

Mr. QC

Takanori Yoneyama

The World's First Quality Control Expert Who Learned
Quality Control as A Student, Utilized It in His Work, and
Reflected It in Corporate Management



May 30, 1929 – Feb 16, 2014

Eulogies to Mr. Takanori Yoneyama

Dr. Noriaki Kano
Professor Emeritus, Tokyo University of Science



Eulogies to Mr. Takanori Yoneyama

Editor: Noriaki Kano

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OBITUARY

Mr. Takanori Yoneyama, Former President, Chairman, and Board Member, of Konica (Later renamed as Konica-Minolta through merger) and Academician Emeritus at International Academy for Quality (IAQ), passed away on February 16, 2014 from pneumonia while under medical treatment. He was 84. A wake was held on the 19th and the funeral on the 20th at Eishin Buddhist Temple in Tokyo, which Mr. Yoneyama used to serve as the Representative of its parishioners. The funeral was attended by family and very close friends only, in accordance with Mr. Yoneyama's wishes.]



Order of the Sun-Rising Medal , The Emperor of Japan - 1999

A. Father, Husband, Father-in-Law, and Grandfather:

Eulogies to Takanori by his Family

■ Dandyism was in His Nature

Norihiko Yoneyama (Son)

Sunday, February 16. The hospital to which my father had been admitted for some time called early in the morning to say that he was gravely ill. The snow that had started to fall in the Kanto region two days earlier had reached record levels, so all modes of transport were paralyzed and the roof of our closest railway station had collapsed the previous day under the weight of the snow that had piled up on it. Following the call from the hospital, I decided to go there with my mother, who lives nearby, but I could not get through to any taxi companies by phone. Fortunately, I discovered that the collapsed roof of the station building had been removed overnight, so I rushed to catch the first train on my own and, after slipping and sliding through the silent early-Sunday streets blanketed with snow, I finally made it to the hospital.

Until my mother and other family members arrived in due course, having caught a lift with a relative, I spent almost two hours alone with my father, who had already lost consciousness.

Thinking about my father when he was still in good health, I always pictured him in his study. Apart from the three years we spent in Germany, this impression remained unchanged from my childhood right through to my father's twilight years. (There was no study in our house in Germany.) When he was young, he apparently used to enjoy oil painting, listening to classical music, and skiing, but after I was born, he was entirely "the man in the study." When going out, he was so punctilious that he would even write down what he wore as a reminder, to ensure that he did not wear the same thing too often, but when he was at home, he paid no attention whatsoever to his appearance. His hair remained unkempt after he got up and in winter he would wear a padded *kimono* over his pajamas, making him look just like some literary giant of old. Even on his days off, he would spend most of his time at his desk, so we did not often go places as a family and, as a playful elementary school student, I felt rather sad about it.



Takanori Yoneyama with Family - 2005

In his study, he always seemed to be writing something, or reading something, or practicing a speech. Even when he did emerge from the study, he would just walk along the corridor muttering to himself and go straight into the bath or the toilet. I could still hear him muttering from in there. My father often used to receive compliments for his witty speeches, but I am sure that even his seemingly ad-lib anecdotes were probably carefully rehearsed. He had evidently picked up this speaking style from the yose vaudeville performances that he used to frequent in his youth, and in his later years, he told me that I should listen to

the *rakugo* performer Katsura Mikisuke III. I had thought that it had its roots in the florid speaking style of Kokontei Shincho, so it was a little unexpected to hear him mention the name of Mikisuke, who is known for a more down-to-earth style of storytelling.

When my father did emerge from this study, the next thing he would do would be to grab his shoes and his golfing equipment. He apparently was not that good at golf, but he always polished his clubs assiduously before and after a competition. He was even more meticulous about polishing his shoes, taking them all out from the shoe cupboard, lining them up neatly and taking time to polish each and every pair, saying, "A person's character starts from their feet." When he did this, he somehow looked just like a scientist getting all his equipment together before an experiment.

Thinking about it, for my father, home was perhaps a place for careful preparation, as well as being a place for effort and discipline. If you prepare sufficiently well, you can ensure a calm and composed demeanor when in the company of others. You should spare no effort in this regard. I get the feeling that this was his aesthetic.

As far as I know, my father had previously faced potentially fatal situations twice in his life. The first time was the bombing of Tokyo on March 10, 1945. Born and brought up in a low-lying district of Tokyo, my father's home suffered a direct hit. However, whether because it had been so terrifying or whether because his memories of fleeing for his life were unclear, he never spoke about the details of what happened. The second time was when he was suffering from tuberculosis, soon after his marriage. When I was a small child, putting me to bed, he used to tell me a few times about life at the sanatorium that he had been admitted to. He said, "Every day, I would count the lines in the wood grain in the ceiling while wondering what would happen to me the next day." I have heard that he was able to return to his job as a result of his hard work, but I believe that he spared no effort because he had cheated death more than once.

Over a decade ago, when I decided to start my own business without informing my parents, although my father seemed half appalled, he was kind enough to give me a number of pointers about business. Among these, the words that left the deepest impression on me were "Put people first." My father's life did not always follow a straightforward path. I have heard that during the war, he had something of an inferiority complex because he had not been blessed with strength or an impressive physique. Neither the university he attended nor the company at which he found employment was his first choice. I think that it was perhaps because of these experiences that he was kind and considerate to others.

Even after he was admitted to hospital last autumn, he still demonstrated great thoughtfulness when I or my wife and daughter went to visit him. Once we had been there about 15 minutes, he would try to send us home, saying, "You must be busy. It's okay, you can go home." It was the first time that he had had to spend time in hospital since suffering from tuberculosis decades before, and I am sure that battling against his own old age must have made him feel helpless and alone, as there was no improvement in his condition, but his strength of character was such that he hardly even showed any signs of weakness even to close family and it seemed as though he was trying his hardest to maintain his dignity as a human being.

Even after I reached adulthood, I hardly ever had the chance to have a drink with my father. I can only remember one or two occasions at most. However, I believe that I learned plenty about my father's attitude to life from the sight of him poring over his desk in his study, from the way he looked after things and kept them neat and tidy, and from the way that he never forgot to be considerate towards others. The loneliness that I had felt as a child vanished somewhere along the way.

While I was thinking about these things at my father's bedside in his hospital room, my family arrived. Everybody who had been closest to him in his twilight years was there: my mother, me, my wife and daughter,

and my wife's parents. Had it been half a day earlier, I doubt any of us would have made it there in time, because of the heavy snow. Outside the window of my father's room, the snow had stopped and Mount Fuji appeared, looking beautiful under the blue sky. Apparently, my father's parents came to Tokyo from Yamanashi when they were young. My father's final hours were very peaceful, without pain or suffering, watched over by Fuji's peak, as though guided there by his own origins. I thought I heard my father say, "Sorry to have troubled you all." I think that he held fast to his dandyism until the very end.

■ My Mother's Memories of My Father

Norihiko Yoneyama (Son)

If you ask my mother, Sonoko, about her memories of my father, the one thing that will always come up is the dates that they went on, when he took her to watch rugby matches or *yose* vaudeville performances. For my mother, who was unacquainted with sporting rules, having to go and watch rugby matches with him in the cold was not her idea of a fun date, but evidently she really enjoyed the *yose* performances. Although she attended less and less frequently after marrying and having a child, I remember that in my childhood, the two of them would listen to a complete set of *rakugo* traditional comic storytelling performances on LP records on a big audio set.

Apparently, they also often went to *sushi* restaurants, but they frequently had differences of opinion, as my father – a Tokyo boy through and through – advocated the classic manner of eating sushi and disapproved of my mother's approach of eating what she wanted, without caring about the strict etiquette. I imagine their quarrels were along the lines of "You shouldn't start with conger eel." "But it's delicious, so why not?" Visualizing the vexed look on my father's face is somehow heartwarming.

Another thing that my mother recalled was the three of us playing baseball together on a vacant lot nearby when I was about 10. Apparently, my homeroom teacher at the time was full of praise when I wrote about that in my diary for school. I can hardly remember it, but I suppose that my parents, who were somewhat older than the parents of my classmates, had very few memories of spending weekends and holidays outside having fun and we probably only played together on that vacant lot a handful of times. Perhaps that is why the sight of my father teaching me to play baseball and the time that she herself spent having fun with bat in hand left such a deep impression on her.

My father spent his life dedicated to his work and received many honors and much praise in return, while my mother took care of everything at home throughout this time, but perhaps a little part of her had hoped for a somewhat more tranquil, unremarkable way of life. Apparently, the last words that my parents exchanged were, "Let's go somewhere to eat, just the two of us." I am sure that somewhere in his heart, my father also understood how my mother felt.

■ Grandpa Miisuke

**Mrs. Mika Yoneyama (Daughter-in-Law) &
Miss Miori Yoneyama (Granddaughter, aged 9)]**

In 2004, I had the good fortune to marry into the Yoneyama family. Our nearest station, Tamagawagakuen-mae, is close to the school that my husband attended when he was a child, so it is an area filled with memories for his father and mother. We married in the school's chapel on a warm day, when the autumn leaves on the trees looked magnificent. I remember that when I asked my father-in-law if I could have my photograph taken with him in front of the chapel, he smiled delightedly and I immediately felt at ease. Whenever there was some kind of event, my father-in-law always had his camera at the ready and took photos of everybody else, so I think that this is the only photograph I have of just the two of us.

The Yoneyama family is unparalleled in its love of cats. Until two years ago, my father-in-law had a cat called Miisuke, whose hair he would always painstakingly wipe down. My father-in-law seemed happy to be the cat's servant and I was surprised to see that when he turned to Miisuke and said, "We've given you your wipe-down today, haven't we?" the cat would reply, "Meow!" The succession of cats in the photographs taken over the years all had glossy coats, so I am sure that he looked after them meticulously. That was his way, so whenever we invited him to go with us on a trip somewhere, he would always say, "You go – Miisuke and I will stay and look after the house." So we never once went away anywhere with him.

The only time we went on an excursion with him was when my daughter was 18 months old and we went to Enoshima Aquarium. He bought my daughter a cuddly toy penguin. Even now, my daughter still cherishes that toy, because she says it reminds her of her grandfather. She sleeps with it closest to her and sometimes says, "I dreamed of Grandpa."



Takanori and Sonoko with His Cat "Miisuke" - 2000

Although we did not go on any trips together, he used to do batting practice with my daughter in the garden as well as teach her *go* and *shogi*, and watch baseball with her. My father-in-law would also often sit everybody down and make *okonomiyaki* pancakes for us. When my daughter got a little older, she used to help him make them, which was a most heartwarming scene.

Whenever we went home, he would say, “Thanks for coming. Take care.” and shake my hand. I feel sad that I will not be able to shake his hand anymore, but when we are at the station, or near home, or somewhere we visited together, my daughter says, “Perhaps Grandpa and Miisuke are somewhere together watching us,” so I always feel as though they are by our side.



with Grand daughter Miori in 2011

B. Mr. Takanori Yoneyama's Work and Character

■ Mourning the Loss of Mr. Takanori Yoneyama: The World's First Quality Control Expert Who Learned Quality Control as A Student, Utilized It in His Work, and Reflected It in Corporate Management

**Dr. Noriaki Kano,
Professor Emeritus,
Tokyo University of Science**

(Published in *Hinshitsu (Quality)*, the Journal of the Japanese Society for Quality Control)

The world's first quality control expert, who learned quality control as a student, utilized it in his work, and reflected it in corporate management; Mr. Takanori Yoneyama was a pupil of Professor Shigeru Mizuno, who pioneered quality control (QC) in Japan. Having begun studying quality control during his student years, he joined Konishiya Rokubeiten Photo Industrial Co. Ltd., which is renowned as the first company in Japan to begin developing and selling cameras (in 1903). The company was awarded the Deming Application Prize in 1956, so one can surmise that he must have gained quite a bit of experience of QC from his early days with the company. After the company received this prize, he studied all aspects of quality control as the note taker for the 13th Quality Control Basic Course (13 BC, December 1956) run by the Union of Japanese Scientists and Engineers (JUSE). He practiced QC while specializing in metal surface treatment techniques at the camera plant. With his junior colleagues, he organized a QC reading group that was known by some as the "Yoneyama School." He was subsequently involved in production as the manager of the company's copy machine plant, and in management as the company's general manager in Europe. After becoming an executive, he served as Chief Director of the Quality Management Headquarters and Chief Director of the Business Machines Headquarters, among other key posts, and was then promoted to president. He subsequently demonstrated his leadership in management as company chairman.

"Tales of his achievements in developing business machines are being handed down through generations at the company" (Nikkei evening edition; April 4, 2014).

In between his busy work schedule, he carried out a great deal of volunteer work through his involvement with the Quality Control Symposium and the Deming Prize, not to mention serving as President of the Japanese Society for Quality Control. Through these endeavors, he made a tremendous contribution to the development of QC. His activities were not confined to Japan, but also extended overseas. In recognition of the contribution that he made, he was awarded many prizes both within Japan and overseas, including the Deming Prize for Individuals and the Ishikawa Medal of the American Society for Quality (ASQ).

(From *Hinshitsu (Quality)*, Vol.44 No.3, published July 15, 2014, by the Japanese Society for Quality Control)

■ Mourning the loss of Mr. Takanori Yoneyama: Never to Impose His Ideas on Others, He Listened to Each and Every Person and Provided Guidance to Help Bring Their Ideas to Fruition
(Published in *Hinshitsu (Quality)*, the Journal of the Japanese Society for Quality Control)

Dr. Takeshi Nakajo,
Professor,
Chuo University

As Chief of Executive Directors and also as President of the QC Circle Headquarters, Mr. Yoneyama strove to reorganize QC Circle activities, which had reached a major crossroads. In 2002, he called for the Headquarters to adopt a policy of “Evolutional QC Circle activities” (e-QCC) and advocated the following as the basic principles: (1) activities focused on increasing the value of the individual and sharing inspiration; (2) activities aimed at self-actualization within the context of business-wide activities; and (3) activities that can be used in a wide range of departments, irrespective of their format. In addition, he devoted his energies to revitalizing QC Circles in workplaces in such sectors as administration, sales, and service, as well as medical care and welfare. Through these activities, Mr. Yoneyama expounded in a variety of places on the importance of developing people, and the need for everyone to support QC Circle activities, in order to increase the value of the individual and bring dynamism to the workplace, thereby enhancing the competitiveness of Japanese manufacturing.

He had strong views on QC Circle activities and quality control, but he never imposed these on others, instead listened carefully to the thoughts and ideas of each and every person and provided guidance to help them to bring their ideas to fruition. He spared no effort to do what was needed to achieve a consensus from among a variety of views.

(From *Hinshitsu (Quality)*, Vol.44 No.3, published July 15, 2014, by the Japanese Society for Quality Control)

The diagram below shows Mr. Yoneyama's work in the form of a tree, with his promotions in his main job as the trunk, details of his work history in the main job on the right-hand side, and key aspects of his volunteer



work on the left-hand side. Looking at this diagram, one can see how diverse his work in his main job was. Due in part to the fact that he had had to take two years off same time, one can see from the volunteer work on the left-hand side that he was involved in a variety of activities work due to ill health soon after joining the company, Mr. Yoneyama often used to say, “I was the last of my contemporaries to be promoted to divisional director.” However, looking at the trunk in the middle and the shape of the branches on the right-hand side, one can immediately see that he raced up the career ladder after becoming divisional director. (Edited by Noriaki Kano)

■ Mr. Takanori Yoneyama’s Character

After Mr. Yoneyama passed away, I asked a number of people mainly in the TQM and QC Circles communities with whom he had been friendly to contribute an article to a retrospective of his life and work. I received contributions from 76 people. When I picked out the words used in those articles to describe Mr. Yoneyama’s character, I had a total of 288 words and phrases. I then used the KJ method to collate and compile these into the table below. The diagram below shows the results as a Pareto chart.

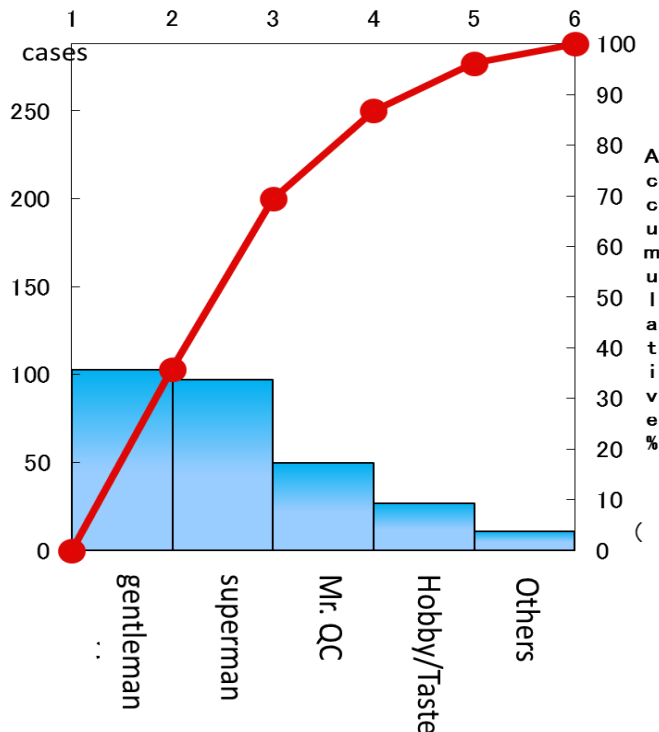


Figure: Pareto Chart for Takanori’s Character

No.	Character	frequency	Accumulative %
		288	
1	Gentleman	103	35.8
2	Superman	97	69.4
3	Mr. QC	50	86.8
4	Hobby/Taste	27	96.2
5	Others	11	100.0

Table: The number of words for Takanori’s Character

Then I expressed these as a Fishbone Diagram (Ishikawa Diagram), with Takanori’s character as the head of the fish and the four categories from the Pareto chart (Gentleman, Superman, Mr. QC, and Interests & Tastes) as the main branches, as shown below. The words in white in this diagram are those that were listed by multiple people.(Edited by Noriaki Kano)



Passionate Speaker : Takanori Yoneyama

C. Eulogies to Mr. Yoneyama from His Friends

■ Mr. Yoneyama and QFD

**Dr. Yoji Akao,
Professor Emeritus,
University of Yamanashi**

When I returned to Tokyo Institute of Technology as a research student in 1951, Mr. Yoneyama was conducting research under Professor Mizuno, so we sometimes ran into each other; I also had the opportunity to meet his wife before their marriage. In addition, I had various dealings with him when he was note taker for the Basic Course run by the Union of Japanese Scientists and Engineers (JUSE). In particular, I had the good fortune to be able to work with him as chair and vice chair of the editorial committee for the QC journal.

He helped me out directly when he was director of the planning office in one of the business divisions. The following passage can be found on p.27 of my book *Quality Function Deployment* (1978 edition). "At Konishiya Rokubeiten Photo Industrial Co. Ltd. at that time, this quality deployment method had been introduced from the production stage of the new copying machine u-Bix, and was achieving positive results. Developing a copy machine for the first time was a major issue for a company that specialized in cameras, but development went smoothly."

Mr. Yoneyama had introduced the details of this at the QCS (JUSE Quality Control Symposium). I had asked him for the data, but they had been lost; however, I received the following letter from him.

"At the beginning of 1970, we decided to develop and commercialize copy machines. We use the quality function deployment technique when rolling out the production of copy machines, of which we had no prior experience, which enabled us to transition into stable mass production (product name: u-Bix)."

Quality function deployment (QFD) subsequently became famous in 1972 via the Quality Table used by Mitsubishi Heavy Industries, and it is well known today; but when I was at the University of Yamanashi, I had only just proposed the quality deployment system and between 1966 and 1972, it was being implemented through trial and error by 5 or 6 companies. So I hold Mr. Yoneyama's foresight in the greatest esteem for already paying much attention to QFD at that time. Those few companies that I mentioned made announcements about it, but unfortunately no public announcements were possible in the case of the copy machine, because it was still a very recent, confidential matter.

At the time, I frequently visited the Hachioji plant to consult with Mr. Yoneyama and others working on the project. I feel a sense of nostalgia recalling it now.

Not only did Mr. Yoneyama manage the company with great knowledge and foresight at all times, but he also made a tremendous contribution in a wide range of areas to the development of JUSE and quality control as a whole. I would like to offer my sincerest condolences on his passing.

■ Takanori Yoneyama - a successful hands-on leader in quality

Dr. Lennart Sandholm
Honorary Member,
International Academy for Quality

In 1975 a group of Japanese industrial managers led by Dr. Kaoru Ishikawa visited Sweden in order to study "Job reform". The background was that pioneering activities to increase the work content on the shop floor went on in Sweden. The purpose was to get away from monotonous tasks at assembly lines and instead set up self-controlling teams. JUSE was responsible for the study group and asked me to prepare a program. I contacted the Swedish Employers' Confederation as this organization was involved in this development. The Confederation contributed positively. The study group visited among others the truck manufacturer Scania. In a closing meeting interesting ideas on the Swedish "Job reform" and the Japanese Quality Circles were exchanged. This was the first time I met Takanori Yoneyama as he was a member of the group. Dr. Noriaki Kano was another member.

Some years later I got to know Takanori Yoneyama much better. This was at the International Conference on Quality held in Tokyo 1978. The conference was organized by JUSE in cooperation with the International Academy for Quality. As being involved in quality in developing countries, I was asked by JUSE to take the responsibility for a session dealing with quality in this group of countries. The task included, as well, chairing the session together with Takanori Yoneyama. He was at that time the Quality Manager at Konica's camera plant outside Tokyo.

Takanori Yoneyama and I got to know each other well during the conference. He was very supportive in leading our session, which greatly contributed to the positive outcome. At this occasion I became aware of his great competence in the quality management field, as well as his talent for good leadership. Over the years, I had the pleasure of meeting him several times (including in the International Academy for Quality) and could in this way follow his successful career. He had always a pleasant and attentive manner.

In my lecturing I used to refer to Takanori Yoneyama when I dealt with the role of top management in achieving success for a company through quality related efforts. In this field he was an excellent example of hands-on leadership.

Lennart Sandholm
Board Advisor Sandholm Associates, Sweden
Honorary Member, International Academy for Quality
Honorary Member, European Organization for Quality
Fellow and Distinguished Service Medalist, American Society for Quality

■ Recollections of Mr. Yoneyama

Dr. Hitoshi Kume,
Professor Emeritus,
The University of Tokyo

I first met Mr. Yoneyama in 1960 on the JUSE Basic Course 18 BC. Mr. Yoneyama was the lecturer in statistical methods and I was the note taker; I had heard from the secretariat that Mr. Yoneyama was a prodigy who had been under the tutelage of Professor Mizuno, so I approached the lecture with high hopes. I remember it being a very clear and highly polished lecture. However, I do not actually remember what he taught us. As note taker, I was supposed to compile a record of the lecture, so this is probably somewhere in the JUSE library.

In the 1970s, he was tasked with rationalizing Konishiya Rokubeiten's Hachioji plant and I remember him saying, half seriously, that eliminating his own department – the Rationalization Department – would probably be the biggest means of rationalization. After serving as manager of the u-Bix Business Division's Hachioji plant, he was posted to Europe, so I did not encounter him again for some time. After returning home, he held the posts of Managing Director of Konishiya Rokubeiten and then Representative Executive Senior Managing Director of Konica before being appointed company president in 1990. It was a difficult period in the running of Konica, but as Chairman of the Administrative Committee for the Basic Course, I was delighted that a company president had emerged from among its former students. In 1994, he was awarded the Deming Prize for Individuals, which seemed perfectly natural, given his career background. In 1997, when I moved from the University of Tokyo to Chuo University, I began using a small u-Bix in my office, and it ran completely trouble-free until I retired 10 years later.

I think it was during the mid-1990s that I was asked by one of the board members of the Japanese Standards Association to establish a system for recognizing organizations that had achieved positive results using ISO 9000. I gladly took on the challenge, because I had thought that while there were few problems in verifying conformity to the standard in the case of B to B business, the system did not sit well with B to C business. I got a few people together and we moved forward with deliberations, but we eventually had to abandon the project because of personnel transfers, etc.; just as I was feeling somewhat disappointed about this, Mr. Yoneyama approached me and said that JUSE had been thinking about a similar initiative, so would I be interested in taking it on? I accepted and after deliberating on the system for a while, we were able to launch it in 2000 as the Japan Quality Recognition Award. In the first year (2000), Konica Office Document Company's Equipment Production Division took up the challenge and was a well-deserved winner; on the day of the review by the examiners, Mr. Yoneyama himself came to greet the examiners and saw us off again at the end of the day, which made us feel grateful.

He once kindly invited my wife and me to play golf with him. Mr. Mita from JUSE also joined us and we spent a very relaxed day at the Yomiuri Country Club; sadly, both Mr. Yoneyama and Mr. Mita passed away within the last year. I had hoped to have the opportunity to have a leisurely dinner with Mr. Yoneyama, at which we could chat and I could express my gratitude for all his help, as well as apologizing for any trouble I had put him to, but I never got around to it and missed the opportunity, something which I bitterly regret. I would like to apologize for being so remiss. May his soul rest in peace?



**Celebration Party of Mr. Takanori Yoneyama for his being awarded by ASQ Ishikawa Medal
at Shinjuku, Keio Plaza Hotel, 1999**

Mrs. Motoko Kume , Mrs. Sonoko Yoneyama Mrs. Akiko Kano
Dr. Hitoshi Kume, Mr. Taknori Yoneyama Dr. Noriaki Kano

■ Learning from Mr. Yoneyama, the Embodiment of the Maxim “Soft and Fair Goes Far”

Hiroyasu Taniguchi,
Former President,
Sumitomo Construction Machinery Co. Ltd./
Former Adviser, QC Circle Kanto Branch

As President of the Kanto Branch in 1998 and then Branch Adviser from 2000, I was fortunate enough to have the opportunity to listen to Mr. Yoneyama’s speeches close at hand.

We had entered an era of deflation and the business environment for companies became very tough, so a growing number of companies moved away from QCC activities and the number of participants in QCC conventions fell dramatically. Mr. Yoneyama kindly provided us with guidance, talking about the importance of human resource development on the manufacturing shop floor. I felt that Mr. Yoneyama truly embodied the maxim “soft and fair goes far,” and I had frequent opportunities to reflect on my own approach.

In 2001, I was instructed to rebuild and regenerate a certain business division. This had been preceded by a major restructuring, and I could see that the people on the shop floor were working silently, without having set any targets. Thinking about how I should put into practice here the things that I had learned from Mr. Yoneyama, I decided that rather than immediately resume QCC, I would wait until such a request came from the shop floor. Then I brought in a good QCC leader and in 2002, we took the decision to formally introduce QCC activities. The workplace was revitalized and the sparkle returned to people’s eyes. In addition, performance steadily recovered. After building up a record of achievements, in 2004 I decided to try to further enhance workplace skills and place them on a firm footing by introducing SPS (our company’s own version of TPS). Thanks to tremendous efforts by everyone in the workplace, we succeeded in making the shop floor neat and tidy, and in restoring workplace morale, and I remember saying to myself at that time that I had managed to put into practice what Mr. Yoneyama had taught me.

At a luncheon for a dozen or so people at the Kanto Branch QCC Champions’ Convention on February 18, I introduced myself. I said that I had learned a great deal from QCC activities, and that Mr. Takanori Yoneyama had been a particular influence on me. A few days later, I learned from the newspaper that Mr. Yoneyama had actually passed away a couple of days before that, on February 16. I gave thanks that I had had the opportunity to learn from him and I prayed for the repose of his soul.

■ Recollections of Mr. Takanori Yoneyama

**Masahiro Sakane,
Chairman,
Union of Japanese Scientists and Engineers
Councilor, Komatsu Limited**

I would like to express my deepest condolences upon the passing of Mr. Yoneyama, who was unable to be restored to health by the power of medicine. I pray that his soul may rest in peace.

When I joined Komatsu in 1963, the company was in the middle of working towards the following year's Deming Prize, so everything was all about TQM (which was called TQC at the time). I was involved in preparing materials for the QC Diagnosis in the design department and felt sympathetic towards the leadership demonstrated by our senior management; I remember striving my hardest to improve the quality of our products. Subsequently, I moved to the quality assurance department, where I worked in the secretariat for promoting activities to improve the reliability of our heavy construction equipment. I first began to hear Mr. Yoneyama's name in around 1970, when he was serving as Deputy Adviser of the QC Circle Kanto Branch and as a lecturer at seminars organized by JUSE, but I did not have the opportunity to meet and talk with him face-to-face.

Later, in around 2004, my participation in the Hakone Quality Control Symposium as president of my company gave me the chance to chat with him. Mr. Yoneyama had been appointed President and CEO of JUSE, after having served as a director for a long time, and was also a member of the organizing committee and an advisor for this symposium. The symposium has developed as a forum for introducing quality management to the worlds of industry and academia, with the aim of promoting joint comprehensive research on managerial innovation by industry, academia, and government, and I understand that he made a great contribution to its development in this direction. In 2005, I too was appointed and served as a member of the organizing committee for the symposium.

I am currently serving as Chairman of JUSE and have had the honor of being asked to chair the organizing committee for this October's International Conference on Quality – Tokyo '14. Mr. Yoneyama served as chairman of the organizing committee for the last such conference held in Japan, the International Conference on Quality – Tokyo '05. He used this conference as an opportunity to do his utmost to ensure that quality improvement activities in companies and organizations developed further and made rapid progress, and to build a peaceful world of ongoing sustainable development through dynamic exchanges within the industrial sector. I had hoped to ask for the advice of Mr. Yoneyama, who had a wealth of experience, so I was terribly disappointed when I heard this unfortunate news.

I intend to continue his mission and strive for the development of industry and Japan as a whole.

■ Memoriam to Emeritus Academician Takanori Yoneyama

Janak Mehta
Chairman,
International Academy for Quality (IAQ)

As an Academician Emeritus, Takanori Yoneyama is remembered for his contribution to the quality profession. He is one of the few academicians who worked his way through various functions of engineering, production, quality and business planning to become the President and then the Chairman of Konica. He is an exception amongst top management to have actively been involved in the voluntary quality movement of the country as Chairman of Japanese Society for Quality Control (JSQC) in 1995 to 1996 and as President of Japanese Union of Scientists and Engineers (JUSE) 2004 to 2005.

He is considered a role model by many professionals from the field of quality management. I met Academician Yoneyama only once during one of the JUSE Conferences in Tokyo probably in 2002. I was pleased to be introduced to such a luminary and was overwhelmed the way he listened to me with full concentration and responded to my queries with deep respect and empathy. He comes across a humble and a humane person who seems to be equally respectful to all irrespective of their position.

From what I have heard from others Mr. Yoneyama had uncanny ability to identify the substantial point from the clutter, implement it well and then deploy it horizontally. This was so well demonstrated while he was at Konica, the oldest camera maker from Japan. Konica was the first to develop built in flash in the camera in 1974 in order to minimize underexposed photos. This was followed with development of auto focus in 1978 to reduce defective photos that used to be out of focus. It was a classical example of identifying customer needs even before the customer expressed it.

I learnt about this story for the first time in 1997 listening to a lecture by Prof. Noriaki Kano on 'Attractive Quality Creation' in Tokyo. I have heard this from Academician Kano may be over 15 times as he developed new concepts and theory built around the experience of Konica as explained to him by Mr. Yoneyama and with his permission I shared this story with many others. Key lesson learnt from the story of Konica Camera as expressed by Prof. Kano is to focus on circumstantial issues of photo taking rather than the product related issues like the Camera. In the current day and time this does not appear to be a big thing but 40 years ago this invention delighted most camera users as with the same effort they were able to capture the rare moments with clarity for posterity. Terms like latent needs, customer delight and attractive quality came in much later.

While we still debate about the definition of 'Innovation' Mr. Yoneyama in his own humble way learnt a new way to understand, identify and fulfill the latent needs of the customer by offering new features on the products. That was a remarkable breakthrough. Academician Yoneyama belongs to a rare breed of humble persons who make enormous contribution to the society through their dedicated work without ever taking any credit for the same. I salute to his spirit of dedication with a hope more of us to follow that path.

On behalf of the Academy and on my own behalf I offer gratitude to His indomitable spirit.

Janak K. Mehta
Chairman, TQM International Pvt Ltd, India
Chairman, International Academy for Quality (IAQ)
Past Chairperson, Asian Network for Quality (ANQ)
Second recipient, Deming Distinguished Service Award for Dissemination and Promotion (Overseas)

■ A Fatherly Individual Who Warmly Welcomed the Endeavors of Young People

Dr. Yoshinori Iizuka,
Professor Emeritus,
University of Tokyo

My feelings when I heard the news that Mr. Yoneyama had passed away are indescribable. I was filled with a sense of emptiness, feeling that I had lost a guardian who had always accepted everything unconditionally.

Not long before hearing the tragic news, Professor Kano had told me over the phone that Mr. Yoneyama's condition had deteriorated rapidly after a fall, but I was shocked that it should be quite so sudden.

Even though Mr. Yoneyama was a teacher and senior colleague to me through the world of quality control, rather than having been my senior or superior at university or work, he was still very kind to me.

About 25 years ago, when I was in my 40s, I had more opportunities to meet Mr. Yoneyama in the process of examining and recommending TQC reforms, and examining ways of blending TQC with ISO 9000 following widespread adoption of the latter. He really did teach me a great deal and took me under his wing.

The first occasion was the TRG (TQC Research Group). This is a group that was formed in 1990, when the properties of TQC were still very much in effect, by young TQC researchers and practitioners who argued that TQC needed to change. This subsequently led to the Manifesto of TQM, as well as giving rise to Professor Osada's Strategic Management by Policy (S7) and Professor Kanda's Seven Tools for New Product Planning (P7).

The TRG only operated for a very short period. Launched in 1990, its organizational footing was established in 1992 and it held four workshops (not open to the public) and symposiums (public) before pausing its activities for a while. In 1995, it began exploring an organizational structure based on a new format, but when the TRG made specific proposals two years later, the response was that support would not be forthcoming, so the group was disbanded. Mr. Yoneyama always participated in the workshops and symposiums as a kind of guardian of the group. When the TRG was disbanded, he responded by asking those who did not recognize the group's significance why they had done such a thing. It perhaps seemed a little carping, but I imagine he felt that these young people could have been given free rein for a little longer. In midst of disappointment and despondency, I remember feeling very pleased about his intervention.

It was the same with the TQM Committee.

The TQM Committee was established in 1996 to guide initiatives aimed at dealing with issues arising from the change of name from TQC to TQM. For some reason, I was nominated as the chairman of the committee and members of the baby-boom generation played a central role in discussing the various issues. Our assigned mission was quite a major task: to clarify the significance of the change of name from TQC to TQM, clearly articulate the concept of TQM following the change of name, and to consider a masterplan for ensuring widespread adoption of the new concept of TQM. In about six months, we put together a booklet entitled *Manifesto of TQM*. It made a huge impact, but it was also controversial. Mr. Yoneyama was always on our side during this time, supporting and encouraging us.

Sometime before that, he was kind enough to participate in seminars on TQM 9000, which focused on blending ISO 9000 with TQM. He actively engaged in discussions with young people about research examining both which aspects of ISO 9000 should be incorporated into TQM and how to evolve from ISO 9000 to TQM.

The outcomes of the seminars formed the basis for a number of books, which Mr. Yoneyama kindly helped to plan and even write.

In particular, I will never forget what happened at the ceremony at which I was awarded the Deming Prize for Individuals.



Takanori Yoneyama Presenting Deming Prize to Yoshinori Iizuka - 2006

It was November 2006. Mr. Yoneyama was presenting the award as the Chairman of the Deming Prize for Individuals Selection Committee. At this grand occasion, he presented me with my certificate, saying, "Professor Ishikawa really ought to have been presenting this." There were many people present, but I was probably the only person who heard him say this. I was actually the last person to study under Professor Asaka, but Mr. Yoneyama was probably under the misapprehension that I had been trained by Professor Ishikawa. Anyway, I understood immediately that he was kindly trying to convey the sentiment "I wish it could have been presented by somebody that you really admire." I do regret a little that I did not say to him there and then, "No, I'm delighted to have received it from such a venerable senior colleague as you, Mr. Yoneyama." Nevertheless, it still remains with me as a very happy memory.

At the Quality Control Symposiums held in Hakone every June and December, he always sat in the same seat in the very back row. We were always anxious to ensure that nobody else sat in that seat by mistake. Whenever it was my turn to do something at the symposium, he never failed to give me encouragement. Even after he became a member of the organizing committee and an advisor, he still participated enthusiastically in group debates and while I realize that I was not the only one that he was kind enough to

guide, the sense of reassurance that I gained from knowing that he was always watching over me – unconditionally supporting and protecting me – somehow gave me an indescribable boost to my morale.

I have now reached the age at which I can provide support and encouragement to those who are following me. I cannot do it in the same way as Mr. Yoneyama, but I would like to provide encouragement that is of some help, however little this may be.

Thank you very much for your long and dedicated service. Rest in peace.

■ An Executive with A Sense of Humanity

**Dr. Hiroshi Osada,
Professor,
Bunkyo University
Professor Emeritus,
Tokyo Institute of Technology**

I first met Mr. Takanori Yoneyama in the late 1980s, at the Quality Control Symposium at Hakone. After that, we met increasingly frequently at meetings of the Japanese Society for Quality Control and JUSE, among other organizations.

At the time, I was a departmental director at Asahi Kasei Corporation and Mr. Yoneyama was particularly kind to me, perhaps because he felt some kind of affinity between us, in that I was following a similar career path to his at Konica, studying TQM and conducting research under my own steam in between my work duties.

In particular, when I published my book on strategic management by policy in 1996, he was kind enough to read it carefully and sing its praises, recommending it both to people within Konica and those outside the company.

When I was awarded my degree in 1998, he held a party to celebrate, and over the next two years or so, he asked me to run courses at Konica and also to do some consulting work on new product development. He was delighted when the new Goody single-use camera, on whose development I had advised, was so well received that it garnered attention from trade papers, and he expressed his gratitude to me.

Even after I switched to being a university lecturer in 1999, he would give me appropriate advice each time we met. When I received the Deming Prize for Individuals, Mr. Yoneyama, as chairman of the selection committee, had been due to present the award to me, but unavoidable circumstances on the day of the ceremony prevented his attending, for which he expressed great regret to me.

Thus, Mr. Yoneyama always treated people with integrity and gave them friendly advice, whether they were company executives or inexperienced newcomers. Mr. Yoneyama and I were united in our view that TQM should be a methodology that contributes to management and that TQM is extremely effective in human resource development and improving organizational capabilities, so I always enjoyed our discussions.

I wanted to talk to Mr. Yoneyama about the vision for the future of TQM and the Deming Prize, given the drastic changes taking place in the business environment, and I regret that I did not have the chance to do this. This will be a major task for me in my TQM activities in future, and I hereby promise that I will spare no effort in building an approach to TQM that benefits the world. I respected my venerable senior colleague greatly as a human being and I pray that he will rest in peace.

■ **In Memory of Academician Emeritus Takanori Yoneyama (1929-2014)**
A Man Who Demonstrated the Pragmatic Marriage of Quality and Business

Gregory H. Watson
Past-Chairman and Honorary Member,
International Academy for Quality

Academician Emeritus Takanori Yoneyama was a former Chairman and President of Konica; Former President and Chief Executive Officer of the Union of Japanese Scientists and Engineers (JUSE) and member of the Board of Directors for the International Academy for Quality (IAQ). His lifetime career served as a global role model for individuals in the quality profession. From his early career as Quality Manager, where he wrote three books to focus on improvement of production quality in the gemba, to his leadership of a major global corporation, he maintained quality as a cornerstone in his personal management philosophy. He was awarded the Deming Prize for Individuals to recognize his professional and leadership contributions.

Yoneyama differed from most Western executives because he always assured that quality was the highest priority on his management agenda, equal with financial results. For Western executives quality is usually an afterthought that is stimulated only when faced with a crisis. He had a great curiosity and personally led Japanese study missions to America and Europe to learn about differences in quality methods pursued by their leading companies.

From a global perspective Yoneyama was also recognized for his leadership. In 1994 he was elected as an Academician by IAQ, served on its Board of Directors for three terms (1996-2005), and was promoted to Academician Emeritus upon his retirement from active participation in the Academy in 2006. During his leadership tenure in the Academy Yoneyama helped the Academy transition from its European headquarters to America and served as Committee Chairman for organizing the Triennial International Quality Congress (2005) in Tokyo.

In recognition of his contributions to the global quality circles movement ASQ awarded him the Kaoru Ishikawa Medal in 1998 and in recognition of lifetime service and achievements to the global quality community ASQ subsequently presented him with its highest career award, the Distinguished Service Medal in 2008. The ASQ citation for the Distinguished Service Medal reads:

“For distinguished leadership of the Japanese quality movement and for a forty-year career as practicing quality professional and chief executive for Konica and for personally demonstrating the pragmatic marriage of quality and business in management.”

Perhaps the most enduring memorial of Yoneyama’s life is his demonstration that the pursuit of quality is truly a ‘journey of 1,000 miles’ which can be traveled when the customer becomes the compass and people share the load to maintain a disciplined approach to delivering quality at each step of the way. By guiding the Japanese quality movement over many decades, Yoneyama strengthened the role and reputation of quality throughout the entire world to assure the world learned that the operational definition of quality corresponds to “Made in Japan.”

Gregory H. Watson
Chairman, Business Excellence Solutions, Finland
Past-Chairman and Honorary Member, International Academy for Quality
Past-Chairman and Fellow, American Society for Quality
First recipient, Deming Distinguished Service Award for Dissemination and Promotion (Overseas)

■ Remembering Our Former President and CEO, Mr. Yoneyama!

**Ichiro Kotsuka,
Managing Director,
Union of Japanese Scientists and Engineers**

I think I first got to know former President Yoneyama (I will take the liberty of calling him Mr. Yoneyama from here onward) in 1975, five years after I joined JUSE. At the time, I was a member of the International Affairs Division and Mr. Yoneyama – as Director of the Planning Office in the u-Bix Business Division at Konishiya Rokubeiten Photo Industrial Co. Ltd. – was participating in the Quality Control Overseas Study Team that JUSE dispatched overseas every year. The leader of this team was Professor Kaoru Ishikawa and even in those days, when Professor Ishikawa wanted to check something, he often used to call out, “Yoneyama-san! Yoneyama-san!” The other members of this team included Professor Masumasa Imaizumi (NKK → Musashi Institute of Technology), Mr. Hiroshi Tanaka (Hino Motors), Mr. Kaoru Shimoyamada (Komatsu), and Dr. Noriaki Kano, so the meetings that took place before the departure of the team were very nerve-racking for me, as someone who had not with JUSE for long. At this time, Mr. Yoneyama in particular always demonstrated great consideration for the secretariat from JUSE, helping to prepare and compile materials and always providing appropriate advice.

I worked with Mr. Yoneyama for nearly 40 years after that. During this period, he not only served as a director and then as President and CEO of JUSE for many years, but also assisted with almost all of JUSE’s major initiatives, including the Hakone Quality Control Symposium (QCS), the QC Conference for Top Management, the QC Circle Headquarters, the Quality Month Committee, the Deming Prize Committee, the International

Conference on Quality, and the International Convention on Quality Control Circles. In each case, he demonstrated great leadership and flair in the planning and running of these projects, as the chairman of the relevant committees. He really was without parallel in his ability to achieve a conclusion at each and every conference. I truly think that it would be no exaggeration to say that he was one of the people who shaped Japan’s magnificent history of quality control. In later years, Mr. Yoneyama, who served as a director and then as President and CEO of JUSE for many years, and Professor Kano would be kind enough to give me advice when we occasionally went for a drink, accompanied by Mr. Mita, the former Managing Director of JUSE. I am filled with tremendous sadness to think that we will no longer be able to do this.

■ 20 Years Ago, When Mr. Yoneyama was President...

**Mrs. Yuko Saeki (maiden name: Narumi),
Formerly of the Secretarial Department,
Konica Corporation**

Aiming to mold a secretary more in the Western mold, Mr. Yoneyama entrusted a lot to me and required me to think by myself, but he was also kind enough to sing my praises from time to time, both within the company and outside it. During the nine years (1985–1994) in which I had the honor of working with him, a period that spanned his time as managing director and president, I learned a great deal from him, both professionally and as a human being.

Mr. Yoneyama had worked on quality control throughout his career and I have a lasting impression of him as someone who protected quality control in his own everyday life as well.

The initials TY were embroidered on the left sleeve of Mr. Yoneyama's business shirts. The color of the embroidery varied, signifying the time when he had the shirts made. He used it as a form of merchandise control: whenever he felt that a certain shirt had worn out, he would get rid of all of the shirts with the same color of embroidery. I remember being impressed and surprised anew when I heard this.

There is another anecdote that I would like to recount here. Every morning, Mr. Yoneyama would record in his notebook the time that he left home in the car that came to pick him up and the time that he arrived at work. One morning, he mentioned that he and his driver had disagreed about the time they took to come to work. "Mr. Miura (his driver at the time) says so, but he's wrong. I know, because I write it down every day," he said, showing me his notebook. Unthinkingly, I replied, "Data says it all." Mr. Yoneyama said, "And on that punchline...let's get to work." And so the day began.

I sometimes reflect that perhaps we were a little too informal, considering our relationship as company president and secretary, but then I think that it was precisely because Mr. Yoneyama was a boss who emphasized his upbringing in a downtown part of Tokyo that I was able to serve him for nine years, occasionally interjecting a moment of levity.

It was before computers became commonplace. How many times must he have had me write the *Kanji* characters "Takanori Yoneyama"? I do wonder what kind of data would have been there.

■ The Yoneyama Model: Presenting a Product Planning Model Based on Latent Needs

**Dr. Noriaki Kano,
Professor Emeritus,
Tokyo University of Science**

I first met Mr. Yoneyama at the 26th Quality Control Basic Course (1963) held by JUSE. As moderator for a workshop, he brought clarity to a rather vague explanation that had been provided by fellow lecturers, as though cutting the Gordian knot, resolving all of the questions among the course participants at a stroke. He was a most eloquent speaker, digressing humorously to just the right degree to dispel any drowsiness amongst the participants, making them laugh, while ensuring that they understood the key points. Professor Shigeru Mizuno, who contributed the foreword for Mr. Yoneyama's first solo book, *Tale of Quality Control*, described him thus: "Mr. Yoneyama is a marvelous person – he can explain the most abstruse principles in such a way as to make them interesting to anyone." One can find the reason for this in the fact that he was an urbane man who enjoyed *rakugo* traditional comic storytelling and that he was a practitioner, not a theorist.

Never satisfied with a one-sided explanation, he always thought about balance. If multiple presenters all made remarks along the same lines, he would unhesitatingly get to his feet and counter their arguments, giving specific examples of why not everything would always go smoothly.

I became friendly with Mr. Yoneyama when we both participated in the Quality Control Study Tour of Europe (a 10-member team led by Professor Kaoru Ishikawa of the University of Tokyo) dispatched by JUSE in 1975. At that time, Japan was still poor and it was standard practice for delegation members to share rooms at the hotels, even if they were a departmental director at the headquarters of a major corporation like Mr. Yoneyama was. Whenever we arrived at the airport at our next destination, Professor Ishikawa would collect a business card from each of the delegation members and pick them out in pairs to determine the allocation of rooms. I shared a room with Mr. Yoneyama in Stockholm for two nights and he regaled me with various anecdotes. One of these was the story of Konica's Pikkari camera, C35EF, which was just released to market but at the time I just thought that it was a great story, and I was unable to appreciate its general applicability.



Mr. Takanori YONEYAMA
Ex-President and Chairman, Konica,
Ex Chairman, JSQC: EX-President, JUSE
1929/5/30 – 2014/2/16

No more than a few years later, Mr. Yoneyama presented the following product planning model at the Quality Control Symposium (QCS) in Hakone, using as examples the development of the Konica Pikkari C35EF with built-in flash and the Konica Juspin C35AF with auto-focus, which had been developed in the mid-1970s.

"Market research in the camera sector tends to go no further than partial improvements, but identifying latent needs by studying the photographs that people take makes it possible to develop groundbreaking cameras."

Many examples had to be examined after that, before it was possible to ascertain that surveys of cameras yielded different results from surveys of the photographs taken with them.

Below, I explain the Yoneyama Model, a product planning model based on Mr. Yoneyama's proposals.

1. Mass-Market Cameras at the Beginning of the 1960s

For almost 10 years after the end of World War II in 1945, most people's attention was occupied by the daily struggle to get enough food to ward off hunger, to secure shelter from rain, and to procure clothing to keep out the cold, so they had no scope to think about recreation. However, by the 1950s, people gradually began to turn their attention to leisure pursuits and the first source of recreation to become popular with adults was cameras.

The following explains what mass-market cameras were like the time, before Konica launched such truly innovative cameras as the Pikkari C35EF and the Juspín C35AF.

- Common sense dictated that photographs should be taken outdoors, during the daytime, when the weather was sunny.
- The cameras were complicated for amateurs to operate, as the shutter speed and corresponding aperture (expressed in numerical terms) had to be set based on how bright it was at the time the photograph was being taken, the nature of the subject of the photograph, and the sensitivity of the film being used.
- The lens was not bright enough, so photographs had to be taken at a slow shutter speed and photographs taken when the photographer was holding the camera tended to result in camera shake. Accordingly, it was recommended that cameras be fixed to a tripod.
- To bring the camera into focus, it was necessary to set the actual distance using the 1, 3, and 5m indicators engraved on a ring attached to the lens barrel and then bring the camera into focus. A tape measure was used to measure the actual distance. If you simply guessed the distance, it would immediately go out of focus.
- When taking the photo, the shutter button would be pressed as the photographer said, "Don't move; keep absolutely still." When the photographer said "still," people would inevitably end up with a sour expression on their faces. If they laughed, they would move and the photograph would be blurred, so you never saw anybody smiling in photographs in those days. The expression "cheese" did not begin to be used until quite a bit later.
- You could take a photo at night or indoors if you used a flashbulb. Shaped like small light bulbs, these contained fragments of magnesium and were disposable. I recall that one flashbulb cost 50 yen in 1960 or thereabouts. Converting this into the starting salary for a civil servant (university graduate in a career-focused position with a prospect of promotion), for which there are reliable statistics, this would be about 1,000 yen per bulb in today's prices (given that the starting salary is about 20 times higher now), so flash photography was limited to weddings and other special occasions.
- In those days, photography was basically monochrome. Color photography only became common in the latter half of the 1960s.

As you can see from this, cameras were not an instrument that just anybody could use, but were expensive pieces of equipment used only by real enthusiasts.

2. The Development of Cameras in the 1960s

Cameras underwent remarkable development between the 1960s and the 1970s. Some of the ways in which they developed were as follows.

- A function called automatic exposure adjustment, automatic exposure, or Electronic Eye (EE) was added, which automatically determined the aperture when the shutter speed was set.
- A mechanism called the interlocking mechanism was introduced, which would show two images of the subject if the focus was incorrect when the photographer looked through the viewfinder, and enabled the focus to be adjusted by rotating the barrel of the lens until a single image of the subject appeared. This eliminated the need to use a tape measure to measure the distance.
- Battery-powered flashes were developed, in which two AA batteries provided enough power for two to

three 36-exposure films of photographs to be taken using the flash. These made it possible to take photographs indoors and at night without constraint, and their use became widespread very quickly.

Thus, having been something used only by real enthusiasts at the beginning of the 1960s, cameras had become a matured product by the 1970s, when it had become possible for anybody to take photos with them.

3. The Development of Konica's Pikkari C35EF and Juspín C35AF

Konishiya Rokubeiten Photo Industrial Co. Ltd. (Which later became known as Konica) was the oldest camera manufacturer in Japan, having become in 1903 the first company to produce made-in-Japan cameras, and it led the Japanese camera sector for many years.

The Konica Pikkari C35EF with built-in flash was developed by a Konica engineer called Mr. Yasuo Uchida.

"Mr. Uchida went around the company's affiliated photo-processing laboratories once a month to see the developed color prints, in order to study what kind of photographs camera users were taking. As a result of his studies over the course of a year, he realized something. The number of failed photographs was higher than expected, with underexposed photographs accounting for 15% of these. How could this happen, when they had tried to make a camera that anybody could use easily? Users are not experts. They press the shutter button when they want to take a photo, regardless of the exposure or the amount of light. Although it seems obvious, it was a blind spot for the experts. It is a fact that could only be discovered in the field (*genba*). The only way to eliminate underexposure is to use a flash. However, it is difficult to attach a flash every single time you want to take a flash photograph. Mr. Uchida concluded that he needed to miniaturize the flash and incorporate it into the camera. Many batteries were needed to make the flash light up, creating a hurdle to miniaturization, but fortunately, technological innovation in the fields of batteries and discharge tubes progressed and it was eventually possible to translate Mr. Uchida's idea into reality. And so the Konica Pikkari C35EF, the world's first 35mm camera with built-in flash, went on sale in March 1975.

The Konica Juspín C35AF with auto-focus was created after that. Both the Konica Pikkari C35EF and the Konica Juspín C35AF came into being as a result of a project planning idea that emerged from an understanding of market needs based on Mr. Uchida's genius talent for market observation (his visits to photo-processing laboratories), and the development of the technology required to translate this idea into reality."

Reference: Kazuhiro Nanyo (1998)

All About the Konica C35 Range, *Nostalgic Camera Macro Picture Book* Vol. V, pp. 75-82.

http://www.net-ir.ne.jp/ir_magazine/pioneer/vol046_4902.html

4. Mr. Yoneyama's Presentation at the QCS of his Product Planning Model Using the Pikkari C35EF and Juspín C35AF as Examples

Hearing Mr. Uchida's story, Mr. Yoneyama was very impressed. He separated this development story into product planning and technology development stages and then, focusing only on the former, he identified the general principles of product planning in this example, and reorganized it as what might be termed a nonfiction product planning model. Then, embellishing it in his own inimitable way, he talked about it at the Quality Control Symposium held by JUSE in Hakone in the latter half of the 1970s. It was as follows:

"Amid the fierce competition of the 1960s, our company had fought an uphill battle. The people in the Camera Division were more than ready to engage in a battle for survival in order to ensure that our camera business flourished again."

As can be understood from the fact that Konishiya Rokubeiten Photo Industrial Co. Ltd. was awarded the

Deming Application Prize in 1956, it was a company that was very passionate about quality control. Accordingly, deciding that the first thing to be done was to listen to the voice of the customer, the planning team first of all asked around for opinions about various cameras, then collated and analyzed the views that they had gathered, planned a new camera based on the information gained, and put this forward for a company-wide evaluation meeting. It met with high acclaim and the company concluded that sales would outstrip those of its conventional cameras by quite a long way. However, the people in the Camera Division were disheartened by this outcome. This was because, in order to survive, what was needed was not merely a substantial increase in sales, but for sales to increase several-fold. Accordingly, very grim-faced, they began discussing the camera again, but no flashes of inspiration were forthcoming. Just then, one young engineer asked if he might be permitted to speak.

“Why do customers buy cameras?”

Normally, a comment like this would have met only with the response “Why are you asking that at a time like this? Don’t ask such obvious questions. How many years have you been earning a crust from cameras?” However, after a while, the team leader said,

“That’s actually a good question. That’s the point. Customers don’t buy cameras just to own a camera; they buy them to take photographs. But we’ve been investigating cameras, not photography. There’s still something that we need to do.”

Then, another member of the team said, “But Sir, investigating cameras is the same as investigating photography. So conducting further research is just a waste of time.” The team leader summed up the situation with the reply, “Perhaps so, perhaps not. At any rate, there’s nothing else for us to do. We can’t survive merely with a substantial increase in sales. We need to increase sales several-fold.” Accordingly, the discussion about researching photography turned to the question of what should actually be investigated.

“If we’re investigating photography, then looking at prints of the photographs taken by customers should show us the good points and bad points. How can we get access to a large number of prints?”

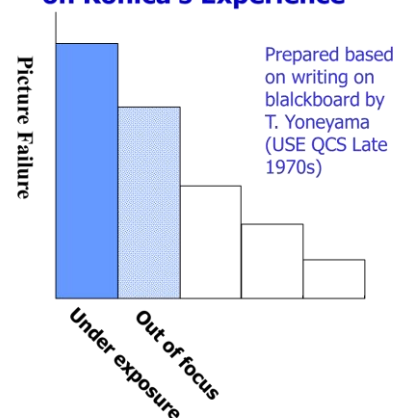
“Perhaps we could go to a photo-processing lab?”

“That’s a great idea.”

So the team members visited the labs and when they checked every single print of the photographs that customers had taken, they discovered one flaw after another.

Because they were engineers at the company passionate about quality control, they promptly classified each of the defective photos into categories, such as “out of focus” and “underexposed,” and then compiled the Pareto chart shown on the right. What they realized from this immediately was that the vast majority of defective photos were either underexposed or out of focus. The engineers were extremely surprised by this result. This was because they had thought that the problem of photographs being out of focus or underexposed had been solved by the widespread use of the interlocking mechanism and the flash. So they showed these underexposed prints to the customers, who were actually pleased, saying, “It was dark so I didn’t think it would come out very well, but you can definitely tell that it’s Hanako and Taro.”

Takanori Yoneyama’s Non-Fiction Story on Konica’s Experience



When asked, “Don’t you have a flash?” they replied, “Yes, I do.”

“Why didn’t you use it?”

“I just forgot to bring it with me from home.”

Superficially, this problem was due to the carelessness of the user, rather than being a problem with the camera. However, it was in fact the critical problem on which the Camera Division’s survival depended.]

They needed to find some way of utilizing this information to define it in terms of problems with the camera.

“This kind of carelessness is really common. The customer just wants to take a good photograph, without necessarily taking care over it. Is there anything we can do about it?”

“I wonder if there’s a way of making sure that the customer just can’t forget to bring the flash, however careless they might be? What can we do to make sure that they don’t forget the flash? Why do customers forget it?”

As a result of repeated discussions of this nature, the team reached the conclusion that “they forget because the camera and the flash are separate. If we develop a camera with a built-in flash, they won’t be able to forget.” And so, the Konica Pikkari C35EF with built-in flash was born.

Next, they began to consider how to prevent photos being out of focus.

“Why do photos end up being out of focus, despite the interlocking mechanism?”

“Some customers can’t rotate the lens to adjust it, even if they see two images of the subject through the viewfinder.”

“I wonder if there’s a way to make sure that even these people can take a decent photo?”

And so they reached the conclusion that an auto-focus function was needed. The camera that emerged from this process was called the Konica Juspin C35AF. Both the Konica Pikkari C35EF and the Konica Juspin C35AF became hit products, with sales that more than lived up to the expectations of the people in the Camera Division.

5. The Yoneyama Model: A Product Planning Model Based on Latent Customer Needs

By the time that Konica’s Pikkari C35EF and Juspin C35AF were being developed, Mr. Yoneyama had already left the Camera Division and transferred to the Production Headquarters at Head Office, eagerly working for the launch of copying machine business. Consequently, the development of these cameras was primarily carried out by the people of the Camera Division, with the aforementioned Mr. Uchida playing a key role, and Mr. Yoneyama had no involvement whatsoever. So, having heard the tale from Mr. Yasuo Uchida, rather than letting it end up as just a footnote in the company’s history, he restructured it as a logical, generally applicable project planning story, as described in the previous section.

In Mr. Uchida’s version of the story, the part about “going round the labs (photo-processing laboratories) looking at the developed prints” was just a throwaway remark. This awareness emerged from his genius-level feel for this area, but while it is an inspiring anecdote, this alone is not sufficient to enable it to be applied to other industries. I believe that the story took the form described above because Mr. Yoneyama, as an ally of the layman, had considered how to ensure that we all understood the difference between market survey focused on cameras and market survey focused on photography.

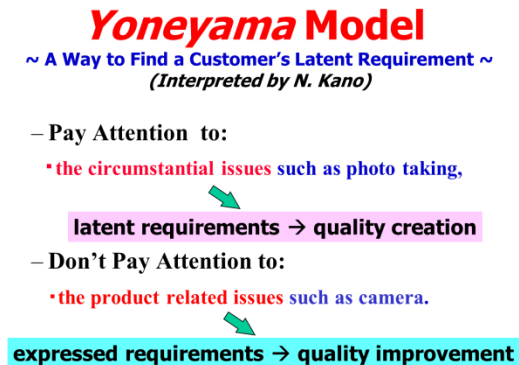
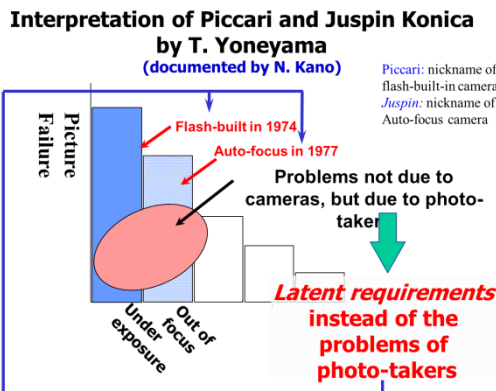
I am sure that he spent quite a bit of time puzzling over how to explain to an audience of non-geniuses this casually phrased, genius-level idea of going round the photo-processing laboratories to look at the color prints. In addition, he separated product development into project planning and technology development and set out the following model, focusing specifically on product planning.

—First he clarified the difference between survey into *cameras* as a product and survey into *photography*

as the purpose of their use.

—Then he noted that while expressed requirements concerning the product could be obtained from the former, latent customer needs regarding the product could be obtained from the latter, potentially giving rise to ideas for new products that differ from conventional products.

He started by talking about the example of the development of two camera models – the Pikkari C35EF and the Juspin C35AF. He then used these as examples for setting out the future approach to product planning. This was a tremendous achievement and he went on to show how the plan itself could be made visible by using a Pareto chart to identify these latent needs.



Back at my office at the university, I was subsequently able to link Mr. Yoneyama's story into the theory of attractive quality, which was the focus of my own research. I developed it into the creation of attractive quality and compiled the following two slides. Having shown them to Mr. Yoneyama and obtained his approval, I then explained what I dubbed "the Konica Model" in lectures and speeches at many seminars and conferences. However, Konica subsequently merged with Minolta to become Konica Minolta and the Camera Division was transferred to another company, so Konica ceased to be a camera manufacturer. When, amid this situation, I re-examined the content of the model, I realized that although the example that formed the basis for this model was undeniably underpinned by the example of the development of the Konica Pikkari C35EF and Juspin C35AF, the two models below extracted from these examples had actually been created by Mr. Yoneyama himself, as concepts that were generally applicable to the product planning of goods and services other than cameras:

- Survey focused on the product ⇒ Identification of expressed needs
⇒ Improvement of quality
- Survey focused on the purpose of its use ⇒ Identification of latent needs
⇒ Creation of quality

As such, I think that it would be appropriate to call this as "the Yoneyama Model."

Consequently, it was when I heard the story at the QCS that it really impressed me. This story was not part of a speech that Mr. Yoneyama had planned in advance, but formed part of his verbal remarks during a debate, so unfortunately, no written account of it remains.

D. Postscript

These eulogies on Mr. Takanori Yoneyama are English translation of a part of the Japanese version of "Mr. QC: Takanori Yoneyama" to which 75 people contributed. <http://www.juse.or.jp/about/1301/>

For translation we selected articles written by the family members of Mr. Yoneyama, several members of International Academy for Quality (IAQ), leaders of JUSE and the QC Circle Headquarter, and his former secretary. They were gracious to accord permission for translation of their articles in English for circulation to his international quality friends including members of the academy. I have thanked them on behalf of the Academy.

The expenses for this translation by professional translators were covered by the family of Mr. Yoneyama and JUSE. We thank Mrs. Sonoko Yoneyama and Mr. Ichiro Kotsuka, Managing Director, JUSE.

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Please feel free to use the contents giving reference to author name, title of articles and the URL of this homepage. I will appreciate if such use of contents around place of use like publication, URL, etc. is informed to me for communication to authors of articles including the family of Mr. Yoneyama.

Famiy of Mr. Yoneyama and I will be pleased to receive your feedback by e-mail at my address:

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Dr. Noriaki Kano, Editor

15 February, 2015