

TRENDS PREDOMINATING ON CONFERENCES OF EUROPEAN ORGANISATION FOR QUALITY

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European annual conferences on quality (EOQ) have been held continuously since 1957. Total number of 45 conferences has been registered till 2001. This paper gives a concise review on topics and mottos of the 10 last conferences, their way of reasoning, final messages and trends in quality management.

Key words: conference on quality, Europe, trends, quality management

Trendovi s europskih konferencija o kvaliteti. Europske godišnje konferencije o kvaliteti (EOQ) održavaju se od 1957. godine i do 2001. g. održano je ukupno 45 konferencija. Ovaj rad sadrži koncizne preglede o sadržajima 10 posljednjih konferencija, načinu razmišljanja, zaključnim porukama i trendovima upravljanja kvalitetom.

Ključne riječi: konferencije o kvaliteti, Europa, trendovi, upravljanje kvalitetom

INTRODUCTION

Quality of product has become in the past two decades basic competitive advantage and priority of business policy and strategy in developed countries. According to norm HRN EN ISO 8402 quality has been defined as set of all properties and characteristics of the products and services in relation to their potential to fulfill specified or defined quality requirements. In other words product quality represents degree of fulfillment of the set requirements by display of their real properties; quality being sum of single quality properties.

Diverse factors exert influence on the product quality; each single product must possess adequate paramount economic quality, which presupposes process of optimization with taking into consideration of all relevant criteria. According to Prof. Dusman [1] the third stage of evolution of the concept of quality is under way, the first two being American (prior to the Second World War) and Japanese (after the Second World War). The third stage is characterized by acceptance of activities on objective evaluation of the market with application of just in time (JIT) production concept. Figure 1. demonstrates that Japan achieved relatively high quality level of products made in Western countries and surpassed it afterwards [2-3].

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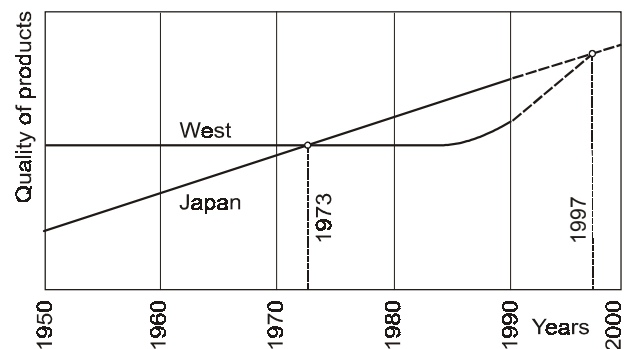


Figure 1. Fight for quality in the world
Slika 1. Borba za kvalitetu u svijetu

Europe and the western states resisted competition of high quality cheap products from Japan and other Asian states (Korea, Taiwan, etc.) improving their quality by introduction of series of norms ISO 9000. It is regarded that the West has achieved the quality level of Japan [3] in 1997. Rapid market changes demand quick response, permanent improvement and simplification in the field of product quality, because product quality is regulated by validity of market laws.

But prior to attendance how to fulfill demands of the customer, legal requirements of each nation regulating safety of human life, assets and environment must be satisfied. Therefore the fundamental requirement of any quality management system must be reliability of products, plants and services.

The contemporary quality systems are:

1. Total Quality Control (Total Quality Control-TQC, A.V. Feigenbaum),
2. Quality Assurance (Quality Assurance - QA, norms ISO 9000) and
3. Total Quality Management (Total Quality Management - TQM), figure 2.

The starting point of all contemporary quality systems is the philosophy of faultless production, i.e. manufacture of high quality products at first try [4-7].

The European organization for quality control - EOQC has been founded in 1956. Its annual conferences have been held regularly since 1957, so that in 2001 total number of conferences reached the figure of 45. From 1990 the name and the abbreviation has been changed into

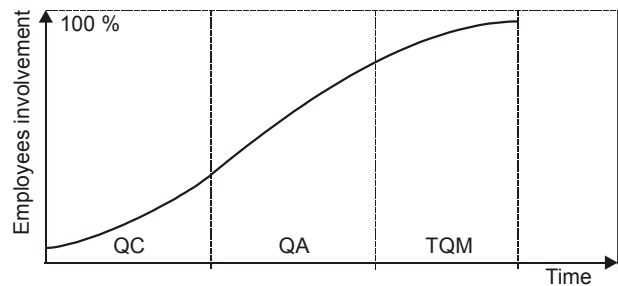


Figure 2. **Quality systems and employees involvement**
Slika 2. **Sustavi kvalitete i uključenost zaposlenih**

present day name: European Organization for Quality (EOQ), which enabled expansion of its official scope of activities, adding, besides quality control, also activities in the field of standardization and metrology [8].

Table 1. **Mottos and topics of the 24th first European Conference on Quality**
Tablica 1. **Pregled moto-tema prvih 24 europskih konferencija o kvaliteti**

Ser. No.	EOQ Conference held in			Conference motto
	Year	Town	State	
1.	1957.	Paris	France	Quality control as management "tool"
2.	1958.	Essen	West Germany	Customer Seller relation
3.	1959.	Brussels	Belgium	Simple methods
4.	1960.	London	England	Quality control and its value for industry
5.	1961.	Torino	Italy	Integral quality control of products
6.	1962.	Aix-en-Provence	France	Quality and reliability
7.	1963.	Kobenhaven	Denmark	Cost reduction through quality control
8.	1964.	Baden-Baden	West Germany	Quality assessment and improvement
9.	1965.	Rotterdam	Holland	Quality and the consumer
10.	1966.	Stockholm	Sweden	Quality assurance and reliability
11.	1967.	London	England	Practical realization of quality and reliability
12.	1968.	Madrid	Spain	Efficient quality control system
13.	1969.	Prague	Czech	Education and training for quality and reliability
14.	1970.	Laussane	Switzerland	Metrology- quality data
15.	1971.	Moscow	USSR	Quality standard quality measurement
16.	1972.	Oslo	Norway	Readiness for industrial quality automation
17.	1973.	Belgrade	Yugoslavia	Quality and customer satisfaction
18.	1974.	Helsinki	Finland	Human interests and aspects in quality assurance
19.	1975.	Venetia	Italy	New approach to quality and reliability
20.	1976.	Kobenhavn	Denmark	Quality and society
21.	1977.	Varna	Bulgaria	Quality assurance of products in process of development, production and exploitation
22.	1978.	Dresden	Ost Germany	Quality and rationalization
23.	1979.	Budapest	Hungary	Quality, economics, initiatives
24.	1980.	Warsaw	Poland	Man, quality, environment

REVIEW OF TOPICS ON ANNUAL EOQ CONFERENCES

Table 1. gives review of mottos and topics of the 24th first EOQC which were held in the time period from 1957. till 1980.

Table 2. gives review of mottos and topics of the held conferences, number of states, participants and number of given statements on the 21st European Conference on Quality in the time period from 1981 till 2001.

Table 2. **Review of mottos and topics, number of states and re-ports on 21 European Conferences on Quality 1981-2001**
Tablica 2. **Pregled moto-tema, broja država i referata na 21 europskim konferencijama o kvaliteti od 1981 do 2001**

Ser. No.	EOQ Conference held in			Conference motto	Number of		Number of	
	Year	Town	State		States	Particip.	Sections	Reports
25.	1981.	Paris	France	Quality in company strategy	34	600	—	80
26.	1982.	Amsterdam	Holland	Quality in future	33	700	—	73
27.	1983.	Madrid	Spain	Quality in the world of limited resources	30	620	—	79
28.*	1984.	Brighton	England	World quality congress '84	42	1045	3+9 sem.	159
29.	1985.	Estoril	Portugal	Quality and development	32	715	—	102
30.	1986.	Stockholm	Sweden	Value for money	46	688	—	66
31.	1987.	Munich	West Germany	Quality, challenge and possibility	38	843	—	102
32.	1988.	Moscow	USSR	Quality, progress, economics	31	900	—	111
33.	1989.	Vienna	Austria	Quality management key for the nineties	43	1100	—	119
34.	1990.	Dublin	Ireland	Profit with quality	38	875	—	81
35.	1991.	Prague	Czech	Human factor in quality management	35	736	6	88
36.	1992.	Brussels	Belgium	Quality European spirit	—	940	12	60
37.**	1993.	Helsinki	Finland	Information, communication, knowledge and quality	—	—	38	174
38.	1994.	Lisbon	Portugal	New culture for new Europe	—	—	16	106
39.	1995.	Lausanne	Switzerland	People for quality, quality for people	49	736	15	114
40.	1996.	Berlin	Germany	No motto	23	—	15	77
41.	1997.	Trondheim	Norway	Quality decisive factor in the past, present and future	43	700	13	82
42.	1998.	Paris	France	The first European convention on quality	46	2061	21	68
43.	1999.	Madrid	Spain	Quality, challenge of 21 st century	51	1023	15	89
44.	2000.	Budapest	Hungary	Business excellency in the new century	53	850	4	>100
45.	2001.	Istambul	Turkey	—————	—	—	—	—

* At the same time World Convention on Quality (=28 EOQC, 1984); held every 9 years in Europe.
** At the same time World Convention on Quality (=37 EOQC); the next will be held in 2002.

Especially important were conferences of EOQ designated under serial number 28 held in 1984 in Brighton (England), and 37th conference held in 1993 in Helsinki (Finland), which were at the same time world congresses of quality, as well as the last ten conferences under serial numbers 35 to 44. Something more will be said on these

two world conferences and on last ten conferences, as promised in the abstract.

World congress on quality held in 1984 presented 159 reports and had 1045 participants, which is record number up to now. Its main announcement was movement towards uniform world quality, i.e. towards globalization, which was manifested already at that time in:

- development of new products;
- directed quality assurance and integral quality;
- free competition and international trade development;
- better quality and lower prices for products and services.

Motto of this Congress on quality was "Worldwide Affluence and Happiness of Humanity through Integral Quality Control" [8].

World Congress on Quality '93 had 174 reports; 156 of them were printed in three books of the Conference Proceedings (18 reports came late for printing). Motto of

the plenary session was: “ World Quality and Class Competition “, and the four lectures were given by specialists from Italy, Switzerland, USA and Japan. These lectures on the plenary session had titles: “Leading Role of Quality in Global Economy - Key Characteristics” by, Prof. Feigenbaum (USA) and “From Quality to Customer Satisfaction”, by Prof. Ollila (Finland).

MESSAGES AND TRENDS OF ANNUAL EOQ CONFERENCES

Main messages of the annual conferences of EOQ were mainly encapsulated in mottos, names and main topics treated by leading lecturers. So for example conclusions of the 34th EOQ Conference in Dublin, Ireland, in 1990, were mainly formulated in reports of American authors (Dr. Juran, Dr. Feigenbaum and Dr. Crosby), who gave emphasize to strategy, i.e. quality policy. According to Dr. Juran the main phenomenon in that year was increased significance of quality of products, which became very recognizable as the main force on competitive market and in international trade relations. Dr. Feigenbaum pointed out at that time that his research in 1989 showed that 90% of buyers of industrial products gave priority to quality or attributed it the same value as to the price. In 1979 it was only 75%. Mr. Crosby emphasized that business culture of all corporation has changed in the world. It has become customer oriented and measured according to success on the divided market.

35th annual conference of EOQ in Prague, Czech Republic, 1991

Stabile and continuous development of the concept of total quality management (TQM) has found its confirmation on this conference, in manufacturing enterprises as well as in the field of services (health care, banking, tourism, trade and similar). Broad application of the family of norms ISO 9000 for quality assurance, audits and certification of quality systems has also been approved. It was also the last European conference on which famous Dr. Juran took part with his report: “Challenge and response in quality management” (he was then 88 years old).

36th annual conference of EOQ in Brussels, Belgium, 1992

1992 was symbolic year for EOQ primarily because of obligatory application of family of norms ISO 9000 for quality assurance. Therefore, the capital of Europe Brussels was chosen as venue of EOQ conference. Qualified experts and businessmen of Europe and the world have concluded that norms ISO 9000 and quality certification have become constituent part of the international business

practice, that there is and interaction between quality and human environment (development brings close coexistence), that quality exerts influence on people (special section “Quality of Life”). Swatch watches and project of Channel Tunnel were given as examples for practical application of quality on international level [9a].

37th annual conference of EOQ in Helsinki, Finland, 1993

This EOQ conference was at the same time world quality congress '93, which we said something about after Table 2..

- 4 lectures were given on the plenary session:
- T. Conti (Italy): “Need for meeting of European quality; EOQ Program”;
 - H.D. Seghezzi (Swiss):” Europe as part of Trinity (Europe, USA, Japan”;
 - C.A. Aubrey II (USA) : “Quality Management in American Factories”;
 - H. Karatsu (Japan): “P.P.M. (Part per million) - Age and Robotics”.

38th annual conference of EOQ in Lisbon, Portugal, 1994

The motto of plenary session was “Successful experiences”. Four lectures of Portuguese experts were presented, from the introductory lecture of C.D. Santos (“Quality Management in Portugal”) to practical experiences in quality management and improvements achieved with TQM in companies Shell (C. Balmes) and Citroën (K. Karcher).

Reports were published in four books of the Conference Proceedings having section and sub-section titles as follows:

1. Section A: “Quality Management”, A1: “Quality Standards - Development of ISO 9000”, A2 “Total Quality Management”, A3: “New Trends in Quality Management”;
2. Section B: “Social Dimension of Quality”;
3. Section C: “Services for Citizens”;
4. Section D: Quality of Environment - world wide dimension of quality”;
5. Section E: “Quality of Software”;
6. Section F: “Management of Reliability”;
7. Plenary session - Closing: “Review of Quality Trends in Europe, North America and Asia” (experts: B. King-USA, H. Kume-Japan and E. Vardakas- Belgium) [9b].

39th annual conference of EOQ in Lausanne, Switzerland, 1995

Main section names and more important subsection names (printed in four books of the Proceedings) were:

1. Section A: "Personnel for quality"
 - A1: "Personnel, training, management of changes"
 - A2: "Self Assessment, award for quality"
 - A3: "Practical experiences in giving of national awards for quality"
2. Section B "Quality for People"
 - B1: "Customer Satisfaction", B2: "TQM - Enterprise Culture", B3: "Education and Training"
3. Section C: "Examples and Methods I"
 - C1: "Case Studies from Individual Countries", C3: "Advanced Methods and Practice";
4. Section D: "Examples and Methods II"
 - D1: "ISO 9000", D2: "Companies and Industrial Branches"
5. Section E1: "Quality of Food - Safety Aspects".

Prof. Conti from Italy held the main lecture on the final plenary session of the Conference: "TQM - Key to Integrated Management according to Customer Requirements".

39th EOQ Conference brought a change in development of quality systems by introduction of the new concept of Integrated Quality Management (IQM). It represents fusion of concepts of quality management and business management, Figure 3. [9c].

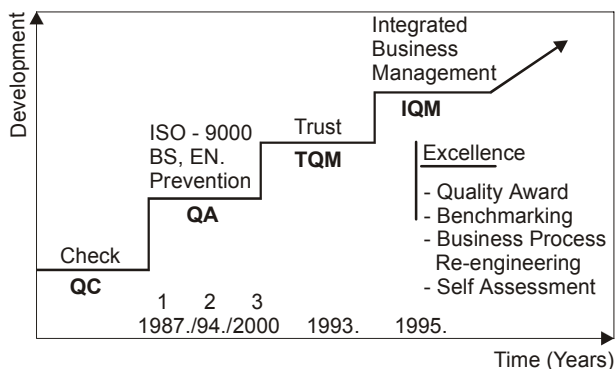


Figure 3. Development Quality Systems
Slika 3. Razvoj sustava kvalitete

On the way to achieve success towards IQM, i.e. towards potential way of how to achieve top quality, i.e. business excellency, strategic, organizational and cultural changes accompanied by the increased responsibility of staff for their scope of works, i.e. remodeling of company management must be implemented, because minor changes are no more sufficient for success [9c, 10].

40th annual conference of EOQ in Berlin, Germany, 1996

- Titles of major reports from the plenary sessions were:
- Y. Kondo (Japan): "New Ideas in Development must be Brought to Ripeness";
 - A. B. Goodfrey (USA): "Quality Management in USA - Revolution Continues" and

- W. Masing (Germany): "Limits of Suitability in Quality", as well as the extra report by S. Grabowski (Germany): "TQL (Total Quality Learning), about quality training network within the company".

Titles of major sections were:

1. Book 1: A1: "Creation of Future Through Innovative Management", B1: "Changes - Focus on People", D1: "TQM - Models for Business Excellency";
2. Book 2: A2: "International Development - Award for Quality", A3: "Analysis of Potential for Changes", B2: "Process of Changing, Organization Learning", B3: "Education and Training Today-Success Tomorrow", C3: "Environment Management", C3: "Leap from ISO 9000 towards TQM" ("Step by step process" etc.);
3. Book 3: A4: "Changes Through Total Quality Management - Successful Instruments and Methods", B4: "Customer Oriented Companies", C4: "Successful Quality Management in Service Activities".

Basic EOQ conference messages are clearly to be seen from titles of reports and sections from plenary session [9d, 10].

41st annual conference of EOQ in Trondheim, Norway, 1997

The main reports from the plenary session were:

- S. Shiba (Japan): "Evolution of Quality: From Quality Control to Breakthrough of TQM" and
- W.A. Golomski (USA) "Next 50 years: Organization, Products, Services and Manufacture".

This EOQ conference has summarily clarified development of the notion of quality, quality control and quality management in total environment and has given its view on prospects of quality in future. The experiences acquired with ISO 9000 standards and other "tools" for achieving of TQM through teamwork, permanent training and improvement of the existing systems with the objective of achieving customer satisfaction have also been pointed out. Future development brings unification of diverse standards, i. e. ISO 9000, ISO 14000 for health care and safety management merging them into unified system of quality management.

The notion of quality does not refer mainly to technical activities in connection to control or quality assurance, but has also taken strategic dimension and has become powerful tool in strengthening of market competence of leading companies. Companies are no more satisfied with small improvements in achieving marketability of their products, but they have already started to plan such activities, which can in shortest possible time result in breakthroughs and giant shifts on scale of Business Excellence [9e, 10].

Titles of major sections are as follows:

1. Book 1: A1: "TQM - Total Quality Management in Production", B1: "Differences in Approaches to Quality Management", C2: "Products for Customer Excitement", D1: "Considerations from International Quality Academy" on Y. Kondo's report (Japan): "Hoshin Kanri - Japanese Way to Strategic Quality Management";
2. Book 2: A2: "TQM in Public and Private Service Companies", A3: "TQM in Health Care and Business Procedures", B2: "ISO 9000 system", B3: Th. Wolter's (Germany) paper: "Self Assessment as Key to TQM", C2: "Improvements", C3: "Statistical Methods and Quality Costs";
3. Book 3: A4: "TQM Ideas", especially S. Ho's paper and S. Cicmil's (England) report: "Application of Japanese 5 S Technique - Key to Total Environment Management", B4: "Environment, Safety, Learning", C4: "Small and Medium Size Companies".

42nd annual conference of EOQ in Paris, France, 1998

Up till now, this conference has attracted the largest number of participants (see Table 2) and has been named 1st European Convention of Quality. The organizers were: European Organization for Quality (EOQ), European Foundation for Quality Management (EFQM) and the French Movement for Quality (MFQ).

Main topics on this Convention were:

1. "Risks and Challenges for Excellency" (P. Bellon-France);
2. "Roots of Quality" (A. V. Feigenbaum-USA, Y. Kondo-Japan, H.D. Seghezzi-Switzerland);
3. "Excellency for World Market";
4. "Quality for People";
5. "Trends: management introducing sudden changes, innovations and adjustments" (J. P. Jamacon - France, L. Stanca - Italy).

Within the framework of the second topic it was pointed out that desire towards excellency shows tendency of development of very complex methods of quality management. The real motto of this Convention was the introductory sentence of the presiding Mr. P. Bellon: "Quality is no fashion, but need and permanent task of top management."

One of the contemporary methods of the top management applied for improvement of business activities is "quality visit", i.e. listening to what the employees have to say. Prof. J. Tsuda from Japan successfully applied it in Renault. This Convention also presented experiences in company management by the so called "breakthrough management", i.e. undertaking of fast moves so as to achieve customer satisfaction through daily management of priorities ($\approx 90\%$) and process reengineering (10%).

43rd annual conference of EOQ in Madrid, Spain, 1999

Titles presented on plenary sessions of this EOQ conference on quality were:

- M. Ibaruru (Spain, President of Alstom): "Quality, Challenge of 21st Century",
- A. Corcostegui (presiding CEO of large multinational companies): "Roads to Excellency",
- T. Conti (Italy, President of AIQ): "ISO 9000 and Trends of TQM Models",
- P. Roussel (France, delegate of Peugeot - Citroen): "Newly Developed Standards ISO 9000 for the Year 2000"

Titles of parallel sections were:

1. Quality in Health Care;
2. Human Resources Management;
3. Customer Loyalty and Values;
4. Quality, Environment, Health and Safety Systems;
5. Quality in the 21st Century;
6. Integration of Suppliers into Quality System;
7. Business Management;
8. Quality in State Administration;
9. Informational and Communication Techniques of Management;
10. Group Self Guidance;
11. Quality in Education I;
12. Quality in Education II;
13. Quality in Small and Medium Size Enterprises;
14. Management Skills;
15. Self Assessment;
16. Future Management.

There were one to four plenary and parallel session reports, and the presenter were mainly presidents of large international companies, and in lesser degree quality experts. Just this fact confirms the event that quality became integral part of business policy and significant factor in achievement of business efficiency.

The main messages of this EOQ conference were:

1. Quality represents firm culture, which is in process of development;
2. Quality is an obsession, religion, i.e. future of the enterprise;
3. Quality is task of top management, i.e. their strategic orientation in management of companies;
4. It is not enough just to achieve customer satisfaction, but we must be able to give more than our competitors;
5. There must be constant tendency in business towards better results.

We should remember in this place the proclamation of the world's famous quality expert Mr. Juran [2]: "Twentieth century was the age of productivity, 21st century will be the age of quality". The important factors, which are going to bring the change in the 21st century, are: process of globalization, social mobility, labor skills, informational revolution and contemporary telecommunication. Therefore it is expected that 21st century is going to be century of services, not products.

To be able to achieve business excellency, it is very important to collect information what are the customer wishes, to train experts, who can realize set goals, measure results so as to improve processes, develop enthusiasm and praise successes. Trends of activities in the field of development of standards ISO 9000:2000 develop towards harmonization of these standards with elements of quality awards, i.e. towards business excellency [9h, 10].

44th annual conference of EOQ in Budapest, Hungary, 2000

Three introductory plenary reports on world developments in the field of quality and two final reports on quality trends in 21st century were held on this conference. Conference has confirmed the importance of quality on European level, because European commission supports all activities on common projects with EOQ and European Model of Quality Award (ELQM - Excellency Model).

Very important written document "European Quality Policy" was accepted and propagation of the role of quality through "European Quality Week" was approved.

- "European Quality Award";
- "Method for Monitoring of Customer Satisfaction";
- Project "European Quality Vision";
- Motto: "Win Together in Europe";
- "Quality in Service of Society".

The winner of European Quality Award and the Golden Medal for Environment Protection and Management in 1999 was company Porcelain from Hungary, which fosters the following fundamental principles: "Quality of Personnel is of primary importance for all other qualities", and: "Quality is the customer who returns, and not the product".

Japanese approach can be defined as the application of standards in combination with procedures of permanent improvement of business practices of the company, while the American approach can be designated as "business oriented", through increase of profit, market domination and the stock value, through permanent improvement of business processes [9i].

Processes must be continuously improved by work out of projects, reengineering, comparative analysis (benchmarking) and comparison of different extremely popular tools, such as "Six sigma" and similar, designed for achievement of the set objectives (measure, analyze, improve, control - PDCA cycle).

CONCLUSIONS

On the basis of presented and analyzed review of two world quality congresses and ten last European conferences, following conclusions can be drawn:

- approach to quality is changing with great speed;
- today's quality is the customer who returns, and not the product, because customer is put in focus of attention (he is always right);
- role of quality has already reached strategic feature and represents the way to increase of efficiency and competitiveness;
- integrated quality management can be realized by efforts towards business excellency, i.e. top quality through harmonization of innovated standards ISO 9000:2000;
- quality nowadays is capability to adjust to changes, setting of priorities, more, the better, engaging of all those concerned, delegation of responsibility, permanent learning, care of all employees, customer delight, business excellency, etc.;
- way towards integrated quality management (IQM - Figure 3.), i.e towards top quality can be achieved by permanent improvement of processes through popular tools, modified standards (ISO 9000:2000) and models of business excellency;
- the biggest steps in quality system improvements were achieved on 10 reviewed EOQ conferences:
 - I - 39th in 1995 with introduction of the new notion of integral quality management (Fig. 3) through procedures of permanent quality improvement,
 - II - 41st in 1997 looking back on development of the concept of quality, from quality of product and quality control to quality management, and introduction of quality concept into total environment (development of quality paradigm),
 - III - 44th in 2000 with its definition of "European Quality Vision", and EFQM-Model of Excellency and Models of Standards ISO 9000:2000/ ISO 14000.

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