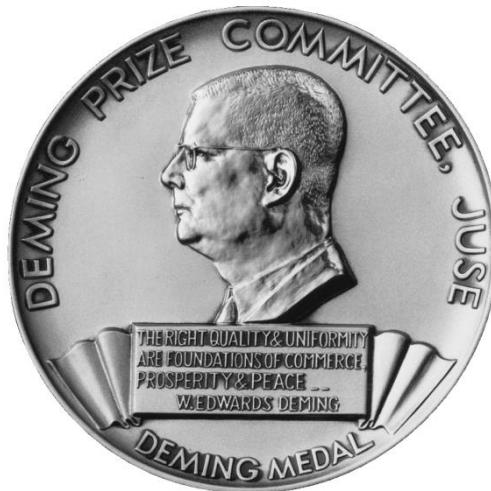


The Application Guide for The Deming Prize The Deming Grand Prize

2023

For Companies and Organizations Overseas



The Deming Prize is an annual award presented to an organization that has implemented TQM suitable for its management philosophy, scope/type/scale of business, and management environment. Regardless of the types of business, any organization can apply for the Prize under certain conditions, be it public or private, large or small, domestic or overseas, or part of or entire organization.

**The Deming Prize Committee
Union of Japanese Scientists and Engineers**

Dr. William Edwards Deming

Dr. W. E. Deming was born in Sioux City, Iowa, United States in October 14, 1900. After Graduating from University of Wyoming, Dr. Deming successively held prominent positions such as university lecturer, engineer for the United States Department of Agriculture, lecturer of the National Bureau of Standards, consultant for the Secretary of the Army, and professor of the New York University. His career continued as he actively engaged in consulting and instructing of Quality Management for the government agencies and companies.

Dr. Deming is the internationally-respected authority in the field of statistics, especially the sampling theory as well as its practice and is one of the founders of the statistical quality control in the U.S. From 1950 and onward, Dr. Deming provided considerable contribution to post-war Japan in order to develop and advance the statistical quality control in the country. For his such efforts, he was awarded the Second Order of the Sacred Treasure by the Japanese Government.

Dr. Deming passed away on December 20, 1993 at the age of 93.

Deming Prize website is as follows. Please visit the site to download certain documents indicated in this guide.
http://www.juse.or.jp/deming_en/

THE GUIDE FOR THE DEMING PRIZE, THE DEMING GRAND PRIZE 2023

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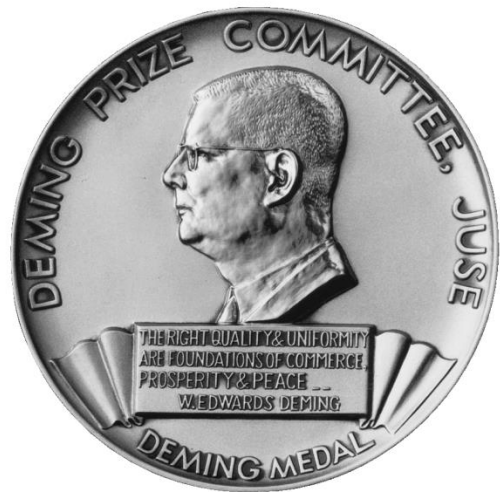
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Deming Prize



Cover page shows the Deming Medal with Dr. Deming's side face image and his word "THE RIGHT QUALITY & UNIFORMITY ARE FOUNDATIONS OF COMMERCE, PROSPERITY & PEACE" engraved on it designed by late Yoji Yamawaki, former professor of the Tokyo National University of Fine Arts and Music. The medal is awarded to the Deming Prize Winner.

The Deming Prize is an annual award presented to an organization that has implemented TQM suitable for its management philosophy, scope/type/scale of business, and management environment. Regardless of the types of business, any organization can apply for the Prize under certain conditions, be it public or private, large or small, domestic or overseas, or part of or entire organization.

1. Eligibility for Application

Organizations include companies, institutions, divisions and operational business units as well as the headquarters of a company (the organization hereafter) that meet the following conditions a), b) and c) may apply for the Deming Prize (the Prize hereafter). There are no restrictions regarding the organization's type of industry, business scale, and nationality. Be it public or private, the application can be made by the organization as a whole or as its unit.

However, the organizations wishing to apply for the Deming Prize must carry out the TQM Diagnosis by the Deming Prize Committee no later than one year prior to the year of application. Please refer to "TQM Diagnosis by the Deming Prize Committee" for information.

- | |
|---|
| <ul style="list-style-type: none">a) The organization provides or is involved in providing *the products and the services that are socially and economically significant.b) The organization is responsible for the entire or the important part (planning, design and development, manufacturing, distribution, sales, services etc.) of the function that is necessary to perform the integrated quality assurance system for products and services mentioned in Item a) above.c) The organization has the responsibility and the authority to manage its people, materials, and financial resources that are necessary to perform the function mentioned in Item b) above. |
|---|

(*)"the products and the services that are socially and economically significant" are to be provided for the benefit of external individuals and organizations that are economically independent and separate establishment from the applicant organization in addition to providing benefit and value to individuals and organizations (customers) with little or no harm/damagecausing them as well as to the society and environment through the course of realization of its provision.

To cite examples, following organizations will be regarded as applicable

- Company as a whole or its division
- Non-profit government organization, local government, public utility body, or their unit
- Plant or divisions include R&D, technology development, procurement, sales & marketing, etc.
- Organization that is engaged in the entire process of the value chain for the specific product
- Headquarters and foreign entity
- Business group under the unified cooperation to provide specific product line

2. Organizations Qualified for Receiving the Prize

The Deming Prize is given to applicant organizations that realize the following three particulars by means of TQM.

More specifically, the following criteria are used for the examination to determine whether or not the applicant organizations should be awarded the Prize:

- A) Under clear management policies that reflect its management philosophy, industry, scale and environment, the company has established proactive customer-oriented business objectives and strategies based on social responsibility of the organization. And the top management exhibits leadership in their formulation.
- B) TQM is being suitably utilized and implemented for the realization of business objectives and strategies mentioned under A) above.
- C) As a result of B), along with achieving effect regarding business objectives and strategies of A) above, organizational capability required for future growth has been secured.

The Deming Prize examination does not require applicants to conform to a quality management model provided by the Deming Prize Committee.

Rather, the applicants are expected to understand their current situation, establish their own themes and objectives and improve and transform themselves organization-wide. Not only the results achieved and the processes used, but also the effectiveness expected in the future is subjects for the examination. According to the judgment criteria(13. Evaluation Criteria), the examiners evaluate whether or not the themes established by the applicants were commensurate to their situation; whether or not their activities were suitable to their circumstance; and whether or not their activities are likely to achieve their higher objectives in the future.

TQM is defined as follows:

Definition of TQM (Total Quality Management) **(Revised in October 2009)**

Text

TQM is a set of systematic activities carried out by the entire organization to effectively and efficiently achieve the organization's objectives so as to provide products and services with a level of quality that satisfies customers, at the appropriate time and price.

Explanation

1. "Systematic activities" refers to the organized activities to achieve the organization's mission (objective) under the top management's firm determination and leadership by establishing the clear mid- and long-term vision and strategy as well as the appropriate quality strategies and

policies.

2. "Carrying out by the entire organization effectively and efficiently" refers to involve everyone at all levels and all parts of the organization so as to achieve the business objectives speedily and efficiently with the least management resources. This is accomplished through an appropriate management system that has a quality assurance system at its core, and it integrates other cross-functional management systems such as cost, delivery, environment and safety. The respect for humanity value encourages the organization to develop human resources which uphold its core technology, speediness and vitality. The organization maintains and improves its processes and operations and uses appropriate statistical techniques and other tools. Based on facts, the organization manages its business by rotating the management cycle of PDCA (plan, do, check and act). The organization also rebuilds its management system by utilizing appropriate scientific methods and information technology.
3. "Organization's objectives" are to aim for ensuring the appropriate profit and growth in the long term by achieving consistent and continuous customer satisfaction as well as to increase the employees satisfaction, the benefit to all the stakeholders includes society, business partners, and shareholders.
4. "Provide" refers to the series of activities from producing "products and services" to delivering them to the customers include research and study, planning, development, design, production preparation, purchasing, manufacturing, installation, inspection, order-taking, distribution, sales and marketing, maintenance, after-sales services, and after-usage disposal and recycling.
5. "Products and services" refers to all the benefits that are delivered to the customers, including system, software, energy, and information, which come along with finished products (and its parts and materials) and services.
6. "Quality" refers to the usability(in functional and psychological aspect), reliability, and safety. Also, in defining "quality", influence on the third parties, society, environment, and future generations needs to be considered.
7. "Customers" not only refers to the buyers but also stakeholders include the users, consumers, and beneficiaries.

Note)

- For any organization, the shortest way to win the Deming Prize is to manage its business in the most appropriate manner to the organization.

It is undesirable to conduct unnecessary activities for its fundamental business just for the sake of the examination. Such activities will not help the organization with its examination; rather they may negatively affect the examination.

- The emphasis of the examination is on whether or not the organization has developed a unique brand of TQM suitable for its business and scale. It does not require all the applicant organizations to uniformly follow the same brand of TQM.
- If the organization just copies the format of TQM from others or if it prepares rules and standards more than necessary under the name of TQM, such activities will not support receiving the Prize.
- Some regards that the advanced statistical methods must be used to pass the examination, however, it is a misunderstanding.
- Including new activities that are suitable for the applicant organization's business and scale are highly respected.

3. The Overall Flow from Application to Awarding

The overall flow of the Deming Prize application and examination process is shown in Table 1.1 below. The application, examination and awarding process for the Deming Prize is carried out once a year. Applicant organizations are encouraged to consult with the Secretariat for the Deming Prize Committee.

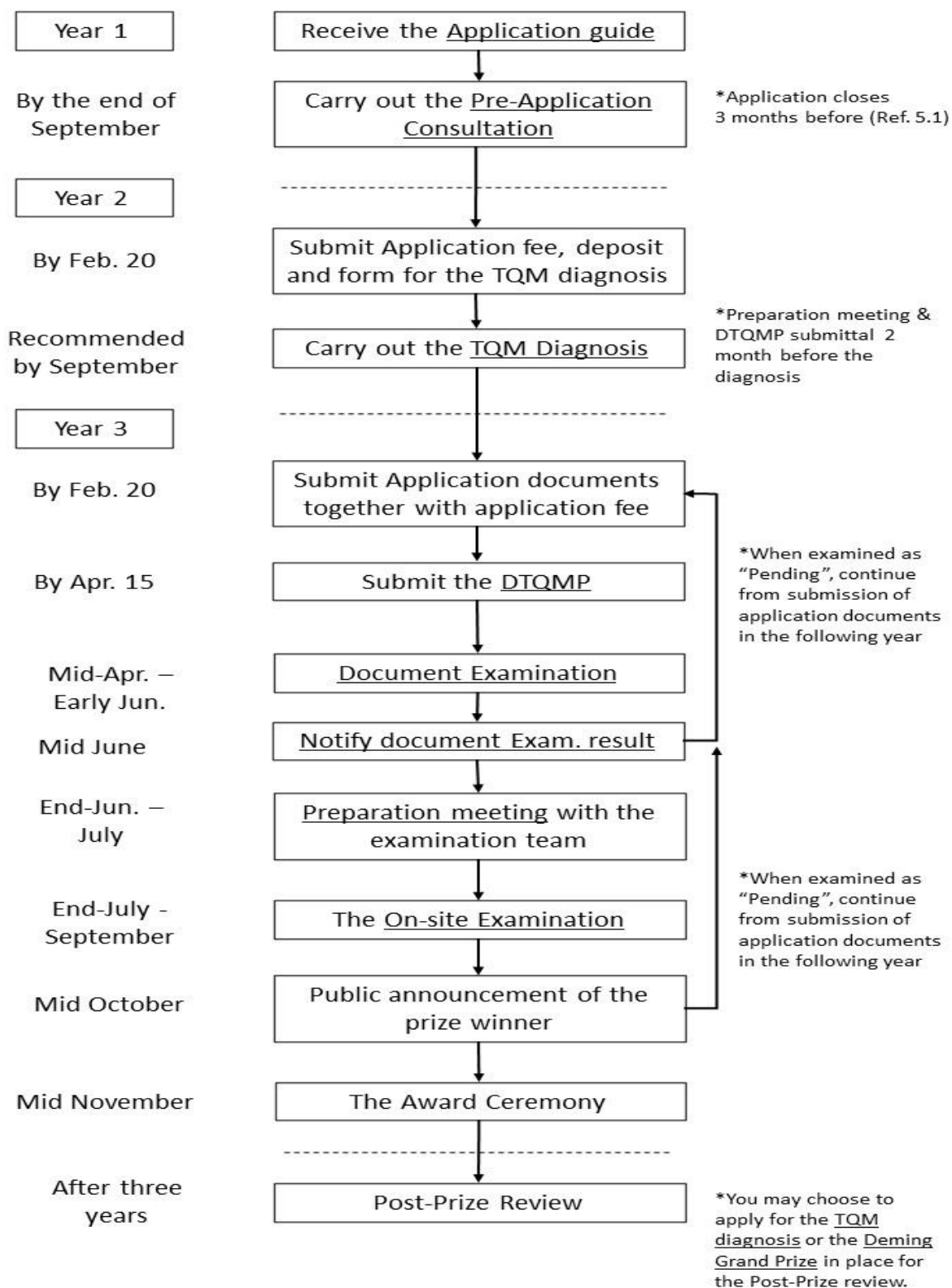
The following are **the major conditions** for the organizations to receive for the Prize:

- a) To receive the TQM Diagnosis Consultation prior to applying for the Prize.
- b) To submit the Description of TQM Practices and pass the document examination.
- c) To receive the on-site examination and pass the examination.

The following are **the major duties** of the organizations after receiving the Prize:

- d) To present their TQM practices at the winners' presentation meeting.
- e) To make available to the public the TQM know-how as a benchmark that is obtained through the Deming Prize challenge and examination process.
- f) To receive the on-site review three years after receiving the Prize.

Table 1.1: The Overall Flow from Application to Awarding



(*) Overseas organizations wishing to apply for the Deming Grand Prize must carry out the TQM Diagnosis by the Deming Prize Committee no later than one year prior to the year of application.

[Flow for the Deming Prize Application]

The Deming Prize examination consists of the following 3 years process.

【The Pre-Application Consultation】

To be eligible for the Prize, applicant organizations must, first, carry out “the Pre-Application Consultation”. This process is intended to identify the scope of the examination, and confirm roles and functions of section/department/division, etc. within the scope to satisfy the eligibility. As for the Pre-Application Consultation, please refer to 5. What is the Pre-Application Consultation? The application will close 3 months before your desired month of receiving the consultation. If you are planning to apply for the TQM diagnosis, you are requested to carry out the consultation by the end of September a year before the application for the TQM diagnosis.

【The TQM Diagnosis】

Applicant organizations must then proceed with “the TQM Diagnosis”. This process is intended to make the applicant organizations’ overall examination more effective and efficient by fully understanding the Deming Prize.

The details of the TQM Diagnosis are presented at the end of this Guide. The Committee members form a team to diagnose the level of the receiving organizations’ TQM and present the report on the Diagnosis findings. The TQM diagnosis by the Deming Prize Committee will only be carried out once for each application.

As a general rule, the scope of TQM Diagnosis and that of the Deming Prize examination has to be the same. A discussion will be held with the diagnosis team in order to thoroughly clarify examination scope, eligibility, examination/diagnosis procedure (number of examiners, duration) at the end of the TQM diagnosis.

【Apply for the Prize】

To apply for the Prize, the applicant must complete the designated application form and submit it with application fee and necessary documents followed by the Description of TQM Practices. Considering the applicant’s status in receiving the Pre-Application Consultation and the TQM Diagnosis, the Committee conducts the document examination.

When passing the document examination, the applicant organization will proceed to receive the on-site examination. The Committee determines and notifies the applicant the examiners in charge for the on-site examination, who will perform as a lead examiner, and when the examination will take place. To conduct the on-site examination, a team of the examiners consisting of multiple Committee members will visit the applicant organization and carry out the course of Schedule A and Schedule B. and Executive Session. If considered as necessary, the Reference examination will be held also.

When the applicants are considered as qualified based on the on-site examination results, the Deming Prize will be awarded. The prize-winning organizations are expected to make a short report on their TQM practices at the “Winners Presentations by the prizewinners”. If the applicants do not pass the examination, they will receive the “continued examination” status. As for the “continued examination”, please refer to 15. Determination of Prize Winners and Notification of the Examination Result.

The prize-winning organizations are requested to report their TQM practices at the “Winners Presentations by the prizewinners”.

To contribute to the mission of the Deming Prize—the promotion and proliferation of TQM—the prize-winning organizations are also encouraged to actively share with the other

organizations their TQM know-how obtained through the Deming Prize challenge and examination process.

For a follow-up review, the prize-winning organization is requested to submit a short report on the status of its TQM practices three years after having received the Prize. At the review, the Committee members will visit the organization and hold a meeting to discuss its current TQM status.

Instead of the follow-up review, the prize-winning organization may choose either “receiving the TQM Diagnosis” or “applying for the examination for the Deming Grand Prize”. As for the details of the Deming Grand Prize, please refer to “Invitation to Apply for The Deming Grand Prize” on page 47 in this guide.

4. The Secretariat for the Deming Prize Committee

To carry out the Deming Prize Committee's administrative duties, the Secretariat for the Deming Prize Committee was established at JUSE. When applying, organizations are encouraged to consult with the Secretariat as the need arises for application procedures, general questions about the Deming Prize.

5. What are the Deming Prize Committee Quality Management Consultation and the Pre-Application Consultation?

5.1 The Deming Prize Committee Quality Management Consultation

1) The Deming Prize Committee Quality Management Consultation

The Deming Prize Committee Quality Management Consultation is carried out by the Deming Prize Committee members for the organization that is wishing to apply for the Deming Prize. The consultation includes hearing and evaluation of consuler organization's TQM activity status and advices on how to implement and promote TQM, promotion plan, and actions to take toward the Deming Prize application.

In order to apply for the Deming Prize Committee Quality Management Consultation, please complete the application form (available at the Deming Prize website) and submit to the secretariat no later than 2 months prior to the desired date for the consultation. Date and time, time required, necessary documents, and venue are to be discussed with the secretariat.

2) Cost for the Deming Prize Committee Quality Management Consultation

No fee is required for the consultation. However, when holding the consultation for the applicant overseas, the actual expenses such as interpretation fees are to be borne by the applicant.

5.2 Pre-Application Consultation

1) Pre-Application Consultation

The Pre-Application Consultation is carried out by the Deming Prize Committee and its members to provide the consuler organization with the general advice on the Deming Prize application as the need arises. Organizations wishing to apply for the TQM diagnosis, followed by the Deming Prize must carry out the Pre-application consultation by the end of September of the prior year to the application for the TQM diagnosis.

In order to apply for the Pre-Application Consultation, please complete the application form (available at the Deming Prize website) and submit to the secretariat no later than 3 months prior to the desired month for the consultation.

Each meeting lasts 4 hours, basically through online-mode using a Web-conference tool of your choice.

Those organizations that wish to apply for the Deming Prize (the Prizes hereafter) must receive the TQM Diagnosis. During the on-site TQM diagnosis, the Pre-Application Consultation is also carried out to respond to inquires regarding application. Experience shows that prizewinners evaluate highly the efficacy of TQM diagnosis.

Contents

- a) The organization that wishes to apply for the Prize explains the following:
 - The purposes of applying
 - The overview of the business activities
 - The structure of the organization and the size of its employees
 - The aims of TQM
 - The current situations of TQM (including introduction of at least 3 actual improvement cases carried out, showing how PDCA cycle was rotated in each case)
 - The plans for receiving the examination and others
- b) The Committee explains about the Deming Prize
 - Significance of the Prize
 - The way of TQM thinking and the examination viewpoints
 - The examination procedures, methods and others
- c) Questions and answers

2) Documents to be Presented for the Pre-Application Consultation and their Contents

It is asked for the applicant organization to submit 3 hard copies of the following documents no later than a week prior to the Pre-Application Consultation.:

- a) Brochure of the applicant organization and of the upper organization that the applicant is affiliated to

b) The organizational chart

(1) Organizational Chart of the applying unit

It implies the Organizational Chart of the applying unit i.e., the entire organization, a division, a business unit etc. In the Organizational Chart, kindly indicate the direct reporting system with a solid line and the indirect reporting system with a dotted line for each subordinate organization reporting to the higher ranking organization (or Manager). When the higher ranking organization (or Manager), reported directly or indirectly, is outside the organization of the applying unit, indicate it as a sub-organization (or by the name of position) in the complete organizational chart of the entire organization as described below.

(2) Organizational Chart of the entire organization

It implies the Organizational Chart of the entire higher ranking organization of which the applying unit forms a part. Here, indicate the reporting system by the applying unit to the higher ranking organization with a solid line if direct and with a dotted line, if indirect. Kindly indicate the direct reporting system from a sub-organization of the applying unit to the higher ranking organization (or a position) without going through the Head of the applying unit with a solid line and indirect reporting with a dotted line and also indicate the position (rank) of the reporter on the line for the reporting system.

Organizational Chart of the entire organization implies the organizational chart of the organization as if the applying unit is functionally a part of it, irrespective of the classification under corporate registration, difference in name and difference in capital

composition as well as capital affiliation.

c) Explanatory Note on Functional Roles

It should include the name of the organization, number of employees, and details of main businesses that the organization is engaged in. To be more precise, the number of employees (total employees including part-timers, workers paid by the hour, temporary workers from an agency etc. who are hired on on-going basis. The respective number of each employment type should be indicated in the bracket after entry of total employees) and main businesses that the organization is engaged in should be indicated regarding each and every organization shown in the Organizational Chart of the applicant unit. The organization for the applicant unit should be summarily and systematically arranged. It may be included in the Organizational Chart mentioned above under b).

This Organizational Chart as well as explanatory notes on functional roles will have to be submitted at the time of application for the TQM Diagnosis by the Deming Prize Committee or holding the Pre-application Consultation for the Deming Prize etc. This will be used as the basis to decide whether the applicant unit is suited for the Deming Prize or to finalize the unit and the schedule for assessment.

d) Chart of the quality assurance system

A Quality Assurance System Chart illustrates the mechanism of quality assurance system outline. On the premise of clarifying “socially and economically significant products and services” that the applicant organization provides or involves in providing as well as the receiver (customer), clearly describe what the functions (planning, design and development, manufacturing, delivery, sales, service etc) are required to assure thorough quality to customers, what part of those functions the applicant organization or its sub-organizations take responsibilities, and what organization, including upper organizations or their sub-organizations the applicant belongs to, takes the remainder of important functions in charge.

Organizational charts, explanatory notes on functional roles and responsibilities and quality assurance system charts are also requested to submit when applying for the TQM diagnosis or the pre-application consultation for the Deming Grand Prize. This is because such information is vital to confirm whether the applicant is eligible for the Deming Grand Prize, determine the number of examination units, and plan schedule for the examination.

e) Applicant Profile (available at the Deming Prize website)

It will be used as a reference by the Examination Committee members and the Deming Prize Committee Secretariat in order to determine application scope, examination units and examination duration.

3) Costs

A fixed fee of JPY300,000- will be charged to carry out the Pre-application consultation. In addition, all the actual expenses associated with the Pre-Application Consultation include travel expense, interpretation expense are to be borne by the applicant organization.

6. TQM Diagnosis by the Deming Prize Committee

The TQM Diagnosis by the Deming Prize Committee is conducted with the aim of contributing to the further development of the applicant organization's TQM promotion. The organization will become eligible to apply for the Deming Prize the following year. For details and its application, please refer to “TQM Diagnosis by The Deming Prize Committee” on page 59 in this guide.

7. Application Procedures

The applicant organization is requested to submit the following documents and fee to the Deming Prize Committee no later than February 20. When February 20 falls on Saturday or Sunday, due date for submission will be extended to the following Monday. This rule applies to all of the other submittal due dates.

7.1 Submittal of the Application Form

An organization that wishes to apply for the Deming Prize (applicant organization hereafter) must complete and submit a copy of the application form (available at the Deming Prize website) to the Deming Prize Committee by February 20(one copy). Please send the application form by e-mail, followed by postal mail.

7.2 Application Fee

The examination of the Deming Prize is undertaken by the Deming Prize Committee members' gratuitous services, and therefore there is no examination fee. However, the applicant organization is requested to pay for the application fee which will be appropriated as part of the administrative fee.

For applicants with 1 on-site examination unit*: JPY2,000,000 -

For applicants with 2 or more on-site examination unit: Initial fee of JPY2,000,000 plus JPY1,000,000 per additional unit

Example) For applicant with 3 on-site examination units:
 $\text{JPY2,000,000} + (1,000,000 \times 2) = \text{JPY4,000,000}$

*Refer to 11.3.1 What are On-Site Examination Units?

7.3 Submittal Documents

Together with the application form, the applicant is requested to send the following documents (10 copies of items described in a) and b)):

Each document of a) and b) should be serially numbered from 1 to 10 and orderly sorted by its number to make 10 sets when submitting. If you intend to enclose each set in an envelope/bag, the serial number of the documents inside should be put on the envelope/bag as well.

a) Documents that explain the applicant organization's outline

- (1) Brochure that explains the organization or its upper organization's history, scale, products, and services (e.g. company brochure, products catalog, etc.).
- (2) Document that shows the organization or its upper organization's business/financial result. (e.g. latest sales/annual report etc.)

b) Other Submittal Documents at the time of the application

- (1) Checklist of Documents to be Submitted
- (2) The applicant's organizational chart (including the number of employees)
(refer to 5.2.2))
- (3) Functional roles and responsibilities of the applicant organization
(refer to 5.2.2))
- (4) Chart of the quality assurance system(refer to 5.2.2))
- (5) Proposal on how the DTQMP may be divided

(refer to 9.2 Dividing the Description of TQM Practices)

- (6) Request for the number of examination units, days, and examiners
(refer to 11.3 Request for On-Site Examination Units and Schedule)

- (7) Request for the On-Site Examination dates

Cross off the check box of dates unavailable to carry out On-Site Examination for each examination unit between July 21 and September 30 with the reason such as holidays and the like. If the committee is unable to make an adjustment with many unavailable dates, On-Site Examination will be postponed until next year or later. In such case, your kind understanding will be appreciated.

Sample)

Jul. 21	Sat	×	Office closed	Aug. 1	Wed		Aug. 12	Sun	×	Office closed
Jul. 22	Sun	×	Office closed	Aug. 2	Thu		Aug. 13	Mon	×	Summer vacation
Jul. 23	Mon			Aug. 3	Fri		Aug. 14	Tue	×	Summer vacation
Jul. 24	Tue			Aug. 4	Sat	×	Office closed	Aug. 15	Wed	
Jul. 25	Wed	×	General meeting	Aug. 5	Sun	×	Office closed	Aug. 16	Thu	
Jul. 26	Thu			Aug. 6	Mon			Aug. 17	Fri	
Jul. 27	Fri			Aug. 7	Tue			Aug. 18	Sat	×
Jul. 28	Sat	×	Office closed	Aug. 8	Wed			Aug. 19	Sun	×
Jul. 29	Sun	×	Office closed	Aug. 9	Thu			Aug. 20	Mon	
Jul. 30	Mon			Aug. 10	Fri			Aug. 21	Tue	
Jul. 31	Tue			Aug. 11	Sat	×	Office closed	...		

- (8) A broad regional map that illustrates location and positional relation among the head office, business units, and plants as well as the nearest airport with the indication of transportation means and time

- (9) Contact Information of each examination unit

In order to be prepared for the unexpected circumstances, it is requested to provide the contact details of each examination unit that is accessible any time include holiday, before and after the business hour.

- c) Put the data files of submittal documents as mentioned above in clause a) and b) in a CD-ROM and send one copy to the secretariat. Data should be in PDF format and named as follows with the year and organization name at the end.

011 DP Application Form 20xx Organization name

021 DP Applicant Profile 20xx Organization name

031 Organization Outline 20xx Organization name

(should include 7.3 Submittal documents a)-(1))

032 Organization Business Result 20xx Organization name

(should include 7.3 Submittal documents a)-(2))

041 Application Other Docs 20xx Organization name

(should include 7.3 Submittal document b))

8. Receipt of the Application

The Committee meets in mid-March and examines to determine if the applicant is eligible for the Deming Prize examination by referring to the submitted documents. Within a week after this meeting, the applicant will be notified of receipt of the application, request for submitting the Description of TQM Practices and other documents, and upcoming document examination and schedule.

9. Submittal of the Description of TQM Practices

An applicant organization is requested to submit the following documents to the Secretariat for the Deming Prize Committee.

- a) Description of TQM Practices (DTQMP hereafter)
- b) Terminology glossary, which explains organization-specific terminology and abbreviations to the examiners
 - *It is requested NOT to use abbreviations for general terms in DTQMP

The following guideline should be observed:

Due date: April 15

Number of hardcopies: Number of appointed examiners plus 2 spare copies

Number of softcopies: Number of appointed examiners plus 2 spare copies in CD-ROM

Please note that hard copies and CD-ROM need to be sequentially numbered from No.1 up to the number of appointed examiners plus 2. Data should be in PDF format and named as follows with the year and organization name at the end.

011 DTQMP General 20xx Organization name

021 DTQMP Departmental 20xx Organization name

031 Terminology Glossary 20xx Organization name

The examiners and the Secretariat for the Deming Prize Committee are responsible for handling DTQMP and other documents submitted by the applicants. After the use, they will be disposed of by burning or shredding.

9.1 What is the Description of TQM Practices?

DTQMP is a written report that describes the applicant organization's TQM status and will be referred by the examiners to grasp the applicant's activities from the time of introduction to the time of application, including resulting effects. It is the subject for the document examination to judge if the applicant organization qualifies to stand for the on-site examination. It is also used as a reference for the on-site examination.

9.2 Dividing the Description of TQM Practices

As a rule, two types of DTQMP should be compiled—a) General DTQMP and b) Departmental DTQMP.

a) General DTQMP

The General DTQMP should introduce the applicable examination unit's TQM activities by referring to the features, status of its implementation, effects, and future plans. When two or more examination units are involved, "Corporate General DTQMP" or "Organization General DTQMP" compiled for the examination unit with the general management of the applicant organization should encompass all the relevant examination unit's TQM activities by referring to the features, status of its implementation, effects, and future plans.

b) Departmental DTQMP

According to the organizational structure, the Departmental DTQMP should introduce the details of TQM deployment and implementation at each department within the applicable examination unit.

The following table illustrates how the DTQMP may be divided.

Example 1	When the organization has one examination unit
1.1.	Corporate-General, Corporate-Departmental
1.2.	Division A-General, Division A-Departmental
1.3.	Plant A-General, Plant A-Departmental
Example 2	When the organization has two or more examination units
2.1.	When there are two or more business groups with different functions
	Corporate-General, Headquarters-Departmental Technology Development & Control Group-General, Technology Development & Control Group-Departmental Manufacturing Group-General, Manufacturing Group-Departmental Sales & Marketing Group-General, Sales & Marketing Group-Departmental Administration Group-General, Administration Group-Departmental
2.2.	When there are two or more divisions
	Corporate-General, Headquarters-Departmental Division A-General, Division A-Departmental Division B-General, Division B-Departmental Division C-General, Division C-Departmental
2.3.	When there are two or more plants, branch offices, or R&D centers
	Corporate-General, Corporate-Departmental Plant A-General, Plant A-Departmental Plant B-General, Plant B-Departmental Branch Office C-General, Branch Office C-Departmental Branch Office D-General, Branch Office D-Departmental R&D Center E-General, R&D Center E-Departmental

9.3 Contents of DTQMP

The applicant organization should prepare its DTQMP to facilitate an easy understanding of its TQM status. The descriptions below include the points to be remembered in writing DTQMP. These are the necessary points that help examiners to understand the applicant's TQM implementation status. The applicant may add to or modify these points, if deemed necessary for making the examiners understand its TQM status.

a) The contents of the Corporate-General DTQMP and Organization-General DTQMP

The Corporate-General and Organization-General DTQMP should encompass all of the examination units' activities. The contents may be organized according to the following example:

- 1) Outline of the applicant organization
This section should explain the products and services that the applicant organization provides or involved in providing as well as its business activities. For these items, the applicant is encouraged to describe the features of the products and services, its business scale and its position in the market in a chronological order. Also, include the overall structure of the organization and the roles and the number of employees at each business unit or department within the applicant organization. In case there is an organization playing an important role other than the applicant, it should be described as well.
- 2) Management objective and policy
Elaborate how the organization fulfills the item A) under "Organization Qualified for Receiving the Prize": A) Under clear management policies that reflect its management philosophy, industry, scale and environment, the company has established proactive

customer oriented business objectives and strategies based on social responsibility of the organization. And the top management exhibits leadership in their formulation. Add details on the reason for implementing and promoting TQM by referring to the management environment, management policy, as well as the management strategy and its formulation.

3) TQM introduction and promotion

Elaborate how the organization fulfills the item B) under "Organization Qualified for Receiving the Prize": B) TQM is being suitably utilized and implemented for the realization of business objectives and strategies mentioned under A) above. Add details on the entire picture of TQM implementation and promotion by referring to how the applicant has been utilizing the TQM philosophy, methodology, and tool along with their characteristics.

4) Status of TQM implementation

Elaborate specific TQM activities unique to the applicant organization that have been practiced with an aim to achieve the business strategy. Describe what their features are and how they were promoted. It is effective to divide the description into reasonable chapters and recommended to present the "Unique and remarkable activity" in an independent chapter.

5) Effects of TQM implementation and future plans

Elaborate how the organization fulfills the item C) under "Organization Qualified for Receiving the Prize": C) As a result of B), along with achieving effect regarding business objectives and strategies of A) above, organizational capability required for future growth has been secured. Define in connection with the description provided in 2), 3), and 4) above. Use quantitative measure to describe tangible effect and illustrate the time-shift of the effect in a graph. Be as concrete as possible to describe intangible effect.

Also, indicate a future plan to continue TQM after receiving the Deming Prize by referring to mid-term (3-5 years) management objective, management strategy to achieve the objective, and a plan to promote TQM in order to carry out the strategy effectively. Please also include remaining issues to be addressed and new actions to be implemented in a concrete manner.

6) Senior executives' thoughts on TQM Practices

Each of the key senior executives is expected to individually describe his/her understanding of TQM, roles in promoting TQM, and thoughts on the organizational strengths, human resources development and the organization's social responsibilities. These points written on his/her own should include his/her name and title. This will be used as source material for the executive session during the on-site examination. Those who intend to participate in the executive session must submit this document.

b) The contents of General DTQMP for each examination unit when there are two or more examination units

Each applicable examination unit should prepare its DTQMP that describes the details of the unit's TQM activities. Refer to the "a) The contents of the Corporate-General DTQMP and Organization-General DTQMP" when preparing. The writing style and format of the DTQMP is open; it should, however, include the following points.

1) An outline and the features of the applicable examination unit and an overview of its products, services and business activities

- 2) The relationship between the applicable examination unit head's policies and the corporate management and TQM policies (short, mid and long term)
- 3) The organization of the applicable examination unit and the relationship with its general management organization
- 4) The history of the applicable examination unit's TQM (including the historical TQM policy changes and the current TQM policies)
- 5) The TQM implementation status of the applicable examination unit
- 6) Self-evaluation of applicable examination unit's product and service quality and a comparison with other organizations
- 7) Both tangible and intangible effects of the TQM practices at the applicable examination unit level
Remaining problems and future plans for the applicable examination unit's TQM practices

c) The contents of Departmental DTQMP

Departmental DTQMP should describe each departmental activity within the applicable examination unit. Please clarify the following points in description:

- * Functions or segregation of duties that must be fulfilled by the department of the applicable examination unit
- * Organizational structure of the department of the applicable examination unit
- * Process establishment and securement of management resources for the department of the applicable examination unit in order to implement segregation of duties
- * Management assignment of the department of the applicable examination unit
- * The TQM implementation status as well as features of the department of the applicable examination unit

d) The following points should be remembered when the Description of TQM Practices is prepared.

- 1) Confidential matters should be avoided in the DTQMP. For example, codes may be used instead of proper nouns or indexes may be used for the scales of graphs. If necessary, such matters should be supplemented during the on-site examination.
- 2) The description should be based on the facts.
- 3) DTQMP should show the overall TQM activities as well as specific individual activities and the systems. For example, to describe TQM status corresponding to the evaluation criterion, "management and improvement of product and operational qualities," one or more representative improvement cases should be included.
- 4) By separating important Outstanding TQM Activities and systems from those that are not, the applicant should explain its TQM in a focused manner.

The applicant is encouraged to consult with the Secretariat for the Deming Prize when it has any questions regarding how the DTQMP should be divided and organized.

e) Examples of the Description of TQM Practices (DTQMP)

Please refer the following three examples when producing DTQMP. It should be made based on applicant organization's current situation.

1) Example of arrangement of chapters, items and description of contents in the DTQMP

Example 1

1. Outline of the Organization	Describe the necessary matters such as management philosophy or business, philosophy, products and customers, market, history of the organization, distinctive features of business, structure and its characteristics etc. that enable the auditors understand about the applicant organization.
2. Business Goals and Strategies	<p>This Chapter corresponds to the item A) prescribed under "Organizations Qualified for Receiving the Prize" in the Deming Prize Guide namely, "A) Under clear management policies that reflect its management philosophy, industry, scale and environment, the company has established proactive customer-oriented business objectives and strategies based on social responsibility of the organization. And the top management exhibits leadership in their formulation".</p> <p>(1) Describe your understanding about the business environment i.e., external environment such as customers, market, society, technology, competition, composition of the industry etc. and internal environment such as technologies, management, human resource etc.</p> <p>(2) Describe the management objectives (Status that must be achieved) set based on analysis of business environment.</p> <p>(3) Describe the management strategies i.e., means and measures for the attainment of business objectives and the mechanism for their formulation.</p>
3. TQM Framework for the Realization of Management Strategies	<p>This chapter should explain the methodologies being practiced by the applicant regarding TQM described under item b) prescribed under "Organizations Qualified for Receiving the Prize" in the Deming Prize Guide namely, "B) TQM is being suitably utilized and implemented for the realization of business objectives and strategies mentioned under A) above".</p> <p>Clarify the relation between aims of TQM promotion and framework (or master plan) of TQM, as well as business strategies and TQM. To be more precise, explain which thoughts, methodologies and methods are being used, how they are put to use and what effects they have delivered in the context of strategies being implemented. In addition, clarify what are your "Outstanding TQM Activities" vis-à-vis competition.</p> <p>Further, describe about the details of the implementation status of various elements included in TQM Framework in Chapter 4.</p>
4. Implementation Status of TQM 4.1 Policy Management 4.2 Daily Work Management 4.3 Cross Functional Activities 4.4 Problem Solving/Task Achieving Activities 4.5 QC Circle Activities: Small	Describe about the elements of TQM Framework mentioned in Chapter 3 (Policy Management, Daily Work Management, Cross Functional activities, Problem solving/task achieving activities, QC Circle activities: Small Group Improvement Activities, New Product Development Management, Quality Assurance, Utilization of IT, Human Resource Development etc.) creating separate sections for each one of them.

Group Improvement Activities 4.6 New Product Development Management 4.7 Quality Assurance 4.8 Utilization of IT 4.9 Human Resource Development	<p>When describing them, explain how each of the elements is being practiced and clarify how they are organically linked with the realization of management strategies explained in Chapter 3.</p> <p>In addition, create a separate section and explain in detail about the “Outstanding TQM Activities” indicated in Chapter 3.</p>
5. Overall Effect	<p>In this Chapter, explain about the effects mentioned under item C) prescribed in “Organizations Qualified for Receiving the Prize” in the Deming Prize Guide namely, “C) As a result of B), along with achieving effect regarding business objectives and strategies of A) above, organizational capability required for future growth has been secured.”.</p> <p>It is necessary to describe in a manner that corresponds with management objectives and strategies mentioned in Chapter 2 as well as there is compatibility with “Aims of TQM promotion and TQM framework” mentioned in Chapter 3.</p>
6. Future Plan	<p>Indicate a future plan to continue TQM after receiving the Deming Prize by referring to mid-term (3-5 years) management objective, management strategy to achieve the objective, and a plan to promote TQM in order to carry out the strategy effectively. Please also include remaining issues to be addressed and new actions to be implemented in a concrete manner.</p>

Example 2

1. Outline of the Organization	Describe necessary items that help examiner’s understanding of the applicant organization.
2. Business Goals and Strategies	<p>This chapter should reflect the item A) under “Organizations Qualified for Receiving the Prize” in the Deming Prize Guide as follows: A) Under clear management policies that reflect its management philosophy, industry, scale and environment, the company has established proactive customer oriented business objectives and strategies based on social responsibility of the organization. And the top management exhibits leadership in their formulation.</p> <p>Describe management principle, business category, scale of operation and management environment as well as proactive customer-oriented business objective and strategy. Also make statements which reflect the “B. Suitable utilization and implementation of TQM” under the “Evaluation Criteria”</p> <p>Separately show base building strategy, or required management system, and challenging strategy by, for example, listing. Then lead them to chapter 4 and 5. Take into account that base building strategy is to become evaluation subject of the “B. Suitable utilization and implementation of TQM” and challenging strategy is to become evaluation subject of the “Outstanding TQM Activities” under the “Evaluation Criteria” in the Deming Prize Guide.</p>

<p>3. TQM Promotion</p> <p>3.1 Framework</p> <p>3.2 Policy Management</p> <p>3.3 Daily Work Management</p> <p>3.4 Cross-Functional Activities</p> <p>3.5 Problem Solving Task Achievement</p> <p>3.6 QC Circle Activities: Small Group Improvement Activities</p> <p>3.7 Others</p>	<p>This chapter should reflect the item B) under “Organizations Qualified for Receiving the Prize” in the Deming Prize Guide as follows: B) TQM is being suitably utilized and implemented for the realization of business objectives and strategies mentioned under A) above. Describe the methodology of TQM promotion which is practiced in the applicant organizations. Along with the aim of TQM promotion, describe TPM, Toyota Production System, Six Sigma as well if they are practiced as TQM activity.</p> <p>Clauses listed on the left are merely an example. They don’t necessarily need to be practiced and they may be integrated. Describe the actuality of the applicant organization. Take into account this chapter to become evaluation subject of the “B. Suitable utilization and implementation of TQM” and “Outstanding TQM Activities” under the “Evaluation Criteria” in the Deming Prize Guide.</p>
<p>4. Practice of Base Building Strategies (or Establishment/Practice of management system)</p> <p>4.1 Strategy 1 (or Establishment/Practice of ○○ managing system)</p> <p>4.2 Strategy 2 ... (or Establishment/Practice of △△ managing system)</p>	<p>Describe the practice in connection with the Base building strategy in the chapter 2. Separately make clauses for each strategy or managing system.</p> <p>○○ and △△ means new product development, quality assurance, cost managing, quantity and delivery management, safety management, business operation and environmental management. Describe how the methodology is mentioned in chapter 3 utilized and practiced. It must be noted also what are stated in “B. Suitable utilization and implementation of TQM” in the Deming Prize Guide as the evaluation items.</p>
<p>5. Practice of Challenging Strategies</p> <p>5.1 Strategy 1</p> <p>5.2 Strategy 2</p> <p>.....</p>	<p>Describe the practice in connection with the Challenging strategy in the chapter 2. Separately make clauses for each strategy.</p> <p>Describe how the methodology is mentioned in chapter 3 utilized and practiced. It must be noted that this chapter should describe how the three items, A), B) and C), written under the “Organizations Qualified for Receiving the Prize” in the Deming Prize Guide are practiced with organic linkage. Also keep in mind that this chapter is highly likely to be considered as what are stated in “Outstanding TQM activities” in the Deming Prize Guide as the evaluation items.</p>
<p>6. Overall Effects</p>	<p>Describe the effect with regard to the item C) under the “Organizations Qualified for Receiving the Prize” which says “C) As a result of B), along with achieving effect regarding business objectives and strategies of A) above, organizational capability required for future growth has been secured. Describe as it responds to the management objective stated in chapter 2. Be consistent with what is written in chapter 3, the aim of TQM promotion.</p>
<p>7. Future Plan</p>	<p>Indicate a future plan to continue TQM after receiving the Deming Prize by referring to mid-term (3-5 years) management objective, management strategy to achieve the objective, and a plan to promote TQM in order to carry out the strategy effectively. Please also include remaining issues to be addressed and new actions to be implemented in a concrete manner.</p>

Example 3

1. Outline of the Organization	Describe the outline, scale of operations, history, main products and characteristics etc.
2. Organization and Management	Describe about the organization, main businesses, main committees, characteristics of organizational management etc.
3. TQM Promotion	Describe the objectives behind introduction of TQM, issues at the time of introduction, focus areas for activities, progress of activities, implementation status, confirmation of effects, future issues etc.
4. Policy Management 5. Human Resource Development 6. Information Management 7. Standardization	Describe the framework of systems built based on TQM. In each chapter, describe the objectives, problems (issues), focal point of activities, progress of activities, implementation status, systems and mechanism built, effects, future issues etc.
8. Implementation Status of Quality Control 8.1 New Product Development 8.2 Quality Assurance 8.3 Cost Management 8.4 Quantity and Delivery Management 8.5 Safety Management 8.6 Marketing 8.7 Environment Management etc.	Describe function-wise (Q, C, D, S, M etc.) implementation status of Outstanding TQM Activities on quality control. (Choose the activities that you would like to emphasize on). In each function, describe the problems (issues) at the beginning, focal point of activities, progress of activities, implementation status, systems and mechanism built, effects, future issues etc.
9. Overall Effects	Describe the overall effects of TQM promotion in a manner that relation with implementation status of TQM is understood. For tangible effects, show the trend graph using quantitative measures if at all possible.
10. Future Plan	Indicate a future plan to continue TQM after receiving the Deming Prize by referring to mid-term (3-5 years) management objective, management strategy to achieve the objective, and a plan to promote TQM in order to carry out the strategy effectively. Please also include remaining issues to be addressed and new actions to be implemented in a concrete manner.

2) Example of description of Chronology of Activities

P	Year			
	Objective			
D	Main Items of implementation	Focus areas of Activities 1		
		<ul style="list-style-type: none"> • Specific items implemented • Specific items implemented 		
		Focus areas of Activities 2		
		<ul style="list-style-type: none"> • Specific items implemented • Specific items implemented 		
C	Effects			
	Problems			

Describe in a manner that the rotation of PDCA is understood year by year.

3) Important remarks upon describing “Implementation Status”

1. Describe regarding each focal point of activities how the system/mechanism for improvement was devised and the level was improved.
2. Emphasize on activities that you are proud of or are your Outstanding TQM Activities.
3. Describe to make easily understood with maximum use of tables and graphs. Do not reduce the size of Tables/Graphs and ensure that they are legible.
4. Explain the implemented activities with specific case studies of Kaizen carried out.

9.4 The Format of DTQMP

- a) Size: A4 or Letter size
- b) Cover: Given template (available at the Deming Prize website)
- c) Writing Method: Written horizontally and bound at the left
Margin: 20mm on the left, right, top and bottom. One page should contain 50 lines with 90 letters per line.
Font of letters: “Times New Roman” at 10.5 point or above
(Please refer to the Deming Prize website for DTQMP layout sample.)
- d) Number of Pages: Including charts and figures, the standard number of pages is shown below. A3 page is counted as one page plus the amount of material over one page.
- 1) General DTQMP: 50 pages or less excluding pages for the senior executives' thoughts on TQM Practices

2) Departmental DTQMP

Number of Employees per Unit	Number of Pages
100 or less	50 pages or less
1,000 or less	60 pages or less
2,000 or less	75 pages or less
more than 2,000	For each additional 500, 5 pages added. However, the number of pages must not exceed 100 in any case.

Note 1) The standard number of pages given above is only a guide; slight changes in number (approximately 10%) are acceptable.

2) The use of an A3 page and small letters in charts and figures should be avoided.

- e) Formatting : Please follow the below mentioned guidelines as much as possible considering they are going to be carried, stored and discarded.
- ①Softcover binding, ②Two-sided printing, ③Case binding, ④Title on the spine of the report, ⑤Avoiding the use of environmentally-unfriendly materials(plastic, vinyl, wire binding, etc.)

10. Document Examination

The purpose of the document examination is not a screening process to simply limit the number of organizations that can proceed to the on-site examination. Rather, it is to evaluate the level of TQM practices at the applicant organizations based on their documents submitted. In this manner, the document examination serves as a preparatory process so as to carry out the on-site examination without wasting any costs and time, which can be a high burden especially for the overseas applicants.

10.1 The Purposes of the Document Examination

The document examination is a process to evaluate the applicant's DTQMP and other documents and judge if it is possible to conduct the on-site examination effectively at the applicant organization. Multiple examiners assigned to the applicant conduct the document examination to assess if the applicant can stand for the on-site examination from the viewpoint of the evaluation criteria (refer to 13. Evaluation Criteria) and if the on-site examination can benefit the applicant organization.

10.2 What is the Document Examination?

The results of the document examination are either passing or pending. If the applicant passes the documents examination, it moves on to the on-site examination. If it doesn't, the applicant is given a "continued examination" status. The continued examination means to allow the applicant to start with the process of resubmitting its DTQMP in the following year, unless it withdraws from the application. This status remains in effect for three years.

The cases that applicant may receive the status of "continued examination" are when they are in special type of businesses where appropriate examiners cannot be assigned or when the applicants' descriptions of their DTQMP are extremely insufficient to be used as reference materials for on-site examination.

11. On-Site Examination

When an applicant passes the document examination, it proceeds to the on-site examination. The on-site examination is carried out in Japanese. However, English may be used for handout or visual aid materials.

11.1 What is the On-Site Examination?

The on-site examination makes the core of the examinations for the Deming Prize.

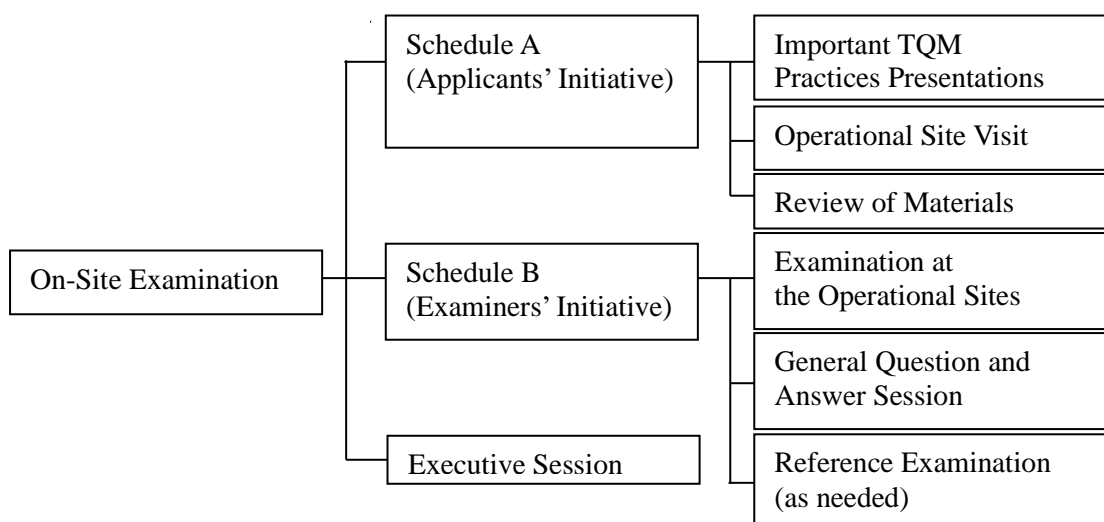
During the on-site examination, the examiners, who have been assigned to an examination unit (refer to 11.4 Notification of the Examiners and On-site Examination Schedule), visit and investigate the status of its TQM practices referring to its DTQMP.

In determining examination units, locations, schedules and the number of examiners for the on-site examination, the Committee considers the applicant's request and the best possible method for examining the applicant's TQM implementation status.

As shown below, the on-site examination consists of applicants' initiative Schedules A and examiners' initiative Schedule B. If necessary, a reference examination will be conducted.

Additionally, during the on-site examination of the examination unit with overall administrative functions, an executive session will be held with top management of applicant organizations.

The specific schedules of the on-site examination are determined through discussions between the applicant and the lead examiner at the preparation meeting.



a) Schedule A

Schedule A is the time allocated for the applicant organization to take the initiative in making the examiners understand the status and features of its TQM practices.

Schedule A consists of Important TQM Practices Presentation, Operational Site Visit and Review of Materials. Specific schedule is decided upon consulting with the lead examiner at the preparation meeting.

1) The Unit's Important TQM Practices Presentations:

These presentations include an explanation of the points that are considered to be particularly important in the Description of TQM Practices and the activities after the submittal of DTQMP which are followed by questions and answers on these points and explanations.

As a rule, ratio of the time allocation for the explanation part and Q&A part in the entire Important TQM Practice presentation should be 2 to 1. However, its time allocation will finally be decided taking into account the contents of presentation.

It is advisable to provide larger amount of time to Q&A especially for “Outline of the applicant organization”, “Management objective and policy”, and “TQM introduction and promotion” during Important TQM Practice Presentation, e.g. 1 to 1.

Materials supporting the important TQM practices presentation may be presented to or circulated among the examiners on the day of the examination.

2) The Operational Site Visit

For a factory, the operational site visit includes explanations at the operational site regarding production processes such as manufacturing, inspection, testing, packaging and storage; management methods; and products. For a non-factory site, the presentations are made at the sites where jobs are performed. When a product or its use needs to be understood, explanations may be provided at any appropriate site.

During the operational site visit, explanations should be given so as to enable the examiners to understand the business activities and the method of managing at each process and department. There is no need to make special preparations for this purpose. Rather, the use of existing materials is encouraged.

The time scheduled for the operational site visit should include questions and answers allocating 20% of the time.

3) Review of Materials

Purpose of reviewing materials is to examine the status of the variety of systems and tools which were established, managed and improved with TQM practice by an applicant organization.

At the end of the important TQM practices session, approximately 40 minutes should be allocated for viewing the supporting materials, which help the examiners better understand the contents of the important TQM practices. In principle, documents of the past 3 years for the main organization concerning the important TQM practices presentation will be required. If significant organizational change has been introduced in the last 3 years, documents including the period prior to the introduction of the organizational change may be added. These documents must be prepared in a separate

room for review.

Documents to be arranged include:

1. Long Term Plan, Annual Policy, Trend Graphs of Management Indicators on QCD etc.
2. Formats being used on daily basis for functions like new product development, quality assurance, cost management etc.
3. Case studies of kaizen

In the room for this document review, a few persons who can assist in document searches or respond to simple confirmations by the examiners and, in case materials are in electronic media format, those who can operate the system, should be available. However, no discussion on the contents of documents will be carried out during the review. In the event discussion does take place, it is not regarded as the formal answer.

b) Schedule B

Schedule B is the time allocated for the examiner-initiated portion of the examination. It is conducted at the departments and functions related to Schedule A's presentations on the important TQM practices and operational sites. The purpose of Schedule B is to see in actual the TQM practices presented during Schedule A. The applicant is to prepare at least 3 drafts of Schedule B and submit for discussion with the examiners at the preparation meeting. The examiners will decide on the final draft of the schedule. This plan, however, is subject to change. As a rule, the timetable for Schedule B will be presented to the applicant at the completion of Schedule A and implemented upon approval.

Schedule B consists of the examination at the operational sites and the general question and answer session.

1) The Examination at the Operational Sites

When appropriate, the examination at the operational sites is conducted simultaneously by teams consisting of two or more examiners. However, each member of the same team may conduct his part of the examination separately.

This examination at the operational sites is conducted under the instruction of the examiners. Therefore, the examiners also determine the examination methods. There is no fixed format for the examination. The examination methods may change department by department or examiner team by examiner team. The examiners use various methods of their own. The following show some examples:

Example 1: Please show me your department's lists of management items, control graphs and process capability indices. Among these management indicators, please pick the most important one and explain how you rotated the PDCA cycle using a case example.

Example 2: Please show me a case example that you solved problems on a priority issue of your department's annual plans this year.

Example 3: Please go and get a defective item at the final inspection process at the operational site and point out how you rotated the PDCA cycle regarding this item on an actual document used.

Example 4: Please show me how your section's important management items are related to the corporate's priority issue. Among these items, please pick one that you could not achieve its target and tell me how you rotated the PDCA cycle.

Example 5: Please present a case example that you used SQC effectively.

These questions are directed to the items related to the important TQM practices and the operational site visit during Schedule A. The examination is conducted according to the evaluation criteria introduced later. The examination is to review if the activities are indeed carried out based on the facts. The applicant is requested to prepare related materials. However, there is no need to make special preparations for this purpose. Rather, the use of existing materials is encouraged.

2) The General Question and Answer Session

The general question and answer session is conducted after the examination at the operational sites. It also does not follow a fixed format. The applicant may be allowed to provide supplemental and corrective explanations on what have been presented as well as additional materials. If so desired, the applicant should consult with the lead examiner.

c) Executive Session

As executives play such important roles in promoting TQM, “the executive session” intends to investigate (evaluate) their understanding, enthusiasm, establishing and deploying policies and reviewing activities through questions and answers in an informal manner. The following points are included:

- 1) Understanding of and enthusiasm toward TQM
- 2) Insights into top management leadership, visions, strategic policies and environmental changes
- 3) Organizational strength (maintenance and strengthening core technology, speed and vitality)
- 4) Employee development
- 5) Organization’s social responsibilities

The executive session is conducted after the Schedule B of the on-site examination unit with overall administrative functions.

Participants from the applicant organization in the executive session are determined at the preparation meeting for the on-site examination. Those who intend to participate in this session must have submitted their thoughts on TQM Practices at the time of DTQMP submission. (refer to 9.3 a)-5) Senior Executive's Thoughts on TQM Practices)

The lead examiner acts as moderator, and after the participants share their thoughts, as a rule, a talk between the examiners and the executives ensues.

d) Reference Examination

A Reference Examination may also be carried out, if deemed necessary. Reference Examination is applied to organizations (especially, customers, the procurement-related, subcontractors, affiliated organizations in relation to overall administration etc.: Reference Examinees hereafter) closely related to the applicant from the standpoint of assuring and improving quality in products/services provision. The purpose of reference examination is not grading the Reference Examinee, but to confirm the approach of the applicant’s management and quality, status of quality management activities, and to use this information for reference in evaluating the applicant. Therefore, in principle, the

Reference Examinee is not evaluated for its status of TQM, its level of QA, its level of sales management etc. Reference Examination is included in the Schedule B but is carried out with consent of the Reference Examinee.

In case the Reference Examinee is not located close by, the introduction of the reference examinee, promotion status of QCD, case studies of Kaizen etc. may be arranged and shown at the applicant's place through video or other mediums. However, it is not necessary that Reference Examination be carried out for each examination unit.

11.2 Standard Time Allocation for the On-Site Examination

As a rule, the on-site examination is carried out from 9:00 a.m. to 5:00 p.m., with lunch break of one hour. The morning session of the examination includes a 15-minute break and the afternoon session a 20-minute break. The following is a typical time allocation for the on-site examination.

Standard Time Allocation for Examination Units without overall administrative functions

Days Needed	Activities and Time Allocation	
0.5 day	Schedule A	2 hours (A.M. or P.M.)
	Schedule B	2 hours (P.M.)
1.0 day	Schedule A	3 hours (A.M.)
	Schedule B	4 hours (P.M.)
1.5 days Example 1	Schedule A	3 - 4 hours (Day 1 A.M. and P.M.)
	Schedule B	3 - 4 hours (Day 1 P.M.)
	Schedule B	2 - 3 hours (Day 2 A.M.)
1.5 days Example 2	Schedule A	4 hours (Day 1 P.M.)
	Schedule B	5 - 6 hours (Day 2 A.M. and P.M.)
2.0 days	Schedule A	7 hours (Day 1)
	Schedule B	7 hours (Day 2)

Note) The above time schedule does not include time for interpretation. In general, the examiners will carry out the on-site examination in Japanese. Additional time should be allotted for interpretation. Interpretation should be consecutive interpretation, not simultaneous interpretation. Standard interpretation device of microphones and headphones must be provided if simultaneous interpretation will be conducted.

Standard Time Allocation for Examination Units with overall administrative functions

Days Needed	Activities and Time Allocation	
1.0 day	Schedule A	2 - 3 hours (A.M.)
	Schedule B	3 - 4 hours (P.M.)
	Executive Session	1 hour (P.M.)
2.0 days	Schedule A	5 hours (Day 1 A.M. and P.M.)
	Schedule B	2 hours (Day 1 P.M.)
	Schedule B	5 hours (Day 2 A.M. and P.M.)
	Executive Session	1 - 2 hours (Day 2 P.M.)

Note) In case of the examination units with overall administrative functions, the standard time allocation as presented above may not be applied if deemed necessary.

11.3 Request for On-Site Examination Units and Schedules

The applicant organization should submit its request for on-site examination units and schedules at the time of application.

Strictly speaking, this request should be made after the applicant has passed the document examination. However, this information is essential when selecting examiners. Therefore, the applicant is requested to send it at the time of application.

11.3.1 What are On-Site Examination Units?

Depending on the applicant's size, organizational structure, scale, and its geographical location(s), the on-site examination will be carried out according to the following two plans:

Plan (I): The examination is scheduled and conducted separately for appropriate sub-organization groups which comprise the entire applicant organization.

Plan (II): The examination is scheduled and conducted together for the entire applicant organization.

In the case of (I), the on-site examination may not be conducted at all sub-organization groups. A sub-organization group selected for the on-site examination is referred to as an "examination unit." The Deming Prize Examination Committee determines which sub-organization group(s) will be examined, considering the applicant's request.

In the case of (II), the entire organization will constitute a one examination unit.

Please refer to the following chart when dividing the examination units

	a) Two or more examination units	b) One examination unit
Business description	Multiple business operations with features by respective businesses	Single business operation
Geographical location	Multiple business bases	Single business base
Scale of business	Very large	Not large
Examination target	Each business and base	Combined as one unit
Notes	1 Each examination unit will receive Examination Findings Report respectively. 2 Requires JPY 1,000,000 per additional examination unit	

Example of examination unit divisions

Example) Company A with 4 examination units

Examination unit	Business description	Geographical location	No. of examiners	Length of examination	No. of employees
Headquarters		South dist.	6	1	
Domestic Sales	Domestic Sales	-	4	1	
East dist. Office	Housing material production	East dist.	4	1	
West dist. Office	Auto parts production	West dist.	4	1	

Example) Company B with 1 examination unit

Examination unit	Business description	Geographical location	No. of examiners	Length of examination	No. of employees
Company B	Textile production and sales	headquarters	8	2	
		South dist.			
		East dist.			
		West dist.			

11.3.2 The Contents of the Request

When making a request for examination units and schedules, the applicant organization should clarify the following points:

1) Plan I or Plan II

In the case of Plan (I), include how to divide the organization into examination units.

2) The number of examiners and the number of days for each examination unit.

3) The examination dates for each examination unit

In general, two or more examiners conduct the on-site examination for each examination unit (four or more examiners for Plan II). The standard number of examiners is 4 and the maximum 8, basically even numbers. As a rule, the on-site examinations are scheduled as shown below. Cross off the check box of dates unavailable to carry out On-Site Examination for each examination unit between July 21 and September 30 with the reason such as holidays and the like. If the committee is unable to make an adjustment with many unavailable dates, On-Site Examination will be postponed until next year or later. In such case, your kind understanding will be appreciated. When Plan (I) is selected, the on-site examination with overall administrative functions will be conducted at the end.

Examination Unit	Number of Days
Organization with overall administrative functions	1 – 2 days
Division, Branch Office	0.5 – 1 day
Plant, Factory	1 – 2 days
Laboratory	0.5 – 1 day
Regional, Sales, Local Office	0.5 – 1 day

- Note 1) When the organization with overall administrative functions and the plant are united as organization, and are, therefore, difficult to separate for the examination, they are treated as one examination unit, and the examination is conducted for one or two days.
- Note 2) In case of having unique organizational structures, the Deming Prize Examination Committee will listen to the applicant's concern and try to accommodate it in its decision-making process.

11.4 Notification of the Examiners and On-site Examination Schedule

After reviewing the applicant's request, the Deming Prize Examination Committee determines which examiners will conduct the on-site examination and what schedule they will follow. As a general rule, names of the lead examiner and cohort examiners for each examination unit will be communicated to the applicant organization within one week after the Deming Prize Examination Committee held in March. Even after the notification was made, the examiners and the number of examiners may change due to unforeseeable circumstances. In such a case, the applicant will be advised of the change as soon as possible. The number of days of on-site examination may increase by 0.5 to 1 day depending on the discussion during the preparation meeting and the same may be changed accordingly.

One of the examiners for each examination unit will be assigned as the lead examiner who takes responsibility for the smooth operation of the examination. When two or more examination units are chosen, a chief examiner, who coordinates the overall on-site examination, is selected from among the lead examiners.

Note) The restriction for consultants or counselors to the applicant organization

When a member from the Deming Prize Examination Committee has been offering TQM consultation services to the applicant organization, he/she should not provide any such services to the applicant after the day when the first on-site examination for the year begins to the day when the examination result is announced to public. The applicant's consultant/counselor will not be involved in the on-site examination. However, this rule does not apply for the consultants/counselors who have only lectured for the applicant organization or whose last consultation services to the applicant organization was 2 years or more before the examination.

11.5 Preparation Meeting for the On-Site Examination

For each examination unit, a preparation meeting for the on-site examination will be held between the applicant organization and the lead examiner (the other examiners may also attend this meeting.) As for the participants from the applicant organization, there is no limit. Commonly 3 or 4 people attend including the person in charge for applying for the Prize, managers and staff members. When multiple examination units are involved, the people in charge for these units may also attend the meeting.

The time allocated for this meeting is approximately half a day (including interpretation time)

It is held at the location of the Secretariat for the Deming Prize Committee.

11.5.1 The Contents of the Meeting

For the smooth implementation of the on-site examination, the following will be discussed at the preparation meeting:

- a) Schedule A \Rightarrow determined at the meeting
- b) Schedule B \Rightarrow draft plans are determined
- c) Reference examinee (refer to 11.1 d) Reference Examination)
 \Rightarrow determined at the meeting
- d) Participants of the executive session \Rightarrow determined at the meeting

Additionally, administrative issues (hotels, transportation means and examination room layouts) will be discussed at the meeting.

11.5.2 Agenda for the Meeting

1. Introduction of examiners, organization representatives, the accompanying secretariat and interpreter
2. Production of the preparation meeting minute
 - Requested to the organization to submit within one week after the meeting
3. Purpose of this preparation meeting
 - Exchange of information, discussion, and decision making of draft plans for the smooth preparation of the on-site examination and the examination schedule
 - Explanation on Items with possibility of change for the onsite examination
4. Brief presentation on organization profile and examination unit by the organization representative
5. Determination of Schedule A
 - (1) Proportion of the 'Important TQM Practices Presentations' and the 'Operational Site Presentations' should be 2:1 in principle
 - (2) Proportion of 'presentation' and 'Q&A' should basically be 2:1 however, the time allotment for 'Q&A' may change depend on the number of examiners
 - (3) Procedure for the 'Review of Materials' (Standard time: 30 minutes, Circulation possible)
 - (4) Around 20% of the time allotted for the 'Operational Site Visit Presentations' should be spent on Q&A.
6. Determination of Schedule B (to see the status of quality management practice at the examining department)
 - (1) Discussion on draft plans and time allotment
 - (2) Discussion on team composition, and combination of department to be examined
 - (3) Determine the organization for Reference Examination
 - (4) Confirm attendants to the 'General Q&A Session'
7. Executive Session
 - Confirm attendants to the Executive Session
8. Examination Venue, Accommodation and transportation
 - (1) Mode of transportation, time schedule
 - When the examination team needs to be separated to examine the multiple sites during schedule B, divide the team and determine the accompanying secretariat as well as the

interpreter (for oversea companies) in advance in order to make preparation such as transportation and accommodation if required

9. Layout of the examination room

(1) (Schedule A)

- Seating maps for the examiners, microphone, screen, presenters, MC and participants from organization (supporting staffs are not allowed to stand behind the examiners)

(2) (Schedule B)

- location, transportation, room layout of the examination venue. Procedure of the presentation

(3) Confirmation on examiner's waiting room

10. Confirmation on emergency contact

- Company representatives/examiners/Secretariat

11. Confirmation on items arranged by the company

(1) Simplification of accommodation, meals and transportation

(2) Lighting, noise, internet usage, and bearing of communication expenses at the hotel

(3) Availability of a LCD projector for the post examination meeting among examiners

(4) Arrangement of post examination meeting room (Date, time, and venue)

(5) Interpreters

1) For Schedule A, 2 interpreters (1 each for the applicant organization and for the examination team) and for Schedule B, 1 interpreter per examiner needs to be assigned.

2) Sufficient experience, TQM knowledge, and Japanese command required.

12. Remarks for the examination day

- Video shooting and recording (for internal use only)

- Additional submission of materials for the 'Important TQM Practices Presentations' is permitted with approx. 30 minutes reviewing time. No guarantee of looking through all

- Distinction of materials (Confidential/Return required)

13. Questions/Enquiries from the company

14. Others

- In case of delay in schedule on the examination day, report immediately and consult with the accompanying Secretariat for measures

- Regarding the record of question and answers during the examination, its submittal is requested with the consent of the company (Not mandatory requirement)

- Schedule hereafter until the Deming Prize Award Ceremony by referring to the separate document (preparatory guidelines towards the ceremony considering the possible passing of the examination)

- Clothes for on-site examination (necessity of ties and jackets)

- Prohibition period of TQM consultation services and prohibition period of contact

Prohibition period of TQM consultation services: a period during which all the Deming Prize Examination Committee members are prohibited from giving any form of training, consultancy and/or instruction to an applicant organization.

Prohibition period of contact: a period during which any communication between the applicant organization and the Deming Prize Committee examiners in charge of applicant organization's examination is prohibited.

11.5.3 Materials to be Prepared

The applicant organization is requested to bring the materials listed below to the meeting. As for the number of people attending the meeting, please contact the Secretariat for the Committee.

- a) The materials that explain each examination unit's business activities and the organization of its employees.
- b) Materials proposing the items listed under 11.5.1, a), b), c), and d) as well as the relevant materials listed under 11.5.2.

When developing these draft plans, please refer to "11.1 What is the on-site examination?" and "10.2 Standard Time Allocation for the On-Site Examination."

11.6 Overall Points to Remember Regarding the On-Site Examination

- a) Based on the applicant's DTQMP, the examiners judge if the applicant passes the document examination. In the event of applicant passing, DTQMP helps the examiners conduct the on-site examination efficiently.
- b) As a rule, the examiners will provide no advice or guidance during the on-site-examination, nor will they give any comments to the applicant immediately following the examination.
- c) Unless otherwise requested by the examiners, only the people in each respective examination unit should answer the examiners' questions. Consult the lead examiner first, should you wish to have someone outside the examination unit answer their questions..
- d) When confidential items are included in the presentation materials during the examination, they should be clearly indicated as such. The examiners will be especially cautious about the information indicated as confidential so as not to disclose it to any third party.
- e) Because of confidentiality requirements, the applicant organization may refuse to provide explanations, furnish materials, or allow access to operational sites. On the other hand, the examination must be conducted based on facts. If there are too many such refusals, the examiners may be unable to perform the necessary examination.
- f) On examination day, the examiners may wish to exchange information among themselves. The applicant is requested to provide facilities for such purposes.
- g) For the on-site examination, hospitality such as chauffeuring and dining should be simple and frugal.
- h) The examiners will not receive any articles other than documents necessary for the examination
- i) The examiners will not dine with personnel (including the associated organization) from applicant organization during the on-site examination and also on the day before.
- j) As a rule, the examiners will not ride in the same vehicle with personnel from applicant organization for transportation. However, this does not apply to the driver of the company/office car and during the on-site examination.
- k) The on-site examination may be recorded on audio or videotapes for internal use. Their external use is strictly prohibited. Please request to the examiners for permission in advance.

※ International flight ticket for the on-site examination overseas is asked to be arranged by the applicant organization. The applicant may decide at its own responsibility the fare type of the ticket as long as it is business class. Please note that flight arrangement needs to be made in a way that allows the on-site examination to be carried out as scheduled.

11.7 Confidentiality of the Examination

The examiners will not disclose information obtained through examination process to the third party without prior consent of the applicant organization.

12. Examination and Evaluation Methods

The examination for the Deming Prize focuses on the following key points for <Organizations Qualified for Receiving the Prize>.

<Organizations Qualified for Receiving the Prize>

The Deming Prize is given to applicant organizations that realize the following three particulars by means of TQM.

- A) Under clear management policies that reflect its management philosophy, industry, scale and environment, the company has established proactive customer-oriented business objectives and strategies based on social responsibility of the organization. And the top management exhibits leadership in their formulation.
- B) TQM is being suitably utilized and implemented for the realization of business objectives and strategies mentioned under A) above.
- C) As a result of B), along with achieving effect regarding business objectives and strategies of A) above, organizational capability required for future growth has been secured.

Each category has evaluation criteria, and each criterion contains “items” and “points” which should serve as tentative standards. At the time of examination, the Committee may change allocations in consideration of the applicant’s business type. The focus of the examination is on three points listed above. Therefore, the applicants are examined by how TQM is implemented to suit their business and obtained the results.

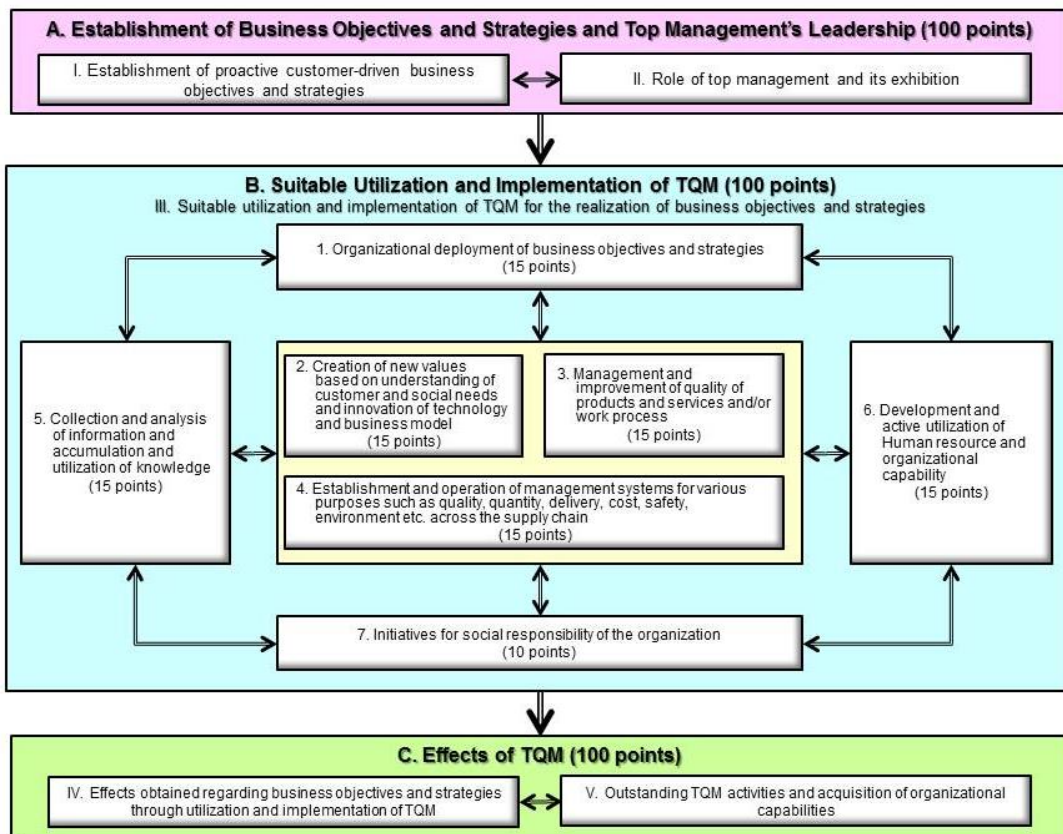
Details of evaluation criteria are given in the next item. Evaluation criteria for the Deming Prize do not seek conformity to a specific model of quality management. Evaluation involves examining how issues were identified and objectives were established taking cognizance of the situation surrounding the company, and how the company as a whole has implemented TQM, its process of implementation and its effectiveness for the future.

13. Evaluation Criteria

Evaluation criteria consist of the following 5-items.

- I . Formulation of proactive customer oriented business objectives and strategies,
- II . Role of top management and its exhibition,
- III . Suitable utilization and implementation of TQM for the realization of business objectives and strategies,
- IV . Effects obtained regarding business objectives and strategies through utilization and implementation of TQM and
- V . Outstanding TQM activities and acquisition of organizational capabilities.

I and II correspond to Item A, III corresponds to Item B and IV and V correspond to Item C of the <Organizations Qualified for Receiving the Prize>.



13.1 Evaluation Items and Points

A. Establishment of business objectives and strategies and top management's leadership

Evaluation Items	Points	Passing points
I. Establishment of proactive customer-oriented business objectives and strategies	100	70 or above
Under clear management belief, proactive customer-oriented business objectives and strategies has been established according to the management philosophy, industry, scale and environment, taking into account social responsibility of the organization. And the aspirations and future plans of the organization have been clearly spelt out.		
II. Role of top management and its fulfillment		
Top management is exhibiting leadership in formulation of proactive customer-oriented business objectives and strategies and implementation of TQM. It has insight concerning business objectives, strategies and environmental change and understands the importance of enhancement of organizational capabilities, human resource development and corporate social responsibility. It has understanding of and enthusiasm towards TQM.		

B. Suitable utilization and implementation of TQM

Evaluation Items	Points	Passing points
III. Suitable utilization and implementation of TQM for the realization of business objectives and strategies	100	70 or above
TQM is being suitably utilized and implemented as a management tool for the realization of business objectives and strategies. And scientific methods (statistics, etc.) methods and IT are being utilized suitably in the process.		
1. Organizational deployment of business objectives and strategies	(15)	
Business objectives and strategies are being deployed throughout the organization and implemented in a united way based on total employee involvement, and close cooperation between departments and related organizations.		
2. Creation of new values based on understanding of customer and social needs and innovation of technology and business model.	(15)	
Development of new businesses, products and services and/or innovation of work processes are being carried out proactively and effectively, aimed at creation of new value based on understanding of customer and social needs and innovation of technology and business model.		
3. Management and improvement of quality of products and services and/or work process	(15)	
a. Daily Management: There are few troubles in day-to-day operations through standardization and education & training and major operations in each department have been stabilized. b. Continuous improvement : Improvements in quality of products and services and/or work processes are being carried out in a planned and continual manner and claims and defects in the market and/or next-processes are decreasing or are being maintained at an extremely low level. Customer satisfaction level has improved or is being maintained at an extremely high level.		
4. Establishment and operation of cross-functional management systems such as quality, quantity, delivery, cost, safety, environment, etc. across the supply chain	(15)	
Cross-functional management systems necessary for the organization are being established and operated suitably across the supply chain headed to customers including partners and related organizations and are effective in achieving the objectives in the changing business environment in a rapid and reliable manner.		

5. Collection and analysis of information and accumulation and utilization of knowledge	(15)	
Collection and analysis of Information from the market and within the organization and accumulation and use of knowledge necessary for operations is being carried out in an organized manner. In addition, such information is useful in creation of new values, management and improvement of products, services and/or operational quality and establishment and operation of cross-functional management systems.		
6. Development and active utilization of human resource and organizational capability	(15)	
Development of human resource and organizational capabilities is being carried out in a planned manner and it is useful in realization of business objectives and strategies and implementation of TQM, and activation of people and organization that supports them.		
7. Initiatives for social responsibility of the organization	(10)	
The organization is aware of its role and responsibilities as a member of the society and has established specific indicators in this regard and is adopting initiatives proactively (for instance, environmental preservation, regional contribution, fair operating practices, respect for human rights, information security, etc.) according to its management philosophy, type of industry, business scale and business environment.		

C. Effects of TQM

Evaluation Items	Points	Passing points
IV. Effects obtained regarding business objectives and strategies through utilization and implementation of TQM	100	70 or above
The organization has obtained effects on business objectives and strategies through suitable utilization and implementation of TQM.		
V. Outstanding TQM activities and acquisition of organizational capabilities		
The organization has obtained effects in the core areas for the realization of business objectives and strategies based on outstanding TQM activities regarding content and/or application of TQM and has acquired organizational capabilities necessary for its future sustainable growth.		

Note) Here, items and points of “III. Suitable utilization and implementation of TQM for the realization of business objectives and strategies” is a criterion for examination. During the examination, they may be changed by the Deming Prize Committee depending on the management philosophy, type of industry, business scale and business environment of applicant organization as well as the business objectives and strategies formulated by based on them by the applicant organization.

Note 2) Kindly refer to Item 13.2 for the evaluation methods and Item 14 for the judgement method.

Note 3) Earlier evaluation criteria consisted of ‘Basic Categories’, ‘Outstanding TQM Activities’ and ‘Role of Top management and exhibition of its role’. In the above-mentioned evaluation criteria, while maintaining the basic framework consisting of 3 items A, B and C of the Organizations that can receive the Deming Prize, ‘Role of top management and its exhibition’, ‘Basic Categories’ and ‘Outstanding TQM activities’ have been positioned as key elements in Items A, B and C respectively.

13.2 Evaluation Methods

13.2.1 Formulation of Business Objectives and Strategies and Leadership by Top Management (Item A)

I . ”Establishment of proactive customer oriented business objectives and strategies” and II. ”Role of top management and its exhibition” will be evaluated based on findings of the Executive Session as well as Schedules A and B respectively and marks will be given collectively for both out of a total of

100 marks.

Here, with regard to I . Establishment proactive customer oriented business objectives and strategies, evaluation will be made based on the followings:

- That business objectives and strategies have been formulated under clear management policies
- That the formulated management objectives and strategies are in line with the management philosophy, industry, scale and environment, and are proactively customer oriented, in addition to corporate social responsibility of the organization is taken into account.
- That the aspirations and future plans of the organization have been clearly spelt out.

In addition, with regard to II. Role of top management and exhibition of its role, evaluation will be based on the followings:

- That the top management is exhibiting leadership in formulation of proactive customer-oriented business objectives and strategies and implementation of TQM
- That the top management has insight concerning business objectives, strategies and environmental change and understands the importance of enhancement of organizational capabilities, human resource development and corporate social responsibility.
- That it has understanding of and enthusiasm towards TQM

13.2.2 Suitable Utilization and Implementation of TQM (Item B)

With regard to Items 1-7 of III. Suitable utilization and implementation of TQM for the realization of business objectives and strategies, will be evaluated comprehensively based on the findings of Schedules A and B through the following 4 evaluation angles.

- Effectiveness : Effective to achieve the objectives
- Consistency : Consistent throughout the organization
- Continuity : Continuous from med- and long-term viewpoints
- Thoroughness : Through implementation at the department involved

In addition, in case it is adjudged by the examiners that the importance of each of these items is vastly different from the allocation of marks, when reviewed against business objectives and strategies established in accordance with the management philosophy, type of industry, business scale, business environment and of the applicant organization, the allocation of marks may be changed following discussion in the Deming Prize Examination Committee.

Levels	Activities Implemented	Points	
		Items with 10 points max.	Items with 15 points max.
1	No Activity. It is not understood what management is and it is entirely responding to specific circumstances.	0	0
2	Inferior. Piecemeal activities are being experimented in parts and are not being deployed across the organization.	1-3	1-5
3	Fair. Base for carrying out the activities systematically has been put in place.	4-6	6-9
4	Excellent. High targets have been set, PDCA cycle is being practiced thoroughly through close coordination and drastic improvement in the level has been achieved.	7-8	10-12
5	Exceptional. Activities matching the management philosophy, industry, scale and environment are being carried out and it can be benchmark for others.	9-10	13-15

13.2.3 Effects of TQM (Item C)

Items IV. Effects obtained regarding business objectives and strategies through utilization and implementation of TQM and V. Outstanding TQM activities and acquisition of organizational capabilities will be evaluated based on findings of Schedules A and B and marks will be given collectively for both out of 100 marks.

Among these, Item IV. Effects obtained regarding business objectives and strategies through utilization and implementation of TQM will be evaluated based on the following:

- That effects have been obtained regarding business objectives and strategies
- That these effects are the result of suitable utilization and implementation of TQM (Obtained effects and the contents of TQM evaluated under Item B are closely interlinked)

And Item V. Outstanding TQM activities and acquisition of organizational capabilities will be evaluated based on the following:

- That the effects have been obtained based on contents of TQM or application of outstanding TQM activities in the core part for the realization of business objectives and strategies.
- Through these activities, required organizational capabilities for future growth have been secured.

Here, 'Outstanding TQM activities' refer to the activities that have yielded effects based on special focus and ingenious thinking on quality-related activities that are core to the growth of the applicant organization including Items 1-7 of III. Suitable utilization and implementation of TQM for the realization of business objectives and strategies. It is necessary that the applicant organization should have at least one such outstanding TQM activity.

(1) Examples of outstanding TQM activities

Top management vision, business strategies and leadership

- Strong leadership is exerted to share the values of the vision.
- Business strategies are established to become an excellent organization.
- Under the excellent vision, the organizational innovation and improvement takes place.
Development of systems to create and improve mechanism of unique and effective qualities suitable for its industry and organization
Innovation of quality management system processes such as concurrent engineering
Establishment of production and purchasing systems that secures quality and delivery in the case of overseas production and procurement

Creation of values for the customers

- The organization develops quality management systems to create values for the customers and provide products and services that include such values.
Materialization of its product planning process that is excellent for developing products and services
Building of research and technology development systems for creating excellent new products and services
Development of quality management systems that can secure customer satisfaction in solution businesses

Remarkable improvement of organizational performance

- Quality improvement
- Speed and productivity improvement
Establishment of new product development systems that shorten the development times while securing quality
Development of quality management systems that secure qualities in supply chain management (SCM)
- Cost reduction
Development of quality management systems to secure qualities while significantly

- reducing costs
- Securing environment and safety
 - Establishment of quality management systems that incorporates maintenance of environment, resources saving and energy saving
 - Establishment of management systems that emphasize the safety of operations and products

Establishment of the management foundations

- Enhancement of technological capabilities and core competence
 - Enrichment of core competence that focuses on quality
 - Development and deployment of quality management systems that can deepen technological capabilities
- Response to changing business environment
 - Building management fitness that can respond flexibly to the changes in business environment
- Strengthened human resources development
 - Establishment of human resources development systems that can enhance employees' capabilities and satisfaction
- Strengthened foundation of information systems
 - Establishment of excellent quality management systems using information technology

Others

- Excellent and Outstanding TQM Activities that are not listed above

(2) Evaluation of outstanding TQM activities

The Outstanding TQM Activities are not evaluated if they conform to existing criteria; rather their evaluation is focused on the effects and enhancement of organizational capabilities. There is no criterion set for each evaluation item. It is evaluated from the evaluation angles listed below 1) to 3) using the scale of 1 to 5. After all points are summed up, an overall evaluation is performed using the scale of 1 to 5.

The Outstanding TQM Activities are not evaluated if they conform to existing criteria; rather their evaluation is focused on the effects and enhancement of organizational capabilities. There is no criterion set for each evaluation item and overall evaluation will be made based on the following 3 evaluation angles.

- Effectiveness: It is actually conducted as an organized activity and contributes to the organization's performance improvement and further growth.
- Reproducibility: The subject for evaluation is not on new products, services and technologies developed, but it is on management method that enabled their development. Such a method must be established as a system so that similar results can be expected when it is applied to similar situations.
- Innovativeness: It must be innovative and can be expected to contribute to management development in a given field.

Such outstanding TQM activities will be evaluated one by one based on levels of 1 to 5 as per the Table below.

Levels	Evaluation
1 point	Non-admirable activity
2 points	Activity can be found elsewhere
3 points	Good activity, but not excellent
4 points	Excellent activity constituting an element of the core technology It is an excellent activity and it is an important element constituting the core capability of the organization.
5 points	Exceptional activity, can be other organizations' benchmark

14. Judgment Method

14.1 Establishment of Business Objectives and Strategies and Top Management's Leadership(A)

- Each examiner will give marks independently out of 100 based on the result of evaluation of 「I. Establishment of customer oriented business objectives and strategies and 「II. Role of top management and its exhibition.
- The median value of all examiners' scores will be calculated and if the score is 70 points or higher, it is considered passing Item A.
- When the condition mentioned above in b) is not met and the scores by the examiners vary considerably, the examiners will meet to disclose their scores and review their evaluation before the final judgment is made.

14.2 Suitable Utilization and Implementation of TQM(B)

- Each examiner will give marks independently for Items 1-7 of III. Suitable utilization and implementation of TQM for the realization of business objectives and strategies
- The median value of all examiners' scores will be calculated and if the score is 70 points or higher, it is considered passing Item B.
- When the condition mentioned above under b) is not met and the scores among the examiners vary considerably, the examiners will meet to disclose their respective scores and review their evaluation before the final judgment is made.

14.3 Effects of TQM(C)

- Each examiner will evaluate independently and give marks out of 100 based on the result of evaluation of IV. Effects obtained regarding business objectives and strategies through utilization and implementation of TQM and each activity under V. Outstanding TQM activities and acquisition of organizational capabilities.
- The median value of all examiners' scores will be calculated and if the score is 70 points or higher, it is considered passing Item C.
- When the condition mentioned above under b) is not met and the scores among the examiners vary considerably, the examiners will meet to disclose their respective scores and review their evaluation before the final judgment is made.

14.4 Overall Judgment

- When the applicant organization has only one examination unit
If the result for all the 3 i.e. A. Establishment of business objectives and strategies and top management's leadership, B. Suitable utilization and implementation of TQM and C. Effects of TQM is 'pass', the applicant passes the examination.
- When the applicant organization has two or more examination units

Weightage for each examination unit based on the role performed by it in the applicant organization will first be determined. In addition, Pass or fail of the examination unit including the organization that holds the overall supervision function of the applicant organization as a whole will be evaluated based on the above method, and that of other examination units will be evaluated based on the method excluding II. Role of top management and its exhibition of Item A. Next, passing units will be given 1 point and non-passing units will be given 0 point and the weighted average of these will be calculated. If it is 0.5 or higher, the applicant passes the examination.

When it is judged that the applicant organization has acted in a socially immoral manner, the decision on its passing or not passing may be suspended.

15. Determination of Prize Winners and Notification of the Examination Result

The Deming Prize Examination Committee reports the evaluation results of each applicant organization to the Deming Prize Committee. When applicants are considered qualified based on the report, the Deming Prize is awarded by the Deming Prize Committee.

In the event that the applicant has not attained a passing point score, final judgment is reserved and, unless the applicant requests withdrawal, the status is considered as “continued examination.” Subsequent examinations are limited to twice during the validity of next three years. Subsequent examinations will focus on what was indicated at the previous examination and what has changed since then. The applicant is recognized as having passed the examination when it has sufficiently improved upon the previously noted issues and has achieved the necessary level to pass.

The successful applicant organization will be informed of the examination result as promptly as possible, followed by an official written notice by mail. In the case of continued examination status, only an official written notice by mail will be provided.

16. Report on Examination Findings

The prize winner will receive a written report on the examination findings on the day of the Deming Prize award ceremony. In the event that the applicant receives a continued examination status, the report will be sent by mail. Upon request from the applicant, two or more examiners will visit the applicant with a written report to explain the examination findings around the time of the Deming Prize award ceremony. The report on examination findings is prepared for each examination unit. Each report consists of three parts: an overall evaluation, comments on each item (given in 13. Evaluation Criteria) and comments on each department. In concrete terms, it presents merits, improvement opportunities and recommendations for future improvement by item and by department.

Note: For oversea applicants, the report on examination findings will be provided both in Japanese and in English as a general rule. Please let the secretariat know in case English version is not necessary.

The prize winner will receive a written report on the examination findings on the day of the Deming Prize award ceremony. In the event that the applicant receives a continued examination status, 2 or more examiners will visit the applicant along with the written report to explain the examination findings before or after the Deming Prize award ceremony.

The report on examination findings is prepared for each examination unit. Each report consists of four parts: Overall evaluation, A. Establishment of business objectives and strategies top management’s leadership, B. Suitable utilization and implementation of TQM and C. Effects of TQM. It presents specifically things found to be good, improvement opportunities and recommendations for future improvement by item and by department.

17. Public Announcement of Prize Winners

In mid-October, the Deming Prize Committee makes a news release at a press club about the prize winners. Announcement will also be made with reasons for the award through appropriate media of JUSE. At this time, the reasons for the award are revealed to the public. If an applicant organization receives a “continued examination” status, nothing whatsoever about the organization, including its name, is announced.

At the award ceremony, which takes place in November, winners receive the Deming Medal with an accompanying certificate of merit.

18. Duties of the Prize Winner

- (a) **Winners Presentations by the prizewinners**
The prize winners will be asked to report its TQM practices and experience at the Winners Presentations. The prize winner is requested to submit a manuscript of its TQM practices, to be included in the summary report of the prize winners’ TQM practices distributed to all participants at the Winners Presentations.
- (b) The prize winners are encouraged to actively share with the other organizations their TQM know-how obtained through the processes of challenging for the Deming Prize and receiving the examination.

19. Status Report and Post-Prize Review Three Years after Receiving the Prize

The prize winners in their third year after winning the Deming Prize become eligible to challenge the Deming Grand Prize on the condition of having received TQM Diagnosis by the Deming Prize Committee no later than one year prior to the year of Deming Grand Prize application. If decided not to apply for the Deming Grand Prize, the prize winners will be requested to submit “Post-Prize TQM Practice Status Report” on the status of its TQM practices three years after having received the prize. (i.e., 2021 winner is requested to submit the report in 2024)

Contents must explain:

1. Follow up activities on items pointed out in the Examination Findings Report of the Deming Prize. Categorize the follow up activities into a) completed, or b) in progress using the table shown below.

No.	Category	Items pointed out in the Examination Findings Report	Follow up activity	a	b
				Completed	In progress

2. Current status of the future plans presented at the time of the examination
3. Newly introduced TQM activities after winning the prize and their results

After receiving the report, either to carry out following a) or b) will be determined by the Deming Prize Committee, taking into consideration the prize winner’s request as well as contents of the submitted report.

- a) TQM diagnosis by the Deming Prize Committee (refer to page 59)
- b) Post-Prize* review three years after winning the Deming Prize

Please refer to page 59 for the option a). TQM diagnosis. The Deming Prize Committee strongly recommends each prize winner to carry out the TQM diagnosis for further promotion and development of TQM.

To conduct b) Post-Prize review three years after winning the Deming Prize, 3-4 hours review through online mode using a Web-conference tool of your choice, will be carried out by two or more examiners appointed from the Deming Prize Examination Committee, based on the submitted Post-Prize TQM Practice Status Report. The Post-Prize review consists of an explanatory presentation on the post-prize TQM practice status by the president or executive in charge of TQM of the prize winner, followed by discussion.

Please consult with the Secretariat for the Deming Prize Committee for details.

20. Examination Expenses

There is no examination fee. However, apart from the application fee (Refer to 7.2 Application fee), the applicant organization is expected to carry the expenses associated with the on-site examination, such as travel and hotel accommodations for the examiners and their accompanying Secretariat member, as well as production cost of the report on examination findings. When determined as the prize winner, production cost for the summary report of the prize winners' TQM practices distributed at the Winners Presentations and co-sponsorship fund for the award ceremony are also requested to be borne by the prize winners.

Deming Grand Prize



The cover page shows the Deming Grand Prize Medal with laurel tree bearing fruit of Quality. The image represents the award of honor, and the work is designed by illustrator, Mr. Hiroshi Manabe.

1. Invitation to Apply for the Deming Grand Prize

There is a beginning to total quality management (TQM), but there is no end. It continues to grow and develop indefinitely.

In recent years, organizations have recognized more than ever the importance of satisfying customers and employees, contributing to society, corporate social responsibilities and dealing with environmental problems. They are also feeling the impact of turbulent changes in the surrounding environment, such as political and economic developments both nationally and worldwide. To meet the challenges these developments present, organizations are realizing that they need to transform the way they do business through implementing TQM.

Even if an organization has established a sound quality assurance system and has won the Deming Prize, it cannot stand still. In a few years, it will surely need to adapt and transform its quality assurance system to meet new challenges and change the scope and practice of its business. For example, it may need to diversify its products, develop new products or initiate new business altogether. To do this, the organization must continue educating and training employees and developing new employees who have joined the organization since receiving the Deming Prize. It must also develop new managers who have been promoted since the Deming Prize challenge.

To respond to internal and external changes, and to implement TQM more effectively in managing the business, it is extremely effective for organizations that have received the Deming Prize (former Deming Application Prize) to challenge for the Deming Grand Prize. The experiences of past Deming Grand Prize winners clearly establish the merit of the challenge.

By setting the goal to apply for the Deming Grand Prize when organizations receive the Deming Prize, they can expect to prevent their TQM from becoming stale and sluggish. In this way, they can further develop their TQM practices. In fact, Deming Prize winners are invited to apply for the Deming Grand Prize many times over. Some organizations have even received the Prize twice. We are expecting many of the Deming Prize winners to use the challenge for the Deming Grand Prize as a management tool for their continued and focused implementation of TQM.

As of January 1995, the Deming Grand Prize was opened to the following organizations: (1) An individual division that has won the Deming Prize or the Deming Prize for Small Companies. (2) An individual division that received the Deming Prize for Divisions. In addition, as from January 2010, winners of the Quality Control Award for the Operations Business Units become eligible for the challenge to the Deming Grand Prize.

Originally, Deming Prize winners became eligible to apply for the Deming Grand Prize five years after winning the prize including the winning year, but as of January 2000, the period was shortened to three years. For instance, a 2021 winner can apply for the medal in 2024.

(*) Overseas organizations wishing to apply for the Deming Grand Prize must carry out the TQM Diagnosis by the Deming Prize Committee no later than one year prior to the year of application.

The following sections will explain the significance of applying for the Deming Grand Prize and how it differs from applying for the Deming Prize. It is our hope that this guide will serve as an invitation to apply for the Deming Grand Prize. So please read the guide, apply for the Prize and further promote your organization's TQM.

1.1 Continued Implementation of Priority Issues Generates “Power”

Even after an organization wins the Deming Prize after enthusiastically implementing TQM to improve its organizational constitution (health), it cannot expect to maintain the good results if its TQM activities become stagnant due to lack of focus, efficiency, or continuity - in spite of considerable investment in man-hours and money. Only a continuing emphasis on priority issues gives an organization "power", which is exactly what applying for the Deming Grand Prize helps to do. For this reason, the Deming Grand Prize examination emphasizes how the applicant organization has prioritized and continued its TQM activities after having received the Deming Prize.

1.2 Systems and Technologies are Carried Forward by the Continued Implementation of Priority Issues

Various reforms / improvements achieved in the process of TQM promotion, which leads up to greater organizational capability and the receipt of the Deming Prize, are significant accomplishments. More importantly, they create intellectual and technological assets the organization can carry forth into the future. It only makes sense that the reforms / improvements realized through investing considerable man-hours and money should be accumulated and handed down as the organization's systems, standards and intrinsic technologies. Moreover, these should be effectively and continuously used in the organization's daily operations after receiving the Deming Prize. The focused and continued implementation of TQM is important as well, an effort that is supported by applying for the Deming Grand Prize.

1.3 Continued Implementation of Priority Issues also Helps Human Resources Development

The number of new managers and employees who have not experienced the Deming Prize challenge increases as time passes. For this reason, it is necessary to develop these individuals and pass along the intellectual and technological assets from generation to generation. After all, these individuals will be the ones tackling new priority issues using their acquired knowledge. It is important, therefore, to develop employees through continued implementation of TQM and practical education and training. Applying for the Deming Grand Prize will accelerate such employee development.

1.4 Continued Implementation of Priority Issues Enables the Organization to Keep Abreast of Changes in the Surrounding Business Environment

As discussed earlier, society and the economy are changing rapidly. In such an environment, TQM is necessary to identify priority issues that are well suited for such changes and that promote activities necessary for tackling new issues. Furthermore, in putting one's TQM into practice, it is important to involve new managers and employees who have not experienced the Deming prize challenge. Through continued implementation of priority issues, an organization can effectively practice TQM that supports innovative business management - a way of managing that is adaptable to changes in the surrounding business while keeping pace with time and abreast of changes. These efforts may result in the development of creative TQM methodologies suitable for new age. Applying for the Deming Grand Prize supports such an end.

1.5 Continued Implementation of Priority Issues Facilitates the Integration of TQM into Daily Work

The TQM practices developed before and during the challenge for the Deming Prize need to take root in daily work and become integrated into the way a company manages its business. To do this effectively, it is important that an organization does not spend excess time implementing TQM and, consequently, harms its implementation efforts. Regardless of the pace of change or shifting economic conditions, the fundamental trend of the future is expected to be the pursuit of employee satisfaction, satisfying working environment, creation of jobs worth doing and rearing personnel.

In light of this trend, one of the necessary conditions for maintaining the continuity of TQM is to carry out a TQM practice best suited to one's organization, and produce results. Therefore, it is

important to prioritize activities, eliminate waste and streamline one's TQM methodologies. To move in such a direction, it is essential to promote TQM creatively and uniquely without getting trapped in the ways of the past. The examination process for the Deming Grand Prize is constantly reviewed and improved to ensure this happens.

1.6 Focusing Activities on Priority Issues Eliminates Excess Examination Preparation Time

It is strongly requested that the applicant organization will not spend excess time in preparing itself for the Deming Grand Prize examination. As discussed above, the organization should promote TQM that focuses on the continued improvement or priority issues and that integrates the results of TQM into daily work. The applicant organization is expected to prepare itself and stand for the examination while maintaining a work environment of business as usual.

1.7 TQM that Makes Employees Want to Participate

The ideal of TQM is total participation. However, this does not mean that every employee's participation can be mandated. Instead, organizations are expected to promote a kind of TQM that behooves the majority of employees to believe their effort and involvement is worthwhile. The Deming Grand Prize supports such a brand of TQM and demands that applicant organizations promote it with a free spirit suited to their unique environment.

1.8 Applicant Organizations Can Suggest an Examination Format

Organizations that apply for the Deming Grand Prize have options for the on-site examination: an examination similar to the Deming Prize (Schedule A, Schedule B and Executive Session) or another format more suitable for the applicant in light of its business and priority issues.

1.9 As a Rule, the Examination is Conducted within Two Days by Covering Entire Organization as One Examination Unit

Considering the fact that the applicant has already received the Deming Prize, the examination for the Deming Grand Prize will cover the entire organization as one examination unit and is conducted within two days.

1.10 An Individual Division or a Winner of the Quality Control Award for Operations Business Units Can Apply for the Deming Grand Prize

The Deming Grand Prize has its purpose to promote continuity, development, deepening, and evolution of TQM activities in the organization of the Deming Prize winner. However, since 1995, an individual division or an equivalent individual organization may apply for the Deming Grand Prize. Since 2010, a winner of the Quality Control Award for Operations Business Units may also apply for the Deming Grand Prize.

1.11 Receiving the Deming Grand Prize is the Highest Honor

Receiving the Deming Grand Prize is a result of continuing to practice TQM for a long time even after receiving the Deming Prize, and it is the highest quality control honor. It is the Deming Prize Committee's sincere hope, therefore, that organizations continue to promote TQM targeted to their priority issues; that they apply for the Deming Grand Prize; and that they share the results of TQM and the honor of receiving the Prize with all employees.

2. The Significance of Applying for the Deming Grand Prize

2.1 Highest Honor in Quality Control – A Validation of Long-Term Practice

The Deming Grand Prize was created to commemorate the first International Conference on Quality Control (ICQC), held in October 1969 in Tokyo, and to maintain and upgrade the spirit of the conference long into the future. With the purpose of further developing the world of quality control, the Deming Grand Prize was established with a fund from surplus conference revenues. (Deming Grand Prize was originally established as Japan Quality Medal and name change took place in 2012)

An organization may apply for the Deming Grand Prize three years or more (including the award year) after it has received the Deming Prize or the Quality Control Award for Operations Business Units. When it is recognized that an applicant's implementation of TQM has improved substantially beyond the level at the time it won the Deming Prize, the organization is awarded the Deming Grand Prize.

Winners of the Deming Grand Prize may repeatedly apply for the medal as long as they wait three years or more (including the award year) after winning. For those organizations that have been practicing TQM for a long time, receiving the Deming Grand Prize is the highest honor.

2.2 Evolution of the Deming Prize - Highly Valued Inside and Outside Japan

Organization-wide quality control, or total quality management (TQM), through the use of statistical methods has been widely practiced in industries and has produced remarkable results, such as enriched customer satisfaction, development of new products, improved product and service quality, enhanced productivity and reduced costs. It is well known both inside and outside Japan that the Deming Prize has played a highly significant role to the promotion and dissemination of TQM.

Quality control activities in Japan started with inspection and manufacturing processes. Since 1960, they have rapidly expanded to include such head office functions as general administration, personnel and accounting as well as other functions (research and development, design, production engineering, purchasing, manufacturing/installation, marketing and service). Quality control activities have developed to the point where they are truly worthy of the name "organization-wide quality control" involving everyone. Results achieved through TQM include not only reduction of process quality defects but also cost and delivery improvements, enhanced capability in marketing and new product development and increased profitability and growth. Thus, the purpose and scope of TQM has greatly evolved.

While this took place, more and more organizations were applying for the Deming Prize and using the experience as a stepping stone for the further advancement of TQM implementation. Some overseas organizations applied and won the prize. Furthermore, modeled after the Deming Prize, many quality awards were created throughout the world, such as the Malcolm Baldrige National Quality Award of the United States and the European Quality Award of EFQM (the European Foundation for Quality Management). Thus, the reputation of the Deming Prize and its recipients has been enhanced, not only domestically but internationally as well. As a result, the significance of the Deming Prize has been considerably heightened since the time of its inception in 1951, and it is recognized as a great contributor to industrial development.

2.3 Continuity is Power - Responding to Environmental Changes After Receiving the Deming Prize

TQM is not a temporary program. It is important that organizations practice it continuously. Even if an organization establishes a sound quality system and wins the Deming Prize, it still needs to improve and enrich the system and transform its TQM practices. By doing so, it will meet the challenge of changing the scope and content of its business through product diversification, new product development and new business development in both domestic and international markets. In addition, many organizations experience personnel changes during the five- or ten-year period following the receipt of the Deming Prize, including changes at the executive, managerial and worker levels. It goes without saying that to keep pace with these changes, or in anticipation of them, it is important to further develop and promote TQM. This continuity generates "power". Of course, maintaining continuity is "easier said than done". To overcome this difficulty, it is effective to apply for the Deming Grand Prize every three years and continue maintaining and upgrading the level of TQM after having received the Deming Prize.

3. Examination Process for the Deming Grand Prize

3.1 What is the Deming Grand Prize?

3.1.1 Eligibility for the Deming Grand Prize

The Deming Grand Prize is an annual award presented to an organization such as a company, an institute, a division of a company and a headquarters office (organization, hereafter) that received the Deming Prize (including the former Deming Application Prize, Deming Application Prize for Small Companies, the Deming Application Prize for Divisions and the Quality Control Award for Operations Business Units) three or more years ago (counting January to December of the award year as one year), that has continuously applied TQM to priority issues and has been achieving its objectives steadily and effectively in a changing business environment.

However, the organizations wishing to apply for the Deming Grand Prize must carry out the TQM Diagnosis by the Deming Prize Committee no later than one year prior to the year of application. Please refer to "TQM Diagnosis by the Deming Prize Committee" for information.

More specifically, the Deming Prize Committee set the following criteria:

<Organizations Qualified for Receiving the Deming Prize>

- A) Under clear management policies that reflect its management philosophy, industry, scale and environment, the company has established proactive customer oriented business objectives and strategies based on social responsibility of the organization. And the top management exhibits leadership in their formulation.
- B) TQM is being suitably utilized and implemented for the realization of business objectives and strategies mentioned under A) above.
- C) As a result of B), along with achieving effect regarding business objectives and strategies of A) above, organizational capability required for future growth has been secured.

Focus points of the examination are how the applicant has continuously applied TQM in a prior manner.

If the organization has new TQM activities that impact the way it manages its business, it is encouraged to include such activities - even if they are just at the trial stage - in the examination.

Examples of these activities include quality creation, employee satisfaction improvement, environmental initiatives and international and social contributions. Such activities, however, are not required for the examination. If the applicant organization has them and chooses to include them, then they become subjects for evaluation.

An organization that wins the Deming Grand Prize (the prize winner, hereafter) is presented with the Certificate of Merit and the Deming Grand Prize Medal. The examination for the Deming Grand Prize is conducted by the Deming Prize Examination Committee (the Committee hereafter) and the decision of award is made by the Deming Prize Committee.

3.2 Evaluation of the Examination Results and Determination of Winners

3.2.1 Passing Points

All the following conditions, (1), (2) and (3), must be met to pass the examination.

- | | |
|---|----------------------------------|
| A. Establishment of business objectives and strategies
and top management's leadership | 75 points or higher (Out of 100) |
| B. Suitable utilization and implementation of TQM | 75 points or higher (Out of 100) |
| C. Effects of TQM | 75 points or higher (Out of 100) |

3.2.2 Scoring Method

- (1) Using the checklist for the Deming Prize, each examiner scores A. Establishment of business objectives and strategies and top management's leadership, B. Suitable utilization and implementation of TQM, and C. Effects of TQM separately.
- (2) The median value of all examiners' score is identified for each evaluation item, A, B and C.
- (3) In a case where there is more than one examination unit, the score for B. Suitable utilization and implementation of TQM s and C. Effects of TQM become the weighted average of all examination units.

(Note) There will be no disclosure of the above-mentioned scores.

3.2.3 Judging the Candidates for Award

When the committee makes the judgment, based on examination results, that an applicant company is qualified for the Prize, it reports this company to the Deming Prize Committee as a candidate for the Prize.

In the event that a passing point score has not been attained by the applicant, final judgment is reserved and, unless withdrawal is requested by the applicant, its status is considered "continued examination". Subsequent examinations are limited to twice during the next three years and will focus on what was highlighted at the previous examination and what has changed since then. The applicant is recognized as having passed the examination when it sufficiently improves on the previously noted issues and has achieved the required level of TQM implementation.

Applicant companies that are given "continued examination" status are not reported to the Deming Prize Committee.

3.2.4 Determination of Prize Winners

Based on the committee's report as mentioned above, the Deming Prize Committee determines the winners of the Deming Grand Prize.

3.2.5 Notification of the Examination Results

The successful applicant company will be informed orally of the examination result as promptly as the decision is made by the Deming Prize Committee, followed by an official written notice by mail. In the case of continued examination status, only an official written notice by mail will be

provided. No oral notification will be made.

3.2.6 Report on Examination Findings

The successful applicant company will receive a written report on the examination findings on the day of the Deming Grand Prize and Deming Prize award ceremony.

In the event that the applicant receives a continued examination status, the examination findings report will be mailed by post. If requested by the applicant, one or two examiners will be available for explanation by appointment in Japan. In special cases, one or two examiners will visit the applicant to explain the examination findings upon request.

3.3 Winners Presentations by the Prize Winner

The prize winners will be asked to report its TQM practices and experience at the Winners Presentations. The prize winner is requested to submit a manuscript of its TQM practices, to be included in the summary report of the prize winners' TQM practices distributed to all participants at the Winners Presentations.

4. The Differences between the Deming Prize and the Deming Grand Prize Examinations

Listed below are the major examination requirements that differentiate the Deming Grand Prize from the Deming Prize. Please refer the next page for more details.

- (1) Examination unit is one as a rule.
- (2) Examination is conducted by six examiners as a rule.
- (3) Examination can be carried out flexibly (please refer ※ below).
- (4) Passing points is 75 or above while that of the Deming Prize is 70 or above.

※Proposal for the Examination Process

As a rule, the on-site examination consists of Schedule A, Schedule B, Executive Session and Reference Examination - the same examination process as for the Deming Prize. Considering the fact that the applicant organization has already won the Deming Prize, the actual procedure for Schedule A and Schedule B can be flexibly carried out. Based on the type of business and areas of emphasis, the applicant is encouraged to propose the most suitable examination process. After discussion at the pre-application consultation meeting, the committee determines the final examination process. It is, therefore, requested that the applicant organization fill out the "Proposal for the Deming Grand Prize Examination Process" form provided at the end of this guide, which asks for information such as desired examination format, examination units and examination schedule.

**Difference between the Deming Prize and the Deming Grand Prize
for Application and Examination**

Italicized portion applies to the examination overseas

		Deming Prize	Deming Grand Prize
Application	Application form ^{*1}	Submit the given application form	Submit the given application form + "Proposal for the Deming Grand Prize Examination Process"※
	Application fee ^{*2}	One examination unit → <i>JPY2,000,000</i> More than two examination units → <i>JPY2,000,000 + JPY1,000,000/per examination unit</i>	Same as left ◎Examination unit is one as a rule
	Submittal items ^{*3}	a) Documents that shows the organization or its upper organization's business etc. b) Other submittal items at the time of the application c) CD-ROM containing the data of a) and b)	Same as left
	Number of copies	a), b)... 10 copies, c)... 1 copy	Same as left
	Dead line ^{*1,2,3}	February 20	Same as left
	Determination of examination date	Informed within a week following the Examination Committee in March	Same as left
Description of TQM Practice	Dead line	<i>April 15, Document examination will take place</i>	Same as left
	Number of copies	Number of examiners + 2 copies (hard copies and CD-ROM)	Same as left
	Contents	a) DTQMP (General, Departmental) b) Terminology glossary	Same as left
	Format	Size	A4
		Cover page	Given template should be used (available for download from the Deming Prize website)
		Style	<ul style="list-style-type: none"> • Horizontally written • Bound at the left • Upper, right, bottom and left margin should be 20mm • 50 lines with 90 letters per line • Font of letters: "Times New Roman" • Font should be 10.5 point or above
		Number of pages	General DTQMP 50 pages or less excluding pages for the senior executives' thoughts on TQM practices.
			Significant activities in TQM promotion since receiving the prize should especially be highlighted. It is encouraged to include new way of thinking and methodology useful for company management and unique TQM promotional practices.

		Departmental DTQMP Number of employees determines the number of pages. 100 or less・・・50 pages or less 1,000 or less・・・60 pages or less 2,000 or less・・・75 pages or less over 2,000・・・5 pages per additional 500 employees can be added	Same as left
On-site examination	Preparation meeting	Meeting to be held at least one month before the on-site examination. Determine Schedule A Determine a plan for Schedule B Determine Reference Examination Determine participants to the Executive Session	Same as left
	Examination date	July 21-September 30	Same as left
	Examination days	Determined depend on the number of examination unit and the size of an organization.	As long as two days (adjustable)
	Examination time	From 9:00 to 17:00 include 1 hour lunch break, 15 min morning break and 20 min afternoon break.	Same as left
	Examination agenda	【Schedule A】 Important TQM Practices →Explanation : Q&A=2:1 (Management strategy, TQM implementation 1:1) Operational Site Visit→Explanation : Q&A=4 : 1 Review of Materials→30min	※Activities that has been practiced intensively and continuously to promote TQM since receiving the prize are to be examined Schedule →Determined based on the proposal
		【Schedule B】 Examination at the Operational Sites General Q&A Session Reference Examination (as needed)	Determined based on the proposal.
		【Executive Session】	Mandatory
	Number of examiners	4～8 examiners (even number)	6 examiners as a rule

Passing points	A. Establishment of business objectives and strategies and top management's leadership	70 or above	75 or above
	B. Suitable utilization and implementation of TQM	70 or above	75 or above
	C. Effects of TQM	70 or above	75 or above
	Judgment method	By the median value	Same as left
When fell below required passing points		<ul style="list-style-type: none"> • Pending status is given • Unless the applicant requests withdrawal, the status is considered as “ continued examination”. (examination is limited to twice during the next three years.) • Examiners visit the applicant with a written Examination Findings Report to explain the findings. 	Same as left
Examination findings report		Consists of “General Comments”, “A. Establishment of business objectives and strategies and top management's leadership”, “B. Suitable utilization and implementation of TQM” and “C. Effects of TQM”	Same as left
Three years after the winning of the prize		<p>It is recommended to receive TQM Diagnosis or apply for the Deming Grand Prize</p> <p>If not carrying out neither of the above, Post-prize Review Three Years after Receiving the Prize is to be held.</p>	Same as left

TQM Diagnosis

TQM Diagnosis by the Deming Prize Committee

Encouraged to be used to prepare for the Deming Prize application or understand the level of TQM at your organization

1. Eligibility for Application

The TQM Diagnosis by the Deming Prize Committee is conducted with the aim of contributing to the further development of the TQM promotion. Since there are no eligibility conditions for this diagnosis, any organizations that are implementing TQM can apply for the TQM Diagnosis. Please keep in mind that the organization having received the TQM Diagnosis can not apply for the Deming Prize in the same year as the TQM Diagnosis. The organization will be able to receive recommendations to proceed with the application for the Deming Prize in the following years.

The Deming Prize Committee determines whether or not it receives TQM Diagnosis application from an organization in case the organization has already received diagnosis once as a way to apply for the Deming/Deming Grand Prize.

2. Application Procedures

Organizations wishing to receive the TQM Diagnosis must select one of the three reasons provided below and submit the application form (available at the Deming Prize website) by February 20th (for TQM diagnosis to be conducted between April in the same year and March 31st in the following year). Application will be officially accepted after confirmation of the application form and payment of application fee and deposit.

However, no diagnosis will be conducted during the Deming Prize examination period in principle.

- a) To receive a diagnosis for recommendations at the introductory or promotional stage of TQM.
 - b)* To receive a diagnosis for recommendations to make an effective use of the Deming Prize challenge.
 - c)* To receive a diagnosis for recommendations to make an effective use of the Deming Grand Prize challenge, in lieu of receiving the Post-Prize review three years after receiving the Deming Prize.
- (*) Carrying out the TQM Diagnosis by the Deming Prize Committee is a mandatory requirement upon application for the Deming Prize/Deming Grand Prize. In the event that the application is made to prepare for the Deming Prize/ Deming Grand Prize challenge, the pre-application consultation will also be carried out by the examiners during the on-site diagnosis.
- (*) It is also noted that the TQM diagnosis with an aim to prepare for the Deming Prize/Deming Grand Prize will be carried out once respectively for each prize, unless otherwise granted by the committee due to changes in application unit, application scope, applicant's organization etc.

As a rule, the lead examiner who represents the diagnosis team will have a preparation meeting with the applicant representatives to discuss the procedures for the Diagnosis at least one month before the diagnosis dates.

3. Submittal of Documents

To ensure an effective diagnosis, the following documents should be submitted at least 2 months prior to the dates desired for the TQM Diagnosis:

- (a) A document that describes the organization: materials that provide information such as

the scale of business, organizational structures, products and services, and organization-specific terminology.

- (b) A document that describes the organization's TQM practices: materials that reflect the status of TQM implementation in each diagnosis location. For example, materials used for internal TQM audit may be used. As for the format and contents of this document, there is no set standard. However, the total number of pages for each diagnosis location should be between 30 and 50 when receiving the diagnosis designated for a) in the application procedures above.

When carrying out the diagnosis designated for b) or c) in the application procedures above, the total number of pages should comply with the DTQMP for the Deming Prize. (Refer to 9. Submittal of the Description of TQM Practices, p11 in this guide.)

The documents are requested to prepare based on the instruction as well as the checklist provided by the Secretariat.

The above documents for each diagnosis location shall be prepared for the number of committee members who will conduct the diagnosis, plus two for the Secretariat. Photocopied documents may be used. During the diagnosis, the documents for day-to-day management are requested for viewing.

4. Diagnosis Procedure

- (1) The members of the Deming Prize Examination Committee will conduct the TQM Diagnosis through online mode using a Web-conference tool of your choice. The results of the diagnosis will not be disclosed to the outside whatsoever.
- (2) The dates and scope for the diagnosis are generally determined in concordance with the applicant's request. However, every requested department or section in the scope may not necessarily be examined. Dates for the diagnosis may be adjusted as well.
- (3) As a rule, two days will be spent at each application, and the hours of the TQM diagnosis each day are 6 hours.
- (4) In general, two to three committee members handle one application. Depending on the size of the diagnosis location, the Deming Prize Examination Committee shall determine how many committee members will conduct the diagnosis.
- (5) The diagnosis will be based on the applicant's presentations, operational site review, document review, and questions and answers. At the conclusion of the TQM Diagnosis, the examiners will provide brief summary comments.
- (6) The details of the diagnosis agenda will be determined in consultation with the applicant.

5. Report of the Diagnosis Findings

The results of the diagnosis will be communicated through comments provided immediately after the diagnosis and through a report on the diagnosis findings. The report on the diagnosis findings will be sent to the applicant, as a rule, within one month after the diagnosis, following the lead member has compiled the findings of all the committee members who conducted the diagnosis.

6. Costs

All fees and expenses associated with the diagnosis, including fees for the diagnosis as well as expenses for travel and hotel accommodations, production cost of the diagnosis report and administration costs, will be charged.

Please remit the appropriate amount to the following bank account in Japanese yen.

On your remittance, please quote "Deming Prize"

MUFG Bank, LTD.

Shinjuku-doori Branch in Tokyo

Address: 3-30-18 Shinjuku, Shinjuku-ku, Tokyo

Account name: Union of Japanese Scientists and Engineers (JUSE)

Account number: 0084317 Swift Code: BOTKJPJT

Estimated Costs for the TQM Diagnosis by the Deming Prize Committee

As of January, 2023

	Item	Cost per Unit (JPY)	Description
1	Application fee	1,000,000	*To be received by the application deadline *No refund will be made in the event of a cancelation due to applicant's convenience
2	Application deposit	2,000,000	* To be received by the application deadline *All expenses related with the TQM diagnosis will be deducted from the application fee and deposit, and the balance will be settled upon completion of the diagnosis
3	Diagnosis fee	30,000	*Per hour, per examiner
4	Preparation meeting		
	Examiner's travel expense		*Actual cost between examiner's home and JUSE
	Interpreter	80,000~110,000	*Per working day, per interpreter
5	Airfare		*Actual cost for full fare business class ticket for the examiners (can be arranged by the applicant) *Airport tax will be added *Visa application cost will be separately charged if applicable
6	Per diem	10,000	*Per day, per examiner
7	Travel insurance	4,000~8,000	*Per examiner *Range in cost depend on the travel length
8	Interpreter		*One interpreter per examiner to be arranged locally between Japanese and English or your local language
	When accompanied from Japan	80,000~110,000	*Per working day
		40,000~55,000	*Per diem per day (include traveling day) *Item 4,5,7,9 and 10 also apply to each interpreter
9	Domestic travel		*Actual cost for examiner's travel expense within Japan between their home and the terminal station/airport
10	Local arrangement		*Actual expense for single room accommodation, local transfers and meals for the examiners are to be arranged and borne by the applicant
11	Diagnosis findings report		*The report is normally around 20-25 pages long
	Manuscript fee	20,000	*Per examiner for 1-day diagnosis
		30,000	*Per examiner for 2-day diagnosis
		40,000	*Per examiner for 3-day diagnosis
	Lead examiner's review	20,000	*Per diagnosis unit
	Editing fee	1,600	*Per page
	Translation fee	5,000~6,000	*Per page
12	Management fee		*Item 3,4 and 11 are subject to 20% management fee by the secretariat
*Related cost for preparing "Description of TQM Practice" is to be borne by the applicant.			
*Generally, 2 examiners are assigned per diagnosis unit			

Estimated Costs for the Deming Prize and the Deming Grand Prize

As of January, 2023

	Item	Cost per Unit (JPY)	Description
1	Application fee	2,000,000 1,000,000	*One examination unit *Per additional examination unit
2	Document examination		
	Document examination fee	30,000	*Per examiner
	Document examination meeting Examiner's travel expense		*Actual cost between examiner's home and JUSE
3	Preparation meeting		
	Examiner's travel expense		*Actual cost between examiner's home and JUSE
	Interpreter	80,000~110,000	*Per working day
4	Airfare		*Actual cost for full fare business class ticket for the examination team (can be arranged by the applicant) *Airport tax will be added *Visa application cost will be separately charged if applicable
5	Per diem	11,000~15,000 10,000	*Per day, per examiner (include traveling day) *Per day, per secretariat (include traveling day)
6	Travel insurance	4,000~8,000	*Per examiner, secretariat, and interpreter when accompanied *Range in cost depend on the travel length
7	Interpreter		*One interpreter per examiner to be arranged locally between Japanese and English or your local language
		80,000~110,000	*Per working day
	When accompanied from Japan	40,000~55,000	*Per diem per day (include traveling day) *Item 4,6,8, and 9 also apply to each interpreter
8	Domestic travel		*Actual cost for the examiner's travel expense within Japan between their home and the terminal station/airport
9	Local arrangement		*Actual expense for single room accommodation, local transfers and meals for the examiners are to be arranged and borne by the applicant
10	Examination findings report		*The report is normally around 20-25 pages long
	Manuscript fee	100,000	*Per examiner for 1-day examination
	Lead examiner's review	50,000	*Per examination unit
	Editing fee	1,600	*Per page
	Translation fee	5,000~6,000	*Per page
11	Co-sponsorship fee		*Prize/Medal winning organizations are requested to co-sponsor the Deming Prize Award Ceremony related events and ads
	Deming Prize winner	500,000	
	Deming Grand Prize winner	600,000	
*Related cost for preparing "Description of TQM Practice" is to be borne by the applicant.			
*Generally, 4 examiners and 1 secretariat are assigned per examination unit. It may increase to 6 or 8, at the maximum, considering the scale of the unit.			

Please let the secretariat know if you should need a quotation for TQM Diagnosis and Deming Prize Examination.

Winners List

Please refer Deming Prize website for the winners list of the Deming Prize for Individuals and the Deming Distinguished Service Award for Dissemination and Promotion (Overseas)

DEMING PRIZE
(former Deming Application Prize)

1951	Fuji Iron & Steel Co., Ltd. Showa Denko K.K. Tanabe Seiyaku Co., Ltd. Yawata Iron & Steel Co., Ltd
1952	Asahi Chemical Co., Ltd. Furukawa Electric Co., Ltd. Nippon Electric Co., Ltd. Shionogi & Co., Ltd. Takeda Chemical Industries, Ltd. Toyo Spinning Co., Ltd. Kyushu Cloth Industry Co., Ltd.
1953	Kawasaki Steel Corp. Shin-etsu Chemical Industry Co., Ltd. Sumitomo Metal Mining Co., Ltd. Tokyo Shibaura Electric Co., Ltd.
1954	Nippon Soda Co., Ltd. Toyo Bearing Manufacturing Co., Ltd. Toyo Rayon Co. Ltd.
1955	Asahi Glass Co., Ltd. Hitachi Ltd. Honshu Paper Manufacturing Co., Ltd.
1956	Fuji Photo Film Co., Ltd. Konishiroku Photo Industry Co., Ltd. Mitsubishi Electric Corp. Tohoku Industry, Co., Ltd.
1957	(None)
1958	Kanegafuchi Chemical Industry Co., Ltd. Kureha Chemical Industry Co., Ltd. Matsushita Electronics Corp. Nippon Kokan K.K. <S>Nakayo Communication Equipment Co., Ltd.
1959 -60	Asahi Special Glass Co., Ltd. Kurake Spinning Co., Ltd. Nissan Motor Co., Ltd. <S>Towa Industry Co., Ltd.
1961	Nippondenso Co., Ltd. Teijin Ltd. <S>Nihon Radiator Co., Ltd.
1962	Sumitomo Electric Industries, Ltd.
1963	Nippon Kayaku Co., Ltd.
1964	Komatsu Manufacturing Co., Ltd
1965	Toyota Motor Co., Ltd.
1966	Kanto Auto Works, Ltd. <D>Matsushita Electric Industrial Co., Ltd., Electric Components Division
1967	Shinko Wire Co., Ltd. <S>Kojima Press Industry Co., Ltd.
1968	Bridgestone Tire Co., Ltd. Yanmar Diesel Co., Ltd. <S>Chugoku Kayaku Co., Ltd.
1969	<S>Shimpo Industry Co., Ltd.
1970	Toyota Auto Body Co., Ltd.
1971	Hino Motors, Ltd.

1972	Aisin Seiki Co., Ltd. <S>Saitama Chuzo Kogyo K. K.
1973	<S>Sanwa Seiki Manufacturing, Co., Ltd. <S>Saitama Kiki Manufacturing, Co., Ltd. Mitsubishi Heavy Industries, Co., Ltd., Kobe Shipyard
1974	<S>Horikiri Spring Manufacturing, Co., Ltd. <S>Kyodosokuryosha Co., Ltd.
1975	Ricoh Co., Ltd. <S>K. K. Takebe Tekkosho <S>Tokai Chemical Industries, Ltd. <S>Riken Forge Co., Ltd. Sekisui Chemical Co., Ltd., Tokyo Plant
1976	Sankyo Seiki Manufacturing Co., Ltd. Pentel Co., Ltd. <S>Komatsu Zoki Ltd. <D>Ishikawajima-Harima Heavy Industries Co., Ltd., Aero-Engine & Space Operations Kubota Iron & Machinery Works, Ltd., Engine Tech-Research Department Kubota Iron & Machinery Works, Ltd., Sakai Works
1977	Aisin-Warner Ltd. Japan Aircraft Manufacturing Co., Ltd., Atsugi Works
1978	Tokai Rika Co., Ltd. <S>Chuetsu Metal Works Co., Ltd.
1979	Nippon Electric Kyusyu, Ltd. Sekisui Chemical Co., Ltd. Takenaka Komuten Co., Ltd. Tohoku Ricoh Co., Ltd. <S>Hamanakodenso Co., Ltd. The Japan Steel Works, Ltd., Hiroshima Plant
1980	Kayaba Industry Co., Ltd. Komatsu Forklift Co., Ltd. Fuji Xerox Co., Ltd. The Takaoka Industrial Co., Ltd. <S>Kyowa Industrial Co., Ltd. Kobayashi Kose Co., Ltd., Manufacturing Division
1981	<S>Aiphone Co., Ltd. <S>Kyosan Denki Co., Ltd. <D>Tokyo Juki Industrial Co., Ltd., Industrial Sewing Machine Division Matsushita Electric Works, Ltd., Hikone Factory
1982	Kajima Corp. Nippon Electric Yamagata Ltd. Rhythm Watch Co., Ltd. Yokogawa Hewlett-Packard <S>Aisin Chemical Co., Ltd. <S>Shinwa Industrial Co., Ltd.
1983	Shimizu Construction Ltd. The Japan Steel Works, Ltd. <S>Aisin Keikinzoku Co., Ltd. Fuji Electric Co., Ltd., Matsumoto Plant
1984	Komatsu Zenoah Co. The Kansai Electric Power Co., Inc. Yasukawa Electric Manufacturing Co., Ltd. <S>Anjo Denki Co., Ltd. <S>Hokuriku Kogyo Co., Ltd.

1985	Nippon Carbon Co., Ltd. Nippon Zeon Co., Ltd. Toyoda Gosei Co., Ltd. Toyoda Machine Works, Ltd. <S>Comany Inc. <S>Hoyo Seiki Co., Ltd. <S>Uchino Komuten Co., Ltd. <D>Texas Instruments Japan Limited, Bipolar Department
1986	Hazama-Gumi, Ltd. Toyoda Automatic Loom Works, Ltd. <S>Nitto Construction Co., Ltd. <S>Sanyo Electric Works Ltd.
1987	Aichi Steel Works, Ltd. Aisin Chemical Co., Ltd. Daihen Corporation Co., Ltd. NEC IC Microcomputer Systems, Ltd.
1988	Aisin Keikinzoku, Co., Ltd. Asmo Co., Ltd. Fuji Tekko Co., Ltd. <D>Joban Kosan Co., Ltd., Joban Hawaiian Center Suntory Ltd., Musashino Brewery
1989	Aisin Sinwa Co., Ltd. Itoki Kosakusyo Co., Ltd. Maeda Corporation NEC Tohoku, Ltd. TOTO Ltd. <O>Florida Power & Light Company [U.S.A] <S>Ahresty Corporation <S>Toyooki Kogyo Co., Ltd. Kobe Steel, Ltd., Chofu-Kita Plant Maeta Concrete Industry, Ltd., Honsha Plant
1990	Aisin Hoyo Co., Ltd. Amada Wasino Co., Ltd. NEC Shizuoka, Ltd. Suntory Ltd., Yamanashi Winery
1991	NEC Kansai Ltd. Nachi-Fujikoshi Corp. Hokushin Industries Inc. <S>Sinei Industries Co., Ltd. <S>Niigata Toppan Printing Co., Ltd. <O>Philips Taiwan, Ltd. [Taiwan]
1992	Aisan Industry Co., Ltd. JATCO Corporation Nissan Motor Company Ltd., Oppama Plant Toppan Printing Company Ltd., Electronics Division, Kumamoto Plant
1993	NTT Data Communications Systems Co.
1994	Maeda Seisakusho Co., Ltd. <O>AT & T Power Systems [U.S.A.] <S>AW Industries Co., Ltd. <S>NT Techno Corp. <S>Kouritsu Sangyosha Ltd., Partnership <S>Diamond Electric Mfg. Co., Ltd.

1995	Ishikawajima-Harima Heavy Industries Co., Ltd., Nuclear Power Division Mtex Matsumura Corporation Kikuchi Metal Stamping Co., Ltd. Toyoseiki Co., Ltd. Nissan Motor Co., Ltd., Murayama Plant
1996	Aisin-Shinei Co., Ltd. Ando Electric Co. Konica Corporation, Hino Production Division NEC Musen-Denshi Co., Ltd. Fuji Photo Optical Co., Ltd. Nissan Motor Co., Ltd. Tochigi Plant
1997	Aisin Kiko Co., Ltd. Kojima Press Co., Ltd. Toyo Glass Co., Ltd.
1998	Aisin AW Seimitsu Co., Ltd. Ando Electric Engineering Service Co., Ltd. Itoki All Steel Co., Ltd. Okinawa Sekiyu Seisei Co., Ltd. Sanden Corporation Sundaram-Clayton Limited, Brakes Division [India] Fujimi Koken Co., Ltd.
1999	Miyama Kogyo Co., Ltd.
2000	Kanehide Aluminum Industry Co., Ltd. Sanden Butsuryu Co., Ltd. Sanwa Tech Co., Ltd. GC Corporation
2001	Sanden System Engineering Co., Ltd. <O>Sundaram Brake Linings Ltd. [India] <O>Thai Acrylic Fibre Co., Ltd. [Thailand] <O>Thai Carbon Black Public Co., Ltd. [Thailand]
2002	<O>The Siam Cement (Thung Song) Co., Ltd. [Thailand] <O>TVS Motor Company Ltd. [India] <O>Hi-Tech Carbon GMPD [India]
2003	GC Dental Products Corp. <O>Brakes India Ltd., Foundry Division [India] <O>Mahindra and Mahindra Ltd., Farm Equipment Sector [India] <O>Rane Brake Linings Ltd. [India] <O>The Siam Refractory Industry Co., Ltd.[Thailand] <O>Sona Koyo Steering Systems Ltd. [India] <O>Thai Paper Company Ltd. [Thailand] <O>Birla Cellousic, Kharach-A Unit of Grasim Industries Ltd. [India]
2004	<O>CCC Polyolefins Company Ltd. [Thailand] <O>Indo Gulf Fertilisers Ltd. [India] <O>Lucas-TVS Ltd. [India] <O>Siam Mitsui PTA Company Ltd. [Thailand] <O>SRF Ltd., Industrial Synthetics Business [India] <O>Thai Ceramic Company Ltd. [Thailand]
2005	Hosei Brake Industry Co., Limited <O>Krishna Maruti Limited, Seat Division [India] <O>Rane Engine Valves Limited [India] <O>Rane TRW Steering Systems Limited, Steering Gear Division [India]
2006	Nishizawa Electric Meters Manufacturing Co., Limited <O>Sanden International (Singapore) PTE Limited[Singapore] <O>Sanden International (U.S.A.), Inc.[U.S.A.]

2007	<O>Asahi India Glass Limited, Auto Glass Division [India] <O>Rane (Madras) Limited [India] <O>Reliance Industries Limited, Hazira Manufacturing Division [India]
2008	<O>Tata Steel Limited [India]
2009	Niigata Diamond Electric Co., Ltd. <O>The Siam White Cement Company Limited [Thailand]
2010	Corona Corporation Meidoh Co., Ltd. <O>GC Dental (Suzhou) Co., Ltd. [China] <O>National Engineering Industries Limited [India]
2011	<O>Sanden Vikas (India) Limited [India] <O>The CPAC Roof Tile Company Limited [Thailand] <O>Unimicron Technology Corporation [Taiwan]
2012	<O>SRF Limited, Chemicals Business [India] <O>Mahindra & Mahindra Limited, Farm Equipment Sector, Swaraj Division [India]
2013	Advics Co., Ltd. <O>Komatsu Shantui Construction Machinery Co., Ltd [China] MC Systems Inc. Meihoku Kogyo Co., Ltd., <O>RSB Transmissions (I) Limited, Auto Division (Jamshedpur (Unit 1),Pune & Pant Nagar Plant) [India] Sanden Corporation, Retail Store Systems <O>SCG Logistics Management Company Limited [Thailand]
2014	<O>GC America Inc. [U.S.A.] Sekiso Corporation <O>Mahindra & Mahindra Limited, Mahindra Powerol Business [India]
2015	Cataler Corporation <O>CPRAM Company Limited, Ready to Eat Food Business [Thailand] GS Yuasa Corporation, Industrial Battery Production Division, Industrial Batteries & Power Sources Business Unit
2016	<O>Ashok Leyland Limited, Pantnagar Plant [India] Toyota Motor Kyushu, Inc. Maruwa Electronic & Chemical Co., Ltd.
2017	<O>Ashok Leyland Limited, Hosur Unit II [India] <O>CEAT Limited [India]
2018	Aiphone Co., Ltd. <O>Indus Towers Limited [India] OTICS Corporation <O>Ocean's King Lighting Science & Technology Co., Ltd. [China] <O>PT Komatsu Indonesia [Indonesia] <O>JSW Steel Limited, Vijayanagar Works [India] <O>Sundram Fasteners Limited [India] Toyota Housing Corporation <O>Rane NSK Steering Systems Private Limited [India]
2019	<O>Elgi Equipments Limited [India] Shiroki Corporation <O>Siemens Gamesa Renewable Power Private Limited, Manufacturing Units-India [India] <O>JSW Steel Limited, Salem Works [India] <O>Larsen & Toubro Limited, Electrical & Automation IC, Product SBG, Electrical Standard Products SBU and New Product Development [India]
2020	ART METAL Mfg. Co., Ltd.
2021	TOYOTA BOSHOKU CORPORATION, Kariya Plant & Unit Production Engineering Center

2022	ASO IIZUKA HOSPITAL <O>Apollo Tyres Limited, Chennai Plant [India] <O>Cataler (Wuxi) Automotive Environment Technology Co., Ltd. [China]
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Winner of the Deming Prize: total 262 organizations (including 61 organizations overseas)

1) Deming Prize

39 organizations (including 23 organizations overseas)

***number of winners after the renewal of the prize name in 2012

2) Deming Application Prize for Small Companies (until 1994) **

38 organizations

3) Deming Application Prize for Divisions(until 1994)*

5 divisions from 5 companies

4) Quality Control Award for Operations Business Units (until 2009)**

20 business units from 16 companies (including 3 business units from 3 companies overseas)

5) Deming Application Prize (until 2011)***

total 160 organizations (including 35 organizations overseas)

NOTES:

Please note the name of affiliation is as of the year when receiving the Deming Prize

Country and region of the organization is shown in the brackets at the end of the organization name.

*Deming Application Prize and Deming Application Prize for Divisions were abolished in 1995 and integrated in Deming Application Prize.

**Quality Control Award for Operations Business Units was integrated in Deming Application Prize in 2010.

***Deming Application Prize renewed its name as Deming Prize in 2012.

<D>Deming Application Prize for Divisions*

<S>Deming Application Prize for Small Companies*

(These categories were abolished in 1995)

 Quality Control Award for Operations Business Units (Quality Control Award for Factories before)

(This categories was abolished in 2010)**

THE DEMING GRAND PRIZE
(former Japan Quality Medal)

1970	Toyota Motor Co., Ltd.
1973	Nippon Electric Co., Ltd.
1975	Nippon Steel Corporation
1977	Aisin Seiki Co., Ltd.
1980	Toyota Auto Body Co., Ltd.
1981	Komatsu Ltd.
1982	Aisin-Warner Ltd.
1985	The Takaoka Industrial Co., Ltd.
1990	Aisin Seiki Co., Ltd.
1991	Aisin AW Co., Ltd.
1992	Aisin Chemical Co., Ltd. Takenaka Corporation
1994	Aisin Keikinzoku Co., Ltd.
1995	Maeda Corporation
1997	<O>Philips Taiwan Ltd. [Taiwan]
2002	Sanden Corporation <O>Sundaram-Clayton Ltd., Brakes Division [India]
2004	GC Corporation
2005	<O>Thai Acrylic Fibre Co., Ltd. [Thailand]
2006	GC Dental Products Corp.
2007	<O>Mahindra & Mahindra Limited, Farm Equipment Sector [India]
2011	<O>Rane TRW Steering Systems Limited, Steering Gear Division [India]
2012	<O>Tata Steel Limited [India] <O>Rane (Madras) Limited [India] <O>Lucas-TVS Limited [India]
2013	Meidoh Co.,Ltd. <O>Rane Brake Lining Limited [India]
2015	<O>National Engineering Industries Limited [India]
2017	<O>SCG Logistics Management Company Limited [Thailand]
2018	Cataler Corporation
2019	Toyota Motor Kyushu, Inc.
2021	OTICS Corporation

Total number of The Deming Grand Prize winner : 32 companies／organizations*

*Including 2 organizations winning the prize more than once and 11 organizations overseas.

Please note the name of affiliation is as of the year when receiving the Deming Grand Prize

Country and region of the organization is shown in the brackets at the end of the organization name.

Structure and Roles of the Deming Prize Committee

The Deming Prize Committee conducts the examination and awards the Deming Prize. It is customary that the chairman of the Japan Business Federation(Keidanren) assumes office as the chairman of the Committee. The Committee members are consisted of TQM experts from industries and academia. The Deming Prize Committee consists of the Deming Prize Steering Committee and three committees to carry out the Deming Prize examination and discuss related matters.

The Deming Prize Committee	Determines the prize winner among candidates based on the examination report submitted by each respective committee.
The Deming Prize Steering Committee	1. Establishes fundamental policies and scheme of the Deming Prize operation as well as overall planning. 2. Coordinates Deming Prize-related activities, widely listens to input on how to improve the examination and award process and reports its recommendations to the Committee. 3. Reviews the systems and regulations regarding the Deming Prize and proposes necessary revisions to the Committee.
The Deming Prize for Individuals Selection Committee	Examines and selects the candidates for the Deming Prize for Individuals and the Deming Distinguished Service Award for Dissemination and Promotion (Overseas).
The Deming Prize Examination Committee	Examines and selects the candidates for the Deming Grand Prize (former Japan Quality Medal) and the Deming Prize. Also, conducts the TQM Diagnosis by Deming Prize Committee Members*.
The Nikkei QC Literature Prize Selection Committee	Examines and selects the candidates for the Nikkei QC Literature Prize.

(Note) * As for the TQM Diagnosis, see page 59 of this guide.

Contact Information

All inquiries about the Deming Prize should be directed to the Secretariat for the Deming Prize Committee as follows:

The Secretariat for the Deming Prize Committee
(C/O The Union of Japanese Scientists and Engineers (JUSE))
1-2-1, Koenji-Minami, Suginami-ku, Tokyo 166-0003, JAPAN

Telephone: +81-3-5378-1212 (weekdays 9:00 ~ 17:00, Japan time)
Facsimile: +81-3-5378-1227
E - m a i l: demingprize@juse.or.jp
U R L: <http://www.juse.or.jp/e/deming/>
