

# INTERNATIONAL ACADEMY FOR QUALITY

## CURRICULUM VITAE

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Sandholm Associates AB and the Royal  
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### *Education:*

- Royal Institute of Technology, Sweden: PhD in TQM (Poor Quality Costing) under the supervision of Dr. Lennart Sandholm, 1998
- Royal Institute of Technology, Sweden: Master of Science (Mechanical Engineering), 1994
- University of Stockholm, Sweden: Bachelor of Science in Business Administration and Economics (Ekonomlinjen 140p), 1992

### *Experience:*

- President of Sandholm Associates since 2007. Managing Partner of Sandholm Associates 2005-2006. Partner of Sandholm Associates since 1999.
- Vice president and board member of the International Academy for Quality since 2012 and member since 2008.
- Responsible for research and education in Total Quality Management at the Royal Institute of Technology since 1995. Associate Professor (docent) since 2008.
- Part-time professor at Shanghai University in China since 2018
- Consultant at Sandholm Associates since 1994 with experiences from consulting, training and management advisory from hundreds of clients both in Sweden and internationally (e.g. Ericsson, ABB, Scania, Sandvik, IKEA, SAAB, SAS, Coca-Cola, Flextronics, Solectron, Tetra Pak, Metso Paper, SSAB, LKAB, Korsnäs, SJ, Coop, Tele 2, SKF, Volvo, many smaller companies and public organizations within governmental, regional and local authorities).
- Developed and conducting training programs on Poor Quality Cost, Customer Measurement, Continuous Improvement, Six Sigma (Master Black Belt, Black Belt, Green Belt, Yellow Belt and Sponsor training), Lean, Process Management,

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Total Quality Management, Management System (ISO 9000), Product Development, Risk Management and Sustainability.

- Conducted 4 to 10 weeks international training programs in Total Quality Management 2 to 4 times a year 1995 – 1999. The training programs were arranged by SIDA (Swedish International Development Cooperation Agency) and had participants from top management in national industry, governmental organizations and universities. The participants came from Albania, Bangladesh, Belarus, Bhutan, Bolivia, Botswana, Brazil, Colombia, Chile, China, Costa Rica, Cuba, Dom. Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Ghana, Grenada, Guatemala, India, Indonesia, Jamaica, Jordan, Kenya, Laos, Latvia, Lesotho, Lithuania, Malaysia, Morocco, Mauritius, Namibia, Nepal, Nicaragua, Palestine, Pakistan, Peru, Philippines, Poland, Russia, Slovakia, Sri Lanka, South Africa, Syria, Tanzania, Thailand, Tunisia, Uganda, Ukraine, Venezuela, Vietnam, Zambia and Zimbabwe.
- Responsible for research programs about Poor Quality Cost (practical studies carried out in Swedish industry 1993-1999 and in Swedish public organization 2000-present), Customer Measurement (studies focusing measuring methods 1997-2000), Process Management (studies focusing management in process oriented organizations, 1997-present) and Continuous Improvement and Six Sigma (studies focusing on improvement organizations and Six Sigma in small and middle size companies, improvements in public organizations, management of improvements and DFSS/Lean product development, 1998 - 2018) at the Royal Institute of Technology, Stockholm. Today involved in research regarding quality and sustainability.
- Academic supervising of many Master and Doctorate students.
- Founder and board member of Business Excellence Sweden (BES) that is a network organization that have all Swedish non-commercial quality organization as members.
- Co-founder and board member of the Swedish Quality Management Academy (SQMA) that is a network research organization based on the research departments of the nine most important Swedish universities.
- Served as examiner for the Swedish National Quality Award 1996 and 1998.
- Judge for the Swedish National School Quality Award (Kvalitetsutmärkelsen Bättre Skola) since 2016.
- Experienced Master Black Belt in Six Sigma. Personal supervisor for 800 Black Belt project and 600 Green Belt project in Swedish industry since 1999.
- Experienced Lean expert.
- Lead Auditor for ISO 9001.
- Author of many books and papers on Quality Management.
- Editor since 2005 for the magazine "Potential" that is sent to 35 000 Quality Managers, CEO:s, Financial Managers, Manufacturing Managers and Controllers in Swedish companies and public organizations twice a year.
- Founder and arranger of the Swedish Six Sigma Conference at the Royal Institute of Technology. This conference has been arranged 2001, 2002, 2005, 2006, 2008, 2010, 2011 and 2016. The conference has had speakers from many countries and hundreds of participants each time.

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- Member of the steering committee for the EOQ Congress 2014.
- Member of the advisory panel for the ASQ study “Global State of Quality 2016”.
- Vice Chairman of the EOQ/IAQ project “Continual Improvement Model” that develop the future European improvement model.
- Member of IAQ/UN Tink Tank on Sustainability and Quality.
- Founder and member of the steering committee of the new Swedish initiative Excellence Summit that is a global quality congress that will be introduced 2018 in cooperation with ASQ, EOQ, JUSE and IAQ.
- Project leader for the IAQ Quality Sustainability Award.

### PROFESSIONAL AFFILIATIONS

International Academy for Quality (IAQ), Board Member  
International Academy for Quality (IAQ), Vice President  
International Academy for Quality (IAQ), Academician  
American Society for Quality (ASQ), Director at Large (2019-2020)  
American Society for Quality (ASQ), Director of Award Board  
American Society for Quality (ASQ), Director of Global Advisory Committee (GAC)  
Shanghai Association for Quality (SAQ), Member of the Advisory Committee  
Swedish Quality Management Academy (SQMA), Board Member  
Business Excellence Sweden (BES), Board Member  
Swedish Institute for Quality (SIQ), Chairman of Nomination Committee

### AWARDS

International Academy for Quality (IAQ), Founders Medal  
International Academy for Quality (IAQ), Best Paper Award, 2014

### PRINTED PUBLICATIONS

#### 1. Books

- **Sörqvist L**, 2013, *Lean – processutveckling med fokus på kundvärde och effektiva flöden*, kommer att publiceras hösten 2013 på Studentlitteratur
- **Sörqvist L, Höglund F**, 2007, *Six Sigma (in Swedish)*, ISBN 978-91-44-04772-0, Studentlitteratur, Sweden
- **Sörqvist L**, 2004, *Ständiga förbättringar* (Continuous Improvement in Swedish), ISBN 91-44-03598-5, Studentlitteratur, Sweden
- **Sörqvist L, Strid L**, 2004, *Brister i kvalitet – kostar det?* (Quality deficiencies – are they a cost?), ISBN 91-7289-253-6, The Swedish Association of Local Authorities
- **Sörqvist L**, 2000, *Kundtillfredsställelse och Kundmätningar* (Customer satisfaction and Customer measurement), ISBN 91-44-01580-1, Studentlitteratur, Sweden
- **Sörqvist L**, 1999, *Kvalitetsbristkostnader – ett isberg* (Poor Quality Costs – an isberg), ISBN 91-7152-840-7, Swedish Employers Confederation
- **Sörqvist L**, 1998, *Kvalitetsbristkostnader – Ett hjälpmedel för verksamhetsutveckling* (Poor Quality Costs – a tool for business development), ISBN 91-44-00843-0, Studentlitteratur, Sweden
- **Sörqvist L**, 1998, *Poor Quality Costing*, Doctoral thesis, Royal Institute of Technology

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## 2. Articles (selected)

- **Sörqvist L**, 1997, *Difficulties in measuring the cost of poor quality*, European Quality, vol 4, nr 2
- **Sörqvist L**, 1997, *Effective methods for measuring the cost of poor quality*, European Quality, vol 4, nr 3
- **Sörqvist L**, 1997, *Difficulties in measuring the cost of poor quality*, Measuring Business Excellence, vol 1, nr 1
- **Sörqvist L**, 1997, *Effective methods for measuring the cost of poor quality*, Measuring Business Excellence, vol 1, nr 2
- **Sörqvist L**, 1997, *Varför lyckas bara vissa? (Why do just some succeed?)*, Kvalitetsmagasinet, nr 5
- **Sörqvist L**, 1998, *Measuring the cost of poor quality*, European Quality, vol 5, nr 4
- **Sörqvist L**, 1998, *Identifying the cost of poor quality*, Measuring Business Excellence, vol 2, nr 3
- **Sandholm L, Sörqvist L**, 1999, *COQ Implementation – the Swedish Experience and its Lessons for Singapore Organisations*, Productivity Digest, Vol 18, No 1, Singapore Productivity and Standards Board
- **Sörqvist L**, 1999, *Övertro skapar kritik mot Utmärkelsen Svensk Kvalitet (Overconfidence in the Swedish Quality Award creates problems)*, Kvalitetsmagasinet, nr 2
- **Sörqvist L**, 2000, *TQM and Marketing*, Ukrainian Marketing Association, Kiev
- **Sandholm L, Sörqvist L**, 2000, *COQ Implementation – the Swedish Experience and its Lessons for Singapore Organisations*, Singapore Quality Institute Yearbook 2000
- **Sörqvist L**, 1999, *Kvalitetsavkastning – nyckeln till framgång i kvalitetsarbetet (Return on Quality – the key to success in Quality Management)*, SAF, Stockholm
- **Sörqvist L**, 1999, *Customer Measurement*, Measuring Business Excellence, vol 3, nr 4
- **Sandholm L, Sörqvist L**, 2002, *12 Requirements for Six Sigma Success*, Six Sigma Forum Magazine, November
- **Sörqvist L, Ahlström J**, 2004, *Six Sigma på svenska (Six Sigma in Swedish)*, A series of articles in Kvalitetsmagasinet, nr 3, 4 and 5
- **Sörqvist L**, 2009, *Lean och Sex Sigma –två aktuella metoder med stora gemensamma möjligheter (Lean and Six Sigma)*, Ledare och Chef i vården, nr 2
- **Sörqvist L**, 2009, *Lean och Sex Sigma fungerar bäst tillsammans (Lean and Six Sigma works best together)*, Verkstäderna nr 6-7
- **Sörqvist L**, 2009, *Så implementeras Lean och Sex Sigma (How to implement Lean and Six Sigma)*, Verkstäderna nr 8
- **Sörqvist L**, 2010, *Inte konceptets fel om Leanprojektet misslyckas*, Obiz nr 3
- **Sörqvist L**, 2010, *Så lyckas du med förbättringsarbetet*, Obiz nr 4
- **Sörqvist L**, 2013, *Se upp, snart går Kina om, debattartikel*, Dagens Industri 15 april
- **Eriksson H, Bergquist B, Garvare R, Gremyr I, Sörqvist L, Wiklund H**, 2016, *Exploring Quality Challenges and the Validity of Excellence Models*, International Journal of Operations and Production Management
- **Sörqvist L**, 2015, *Vad kostar kvalitet? (del av rapporten Kvalitetsmodell för upphandling och uppföljning)*, Svenskt Näringsliv
- **Watson G, Sörqvist L, Keim E, Ramanathan N**, 2018, *Quality Confronts global challenges of the coming century*, The Journal of Quality Participation, January

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### 3. Conference Proceedings (selected)

- **Sörqvist L**, 1995, *Mätning av kvalitetsbristkostnader - en väg till nöjdare kunder och minskade kostnader* (Measuring Poor Quality Costs – a way to more satisfied customer and lower costs), Kvalitet i kommuner och landsting (Swedish Conference for Quality in Public Organizations), Göteborg
- **Formichev S, Sörqvist L, Starostina A, Skryabina N**, 1996, *Transformation of the quality cycle in different economical conditions*, University of Kiev, Ukraine
- **Sörqvist L**, 1996, *Poor-quality costs*, Modern Marketing and Management Conference, Kiev, Ukraine
- **Forsgren P, Sörqvist L**, 1997, *A framework for utilities to improve their business*, DA/DSM DistribuTECH Europe, Amsterdam
- **Sörqvist L**, 1997, *Effective methods for measuring the cost of poor quality*, EOQ 97, Trondheim
- **Sandholm L, Sörqvist L**, 1999, *COQ Implementation – the Swedish Experience and its Lessons for Singapore Companies*, National Cost of Quality Inaugural Conference, Asian Productivity Organization, Singapore
- **Sörqvist L**, 1998, *Hantering av individers förändringsmotstånd och attityder vid verksamhetsutveckling* (Dealing with resistance to change and attitudes as a part of business development), Dialogues on performing Knowledge, Wallenberg Business School of Stockholm and Royal Institute of Technology, Stockholm
- **Sörqvist L**, 1999, *Lönsamt kvalitetsarbete – att implementera en effektiv förbättringsprocess* (Profitable quality management – implementation of an effective improvement process), PLAN, Mälardalen University, Västerås
- **Sörqvist L**, 1999, *Customer Measurement*, DistribuTECH DA/DSM Europe 99, Madrid, Spanien
- **Sörqvist L**, 1999, *Vad krävs för att lyckas med kvalitetsförbättringar i en offentlig verksamhet?* (How to succeed with quality improvements in public organizations), Kvalitet 99 (Swedish conference for Quality in public organizations), Göteborg
- **Sörqvist L**, 1999, *Leadership in a Process Organisation*, International Quality Conference, Bangkok, Thailand
- **Sörqvist L**, 2001, *Six Sigma the Swedish way*, QMOD'2001, University of Linköping
- **Sörqvist L**, 2001, *Behövs det en svensk modell för Sex Sigma?* (Is there a need for a Swedish Six Sigma model?), Sex Sigma 2001 (Swedish National Conference on Performance Excellence), SIQ
- **Sörqvist L**, 2001, *Effective methods for customer measurements*, 45<sup>th</sup> EOQ Congress, Istanbul
- **Sörqvist L, Sandholm L**, 2005, *Strategies for Successful Six Sigma Implementation*, International Conference on Quality 2005, Tokyo
- **Sörqvist L**, 2005, *Kostar kvalitet eller är det bristande kvalitet som kostar? – erfarenheter från studier av kvalitetsbristkostnader inom offentlig verksamhet* (Is it Quality or Poor Quality that cost money? – experiences from studies of Poor Quality Costs in public organizations), Kvalitetsmässan 2005 (Swedish conference for Quality in public organizations), Göteborg
- **Sörqvist L**, 2008, *A generic framework for problem solving*, International Quality Convention, Bangkok
- **Sörqvist L**, 2009, *Successful integration of Sex Sigma and Lean*, ASQ World Conference on Quality and Improvement, Minneapolis
- **Ericsson E, Gustafsson P, Lilliesköld J, Sörqvist L**, 2009, *DFSS – evolution or revolution? – a study of critical effects related to successful implementation of DFSS*, 12<sup>th</sup> International QMOD Conference, Verona

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- **Marcks von Würtemberg L, Ericsson E, Sörqvist L**, 2011, *Effects of Advanced Terminology in Quality Management - A study at Swedish organizations*, EOQ Congress, Budapest
- **Sörqvist L**, 2011, *Integrating Lean and Six Sigma for better results*, EOQ Congress, Budapest
- **Sörqvist L**, 2013, *Cross functional support process management*, ASQ Congress, Indianapolis
- **Sörqvist L**, 2014, *Future development of the quality profession*, ICQ14, Tokyo
- **Sörqvist L, Bergendahl M**, 2016, *Employeeeship with focus on quality, innovation and continuous improvements*, EOQ Congress, Helsinki
- **Bergendahl M, Sörqvist L**, 2016, *Employeeeship – the missing link between leadership and good results*, International Conference on Quality Engineering and Management, Portugal
- **Sörqvist L**, 2017, *Exploring the link between quality and sustainability*, EOQ Congress 2017, Bled, Slovenia
- **Sörqvist L, Bergendahl M**, 2019, *Integrating management of quality and digitalization*, EOQ Congress 2019, Lisbon, Portugal

#### 4. Non-Printed Publications (Videos, etc.)

- **Sörqvist L**, 1998, *Kvalitetsbristkostnader – ett isberg* (Poor Quality Costs), video, Svenska Arbetsgivareföreningen (Swedish Employers Confederation), produced from a seminar with Lars Sörqvist and sent to CEO:s in all major Swedish companies