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## **“SEARCHING FOR STRATEGIES IN THE SEVERE ENVIRONMENT”**

**Excerpts from a keynote speech by Shoichiro Toyota, President of Toyota Motor Company, LTD.,  
at 1987 QC Conference for Top Management**

In order to develop a stable world economy, it is necessary for all countries to steadily grow together. I believe it is our responsibility, as leaders in the industrial sector, to ensure economic vitality and growth by stimulating competition. As the business climate becomes more severe, we industrialists must create new demands to meet the problems of a growing economy. A new approach towards Quality Control is needed to achieve our goals.

I would like to address a few points related to recent Quality Control trends. First of all, the customer's expectations are changing. As people become more affluent they demand higher quality in the products they buy, and it is extremely important for companies to understand and meet these changing needs of the customer.

Secondly, Quality Control must be expanded to other sectors. Quality Control was introduced in Japan in 1950 in the fields of steel, chemical and pharmaceutical producing, as well as textile and automobile manufacturing. Between 1965 and 1970, Quality Control techniques

rapidly spread to construction, electrical power, and also to the service industries. The next stage of development should include component part manufacturing as well as sales outlets. In other words, Quality Control can be most effectively utilized in a systematic manner from original manufacturer all the way to final sale.

Thirdly, and related to the expansion of Quality Control, we must pursue a greater depth of Quality Control at the human level. While people in production have been trained in Quality Control, personnel in the final stage of sales are lacking necessary development. 90% of the work at sales outlets involves human activity which can be controlled and improved through Quality Control Methods---or, better yet, “Quality in behavior” methods. We must design such methods to deepen the level of Quality Control.

Lastly, Factory Automation quality must be guaranteed. We should apply our concepts of Quality Control to the field of Factory Automation software in order to ensure highly reliable quality production.

The managerial environment can at times be unstable and challenging. In such situations it is important for us to never lose sight of the fundamental principle of business. That is to say, the customer always comes first. After all, the task of industrial management, and the emphasis of Quality Control, is to humbly reflect the customer's demands in our goods and services.



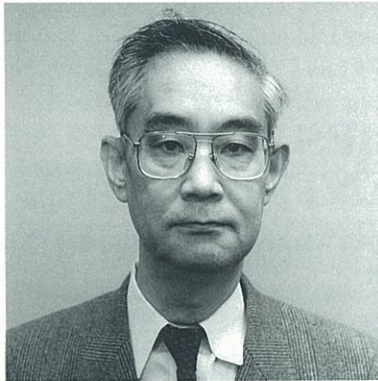
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## DEMING MEDALIST, 1987

### MR. RYUICHI KOBAYASHI

**Professor, Faculty of Science, Rikkyo University  
Winner of the 1987 Deming Prize for Individual Person**



After graduating from Tokyo University Department of Applied Mathematics, Faculty of Engineering in 1954, Mr. Ryuichi Kobayashi started his academic career as an assistant at the Faculty of Engineering of Tokyo University in 1955. In 1959 he joined Rikkyo University as a lecturer and

later became assistant professor. Since 1973 he has been Professor of the Department of Mathematics, Faculty of Science, Rikkyo University.

As a member of the board of directors of the Japanese Society for Quality Control, Mr. Kobayashi holds key positions as the Editor-in-Chief of the Society's bulletin, *Hinshitsu* (Quality) and as a member of the Deming Prize Committee. He has also served as a member of the board of directors and council member of the Japanese Society of Operations Research and as the Editor-in-Chief of its bulletin, *Operations Research*.

Since 1959, Mr. Kobayashi has contributed greatly in educa-

tion and dissemination of quality control as a lecturer of the basic course, the QCC (computer) course, and the operation research (OR) education course of the Union of Japanese Scientists and Engineers. He is commended for the following achievements:

1) Publication and dissemination of easily understandable books on statistical theories.

Mr. Kobayashi began his studies of application of statistical theories to quality control in 1960 and has been striving to write books which explain precisely, but in easily understood terms, the statistical theories including multivariate analysis and the quantification theory which are generally difficult to understand. So far he has published twenty-four books and eleven major papers, most notably the book *Sokan-Kaiki Bunseki Nyumon* (An Introduction to Correlation-Regression Analysis), published by the JUSE Press Co., Ltd. in 1972, which was awarded the Nikkei Quality Control Literature Prize.

2) Development of software on statistical theories for small computers and publication and dissemination of accompanying manuals.

It is a recent requisite in quality control to quickly process data by the use of personal computers and pocket computers. Well versed in the field, Mr. Kobayashi compiled programs for the above purpose and published manuals for them. He has also been greatly serving the public by producing and publishing programs such as QC games as well as publishing and offering, free of charge, many of his own programs on floppy disk and organizing courses on statistical analysis through personal computer communication.

## DEMING APPLICATION PRIZE WINNERS, 1987

### AISIN CHEMICAL CO., LTD.

#### Winner of the Deming Application Prize

With capital of 725 million yen and approximately 700 employees, Aisin Chemical Co., Ltd., a manufacturer of automobile related parts, consists of three divisions; synthetic products, resin products, and friction materials. The company received the Deming Application Prize for Small Enterprise in 1982 and continued to strive for another prize by setting two new ambitious goals; to grow into a leading enterprise and to establish a creative development structure. Aisin Chemical worked out improvement measures and incorporated them into the policy for achieving its goals. Under the outstanding leadership of the company president, all Aisin personnel attained distinguished results by uniting to further promote TQC in line with the company's basic principle of "quality—top priority."

The following are representatives of the fine achievements:

1) Establishment of a structure within the company to identify accountability for each product's development, and the use

of meetings to augment the structure.

- 2) Promotion of the QC activities and QL formation at each stage of planning, designing and equipment introduction, and establishment of a system to promptly solve the quality problems at the developing stage, thereby attaining the business objectives.
- 3) Utilization of statistical quality control techniques to solve problems, thereby forming judgement based on facts.
- 4) Production of a number of new products under the independent development structure by strengthening the development division.
- 5) Developing business activities independently while working in close cooperation with the other eight companies of the Aisin group.
- 6) Fostering "employees and engineers of great versatility" by QC education, hierarchical and vocational training using a long-term plan based on an established basic policy of personnel development as well as appropriate job rotation.

## **AICHI STEEL WORKS, LTD. Winner of the Deming Application Prize**

Aichi Steel Works, Ltd. has capital of 6.9 billion yen (as of April 30, 1987) and employs 3540 workers.

The company is a mainstay special steel manufacturer which produces special steel, rolled steel and forged parts of high quality for various industries inside Japan, including Toyota Automobile Co., Ltd. and its affiliates, as well as for export.

Aichi Steel first began to turn a profit about twenty years ago when it introduced quality control activities through TQC. In 1983 the company reviewed and improved all TQC promotional activities. It developed a better understanding of TQC in the top management through group discussions among directors and diffused this activity (revitalization by group discussion) among department heads and section chiefs.

The leadership of the company president especially contributed to the promotion of TQC improvement. The president made customer satisfaction the company's first priority objective, and, taking the lead in sales to its largest customer, the automobile company, he succeeded in sending the company's engineers to the first line of new product development of the customer.

The company's participation in customer development activities was certainly realized due to the mutual confidence between the two companies. This enabled the company to successfully develop new materials with properties the customers required. This also did much to cultivate new markets.

It is apparent how unique and excellent the TQC activities of Aichi are. The company succeeded in improving and promoting its TQC activities in a very short period of time by assiduous efforts over the years and also by an additional effort to always review the promotion activities themselves. These efforts, too, will set a fine example to others.

## **DAIHEN CORPORATION Winner of the Deming Application Prize for Small Enterprise**

Daihen Corporation was founded in 1919 as a transformer manufacturing pioneer in Japan. With the founding spirit of "high quality, moderate price, and shorter delivery time," it has grown along with the development of electric power companies into a leader of the industry which has been highly acclaimed both inside and outside the country. In the field of electric welders, which the company started to produce in 1934, it aggressively developed new products and reached the top position in the industry. Within recent years it has further extended into other fields, such as mechatronics, and has been actively engaged in the development of industrial robots and laser beam machines. The company currently has capital of 6.3 billion yen and employs about 1600 workers.

Since the introduction of TQC in 1982, under the leadership of the top management with its deep understanding of and enthusiasm for quality control, the company has been aiming at introducing high quality products into the market in the spirit of

market-in, and all personnel working in the company have united in solving problems. The TQC idea adopted by this company is characterized by its objective to establish a business structure flexible enough to cope with every possible future circumstance.

A consistent policy management centered on product strategy starting with the middle-term plan has been aggressively implemented by functions and by sections. Particularly in recent years the data bank has been enriched by intensive market analysis in order to develop strategic product planning closely linked with the middle-term plan. Furthermore, the quality control system has been well established in order to be efficiently deployed for the purpose of development control, including reliability, technology and cost, thus enabling the efficient development of new products, reducing the time of product development as well as reducing incidents of customer complaints.

## **NEC IC MICROCOMPUTER SYSTEMS, LTD.**

### **Winner of the Deming Application Prize for Small Enterprise**

Founded in July 1980 as a corporation specialized in designing the semi-conductor business group of NEC, NEC IC Microcomputer Systems, Ltd. is mainly engaged in IC design and software development for micro and personal computers. It has capital of 1,000 million yen and employs approximately 1000 people, of which 85 per cent are think tank engineers graduated from universities and colleges.

At the time of its foundation, the company functioned as temporary manpower service and consequently its lack of sense of responsibility, lack of problem sensitivity and lack of a will to improve caused frequent bugs and delays in delivery. In November 1980, five months after its foundation, the company decided to introduce TQC in recognition of the urgent needs to get out of the above conditions, to improve design quality and productivity and ultimately to attain the spirit of market-in.

After groping through successive efforts in trial-and-error research, the company attained the following achievements and succeeded in building the present TQC system under the president's powerful leadership and faith in the TQC system.

- 1) Development of a "hierarchical design" to introduce a specific structure, from the highly abstract level of work to a more concrete level, in the designing and producing of precise models at each level of design.
- 2) Defining the achievements required at each hierarchy and the time when those achievements must be attained, together with the accurate forecast of events including a definite plan for the solution of problems.
- 3) As a result, design review could be improved at the early development stage, rather than relying inspection oriented improvements.
- 4) Execution of employee education focusing on the development of their problem sensitivity, which has been used effectively to ensure (spiral up) daily PDCA control measures.
- 5) Utilization of such tools as quality charts, DRs and QC schedules in a way to fit to company operations, which enabled building quality in the design.

## CONSUMERS COMMITMENT ON QUALITY

### 1987 Consumers Quality Control Conference Held at Tokyo & Osaka with 14 Study Reports

The Consumers Quality Control Conference is an event held every year to mark the beginning of National Quality Month. The 1987 one day conferences were held in Tokyo and Osaka.

In past conferences, the majority of speakers and participants were housewives, however, beginning last year a large number of women college students started to join the proceedings.

Six papers in Tokyo and eight in Osaka were released at the conferences. The speakers were representatives from various consumer groups in Tokyo,

Osaka and outlying areas surrounding the two cities.

Contents of the reports covered surveys on the realities of various matters which are closely related to citizens lives.

Each Study Group began planning the surveys for a six month period from April under guidance from Quality Control experts at Union of Japanese Scientists and Engineers, executed the plan and wrote the papers on the findings.

The following are summaries of two of those papers.

## INSTRUCTION LABELS ON CLOTHING

by the Japan Consumers Consultant Association

Excerpts from the report

### I Aim of the survey

Increased diversification of clothing is in progress and daily handling of clothing is becoming more difficult for consumers. The group made a survey based on the following items to better understand how instruction labeling can help the consumers to check their clothing.

- 1) How is an instruction label attached to sample-clothing understood and utilized.
- 2) How do consumers effectively use the labels? What is the consumers opinion of them?
- 3) A survey on different instruction labels attached to identical clothing products.
- 4) A study on the differences between the manufacturer's conception and consumer's perception of an instruction label.

### II Survey result

- 1) Answers to the question, "For what purpose do you look at instruction labels?"

33.8% "To know whether the cloth can be washed at home or not."

21.5% "To know if the colours will stand the wash or not."

20.8% "To know the garment's material."

These 3 items constitute 76.1% of the responses.

- 2) In spite of the label "DRY CLEANING ONLY," 42.2% of sample cases washed their garment at home this summer.

The age group belonged to 40 to 60 year range. The survey showed that the older generation group tend to wash their clothing at home.

- 3) Fabric most often washed in the home are; "100% cotton" (ranked top), "cotton and linen blends" "linen" and "cotton and polyester blends."

- 4) The reasons consumers gave for washing at home are:  
21.9% "I wash summer clothing at home as much as I can."

20.0% "Seeing the material of the garment, I thought I could wash at home.

17.8% "I thought I could wash better at home."

15.6% "Dry cleaning will not remove sweat or odor properly."

- 5) Although "DRY CLEANING ONLY" was indicated, 43.3% of people washed the clothing at home and sustained a loss.

44.4% reported no loss, which indicates that one out of every two consumer sustained a loss due to mishandling.

- 6) Description of loss due to washing in home:

41.4% "Shrinking"

18.8% "Loss of shine"

14.4% "Over-stretching"

12.0% "Decolorization"

- 7) 43.8% of the samples answered that they "noticed" identical clothing bearing different instruction labels. 31.9% of the above samples noticed also that a "DRY CLEANING ONLY" tag was attached to washable clothing.

- 8) As to consumer satisfaction with the current labeling practices. 49.1%, almost the majority of samples, answered that "the current situation is insufficient."

They describe their reasons as;

41.4% "No reason is given as to why the garment is non-washable."

28.2% "Description of the fabric content only by a hanging label is not sufficient."

19.2% "No labels are attached to a tailor-made clothing."

The main complaint, "No reason is given as to why the garment is non-washable" is commonly found in the age groups.

### III Conclusion

- 1) Although approximately 80% of samples answered that they look at the instruction label on purchasing the clothing, or 97% answered that they "know" or "know a little" of what the message on the label means, only 1/3 of the samples correctly understand the contents of the instruction label.
- 2) The majority of samples will look at the instruction label to see whether they can wash at home or not. In this respect, the instruction label plays an important role for consumers when they select their merchandise.
- 3) Strong requests are made to clarify the reason for "DRY CLEANING ONLY" label.

- 4) A certain amount of distrust is raised as some different labels are attached to identical textile materials. In the interests of the consumer, proper instruction labels which describe the features of the garment material as well as information on care should be attached to all clothing.

#### NOTE

Survey method:	Questionnaire
Target:	Consumers in general
No. of circulated questionnaires:	500
No. collected:	448 (89.6%)
Survey period:	August - September, 1987
Target products:	Summer blouses, T-shirts and summer sweaters.

## A SURVEY OF HELMET (Safety Cap for Riders) by Alliance of Japanese Housewives

### Reason for selecting the theme

According to a survey conducted by the Metropolitan Police Agency in 1985, the number of persons who died as a result of accidents involving minibikes was 972, and 613 persons among them (63.1%) did not wear helmets. It may be assumed that they may have lived, had they worn helmets.

We investigated the helmets from three points:

- 1) Quality
  - 2) Conformity with Industrial Standards or Authorization Standards
  - 3) Problems on safety.
- Manufacturers of helmets are obligated to indicate one or the other of "S Mark" and "SG Mark." Do you know the meaning of these marks?

More than 70% of the respondents knew what they meant. Breakdown by age group showed that women in their forties had the highest recognition. Both men and women in other age groups showed a low rate of recognition.

It is assumed that public relations work is not sufficient. SG mark helmet is insured to provide relief to victims in case of accident.

- Most men and women paid approximately ¥10,000 for the helmet.

The price-ranges are concentrated in ¥10,000 to ¥30,000 for men (46.4%) and ¥3,000 to ¥6,000 for women (54.5%).

Among male purchasers of ¥10,000 to ¥30,000 helmets, majority fall into below twenty age category. The high price range is partly due to the fact that majority of male riders purchase a "full-face" type helmet, which is fashionable in design and color and also expensive.

On the other hand, the highest concentration of women in the price range of ¥3,000 to ¥6,000 for is in the

middle-aged group, housewives who purchase the helmets taking their home-economies into consideration.

- Did the purchaser find a sheet of paper explaining how to handle the helmets when they bought it? Did they read the explanation? Did shop-attendant explain how to handle the helmet?

The Authorization Standards for rider's helmet stipulates "attachment of a sheet to explain how to handle it," and also "It is desirable to explain using a chart, so that consumers in general can easily understand."

42.8% of persons said that no sheet was attached. 62% of persons who found such a sheet read it. However, consumers found some difficulties in reading, i.e. letters were small, or in case of the imported helmet explanation was in English. 66% of the respondents did not receive any explanation at the shop.

- What was the criteria in purchasing the helmet?

For many men and women price is an important criteria in selecting helmets. The Table shows that there was a clear difference between men and women when it comes to "purchasing helmets at the recommendation of a shop-attendant."

There were more women (15.3%) than men (1.9%) who decided to purchase the helmet because the shop attendant had recommended it to her. It was assumed that women know little about helmets.

- What did the riders notice while using the helmet?

The Industrial Standards for helmet states that "a sufficient consideration must be made for stuffiness in summer and coldness in winter." Riders had the following dissatisfactions:

Helmet was

- 1) Stuffy and hot (52%)
- 2) Difficult to hear sounds because of the helmet (26%)
- 3) Side vision was restricted (12%)

(Continued on Page 6)

## AN OUTLOOK ON THE PAPERS PRESENTED AT ICQC '87 TOKYO

1. The Company-wide QC (CWQC or TQC) concept is being well accepted throughout the world, and its implementation status was clearly reflected in the number of papers presented on this subject, which marked 28% from 18 countries excluding Japan. The national status was reported by as many as 6 countries, while reports on the individual companies' status numbered 20. In particular, 8 U.S. enterprises revealed their steady development status which, with their breakthrough and pioneering experiences, could be valuable for other facilities to implement similar projects.
2. The subject of Quality Control-general was also covered by 30% of all papers. Five consultants from U.S.A. enthusiastically emphasized the necessity of quality control implementation in every fields to overcome the quality competition game based on their precious studyings.  
Although the Software, Pollution and Supplier QC fields were not touched by any other countries that Japan, these subjects would be worth enough for furnishing some suggestions on what to be implemented more for full customer satisfaction.
3. Papers on the SQC fields were about 20% from 10 countries. However, the U.S. paper did not cover any case-study reports, which we had been expecting because the Statistical Process Control is widely implemented in U.S.A. for improving quality.
4. Human Resource Management including QC Circle Activity shared 8% from 5 countries. As for QC Circle Management, the most interesting subject was how to quantitatively evaluate the QC circle activity effectiveness.
5. The Education/Training category covered 7% by 9 countries.  
The national QC training programs were discussed in papers of 5 countries, but management training was also specifically discussed in search for solutions of their common problem.
6. As the next-age industry requiring QC implementation is Service Industry, 4 case-reports on this category were presented by 3 countries, which would contribute as model cases for other countries.
7. As for classification of professions, 24 public sectors, 59 educational facilities, 69 enterprises and 20 consultancy offices presented their papers.
8. Presentations by Japanese educational facilities were more active than those of any other countries, while covering various fields. As for the SQC subject, its contributions could be assumable from the fact that so many presentations were closely supported and cooperated by industries. Also, Japanese industries' presentations mostly explained their implementation experiences based on their intrinsic applications with quantified facts and data.
9. Generally speaking, to listen to all 173 papers was rather a painstaking job, and it was almost impossible to hear after them at the same time. It is feared that some other better papers, especially those of the poster sessions, could have been missed.

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### (Continued from Page 5)

Improvements in quality are desired in the future.

- What opinions and requests do the users have:

Of the 181 respondents 36 people said helmets were stuffy and hot in summer. 23 wanted helmets to be lighter and wind resistant.

### Conclusion and future tasks

Consumers have difficulties in understanding the quality, safety assurance and handling helmets. Wide differences in prices confuse consumers. The helmets are sold

in some cases without full explanation from the shop attendant. Often without explanation sheet, and if there were explanatory statements letters were often too small.

### NOTE

Area:	Tokyo, Kanagawa and Saitama
Period:	July 25 to August 20, 1986
Method:	Selective sampling
Number of questionnaire distributed:	300
Number of responses collected:	292 (97%) (Male: 194, Female: 98)

# PRESENTATION SUMMARY BY PROFESSION & CATEGORY ICQC '87

Category			Profession	Public Facility	Educational Facility	Enterprise	Consultancy Facility
CWQC (TQC)	Implemen- tation	Concept		CAN: 1 JPN: 3 CHN: 1	BRA: 1	JPN: 1 SPA: 1 MEX: 1	
		Nation Status	CHN: 1 JPN: 1 HUN: 1 KOR: 1	JPN: 1		BRA: 1 ITA: 1 GBR: 1	
		Company's Status	CHN: 1	USA: 1	BEL: 1 GRE: 1 THA: 1 BRA: 1 JPN: 2 USA: 8 CHN: 1 MAL: 1 FRA: 1 FRG: 1 MEX: 1 GBR: 1 NED: 1	JPN: 1	
	Improvement process	Concept				USA: 1	
		Implementing Case Rpt.		NOR: 1	GRB: 1 JPN: 2 IND: 2 USA: 1		
	QC General	Concept		FRA: 1 HUN: 1 GBR: 1 USSR:1	EGY: 1	FRG: 1	USA: 4
Soft-ware			JPN: 2	JPN: 3			
New Product Development			DEN: 1 JPN: 3	JPN: 1 LIE: 1			
Quality Assurance		ARG: 1 BRA: 1 CHN: 1 AUS: 1 ISR: 1	CHN: 1	AUS: 2 IND: 1 AUT: 1 JPN: 1 FRG: 1 USA: 2	GBR: 2		
Inprocess Control		IND: 1	JPN: 4	JPN: 1 PUR: 1			
Quality Cost		IND: 1		ISR: 1			
Supplier Control				IND: 2 JPN: 2			
Pollution Control		JPN: 1	JPN: 1				
Service Industry	Concept					USA: 1	
	Implementing—Case Rpt.		-	JPN: 1 USA: 1	JPN: 1 SWS: 1		
Reliability	General				CHN: 2 USA: 2	USA: 1	
	Theoretical Study			KOR: 1	JPN: 1 USA: 1 KOR: 1		
SQC	Theoretical Study		IND: 3 JPN: 2	CAN: 1 FRG: 1 CHN: 2 JPN: 12 EGY: 1 USA: 1	FRA: 1 JPN: 1	S. AF: 1	
	Implementing—Case Rpt.			KOR: 2 JPN: 1	FRG: 1 JPN: 3		
Human- Resource Management	Concept			JPN: 3			
	Q.C. Circle	Management		IND: 1 KOR: 1 JPN: 2 USA: 1	IND: 1 PHI: 1		
		Concept			CHL: 1		
Training & Education	International Collaboration		JPN: 1				
	Management Education				JPN: 1	SWE: 1 USA: 1	
	General Training		BRA: 1	CHN: 1 YUG: 1 USA: 1	JPN: 1	AUS: 1	
	SQC Education			JPN: 1			
	Implementing—Case Rpt.			MAL: 1 PHI: 1			
TOTAL			24	59	69	20	

GRAND TOTAL: 172

## OVERSEAS VISITORS TO JUSE — 7200 Persons from 93 Countries in Last Decade —

During the ten year period from 1978 to 1987, the number of overseas visitors to JUSE reached 7206 persons/1213 parties from 93 countries.

The graphs show the statistics for January to December in each year. They do not, however, include the number of participants in the International Conference on Quality Control (ICQC), Tokyo in 1978 or 1987. Participants in the International Convention on QC Circles (ICQCC), Tokyo in 1981 and 1985 are also excluded.

It is recalled that "The Japanese" by E. O. Reischawer was published in 1977, and "Japan as No. 1" by E. F. Vogel, in 1979. NBS's special program entitled "If Japan can, why can't we?" was broadcasted in 1980. These attracted people interested in the Japanese way of management and quality to come to Japan. There is no doubt that this had contributed drastically to increasing the number of visitors during the period from 1978 to 1982.

It is not clear what was behind the number of the decrease in the visiting parties in 1983 nor the extremely sharp increase of the visitors in 1985. However, the drastic decrease of visitors in 1986 and 1987 must be counted for by the Yen appreciation. It is interesting to note that since 1982 the number of visitors' nationalities has been somewhat constant at about fifty ( $50 \pm 4$ ).

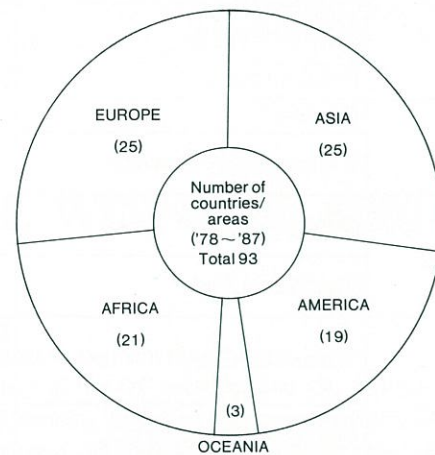
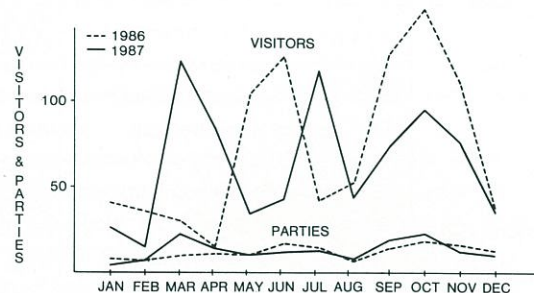
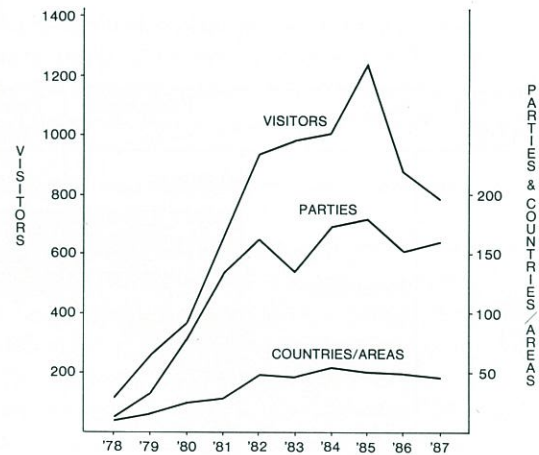
The following 6 out of 93 countries have always been in the Top 6 since 1981. During the last decade, too, the same countries have been regular suppliers of visitors.

1. Korea: 1737 persons (153 parties)
2. U.S.A. 1013 persons (276 parties)
3. France 653 persons (101 parties)
4. China 618 persons (68 parties)
5. Sweden 417 persons (68 parties)
6. Brasil 335 persons (52 parties)

Note: The figure of China is limited to visitors from the Mainland.

We cannot relate the phenomenon to the distance from Japan nor to the degree of industrialization as 93 countries are distributed around the world without geographical bias.

Little information can be obtained from the monthly figures for visitors and parties in 1986 and 1987 except to say October was the busiest month while winter season (December to February) was not. April, May and November are as good a season as October for visiting Japan as far as weather is concerned. Visiting Japan in the first week of May, however, should be avoided since it is the so-called Golden Week holiday season. November, on the contrary, is the nation's Quality Month and recommendable to those who are interested in the conferences. August, a month of vacation in Japan, too, is not recommendable. However, visitors to the Japanese industries for other purposes than studying Quality Control are also yearly increasing. Therefore, visiting Japan in a month other than April, May, October or November may be better to both the visitors and the recipient industries.



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