

PERSPECTIVE

Oslo 2025, the Meeting to Rethink Quality and Risks

As the June 2025 Congress in Oslo approaches, Patrick Mongillon, President of EOQ, reflects on the major issues shaping the future of quality and risk management. With artificial intelligence, digitalization, and sustainability at the forefront, this edition promises to be a strategic turning point for European businesses.



Patrick Mongillon

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EVENT: OSLO 2025

The EOQ 2025 Congress will be held in Oslo with the central theme of **Profitable Quality and Risk Management**. Why is this topic particularly crucial today for European and international businesses?

Profitable quality management and risk management are critical for European and international companies today for several reasons:

1. In a globalized environment, companies face increasing competition. Efficient quality management enables businesses to meet customer expectations without compromising profitability.
2. European businesses are subject to strict regulations concerning quality, product safety, and risk management (such as GDPR, ISO standards, etc.). Proactive risk and quality management help avoid penalties and ensure compliance.
3. Risk management helps anticipate crises, process failures, or supply chain disruptions, contributing to more efficient resource management. Similarly, profitable quality management minimizes costs associated with production errors, product returns, and repairs while maximizing customer satisfaction and loyalty.
4. Companies are increasingly evaluated not only on financial performance but also on social and environmental impact. Effective risk management allows businesses to better anticipate environmental, ethical, and social risks, ensuring responsible operations. This improves corporate reputation and long-term sustainability.

In a world that is increasingly complex and interconnected, **profitable quality management and risk management** are essential strategic levers to ensure competitiveness, sustainability, and profitability.

Artificial Intelligence (AI) and Digitalization: Transforming Quality Management

How do you see their impact on future standards and certifications?

Artificial intelligence (AI) and digitalization are profoundly redefining quality management, and their impact on future standards and certifications is undeniable. Here are some ways these technologies could transform these domains:

1. AI, combined with digitalization, enables advanced real-time data from production, detecting anomalies and defects before they become major issues. Future certifications will need to consider this ability for self-improvement and continuous process optimization through integrated intelligent systems.
2. We can envision AI-based quality models tailored to each company, considering industry-specific characteristics, objectives, and technologies. Standards will no longer be mere global requirements, but adaptive recommendations guided by AI and field-collected data.
3. AI can eliminate subjectivity in quality assessments by relying on objective and quantifiable criteria. In certification frameworks, this could make validation processes more transparent and fairer. Auditors could use AI tools to better identify trends or hidden issues in a company's historical data, reducing human bias and error risks in evaluations.
4. Certification audit processes will increasingly be assisted by AI tools, which will instantly analyze available data (production history, customer feedback, incidents) to identify areas for improvement. These audits could be conducted more frequently, in real time, rather than periodically. Auditors will be able to focus on risk areas identified by intelligent tools, potentially changing the frequency and methods of certification audits.

AI and digitalization will transform quality standards by making them more **dynamic, responsive, and data-driven in real time**.

5. automation of quality processes, reducing human errors and improving result accuracy. Intelligent systems can analyze
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Sustainability: Balancing Economic Performance with Environmental Requirements

How can companies reconcile economic performance and environmental requirements in a quality-based approach?

Balancing economic performance with environmental requirements in a quality-based approach is a major challenge for companies today, but it also presents an opportunity to create sustainable value and enhance competitiveness. Here are some ways to achieve this balance:

1. **Eco-design:** Designing products and services with their environmental impact in mind throughout their lifecycle (from production to end-of-life). This includes resource optimization, waste reduction, use of recycled or recyclable materials, and lower energy consumption. This approach can become a central criterion in quality management.
2. **Eliminating waste:** Whether in terms of raw materials, energy, or time, companies can reduce their environmental footprint while improving efficiency. For example, process

improvements can lower energy consumption and waste production, contributing to better economic performance while meeting strict environmental standards.

3. **Technology leverage:** Innovations such as the Internet of Things (IoT), robotics, and AI can play a crucial role in reducing a company's environmental impact. For example, smart sensors and predictive algorithms can optimize energy use, minimize waste, and anticipate failures before they occur. These technologies can help align environmental requirements with economic performance.
4. **Stakeholder engagement:** Economic and environmental performance also depends on the commitment of stakeholders—employees, suppliers, customers, and even investors. By involving these groups in quality initiatives and raising awareness of environmental issues, companies can foster a culture of sustainable quality that benefits both the environment and economic performance.

The key to balancing economic performance with environmental requirements lies in the company's ability to adopt a **shared value approach**. Aligning financial goals with environmentally friendly practices not only reduces costs but also positions the company as a **responsible market player**.

Future Challenges in Quality and Risk Management

With your extensive experience in quality and risk management, **what are the biggest challenges businesses will face in the next five years?**

Quality: Ensuring excellence in a rapidly evolving environment:

1. Digital transformation and automation
2. Increasing regulatory requirements
3. Customer perception and experience enhancement
4. Supply chain resilience
5. Cybersecurity and data management

Risk Management: Anticipating and mitigating threats:

1. Climate change-related risks
 2. Geopolitical and economic instability
 3. Risks associated with innovation and R&D
 4. Evolving regulatory frameworks
 5. Human and social risks
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EOQ's Role in European Quality Standardization

How is EOQ adapting to new regulatory requirements and industry expectations regarding standardization?

EOQ's main activity is **competency certification**, covering 55 profiles (quality, CSR, audit, energy, etc.) with over 110,000 certifications issued.

We are undertaking a **comprehensive review of our profiles** to address new regulatory requirements (e.g., CSRD) and adapt to evolving market needs across Europe.

Final Message for EOQ 2025 Congress Participants

What key takeaways do you hope participants will retain from EOQ 2025 in Oslo, both professionally and strategically?

By sharing experiences from multiple countries, we can provide a **panoramic vision of quality trends**. The EOQ 2025 Congress in Oslo contributes to this objective.

In an ever-changing and unstable world, it is crucial to consider **new standards, digital transformation impacts, AI prospects, etc.** These topics will be thoroughly discussed in Oslo.

Given the global quality challenges, **major quality associations worldwide should collaborate more effectively under a "quality umbrella"** to facilitate cooperation and encourage the sharing of best practices. The EOQ 2025 Congress in Oslo is another step toward achieving this goal.

Interview conducted by Jean Marie Kenfack