

The Guide for  
The Japan Quality Medal  
2009  
For Overseas



The Deming Prize Committee  
Union of Japanese Scientists and Engineers

The cover page shows the Japan Quality Medal with laurel tree bearing fruit of Quality. The image represents the award of honor and the work is designed by illustrator, Mr. Hiroshi Manabe.

THE JAPAN QUALITY MEDAL FOR OVERSEAS COMPANIES  
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## **1. INVITATION TO APPLY FOR THE JAPAN QUALITY MEDAL**

There is a beginning to total quality management (TQM), but there is no end. It continues to grow and develop indefinitely.

In recent years, companies have recognized more than ever the importance of satisfying customers and employees, contributing to society, corporate social responsibilities and dealing with environmental problems. They are also feeling the impact of turbulent changes in the surrounding environment, such as political and economic developments both nationally and worldwide. To meet the challenges these developments present, companies are realizing that they need to transform the way they do business through implementing TQM.

Even if a company has established a sound quality assurance system and has won the Deming Prize, it cannot stand still. In a few years, it will surely need to adapt and transform its quality assurance system to meet new challenges and change the scope and practice of its business. For example, it may need to diversify its products, develop new products or initiate new business altogether. To do this, the company must continue educating and training employees and developing new employees who have joined the company since receiving the Deming Prize. It must also develop new managers who have been promoted since the Deming Prize challenge.

To respond to internal and external changes, and to implement TQM more effectively in managing the business, it is extremely effective for companies that have received the Deming Application Prize to challenge for the Japan Quality Medal. The experiences of past Japan Quality Medal-winning companies clearly establish the merit of the challenge.

By setting the goal to apply for the Japan Quality Medal when companies receive the Deming Application Prize, they can expect to prevent their TQM from becoming stale and sluggish. In this way, they can further develop their TQM practices. In fact, Deming Application Prize-winning companies are invited to apply for the Japan Quality Medal many times over. Some companies have even received the medal twice. We are expecting many of the Deming Prize winners to use the challenge for the Japan Quality Medal for their continued and focused implementation of TQM.

As of January 1995, the Japan Quality Medal was opened to the following organizations: (1) An individual division of companies that has won the Deming Application Prize or the Deming Application Prize for Small Companies. (2) An individual division of a company that received the Deming Application Prize for Divisions.

Originally, Deming Prize winning companies became eligible to apply for the Japan Quality Medal five years after winning the prize including the winning year, but as of January 2000, the period was shortened to three years. For instance, a 2006 winner can apply for the medal in 2009.

**(\*) Overseas companies wishing to apply for the Japan Quality Medal must carry out the TQM Diagnosis by the Deming Prize Committee no later than one year prior to the year of application.**

The following sections will explain the significance of applying for the Japan Quality medal and how it differs from applying for the Deming Application Prize. It is our hope that this guide will serve as an invitation to apply for the Japan Quality Medal. So please read the guide, apply for the medal and further promote your company's TQM.

### **1.1 Continued Implementation of Priority Issues Generates “Power”**

Even after a company wins the Deming Application Prize after enthusiastically implementing TQM to improve its organizational constitution (health), it cannot expect to maintain the good results if its TQM activities become stagnant due to lack of focus, efficiency or continuity - in spite of considerable investment in man-hours and money. Only a continuing emphasis on priority issues gives a company "power", which is exactly what applying for the Japan Quality Medal helps to do. For this reason, the Japan Quality Medal examination emphasizes how the applicant company has prioritized and continued its TQM activities after having received the Deming Application Prize.

### **1.2 Systems and Technologies are Carried Forward by the Continued Implementation of Priority Issues**

Various reforms / improvements achieved in the process of TQM promotion, which leads up to greater organizational capability and the receipt of the Deming Application Prize, are significant accomplishments. More importantly, they create intellectual and technological assets the company can carry forth into the future. It only makes sense that the reforms / improvements realized through investing considerable man-hours and money should be accumulated and handed down as the company's systems, standards and intrinsic technologies. Moreover, these should be effectively and continuously used in the company's daily operations after receiving the Deming Application Prize. The focused and continued implementation of TQM is important as well, an effort that is supported by applying for the Japan Quality Medal.

### **1.3 Continued Implementation of Priority Issues also Helps Human Resources Development**

The number of new managers and employees who have not experienced the Deming Prize challenge increases as time passes. For this reason, it is necessary to develop these individuals and pass along the company's intellectual and technological assets from generation to generation. After all, these individuals will be the ones tackling new priority issues using their acquired knowledge. It is important, therefore, to develop employees through continued implementation of TQM and practical education and training. Applying for the Japan Quality Medal will accelerate such employee development.

### **1.4 Continued Implementation of Priority Issues Enables the Company to Keep Abreast of Changes in the Surrounding Business Environment**

As discussed earlier, society and the economy are changing rapidly. In such an environment, TQM is necessary to identify priority issues that are well suited for such changes and that promote activities necessary for tackling new issues. Furthermore, in putting one's TQM into practice, it is important to involve new managers and employees who have not experienced the Deming prize challenge. Through continued implementation of priority issues, a company can effectively practice TQM that supports innovative business management - a way of managing that is adaptable to changes in the surrounding business while keeping pace with time and abreast of changes. These efforts may result in the development of creative TQM methodologies suitable for new age. Applying for the Japan Quality Medal supports such an end.

### **1.5 Continued Implementation of Priority Issues Facilitates the Integration of TQM into Daily Work**

The TQM practices developed before and during the challenge for the Deming Application Prize need to take root in daily work and become integrated into the way a company manages its business. To do this effectively, it is important that a company does not spend excess time implementing TQM and,

consequently, harms its implementation efforts. Regardless of the pace of change or shifting economic conditions, the fundamental trend of the future is expected to be the pursuit of employee satisfaction, satisfying working environment, creation of jobs worth doing and rearing personnel.

In light of this trend, one of the necessary conditions for maintaining the continuity of TQM is to carry out a TQM practice best suited to one's company, and produce results. Therefore, it is important to prioritize activities, eliminate waste and streamline one's TQM methodologies. To move in such a direction, it is essential to promote TQM creatively and uniquely without getting trapped in the ways of the past. The examination process for the Japan Quality Medal is constantly reviewed and improved to ensure this happens.

#### **1.6 Focusing Activities on Priority Issues Eliminates Excess Examination Preparation Time**

The Deming Prize Committee strongly hopes that the applicant company will not spend excess time in preparing itself for the Japan Quality Medal examination. As discussed above, the company should promote TQM that focuses on the continued improvement or priority issues and that integrates the results of TQM into daily work. The applicant company is expected to prepare itself and stand for the examination while maintaining a work environment of business as usual.

#### **1.7 TQM that Makes Employees Want to Participate**

The ideal of TQM is total participation. However, this does not mean that every employee's participation can be mandated. Instead, companies are expected to promote a kind of TQM that behooves the majority of employees to believe their effort and involvement is worthwhile. The Japan Quality Medal supports such a brand of TQM and demands that applicant companies promote it with a free spirit suited to their unique environment.

#### **1.8 Applicant Companies Can Suggest an Examination Format**

Companies that apply for the Japan Quality Medal have options for the on-site examination: an examination similar to the Deming Application Prize (Schedule A, Schedule B and Executive Session) or another format more suitable for the applicant in light of its business and priority issues.

#### **1.9 As a Rule, the Applicant's Entire Organization Is Regarded As One Examination Unit, and the Examination Is Conducted Within Two Days**

Considering the fact that the applicant has already received the Deming Application Prize, the examination for the Japan Quality Medal will cover the entire organization as one examination unit and is conducted within two days.

#### **1.10 An Individual Division Can Apply for the Japan Quality Medal**

The Japan Quality Medal welcomes the company as a whole to apply for the examination. However, since 1995, an individual division or an equivalent individual organization may apply for the Japan Quality Medal.

#### **1.11 Receiving the Japan Quality Medal Is the Highest Honor**

Receiving the Japan Quality Medal is a result of continuing to practice TQM for a long time even after receiving the Deming Application Prize, and it is the highest quality control honor. It is the Deming Prize Committee's sincere hope, therefore, that companies and divisions continue to promote TQM targeted to their priority issues; that they apply for the Japan Quality Medal; and that they share the results of TQM and the honor of receiving the medal with all employees.

## **2. THE SIGNIFICANCE OF APPLYING FOR THE JAPAN QUALITY MEDAL**

### **2.1 Highest Honor in Quality Control – A Validation of Long-Term Practice**

The Japan Quality Medal was created to commemorate the first International Conference on Quality Control (ICQC), held in October 1969 in Tokyo, and to maintain and upgrade the spirit of the conference long into the future. With the purpose of further developing the world of quality control, the Japan Quality Medal was established with a fund from surplus conference revenues.

A company or a division of a company may apply for the Japan Quality Medal three years or more (including the award year) after it has received the Deming Application Prize. When it is recognized that an applicant's implementation of TQM has improved substantially beyond the level at the time it won the Deming Application Prize, the company is awarded the Japan Quality Medal.

Winners of the Japan Quality Medal may repeatedly apply for the medal as long as they wait three years or more (including the award year) after winning. Therefore, for those companies or divisions that have been practicing TQM for a long time, receiving the Japan Quality Medal is the highest honor.

### **2.2 Evolution of the Deming Application Prize - Highly Valued Inside and Outside Japan**

Company-wide quality control, or total quality management (TQM), through the use of statistical methods has been widely practiced in industries and has produced remarkable results, such as enriched customer satisfaction, development of new products, improved product and service quality, enhanced productivity and reduced costs. It is well known both inside and outside Japan that the Deming Application Prize has played a highly significant role to the promotion and dissemination of TQM.

Quality control activities in Japan started with inspection and manufacturing processes. Since 1960, they have rapidly expanded to include such head office functions as general administration, personnel and accounting as well as other functions (research and development, design, production engineering, purchasing, manufacturing/installation, marketing and service). Quality control activities have developed to the point where they are truly worthy of the name "company-wide quality control" involving everyone. Results achieved through TQM include not only reduction of process quality defects but also cost and delivery improvements, enhanced capability in marketing and new product development and increased profitability and growth. Thus, the purpose and scope of TQM has greatly evolved.

While this took place, more and more companies were applying for the Deming Application Prize and using the experience as a stepping stone for the further advancement of TQM implementation. Some overseas companies applied and won the prize. Furthermore, modeled after the Deming Prize, many quality awards were created throughout the world, such as the Malcolm Baldrige National Quality Award of the United States and the European Quality Award of EFQM (the European Foundation for Quality Management). Thus, the reputation of the Deming Application Prize and its recipients has been enhanced, not only domestically but internationally as well. As a result, the significance of the Deming Prize has been considerably heightened since the time of its inception in 1951, and it is recognized as a great contributor to industrial development.

### **2.3 Continuity Is Power - Responding to Environmental Changes After Receiving the Deming Application Prize**

TQM is not a temporary program. It is important that companies practice it continuously. Even if a company establishes a sound quality system and wins the Deming Application Prize, it still needs to improve and enrich the system and transform its TQM practices. By doing so, it will meet the challenge of changing the scope and content of its business through product diversification, new product development and new business development in both domestic and international markets. In addition, many companies experience personnel changes during the five- or ten-year period following the receipt of the Deming Application Prize, including changes at the executive, managerial and worker levels. It goes without saying that to keep pace with these changes, or in anticipation of them, it is important to further develop and promote TQM. This continuity generates "power". Of course, maintaining continuity is "easier said than done". To overcome this difficulty, it is effective to apply for the Japan Quality Medal every three years and continue maintaining and upgrading the level of TQM after having received the Deming Application Prize.

### 3. EXAMINATION FOR THE JAPAN QUALITY MEDAL

#### 3.1 What is the Japan Quality Medal?

##### 3.1.1 Eligibility for the Medal

The Japan Quality Medal is an annual award presented to a company or a division of a company (company hereafter) that received the Deming Application Prize (including the Deming Application Prize for Small Companies and the Deming Application Prize for Divisions) three or more years ago (counting January to December of the award year as one year), that has continuously applied TQM to priority issues and has been achieving its objectives steadily and effectively in a changing business environment.

More specifically, the Deming Prize Committee set the following criteria:

The Deming Application Prize is given to applicant companies or divisions of companies (applicant companies hereafter) that realize the following three particulars by means of TQM.

- a) Based on the management philosophy of the company, challenging and customer-oriented business objectives and strategies, that are suited to the business environment, have been formulated under the leadership of top management, taking into consideration the type of business, business structure and conditions, and the scale of business.
- b) TQM has been implemented properly to achieve business objectives and strategies as mentioned in item a) above.
- c) As an outcome of item b), outstanding effects have been obtained for business objectives and strategies as stated in item a).

Focus points of the examination are how the applicant has continuously applied TQM in a prior manner.

If the company has new TQM activities that impact the way it manages its business, it is encouraged to include such activities - even if they are just at the trial stage - in the examination. Examples of these activities include quality creation, employee satisfaction improvement, environmental initiatives and international and social contributions. Such activities, however, are not required for the examination. If the applicant company has them and chooses to include them, then they become subjects for evaluation.

A company or a division of a company that wins the Japan Quality Medal (the winning company hereafter) is presented with the Certificate of Merit and the Japan Quality Medal. The examination for the Japan Quality Medal is conducted by the Deming Application Prize Subcommittee (the subcommittee hereafter) and the decision of award is made by the Deming Prize Committee.

(Note) A plant that received the Quality Control Award for Operations Business Units is not eligible for the Japan Quality Medal.

### 3.1.2 What is TQM?

The TQM under consideration for the Japan Quality Medal is the same as the TQM for the Deming Application Prize.

#### Text

TQM is a set of systematic activities carried out by the entire organization to effectively and efficiently achieve company objectives so as to provide products and services with a level of quality that satisfies customers, at the appropriate time and price.

#### Explanation

1. “Systematic activities” mean organized activities to achieve the company’s mission (objectives) that are lead by strong management leadership and guided by established clear mid- and long-term vision and strategies as well as appropriate quality strategies and policies.
2. “Carried out by the entire organization to effectively and efficiently achieve” means to involve everyone at all levels and all parts of the company so as to achieve the business objectives speedily and efficiently with the least management resources. This is accomplished through an appropriate management system that has a quality assurance system at its core, and it integrates other cross-functional management systems such as cost, delivery, environment and safety. The respect for humanity value encourages the company to develop human resources which uphold its core technology, speediness and vitality. The company maintains and improves its processes and operations and uses appropriate statistical techniques and other tools. Based on facts, the company manages its business by rotating the management cycle of PDCA (plan, do, check and act). The company also rebuilds its management system by utilizing appropriate scientific methods and information technology.
3. “Company objectives” refer to securing appropriate profit for the long term through satisfying customers consistently and continuously. Also, they encompass improving the benefit to all stakeholders including employees, society, suppliers and stockholders.
4. “Provide” refers to activities from producing “products and services” to handing them off to customers, including surveys, research, planning, development, design, product preparation, purchasing, manufacturing, installation, inspection, order-taking, sales and marketing, maintenance, after-sales services, and after-usage disposal and recycling.
5. “Products and services” include manufactured products (finished products and parts and materials), systems, software, energy, information and all other benefits that are provided to customers.

6. “Quality” refers to usefulness (both functional and psychological), reliability and safety. Also in defining quality, influence on the third parties, society, the environment and future generations must be considered.
7. “Customers” include buyers but also users, consumers and beneficiaries.

Note)

- For any company, the shortest way to win the Deming Application Prize is to manage its business in the most appropriate manner to the company. It is undesirable to conduct unnecessary activities for its fundamental business just for the sake of the examination. Such activities will not help the company with its examination; rather they may negatively affect the examination.
- The emphasis of the examination is on whether or not the company has developed a unique brand of TQM suitable for its business and scale. It does not require all applicant companies to uniformly follow the same brand of TQM.
- If the company just copies the format of TQM from others or if it prepares rules and standards more than necessary under the name of TQM, such activities will not support receiving the Prize.
- Some people think that advanced statistical methods must be used to pass the examination. It is a misunderstanding.
- New activities suitable for the applicant company’s business and scale are highly respected.
- Non-profit organizations should read “companies” as “institutions” or “organizations.”

### 3.1.3 Examination and Determination of Winners

A company or division of a company that wishes to apply for the Japan Quality Medal (applicant company hereafter) must submit an Application Form, a Description of TQM Practices that describes the status of quality management/control implementation at the applicant company, a Terminology Glossary, a Description of Business Activities, organizational charts, list of functional roles and responsibilities and a proposal for the examination process (including a request for the units to be examined and days for examination). Based on this proposal, the subcommittee determines the format for the on-site examination, examination dates and examiners. Using the Description of TQM Practices as a reference material for the examination, the examiners conduct the on-site examination. Then, the subcommittee reviews the results and, based on its review, the Deming Prize Committee Chairman consults with the Deming Prize Committee and determines either "passing" or "continued examination". Incidentally, the examination process is not open to the public. However, examination findings are compiled and provided to the applicant company.

### 3.1.4 Announcement of the Medal Winner and Award Ceremony

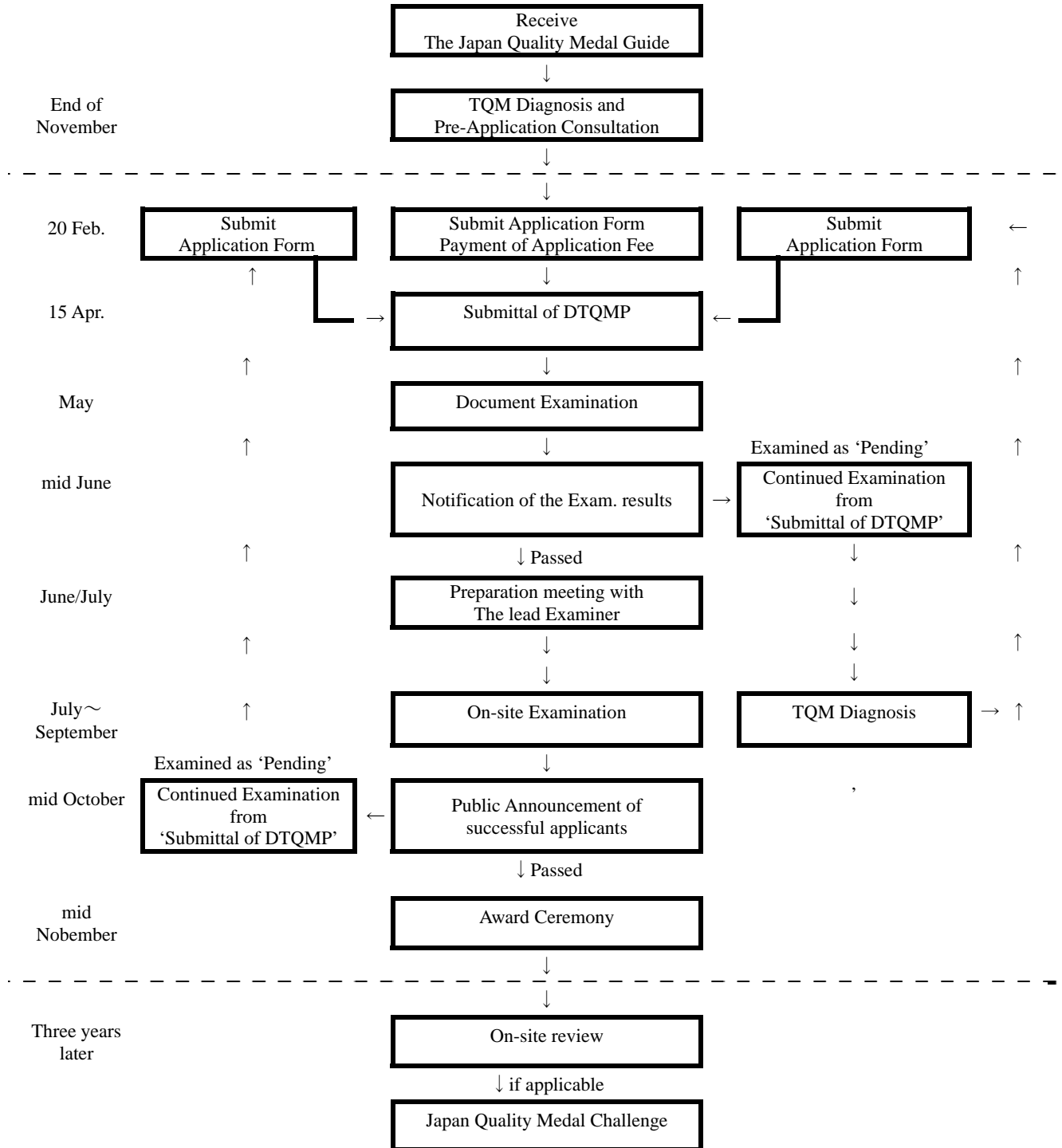
Immediately after the Deming Prize Committee makes its decision, the medal-winning company is informed of the result. The name of the medal-winning company and the reasons for awarding it are released to the mass media and reported in the Nippon Keizai Shinbun (Japan Economic Journal) in October. They are also reported in the monthly magazines, "Total Quality Management" and "Engineers", both published by the Union of Japanese Scientists and Engineers (JUSE).

The Award Ceremony and the Winners' Presentations are conducted in November.

When the applicant company receives a "continued examination" status, nothing whatsoever about the company, including its name, is announced.

### 3.2 Application and Examination Process

Table 1.1: The Overall Flow from Application to Awarding



### 3.2.1 The Pre-Application Consultation for the Japan Quality Medal

To respond on an as-needed basis to an individual company's consultation request regarding the Japan Quality Medal application and examination, the Deming Application Prize Subcommittee will carry out a pre-application consultation upon request.

At the pre-application consultation, members of the Deming Application Prize Subcommittee attend and respond to the companies' consultation needs. Those companies that wish to apply for the Japan Quality Medal are encouraged to have such a meeting by the end of December in the year prior to the year they wish to apply. The associated expenses for the meeting should be carried by the applicant company.

To schedule a meeting, the company should contact the Deming Prize Committee through the JUSE secretariat by filling out the application form attached at the end of this guide.

**(\*) Overseas companies wishing to apply for the Japan Quality Medal must carry out the TOM Diagnosis by the Deming Prize Committee no later than one year prior to the year of application.**

### 3.2.2 Submission of the Application Form and Other Documents

A company that wishes to apply for the Japan Quality Medal is requested to submit the following documents and fee as described in the following (1), (2), and (3) to the Deming Prize Committee no later than February 20. When February 20 falls on Saturday or Sunday, due date for submission will be extended to the following Monday. This rule applies to all of the other submittal due dates.

#### (1) Application Form

Complete the “application form” attached at the end of this guide and submit to the Deming Prize Committee Secretariat.

#### (2) Application Fee

The examination of the Japan Quality Medal is undertaken by the Deming Prize Committee members' gratuitous services, and therefore there is no examination fee. However, the applicant company is requested to pay for the application fee at the time of application, which will be appropriated as part of the administrative fee. Considering the fact that the applicant has already received the Deming Application Prize, the examination for the Japan Quality Medal, as a rule, will cover the entire organization as one examination unit.

For applicant with one on-site examination unit: JPY1,200,000-

For applicant with two or more examination units: Initial fee of JPY1,200,000- plus JPY400,000 per additional unit

Example) For applicant with three on-site examination units:  
JPY1,200,000- + (400,000- x 2) = JPY2,000,000-

The applicant company is expected to bear the expenses associated with the on-site examination, such as travel and accommodations for the examination team, as well as production cost of the report on examination findings.

### (3) Submittal Documents

Together with the application form, the applicant is requested to send the following documents (55 copies for each item described in 1) and 2));

#### 1) Documents that explain company or business outline

It is no need to newly prepare the requested documents below. The applicant is encouraged to use the existing brochures, catalogs, reports, etc.

a) A brief explanation of the company outline, the products produced and marketed, the type of services provided, and each division's scale and business activities. (eg. company brochure, product catalog, etc.)

\* Each document should be numbered from 1 to 55, and orderly sort by its number to make 55 sets when submitting. If you intend to enclose each set in an envelop, write the same number on the envelop as in the documents inside.

b) Document that shows business/financial result (eg. latest sales/annual report etc.)

#### 2) Other Submittal Documents at the time of the application

55 copies each mentioned below should be prepared separately from the above 1).

##### a) Checklist of Documents to be Submitted

##### b) The company's organizational chart (including the number of employees)

###### b.1) Organizational Chart of the applicant unit

It implies the Organizational Chart of the applicant unit i.e., the entire organization, a division, a business unit etc. In the Organizational Chart, kindly indicate the direct reporting system with a solid line and the indirect reporting system with a dotted line for each subordinate organization reporting to the higher ranking organization (or Manager). When the higher ranking organization (or Manager), reported directly or indirectly, is outside the organization of the applicant unit, indicate it as a sub-organization (or by the name of position) in the organizational chart of the entire organization as described below.

###### b.2) Organizational Chart of the entire organization

It implies the Organizational Chart of the entire organization including higher ranking organization of the applicant unit. Here, indicate the reporting system by the applicant unit to the higher ranking organization with a solid line if direct, and with a dotted line if indirect. Kindly indicate the direct reporting system with a solid line from a sub-organization of the applicant unit to the higher ranking organization (or a position) without going through the Head of the applicant unit, and indirect reporting with a dotted line. Also indicate the position (rank) of the reporter on the line for the reporting system.

##### c) Explanatory Note on Functional Roles and Responsibilities

It describes the name of the organization, number of employees, and details of main business functions and responsibilities for each and every organization shown in the Organization Chart of the applicant unit. To be more precise, the number of employees should indicate total number of employees in each respective organization, including part-timers, workers paid by the hour, temporary workers from an agency etc. who are hired on on-going basis in the bracket after entry of total number of employees. Main business functions and responsibilities should also be systematically summarized regarding each and every organization shown in the Organizational Chart of the applicant unit. It may be included in the Organizational Chart mentioned above b).

##### d) Proposal for the Examination Process

As a rule, the on-site examination consists of Schedule A, Schedule B, Executive Session and Reference Examination - the same examination process as for the Deming Application Prize.

Considering the fact that the applicant company has already won the Deming Application Prize, the actual procedure for Schedule A and Schedule B can be flexibly carried out. Based on the type of business and areas of emphasis, the applicant is encouraged to propose the most suitable examination process. After discussion at the pre-application consultation meeting, the subcommittee determines the final examination process. It is, therefore, requested that the applicant company fill out the "Proposal for the Japan Quality Medal Examination Process" form provided at the end of this guide, which asks for information such as desired examination format, examination units and examination schedule.

- e) Proposal on how the DTQMP may be divided
- f) Request for the number of examination units, days, and examiners
- g) Request for desired dates for the On-Site Examination

Indicate at least 15 possible days to carry out On-Site Examination for each examination unit between July 21 and September 30. Also, specify holidays and unavailable dates with the reason

- h) A broad regional map that illustrates location and positional relation among the head office, business units, and plants as well as the nearest airport with the indication of transportation means and time
- i) Details of Contact Information

### 3.2.3 Submission of the Description of TQM Practices

An applicant company is expected to submit the following documents to the Secretariat for the Deming Prize Committee.

#### (1)Description of TQM Practices

The Description of TQM Practices is a written report that describes the applicant company's TQM promotion and implementation since winning the Deming Application Prize and that highlights areas of emphasis and effects or results.

#### (2)Terminology Glossary

The Terminology Glossary is an explanation of company-specific terminology and other terms required to understand the Description of TQM Practices and presentations during the examination. This is to provide examiners and third parties with better understanding as they will use these documents during the examination. It is requested NOT to use abbreviations for general terms in DTQMP.

The following guideline should be observed:

Due date: April 15

No. of hardcopies: No. of appointed examiners plus 5 spare copies

No. of softcopies: 55 in CD-ROM

#### 1) Contents and Format of the Description of TQM Practices

The status of an applicant company's TQM implementation, highlighting the areas of emphasis after receiving the Deming Application Prize, should be written simply and plainly for easy understanding.

If the applicant has new concepts and methodologies that contribute to manage its business, or unique TQM promotional practices, the company is encouraged to include them. Any questions regarding Description of TQM Practices will be dealt with at the pre-application consultation meeting.

2) Format

Size: A4 or letter size  
 Number of Words: Approximately 800 words/page

As for the number of pages and breakdown of the Description of TQM Practices, the applicant company is encouraged to develop a draft and discuss it at the pre-application consultation meeting.

3.2.4 Examples of the Description of TQM Practices (DTQMP)

a) Example of arrangement of chapters, items and description of contents in the DTQMP

Example 1

<p>1. Outline of the Company</p>	<p>Describe necessary items that help examiner’s understanding of the applicant company.</p>
<p>2. Business Goal and Strategies</p>	<p>This chapter should reflect the item a) under “Companies Qualified for Receiving the Prize” in the Deming Prize Guide as follows: Based on the management philosophy of the company, challenging and customer-oriented business objective and strategies, that are suited to the business environment, have been formulated under the leadership of top management, taking into consideration the type of business, business structure and conditions, and the scale of business.</p> <p>Describe management principle, business category, scale of operation and management environment as well as proactive customer-oriented business objective and strategy. Also make statements which reflect the Basic Categories” under the “Evaluation Criteria”.</p> <p>Separately show base building strategy, or required management system, and challenging strategy by, for example, listing. Then lead them to chapter 4 and 5. Take into account that base building strategy is to become evaluation subject of the “1.Basic Categories” and challenging strategy is to become evaluation subject of the “2.Unique Activity” under the “Evaluation Criteria” in the Deming Prize Guide.</p>
<p>3. TQM Promotion              3.1 Framework              3.2 Policy Management              3.3 Daily Work Management              3.4 Cross-Functional Activities              3.5 Problem Solving                  Task Achievement              3.6 QC Circle Activities              3.7 Others</p>	<p>This chapter should reflect the item b) under “Companies Qualified for Receiving the Prize” in the Deming Prize Guide as follows: TQM has been implemented properly to achieve business objectives and strategies as mentioned in item a). Describe the methodology of TQM promotion which is practiced in the applicant companies. Along with the aim of TQM promotion, describe TPM, Toyota Production System, Six Sigma as well if they are practiced as TQM activity.</p> <p>Clauses listed on the left are merely an example. They don’t necessarily need to be practiced and they may be integrated. Describe the actuality of the applicant company. Take into account this chapter to become evaluation subject of the “1.Basic Categories” and “2.Unique Activity” under the “Evaluation Criteria” in the Deming Prize Guide.</p>

<p>4. Practice of Base building strategies (or Establishment/Practice of management system)</p> <p>4.1 Strategy 1 (or Establishment/Practice of ○○ managing system)</p> <p>4.2 Strategy 2 ... (or Establishment/Practice of △△ managing system)</p>	<p>Describe the practice in connection with the Base building strategy in the chapter 2. Separately make clauses for each strategies, or managing system.</p> <p>○○ and △△ means new product development, quality assurance, cost managing, quantity and delivery management, safety management, business operation and environmental management. Describe how the methodology is mentioned in chapter 3 utilized and practiced. It must be noted also what are stated in “1. Basic Categories” in the Deming Prize Guide as the evaluation items.</p>
<p>5. Practice of Challenging strategies</p> <p>5.1 Strategy 1</p> <p>5.2 Strategy 2</p> <p>.....</p>	<p>Describe the practice in connection with the Challenging strategy in the chapter 2. Separately make clauses for each strategy.</p> <p>Describe how the methodology is mentioned in chapter 3 utilized and practiced. It must be noted that this chapter should describe how the three items, a), b) and c), written under the “Companies Qualified for Receiving the Prize” in the Deming Prize Guide are practiced with organic linkage. Also keep in mind that this chapter is highly likely to be considered as what are stated in “1. Basic Categories” in the Deming Prize Guide as the evaluation items.</p>
<p>6. Overall Effects</p>	<p>Describe the effect with regard to the item c) under the “Companies Qualified for Receiving the Prize” which says “As an outcome of item b), outstanding results have been obtained for business objectives and strategies as stated in item a). Describe as it responds to the management objective stated in chapter 2. Be consistent with what is written in chapter 3, the aim of TQM promotion.</p>
<p>7. Future Plan</p>	<p>Describe plans in order to continuously promote TQM activities after receiving the Deming Application Prize. Include remaining problems, tasks and new challenges as well.</p>

Example 2

<p>1. Outline of the company</p>	<p>Describe the necessary matters such as management principles or business, philosophy, products and customers, market, history of the company, distinctive features of business, organization and its characteristics etc. that enable the auditors understand about the applicant company.</p>
<p>2. Business goals and Management Strategies</p>	<p>This Chapter corresponds to the item a) prescribed under “Companies Qualified for Receiving the Prize” in the Deming Prize Guide namely, “a) Based on the management philosophy of the company, challenging and customer-oriented business objectives and strategies, that are suited to the business environment, have been formulated under the leadership of top management, taking into consideration the type of business, business structure and conditions, and the scale of business”.</p> <p>(1) Describe your understanding about the business environment i.e., external environment such as customers, market, society, technology, competition, composition of the industry etc. and internal environment</p>

	<p>such as technologies, management, human resource etc.</p> <p>(2) Describe the management objectives (Status that must be achieved) set based on analysis of business environment.</p> <p>(3) Describe the management strategies i.e., means and measures for the attainment of business objectives and the mechanism for their formulation.</p>
<p>3. TQM Framework for the realization of Management Strategies</p>	<p>This chapter should explain the methodologies being practiced by the applicant regarding TQM described under item b) prescribed under “Companies Qualified for Receiving the Prize” in the Deming Prize Guide namely, “b) TQM has been implemented properly to achieve business objectives and strategies as mentioned in item a) above”.</p> <p>Clarify the relation between aims of TQM promotion and framework (or master plan) of TQM, as well as business strategies and TQM. To be more precise, explain which thoughts, methodologies and methods are being used, how they are put to use and what effects they have delivered in the context of strategies being implemented. In addition, clarify what are your “Unique activities” vis-à-vis competition.</p> <p>Further, describe about the details of the implementation status of various elements included in TQM Framework in Chapter 4.</p>
<p>4. Implementation Status of TQM</p> <p>4.1 Policy Management</p> <p>4.2 Daily Work Management</p> <p>4.3 Cross Functional Activities</p> <p>4.4 Problem Solving/Task Achieving Activities</p> <p>4.5 QC Circle Activities</p> <p>4.6 New Product Development Management</p> <p>4.7 Quality Assurance</p> <p>4.8 Utilization of IT</p> <p>4.9 Human Resource Development</p>	<p>Describe about the elements of TQM Framework mentioned in Chapter 3 (Policy Management, Daily Work Management, Cross Functional Activities, Problem solving/task achieving activities, QC Circle activities, New Product Development Management, Quality Assurance, Utilization of IT, Human Resource Development etc.) creating separate sections for each one of them.</p> <p>When describing them, explain how each of the elements is being practiced and clarify how they are organically linked with the realization of management strategies explained in Chapter 3.</p> <p>In addition, create a separate section and explain in details about the “Unique Activities” indicated in Chapter 3.</p>
<p>5. Overall Effect</p>	<p>In this Chapter, explain about the effects mentioned under item c) prescribed in “Companies Qualified for Receiving the Prize” in the Deming Prize Guide namely, “c) As an outcome of item b), outstanding results have been obtained for business objectives and strategies as stated in item a)”.</p> <p>It is necessary to describe in a manner that corresponds with management objectives and strategies mentioned in Chapter 2 as well as there is compatibility with “Aims of TQM promotion and TQM framework” mentioned in Chapter 3.</p>
<p>6. Future Plan</p>	<p>Explain about the plan to pursue TQM continuously even after winning the Deming Application Prize. Describe also the pending problems/issues as well as new initiatives to be taken.</p>

**Example 3**

1. Company outline	Describe the outline, scale of operations, history, main products and characteristics etc.
2. Organization and Management	Describe about the organization, main businesses, main committees, characteristics of organizational management etc.
3. TQM Promotion	Describe the objectives behind introduction of TQM, issues at the time of introduction, focus areas for activities, progress of activities, implementation status, confirmation of effects, future issues etc.
4. Policy Management 5. Human Resource Development 6. Information Management 7. Standardization	Describe the framework of systems built based on TQM.  In each chapter, describe the objectives, problems (issues), focal point of activities, progress of activities, implementation status, systems and mechanism built, effects, future issues etc.
8. Implementation Status of Quality Control 8.1 New Product Development 8.2 Quality Assurance 8.3 Cost Management 8.4 Quantity and Delivery Management 8.5 Safety Management 8.6 Marketing 8.7 Environment Management etc.	Describe function-wise (Q, C, D, S, M etc.) implementation status of unique activities on quality control. (Choose the activities that you would like to emphasize on).  In each function, describe the problems (issues) at the beginning, focal point of activities, progress of activities, implementation status, systems and mechanism built, effects, future issues etc.
9. Overall Effects	Describe the overall effects of TQM promotion in a manner that relation with implementation status of TQM is understood. For tangible effects, show the trend graph using quantitative measures if at all possible.
10. Future Plan	

b) Example of description of Chronology of Activities

	Year			
P	Objective			
D	Main Items of implementation	Focus areas of Activities 1		
		<ul style="list-style-type: none"> <li>• Specific items implemented</li> <li>• Specific items implemented</li> </ul>		
		Focus areas of Activities 2		
		<ul style="list-style-type: none"> <li>• Specific items implemented</li> <li>• Specific items implemented</li> </ul>		
		Focus areas of Activities 3		
		<ul style="list-style-type: none"> <li>• Specific items implemented</li> <li>• Specific items implemented</li> </ul>		
C	Effects			
A	Problems			

Describe in a manner that the rotation of PDCA is understood year by year.

c) Important remarks upon describing “Implementation Status”

1. Describe regarding each focal point of activities how the system/mechanism for improvement was devised and the level was improved.
2. Emphasize on activities that you are proud of or are your unique activities.
3. Describe to make easily understood with maximum use of tables and graphs.  
Do not reduce the size of Tables/Graphs and ensure that they are legible.
4. Explain the implemented activities with specific case studies of Kaizen carried out.

3.2.5 Handling of the Document Submitted

The examiners and the JUSE Secretariat of the Deming Prize Committee are responsible for maintaining the submitted Description of TQM Practices, Terminology Glossary, Description of Business Activities, Organizational charts, list of functional roles and responsibilities and Proposal. These documents will be destroyed when they become no longer necessary.

### **3.3 Document Examination**

The purpose of the document examination is not a screening process to simply limit the number of companies that can proceed to the on-site examination. Rather, it is to evaluate the level of TQM practices at the applicant companies based on their documents submitted. In this manner, the document examination serves as a preparatory process so as to carry out the on-site examination without wasting any costs and time, which can be a high burden especially for the overseas companies.

#### **3.3.1 The Purpose of the Document Examination**

The document examination is a process to evaluate the applicant's DTQMP and other documents and judge if it is possible to conduct the on-site examination effectively at the company. Multiple examiners assigned to the applicant conduct the document examination to assess if the company can stand for the on-site examination from the viewpoint of the evaluation criteria and if the on-site examination can benefit the applicant company.

#### **3.3.2 Document Examination Process**

The results of the document examination are either passing or pending. If the company passes the documents examination, it moves on to the on-site examination. If it doesn't, the company is given a "continued examination" status. Along with the notification of passing the document examination, outstanding unsettled items, if any, will be informed of the company to prepare well for the on-site examination. The result of pending will be given when the submitted DTQMP is eminently insufficient for the examiners as a reference to the on-site examination. The continued examination means to allow the company to begin with the process of resubmitting its application form in the following year, unless it requests withdrawal to the Deming Prize Committee. In case of the continued examination, the application fee is not required. Subsequent examinations are limited to twice during the validity of next three years. If examined as pending, and the company wishes to apply for the Japan Quality Medal in the following years, the TQM Diagnosis by the Deming Prize Committee is carried out in place of the on-site examination during the designated on-site examination period.

### **3.4 On-site Examination**

#### **3.4.1 On-site Examination Process**

(1) Contents of examination

The examination will focus on areas of emphasis in the continued promotion of TQM, such as the quality assurance activities, after having received the Deming Application Prize.

(2) Number of examination units and examination days

As a rule, all business units that are subjects of the examination make up one examination unit, and the examination is conducted within two days. Upon request by the applicant company as well as decision made by the Deming Application Prize sub-committee, however, the number of examination units and examination days may be increased.

(3) Examination format

The examination format, such as Schedule A and Schedule B, will be determined by the subcommittee with due consideration to what has been discussed at the consultation meeting. An Executive Session must be included in the schedule. If necessary, the reference examination will also be conducted. For further explanation on the Executive Session and Reference Examination, please refer to the Guide for the Deming Application Prize.

(4) Examiners

As a rule, four to six examiners will conduct the on-site examination. One will serve as the lead examiner, who serves as the primary contact for the applicant company. When two or more examination units are established upon the applicant's request, a chief examiner, who coordinates the overall on-site examination, is selected from among the lead examiners.

3.4.2 Preparation Meeting for the On-site Examination

After the on-site examination dates have been set, a preparation meeting for the on-site examination between the applicant company and the lead examiner is held. The applicant will be notified of the date and place for the preparation meeting at the same time it is notified of the on-site examination dates. The contact person of the applicant company is expected to bring materials to the meeting that explain the organization, its business activities, number of employees and a draft schedule for the on-site examination. This meeting runs for approximately three hours.

3.4.3 On-Site Examination Process

(1) Material presentation and review

The examiners will not request additional information about the applicant company's presentation on its areas of emphasis (corresponds to the important TQM practices part of Schedule A for the Deming Application Prize examination). However, the applicant company is expected to present or circulate materials that explain the company's areas of emphasis on the day of the on-site examination. The applicant company is requested to arrange approximately 30 to 45 minutes to deepen the understanding of the important TQM practices presentation in Schedule A. In principle, documents of the past 3 years for the main organization concerning the important TQM practices presentation will be required. If significant organizational change has been introduced in the last 3 years, documents including the period prior to the introduction of the organizational change may be added. These documents must be prepared in a separate room for review.

Documents to be arranged include:

1. Long Term Plan, Annual Policy, Trend Graphs of Management Indicators on QCD etc.
2. Formats being used on daily basis for functions like new product development, quality assurance, cost management etc.
3. Case studies of kaizen

In the room for this document review, a few persons who can assist in document searches or respond to simple confirmations by the examiners and, in case materials are in electronic media format, those who can operate the system, should be available. However, no discussion on the contents of documents will be carried out during the review. In the event discussion does take place, it is not regarded as the formal answer.

(2) Reference Examination

A Reference Examination may also be carried out, if deemed necessary. Reference Examination is applied to companies (especially subcontractors, dealers, vendors, affiliated companies etc.: Reference Examinees hereafter) related to the applicant from the point of view of quality assurance regarding products/services. The purpose of reference examination is not grading the Reference Examinee, but to confirm the approach of the applicant's management and quality, status of quality management activities, and to use this information for reference in evaluating the applicant. Therefore, in principle, the Reference Examinee is not evaluated for its status of TQM, its level of QA, its level of sales management etc. Reference Examination is included in the Schedule B but is carried out with consent of the Reference Examinee.

In case the Reference Examinee is not located close by, the introduction of the company, promotion status of QCD, case studies of Kaizen etc. may be arranged and shown at the applicant's place through video or other mediums. However, it is not necessary that Reference Examination be carried out for each examination unit.

During the on-site examination of a division, if it is deemed necessary to examine any function which the division does not possess within its organization, Reference Examination of the Top Management or related departments at the Head Office may be carried out, in addition to Reference Examination of a related company.

(3) Atmosphere of the on-site examination

With the cooperation of the applicant company, the on-site examination is expected to be carried out in a substantive manner yet not one that is formal and stiff.

(4) Confidential matters

The Deming Application Prize Subcommittee has internal regulations, called "Agreements", which include the following: "The examiners are responsible for retaining the confidentiality of all confidential matters that become known during the examination of while documents provided by the company, including Description of TQM Practices, are handled and stored. The examiners should limit their request for materials only to those that are necessary for the examination and should avoid requesting confidential materials during Schedule B and/or other part of the examination. "The subcommittee members have pledged to adhere to this Agreement. If the applicant company's presentation included confidential information, it should be clearly marked as such. Special attention will be given to such information so it does not "leak outside".

Regarding confidentiality, if the applicant company cannot show certain areas of the company or provide certain information and materials, it should discuss these matters with the lead examiner. As much as possible, the applicant company's concerns will be addressed.

### **3.5 Evaluation of the Examination Results and Determination of Winners**

#### **3.5.1 Passing Points**

All the following conditions, (1), (2) and (3), must be met to pass the examination.

- |                           |                                  |
|---------------------------|----------------------------------|
| (1) The executive session | 75 points or higher (Out of 100) |
| (2) Basic Categories      | 75 points or higher (Out of 100) |
| (3) Unique activities     | 3.5 points or higher (Out of 5)  |

#### **3.5.2 Scoring Method**

- (1) Using the checklist for the Deming Application Prize, each examiner scores (1) the executive session, (2) basic categories, and (3) unique activities separately.
- (2) The median value of all examiners' score is identified for each evaluation item, (1), (2) and (3).
- (3) In a case where there is more than one examination unit, the score for (2) basic categories and (3) unique activities become the weighted average of all examination units.

(Note) There will be no disclosure of the above-mentioned scores.

#### **3.5.3 Judging the candidates for Award**

When the subcommittee makes the judgment, based on examination results, that an applicant company is qualified for the medal, it reports this company to the Deming Prize Committee as a candidate for the medal.

In the event that a passing point score has not been attained by the applicant, final judgment is reserved and, unless withdrawal is requested by the applicant, its status is considered "continued examination". Subsequent examinations are limited to twice during the next three years and will focus on what was highlighted at the previous examination and what has changed since then. The applicant is recognized as having passed the examination when it sufficiently improves on the previously noted issues and has achieved the required level of TQM implementation.

Applicant companies that are given "continued examination" status are not reported to the Deming Prize Committee.

#### **3.5.4 Determination of Medal Winners**

Based on the subcommittee's report as mentioned above, the Deming Prize Committee determines the winners of the Japan Quality Medal.

#### **3.5.5 Notification of the Examination Results**

The successful applicant company will be informed orally of the examination result as promptly as the decision is made by the Deming Prize Committee, followed by an official written notice by mail. In the case of continued examination status, only an official written notice by mail will be provided. No oral notification will be made.

#### **3.5.6 Report on Examination Findings**

The successful applicant company will receive a written report on the examination findings on the day of the Japan Quality Medal and Deming Prize award ceremony.

In the event that the applicant receives a continued examination status, the examination findings report will be mailed by post. If requested by the applicant, one or two examiners will be available for explanation by appointment in Japan. In special cases, one or two examiners will visit the applicant to explain the examination findings upon request.

### 3.6 Winners’ Presentations by the Medal Winner

The medal-winning company will be asked to report its TQM practices and experience at the Winners’ Presentation. Within 15 days after being notified of the examination results, the medal winner is asked to submit a manuscript of its TQM practices for the summary report of the medal winners’ TQM practices, which will be distributed to all participants at the Winners’ Presentations.

### 3.7 Status Report and On-Site Review Three Years After Having Received the Medal

The medal winning company may apply for the Japan Quality Medal again in their third year after having received the medal. If not applying for the medal again, the medal winning company is requested to submit “Post-Prize TQM Practice Status Report” on the status of its TQM practices three years after having received the medal. (i.e., 2006 winner is requested to submit the report in 2009)

Contents must explain:

1. Follow up activities on items pointed out in the Examination Findings Report of the Japan Quality Medal. Categorize the follow up activities into a) completed, or b) in progress using the table shown below.

No.	Category	Items pointed out in the Examination Findings Report in 2006	Follow up activity	a	b
				Completed	In progress

- 2. Current status of the future plans presented at the time of the examination
- 3. Improvements made and approaches made use of, toward issues emerged after winning the medal

As a rule, either to carry out following a) or b) will be determined by the Deming Prize Committee taking into consideration the medal-winning company’s request as well as the submitted report.

- a) TQM diagnosis by the Deming Prize Committee
- b) On-site review three years after winning the Medal

The Deming Prize Committee strongly recommends each applicable company to carry out the TQM diagnosis for further promotion and development of TQM.

To conduct b) On-site review three years after winning the Medal, one-day on-site review will be carried out by two examiners appointed from the Deming Application Prize Sub-committee, based on the submitted Post-Prize TQM Practice Status Report. The on-site review consists of an explanatory presentation on the Post-Prize TQM practice status by the president or executive in charge of TQM of the medal-winning company, followed by discussion.

### 3.8 Examination Expenses

There is no examination fee. This is because the Japan Quality Medal was established with a fund from surplus conference revenues from the first International Conference on Quality Control (ICQC), which was held in October 1969 in Tokyo, and is administered with annual JUSE subscriptions and the voluntary services of Deming Application Prize Subcommittee members. Still, applicant companies are expected to carry any expenses associated with the on-site examination, such as travel and hotel accommodations for examiners and their accompanying JUSE secretariat member, production cost of the report on examination findings, etc. Also, when determined as the prizewinner, co-sponsorship fund is requested to be borne by the prizewinning company.

### 3.9 Request for Information and Others

Items not covered in the Japan Quality Medal Guide are carried out in accordance with those in the Deming Prize Guide.

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#### Contact Information

All inquiries about The Japan Quality Medal should be directed to the Secretariat for the Deming Prize Committee as follows:

The Secretariat for the Deming Prize Committee  
The Union of Japanese Scientists and Engineers (JUSE)  
1-2-1 Koenji Minami, Suginami-ku, Tokyo, 166-0003, JAPAN

Telephone: +81-3-5378-1212 (weekdays 9:00 ~ 17:00)

Facsimile: +81-3-5378-9842

E - m a i l: [demingprize@juse.or.jp](mailto:demingprize@juse.or.jp)

U R L: <http://www.juse.or.jp/e/deming/index.html>

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## THE JAPAN QUALITY MEDAL WINNERS LIST

1970	Toyota Motor Co., Ltd.
1973	Nippon Electric Co., Ltd.
1975	Nippon Steel Corporation
1977	Aisin Seiki Co., Ltd
1980	Toyota Auto Body Co., Ltd.
1981	Komatsu Ltd.
1982	Aisin-Warner Ltd.
1985	The Takaoka Industrial Co., Ltd.
1990	Aisin Seiki Co., Ltd.
1991	Aisin A W Co., Ltd.
1992	Aisin Chemical Co., Ltd.
	Takenaka Corporation
1994	Aisin Keikinzoku Co., Ltd.
1995	Maeda Corporation
1997	Philips Taiwan Ltd. (Taiwan)
2002	Sanden Corporation
	Sundaram-Clayton Ltd., Brakes Division (India)
2004	GC Corporation
2005	Thai Acrylic Fibre Co., Ltd (Thailand)
2006	GC Dental Products Corp.
2007	Mahindra & Mahindra Limited, Farm Equipment Sector (India)

Total number of The Japan Quality Medal winner : 21 companies/organizations

Please note the name of affiliation is as of the year when receiving the Japan Quality Medal

## **JAPAN QUALITY MEDAL REGULATIONS**

(established in 1970 and revised in October 1994, in October 1999)

### 1. Purpose

The Japan Quality Medal (the medal hereafter) was established to commemorate the first International Conference on Quality Control (ICQC), which was held in October 1969 in Tokyo, to further develop the world of quality control and to maintain and upgrade the spirit of the conference long into the future.

### 2. Eligibility for the Medal

The medal is given to a company or a division of a company that has received the Deming Application Prize or the Japan Quality Medal three or more years ago, including the award year, and has passed the Japan Quality Medal examination by the Deming Prize Committee.

### 3. Examination and Awarding

The Deming Prize Committee shall conduct the examination for and awarding of the medal.

### 4. Fund

To contribute to the necessary expenses for the medal, a fund shall be created from surplus conference revenues of the ICQC '69 Tokyo and administered by the Union of Japanese Scientists and Engineers.

### 5. The revision of these regulations shall apply from January 1, 2000

[supplementary provision]

- (1) The Deming Prize Committee shall revise or abolish the regulations.
- (2) The Japan Quality Medal Committee Regulations shall be abolished.

## **JAPAN QUALITY MEDAL OPERATIONAL REGULATIONS**

(established in October 1996)

1. From the viewpoint of the international cooperation, The Japan Quality Medal accepts application, conducts the examination and awards the medal for the applicant companies overseas only when there is an available capacity in the domestic Japan Quality Medal examination plan.
2. The regulation enables to seek toward applicant companies overseas for the fees to be burdened such as for compiling the examination findings, travel expenses of the examiners and secretariats, per diem, accommodation as well as for the interpretation and correspondence.

**APPLICATION FORM FOR JAPAN QUALITY MEDAL**

Date: \_\_\_\_\_  
(month/day/year)

To: The Chairman of the Deming Prize Committee

- Name of the Company: \_\_\_\_\_

- Address of the Company: \_\_\_\_\_

\_\_\_\_\_  
- Name of Principal Representative: \_\_\_\_\_  
(First Name) / (Last Name)

\_\_\_\_\_  
(Signature)

We would like to apply for the \_\_\_\_\_ Japan Quality Medal.  
(Year)

- Reason for Applying  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**[Declaration for Application]**

Does your organization satisfy the following conditions? (Tick appropriate response)

- a) Does your organization have the responsibility and the authority to manage people, materials and money to the extent that the management is independent and autonomous?  
( )Yes      ( )No
- b) Does your organization possess the responsibility and the authority to carry out consistent quality assurance?  
( )Yes      ( )No
- c) Does your organization possess the responsibility for profitability, as well as the responsibility and authority for the future growth of the business?  
( )Yes      ( )No

If you have anything to supplement regarding the above a) ~c), kindly elaborate below.

\_\_\_\_\_  
- Principal Contact Person: \_\_\_\_\_  
(First Name / Last Name)

Affiliation (Department): \_\_\_\_\_

Telephone: \_\_\_\_\_ Facsimile: \_\_\_\_\_

Email: \_\_\_\_\_

**PROPOSAL FOR THE JAPAN QUALITY MEDAL  
EXAMINATION PROCESS**

Date: \_\_\_\_\_  
(month/day/year)

To: The Chairman of the Deming Prize Committee

- Name of the Company: \_\_\_\_\_

- Address of the Company: \_\_\_\_\_  
\_\_\_\_\_

- Name of Principal Representative:

\_\_\_\_\_  
(First Name)

\_\_\_\_\_  
(Last Name)

\_\_\_\_\_  
(Signature)

We would like to propose the following:

1. The Examination Format:
2. The Number of Examination Units:
3. The Examination Schedule:
4. Other Suggestions:

- Principal Contact Person

Name: \_\_\_\_\_  
(First/Last)

Affiliation (Department): \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Note) Please attach an overview of the company and the desired examination locations.

**APPLICATION FORM FOR THE PRE-APPLICATION CONSULTATION FOR  
THE JAPAN QUALITY MEDAL**

Date: \_\_\_\_\_  
(month/day/year)

To: The Chairman of the Deming Prize Committee

- Name of the Company: \_\_\_\_\_

- Address of the Company: \_\_\_\_\_

\_\_\_\_\_

- Name of Principal Representative:

\_\_\_\_\_

(First Name)

(Last Name)

\_\_\_\_\_

(Signature)

We would like to apply for the Pre-application Consultation Meeting for the Japan Quality Medal as follows:

1. The Month Desired: \_\_\_\_\_  
(month/year)

2. Main Discussion Items:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- Principal Contact Person

Name: \_\_\_\_\_  
(First/Last)

Affiliation (Department): \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Note) Please attach an overview of the company.