

Societas Quālitātis

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Union of Japanese Scientists and Engineers

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INNOVATION OF JAPANESE STYLE MANAGEMENT

from "Total Quality Management," Vol. 46, No. 10 (October 1995) JUSE



Akihiko FUJIMORI

President of Fujimori Industries, Inc.

WHEN DID YOU FIRST ENCOUNTER TQM?

I've been receiving instruction on TQC starting in 1986. I took part in JUSE QC Top Management Course held at Karuizawa in that summer. A common interest group formed as a result of that course and we would meet once a year to observe each firm's execution of TQC measures. Frankly, it seems that we shouldn't spend too much time on TQC. Once you've reached a certain level within the goal time period, I believe it is better to put on end to the activities.

At the time I was also interested in foreign companies' quality control measures, and when I did a comparison with some of the companies with whom we dealt I got the impression that Japanese quality control was definitely more advanced. I particularly felt that there was a clear difference in how quality control figured into the priorities of the management.

Recently, however, the situation has remarkably changed. In particular, there have been drastic changes in the attitude of American enterprises toward quality control: they have placed more emphasis on TQM.

Last year the corporations making a deal each other had a meeting for making a global scale "customer's day" designed to support customer satisfaction and to resolve any existing problems, and I joined the meeting. Then I visited the various plant sites in America and spoke to floor operators, and their behavior had started to change.

ON RAISING THE PRODUCTIVITY OF WHITE COLLOAR WORK

Japan is a consensus society, whereas I'm told that major initiatives in America proceed from the top down. The recent change in IBM is amazing! If you tried that in Japan, it would be a mess. First of all, the middle management would probably reject it. Top management faced with uncooperative middle managers are powerless to do anything. Japanese organizational structures are

currently moving from the pyramid form to a flat structure, and actually, starting this January, we've switched to structure consisting of departments aiming at reducing the middle layers and flattening the entire structure and installed e-mail within company for simultaneous information sharing.

CONCERNING THE SYNERGIES OF TQM AND ISO 9000 STANDARDS

Recently there was a meeting of young managers in our business world where a participant from a construction firm noted that ISO 9000 was a hot topic and proposed designing a research center for a major pharmaceutical company. ISO 9000 is basically a system that requires the accurate setting of certain rules, which are then documented and then closely followed, but this also means that you have a huge amount of documentation. A research center is usually made up of individual labs, so everyone would take word processors or copiers into each room. But this would be inefficient, so you would move such equipment to the central hallway. Then everyone can use them. But, if you go into the hallway to make copies, an ordinary two-meter-wide hallway would be too narrow. When we were debating how wide to make the hallway, we realized that people passing by the copier would strike up conversations and maybe want to jot a note down. Then you might want to put a table and some chairs, and then even four meters would not be wide.

ISO 9000 is useful to make up for areas with which Japanese are unfamiliar, but if used exclusively, the Japanese tendency to get things done by gathering around and working together will suffer. I have heard stories about this being overcome by eventually moving all sorts of things into the central hallway.

Setting aside the question of whether TQM is Japanese-style, I feel there need to be taken it into account how to root ISO 9000 into the ways of Japanese-style TQM.



THOUGHTS ON RISK MANAGEMENT

“CREATIVITY AND RISK MANAGEMNET”

form “Total Quality Management,” Vol. 46, No. 8 (August 1995) JUSE

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President

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(Equivalent Convention and Creation Society)

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1. WHAT ABILITIES ARE NEEDED IN AN EMERGENCY?

Today, from the standpoint of Japanese enterprise performance, various employment adjustment measures are taking place in the name of restructuring and re-engineering. These measures came about as a sequel to the recession triggered by the collapse of our “bubble” economy and sharp appreciation of yen, both of which occurred in rapid succession and followed Japan’s continuing economic growth and prosperity. As a result of these measures, Japan’s enterprises reportedly have improved their performance. In short, I regard this as a consequence of Japanese enterprise organizational streamlining, and for their employees, as an example of risk management. More generally, though, we have entered an age in which risk management is required more than ever, not only to cope with natural disaster but also to conduct business activities. From this point of view, it becomes necessary to expand the concept of risk management when studying it.

According to my theory, the Great Hanshin Earthquake, the series of crimes caused by the AUM Shinrikyo religious cult fanatics, the highjacking of an All Nippon Airways jetliner, and casualties and damages caused by wars are all much the same. In the Great Hanshin Earthquake, many thousands of lives were lost and fires raged throughout much of Kobe. The origins of the fires went unknown, food was in short supply, and public peace and order were disrupted (though small in scale). These results are similar to those brought about by surprise attacks in a war. Many feel that the national government’s delayed response to these situations in the wake of the tremor went far to boost the number of casualties and instances of property damage.

In such situations, it is imperative to have the ability to cope with the massive changes that rapidly occur in the lives of people, and to property, finance, commodity prices, diplomatic relations, moral beliefs, and other



Hanshin Earthquake
(Photo by Mainichi Shinbun)

aspects of human endeavor. The vast majority never before experienced the kind of disaster produced by the Hanshin Earthquake; it came as a totally unforeseen event, one in which no one could estimate the degree of casualties and damage, much less where or when it would occur. To cope with such tremendous and rapid changes, the ability to know how to respond to the emergency is necessary because there is no time to delve into past records, conduct research, or consult with others who might have ideas.

This ability to act according to the situation stands as a pillar to support creative ability. This is why, immediately after the earthquake, persons trapped under collapsed houses were rescued by volunteers. Reportedly the volunteers considered the saw as a useful tool for rescue work. A saw is recognized as a tool applied in the construction of houses or to make furniture and other wooden products. But the volunteers used saws to rescue people by dismembering the wrecked houses. The idea of using a saw for this purpose might not have struck professional rescuers, who stick to conventional work procedure when helping survivors. I believe this is the true manifestation of creative ability.

Another important point is that we should not make a mistake in grasping the actual situation and should not hesitate to act. One must have a clear understanding

of whatever the situation at the earliest. This means that unless we keep abreast of trends in historical changes as they occur, creativity is wasted. This also applies to business administration. For example, companies would be bankrupted whose managers always say that “I was thinking of the idea, too.” concerning other’s idea.

2. EXPANDED VOLUNTEER ACTIVITIES LEAD TO DEVELOPING OF NEW TECHNOLOGIES

The concept of creativity that I advocate here is necessary because historical development has come to a standstill. In the course of human life children reach the age of puberty before becoming an adult. They face a crisis because they arrive at puberty. In other words, it should be noted that we always repeat the cycle of development, change, and growth; that the cycle itself is life; and that life always involves crises.

Similarly, enterprises grow as a result of development. If signs of sluggish development and growth are present in a company, the underlying reason for such signs is that its historical development has come to a halt. The firm’s manager therefore must know the circumstances which caused the standstill.

At this point I wish to emphasize that all historical existences have the fundamentals of risk management. Too, in whatever the organization there must be a provision which enables response to traumatic incidents or situations, such as corporate bankruptcy. Therefore, the concept of risk management should be widened to include a study of how to cope with dire unprecedented occurrences or situations. Furthermore, the question of creativity should be taken up for review. We tend to habitually stick to methods and techniques for dealing with events that have occurred in the past. For instance, what caused the restructuring of enterprises? Why did the bubble economy occur, and what brought it about in the first place? In effecting countermeasures for these phenomena, we take action merely by observing their consequences; we neglect to delve into the essential factors that cause them or call to account those who were responsible. These behavioral patterns of perceiving and judging on the basis of consequences are distinctively bad Japanese traits. In a word, they are shortcomings inherent in our people.

As described earlier, volunteers rescued a large number of persons trapped by the Hanshin Earthquake; many of them did so by using simple saws instead of technically complicated tools. As shown by this example, I believe that creativity in the common individual is the ability to volunteer. I believe that if we always act on

our own judgment, instead of being ordered to follow someone else’s instructions, and this habit spreads widely, it will prove to be helpful in the developing new kinds of technology at enterprises.

3. ABILITY TO ACT ACCORDING TO THE SITUATION STARTS WITH CREATIVITY

In displaying creative abilities, it is important to “value principles and fundamental rules.” Assuming several persons are trapped under the columns of a collapsed building, what should be done? The columns of course must be removed. If they cannot be, someone must cut them. One cannot display creative ability without the habit of following basic principles. In the past, there has been a tendency among us Japanese to disregard basic principles and fundamental rules and manage everything ambiguously. I believe, however, that valuing principles and rules forms the basis for risk management. But we must remember that these principles and rules are in a constant state of change. What stage of development has Japanese capitalism reached? In view of the fact that it has moved from a time when the United States and the Soviet Union were at a state of confrontation with each other to one where the confrontation has collapsed, we can assume that the principles and basic rules of Japanese capitalism have changed, too. One cannot grasp the principles and rules that currently apply to Japanese capitalism unless one has the ability to respond to changes.

In order to respond to the shifts attending the transition of times, it is important to act according to the situation as previously described. However, I see indications that many of us today, from youths to politicians, dislike “acting according to the situation.” The reason for this lies in the fact that under Japan’s contemporary educational system, students are taught only the solutions to existing problems. That is why the ability to act according to the situation has not developed. These solutions are valid under certain conditions, but cannot be applied to all problems.

During the past three to four decades, we observed the confrontation between the United States and the Soviet Union. Under such a state Japan achieved its economic growth in a relatively safe way. Today, in the 1990s, the European Union (EU) has emerged and the Cold War between the U.S. and the Soviet Union has passed into history. We call this a “period of change in history.” In this age, one remains incompetent unless equipped with the ability to act according to the situation. I may have been a bit too harsh here, but ordinary folk

regard “acting according to the situation” as meaning “one may act haphazardly.” I think otherwise, because the ability to act according to the situation means to respond to new realities in an innovative way.

4. CREATIVE THINKING AS AN IMPORTANT PILLAR TO SUPPORT QUALITY CONTROL

I believe that from now on it is essential to respond to the realities of an ever-changing society. In the old society, it was enough if a person just did as directed by the authorities. Today, I cannot help but say that authorities influential in Japanese society, whether from political, bureaucratic, literary, or academic circles, tend to display the characteristics of those engaged in the entertainment world. Money and money-making, instead of sound economic activities, have come to rule industrial circles. Enterprises in particular should take the social consequences of their business activities into account. It is also important for them to challenge unprecedented matters, since this leads to historical development. I refer to this when I say that Japanese society today is in danger and that it merits careful review. Some have said, “So far we have never considered the true meaning of history.” Most of us regard history as simply memorizing the results of past events by slightly glorifying them. No: history is a logic of recognizing how realities have changed. Worded differently, it is necessary to verify the concept that “history is the theory of dynamic change.” So, I think that it should stand as a first-rate priority to revise education in history at school. Since we live in a process of dynamic change, we cannot respond to actual situations unless we fully comprehend them. We must also have sufficient awareness of the actual situation to keep abreast of its changes.

Important here is whether an understanding of facts in the immediate future, as stressed in quality control activities, might lose importance if, for example, the global economy undergoes change, wars break out, raw materials become short in supply, or diplomatic relations are severed. I fear that the present situation has grown this much strained. What do you think?

I would like to extend this discussion to enterprise management. Corporate administration starts with responding to realities. How well executives grasp the actual situation and whether they can determine the direction management should take represents a critical factor toward success. In short, management is useless unless executives have the ability to thoroughly understand whatever the situations. In this respect, its thinking process, which can respond to the unforeseen future events is needed. This kind of

thinking ability will creatively synthesize in one’s mind knowledge derived from the realities of a situation. I regard this as the most vital pillar in quality control.

All things in the real world, material or living, exist in the context of history. And they change as time passes. Even if we try to grasp the actual status of things that change with the passage of time, we will not understand unless having the kind of mind that can process knowledge creatively. Similarly, I suspect that essentially quality control cannot be accomplished unless creative thinking processes are applied. Otherwise the results will fizzle as something tried in vain. In this regard, our important objective should be that participants in future quality control endeavors should be made aware of the need to introduce creative thinking to QC operations.

Let’s return to the subject of risk management. As is well known, the United Nations peace-keeping forces were obliged to withdraw from Somalia after 25 years of operations there minus any of the anticipated results. This shows that we live in an age of crisis. The age of crisis represents a time wherein the existing principles and fundamental rules collapse, or at least are shaken. What we must do in such an era is to devise new principles and basic rules that will suit the times. Simply stated, it demands first-rate thinking that embodies the theory of historical development. This is what I call the “theory of equivalent transformation.” We are not in an age when the overall situation can become better with mere reforms and improvements or the application of ingenuity. The ability to act creatively has been admirably displayed by so-called geniuses like Albert Einstein, Hideki Yukawa, and Isaac Newton.

But ours no longer is an age in which we can leave creative activities only to geniuses. I suspect that if one expects the price of LSIs to rise or an American demand for personal computers to increase, while merely marking time until it happens, it means that person is trying to escape from reality.

5. THE NEED TO RESTORE ECONOMIC ACTIVITIES TO NORMAL

According to the theory of historical development that I advocate, we live in an age when in our modern national government system, supply in principle and structurally exceeds demand. Effort, hard study, or sales power is not enough to survive in this age of oversupply. First of all, we must know what the coming age will be like. As stated before, all things change quantitatively and qualitatively with the passage of

COMING EVENTS OF JUSE

1995

- Oct. 18-20 International Convention on QC Circles
Nov. Quality Month Events
Nov. 6-16 TQC Seminar for Brazilian TQC Facilitators

1996

- Jul. 15-25 International Seminar on TQM for Top Management (English Course)
Oct. 15-18 International Conference on Quality

Several TQM Seminars are planned for particular countries' TQM Missions.

JUSE NEW DIRECTORS

We would like to announce that JUSE made directors election at the board of directors and trustees on June 20, 1995. Each director was appointed as follows;

Chairman	Sadao TAKAHASHI
President	Yoshiro NARABAYASHI
Director	Masao GOTO
Director	Jiro KONDO
Director	Yokichi MAEDA
Director	Katsuhiko TSUNODA
Director	Kaneyoshi KUSUNOKI
Director	Ikuro KUSABA
Director	Takanori YONEYAMA
Director	Masafumi FUKUDA (Secretary General)
Auditor	Koji MAEDA
Auditor	Masanori FUJII

For 1996, JUSE English Seminar on TQM for overseas people will be held in July as follows. If you want to have more information on it, please contact at the bottom.

< JUSE SEMINAR 1996 > INTERNATIONAL SEMINAR ON TQM FOR TOP MANAGEMNET

Data: July 15~25, 1996
[July 15~19 (Seminar), 22~25 (Plant Visits), 1996]
Venue: JUSE Higashi-Koenji Annex (Seminar)
Participation Fee: ¥800,000
(including 12 nights accommodation for single room, sightseeing, breakfast, and lunch except for free time)

————— Require more details or brochure to —————
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International Convention on QC Circles 1995 (ICQCC '95-Yokohama)

TECHNICAL SESSION PROGRAM

Date	Time	Program			
Oct. 18 (Wed)	09:00~09:10	OPENING PLENARY SESSION (in Main Hall) M.C.: Mr. Akira Harada			
	09:10~09:20	Opening Address by Mr. Sadao Takahashi, Chairman, JUSE			
	09:20~09:25	Welcome Address by Mr. Hidenobu Takahide, Mayor of Yokohama			
	09:25~09:50	Introduction of Distinguished Guests			
	09:50~10:30	Keynote Address "Attractive QC Circle Activities toward the 21st Century" by Prof. Tatsuo Ikezawa, Waseda University			
	10:30~10:50	Special Lecture "The QC Circle Evolution from TQC to TQM-A Management Perspective" by Mr. Kenzo Sasaoka, Chairman of the Board, Hewlett-Packard Japan, Ltd.			
	10:50~12:30	(break)			
		QCC Forum: Panel Discussion "QC Circles toward the 21st Century"			
		Panel Leader: Prof. Noriaki Kano (Japan)			
		Panel Members: Mr. C. Philip Alexander (USA), Dr. Paul Lilrank (Sweden), Prof. Surasak Nananukool (Thailand), Mr. Tadashi Sugiura (Japan)			
		STREAM A (in Room 301)	STREAM B (in Room 302)	STREAM C (in Room 501)	STREAM D (in Room 502)
		Moderators: Shoji Shiba : Noriharu Kaneko	Moderators: Yukihiko Ando : Tetsuo Terabe	Moderators: Katsutoshi Ayano : Makoto Kimura	Moderators: Masamori Ihara : Tadaaki Murata
	13:50~14:20	A-1-1 Saitoh, M. (Japan)	B-1-1 Adachi, S. (Japan)	C-1-1 Happy Circle (Japan)	D-1-1 Bai-Ling Circle (Chinese Taipei)
	14:20~14:50	A-1-2 Pawa, D. (Thailand)	B-1-2 Hee, T. (Singapore)	C-1-2 Spanner Circle (Malaysia)	D-1-2 Madonna Circle (Japan)
	14:50~15:20	A-1-3 Danaharta, S. (Indonesia)	B-1-3 Su, T. (China)	C-1-3 Whips Circle (Philippines)	D-1-3 Gear Cleaning Circle (Hong Kong)
	15:20~15:40	(break)			
	15:40~16:10	A-2-1 Temelkoski, V. (Macedonia)	B-2-1 Trakulhoon, K. (Thailand)	C-2-1 Chetna Circle (India)	D-2-1 Nadi Circle (Malaysia)
	16:10~16:40	A-2-2 Hong, Y. (Korea)	B-2-2 Katakura, N. (Japan)	C-2-2 Propulsive Circle (Hong Kong)	D-2-2 Elkom Circle (Indonesia)
	16:40~17:10	A-2-3 Liu, R. (China)	B-2-3 Jayawardana, A. (Sri Lanka)	C-2-3 Pentas Circle (Indonesia)	D-2-3 Repeat Circle (Japan)
	17:10~17:40	A-2-4 Dolenc, D. (Slovenia)	B-2-4 Kaneko, H. & Nakagawa, W. (Japan)	C-2-4 F. F. Circle (Japan)	D-2-4 Amarit Circle (Thailand)
Oct. 19 (Thu.)		Moderators: Masataka Ohishi : Harunobu Kato	Moderators: Masaji Ita : Katsuya Hosotani	Moderators: Hiroshi Kubota : Tetsuro Sugiyama	Moderators: Hiroyuki Takahashi : Yoshio Tajima
	08:30~09:00	A-3-1 Ohoka, T. (Japan)	B-3-1 Yong-II, A. (Korea)	C-3-1 Guber Plus Circle (Indonesia)	D-3-1 Kibo-no-hoshi Circle (Japan)
	09:00~09:30	A-3-2 Amin, Z. (Singapore)	B-3-2 Matsuba, H. (Japan)	C-3-2 Pet Nai Tom Circle (Thailand)	D-3-2 One Mind Circle (Korea)
	09:30~10:00	A-3-3 Hattan, M. & Kokubu, M. (Japan)	B-3-3 Zhengyuan, T. (China)	C-3-3 Vision Circle (Malaysia)	D-3-3 Rantai Fosfat Circle (Indonesia)
	10:00~10:30	A-3-4 Kum, S. (Hong Kong)	B-3-4 Tsuzuki, T. (Japan)	C-3-4 Don't Call us Geniuses Circle (Japan)	D-3-4 New Cutting Group (Japan)
	10:30~10:50	(break)			
	10:50~11:20	A-4-1 Chan, A. (Singapore)	B-4-1 Murata, T. (Japan)	C-4-1 Instrument/Packing Circle (Korea)	D-4-1 Chintan Circle (India)
	11:20~11:50	A-4-2 Yeung, T. (Hong Kong)	B-4-2 Portugalisa, L. (Philippines)	C-4-2 Mekar-1 Circle (Indonesia)	D-4-2 Paper Field Circle (Singapore)
	11:50~12:20	A-4-3 Hosokawa, M. (Japan)	B-4-3 Bihari, P & Das, S. (India)	C-4-3 Pitch Circle (Thailand)	D-4-3 Nakada Cosmos Circle (Japan)
		Moderators: Nobuhiko Tawara : Masahisa Takiyama	STREAM C (in Room 302)		Moderators: Hisakazu Shindo : Keiko Hasegawa
		Moderators: Katsuhiko Tsunoda : Akira Murakami			
	13:30~14:00	A-5-1 De Lara, M. (Philippines)	C-7-1 Quality Steel Circle (China)	C-5-1 PDS Wit Circle (Singapore)	D-5-1 Yukino Bijin Circle (Japan)
	14:00~14:30	A-5-2 Su, W. (China)	C-7-2 Maber Circle (Indonesia)	C-5-2 Lamsie Circle (Japan)	D-5-2 Dragon Circle (Chinese Taipei)
	14:30~15:00	A-5-3 Lam-Thong, S. (Malaysia)	C-7-3 Kenbikyō Circle (Japan)	C-5-3 Set Circle (USA)	D-5-3 Wai-Wai Club Part II (Japan)
	15:00~15:20	(break)			
	15:20~15:50	A-6-1 Zhou, S. (China)	C-8-1 The Upriser Circle (Malaysia)	C-6-1 Bacosy Circle (Indonesia)	D-6-1 Senapan Circle (Indonesia)
	15:50~16:20	A-6-2 Man, J. (Singapore)	C-8-2 Superman Circle (Thailand)	C-6-2 Magic Nightbirds Circle (Australia)	D-6-2 Sanrachna Circle (India)
	16:20~16:50	A-6-3 Takahashi, H. (Japan)	C-8-3 Scrum Circle (Japan)	C-6-3 Honey Bee Circle (India)	D-6-3 Committee Circle (Korea)
	17:10~17:30	CLOSING PLENARY SESSION (in Main Hall) MC: Mr. Hisakazu Shindo			
	18:00~20:30	FAREWELL DINNER (in Ball room, Grand Inter-Continental Hotel) MC: Mr. Ichiro Miyauchi, Mr. Noriharu Kaneko, Ms. Masumi Akita & Ms. Tomoka Shoji			

(Note) Stream A&B: Reports of QC Circle Promotion in Countries and Companies.
Stream C&D: Case Reports of Problems Solving by QC Circles



INVITATION TO INTERNATIONAL CONFERENCE ON QUALITY 1996 YOKOHAMA

— Quality - Key for the 21st Century —

It is a great pleasure to announce that the International Conference on Quality will be held in Yokohama from October 15 to 18, 1996.

The conference will be organized by Union of Japanese Scientists and Engineers (JUSE) in cooperation with International Academy for Quality (IAQ), and supported by American Society for Quality Control (ASQC), European Organization for Quality (EOQ) and Japanese Society for Quality Control (JSQC).

Looking back to twenty six years from now, the first international conference in the field of quality control was held in Tokyo in October 1969 under the auspices of JUSE and coincidentally with this conference IAQ was founded as a world academic body of quality control. It is very meaningful that since then the international conferences have been held triennially, in Washington 1972, Venice 1975, Tokyo 1978, San Francisco 1981, Brighton 1984, Tokyo 1987, San Francisco 1990 and Helsinki 1993. The coming Yokohama conference will be the 10th in this series.

Date	Morning	Afternoon	Evening
Oct. 14 (Mon)	(Conference Registration)		Welcome Cocktail
Oct. 15 (Tue)	Opening Plenary Session	Technical Session	
Oct. 16 (Wed)	Technical Session		
Oct. 17 (Thr)	Technical Session	Closing Session	Farewell Dinner
Oct. 18 (Fri)	Technical Visit to Japanese Companies		

* Post-conference industrial tour : Oct. 19 (Sat) - Oct. 25 (Fri)

* Family programmes : Oct. 15 (Tue) - Oct. 17 (Fri)

CALL FOR PAPERS

A 250 words paper abstract in English should be submitted to the Conference Secretariat not later than **December 25, 1995**. A short biographical sketch should be attached or sent. Also the authors are requested to complete and send the Application Form (in the conference circular).

All the authors will be advised by **March 15, 1996** if their papers have been accepted or not. The final papers, written in English in the typing format paper provided by the secretariat, should be submitted by **June 30, 1996**.

SUBMIT TO : ICQ '96-Yokohama Programme Committee
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SUBMISSION DEADLINE : **DECEMBER 25, 1995**

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