

## REPORT ON QUALITY MONTH 1988

### “Quality First – Amicable Society to Live In”

With 6 Conferences, 14 Lecture Meetings and Awarding Prize Ceremonies

#### OUTLINE

The ‘Quality Month’ was established under the sponsorship of JUSE, Japan Standards Association and Japan Chamber of Commerce in 1960. All campaign activities have been supported by the replated Ministries of the Government and organizations.

The Quality Month 1988 in Japan was composed of the events given in the table and publication of PR documents. During the 27 days, seven conferences and lecture meetings at 14 local cities were held. The number of participants totaled 10,239, i.e. 6,913 participants at the former conferences and 3,326 at the latter meetings. Furthermore, a total of 254 papers were presented at these conferences. As for the conference for Managers & Staff as well as that for Foreman, on site discussion meetings were actively held at 9 plants and 15 plants, respectively.

#### Quality Control Conferences for

##### Top Managements

Tokyo 14th (510)

##### Managers & Staff

Tokyo 15th–18th (1,851)

##### Foremen

Tokyo 9th–11th (1,208)

##### Service Industry

Tokyo 20th, 21st (834)

##### Consumers

Osaka 5th, Tokyo 12th (T: 257)

#### All Japan QC Circle Convention

Tokyo 8th (2,253)

#### Quality Control Lecture Meetings in

Matsue 2nd, Naha 2nd, Sapporo 10th, Fukuoka 10th, Hiroshima 19th, Nagoya 14th, Akita 16th, Kobe 17th, Niigata 18th, Hamamatsu 18th, Maebashi 21st, Toyama 21st, Kochi 22nd, Osaka 24th. (T: 3,326)

#### Commendation Ceremonies of Deming Prize and Deming

Application Prize, Tokyo 14th

Nikkei Quality Control Literature Awards

Q. Month PR Texts, No. 188–195.

(Total 161,241 copies sold)

Other PR Materials, Posters, Slogans & flags

( ): Number of Participants

The number of participants and papers presented and sales of related documents had been declining since their peak in 1985, but this year, all the above numbers showed a recovery. Among the participants of the conferences, over 100 foreigners are included, as well as in the past several years.

During the Quality Month, as many as 210 foreigners from 13 countries/districts made a visit to JUSE. For your reference, this year between January to December, 183 delegates (1,216 foreigners) from 46 countries/districts visited our institution.

On November 14th, the very same day when the Awarding Ceremony of the Deming Prize was held in Japan, in Washington D.C., the first Baldrige National Quality Award was awarded to two large corporations and a small-sized company.



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# 26TH QUALITY CONTROL CONFERENCE FOR TOP MANAGEMENT

## “Towards Internationalization—Role Of Top Management”

Discussed with 510 participants at Keidanren Hall

### Keynote Speech

Mr. Makoto Kuroda  
Adviser to Japan Long-Term  
Credit Bank



It is generally believed that Japan's surplus is due mainly to Japan's aggressive export activities. It must be pointed out, however, that in fact the surplus is a result of a number of factors. When the cost of raw materials surged in the '70s,

Japan had to undertake a serious effort to cope with the situation. Among them was an effort on the part of Japanese companies to conserve consumption by developing new technology and to diversify the sources of supply by exploration and development efforts. As a result of these painful adjustment efforts, Japan now had a new production and consumption structures in place. Then the price of raw materials fell, resulting in the accumulation of surplus just when the surplus was beginning to be accumulated for the reasons explained the yen appreciated rapidly due to the adjustment in the international currency rates. Again the Japanese companies were pressed into taking drastic rationalization measures to cope with this demanding situation. Their success in transforming their structure coupled with the strong yen and depressed commodity prices have combined to increase Japan's surplus. To give an example, in 1981 Japan paid 13 trillion 200 billion yen for the cost of petroleum while it paid only 4 trillion yen in 1987 without reducing the volume of petroleum import.

With the increased interdependence of economies, it is natural that other countries expect much from Japan. They may feel that Japan's efforts are too little and too late.

I do not fully understand the meaning of “internationalization”, but if it means understanding and sharing the difficulties of the foreign countries, then it is only fair that they too understand Japan's situation.

### Special Lecture

Mr. J.P. Stern, Executive Director  
U.S. Electronics Industry Japan  
Office



Most of the causes of the trade friction lie with the Japanese companies. The Japanese companies lack the will to listen to other countries when they plan, for example, to locate abroad and they often abandon their best opportunities to familiarize foreign enterprises about the Japanese business customs.

Japan is being asked to give guidance to the foreign companies on how to improve the quality and reliability of manufactured products. If Japan were to be a good teacher it must be prepared to sacrifice its advantages and know-how for the sake of the students. Japan must be prepared to develop new ideas and products to offset loss of advantages as a result of technological transfer to foreign companies.

If Japan is to play its role in the community of nations, Japan should not veil the thoughts of others in a typical Japanese screen. International perspective is earned only through being prepared to listen to others. It is earned through willingness to sacrifice for the sake of assisting others.

A true internationalization for Japan means importing the honors of other nations and exporting the heart of Japan.

### Panel Discussion

Theme: Internationalization of Business Activities — Pursuit of True Richness

Leader: Akira Harada, Senior Managing Director,  
Futaba Denshi Kogyo, K.K.

Panelists: Tatsuo Sugimoto, Honorary Chairman, Daiwa  
Seiko, K.K.

Takao Harata, Permanent Advisor, Honda  
Motor Co., Ltd.

Toshio Yamanouchi, Vice President, Hazama-  
gumi K.K.

The company's policy from the outset was to reserve locally all profits earned by selling completed cars and not to transfer money back to Japan. After sufficient fund is accumulated, then the company will build a local production plant. The company believes in reinfesting people, goods and money into the local market. — Mr. T. Harata. (HONDA)

Architectural structures are evaluated over a very long period of time. Accordingly it is important for the structure to represent values which will stand the test of time. In other words the quality of structure has to be that which enriches the lives of the local citizens and the community. — T. Yamanouchi (HAZAMA)

It appears that yen will continue to appreciate. Why? Because the companies are committed today and tomorrow to improve their quality and efficiency through TQC. If this is the case what should we do? We must increase imports. Each company must increase its imports. When imports reach the same level as the exports, we will be able to manage companies without being adversely affected by the value of the yen. — T. Sugimoto (DAIWA)





## 1988 DEMING PRIZE WINNERS



Mr. R. Takenaka  
Chairman  
Takenaka Komuten  
Co., Ltd.  
Deming Prize (for  
individual) Winner



From left to right

Mr. Z. Hirakawa  
Executive Director  
Joban Hawaiian Center,  
Joban Kosan Co., Ltd.\*\*

Mr. A. Tani  
President  
Fuji Tekko Co., Ltd.\*

Mr. T. Suda  
President  
ASMO Co., Ltd.\*

Mr. R. Takenaka  
Chairman  
Takenaka Komuten Co.,  
Ltd.

Mr. M. Inaba  
President  
Aisin Keikinzoku Co., Ltd.\*

Mr. Y. Ohtani  
Plant Manager  
Musashino Brewery  
Suntory Co., Ltd.\*\*\*

\* Deming Application Prize

\*\* Deming Application Prize for Division

\*\*\* Award for Factory by Deming Prize Committee

Deming Prize Awarding Ceremony



QC Top Management Conference



# 38TH QUALITY CONTROL CONFERENCE (FOR MANAGER AND STAFF)

## “The Pursuit For True Richness—The Role Of TQC”

Discussed on Quality Control Part Today and Tomorrow



### Keynote Address

by Dr. Ayatomo KANNO, Professor of Science University of Tokyo

The detection of problems can also provide the key to understanding how to solve a problem. The key may also lie in the process of pursuing a solution. By persistently repeating and continuing such efforts, one can find a solution to major problems and, at the same time, obtain an unexpected number of beneficial by-products. A good example can be found in a number of TQC activities developed in Japan, which are marking a number of concrete achievements, such as the accumulation of know-how of building up a framework, implementation methods and putting a stop to problems. The assets gained directly and indirectly through earnest daily TQC activities are highly expected to continue playing significant roles.

However, we should not take problems easy, since this may cause a crucial failure. In terms of methodology and procedures, one should follow precise steps, but should not take such an approach to merely maintain the current status, since this will instantly can a step backward.

The timing of taking steps is also important, and the significance of making use of opportunities will continue to increase. Furthermore, all evaluations should be made from an objective point of view, and mere self-satisfaction should be looked upon as the most deadly foe. One should never mistake abundant knowledge for prominent wisdom, and must not forget that depending on how one uses his knowledge, the effect of one's wisdom will be greatly influenced. It is the mission of the managers and staff to make every use of the media available in this civilized world through their wisdom and knowledge in order to pursue the true richness, clarify the roles of TQC and problems needed to be solved, and at the same time become leading playing managers capable of setting an example for others.

### Section Meetings

Following the presentation of a total of 93 reports including one by Florida Power and Light Inc. which were made in nine separate streams, the discussion meetings were held divided into four sections in the afternoon of the second day:

1st Section “Sense of Values and Quality Control”

Leader: Mr. K. Akiba, Fuji Xerox

2nd Section “Market Creation — Strategy and Actual Condition”

Leader: Mr. Z. Katayama, Toyota Motor

3rd Section “Individuality, Creativity, Human Nature”

Leader Mr. H. Odajima, Richo

4th Section “Reform of Consciousness at Work Place—Past, Presence and Future”

Leader: Dr. H. Makabe, Tokyo Institute of Technology

The outcomes of the discussion held in the respective section meetings were reported to the plenary session in the afternoon of the third day, where a lively discussion arose on the floor. The participants could derive useful suggestions from the discussion, among which if the following.

“It is certain that quality control has contributed to greatly improving the quality of Japanese products. Through this quality improvement, the

TQC constituted a great contribution to the restoration of the Japanese industrial world. This is also certain and generally admitted. Quality subject to quality control, aside from whether it can be measured completely or not, can be rated at least quantitatively to some extent. By introducing the PDCA control cycle into this quality rating, we have achieved fruitful results. However it is a mistake to think that we can attain success in applying directly this idea and method as they are into the great human social system without much thought. Such an approach requires many years of repeated trial and error by approaching from new and different angles.





# 18TH ALL JAPAN QC CIRCLE CONVENTION

**Compete with 17 Circles from 9 Chapters of Whole Japan  
4 Circles won Gold Medal**

The 18th All Japan QC Circle Convention was held on November 8, 1988 at Hibiya Public Hall with 2,253 participants. At the Convention, 17 Circles selected from 9 chapters from all over Japan presented their case reports. The number of QC Circles to be selected from each chapter is determined in proportion to the number of QC Circles registered at each chapter. This year, as the number of registered QC Circles exceeded 1,000, the Okinawa Chapter has been entitled to send one QC Circle to this Convention.



**From the Kanto Chapter:** Isuzu Motors Ltd. / Kobayashi Kose Co., Ltd.\* / Nippon Steel Corp. / Nissan Motor Co., Ltd.

**From the Tokai Chapter:** Nippondenso Co., Ltd. / Toyota Auto Body Ltd. / Nippondenso Co., Ltd.\*

**From the Kinki Chapter:** Toto Ltd.\* / Daikin Industries Ltd.

**From the Chugoku & Shikoku Chapter:** Yazaki Parts Co., Ltd. / Nippon Steel Corp.

**From the Hokkaido Chapter:** Hokkaido Coca-Cola Bottling Co., Ltd.

**From the Tohoku Chapter:** Rhythm Watch Co., Ltd.

**From the Hokuriku Chapter:** Aisin Keikinzoku Co., Ltd.\*

**From the Kyushu Chapter:** Toto Ltd. / Yaskawa Electric Mfg. Co., Ltd.

**From the Okinawa Chapter:** Yamaha Recreation Co., Ltd.

Mark \* indicates the Gold Medal winning Circles.

## 27th QUALITY CONTROL CONFERENCE FOR FOREMAN

**“Make judgements according to facts and act on the facts”  
92 case reports presented at 6 streams**

The conference was held at 6 venues including No-Kyo Building in Otemachi, Tokyo and Hibiya Public Hall etc., for 3 days from November 9th to 11th with 1,208 participants.

President of Pentel Inc. Yukio Horie gave a special lecture on the management and organization, and the philosophy of TQC as the principle of labor relations.

The case study for solving problems, presented by U.S. Florida Power & Light Company drew attention.

Sectional meeting was held under the following 5 themes:

1. Guidance and role of subordinate
2. Assistance for QC circle activities
3. Practical use of QC methods
4. Management and improvement of the workplace — quality and cost
5. Management and improvement of the workplace — safety and morale

There were many participants who attended 1 and 2. About 15 percent of the total participants were clerical, involved in marketing and services. This percentage is increasing year after year. Under the circumstances, some participants felt it was better to change the name of the conference (Conference for Foreman) to reflect the new situation.



## 4TH QUALITY CONTROL CONFERENCE FOR SERVICE INDUSTRY

**“Let's Improve the Quality of Service — Customer First”  
Discussed with 36 papers from 27 companies**



Report by Mr. Noriharu KANEKO  
Senior Managing Director and Chief of TQC Promotion Office  
TAKASAGO KANKO CO.

The 4th conference was held for 2 days from November 21 to 22, 1988 at Otemachi, Tokyo with the participation of 834 members.

In his key note address, based on the theme of the conference, Professor Tatsuo Ikezawa of Waseda University gave concrete examples from his experience of providing guidance to Joban Kosan Ltd. The company was awarded the first Deming Prize to be given to a company in the service sector this year. 1) The services industry needs the most to implement TQC. 2) The concept of “customer first” is the basic principle of TQC. 3) Improving identification of the quality level required by the customers. 4) Quality assurance is the basic key to TQC. “Find a TQC theme when you see a customer,” “Think QC at all times, not just during QC meetings,” “Note at least one potential of improvement a day” and other suggestions made by the speaker were especially useful to the members of the service industry QC circles.

Thirty-six reports were given at the conference, i.e., 4 on TQC promotion, 6 on activities promoted by the manager and staff to make improvements, 6 on of promoting QC circle activities and 20 on actual experiences of conducting QC circle activities.

### (1) Reports of TQC Promotion

Reports of a department store, airline company, restaurant and electric power company were given. All the companies reported how they defined their targets for improving the quality of services and how they are building a system to achieve the target. The sharing of ideas on policy management, policy deployment, use of quality table and identification of check items were especially noteworthy.

### (2) Reports of Activities Promoted by the Manager and Staff for Improvement

Reports were given by members from restaurants, hotels and distributors. The reports were characterized this time by the use of a more sophisticated QC method: Three companies used methods such as charts for analyzing customer required quality levels and video films for monitoring customers to analyze their demands, 3 companies used tree diagrams and histograms for studying measures to be taken, and VE for functional evaluation. Five companies calculated a customer satisfaction index and established standards for evaluation.

### (3) Reports of the Promotion of QC Circle Activities

Reports were given by employees of a distributor, trading company, rent-a-car company, book store, bank and electric power company. Each reported on the background and aim of introducing QC circle activities to his company, as well as the organization for QC promotion and education system with some unique ideas and mechanisms.

### (4) Reports of Problem Solving by QC Circle Activities

Reports were given by members from a restaurant, hotel, hospital, home for the aged, retailer, golf club, distributor and co-op. The conference was different from other quality control conferences in that 16 out of the 20 reporters were women, among whom were a 70 year old senior partner of a Japanese ryokan (Japanese style hotel) and a nurse and caddie dressed in their uniforms. Many of the themes were familiar to the participants and readily understandable. The report given by the QC circle from a home for the aged where efforts are being made to improve the nursing service for the aged suffering from senile dementia was especially moving.





# 20TH CONSUMER QUALITY CONTROL CONFERENCE

## “Numerical Data Will Help Us Live Better”

Survey reports were presented by 17 consumer groups in Tokyo and Osaka.

Since 1968, JUSE has been giving “Seminar on Quality Control for Consumer Leaders”, with a view to educate and train consumers, mainly housewives, so that they will become wise enough to fully utilize the concept of quality control based on statistical data in their consumer life, and to judge the quality of goods from a scientific point of view.

At this conference, the results of a survey (by questionnaire) on problems found in our daily consumer life, together with the results of data analysis were presented as case reports. This year, there were presented 10 reports in Tokyo and 7 in Osaka at JUSE hall in both areas. Titles of the reports are as follows:

### — Tokyo —

- “Improving elastic threads in men’s socks”
- “Consumer needs in women’s shoes, Part 2”
- “Present status of department stores  
— what is an ideal department store?”
- “Old-age society and television media”
- “Senior citizens and social life — survey on automatic  
ticketing machines at the stations”
- “Survey on how (neck) ties are handled”
- “Present status of importation by individuals”
- “Individual pension option — a case of a wife of a  
working man”
- “Are expensive goods really selling?”

- “National survey on the present status of consumer  
education carried out by the government”

### — Osaka —

- “Questionnaire survey on hair dyeing”
- “Questionnaire survey on eating habits”
- “Survey on the information of life of university  
students”
- “Questionnaire survey on the situation and the problem  
of utilization of credit cards”
- “Questionnaire survey on the study of extracurricular  
studies”
- “The familiarity and use of frozen food”

### 1988 Quality Month Public Relations Texts

These PR texts are planned by Quality Month Committee and published by JUSE. These are published for about 8 or 10 issues every year aimed at Top executives, Managers, Engineers & Staff, Foremen, Leaders and Members of QC Circle, Service Industry and Consumers. The number shows the serial number from the first year in 1960.

- No. 188 “TQC for Technology Intensive Firm”  
by Kiyoshi UCHIMARU, President of NEC IC  
Microcomputers Systems Ltd.
- No. 189 “Responsibilities for Managers to Manage  
Times Rapid Change”  
by Masao NEMOTO Chairman of Toyota  
Gosei Co.
- No. 190 “In Search of an Ideal Staff”  
by Yoshinori IIZUKA, Assistant Professor of  
University of Tokyo and  
Mitsutoshi ISHIDA, Director of Victor  
Oyama Electronics, Company
- No. 191 “TQC at My Company — Self-Achievement through  
Work”  
by Haruo MIYAJI, President of Aishin Chemical Co.
- No. 192 “How to Begin/Promote QC Circle Activities in  
Service Industries”  
by Toshiharu YOKOZAWA, Chief of Nagano Engineer-  
ing Office
- No. 193 “Know-how in Operating QC Circles from My Pri-  
vate Memo”  
by Tadashi SUGIURA, Manager of Yokogawa Electric  
Corporation
- No. 194 “Points for Activating QC Circle Activities”  
by Kyoji ICHIKAWA, Manager of Nissan Motor Co.
- No. 195 “Quality Control & Consumers”  
by Isao ITSUKAGE, TQC Committee of Suntory Co.



### HOW TO SUBSCRIBE TO SOCIETĀS QUĀLITĀTIS

In response to requests for subscription from many overseas organizations, we have decided to accept subscribers starting with Volume 2, scheduled for release in March 1988, at the following rates:

Three year (18 issues) subscription: 10,000 yen  
One year (6 issues) subscription: 4,500 yen

\* Rates include airmail postage.

For application, please write to *Societās Quālitātis* c/o JUSE, enclosing a bank check as payment for your desired subscription.



**“SEEING IS BELIEVING”  
THE SECOND JUSE  
INTERNATIONAL SEMINAR ON TQC  
October 17 to 26, 1989 Tokyo**

Lecture and guidance will be given by more than 12 prominent and experienced leaders,  
specifically on the following subjects:

- Basic concept of TQC in Japan;
- Successful Management;
- Effective Statistical Methods;
- Practical Policy Management;
- Conforming Quality Assurance and Reliability for customers;
- Role of Management;
- How to implement QC Circle Activities;
- How to motivate, educate and train employees;
- Recent topics on TQC; Quality Deployment / Seven Management Tools, and others

The lecturers will deliver lectures on their specialities. Case studies by visiting plants of  
Deming Application Prize winner companies will enhance the effects of your learning at the seminar.

For details, please contact JUSE.

**ICQCC '90  
INTERNATIONAL CONVENTION ON  
QC CIRCLES 1990 TOKYO  
October 24-26**

**CALL FOR PAPERS**

All papers offered for presentation would preferably be related to the following subjects.

1. Case reports implemented in the workshop by QC Circles.
2. Reports on the promotion of QC Circle Activities.
  - A) Characteristics and Problems of QC Circle promotion.
  - B) Education and Training of the QC Circle instructors, facilitators, leaders and members.
  - C) Nationwide Review on the QC Circle Activities.

About 500 words English abstract should be submitted to the ICQCC'90 Tokyo Organizing Committee  
in JUSE not later than February 1, 1990.

All the information are available at JUSE.