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Union of Japanese Scientists and Engineers

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BUSINESS RESTRUCTURING WITH AN “AWARENESS OF INNOVATION”

from “Total Quality Control,” Vol. 44, No. 1 (Jan. 1993) JUSE



Shigeru EZOE
President
TOTO Ltd.

Our firm has a long range vision aimed at the twenty-first century, called “Toto Human 21,” in which we intend to become an enterprise with an annual sales volume of about 1,000 billion yen. We

launched the project last year, pursuing a way of thinking aptly expressed as “Being best fit for the company” in the form of our presidential policy regarding TQC. This means that in our daily business activities we choose matters of the highest importance and give them priority over all other things.

In March 1992 we reorganized our company from a departmentalized operation to one divisionalized. The former structure had been observed since we began our challenge to win the Deming Prize.

As currently arranged, our firm is divided into the Plumbing Product Group and the System Product Group. This goes far to define clear-cut lines of authority and responsibility; it also accelerates decision making.

In my opinion there is no absolute organization in conducting business. According to Dr. Follett, a noted American scholar of business administration, the basis of corporate entity consists of integration and dispersion.

In a way, departmentalized organization is close to dispersion, or decentralization, while divisionalized organization is akin to integration, or centralization. Corporate identity may be regarded as a living creature which has the capacity to transform, itself into a variety of shapes depending on the situation and on its status, if it is young or matured. In the process of transformation, the restructuring of an enterprise will be accomplished.

While promoting TQC, a great sense of satisfaction in achievement is derived in the Deming Prize challenge and its final acquisition. There is nothing like being awarded the

Deming Prize to give company employees and management a true sense of attainment, of a job well done. The poorer a company’s management, the better they would do to consolidate their organization in an attempt to vie for Deming Prize.

After we won the Deming Prize, our indirect departments started handling numerical data, and reports at the president’s diagnosis meetings became very relevant and to the point. This is a sure indication of management having grasped to concepts of CS and market-in.

Quality is constantly in a state of flux. Thus it remains a vital task for management to make sure their operation produces with maximum efficiency whatever goods are necessary to meet the diverse requirements of one’s clients. If aesthetic quality is highly regarded, then we should manufacture products that fully satisfy that demand; if one’s clientele stresses pricing, then we have no choice but to provide merchandise within a moderate price structure.

With the twenty-first century just around the corner, and finding ourselves in the midst of a rapidly changing industrial, economic and social structure, forms of technology regarded as nearly perfect are often replaced by something else at certain points on the growth curve. This applies not only to technology but also to personnel management, system development, production, and sales. In each and every phase of business, an enterprise should be operated from the standpoint of innovation to enable its overcoming whatever the difficulties whether they lie within or beyond the corporate walls.

What are the needs or wants of the clients? What do the employees want? What is quality? Getting a firm hold on these fundamentals and adjusting them skillfully ranks as one of the most important duties of company directors.

All things considered, an awareness of innovation is the key to success. ★

TWELVE ARTICLES ON THE ACTIVATION OF THE QC CIRCLE FOR TOP MANAGEMENT (1)

from "Total Quality Control", Vol. 43, No. 6 (Jun.), No. 7 (Jul.), No. 8 (Aug.), No. 9 (Sep.) 1992, JUSE

Masao NEMOTO
1992 Deming Prize Winner
Counselor, Toyota Ggosei Co., Ltd.

ARTICLE 1 A separate presentation should be devoted to the contribution of the project foremen, in addition to the one held in recognition of the achievements of the QC Circle!

When I received a request from a company president which claimed, "Our QC circle activity has become dull. Would you review our activity?" I promptly visited his plant. During my visit, I did develop some plausible explanations for dull QC circle activity. I thought one of the most likely causes was that the company itself directs all improvements in the workplace to the QC circle.

When I took a look at the improvements proposed by the QC circle on the notice-board in the workplace, I asked the president, "Should such improvements be made the responsibility of the foremen? Must the QC circle be responsible for such matters?" He answered, "To tell the truth, since we had hardly any experience in making such improvements in the workplace until the QC circle was established in our company, we assumed that any means of making such improvements would fall under the jurisdiction of the circle."

Because his prime duty is to be a manager, the foreman must be responsible for anything that needs improvement in the workplace. Among its concerns, each QC circle should select an appropriate subject for such activity. The foreman should help the circle when it has decided whether the subject selected is appropriate or not.

The important issue here is whether a system for resolving problems in the workplace has been made a key assignment of the foremen. At the company in question, the foremen are not given such a role.

In a company like this, every QC circle member eventually complains that, "The foreman relegates every task to the QC circle, in spite of the fact that he does not do anything himself." Moreover, even if the QC circle member wants to receive some suggestions from the foreman, he would not respond to the requests by saying "I am not responsible for making improvements." This deprives members of their enthusiasm. To prevent such problems, the company must clarify the fact

that the foreman is responsible for resolving problem in the workplace, and must promote education, because such knowledge is essential to the ability to improve.

To verify the foreman's ability to institute improvements, I recommend that company will give a presentation on improvements proposed by the foremen. This idea allows the company to further promote QC education, and raises the enthusiasm for company-wide improvements. Since each foreman will gain the ability to improve the workplace by himself within two years, he may provide appropriate direction and support when the QC circle members ask him for advice.

The Toyota group, until now, has clearly distinguished the presentations on improvements proposed by foremen from the QC circle's presentation of their achievements. The foreman's presentation can be made on separate day, or at another hall on the same day.

ARTICLE 2 The improvement cost may not be the principal item with which to evaluate the QC circle!

Among the companies I reviewed, the most troublesome problem for the leaders of the inactive QC circles was the lack of a theme. Judging from my long experience of service in the manufacturing division, it is hard to believe that this is really the most important problem. However, there are few improvements with the potential to yield large cost-savings which the top management agree in evaluating as highly important. Specifically, the QC circle reserves only two hours a month for the meeting to review improvements. Because of the limited time, it is extremely difficult for the QC circle to make improvements beyond those made by the foremen or staff. Fundamentally, the QC circle aims to enhance the ability of each circle member, and to establish an enjoyable workplace instead of yielding large improvement costs.

Sometimes, in a presentation which the top management attends, the following comment is heard: "I appreciate the improvement from Group A the most among those presented today. The improvement cost ranks above that all subjects. I hope the other circles will become equally effective in the

future. Specifically, five years have passed since the introduction of the QC circle activity system in the company. I think we are nearing the time when all of the circles will be able to yield such large improvements.”

When the QC circles improves many problems, one of them may entail an exceptionally large improvement cost. Although I will not deny that the company rejoices in large improvements, the QC circle members will find themselves in a difficult situation if, at the stage of defining the theme, the company requests that each circle select the theme that will produce the largest improvement cost. The president of the company who makes that suggestion should consider resigning from the QC circle! If the president anticipates an exceptional cost for improvements in the workplace, he should inform the foremen and the staff instead of the QC circle. I hope the president will reserve the QC circle meetings for more important matters.

ARTICLE 3 A sudden abnormality is not a suitable theme for the QC circle!

When I was invited to a QC circle rally held in a certain local district, three of thirty items were reports about “Countermeasures against a sudden nonconformity” in the manufacturing process.

I would like to briefly explain one of the three reports: It reported, “The number of nonconformities has rose to five times the average for these two days. Since we considered this an important problem, we decided to select it as the theme for the QC circle. A three-month improvement schedule was prepared, and then each member was assigned to a role. We the QC circle began its activity with an investigation of the present status of the problem. (The list is omitted)”

As you are already aware, this is an inappropriate subject for the QC circle. What is the foreman of the relevant workplace doing? In such a case, the foreman must act as a leader in disposing of the problem promptly. The foreman must determine if the occurrence of the five-fold nonconformity indicates the presence of some abnormality in the process, and must immediately begin to formulate a response. To do this, he must direct a prompt investigation with testimony from each worker, i.e. “Do you know of any cause for the problem?” He must note entrust such an urgent item to the QC circle. Since the QC circle usually holds only two meetings a month, it cannot dispose of an urgent problem like this promptly.

The important point, I think, is that the above problem is not limited to the presentation to the QC circle. Since the company adopted this report as a model case, all the managers have been given a considerable misunderstanding. This is the reason I ventured to include the problem in this ARTICLE 3.

ARTICLE 4 Supporters' and promoters' meetings must be held periodically!

The most troublesome matter the QC circle promotion office has been facing during the last two years is that the long, busy, routine work makes it difficult to hold QC circle meetings. In this case, I understand that while the primarily inactive circle should consult its superiors about the policies, the circle tends to hesitate in seeking such discussion, because it is pre-occupied with the other work which is keeping it busy.

However, a detailed survey of the situation, reveals that seventy or eighty percent of the QC circles hold a meeting every month. They continue holding the QC circle meeting, even under a very busy work condition. Nevertheless, the other twenty or thirty percent is inactive. From this fact, a certain tendency is apparent. That is, some section managers have used the busy pace of work as a tool to emasculate the QC circle.

Although the above description was an actual example from a particular company, I believe most companies are more or less in the same situation, and I also believe that one section in particular betrays this tendency. Furthermore, when discussion of the difference goes on between the relevant section manager and most of the other managers, I think they will differ in the extent of their understanding of the purpose of the QC circle. When the busy pace of work causes the overtime of all personnel to exceed the standard, amount the first reaction of some section managers is to cut out the QC circle's meeting time. It is regrettable that there are section managers who discontinue the QC circle instead of striving to reduce overtime by improving the work methods.

To remove this undesirable course of action, I recommend that each plant hold a supporters' meeting comprised of section managers and comparable personnel to discuss the “QC circle's task in a very busy work schedule.” Since seventy or eighty percent of QC circles continue their work even in a very busy work schedule, personnel should exchange opinions in a discussion of these policies in the meeting.

When a company introduces the QC circle system, it establishes an organization of supporting personnel, and holds a meeting once or twice an year. However, many companies seldom hold the supporters' meeting after several years. Specifically, in such an important situation, the heavy pace of work makes it difficult to utilize the QC circle. In that case, the supporters meeting must consultant with each circle.

Therefore, I recommend that divisions whose QC circles are inactive hold a supporters' meeting soon. I believe it would be advisable that once appropriate measures have been adopted, a meeting be held periodically, e.g., twice a year, to develop the QC circle's work, and to review the policies adopted.

(to be continued to p.6)

JUSE EDUCATION & TRAINING COURSES 1993

★ How to see this table:

name of course/seminar (total days of course/seminar)
location : month to be held (number of classes)

QUALITY CONTROL <QC>

- QC Top Management Course (5 days)
Karuizawa: July (2), Sep. (1), Oct. (1)
- QC Executive Course (5 days)
Hakone: Apr. (1), May (1), June (1), Oct. (1), Dec. (1), Mar. (1)
- QC Introductory Course for Executive & Management (3 days)
Osaka: June (1), Jan. (1)
Tokyo: Sep. (1), Nov. (1), Dec. (1)
- QC Middle Management Course (12 days)
Tokyo: Apr.-July (2), Aug.-Nov. (1), Dec.-Mar. (2)
Osaka: Apr.-July (1), Aug.-Nov. (1), Dec.-Mar. (1)
Nagoya: Apr.-July (1)
- QC Basic Course for Assistant to Section Chief (6 days)
Osaka: June-July (1)
Tokyo: Aug.-Sep. (1), Jan.-Mar. (1)
- QC Basic Course (30 days)
Tokyo: Apr.-Sep. (2), Oct.-Mar. (2)
Osaka: Apr.-Sep. (1), Oct.-Mar. (1)
- QC Introductory Course (8 days)
Tokyo: May-June (1), July-Aug. (1), Oct.-Nov. (1), Jan.-Feb. (1)
Osaka: May-June (1), July-Aug. (1), Oct.-Nov. (1)
- QC Basic Course for Foreman (6 days)
Tokyo: Apr.-May (1), May-June (1), June-July (1),
July-Aug. (1), Aug.-Sep. (1), Sep.-Oct. (1),
Nov.-Dec. (1), Feb.-Mar. (2)
Osaka: Apr.-May (1), June-July (1), Aug.-Oct. (1)
Nov.-Dec. (1), Jan.-Feb. (1)
Nagoya: June-July (1), Oct.-Nov. (1)
Fukuoka: June-July (1)
- QC Basic Course for Group Leaders (4 days)
Tokyo: Apr.-May (1), May-June (1), July-Aug. (1),
Aug. (1), Sep. (1), Nov. (1), Jan.-Feb. (2)
Osaka: Apr. (1), Aug.-Sep. (1), Feb.-Mar. (1)
Nagoya: June-July (1), Oct.-Nov. (1)
Fukuoka: Sept. (1)
- TQC Instructor Course (6 days)
Tokyo: July-Aug. (1), Aug.-Sep. (1), Oct.-Nov. (1)
Feb.-Mar. (1)
- QC Course for Purchasing Department (16 days)
Tokyo: Sep.-Jan. (1)
- QC Introductory Course for Purchasing Department (4 days)
Tokyo: Jan.-Feb. (1)
- QC Course for Sales Department (13 days)
Tokyo: Apr.-Nov. (1)
- QC Introductory Course for Sales Department (4 days)
Tokyo: Aug.-Sep. (1), Jan.-Feb. (1), Feb.-Mar. (1)
Osaka: June-July (1), Sep.-Oct. (1), Feb.-Mar. (1)
- Introductory Course for Seven Management Tools for QC (3 days)
Tokyo: Apr. (1), May (1), June (1), July (1), Aug. (1), Sep. (1)
Oct. (1), Nov. (1), Dec. (1), Jan. (1), Feb. (1), Mar. (1)
Nagoya: May (1), July (1)
Osaka: Apr. (1), May (1), June (1), Oct. (1), Nov. (1), Dec. (1),
Jan. (1)
- QC Course for GMP (Pharmaceutical) (2 or 3 days)
Tokyo: Apr. (1) (Introductory), June (1) (Advanced)

QC CIRCLE <QCC>

- QC Circle Middle Management Course (2 days)
Nagoya: July (1), Feb. (1)

Osaka: May (1), Sep. (1)

Tokyo: Apr. (1), June (1), Sep. (1), Dec. (1), Mar. (1)

Fukuoka: Oct. (1)

QC Circle Instructor Course (6 days)

Tokyo: Apr. (1), Apr-May (1), June-July (1), July-Aug. (1)

Sep.-Oct. (1), Oct.-Nov. (1), Nov.-Dec. (1)

Jan.-Feb. (1), Mar. (1)

Osaka: May (1), May-June (1), Aug.-Sep. (1), Sep.-Oct. (1)

Jan.-Feb. (1)

Nagoya: May-June (1), Sep.-Nov. (1)

Sendai: Apr.-May (1)

Fukuoka: Aug.-Sep. (1)

Sapporo: Nov. (1)

QC Circle Leader Course (3 days)

Osaka: Apr. (1), May (2), June (1), July (1), Sep. (1)

Dec. (1), Jan. (1), Feb. (1), Mar. (1)

Tokyo: Apr. (3), May (3), June (2), July (2), Aug. (4), Sep. (2),

Oct. (2), Nov. (2), Dec. (2), Jan. (3), Feb. (1), Mar. (3)

Nagoya: Apr. (1), July (1), Sep. (1), Jan. (1), Mar. (1)

Sendai: May (1)

Toyama: June (1)

Sapporo: Oct. (1)

Hiroshima: June (1)

Kokura: Oct. (1)

Fukuoka: June (1), Feb. (1)

Okinawa: Jan. (1)

QC Circle Course for Clerical Work (6 days)

Tokyo: Apr.-May (1), Sep.-Oct. (1)

Osaka: July-Aug. (1)

RELIABILITY <RE>

RE Management Course (4 days)

Tokyo: Apr. (1), Oct. (1), Dec. (1)

RE Course (15 days)

Tokyo: Oct.-Dec. (1)

RE Basic Course (4 days)

Tokyo: Apr. (1), May (1), July (1), Oct. (1), Jan. (1), Feb. (1)
Mar. (1)

RE Six Day Course (6 days)

Osaka: Aug.-Sep. (1), Dec.-Jan. (1)

RE Course on FMEA-FTA (2 or 3 days)

Tokyo: Apr. (1), June (1), Sep. (1), Nov. (1), Dec. (1), Jan. (2)

Osaka: May (1), Aug. (1), Feb. (1), Mar. (1)

Hiroshima: Sep. (1)

Fukuoka: Nov. (1)

RE Course on Design Review (2 or 3 days)

Tokyo: Apr. (1), Aug. (1), Sep. (1), Nov. (1), Feb. (2)

Osaka: July (1), Sep. (1), Feb. (1)

Fukuoka: Sep. (1)

Nagoya: Oct. (1)

Hiroshima: Oct. (1)

RE Course on Checklists (3 days)

Tokyo: Aug. (1), Nov. (1)

RE Course on Test (3 days)

Tokyo: Aug. (1), Sep. (1), Feb. (1)

RE Course on Failure Analysis (3 days)

Tokyo: Apr. (1), June (1), Jan. (1)

RE Course on Computer Aided Reliability Engineering

Tokyo: Sep. (1), Nov. (1), Mar. (1)

DESIGN OF EXPERIMENT <DE>

DE Tokyo Course (30 days)

Tokyo: Oct.-Mar. (1)

DE Osaka Course (20 days)

Osaka: May-Aug. (1)

DE Introductory Course (8 days)

Tokyo: Apr.-May (1), June-July (1), Oct.-Nov. (1)

Feb. (1), Feb.-Mar. (1)

Osaka: Aug.-Sep. (1), Nov.-Jan. (1)

MULTIVARIATE ANALYSIS <MA>

MA Seminar (7 days)

Osaka: Oct.-Nov. (1)

MA Advanced Course (4 days)

Tokyo: Aug. (1)

MA Basic Course (4 days)

Tokyo: July (2), Mar. (1)

OPERATIONS RESEARCH <OR>

Corporate Strategy, Executive Course (4 days)

Tokyo: not fixed

Corporate Strategy, Managers Course (8 days)

Tokyo: Oct.-Nov. (1)

OR Introductory Course (5 days)

Tokyo: Apr. (1), Dec. (1)

INDUSTRIAL ENGINEERING <IE>

IE Seminar (16 days)

Tokyo: June-Oct. (1)

IE Basic Course for Foreman (6 days)

Tokyo: June-July (1), Nov.-Dec. (1), Feb.-Mar. (1)

Osaka: July-Aug. (1)

MARKETING RESEARCH <MR>

MR Seminar (17 days)

Tokyo: Sep.-Dec. (1)

SOFTWARE PRODUCTION CONTROL <SPC>

SPC Course for Managers

Tokyo: Apr.-May (1), Jan.-Feb. (1)

SPC Course for Engineers

Tokyo: May-June (1), Oct.-Nov. (1), Feb.-Mar. (1)

SPC Basic Course for Managers

Tokyo: Aug. (1), Mar. (1)

SENSORY INSPECTION <SI>

Sensory Inspection Seminar (11 days)

Tokyo: Jan.-Mar. (1)

PRODUCT LIABILITY <PL>

PL Prevention Introductory Course (3 days)

Tokyo: June (1), Oct. (1)

OTHER MANAGEMENT TECHNIQUES

Statistical Application Seminar for Clinical Test (CT) (7 days)

Tokyo: Oct.-Nov. (1)

New Finite Element Method Introductory Seminar (NFEM) (3 days)

Tokyo: Dec (1)

Finite Element Method Seminar for Fluid Mechanics (FEM) (3 days)

Tokyo: Apr. (1)

Cost Reduction Seminar (CD) (6 days)

Tokyo: June-July (1), Jan.-Feb. (1)

VE Basic Course for Foreman (FVE) (4 days)

Tokyo: May (1), Nov. (1)

Osaka: Sep (1)

1993 Annual Conferences & Symposia

May 26-27:

Quality Control Spring Conference in Nagoya (for Managers and Staff)

June 5-7:

The 23rd Symposium on Reliability and Maintainability in Tokyo

Sep. 16-17:

The 4th Symposium on Ergonomics in Tokyo

September 2-3:

The 13th Quality Control Symposium of Software Production in Tokyo

September 21-22:

The 23rd Sensory Inspection Symposium in Tokyo

November 4-5:

The 7th Symposium on Computational Mathematics in Tokyo

November 9:

The 23rd All Japan QC Circle Convention in Tokyo

November 11-12:

The 17th Symposium on Multivariate Analysis in Tokyo

November 10-11:

The 32nd Foreman Quality Control Conference in Tokyo

November 15:

The 31st Top Management Quality Control Conference in Tokyo

November 16-18:

The 43rd Manager & Staff Quality Control Conference in Tokyo

1993 QC Circle Convention

organized by Head quaters

Tokyo: Apr. 8-9

Sapporo: June 10-11

Tendo: Aug. 26-27

Kobe: Oct. 21-22

Okinawa: Dec. 16-17

Kumamoto: Feb. 17-18 (1994)

1993 Study Missions to Overseas and QC Circle Cruising Seminar

• (June 14 to 27) The 22nd Quality Control Study Team (22QCT)

• June 21 to July 3

The 33rd QC Circle Cruising Seminar (32QCS) visiting Hong Kong and Taiwan

• September 25 to October 10

The 5th Software Production Quality Control Study Team (5SPCT) visiting U.S.A. and U.K.

• October 1 to 13

The 34th QC Circle Cruising Seminar (33QCS) visiting Hong Kong and Taiwan

• December 7 to 18

The 12th QC Circle Team for South Asia (12SEAQCT)

visiting Thailand, Malaysia, Singapore, Philippines

(continued from p.3)

ARTICLE 5 All the QC circles should have a chance to present their achievements!

I often hear, "In our company, many of the QC circles other than those which will present their results in the company-wide meeting are not sufficiently aggressive." We cannot say that this is the ideal way to successfully proceed with the annual event, i.e. the company-wide presentation for the QC circle. For the QC circle, I expect that all of the circles should be involved in work which can fulfill their purpose. The company-wide presentation should be a tool for each circle to study other work throughout the entire company.

I would like to propose two recommendations in this paper. First, each division should hold a preliminary meeting before the final company-wide presentation. Even if some of the circles lose their chance to make a presentation in this preliminary session, the work should be divided more precisely more to provide a "first heat" so that all of the circles can present the results of their work. However, it is important that the "heat" inside the workplace should be conducted without a great investment of labor and time.

Therefore, the meeting room in the plant should be chosen as the presentation hall to allow a small-scale heat. The first heat should have the nature of a first screening as well as a meeting for offer instructions instead of a presentation of the ultimate improvements. The important question is whether in the course of events all the QC circles receive a chance to make a presentation.

Although I think most of the companies conduct the preliminaries in this way, some of them may carry out the "heats" by pre-selecting the circles with superior improvements. I hope the companies designating specific circles will reconsider the preliminary system from the perspective of giving all the QC circles a chance to make a presentation.

Secondly, I suggest that the superior give a five-minute presentation every day, in addition to the annual presentation. Many QC circles will complete their themes within three or four months. Even the longest theme will only last for six months. Therefore, when the circles get a chance to present once an year, only half or one-third of the improvements are ready for presentation. Since all members will attend the QC circle meeting to enthusiastically consider the improvements, the superior, I hope, will listen to all other proposed improvements to give encouragement to the members who offer them.

When I was a department manager, as well when I was a general manager of the plant, I used my time whenever possible to listen to survey improvements through a tour. My method is based on the time invested and the labor saved: i.e. a presentation was made at each workplace for five minutes per item; the report was limited what could fit on a blackboard

or a sheet of paper; and the data were derived from the material being used daily without any special arrangement. On this tour, I also listened to the improvements proposed by foremen in the same manner as the QC circles.

ARTICLE 6 Managers and supervisors are all support and instruct the QC circles!

Upon receipt of the request of some local company "Would you give a lecture about activation of the QC circle." I heard about the factors behind the promotion of the QC circle work in the company. I learned from the company why it introduced only the QC circle work system, since the TQC seemed very difficult. To develop the system, the QC circle promotion office was established as a new organization; the QC circle leaders were educated as a class; and the company-wide presentation was held in the first year.

The most enthusiastic individual and division participating in the QC circle work in the company are the president and the promotion office. The second most enthusiastic element of the personnel are the leaders. Therefore, in the relevant company, the QC circle itself takes care of the QC circle promotion office, instead of their direct superiors. Since the promotion office has a role in preparing the company-wide QC circle plan and coordinating all of the QC circles, the office cannot take care of each circle. Even when a QC circle doing poor work would like to consult someone, there is no one who can advise it. Specifically the manager or the supervisor, and a direct superior of the QC circle, shows quite an indifference to the QC circle with a comment like "I have not received the proper education for QC circle work," although it offers some advice on other subjects.

If such conditions would last for two years, most circles would gradually grow bored and give up their work in the end. Since I felt an sense of crisis at this point, I replied that if all of the management and supervisors of the QC circles listened to my speech, I would give a lecture.

I gave the following proposal to the top management of the company: "Originally, the QC circle work could be promoted as a part of the TQC, and the QC education could be offered from top to bottom. This will eliminate the comment, "I have not received an adequate QC education. Thus, I am not responsible for the QC circle work." Therefore, I would like to recommend that you at least give the QC education which is immediately necessary to support and direct the QC circle work if you do not introduce the TQC."

The QC education must include, at the least, discussion of such topics as: "improvements in the problems of the workplace" and "the purpose of the QC circle and its support system and instruction methods."

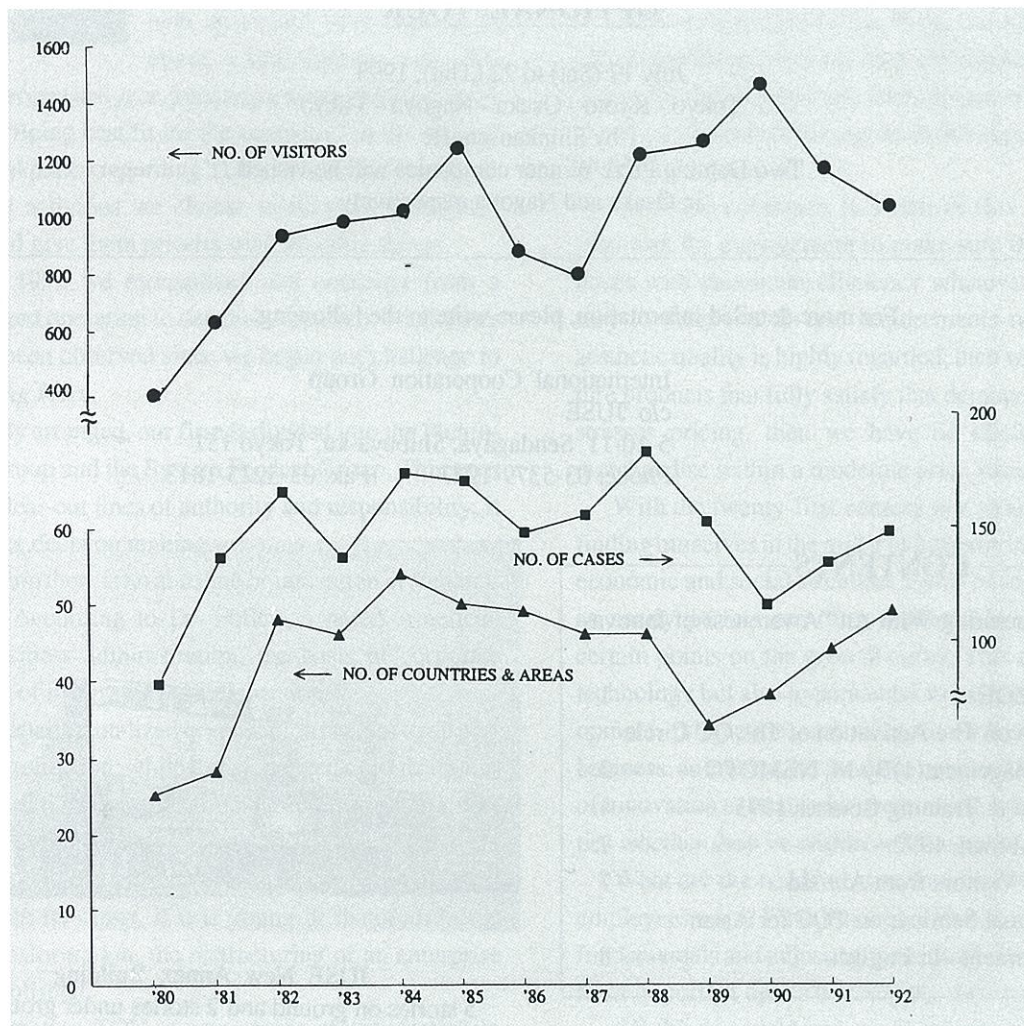
(to be continued in the next issue)

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VISITORS FROM ABROAD, 1992

		NO. Of Cases	NO. Of Visitors			NO. Of Cases	NO. Of Visitors
1	Korea	15	184	14	Philippines	2	17
2	Brasil	11	179	15	U. K.	6	14
3	Mexico	9	100	16	Malaysia	6	13
4	Taiwan	5	88	17	Hungary	2	13
5	China	4	76	18	Germany	8	10
6	U. S. A.	26	64	19	Singapore	1	10
7	Thai	7	44	20	Indonesia	3	7
8	Italy	6	39	21	Norway	3	6
9	Denmark	2	29	22	Colombia	2	5
10	France	7	27	23	Russia	2	4
11	India	4	25	24	Sweden	1	4
12	Burkina F.	1	25	25	New Zealand	3	3
13	Canada	4	25	26	Chile	1	3
No. of 2 persons		Austraria, Burgaria, E. C., Hong Kong, Israel, Spain Netherand, Tunisia					
No. of 1 persons		Belgium, Czecho & Slovakia, Equador, Finland, Ghana, Kenia, North Ireland, Pakistan Papua Newginia, Paraguay, Peru, Tanzania, Turkey, Yemen,					

THE NUMBER OF VISITORS FROM ABROAD



JUSE INTERNATIONAL SEMINAR ON TQC FOR ASIAN TOP MANAGEMENT — IN ENGLISH —

July 12 (Mon) to 16 (Fri), 1993
at JUSE New Annex

- * This seminar is to be held as above, aiming at corporate top managements in East Asian countries.
- * Five day seminar is consisted of:
4-and-a-half days seminar (lectures covering all the subjects of TQC), group discussions and
a half day case study with a plant visit
- * The seminar venue is JUSE new educational facilities, Higashi-Koenji Annex, where is located in 10-minute distance from Shinjuku-station by subway.
- * As the accommodation, Tokyo Hilton International in Shinjuku is provided. Every morning, a chartered bus will transfer all participants to JUSE New Annex.

OPTIONAL TOUR

July 17 (Sat) to 22 (Thu), 1993
Tokyo - Kyoto - Osaka - Nagoya - Tokyo
by Shinkansen, JR
Two Deming Prize Winner companies will be visited
in Osaka and Nagoya respectively

For more detailed information, please write to the following:

International Cooperation Group
c/o JUSE
5-10-11 Sendagaya, Shibuya-ku, Tokyo 151
Phone: 03-5379-1227 Fax: 03-3225-1813

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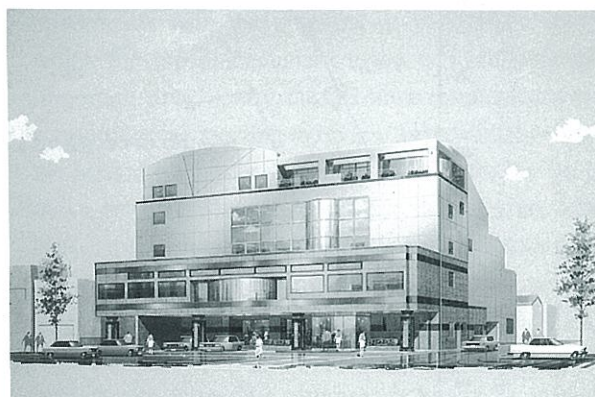
JUSE Education & Training Courses 1993 4

Visitors from Abroad, 1992 7

The Number of Visitors from Abroad 7

JUSE International Seminar on TQC for Asian

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JUSE New Annex Building
5 stories on ground and 2 stories under ground
Area: 3,100m²