



株式会社セキソーのTQM

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TQM in SEKISO Corporation

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デミング賞受賞3条件



- a) 経営理念, 業種, 業態, 規模および経営環境に応じて明確な経営の意思のもとに, 積極的な顧客指向の経営目標・戦略が策定されていること
- b) a)の経営目標・戦略の実現に向けてTQM が適切に実施されていること
- c) b)の結果として, a)の経営目標・戦略について効果をあげていること

Qualifications for the Deming Prize

- a) Customer-oriented business objectives and strategies are established in a positive manner according to the management philosophy, type of industry, business scale, and business environment with the clear management belief.
- b) TQM has been implemented properly to achieve business objectives and strategies as mentioned in Item a) above.
- c) The business objectives and strategies in the Item a) above have been achieving effects as an outcome of the Item b) above.



TQMによる経営革新

- 事業：音・振動にこだわり，地球環境に優しい製品
- 課題：顧客指向で環境変化に対応できる企業体質への変革
- TQM：顧客志向，システム思考・プロセス重視，ひと中心
- 成果：厳しい経営環境にあって堅調な業績の維持
体質改革による大きな飛躍の基礎の確立

Management innovation through TQM

- Business: Products being particular about “**sound and vibration**” and giving due consideration on “**global environment**”
- Issue: Change to **company constitution** that ensure to focus customer needs and respond to changes in business environment
- TQM: Customer focus, system thinking, process, and people centered
- Effects: Ensure steady good business results in difficult environment
Establish **the foundation for future great leap**



ブランド確立のためのTQM

- 音にこだわった製品開発, 魅力品質・感動商品の創出
 - 「もっと静かで良い音色の車をつくろう」
 - 「音で困りごとがあればセキソー」
- その実現のためのTQM
 - 顧客志向の技術開発, 製品開発, 工程開発
 - 戦略経営, 日常業務遂行のための管理基盤の構築
 - 価値観, 社会的使命感の共有

TQM to establish “SEKISO Brand”

- Develop products particular about “**sound**” and create “attractive quality” and “customer delight”
 - Create a car with quieter and pleasant sound
 - Entrust SEKISO, if anything matter with “sound”
- **TQM** to realize it
 - Develop technology, products and processes focusing on customer needs
 - Establish **management foundation** for strategic management and daily work
 - Share “**organizational values**” and “social mission consciousness”



ひとづくり中心の品質経営

- 惜しみない人財育成投資
 - ここまでやるかと思わせるほどの能力開発の機会の提供
- 人間尊重
 - 人間尊重, 適材適所の深遠なる意味の理解と実践
- 真摯な人々
 - 善良で積極的で努力を厭わない人々の集まり

People development centered QM

- **Generous investment** to bring up people
 - Provide more than enough opportunities to develop capability of its people
- **Respect** for people
 - Understand profound meaning of “respect for people” and “right people in the right place” and their implementation
- **Sincere** people
 - People of good-natured, positive, and making best endeavour

経営トップ層の機動的運営による戦略経営



- 経営の基盤としての日常管理
 - 標準化とPDCAを基本とする日常管理システムの構築と運営
- 変化の時代の戦略経営
 - 関係者が情報と価値観を共有しつつ, 走りながら考え, 決める経営スタイル
- 融合
 - しくみや手続きに頼り過ぎない, face to faceの組織一体運営

Strategic Management with mobility

- **Daily Management** as a base for business management
 - Establish Daily Management System based on standardization and PDCA
- **Strategic Management** in the age of change
 - Management style that makes it possible for concerned people to share information and values, and to think and decide while running
- **Fusion**
 - Face-to-face management without depending on procedures too much



TQMの効果

- 音にこだわる新製品の売上向上
 - 車の騒音・振動に対処した製品の売上の飛躍的向上
 - カーメーカーが気づかない特性に焦点を当てた製品の開発
- 技術力・マネジメント力の強化
 - 成り行き製品についての堅実な売上向上
 - 不具合や手戻りの減少, 業務効率の向上
- 将来の事業構造に適応した経営基盤の構築

Effects of TQM

- Increase in sales of **new products** particular about “sound”
 - Significant increase in sales of products that cope with noise and vibration
 - Product development focusing on characteristics that customers do not realize
- Enhancement of technology and **management capability**
 - Steady increase in sales of ordinary/conventional products
 - Reduction in defectives and reworks, and increase in job efficiency
- Management foundation responding to **future business structure**