

CITY UNIVERSITY OF HONG KONG
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**Autonomous Supply Chain Quality
Management and Firm Performance:
An Empirical Study on
Print Media Industry in China**
自主供應鏈質量管理與企業績效：
中國平面媒體產業的實證研究

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Abstract

Autonomous Supply Chain Quality Management and Firm Performance – An Empirical Study on the Print Media Industry in China

This study aims to examine the relationship between an autonomous supply chain quality management system and the firm performance. This is an autonomous work process in that it is self-initiated, generating the collaboration and harmony across boundaries that the print industry needs. The focus of this research is first on understanding the current models for quality management systems in the print media industry in China and the key variables that contribute to an autonomous quality management system. To meet the ever-increasing requirements from global buyers for product quality, many companies try to implement total quality management (TQM) and lean manufacturing, but the question remains of how many of the companies that have implemented TQM and lean can truly be sustainable and outperform their competition. Do the key performance indicators (KPIs) that the companies have put in place have a real, sustainable impact on the business results or are they only banners and slogans? I suggest that true end-to-end supply chain integration, a culture of quality, and effective management are the three critical factors of quality and firm performance besides the quality control of the manufacturing or processes that the previous literature has recommended. This piece of work aims to review the proposed end-to-end supply chain quality

framework, compare it with the current supply chain quality model, and identify the implications of the quality culture, supply chain integration, and effective management as the vital variables that affect firms' performance in meeting their objectives and priorities. At the end of the work, a rival theory is proposed that can be beneficial to the industry.