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Retail Healthcare Related Project Design – TQM, ISO SDG Guidelines 53002

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ABSTRACT

The 24th International Conference on ISO, TQM, AI at Gratia Christian College presents a valuable opportunity to explore the synergistic relationship among TQM, ISO standards (e.g. SDG guidelines ISO 53002), and SDG 9. By embracing TQM principles, organizations can create a culture of innovation SDG#9, improving quality services of healthcare related organizations holistically via knowledge transfer SDG#4, and fostering sustainable development via committed partnership SDG#17. A framework like ISO 53002 would provide a structure for implementing TQM and ISO related standards, leading to the development of innovative solutions that drive economic growth SDG#8 in the retail healthcare sector.

Keywords: ISO, TQM, Sustainable Development Goal (SDG), Healthcare, Innovations.

INTRODUCTION

Background - What is Management?

"Monitoring activities systematically, organizational performance can be managed at a desirable level."

Schermerhorn (1999) has stated clearly that the main purpose of management is to induce a positive impact on human behavior in an organization. The control of human behavior can be found during the activities of planning, organizing, leading, and controlling.

Management of an organization can have internal and external control on human behavior. With internal control, management can arrange appropriate training for staff in order to make them have self-discipline and commitment towards an organization. With external control, proper supervision strategies can be used to monitor employees' behavior. However, before exercising any kinds of control, an organization should have appropriate structure with participative staff members working towards the needs of stakeholders and the needs of an organization.

The basic kinds of control are coercive, rational or participative. These methods are applied in an organization based on the style of management, the development of an organization and the kind of people working there. The ultimate aim of management is to control performance. Schermerhorn (1999) has pointed out that effective control shall have the following characteristics:

- should be understanding
- should be communicative with staff
- should exercise self-control rather than using coercive power
- should be strategy-oriented
- should be result-oriented
- should be timely and exception oriented

According to Paton et al. (1996) there are five management models for an organization. The models are arranged based on the stages of organizational development. They are:

(1) Collaborative – establishing appropriate organizational culture for getting support from staff members
(2) Productive – controlling the use of resources for gaining positive results
(3) Innovative – meeting requirements and trying to achieve a culture of future development
(4) Efficient – making staff realize their own roles in an organization by formulating procedures and arranging other administrative duties
(5) Balanced – shifting emphasis of management to "needs"

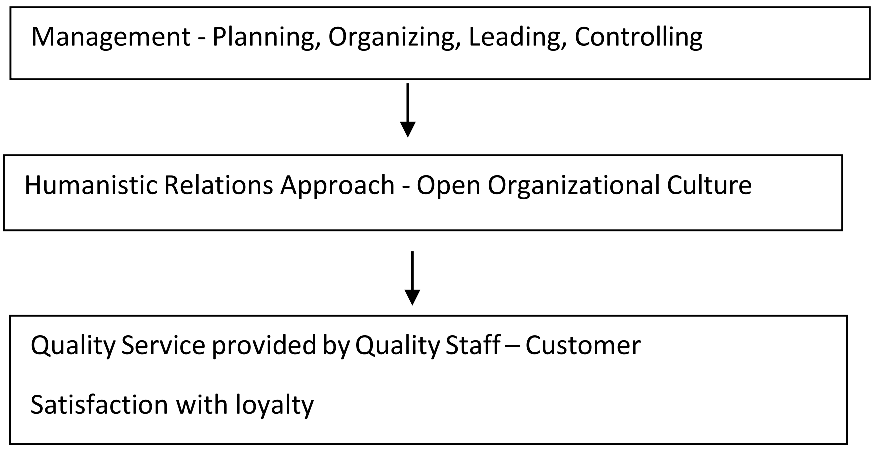
Based on the ideas of Paton et al. (1996) and Schermerhorn (1999), the core function of management is to control organizational performance to meet the needs of stakeholders.

In fact, the following three models of organizational and management behavior mentioned by McCalman & Paton (1992) have embedded the management principles of Paton et al. (1996) and Schermerhorn (1999):

(1) scientific management approach – work is divided into sub-units and performed by individuals
(2) human relations approach – attention is put on humanistic nature of group behavior and group satisfaction as these things will lead to satisfactory performance and organizational effectiveness
(3) contingency-based approach – managerial style and organization structure rely on the external environment and other variables

According to McCalman & Paton (1992), the characteristics for successful management are : formal structure, existence of goals, timely feedback, and people-to-people interaction. These four areas can be further interpreted into: top management's commitment to make sure of a system approach with competent staff, appropriate learning techniques, on-going change process to drive for reaching organizational goals and performance change. No matter what kinds of organizations, management culture is a key step for organizational development.

In fact, the four areas can be applied into retail management. Retailers are required to have vision and mission from top management or owners themselves. Store supervisors are front-line staff that helps top management or owners execute their goals through providing quality service to customers for increasing customer satisfaction, customer loyalty, and customer retention. Customer satisfaction of retail shops is the outcome of interaction among top management or shop owners, staff working in retail shops, and customers. A desirable retail management system should start off from developing an awareness of the external changing business environment.



Retail Management

"Vision realization of management relies on SMART financial and non-financially objectives."

No matter the economic situation of a country is under recession or having a boom in its business cycle, retail business will be hit at a tremendous speed. Indication of economic growth of a country can be traced from contraction in purchasing power, increase on closing down of retail shops, high level of staff turnover in retail business. In order to survive in this dynamic business situation, retailers are required to set specific performance objectives to ensure organizational performance and customer satisfaction.

These objectives can be financial-related or non-financial related. Examples are:

1) Setting sales target per month, per product, or per staff;

2) Having a timeline for performance; and
3) Planning necessary resources to achieve specific long-term or short-term objectives.

Setting objectives is a way to control behavior from the perspective of management. Without communicating the defined specific, measurable, achievable, realistic and timely (SMART) objectives clearly to involved parties in daily operation of a retail shop, behavior of staff may not be aligned with the vision and mission of top management. As a result, undesirable results may occur, and improvement actions are required. Even worse, service failure, negative sales figures, and loss of retained customers may also appear. They may be attributed to poor planning (Plan), poor strategy implementation (Do), poor monitoring (Check), and poor adjustment (ACT). This is the basic principle of ISO 9001: 2000 quality management system (QMS).

Common examples of objectives in retail business are:

1) Financial – profits and return on investment (ROI);
2) Societal – benefits offered to the community - concept of corporate social responsibility (CSR); and
3) Personal – self-gratification, social status and respect received

In order to manage retail business successfully for profit and image-building, retailers need to know methods to control the following items:

1) Selling expenses = Sales staff salaries + Commissions + Benefits
2) General expenses = Rent + Utilities + Miscellaneous expenses
3) Administrative expenses = Salaries of all employees + Operations of buying Offices + Other administrative expenses

Case Study in Hong Kong, 2010 –
Socially Responsible Oriented Management Style of Retail Shoe Shop, Hong Kong
(https://www.dr-kong.com.hk/?gad_source=1&gclid=CjwKCAiAw5W-BhAhEiwApv4goDMlmVh9uNkeQb3L3Br2TU41bbphKsoDldphK2Vpc4wHC28UkUlgShoCVaQQAvD_BwE)

To survive in today's dynamic, competitive and demanding business environment, organizations have been starting to embed a variety of management concepts and strategies into brand – building for customer loyalty. Corporate social responsibility (CSR) has become a way of establishing branding in the eyes of retail marketers. The impacts of CSR in different industries have been mentioned in literature.

However, research rarely uncover the elements of SR-oriented management style of retail shoe shops in the East, especially for retail shops without international standards in place, like ISO 9001: 2000. The aim of this research is to investigate the key elements of SR-oriented management style through analyzing the perception of staff of a retail shoe shop in Hong Kong.

The chosen case study is a retail shoe shop established in 1999 with branches in Hong Kong and currently has branches in many countries. In 2010, 62 questionnaires on business principles have been collected from 21 supervisory staff working in head office and 41 supervisory staff working in retail shops,

Statistical results show that the mean scores on *"Avoids improper relations with government officials"* and "*Avoids and seeks to eliminate corrupt practices"* are 4.85 and 4.67 respectively. Moreover, mean scores for "*Encouraging development of employee skills"*, "*Conducts business with candor and truthfulness"* and *"Respects human dignity"* are 4.25, 4.24 and 4.23 in a five-point scale. Furthermore, a strong correlation (.730*) with sig. (2-tailed) less than 0.001 was found between "*Communicates as honestly and candidly as possible"* and "*Deals with conflicts in good faith"*. In fact, all these statements comprise the basic elements of CSR.

From the above statistical findings, it is believed that CSR not only can make staff comply with basic regulations but also create a better business environment with an awareness of human dignity and integrity. The case of the retail shop demonstrated that its management style is a SR-oriented one.

Besides, a semi-structured interview has been conducted with marketing staff under the presence of president and vice-president of the retail shoe shops. Interviewing questions mainly focuses on management style, marketing strategy, past and future development.

According to the president, the retail shoe shop went through several developmental stages in the past. The management team of the shop realized that making improvements is the only way to be successful. They started business in 1999 with a quite negative image as they only focused on orthopedics initially. Customers did not show much preference to their products. Then, it changed its image into healthy one for customer acceptance. As a result, the slogan "Check & Fit" has emerged.

(Stensaker, 2007 – Organizational identity image through organizational development & change)

Children shoes were used to be a key market of this retail shoe shop. However, its strategy has been changed lately. It targets adults and elderly because it wants to provide foot-health services to everyone. From 2004 to 2005, it lowered the prices for the benefit of customers through price cuts. It intends to promote "foot health" as a global concept. It tries to educate customers to understand that health is very important and their services provided are professional.

(Scott, 2005 – responsiveness; Idowu & Towler, 2004 – "care" to people & environment")

Hence, the concept of "Check & Fit" is generated and has been well accepted by customers. Customers foots will be checked first before choosing suitable shoe insoles for them

(Motameni & Sharokhi, 1998 – Perceived Quality, Brand awareness and Brand association – Value of Check & Fit)

Furthermore, the management team has been participating different kinds of CSR activities since 1999. These include: donation to Red Cross and Community Chest, helping the disabled, sponsoring healthy shoes and school bags to Salvation Army and Tung Wah Group of Primary Schools, and environmental project with NGOs.

(Dahlgaard, 2008 – 'Profound Affection ' Behavioral experiences; Stensaker, 2007 – Organizational identity image through organizational development & change; Meehan, 2006 – 3C 'Commitment', 'Consistency' & 'Connections'; Tsai et al., 2006 – partnership; Idowu & Towler, 2004 – "care" to people & environment; Gehrt & Yan, 2004 – Factor 3 'Retailer Personality'; Motameni & Sharokhi, 1998 – Perceived Quality, Brand awareness and Brand association – Value of Check & Fit)

No.	Literatures on CSR	Findings of the Case
1.)	Dahlgaard, 2008 – "Profound Affection" – behavioral experiences	Engaging in socially responsible activities for the benefit of the community
2.)	Stensaker, 2007 – Organizational identity image through organizational development and change	Establishing "Health" image
3.)	Meehan, 2006 – 3C-SR model with commitment, consistency and connections	Showing commitment in management and to the public with consistent development in "Health" concept
4.)	Tsai et al. 2006 – Honesty, trustworthiness and partnership	Lining up charitable organizations for showing "care" to the public
5.)	Pride & Ferrell, 2006 – SR is welfare to customers and society	Promoting "Check & Fit" concept
6.)	Scott, 2005 – Responsiveness	Adjusting price, product and image to suit customers
7.)	Idowu & Towler, 2004 – "Care" to people and environment	Implementing "customer-focus" strategy
8.)	Gehrt & Yan, 2004 – Factor 3 "Retailer Personality"	Establishing "caring" personality
9.)	Motameni & Sharokhi, 1998 – Value/ Perceived Quality/ Brand awareness/ Brand association	Strengthening image by linking up "Check & Fit", "Health" and "Caring" concepts

Retail Management and Economic Growth

"Customers are kings of a country."

From the viewpoint of retailers, making profit is their main purpose. However, from economic perspective, it helps fulfill needs and wants of customers and finally boosts economic growth of a country. The speed of economic development is mainly driven by the structure and direction of industries. As Hong Kong is deprived of land and natural resources, tertiary industry is its main focus, especially retail and restaurant business, finance and banking, tourism and hospitality. These industries are people-based with tailor- made services offering to different types of customers. Most developed countries focus on developing service industries for saving costs in production process.

We have to realize that the growth of retail business in Hong Kong is actually driven by the prosperity in tourism industry and the support of the Hong Kong government. Without the needs of creation and fulfillment, needs of customers cannot be fulfilled, no to mention new servicing industries, like health- conscious business – yoga class, gymnastics club, Karaoke, mega-store of Esprit, Bossini …etc. Instead of traditional promotion on product functions, some of these service industries try to create a relaxed shopping and living experience for customers. Retailers can be said to be acting as a middleman between offered products / services and customers.

The main driving force for the emergence of a variety of retail formats and economic activities with social economic growth is: fulfillment of needs for a higher living standard. Without stimulation from business environment, cultural exchange, and spiritual needs of customers, no sustainable retail activities will be carried out.

Hence, a chain inter-relationship among retailers, customers, and the society can be shown. They are:

1) People are a central part of product and service creation and consumption;
2) Survival of retailers is linked up with fulfillment of customer needs;
3) Continuous fulfillment of customer needs will develop word-of-mouth, customer retention and loyalty;
4) With customer support, new design of goods and services will emerge;
5) Gap in demand, synergy in retail organization, transformation; and information exchange in the society pull customers and retailers together for improving economic performance and living standard of a society.

What is Retail Strategy?

"Strategy is an Intent with Management Decision for Specific Results."

In order to ensure objectives are met effectively and efficiently, there are numerous strategies for retailers to deploy. They are:

–Sales Strategy

Methods to boost sales of products or number of service transactions

–Advertising Strategy

Methods to impress target audience about products offered or services in the market

–Merchandise Strategy

Methods to source merchandise, set pricing, arrange assortment, display and demonstrate product functions to excel competitors

- Pricing Strategy

Methods to set prices of merchandise to capture target customers and market share

–Location Strategy

Methods to determine appropriate location for retail shops to increase accessibility of products and customers

In fact, before deploying strategies for success, retailers need to identify their target market first. Without identifying the types of customers that retailers want to focus on, strategies may not be relevant, not to mention results and profits.

Target Market is meant identifying customer needs – who are they? What do they need and what do they want? What kinds of things cannot be fulfilled in the market?

After identifying the target market and understanding demographics of target customers, retailers need to think about the format that they want to carry their business – on-line, shops, catalogues, personal sales…etc. The next stage is to determine methods to satisfy customer needs. Retailers need to decide or to build their sustainable competitive advantage to drive their existing or potential competitors away in the market. They need to defend their market positions against competitors. Quality concepts, like ISO 9001:2000, Six Sigma and 5S can be used in this area.

"Meaningful inputs can drive strategies for desirable outputs"

Input Measures – Assess the number of resources or money used by retailers to achieve outputs, such as increasing sales transactions

Output measures – Assess results of retailers' investment decisions

Productivity measure – Determine how effectively retailers use their resources, i.e.– amount of returns they get on their investments

Input Used by Retailers (Concept of "4M – Manpower, Methods, Machinery, Materials")
- Capital and Inventory
- Land for shops
- Entrepreneur and Talents
- Advertising, Promotion and Marketing
- Energy Costs
- Overhead

Output Achieved by Retailers
- Sales
- Profits
- Cash flow
- Growth in number of transactions
- Growth in customers
- Growth in market share
- Growth in sales & profits
- Organizational culture – team spirit
- Branding

Productivity Measures

Retailer Level:

- Return on Asset (ROA) = Profits/Assets
- Return on Equity (ROE) = Profit/Equity

Organizational Culture of Retailers

Culture is a key element within a school management system as it describes the belief, attitude, value, a shared way of doing things and driven by roles and goals within an organization. Culture – with standardized practices, shared expectations and core values can guide retailers to manage their staff, to form their commitment and to enhance the operation of retail shops effectively. In an integration perspective of culture, there are three characteristics:

- A leader for creating culture;
- Consensus of members; and
- Consistency of policies.

Relationship between organizational culture and success of retail business has been studied in literature. Researchers have stated that organizational culture can be a cause for improvement or can have an effect on improvement. They have shown that organizational culture has a strong relationship with improvement. Besides, they have stated that collaborative cultures are better than non-collaborative ones.

First of all, the main purpose of staff management and resources management of retailers is to co- ordinate activities in the supply chain – from identifying customers' needs, determining products or services required to arranging logistics, providing quality customer-related and after-sales services to customers. Positive retail organizational culture can make policies consistent for improvement. Moreover, bottom-up communication is also required as staff working in the office need to rely on front-line staff working in retail shops for market information to deliver a shared vision. Co-operation between administrative staff working in office and sales staff working in a retail shop can be regarded as a process approach – a sales and marketing process. Co-ordination between the office and shops is a system approach with different processes involved, like sales and marketing processes, warehouse and logistics process, accounting and finance process, administration and human resources process. Lastly, a humanistic management approach for retailers means focusing on adopting a two-way and caring approach to make improvements in staff's performance, in shop development and in customer education.

Hence, promoting a collaborative culture among staff in retail shops is necessary. This culture should be based on trust and openness to increase professionalism, confidence and commitment.

PRINCIPLES AND DEVELOPMENT OF ISO AND 5S IN RETAIL MANAGEMENT

"Quality concepts help retailers grow in all dimensions."

First of all, total quality management (TQM) concerns the quality of product, quality of process, quality of work and quality of company. Top management should focus on customer-orientation, employee orientation, society and environmental orientation, and cross-functional context when setting quality policy for management with the spirit of teamwork and learning capabilities of people.

Cadotte and Bruce (2003) have provided us with lots of ideas about strategic management. From the interpretation of the following, we can have a clear and better understanding of total quality management (TQM).

"Total means all of the processes, employees, and phrases, from design through customer follow-up" (Cadotte & Bruce 2003)

"Quality also means satisfying customer needs and surprising customers with pleasing results in their use of products. Quality requires knowing what the customers really need and how to reduce variation to deliver a consistent product to them "(Cadotte & Bruce 2003)

"Managers too often do not support quality improvement, or they give it their half-hearted support…they see process capability analysis and other methods as additional demands for resources. (Cadotte & Bruce 2003)

Therefore, quality improvement should be interpreted in terms of reducing product or organizational defects, having high productivity, improving human relationship and leading the organization to success. In fact, quality improvement lies heavily on top management leadership and vision.

According to a research paper done by Cho (1995) about the impact of total quality management (TQM) on organizational performance in the U.S., the most important success factor for organizational performance is: people–oriented factor – top management leadership (80.5%). Another key factor is technology, management of product, service and process quality and continuous quality results and improvement.

From a British journal "Management Today", "Vision" is the main focus of services offered by an organization. It provides a framework for learning and development. It points out that "Vision" is an evolving as it is affected by technology, public-sector environment, priority of demands, available resources. Here, the inter-dependency and interaction between organizations and external environment are extremely obvious.

The systematic concept of "Plan, Do, Check, Act" of ISO 9000 standards can help organizations to make improvement. ISO standards are stepping stone for reaching the ultimate aim of total quality management. When applying the concepts of TQM and ISO into retail management, leadership and planning from top management are very important for delivering quality services. We need to have a well- designed checklist to cover all the core activities in retail shops or in other retail formats– availability of merchandise, professional product knowledge, all-round customer service, empathy in enquiry handling, comprehensive order processing, reasonable refund and return policy, innovative advertising strategy, and a user-friendly and caring shopping experience for customers.

However, we have to be careful of applying TQM and ISO concepts in a retail context as retailers may not be convinced by ISO as tidying up documents in a squeezed and hasty working environment may be a headache for them. Up till now, there are not too many retail shops got ISO certified in Hong Kong. Still, adopting the principles of TQM and ISO in retail context in Hong Kong is a fresh area for research. Instead, most of them have get logos of "Caring Company" issued by the Council of Social Services, logo of "Q in Excellence" from Hong Kong Tourism Board.

Another thing that we need to pay attention is the time of implementing TQM or ISO concepts. Armstrong-Stassen (2000) has pointed out the reality in the 21st century business world – downsizing makes total quality management hard. Downsizing not just appears in Hong Kong but every part of the world.

Superficially, downsizing has a negative impact on organizations. There is a great contradiction between continual improvement and cutting off people in an organization. However, Armstrong-Stassen (2000) has confidence that this kind of difficulty may be solved with patience. He stressed that management should focus more on continual improvement, teamwork and customer services and satisfaction. This is supported by evidence as he has cited a large-scale longitudinal study which is conducted by Cameron about the impact of a downsizing US army command unit in 1991 and it is found that product quality, cost-saving and customer satisfaction have increased while the number of customer complaints ahs decreased.

For the overall impact of quality management systems in organizations, Sallis (1993) has identified there are few stages of quality management development. In the 60s, quality assurance (QA) and quality control (QC) were widely used in different kinds of industries, specially manufacturing. In the 80s, the terminology "QA" and "QC" were replaced by "total quality management "(TQM) and "International Organizational for Standardization" (ISO) and the industry nature expanded from manufacturing to servicing. The concepts of TQM and ISO exerted influence in executing strategies for improving business performance. From year 2000 and onwards, organizations were more concerned about competing with other organizations in similar industries to excel their performance. Benchmarking has become a fad in today's commercial world. Based on what Sallis has mentioned, quality management is or will be a global trend.

For 5S, it is a methodology for creating and maintaining an organized, clean, and safe, high-performance work environment. 5S includes:

1) Sort – keep only what is needed in the area to run the process. Remove everything else.
2) Store- arrange needed items and identify them for ease of access and use. Organize the area.
3) Shine – clean the area regularly to maintain performance as new
4) Standardize – eliminate the causes of dirt and make standards obvious. Standardize the process in the area.
5) Sustain – set discipline to maintain the level of performance.

Key elements of 5S

- Support with solid leadership and clear ownership to start implementing 5S;
- Scope of a bounded process area to sort, store, shine, standardize, and sustain;
- Right people involved in maintenance, engineering, and facilities;
- Communication with people on "do list"; and
- Equipment and supplies for creating a healthy and clean working environment.

Road Map for Implementing 5S

- Identify all opportunities in a retail shop or other retail formats for 5S;
- Take pictures for opportunities;
- Perform the baseline 5S audit;
- Prioritize the list of opportunities; and
- Put sufficient people, resources and time for implementing, auditing and improving 5S system.

What are the Sustainable Development Goals (SDGs)?

"The Sustainable Development Goals (SDGs) were adopted by all United Nations Member States in 2015 to end poverty, reduce inequality and build more peaceful, prosperous societies by 2030. Also known as the Global Goals, the SDGs are a call to action to create a world where no one is left behind.

The SDGs cannot be achieved without the realization of child rights. As world leaders work to deliver on the 2030 promise, children around the globe are standing up to secure their right to good health, quality education, a clean planet and more. The leaders of tomorrow, children's ability to protect the future for us all depends on what we do to secure their rights today.

On 25 September 2015, 193 world leaders committed to 17 Global Goals to achieve 3 extraordinary things in the next 15 years. The 3 extraordinary things are:

1. End extreme poverty;
2. Fight inequality & injustice;
3. Fix climate change." Resource :https://edu.unicef.org.hk/zh-HK/global-goal

Therefore, Chinese calligraphy and calligraphy and painting training not only trains the left and right brains but also trains students to create creative content. Works, such as natural environment and ecology, global warming, etc., to stimulate creativity and analysis, art appreciation and peace of mind.

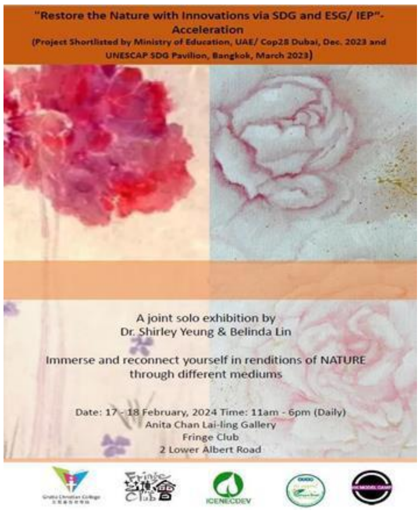
Background - "Restore the Nature with Innovations via SDGs/ ESG"

In 2023, the Project "Restore the Nature with Innovations via SDGs and ESG/ Positive Peace' Convened by Dr. Shirley Yeung carried out in 2022/ 2023 and coming years for SDG Acceleration. One of the signature projects is a recent joint exhibition with SYART Founder – Mr. Song Yang in the Fringe Club, Chan Lai-Ling Gallery, Hong Kong, July 24th to Aug. 3, 2023. In September 2023,

Dr. Yeung also served as a curator for Russian female artists for an exhibition in the Fringe Club, visualizing SDG#5 gender empowerment and #9 innovations.

The author has been practicing Chinese Calligraphy drawings/ expressive drawings for few years and she has been engaging a renowned art entrepreneur, Mr. Song Yang with 16 years of history of SYART Gallery, demonstrating the integration of SDG#5 Gender Equality, SDG#9 innovations, and SDG #17 partnership to support young female artists to have more exposure in technology, for example, NFT and web 3.0 as services supported by HopeNFT, iSHANG. (http://www.hkfringeclub.com/zh/whatson/1925-Restore+the+Nature+with+Innovations+via+SDGs+and+ESG%2B+PositivePeace.html

2023 – Anita Chan Lai-Ling Gallery (Jul./ Sept.) + Cop28, Dubai, UAE (Dec.)



2024 – Anita Chan Lai-Ling Gallery (Feb.) + UNESCAP, Bangkok, Thailand (Feb.)

In 2023, the author was invited by SYART Gallery as a Judging Panel Member for YAA Award 2023 and 2024. The author was also nominated as Local Change Maker by The International Center for Environmental Development and Community Education (ICENECDEV), UN Global Compact Member. In the same year, Dr. Yeung awarded International #Time2Leap Award Winner, SDG Acceleration Visionary Leader from MSME Summentorpro, recognized by the Ministry of India.

Starting from July 2023 and 2024, the author is a residence artist, Boomer Gallery, London, UK, and her paintings have been selected to display in the Boomer Gallery, London, July 7/ August 11, 2023/ Feb. 2024. In March 2023, the author was shortlisted to display spatial.io teaching / painting exhibition templates and Chinese calligraphy paintings on the Project of "Restore the Nature with Innovations via SDGs/ ESG" in the United Nations UNESCAP 75 SDG Acceleration Pavilion, Bangkok and invited to display her artworks in education, UNESCAP, UN Building, Thailand, Feb., 2024.

In 2022, the author was a winner for the 8th Young Asia Artist (YAA) SYART Gallery, Singapore, Top 40/150. The ongoing project has been selected by the Ministry of Education, UAE, Cop 28 to present in Dubai, Dec. 2023 and UNESCAP, March, 2023 and **Feb., 2024 "Restore the Nature with Innovations via SDG/ ESG and i5 – (Impact 5 - collaborative, social, meaningful, joyful, iterative, and actively engaging methods to generate the future leaders) - Explore and Flourish Life"** The author's real experiences in Art, Tech, Social Business with NFT paintings, physical painting exhibition curation business and flow of shrimp jacket/ tote bag design and production in recycled materials for sdg#13 climate change. (source: https://esgschoolhk.com/zh-hant/blogs/%E6%96%B0%E8%81%9E/empowering-women-through-education-art)
Based on the above learning outcomes, the following steps have been presented earlier in the 9thUNESCO Entrepreneurial Education Meeting in Hangzhou, October 2023 with positive comments. It is time to visualize the steps via Nov. 13, 2023, event on "Restore the Nature with Innovations via SDGs/ ESG/ IEP" with engagement

of SMEs, school principals, teachers, parents, and students to learn more about "Growing Green via Fostering Entrepreneurial Mindset with Actions - Technology Application and Humanistic Caring":(reference: https://marketplace.sdggreen.com/collection):

1) Set up a network community of art, technology, business entrepreneurship with opportunities to delivering cross disciplinary training via AI, NFT, metaverse with practitioners / users who have experiences in context creation with job opportunities to fight for SDG 1 / 2 poverty + 3 wellness + SDG 9 innovations + partnership, and

2) provide hybrid training (drawing/ content creation for transactions/ NFT Blockchain account opening and wallet monitoring) to help participants, teachers and students to have a head start in putting together a transformative responsible social business plan and to be able to cope with the anticipated demand of Art-Tech-Social Business Entrepreneurs (ATSB) using meta data and SDGs. Reference: https://ouci.dntb.gov.ua/en/works/lDxKejZl/

CONTENT ANALYSIS – PROCEEDINGS OF THE 24TH INTERNATIONAL CONFERENCE ON ISO & TQM HOSTED BY GRATIA CHRISTIAN COLLEGE IN HONG KONG (6TH-8TH FEBRUARY 2025)

Content analysis is commonly used qualitative research method to systematically analyze textual and non-textual messages to predict the patterns of human behavior, organizational patterns, and cultural values.

In the different modes of communication, for example, textual, facial, audio messages, content analysis with keywords search with frequency in selected textual literature helps to identify the following disciplines via interpreting the meanings embedded in various forms of written communication:

1. Understanding Human Behavior via observing human behavior by analyzing textual data from primary and secondary data source;
2. Cultural Insights via reviewing selected written contents from different contexts—such as newspapers, textbooks, and essays to infer attitudes, values, and cultural patterns unique to a certain identified scope of research topics; and
3. Trend of Analysis via content analysis of text selected in a certain periods of time, revealing how organizations are perceived by the community.

However, researchers need to bear in mind for the subjectivity in interpreting the textual information, non- verbal cues or the emotional tone of a selected verbal communications; and time availability for literature and textual search. Hence, content analysis remains one of the qualitative tool with quantitative analysis on keywords search within selected primary and secondary textual information for building relationship among the interconnected fields of business communication, organizational behavior, and management.

Based on the findings on retail shop of healthcare shoe products and feet services in 2010 mentioned earlier, it is time to explore the application of ISO, TQM and SDG guidelines 53002 with the key findings of the 24th International conference on ICIT, 2025 in relation to:

1) What is the main driving force for the emergence of innovative retail formats for economic impacts SDG#8; and
2) How can a committed SDG organization lead to change for fulfilling the principles of Plan, Do, Check, Act and SDGs?

To examine factors that would be possibly related to quality competency, qualitative research was conducted. In this research, a total of 27 papers presented by delegates from 10 countries collected from 24th ICIT, 2025, were referenced. Based on the study, various factors were especially more relatable to the quality competency. By performing a text search process with Nvivo, the interrelationship between the factors related to quality competency identified are:

1) Health AI with Traceability
2) SDG Multidisciplinary Knowledge for Quality System
3) Life Meaning for Quality

Table 1 – Keywords Search – 24th ICIT Proceedings

Name	Sources	References
'Afforestation and Agriculture with System Awareness	1	103
'Competency for Quality	**1**	**465**
'Health AI with Traceability	**1**	**904**
'Intellectual Property of Technology	1	95
'Life Meaning for Quality	**1**	**483**
'New Economy with Digitalization	1	219
'SDG Multidisciplinary Knowledge for Quality System	**1**	**602**

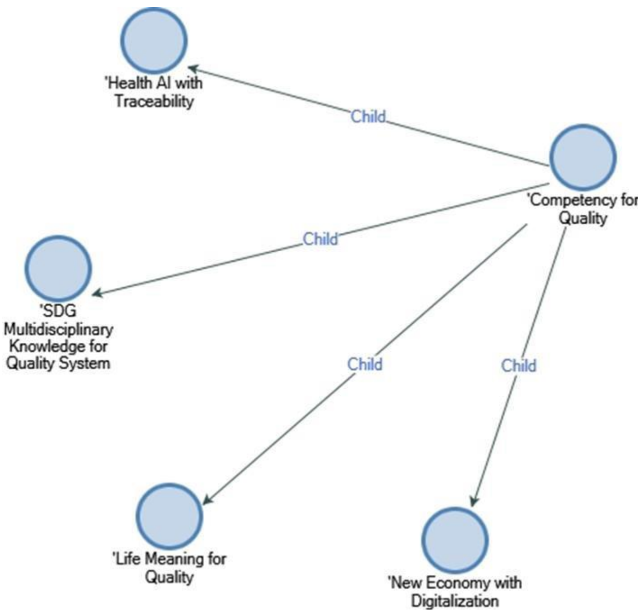


Diagram 1 – Factors for Competency for Quality

FINDINGS - SDG 9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE – A FOUNDATION FOR SUSTAINABLE PROGRESS

SDG 9 aims to "build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation." It recognizes the crucial role of infrastructure, technological advancements, and a supportive business environment in driving economic growth and societal well-being. This goal encompasses a broad range of initiatives, from developing robust transportation and communication networks to fostering research and development, promoting industrial diversification, and ensuring access to information and communication technologies (ICTs).

ISO 53002: A Framework for Sustainable Innovation

For the purpose of applying ISO 53002 into a SDG committed organization, SDG related project design is needed to promote sustainable innovation within departments of an organization.

For example:

- **Innovation Management Systems (IMS):** Establishing transparent processes with AI, NFT and blockchain technology for identifying, developing, and implementing innovative solutions.
- **Resource Allocation System (RAS):** Ensuring adequate resources of 4 Ms – Manpower, Materials, Methods, Machinery for supporting innovative initiatives.
- **Risk Management System (RMS):** Identifying and mitigating risks associated with innovation projects with selected SDGs in place.
- **Knowledge Management System (KMS):** Fostering internal and external collaborations to facilitate the exchange of feasible ideas and professional expertise for SDG projects implementation.
- **Performance Measurement System (PMS):** Tracking and evaluating the effectiveness of innovation

efforts contributed from stakeholders for measuring business and social impacts.

- **Sustainability Integration System (SIS):** Embedding environmental and social considerations into the innovation process via SAP or MIS system.
- **Quality Management System (QMS with ISO 9001):** Linking innovation processes with quality control procedures to create higher efficiency and better effectiveness.

Total Quality Management (TQM) as a Driver of Innovation

Total Quality Management (TQM) is a management approach centered on continuous improvement and customer satisfaction. It emphasizes the involvement of all employees in the pursuit of quality, from top management to front-line workers. TQM provides a strong foundation for fostering innovation. Key TQM principles that support innovation include:

- **Customer Focus:** Understanding and responding to customer needs is crucial for identifying opportunities for innovation (Deming, 1986). This involves gathering customer feedback, analyzing market trends, and anticipating future needs.
- **Leadership:** Strong leadership commitment is essential for creating an environment that encourages innovation (Juran, 1992). Leaders must establish a vision for innovation, provide resources, and empower employees to take risks.
- **Employee Involvement:** Engaged and empowered employees are more likely to generate innovative ideas (Crosby, 1979). This involves creating a culture of open communication, teamwork, and continuous learning.
- **Process Approach:** Innovation can be effectively managed as a process (Ishikawa, 1985). This involves defining clear stages for idea generation, development, testing, and implementation.
- **Continuous Improvement (Kaizen):** A culture of continuous improvement fosters a mindset of seeking new and better ways of doing things, which is a cornerstone of innovation (Imai, 1986).
- **Fact-Based Decision Making:** Data and analysis are used to inform innovation decisions, enabling organizations to assess the feasibility and potential impact of new ideas.
- **Mutually Beneficial Supplier Relationships:** Collaboration with suppliers can provide access to new technologies and expertise, stimulating innovation.

Research Questions (RQ):

1) **What is the main driving force for the emergence of innovative retail formats for economic impacts SDG#8?**

Based on content analysis results, it is recommended to set up a network community to improving the competency level of quality practitioners with art, technology, business entrepreneurship experiences to delivering cross disciplinary retail healthcare training services via AI in healthcare industry for SDG#1 anti poverty, #2 zero hunger #3 wellness, #9 innovations and #17 partnership.

Through hybrid training (e.g. drawing/ content creation with AI in healthcare transactions to help retail healthcare top management and frontline practitioners to develop multidisciplinary knowledge to transform the business models. For example:

- Integrating ISO 53002 and TQM: a synergistic approach into organizational culture with attention to stakeholder engagement and risk management to drive sustainable innovation.
- Setting up a milestone plan of integrating ISO 53002 to re-define better and transparent processes with ownership and resources allocation
- Focusing on TQM as the Engine with internal and external customer focus, employee involvement, and continuous improvement on selected SDGs into involved department(s).

2) **How can a committed SDG organization lead to change for fulfilling the principles of Plan, Do, Check, Act and SDGs?**

Implementing Innovations and Technology via Applying SDG 9 in Retail Health related Business by implementing TQM principles with PDCA mindset within the framework of ISO 53002, organizations can contribute to SDG 9 in various ways, for example:

- Building a House of Quality (Quality Function Deployment) with triangulation of customer needs into

specific product or service requirements to guide innovative transformative processes.
- Measuring Performance via ISO 53002 SDG guidelines with an emphasis on the importance of scaling the improving processes with a metric of data from various reliable sources.
- Developing Sustainable Products and Services via creating products with reduced environmental impact, improving resource efficiency, and promoting circular economy models.

CONCLUSION AND DISCUSSION

The 24th International Conference on ISO & TQM at Gratia Christian College presents a valuable opportunity to explore the synergistic relationship between TQM, ISO standards (particularly a hypothetical ISO 53002), and SDG 9. By embracing TQM principles, organizations can create a culture of innovation, improve their quality, and foster sustainable development. A framework like ISO 53002 would provide a structure for implementing TQM in innovation initiatives, including the use of tools like the House of Quality. Ultimately, this combined approach can lead to the development of innovative solutions that drive economic growth, improve infrastructure, promote technological advancements, and create a more sustainable and equitable future, directly contributing to the achievement of SDG 9.

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