

まとめ
- 受賞組織に学ぶ -
Commentary
- Learning from the Deming Prize/
Deming Grand Prize winners -

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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.

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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.

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デミング賞評価基準の改訂:2018年より

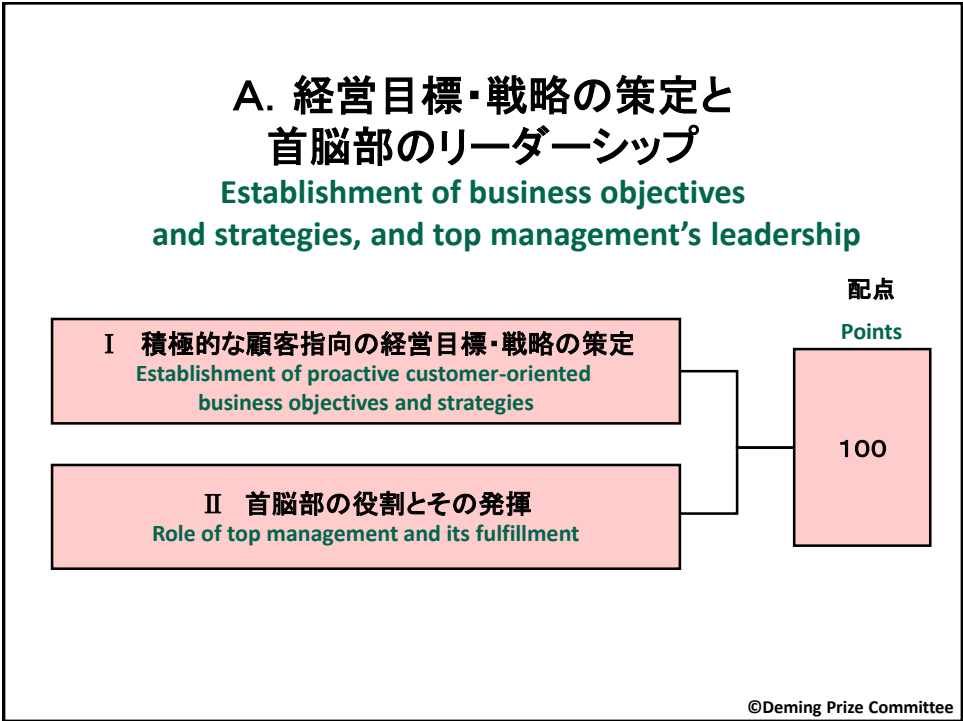
Revision of Deming Prize evaluation criteria : from 2018

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

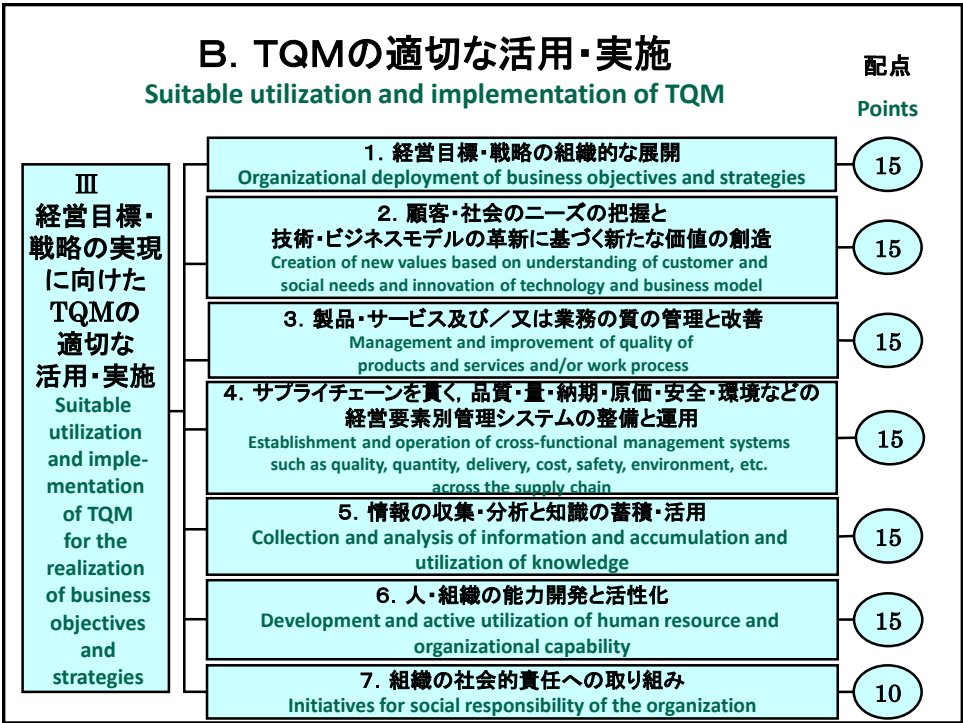
*合格するためには、上記3項目すべてに対し、合格ライン以上である必要があります

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

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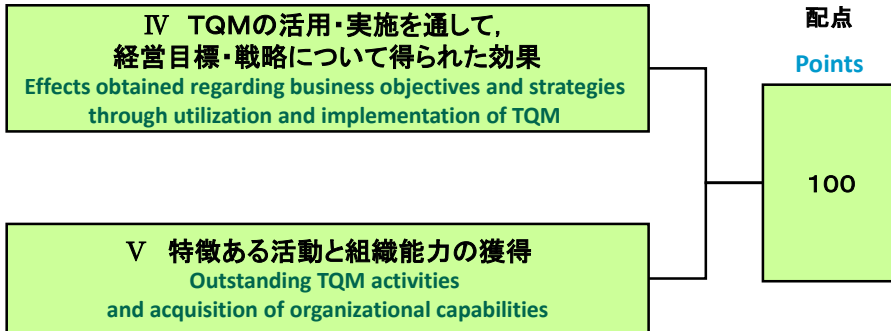


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C. TQMの効果 Effects of TQM



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受賞組織の特徴のあるTQM活動(1): 顧客価値経営実践のための組織能力強化

Outstanding TQM activities by the winners (1):
Strengthening organizational capabilities to realize CVM

- 顧客提供価値を基軸とした中長期経営計画の策定
- 「提供価値—必要能力—それら能力を増強する方策」の関係性の見える化とTQMの考え方、手法の関連性の明確化
- その関連性に基づくKPIと方策の連動する方針管理の推進
- 組織能力強化を指向する重点課題の設定とトップのリーダーシップによる課題解決の推進
- Establishing a Mid-/Long-term management plan according to customer value creation
- Visualizing relationship among “value-provided”, “required capabilities” and “measure to reinforce capabilities”, and clarifying relations to TQM way of thinking and methodologies
- Promoting policy management interlocking KPI, based on such relations, and measures
- Establishing priority issues aiming to strengthen organizational capabilities, and promoting to solve problems by the leadership of top management

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**受賞組織の特徴のあるTQM活動(2):
顧客との価値共創による新製品開発力の向上**

Outstanding TQM activities by the winners (2):
Enhancing NPD capabilities through value creation with customers

- 顧客の開発プロジェクトと自社開発の同期化を目的とした10年先の顧客ニーズを反映した技術ロードマップの作成と推進
 - ✓ ベース技術ロードマップに基づく技術ソリューション提案
 - ✓ 顧客別技術ロードマップに基づく顧客開発プロセスとのCE
- ものづくり技術をベースとした顧客価値経営の実践
- Establishing to promote a technology roadmap reflecting customer needs of 10 years from now, by synchronizing customers' development projects and in-house development
 - ✓ Proposing technological solutions based on base technology roadmap
 - ✓ CE with customer development processes based on customer-wise technology roadmap
- Implementing CVM based on Monozukuri technologies

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**受賞組織の特徴のあるTQM活動(3):
日常管理の徹底によるQ・C・D・Sの強化**

Outstanding TQM activities by the winners (3):
Reinforcing QCDS by thorough practice of daily management

- FMDS¹⁾ボードによる方針の見える化と全員参加のSDCA活動
- 4Sボード・4S診断シートによる“躰”につながる人材育成
- 職場3本柱²⁾活動による製造現場力の強化
- 自工程完結活動推進による潜在問題の顕在化と目的意識(品質意識)の向上

- 1) Floor Management Development System
- 2) 標準作業の徹底と改訂, 加工点管理, 自主保全

- Visualizing Policies by FMDS board¹⁾ and SDCA activities by TEI
- Developing HR coupled with “Shitsuke” by 4S Board and 4S diagnosis sheet
- Strengthening shopfloor capabilities by “Shopfloor 3 Pillar Activities²⁾”
- Uncovering potential problems and enhancing a sense of purpose (quality consciousness) by JKK activity promotion

- 1) Floor Management Development System
- 2) Thorough standardization and revision, processing point management, and autonomous maintenance

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受賞組織の特徴のあるTQM活動 (4):
QAネットワーク活用による品質人材育成
Outstanding TQM activities by the winners (4):
Developing HR of quality by utilizing QA network

- QAネットワーク活用による品質問題の未然防止と垂直立上げ
 - QAネットワークの製造現場への定着と資格認定制度の併用による品質人材の育成
-
- Preventing quality problems and vertical start up by utilizing QA network
 - Developing HR by entrenching QA network at shopfloor, together with certification scheme

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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.

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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/

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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.

