customization platform floor

CASE STUDY 03 · CONSUMER APPLIANCES

Haier COSMOPlat

Haier reimagined AI not as a cost-reduction tool, but as a complete rethinking of the relationship between manufacturer and user.

Strategic Shift

From enterprise-centric → user-centric: make what users want, not what we produce

AI Inspection

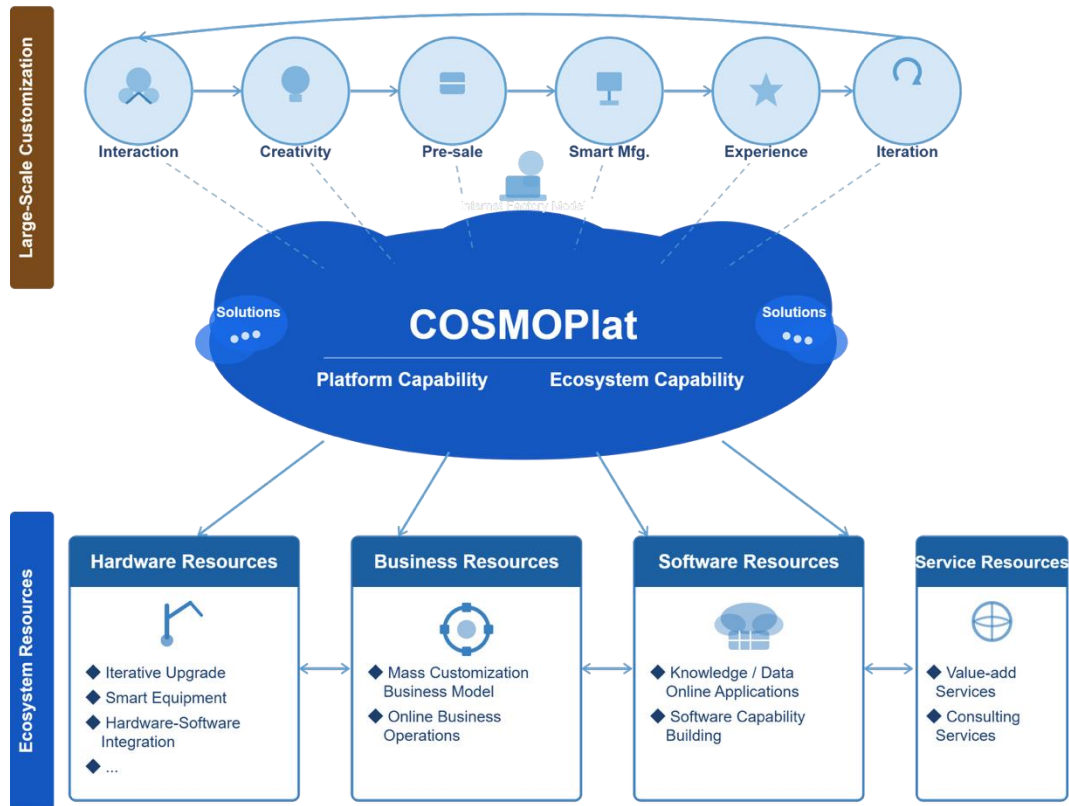
Defect identification accuracy: 99.9% — full-process intelligent autonomous control

Ecosystem Leap

Leapfrog upgrade: from product OEM to a global industrial ecosystem platform

Haier COSMOPlat: Large-Scale Customization Ecosystem Architecture

From hardware + software resources to a full industrial ecosystem platform



What the Three Benchmark Enterprises Prove Together

China's manufacturing industry is completing leapfrog iteration through local innovation

“By using localized digital and intelligent solutions, Chinese manufacturers are breaking through the ceiling of traditional manufacturing.”

Heavy Process Industry

Nanjing Iron & Steel

Broke the steelmaking 'black box' with self-developed AI — accuracy >90%. Proved that even century-old process industries can be fully digitalized from within.

Local innovation can solve what global consultants said was impossible.

Discrete Manufacturing

XCMG

Built its own Industrial Internet Platform connecting 1.6M+ devices across 190+ countries. Turned a traditional machinery maker into a global digital ecosystem leader.

Digitalization becomes a competitive moat, not just a cost-saving tool.

Consumer Appliances

Haier COSMOPlat

Leapfrogged from product OEM to a global industrial ecosystem platform. AI inspection at 99.9% accuracy. Redefined the relationship between manufacturer and user entirely.

China is no longer following global models — it is creating new ones.

SECTION 03

China's Service Industry: A 20-Year Transformation

From lagging behind Europe to leading in many areas

Case Study: Beijing Taxi — From Notorious to Exemplary

Twenty years of comparison · A first-hand account

As a citizen of Beijing, I experienced this directly.

*"The complaint closure rate was below 70%.
Overall satisfaction: only 75%.
Peak-hour wait: up to 25 minutes."*



The Four Main Complaints

✗ Refused Passengers

Drivers frequently turned away fares, especially for short trips or off-peak routes.

✗ Dirty Vehicles

No enforced cleanliness standards. Passenger experience was inconsistent and often unpleasant.

✗ Unnecessary Detours

No GPS tracking. Drivers could take longer routes and overcharge with no accountability.

✗ Poor Service Attitude

No digital record. No consequence for rudeness. No mechanism to reward good service.

Service Guarantee Upgrade: From 'No Recourse' to 'Full Traceability'

Digital technology reshapes industry trust — from passive remedy to active prevention

BEFORE

No recourse · Poor experience

Complaint Closure Rate

< 70%

Overall Service Satisfaction

≈ 75%

Peak-Hour Wait Time

~25 min

Complaint Process

Phone or counter only
Complicated, slow



AFTER (2025-2026)

Full traceability · Quality elevated

Complaint Closure Rate

95-98%

Overall Service Satisfaction

86.60%

Peak-Hour Wait Time

< 10 min

Complaint Process

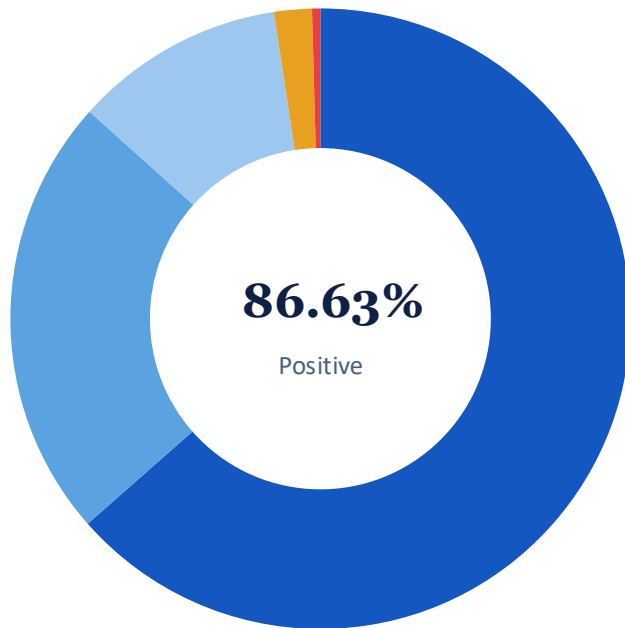
One-tap on app
2-min submission, resolved fast

Digital technology has become both the executor and the supervisor of service rules — driving a systemic improvement in service quality.

Ride-Hailing Service Satisfaction Distribution (2025)

Over 86% of users expressed satisfaction — industry service quality widely recognized

Source: 2025 National Ride-Hailing Service Quality Monitoring Report · N=125,400 · 36 major cities



- Very Satisfied (63.51%)
- Fairly Satisfied (23.12%)
- Neutral (10.97%)
- Fairly Dissatisfied (1.97%)
- Very Dissatisfied (0.43%)



High Satisfaction Dominant

63.51% of users gave the top rating — 'Very Satisfied'. This reflects that core service touchpoints (dispatch, driver attitude, journey experience) have reached a high industry standard.



Digitalization Is Working

Combined positive ratings ('Very Satisfied' + 'Fairly Satisfied') total 86.63%, demonstrating that algorithm-based dispatching and digital payment have deeply matched user needs — earning broad market trust.



Room for Refinement Remains

2.4% of users expressed dissatisfaction. The industry should focus on serving the 'silver-haired', niche scenarios, and edge-case needs — bridging the gap from 'usable' to 'excellent'.

N = 125,400 valid responses · 36 cities · 2025 National Monitoring Report

Platform Complaint Timeliness (Shanghai, 2026)

Industry avg: 95.89% · Top platforms achieve 100% · Digital technology sets a new benchmark

3,330

valid complaints · 8
platforms

95.89%

industry avg
timeliness rate

🏆 Setting the Benchmark

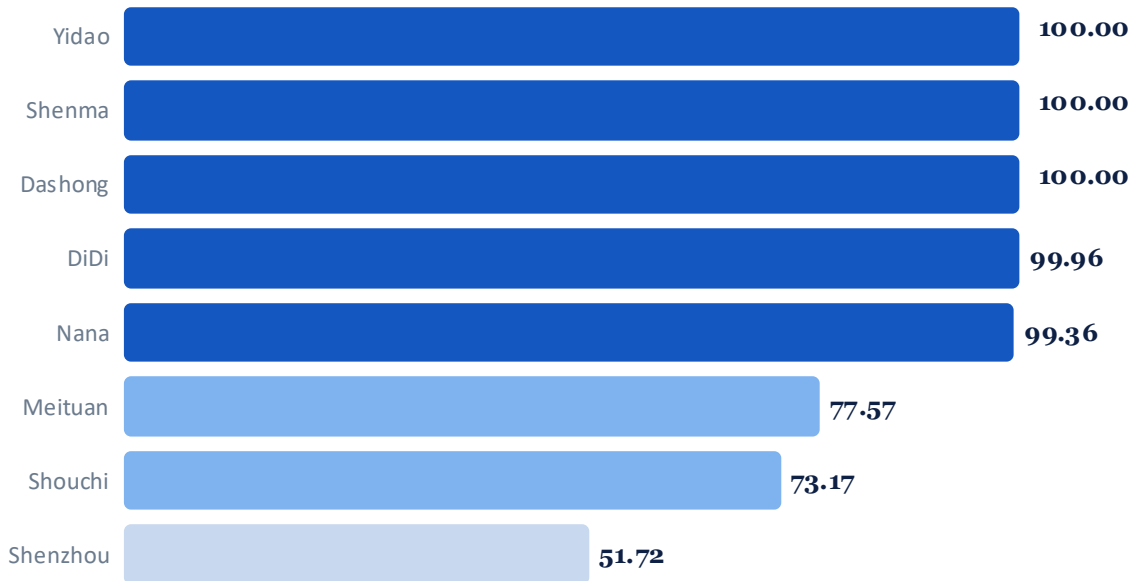
Multiple platforms achieving 100% timeliness creates a concrete reference standard for the industry, raising the floor of service accountability.

⚡ Technology-Driven Response

Mainstream platforms use digital routing to achieve fast closure — even at peak demand, response speed remains consistently high.

↑ Systemic Quality Upgrade

The shift from reactive to proactive handling is underway — building a full-chain service protection system for more reliable rides.



Source: CAQ compilation · 2026 Shanghai major ride-hailing platform complaint timeliness data

Traditional quality tools could not have achieved this transformation. Digital technology is the new quality infrastructure.

Global Airport Departure Time Benchmarks

Case Study 05 · Airport Efficiency · Objective data from US third party: MyLayover LLC

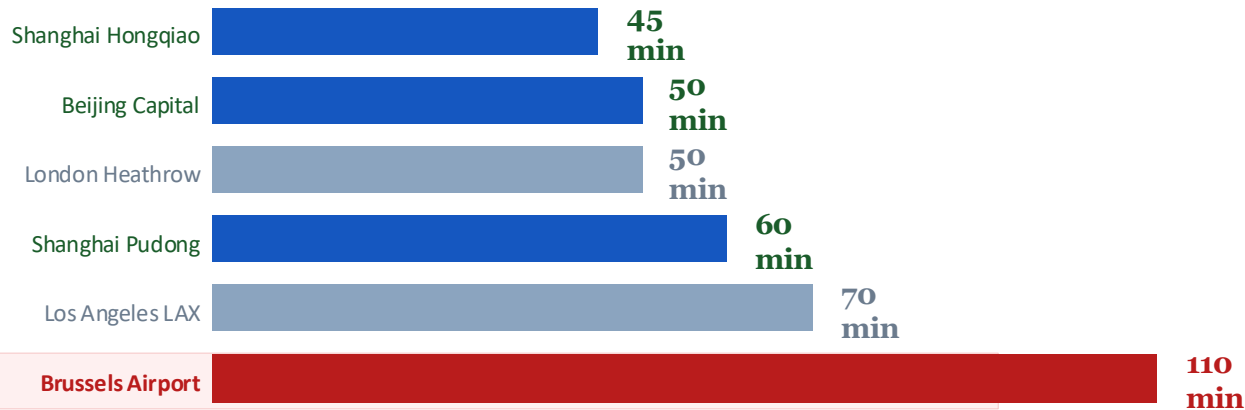
Airport	Avg	Peak	Off-pk
Shanghai Hongqiao	45m	45–60m	30–40m
Beijing Capital	50m	45–60m	30–60m
Shanghai Pudong	60m	60–90m	40–60m
London Heathrow	50m	60–90m	35–50m
Los Angeles LAX	70m	70–100m	45–60m
Brussels Airport	110m	90–150m	35–50m

China · Source: MyLayover LLC (US transit planning platform, objective 3rd-party data)

Average Departure Processing Time Comparison

Case Study 05 · Airport Efficiency · Source: MyLayover LLC (US transit planning platform)

Average departure time by airport (minutes)



Efficiency Leader

Shanghai Hongqiao

45-min avg — fastest in the sample. Off-peak as low as 30 min.

Efficiency Alert

Brussels Airport

110-min avg — the only airport exceeding 1 hour. Peak may reach 2.5 hrs.

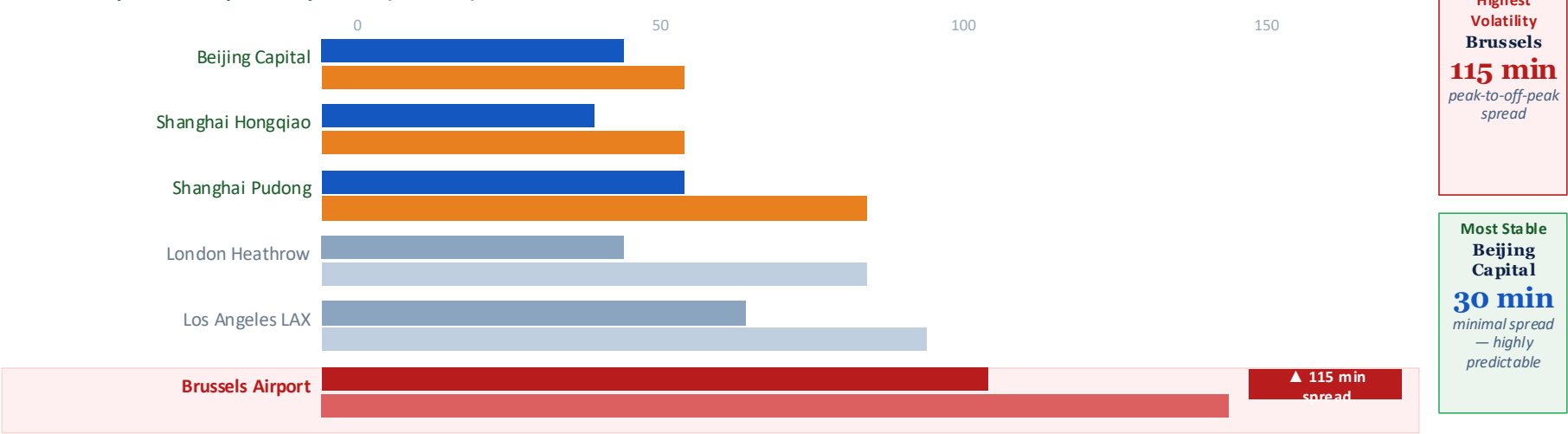
Data analysis: The efficiency gap between domestic and international hub airports is significant. The key lies in process digitalization and resource optimization — higher-time airports need process redesign to improve passenger experience.

Data source: For visual presentation, via My Layover LLC "US transit planning service" (Layover) website statistics.

Departure Time Volatility Range Analysis

Peak vs. Off-Peak time spread per airport (minutes) · Source: MyLayover LLC

Peak-to-off-peak time span comparison (minutes)



■ Avg baseline ■ Peak max time

Data source: For visual presentation, via My Layover LLC "US transit planning service" (Layover) website statistics.

China's Airport Digital Transformation: Key Drivers

What makes China's airports consistently faster — and why it matters for the future of service

“China's service industry has not only caught up — in many areas, we have already moved ahead. In twenty years, we have completed a profound transformation.”

01 DIGITAL INVESTMENT

Continuous Technology Upgrade

All major Chinese airports have widely adopted digital technologies — biometric check-in, automated passport control, real-time queue management — and continue upgrading to ensure service efficiency keeps improving.

02 PROCESS MANAGEMENT

Pursuit of Process Excellence

Beijing Capital's remarkable stability — consistent times in peak and off-peak alike — is a direct result of scientifically designed flow management and relentless optimization of every process step.

03 SERVICE PHILOSOPHY

Passenger Experience First

A fundamental change in service culture — passengers are no longer processed through a system; the system is designed around their experience. This mindset shift drives every operational decision.

We warmly welcome all our friends to visit China — experience our efficient, convenient airports for yourselves.

Data source: For visual presentation, via My Layover LLC “US transit planning service” (Layover) website statistics.



Food Delivery in China: A Digital Revolution

Case Study 06 · Catering Industry · From waiting in line to doorstep delivery in 30 minutes

BEFORE — Traditional Offline Dining

30–60 min

Table wait
during peak hours

Manual

Order-taking
(paper & verbal)



Poor

Delivery time &
food quality

No data

Zero process
traceability

AFTER — AI-Powered Digital Delivery

30–45 min

Avg delivery
(AI routing)

+30%

Merchant
prep speed

>40%

Full process
time reduction

100%

Order tracking
accountability

Source: iiMedia Research 2022 · N=1,756 consumer samples · Data reflects China's major food delivery platforms

Consumer Satisfaction Ratings: Food Delivery vs. Dine-In

2022 iiMedia Research Survey · N=1,756 · Full score: 5.0 points

Food Delivery Scores (out of 5.0)

4.0

Delivery Speed

4.0

Merchant Service

3.8

Packaging

3.7

Hygiene & Taste

Dine-In vs. Food Delivery — Dimension Comparison

Scores out of 5.0

Dimension	Dine-In	Delivery	Advantage
Overall Speed	3.8	4.0	✓ Delivery
Environment / Ambiance	4.2	—	✓ Dine-In
On-site Service	4.1	4.0	≈ Even
Order Traceability	Limited	100%	✓ Delivery
Wait Time	30–60 min	30–45 min	✓ Delivery
Accessibility	Must travel	Anywhere	✓ Delivery

Source: iiMedia Research 2022 · Dine-in scores from same survey cohort

Structural Upgrade: From Forced Outings to Instant Delivery

Digitalization has driven a complete restructuring of China's catering service model

01

Intelligent Dispatch

Big data algorithms assign orders instantly. AI routing cuts avg delivery to 30–45 min and saves merchants 30% of meal prep time.

02

Full Traceability

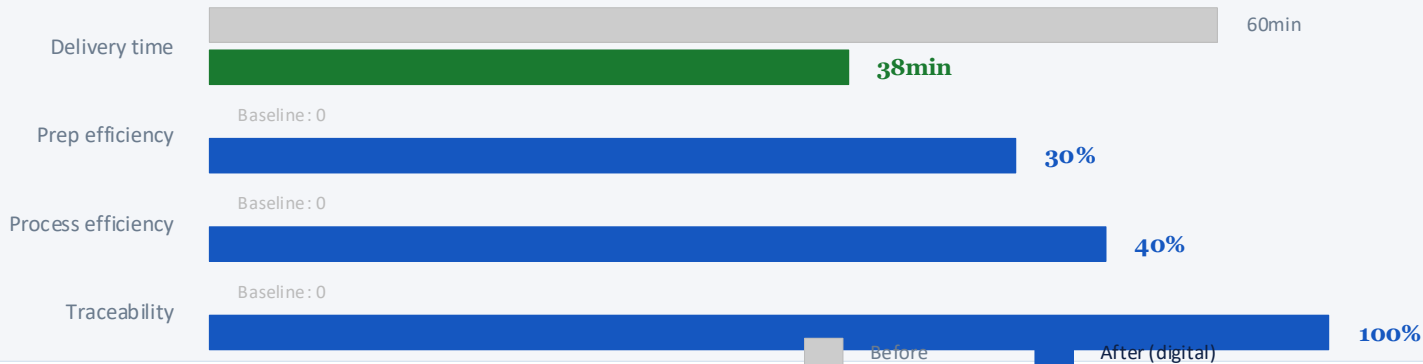
Every order route is 100% trackable. Late delivery, spills, or hygiene issues can be reported with one tap — clear accountability.

03

Scenario Expansion

Delivery breaks time and space barriers: home dining, overtime work, any scenario. Overall process efficiency improved by over 40%.

Key Performance Metrics — Before vs. After Digital Transformation



Source: iiMedia Research 2022 · Platform data: Meituan & Ele.me · N=1,756 consumer samples

SECTION 04

AI in Quality Management: Micro • Meso • Macro

From 8D reports to system-wide intelligent transformation

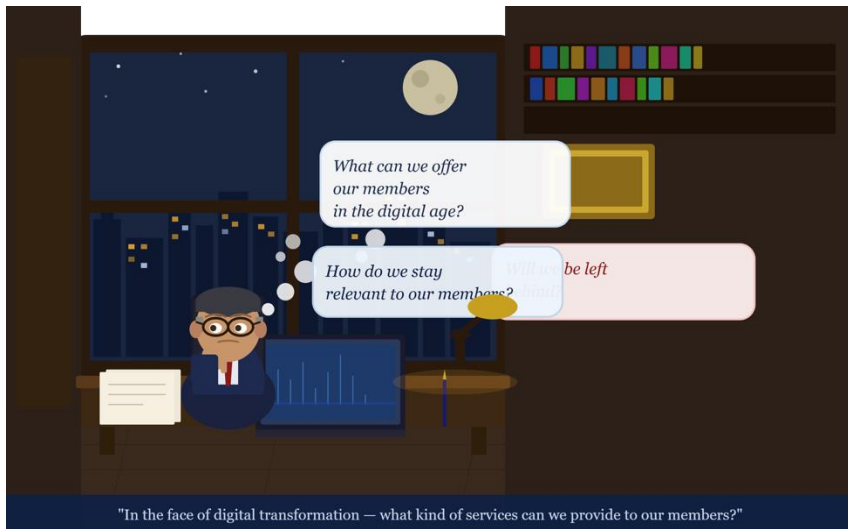
China's Service Sector: A Twenty-Year Digital Transformation

More than a technology story — a reflection of humanity's greatest shift

“

In the face of the challenges brought by digital technology, what kind of services can we provide to our members?

Will we be left behind?



01 Traditional & Outdated?

Members suggest our quality professional work may be traditional — perhaps even obsolete — in the digital era.

02 Replaceable by AI?

Digitalization and intelligence can, to a large extent, replace our conventional service products.

03 Organizations No Longer Needed?

Some enterprise colleagues believe that in the digital age, traditional quality organizations are no longer necessary.

04 Our Industry Research Answers Back

Companies leading in digitalization are reshaping quality systems — and they still need professional partners.

How AI & Big Data Are Reshaping Quality Management

Leading enterprises are forming layered, practical applications across three levels — from micro to macro

Our recent industry research found that leading enterprises have already begun to rely on AI and big data to rebuild their quality management

Micro Level Closed-Loop Management of Micro-Level Problems

AI-driven review engines automatically identify, analyze, and close quality problem reports. What once took 30+ minutes of manual review now takes under 10 minutes, with >95% interception accuracy — freeing engineers for root-cause analysis.

AI-Powered 8D Review

Automated Defect Detection

30 min → 10 min per report

Meso Level Intelligent Quality Control in Smart Manufacturing

100% AI vision inspection replaces sampling-based control. Deep learning achieves 99.9% detection accuracy. Planning, scheduling, and materials management optimized in real time — quality becomes an embedded system property.

100% Inspection Coverage

99.9% Detection Accuracy

Real-Time Production Intelligence

Macro Level Full-Domain Quality Governance for Complex Systems

Large organizations build a unified digital QMS integrating methodology, data-driven improvement, and AI engineering — across the full R&D and delivery lifecycle. Quality shifts from reactive to predictive.

Enterprise-wide QMS Architecture

Data-Driven Quality Intelligence

Reactive → Predictive

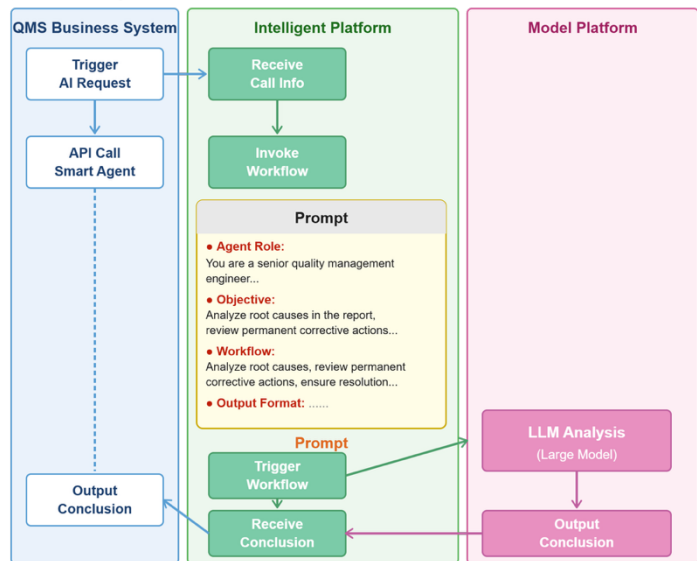
AI does not eliminate quality management — it elevates it. The question is not whether organizations are needed, but whether they are ready to lead.

Micro Level: AI as the Quality Engineer's Super Assistant

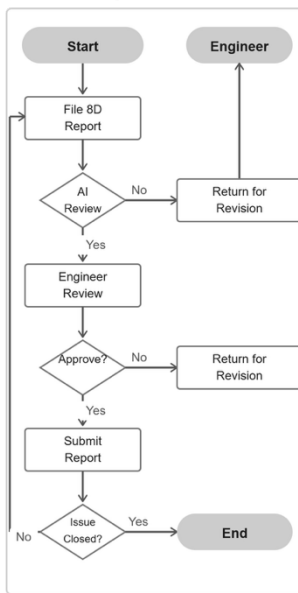
Case Study 07 · 8D Report Review Automation · Large Manufacturing Factory

This factory reviews 4,000+ 8D reports per year. Each manual review: 30+ min, heavily experience-dependent, inconsistent standards. The solution: an AI intelligent review engine.

Technical Solution



Business Solution



Outcomes After Implementation

30→10 min

Review time
per report

66% efficiency gain

3d→1d

Closure
cycle

>60% reduction

>95%

Problem
interception rate
Format · Logic · Data

¥80K/yr

Annual labor
cost savings

Engineers freed for analysis

AI Intelligent Review Engine — Technical & Business Architecture

Xiaomi: 100% AI Vision Inspection

While traditional manufacturing relied on sampling, Xiaomi achieved 100% inspection of all key components before any part enters the assembly line — through an AI vision system based on deep learning.

99.9%

Detection
accuracy

Deep learning, edge-cloud

100%

Component
coverage

Zero sampling gaps

+30%

Material
kitting rate

AI scheduling & materials

100%

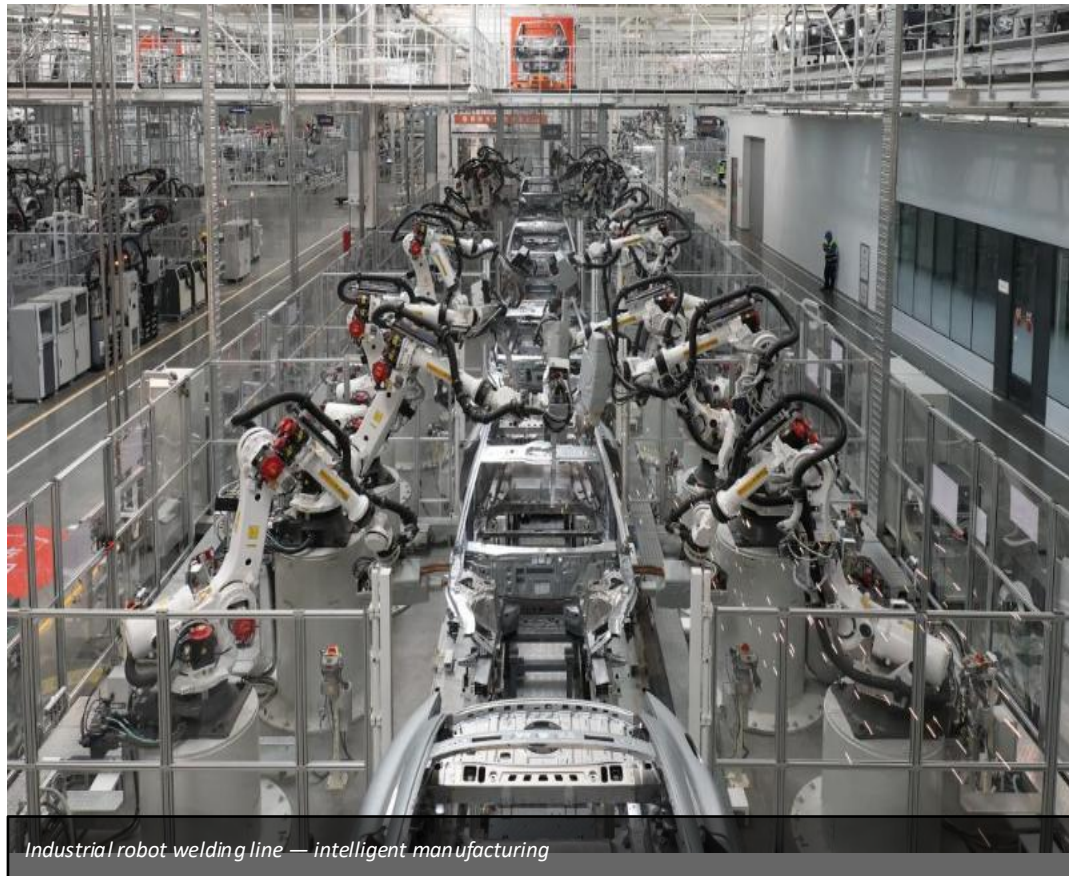
On-time
delivery

Disturbance response: sec



Xiaomi Smart Factory: AI-Driven Full Production System Optimization

Planning accuracy +30% · Scheduling efficiency +50% · 100% on-time delivery



Industrial robot welding line — intelligent manufacturing

Full Production System Results

+30%

Material
kitting rate

+30%

Planning
accuracy

+50%

Scheduling
efficiency

100%

On-time
delivery

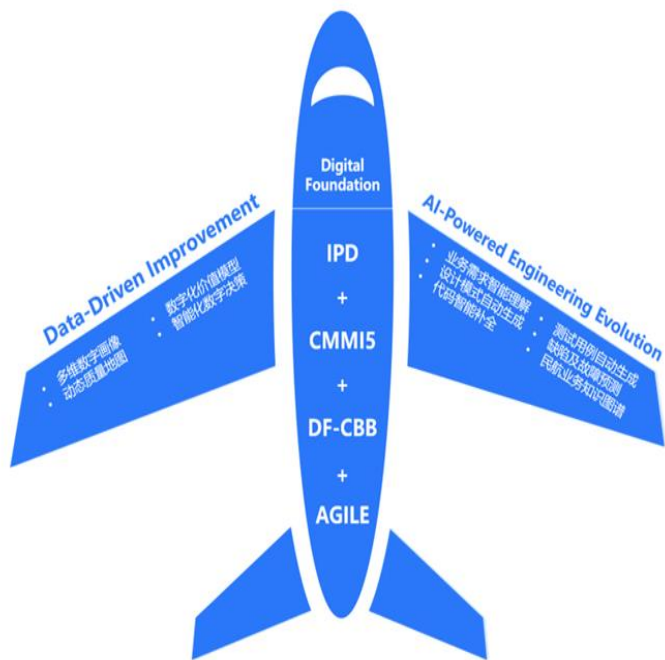
AI is not only inspection — it is the nervous system of the entire production process. From procurement to scheduling to delivery, intelligence creates a seamlessly coordinated organism.

https://m.weibo.cn/status/5290517806187534?wm=3333_2001&from=10G4493010&sourcetype=weixin&s_trans=QyGo%2F249_Fobn8TuCPn%3D%3D_5290517806187534_s&s_channel=4

Macro Level: TravelSky's “One Axis, Two Wings” Digital QMS

Case Study 09 · Software & Systems Integration · Top-3 Global GDS Provider

TravelSky is one of the world's three largest Global Distribution System providers — the backbone of global aviation ticketing and passenger services. In complex software integration, they built a pioneering digital quality architecture.



One Axis — Methodology Fusion

Integrates IPD, CMMI Level 5, DF-CBB, and Agile development. Establishes the standardized quality management backbone.

Left Wing — Data-Driven Improvement

Multi-dimensional product digital profiles, dynamic quality maps, value models. Objective data replaces subjective judgment.

Right Wing — AI Engineering Practice

Intelligent coding assistance, automated test generation, AI operations. Quality assurance from human defense → technical defense.

TravelSky: Outstanding Results of Intelligent Transformation (2024)



TravelSky intelligent data center

-60.78%

**Requirement
defect rate YoY**

Product quality dramatically improved

+60.87%

**Delivery
efficiency**

R&D iteration cycles shortened

-75%

**Deployment
time**

Resource allocation more flexible

ZERO

**Production
failures (2024)**

Core systems: 100% stable

26%

**Investment
return rate**

Strong ROI verified

Intelligence is not merely a tool upgrade — it is a paradigm reconstruction of the entire quality management system. Traditional models relying on fragmented human control are being rapidly phased out.

SECTION 05

CAQ's Strategic Response

Turning anxiety into confidence — and taking action now

The Challenge We Cannot Ignore

Digital transformation demands action — not passive waiting

The question every quality organization must face:

?

What kind of services can we provide to our members in the digital age?

!

Will we be left behind if we wait too long?

*

How do we turn anxiety into confidence and concrete goals?

We cannot wait passively. We must take the initiative — starting from what is right in front of us.

CAQ's Unique Advantages — Difficult for Others to Match

China's most outstanding enterprises are our core members

01

World-Leading Member Enterprises

China's most outstanding enterprises are our core members. Their digital practices are leading globally.

02

Large Platform Influence

CAQ commands wide reach and recognition. Enterprises highly value our credibility across all sectors.

03

Most Welcomed Quality Activities

The quality initiatives we promote in China remain among the most embraced and trusted by enterprises.

04

Best-in-Class Professional Team

One of the finest professional teams in China — a competitive advantage few organizations can replicate.



“

*Inaction breeds doubt and fear.
Action breeds confidence and courage.
If you want to conquer fear,
do not sit home and think about it.
Go out and get busy.*

”

— Dale Carnegie | Author & Leadership Pioneer (1888–1955)

**Turn anxiety into confidence.
Turn goals into action.
Start now.**

CAQ's Strategic Response: Digital Transformation at the Core

Launched October 2024 — comprehensive strategic adjustment

Since last October, CAQ launched an overall strategic adjustment with digital transformation at its core.

Two Main Lines of Work

1 Internal AI & Digital Application

Fully realize organizational transformation within CAQ. Apply AI and digital technologies inside the Association to improve efficiency, knowledge management, and service delivery.

2 Third-Party Enterprise Solutions

Research and analyze the reconstruction of enterprise quality management in the digital age. Develop replicable, scalable solutions that serve more companies.

These two main lines are inseparable — they are part of one integrated effort.

CAQ Digital Transformation Strategy — launched October 2024

The Knowledge Flywheel: Research → Platform → Enterprise

From practice to insight to replication — a continuous virtuous cycle

01

Systematic Research

In-depth study of leading Chinese enterprises' digital quality practices — documenting what works at the frontier.

02

Knowledge Platform

Improvements to CAQ's knowledge base create a richer, more useful sharing platform for the Association and its members.

03

Universal Replication

Validated, scalable results are fed back continuously to more Chinese enterprises — turning frontier practices into universal gains.

A three-year transformation plan — strategic, cultural, and comprehensive.

The Pain of Transformation: Honest Challenges

Shifting from offline habits to an online culture — and why it is worth it

This transformation brings real challenges. We call it the pain of transformation.

Path Dependence

After years of established work methods, many staff have built deep comfort zones around the traditional business model.

Offline Attachment

Many team members are attached to the freedom and social richness of offline work. Moving online changes those rhythms.

Work Habit Change

Some offline habits must be corrected when work goes online. Digital tools impose structure that may feel unfamiliar at first.

But this is not the loss of freedom

- ✓ Greater choice in work location and office scenarios
- ✓ Remote communication across time and space — with ease
- ✓ Digital integrity requirements that build trust and culture
- ✓ More pleasant interpersonal relationships inside the org
- ✓ Ultimately: more inner freedom, not less

After adapting to online methods — we can seek greater freedom, not less.



“

*If one hears the truth in the morning,
one may die in the evening without regret.*

”

「朝闻道，夕死可矣。」

— Confucius (孔子) | Chinese Philosopher (551–479 BC)

*Human beings need to live with clarity, and die with clarity.
Digital transformation touches not only organizations and work — but individuals and life itself.*

Individual Transformation: All of Us Are on the Road

The era of one skill for life is gone — continuous learning is the only path

The era when a person could master one skill and live securely until retirement is gone forever.

All of us need to learn

Digital transformation is not a one-time event. It is a continuous process of unlearning, relearning, and adapting every single day.

All of us need to adapt

Changes are happening every day. It is difficult to predict what the future will look like — but we can keep pace with it.

Be a brave fighter

We must become active participants in this transformation — not bystanders, not passive waiters. Brave fighters shape the outcome.

The stakes are universal

This is an unprecedented impact not only on organizations, but on individuals; not only on work, but on life. All of us are in play.

Only by keeping pace with development can we avoid being eliminated by the times.

We Must Be

Brave Fighters

who embrace change head-on

Not Bystanders

who watch from the sidelines

Not Passive Waiters

who hope change will pass them by

Challenges exist for all. Opportunities are equal. The difference is whether you act.

CAQ: Working Together in the Digital Age

As long as we make real efforts, we will surely succeed.

01

Learn

Study outstanding enterprises.
Understand their digital practices.
Identify what is replicable.

02

Act

Start immediately.
Comprehensive strategic
adjustment launched. No waiting
for the perfect moment.

03

Share

Transform research into universal
results that feed back into more
Chinese enterprises.

04

Partner

CAQ is ready to work with all
quality organizations worldwide
— keeping quality work at the
center.

Everything is still on the road.

The only thing we can do is keep pace with development — and do so together.

Obrigado

Thank You · 谢谢

Wang Lin, Vice President of China Association for Quality (CAQ)

7th International Conference on Quality Engineering and Management · Lisbon, Portugal