

# まとめ

- 受賞組織に学ぶ -

## Commentary

- Learning from the Deming Prize/  
Deming Grand Prize winners -

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### Deming Prize

The Deming Prize is one of the highest awards on TQM (Total Quality Management) in the world. It was established in 1951 in commemoration of the late Dr. William Edwards Deming who contributed greatly to Japan's proliferation of statistical quality control after the World War II. His teachings helped Japan build its foundation by which the level of Japan's product quality has been recognized as the highest in the world.



# デミング賞・デミング賞大賞受賞の3条件

## Organizations qualified for receiving the Deming Prize/Deming Grand Prize

A) 経営理念、業種、業態、規模及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、  
さらには組織の社会的責任を踏まえた経営目標・戦略が  
策定されていること。また、その策定において、  
首脳部がリーダーシップを発揮していること。

A) Under clear management policies that reflect its management philosophy, industry, scale and environment, the company has established proactive customer oriented business objectives and strategies based on social responsibility of the organization. And the top management exhibits leadership in their formulation.

# デミング賞・デミング賞大賞受賞の3条件

## Organizations qualified for receiving the Deming Prize/Deming Grand Prize

- B) A)の経営目標・戦略の実現に向けて、  
TQMが適切に活用され、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  
効果をあげるとともに、将来の発展に必要な  
組織能力が獲得できていること

- B) TQM is being suitably utilized and implemented for the realization of business objectives and strategies mentioned under A) above.
- C) As a result of B), along with achieving effect regarding business objectives and strategies of A) above, organizational capability required for future growth has been secured.

# デミング賞評価基準の改訂: 2018年より

## Revision of Deming Prize evaluation criteria: from 2018

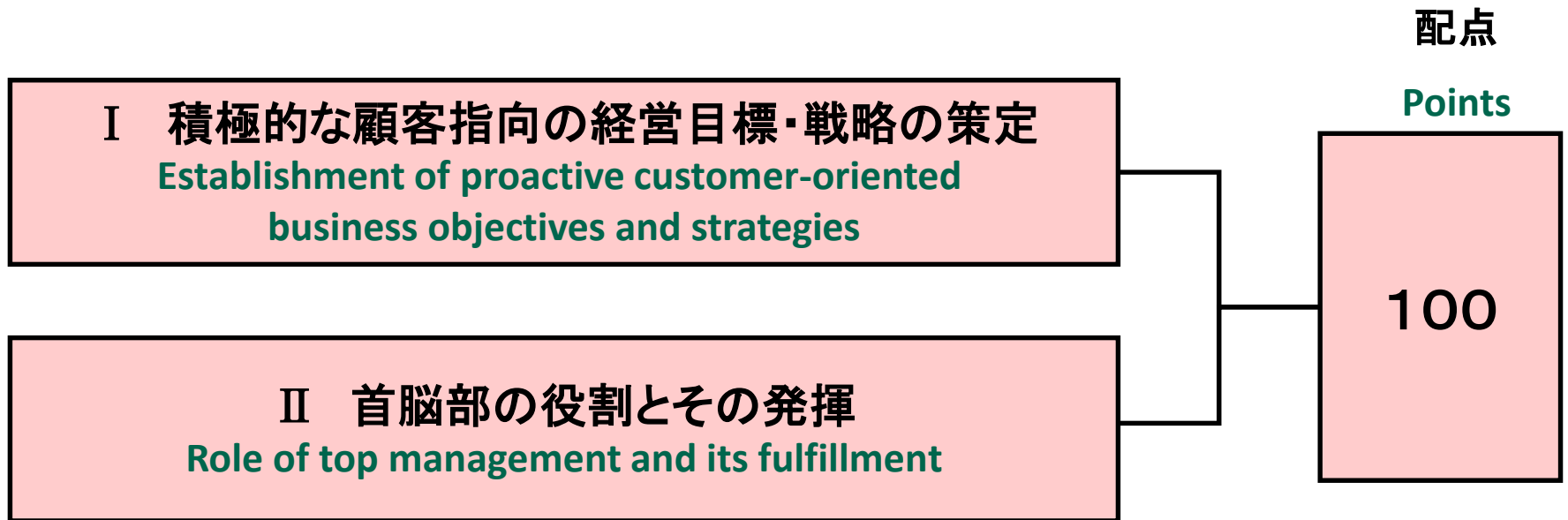
評価項目 Evaluation Criteria	配点 Points	合格判定 Passing points
A. 経営目標・戦略の策定と首脳部のリーダーシップ Establishment of business objectives and strategies, and top management's leadership	100	70
B. TQMの適切な活用・実施 Suitable utilization and implementation of TQM	100	70
C. TQMの効果 Effects of TQM	100	70

\*合格するためには、上記3項目すべてに対し、合格ライン以上であることが必要です

\*To be successful, the result for all the 3 above A, B and C has to be 70 points or higher

# A. 経営目標・戦略の策定と 首脳部のリーダーシップ

Establishment of business objectives  
and strategies, and top management's leadership



# B. TQMの適切な活用・実施

## Suitable utilization and implementation of TQM

配点

Points

III  
経営目標・  
戦略の実現  
に向けた  
TQMの  
適切な  
活用・実施  
Suitable  
utilization  
and imple-  
mentation  
of TQM  
for the  
realization  
of business  
objectives  
and  
strategies

1. 経営目標・戦略の組織的な展開 Organizational deployment of business objectives and strategies	15
2. 顧客・社会のニーズの把握と 技術・ビジネスモデルの革新に基づく新たな価値の創造 Creation of new values based on understanding of customer and social needs and innovation of technology and business model	15
3. 製品・サービス及び／又は業務の質の管理と改善 Management and improvement of quality of products and services and/or work process	15
4. サプライチェーンを貫く、品質・量・納期・原価・安全・環境などの 経営要素別管理システムの整備と運用 Establishment and operation of cross-functional management systems such as quality, quantity, delivery, cost, safety, environment, etc. across the supply chain	15
5. 情報の収集・分析と知識の蓄積・活用 Collection and analysis of information and accumulation and utilization of knowledge	15
6. 人・組織の能力開発と活性化 Development and active utilization of human resource and organizational capability	15
7. 組織の社会的責任への取り組み Initiatives for social responsibility of the organization	10

## C. TQMの効果 Effects of TQM



# 受賞組織の特徴のあるTQM活動 (1): 明確な経営戦略と組織能力強化

Outstanding TQM activities by the winners (1):

Clear Management strategy and enhancing organizational capability

- 経営トップのリーダーシップに基づく明確な経営戦略の策定・展開
  - TQMに対する深い理解に基づく顧客指向の徹底
  - 全員参加による継続的改善を通じた組織能力の強化
  - SDGsに応える顧客・協力会社を巻き込んだ一気通貫の新商品開発能力の強化
- Establishment and deployment of clear management strategies based on top management leadership
  - Thorough customer orientation through deep understandings of TQM
  - Strengthening of organizational capabilities by continuous Kaizen with total employee involvement
  - Strengthening of complete NPD capabilities involving customers and affiliated companies which respond to SDGs



## 受賞組織の特徴のあるTQM活動 (2):

### 独自の構造化されたTQM活動

Outstanding TQM activities by the winners (2):

Uniquely structured TQM activities

- **活きたTQM活動の推進**

方針管理, CFT活動, 小集団活動, 提案制度

- **組織の特徴を捉えた独自のTQM推進のしくみ構築**

- **事業競争に打ち勝つ戦略的な新商品開発**

- **標準化を起点とした生きた品質保証システムの構築**

- Promotion of living TQM activities

PM, CFT, SGA, and Suggestion scheme

- Structured mechanism of unique TQM promotion responding to organizational characteristics

- Strategic NPD to beat the business competition

- Establishment of living QA system started from standardization

## 受賞組織の特徴のあるTQM活動 (3):

### ICT, AIおよびビッグデータの活用

Outstanding TQM activities by the winners (3):

Use of ICT, AI and Big Data

- ICTの戦略的活用による顧客提供価値の高付加価値化
  - AIの積極的活用による市場品質レベルの高度化と早期安定化
  - ビッグデータの活用による見えない問題・課題の見える化
- Higher added value to customers through strategic use of ICT
  - Higher and earlier stabilization of market quality level by active use of AI
  - Visualization of unseen problems and challenges by use of Big Data

# 受賞組織の特徴のあるTQM活動 (4): 組織と人材および風土の育成

Outstanding TQM activities by the winners (4):  
Nurturing organizations, people and culture

- 方針策定・展開・実施による機能横断的組織の構築
- 重点課題解決を通じた次世代人材の育成
- QCサークル活動を基軸とした現場力の育成
- 現場と組織の一体化による問題が見える/云える組織風土の醸成
- Structure of cross functional organization through policy development, deployment and implementation
- Fostering human resources in the next generation by means of significant problem solving
- Nurturing workshop capabilities based on QC Circle activities
- Developing corporate culture in which problems can be identified and discussed by synchronizing workshop and management

**ご参加ありがとうございました！  
デミング賞・デミング大賞への  
挑戦をお待ちしています。**

**Thank you for your participation!  
Your challenge to  
the Deming Prize/Deming Grand Prize  
is highly welcomed.**

# 受賞企業の講演要旨

## Summary of the Winners Presentations

(日本語)

<http://www.juse.or.jp/deming/download/>

(English)

[http://www.juse.or.jp/deming\\_en/download/](http://www.juse.or.jp/deming_en/download/)

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