



# CONTACT

A Newsletter of the International Academy for Quality

## Acns. Feigenbaum and Yoneyama Receive Medals

### In This Issue

ACNS. FEIGENBAUM AND YONEYAMA RECEIVE MEDALS	Pages 1-2
ACN. NEWS / COMMENTS	Pages 3-5
ADDRESS UPDATE	Page 5
ACADEMICIANS IN PRINT	Page 6
IAQ TRIENNIAL ATTENDANCE	Page 7
INTRO SPEECHES / NEW ACNS	Page 7
PLANNING AT THE TRIENNIAL	Page 7
THE BEST ON QUALITY	Page 8
ACN. WACHNIAK DONATES LIBRARY	Page 9
ASSOCIATE MEMBER, IAQ	Page 9
ACNS. HONORED	Page 9
NEW IAQ OFFICERS	Page 9
ACN. CARL KOFOED DIES	Page 10
PRODUCTIVITY ORGS	Page 10
E-MAIL / COMPUTER CORNER	Page 11
UPCOMING CONFERENCES	Page 12
PROJECT 2000	Page 12
IAQ ANNIV. MAGAZINE	Page 12
INPUT WANTED	Page 12

The Walter L. Hurd Foundation announced on November 4, 1996 that it had awarded prestigious quality medals to Dr. Armand V. Feigenbaum, president and CEO of General Systems Company and Mr. Takanari Yoneyama, chairman of Konica Corporation.

Dr. **Feigenbaum** was awarded the Hurd Foundation's Harrington / Ishikawa Medal, awarded annually to a quality professional for his or her outstanding contributions to the promotion of quality methodologies in the Asia-Pacific region. The award is named after Dr. H. James Harrington, principal with Ernst & Young LLP and current IAQ chairman, and Dr. Kaoru Ishikawa. Dr. Ishikawa, whose widow presented the medal to Dr. Feigenbaum, was the driving force behind the quality movement in Japan.

"Dr. Feigenbaum is the quality guru's guru. He has been active with major companies and professional organizations in Asia for over 40 years. This has enabled him to make significant personal contributions to the advancement of the quality movement in the Asia-Pacific region," said Dr. H. James Harrington.

Mr. **Yoneyama** received the foundation's first-ever Walter L. Hurd Executive Medal in recognition of the manner in which he has led the quality processes within Konica Corporation and for his many contributions to the advancement of the quality movement within Japan and the Asia-Pacific Region. This medal is given each year to Presidents or Chairmen of the Board who best represent the quality role model for other executives in the Americas and Asia.

"Mr. Yoneyama represents a role model that CEOs and other executives around the world should use in providing quality leadership to their organizations," said the Hurd Foundation's executive director, professor Acn. Miflora Gatchalian.

See related articles and pictures on Page 2.

## HARRINGTON / ISHIKAWA MEDAL

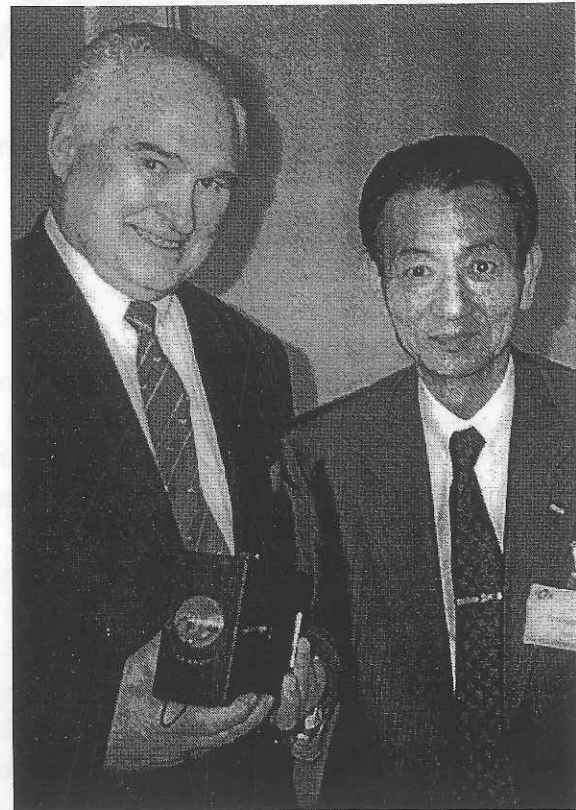


From Left: Mrs. Kaoru Ishikawa (Keiko), Dr. H. James Harrington, Dr. Armand V. Feigenbaum, and Mrs. Walter Hurd (Ann) at the Walter L. Hurd Foundation's presentation at the APQO conference in Manila.

The recipient of the Harrington / Ishikawa Medal (HI Quality Medal) in Manila was Acn. A.V. Feigenbaum. In 1951, Val wrote the first edition of *Total Quality Control*, the signature text on the principles, practice and management of quality systems. He is known globally as an implementer of custom-tailored management systems - including total quality - with major corporations worldwide via General Systems Company. He was the Founding Chairman of the IAQ. Among his many awards and honors, in 1994 the Ngee Ann Polytechnic of Singapore established a Gold Medal Award in Feigenbaum's name.

Acn. Feigenbaum said "It is a tremendous honor for me to receive the Harrington / Ishikawa Medal, especially at a time when the Asian economies are maturing and reaping the benefits of the principles of quality control and quality management. It has been my lifelong belief that quality travels under no exclusive passport and has no geographic or regional characteristic."

## WALTER L. HURD EXECUTIVE MEDAL



Mr. Takanari Yoneyama, chairman of Konika Corporation (right) shows Jim Harrington the first camera by Konica.

The recipient of the Walter L. Hurd Executive Medal in Manila was Acn. Takanari Yoneyama. He was selected as the best quality role model executive based upon a review of leading presidents and chairmen in the Americas and Asia. Mr. Yoneyama, who presently serves as the president of the Japanese Quality Control Association, has demonstrated strong personal commitment and involvement promoting quality concepts throughout Konica and Japan. Mr. Yoneyama is also the author of eight books on quality-related subjects and a teacher at Tokyo Institute of Technology.

"I was delighted and honored to learn that I was selected to be the first winner of the Walter L. Hurd Executive Medal," said Mr. Yoneyama.

## NEWS AND COMMENTS FROM ACADEMICIANS

The following inputs were received during the past three months, with many coming at the IAQ Triennial Meeting:

Acn. **Gabor Aschner** writes (via e-mail during the IAQ Triennial Meeting in Yokohama):

Much to my regret, I cannot participate at this meeting. GE Lighting Europe will have its first Leadership Meeting at the same time and I have to attend this latter meeting.

By the way, we will have our national Quality Conference in the first half of November, attended by lot of foreigners from all over the world. PHARE (that is the technical aid program of the European Community) finances a round table discussion and dinner with the participation of about 20 foreigners and 30 local experts. I was requested to chair this meeting.

Have a pleasant trip to Japan. Wish you and all the Academicians the best. Have a successful meeting.

Acn. **Asbjørn Aune** writes:

My activities for November and December, 1996 include, in addition to ordinary teaching and research, the following:

- Two different 3-day pilot courses entitled "TQM in Health Care" (National Level). I was partly responsible for design plus lecturing (Norway).
- Lecturing 2 days on TQM for international project leaders (Glasgow, UK).
- Lecturing 2 days on TQM at an international master program on Technology Management (Norway).
- Participating at an inter-Nordic IAQ meeting.

**Editor's note!** Please see page 5 for Asbjørn's new address and correct phone and fax numbers.

Acn. and incoming President **Marcos Bertin** writes:

In August, I had a meeting of my company, Firmenich S.A., in Geneva. That is why I could make a brief stop at the end in Berlin. From Saturday up to Tuesday morning I met with several IAQ members, but I had to leave for Argentina immediately after the opening session. The main subject of my discussions was the International Conference to take place in Buenos Aires from April 23rd to April 25<sup>th</sup>. A day before, on April 22, we will organize an IAQ workshop. I also had a meeting with Acn. Sierra in Geneva and with Acn. Seghezzi in Zurich. I will inform you of the details in Yokohama.

Acn. **Tito Conti** writes of his main activities of the year for 1996:

- Organized an IAQ stream at the EOQ Berlin Congress. The theme was: "Self Assessment and Award Models" with presentations by Acns. Conti, Harrington, and Seghezzi, and non-academicians M. Gallagher (EFQM) and Prof. Y. Tsuda. Chairing the session was Acn. John Hromi.

**Editor's note!** See page 9 for a related recognition of Tito's work on award models.

- Completed a book on self-assessment entitled: "Organizational Self-Assessment" published (in January 1997) in English by Chapman & Hall, London.
- Presented a paper at the Trinidad & Tobago Quality Conference in January 1996.

(continued on page 4)

### NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED FROM PAGE 3

- Presented a paper at the International Quality Conference in Guatemala in November.

Acn. **Ed Fuchs** has stayed in excellent touch. See page 11 for a summary of some of Ed's efforts regarding e-mail and the electronic publishing of *Contact*.

Acn. **Blan Godfrey** writes:

Thanks for keeping us up to date on the e-mail addresses. This could be the best thing that happened to IAQ; we might actually be able to become an even more active network and better share research ideas, progress and other news.

Acn. **John Hromi** writes to bring us up to date on his international activities, primarily during October. John was in:

- Monterey, Mexico at the XII Latin American Congress where he conducted a seminar on "Advanced Tools for Quality and Productivity Improvement," and presented one paper.
- Manila, Philippines for the 5<sup>th</sup> conference of the APQO where he conducted a 2-day seminar on "QFD and Other Advanced Tools for Empowerment," presented one paper, and was made an Honorary Member of the PSQC on October 22, 1996.
- Singapore to conduct a 2-day seminar on "Advanced Tools for Quality and Productivity Improvement."
- Kuala Lumpur, Malaysia to conduct his 2-day "Advanced Tools" seminar.

**Editor's note!** Not bad for one month, John!

Acn. **Noriaki Kano** writes (in response to an e-mail message in which your editor mentioned that he had been asked to serve as Interim Head of the School of Industrial Engineering and Management at Oklahoma State University

and, at the same time, continue to perform all regular professorial duties):

I have sympathy with your busy situation where you handle the two jobs, because I had the same experience for six years from 1988-1994.

Through this experience, you might clearly understand the etymology of "administration," such that it was born from "minister" and this was born from "minus" because "minister" is lower than his king. A Department Head in the university has several kings (colleague professors) while a minister usually has just one king. One of your kings may say to you that you should turn to right while another may say to left!

**Editor's note!** Oh, so true, Noriaki. It happens every day!

Acn. **Dave Luther** writes (via e-mail during the IAQ Triennial Meeting in Yokohama):

Thanks for your message about being in Yokohama. Please give my regards to all and my regrets for being unable to attend. I have been involved in series of trips that went from Saudi Arabia to Buenos Aires to Halifax, Nova Scotia, and could not get Yokohama in the group.

You might also mention that I hope we come to agreement on the Vision statement, and to have a productive meeting.

**Editor's note!** We did come to agreement, Dave!

Acn. **Walter Masing** writes:

Our newsletter, *Contact*, is the most important means to foster "togetherness" among us (continued on page 5)

## NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED FROM PAGE 4

Academicians. We are dispersed all over the world, and we meet (by far not all of us) only for a few hours during international congresses, where most of us have very time-consuming commitments. To know what's going on has therefore a high priority. *Contact* provides this service now since 1979. Good luck to you as Editor of *Contact*, and may you have always an inch of water under the keel, as the seamen say.

There is just one problem you will encounter as did Ray Wachniak and myself. Academicians love to read *Contact*, but they are slow to provide copy. The usual excuse: "Nothing particular happened with me." Therefore I'm quite happy to inform my fellow Academicians about the following:

The EOQ 40th Annual Congress in Berlin (Germany) enjoyed a great turnout of Academicians, most of them speakers or session chairmen: Acns. Almeida, Anttila, Aune, Bertin, Conti, Feigenbaum, Godfrey, Golomski, Hansen, Harrington, Hartz, Hromi, Jönson, Kondo, Luther, Masing, Mattana, Sandholm, Seghezzi, Seitschek, Soerensson, Silva-Mendes and Zeller. It is noteworthy that the plenary session terminated the Congress. The speakers chosen to represent 3 major industrial parts of the world were all Academicians: Kondo (Asia), Godfrey (Americas), and Masing (Europe).

**Editor's Note!** At this occasion, Acn. Masing, the Founding President of the EOQ 40 years ago, and the Honorary President of the host organization, the German Society for Quality, was honored in a most extraordinary way. With many hundreds of participants applauding, President Andersson (Sweden) of EOQ handed him over the EOQ Gold Medal with the cast-in inscription: "To professor Walter Masing in recognition of his invaluable contributions to Quality in Europe." This medal has only once before been awarded, by

Acn. Conti, EOQ president, to Dr. Juran (1993).

Acn. **Phillip Richardson** writes:

The Standards Association of Australia has established a committee QR/2/8 to develop a "Guideline for the Food Processing Industry" on how to apply ISO-9002. The draft document will be made available for public review in early 1997. IAQ members interested in seeing this document and making comment should contact Acn. Phillip Richardson, FAX: (61) (3) 9805 3838 or contact Phil by e-mail at phil@adc.aust.com.

Emeritus Acn. **Umberto Turello** writes:

Many thanks for your continuing to send to me *Contact*, so I can be fully informed about old and new colleagues and activities in quality.

Best congratulations and wishes for your appointment as Editor of *Contact*.

**Editor's note!** Umberto's address is not in the current Fall 1996 IAQ roster. See it below.

### ADDRESS UPDATE

Prof. **Asbjørn Aune**  
Norwegian Univ. of Science and Technology  
Dept. of Production and Quality Engineering  
Richard Birkelandsv, 2B  
7034 Trondheim, NORWAY  
Home phone: +47 73 96 78 16  
Office phone: +47 73 59 37 83  
Home Fax: +47 73 96 78 16  
Office Fax: +47 73 59 71 17  
e-mail: Asbjorn.Aune@protek.unit.no

Dr. Ing. **Umberto Turello**  
Via Angera N. 20  
I-20125 Milano, ITALY  
Phone: +39 2 66980086  
Fax: +39 2 66712510 AICQ-Dr. Turello

## ACADEMICIANS IN PRINT

Following are some of the publications authored by IAQ members that have appeared since the last issue of *Contact*:

**Juhani Anttila**, "Tractatus de Summa Qualitas et Commentarii," presented as Acn. Anttila's introductory speech at the IAQ Triennial Meeting in Yokohama, October 18, 1996. Contact Acn. Anttila for a copy of this paper.

**Alain Michel Chauvel**, *Qualité Méthodes Et Outils Pour Résoudre Un Problème* (in French and other languages). Acn. Bill Golomski says this is a well-written and useful book.

**Tito Conti**, *Organizational Self-Assessment*, Chapman & Hall, London, 1997. This book is unique in its approach to self-assessment, starting from results and diagnosing the causes within the company. It integrates self-assessment and subsequent improvement planning into the corporate strategic planning cycle to create a real business model. This looks like another excellent book by Tito, to go with his 1993 book entitled *Building Total Quality*.

**Barrie G. Dale**, "The Difficulties Encountered in the Introduction of Total Quality Management: A Case Study Examination," *Quality Engineering*, Volume 8, Number 3, 1996, pp. 433-440 (with C.G. Crofton).

**Barrie G. Dale**, "The Effect of Organizational Change on Sustaining a Process of Continuous Improvement," *Quality Engineering*, Volume 8, Number 4, 1996, pp. 649-657 (with H.S. Bunney).

**Edward Fuchs**, "Discussion of 'Chimera or Culture? Business Process Reengineering for Total Quality Management' by Ken W. Gadd and John S. Oakland," *Quality Management Journal*, Volume 3, Number 3, 1996, pp. 39-41.

**A. Blanton Godfrey**. "Quality Health Care," in the "Quality Management" column, *Quality Digest*, Vol. 16, No. 9, September 1996, p. 15.

**A. Blanton Godfrey**. "Blitz Teams" in the "Quality Management" column, *Quality Digest*, Vol. 16, No. 10, October 1996, p. 15.

**A. Blanton Godfrey**. "Life-Cycle Costs," in the "Quality Management" column, *Quality Digest*, Vol. 16, No. 11, November 1996, p. 21.

The TQM Magazine, Volume 8, No. 4, 1996 contains a look into the future by Academicians **Blanton Godfrey**, **Bill Golomski**, **Jim Harrington**, and **Ray Wachniak** as well as an article by Acn. **Harrington**.

**William A. J. Golomski**, "Contrasting Likert and Rasch Techniques for the Measurement of Customer Satisfaction," presented at the 40<sup>th</sup> EOQ Congress in Berlin, co-authored with Selwyn W. Becker, Pedro Alvarez Martinez, and Melvin J. Lerner. Contact Bill Golomski for a reprint of this paper. (Note! Your editor failed to mention this paper along with the others noted in the September *Contact*.)

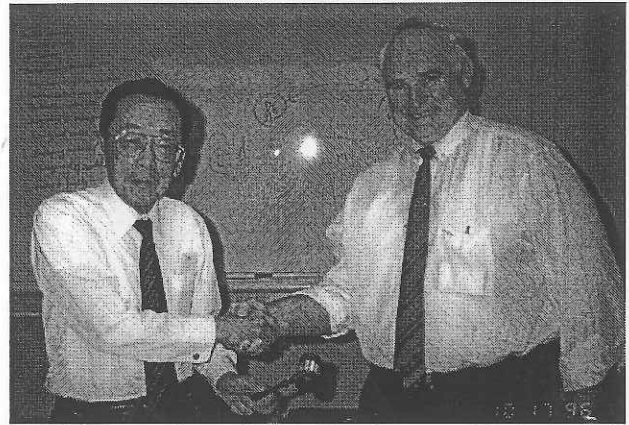
**Lennart Sandholm**, *Quality Without Borders*, Sandholm Associates AB, 1996. In this exceptional book, recognizing 25 years' operation of his internationally active consulting and training institute, Lennart Sandholm has invited a geographical and professional diversity to contribute to this book. Authors include, among others, Acns. **Asbjørn Aune**, **Marcos E. J. Bertin**, **A. Blanton Godfrey**, **Ove Hartz**, **Noriaki Kano**, **Yoshio Kondo**, **Yuanzhang Liu**, **Lennart Sandholm**, **Enrique Sierra**, and **Agnes H. Zaludová**.

**H. Samuel Wang**, "The Road Toward Total Quality Management-A Taiwan Perspective," *Quality Magazine*, JSQC, April 1996, pp. 169/39 to 173/43.

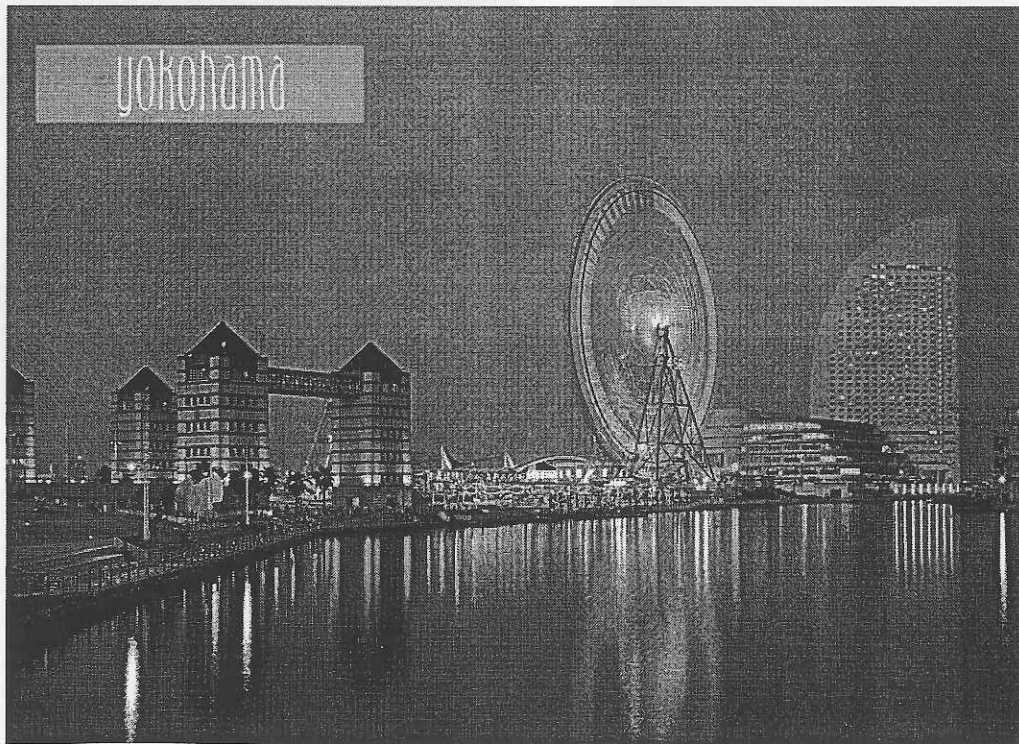
From the 40<sup>th</sup> EOQ in Berlin to ICQ'96 in Yokohama, Insert A-12/96



Val Feigenbaum and Jim Harrington (Berlin)



Yoshio Kondo and Jim Harrington (Yokohama)



Yokohama Grand Inter-Continental Hotel (to right of Ferris wheel)

At the ICQ'96 in Yokohama, Insert B-12/96



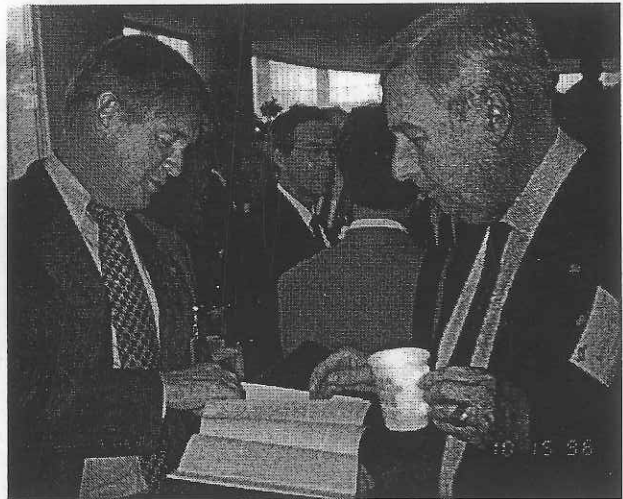
Hitoshi Kume



Agnes Zaludová and Val Feigenbaum



Asbjørn Aune, Bill Golomski, Yoshio Kondo



Lennart Sandholm and Marcos Bertin



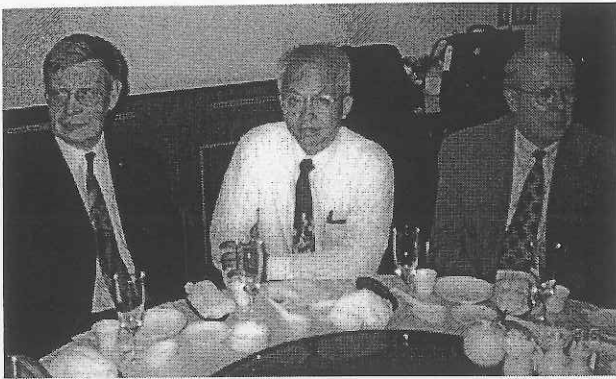
Masao Kogure and Yoji Akao



Noriaki Kano, Bill Golomski, Way Kuo



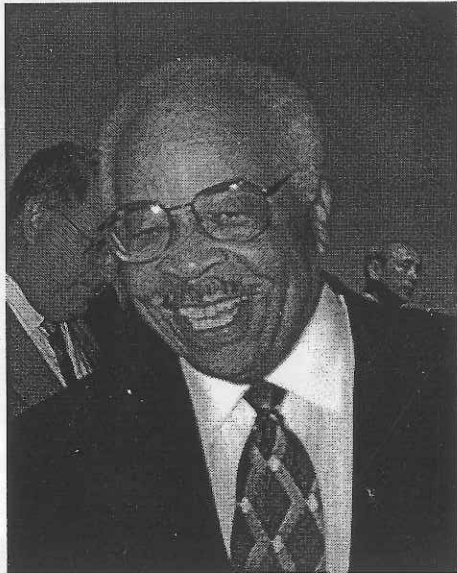
At the ICQ'96 in Yokohama, Insert C-12/96



Juhani Anttila, Samuel Wang,  
Jean-Claude Savard



Tito Conti



Spencer Hutchens



Ed Fuchs



Akira Harada and Takanori Yoneyama

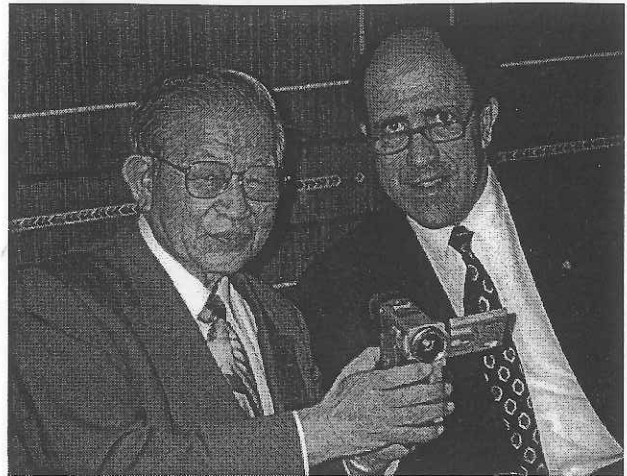


Juhani Koivula

At the ICQ'96 in Yokohama, Insert D-12/96



Kenzo Sasaoka



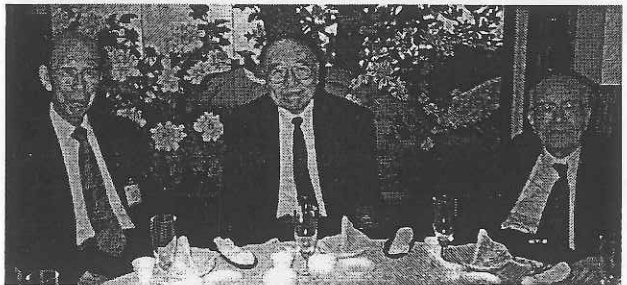
Shoichi Shimizu and Dietmar Manglesdorf



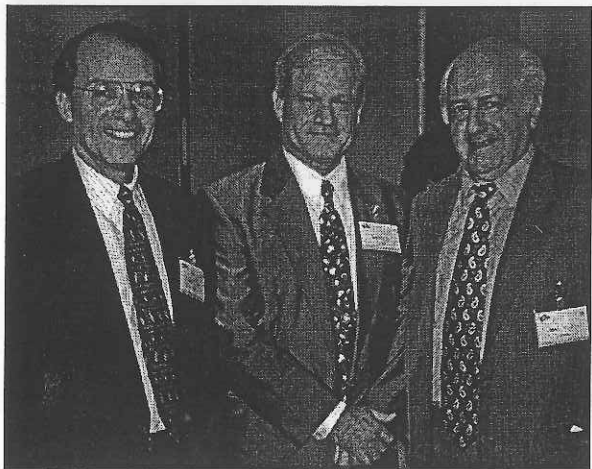
Ikuro Kusaba



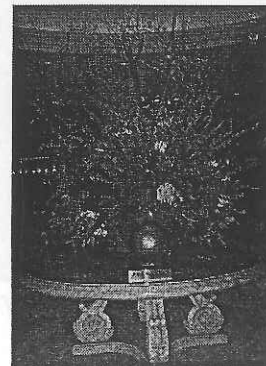
Marcos Bertin, Ove Hartz  
Juhani Anttila, Blan Godfrey



Masashi Asao, Yuanzhang Liu, Masao Kugure



Ken Case, Yossi Bester, Juan Carlos Musi



In Hotel Lobby

### IAQ TRIENNIAL MEETING DRAWS MANY ACADEMICIANS

The Triennial Meeting of the IAQ in Yokohama must have either broken a record or been close to it. A total of 36 Academicians attended the meeting and / or participated in the ICQ'96 conference. Attendees included Academicians: **Yoji Akao, Juhani Anttila, Masashi Asao, Asbjørn Aune, Marcos Bertin, Yossi Bester, Ken Case, Tito Conti, Val Feigenbaum, Ed Fuchs, Enrique Garcia, Blan Godfrey, Bill Golomski, Akira Harada,**

**Jim Harrington, Ove Hartz, Spencer Hutchens, Noriaki Kano, Juhani Koivula, Masao Kogure, Yoshio Kondo, Way Kuo, Hitoshi Kume, Ikuro Kusaba, Yuanzhang Liu, Dietmar Mangelsdorf, Juan Carlos Musi, Phillip Richardson, Lennart Sandholm, Kenzo Sasaoka, Jean-Claude Savard, Dieter Seghezzi, Shoichi Shimizu, Takanori Yoneyama, Samuel Wang, and Agnes Zaludová.** What a turnout!

### ACADEMICIANS GIVE INTRODUCTORY SPEECHES

**Dan Victor Iliescu** (France) gave his introductory speech at the IAQ meeting associated with the 40<sup>th</sup> EOQ Congress in Berlin in September 1996.

New Academicians **Juhani Anttila** (Finland), **Way Kuo** (USA), **Yuanzhang Liu** (China), H.

**Samuel Wang** (Taiwan), and **Takanori Yoneyama** (Japan) presented their introductory speeches at the IAQ Triennial Meeting at the ICQ'96 Conference in Yokohama in October 1996. Each of the talks was excellent, and questions and discussion usually had to be terminated by the Chairman.

### NEW ACADEMICIANS NAMED

Congratulations to the following new Academicians named at the IAQ meeting in Berlin! They include: Mr. **Chris P. Brendon** (Australia), Dr. **Barrie G. Dale** (UK), Dr. **Way Kuo** (USA), Mr. **Antonio Silva Mendes**

(Belgium), Mr. **Jean-Claude Savard** (Canada), and Mr. **Gregory H. Watson** (USA).

Acns. Brendon, Dale, Mendes, Savard, and Watson will present their introductory speeches at a future meeting.

### PLANNING ACTIVITIES AT THE IAQ TRIENNIAL

- Acn. and new President **Marcos E.J. Bertin** presented his ambitious and far-reaching plan for the year ahead.
- Acn. **Bertin** reported on a new procedure, stemming from discussions in Berlin, in which all nominations for Academicians and Associate Members will go to Vice President Golomski first, before further processing for the Nominating Committee by the Administrative Office.
- Acn. **Yossi Bester** led a three hour discussion on the IAQ Mission, Vision, and Strategy. The recommendations passed by unanimous vote of the attendees. See the meeting minutes for details.
- Acn. **Agnes Zaludová** agreed to a request to review the IAQ Awards program. She will solicit the help of other Academicians as she sees fit. Agnes welcomes volunteers.
- Acns. **Tito Conti** and **Noriaki Kano** will use the list of topics identified for possible *The Best On Quality* themes as guidance and break the topics down into sub-topics for research projects (see page 8 for a list of the topics identified).

**THE BEST ON QUALITY: VOLUME 7 AVAILABLE, VOLUME 8 IN PROCESS!**

Acn. Dr. **John Hromi** reports that Volume 8 of *The Best on Quality* is progressing nicely, with author inputs due to him on December 1, 1996.

Volume 7, edited by Dr. Hromi, is available right now. It contains three sections featuring 26 papers chosen from numerous award winning articles. Section I has eight papers singled out for European awards that deal with auditing, management, training, software, and technology. Section II features eight prize-winning papers that focus on the Japanese world of quality. Section III consists of eight Brumbaugh Award papers that offer views of quality-related matters in the United States. The reader will get a depiction of the best quality practices worldwide. Order item H0933 from ASQC Quality Press at 800-248-1946 or 414-272-8575. Price is US\$75 plus shipping. Volumes 5 and 6 are also still available.

**ACN. DR. MADHAV N. SINHA TO EDIT THE BEST ON QUALITY, VOLUME 9**

Acn. **Madhav N. Sinha** (see *Contact* Issue 63, June 1996 for an introduction to Dr. Sinha) will assume the editorship of *The Best On Quality* beginning with Volume 9. At the IAQ Triennial Meeting in October, Acn. **Bester** asked all Academicians for help in being Associate Editors by working with Acn. Sinha. He would like at least one person from each region of the world to solicit manuscripts and to help edit some papers. He also asked for potential themes of interest for future volumes of *TBOQ*.

At the IAQ Triennial Meeting, all Academicians present had an opportunity to provide input on possible themes of interest. Following is that list, with numbers of 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> place votes shown.

#	1st	2nd	3rd	Theme
1	0	0	0	Benchmarking methods and their use
2	0	0	0	Value engineering and reengineering
3	0	0	0	Customer satisfaction - best methods
4	0	1	0	Motivation-the state of the art
5	5	3	3	Integrating quality management into business management
6	0	0	0	Quality and value measurement
7	2	0	2	Developing nations and quality
8	0	2	0	Management of creativity and innovation
9	0	0	0	Unions and quality
10	0	0	1	Quality models
11	4	2	1	Standardization vs. differentiation in TQM concepts and systems
12	0	3	1	Case studies of world class companies' experiences
13	0	0	2	Transferability of TQM among industries
14	1	2	0	The quality professional in 2000
15	0	1	1	New product development
16	0	1	1	Strategic issues in quality
17	8	1	1	Business strategies and TQM
18	1	2	1	Business innovation through TQM
19	0	2	0	TQM in the public sector
20	3	2	2	TQM in education
21	0	1	2	Ethics in quality
22	0	0	0	Achieving superior quality in developing countries
23	0	0	1	Health care
24	1	0	0	Cost efficient quality practices
25	1	1	4	TQM in developing countries
26	0	0	1	Implications for QM in a high unemployment environment

### ACN. RAY WACHNIAK DONATES LIBRARY

Acn. **Ray Wachniak** recently donated his library to Cardinal Stritch College in Milwaukee. Ray's library is arguably the best "Quality" library on the planet. His generosity ensures that this resource will receive professional care, and also be available to those needing access to rare volumes. Included are:

- *ASQC Annual Quality Congress Transactions*, 1947 to 1996 (complete)
- *EOQ Annual Quality Transactions*, 1957 to 1990
- *Industrial Quality Control*, v.1, n.1 (Jul. 1944) to v.24, n.12 (Dec. 1967)
- *Journal of Quality Technology*, v.1, n.1 (Jan. 1969) to v.28, n.4 (Oct. 1996)
- *QC & Applied Statistics*, v.1, n.1 (Jan. 1954) to v.33, n.12 (Dec. 1996)
- *Quality*, v.1, n.1 (Jan. 1974) to v.35, n.12 (Dec. 1996)
- *Quality Assurance*, v.1, n.1 (Jan. 1974) to v.10, n.4 (Dec. 1984)
- *Quality Digest*, v.1, n.1 (Nov. 1981) to v.16, n.12 (Dec. 1996)
- *Quality Engineering*, v.1, n.1 (1988) to v.8, n.4 (1996)
- *Quality Management Journal*, v.1, n.1 (Oct. 1993) to v.3, n.4 (Oct. 1996)
- *Quality Progress*, v.1, n.1, (Jan. 1968) to v.29, n.4 (Dec. 1996)
- *Reports of QC Circle Activities*, n.1 (1968) to n.14 (1981)
- *Reports of Statistical Applications Research*, v.1, n.1 (1953) to v.40, n.4 (1993)
- *Technometrics*, v.1 n.1 (Feb. 1959) to v.38, n.4 (Nov. 1996)
- *The Quality Engineer*, v.23, n.1 (Jan.-Feb. 1959) to v.38, n.11/12 (Nov.-Dec. 1974)

### IAQ TO HAVE NEW CATEGORY OF AFFILIATION: "ASSOCIATE MEMBER, IAQ"

Acn. **Bill Golomski** presented a proposal to add a new category of affiliation within IAQ, in addition to Academician and Honorary Member. Discussion, prior to a favorable vote, centered around (1) use of the title, and (2) concerns over project work. A complete description of the proposal and related by-laws changes are presented in detail in the Triennial Meeting minutes prepared by Acn. Golomski.

### ACADEMICIANS HONORED IN YOKOHAMA

Five Academicians were honored with recognition and plaques at the IAQ Triennial Meeting in Yokohama. CONGRATULATIONS from all Academicians to the honorees:

1. **Dr. Tito Conti** for his article in *The Best On Quality* entitled "A Critical Review of Methods for Quality Awards."
2. **Dr. John Hromi** for outstanding service as editor of *The Best On Quality*.
3. **Dr. Yoshio Kondo** for exemplary service as President of the IAQ.
4. **Ray Wachniak** for exceptional service as editor of *Contact*.
5. **Hermann Zeller** for his untiring service as a Past President of the IAQ and as Editor of the first four issues of *The Best on Quality*.

### NEW IAQ OFFICERS ELECTED

Academicians elected to the Board of Directors of the IAQ for the next three years include:

- **A.V. Feigenbaum**, Founding Chairman
- **H. James Harrington**, Past Chairman
- **Yoshio Kondo**, Chairman
- **Marcos Bertin**, President
- **Yossi Bester**, Vice President
- **Tito Conti**, Vice President
- **W.A.J. Golomski**, Vice President
- **Asbjørn Aune**, Director
- **Kenneth Case**, Director
- **Noriaki Kano**, Director
- **Hermann Zeller**, Director and Chairman of the Nominating Committee

### **ACN. CARL A. KOFOED DIES AT 74**

The following was written by Carl Kofoed's good friend, Acn. **Ove Hartz**:

During the IQC'96 in Yokohama we received the sad message that **Carl A. Kofoed** passed away October 12, 1996 and that his funeral would be on October 18 - the day for the IAQ Triennial Meeting in Yokohama. Carl Kofoed was an IAQ member for nearly 20 years, from 1976 until he retired in 1995.

Carl Kofoed was born January 20, 1922 in Hasle at Bornholm, a small island in the most eastern part of Denmark in the Baltic Sea. In 1954 he started as quality manager at Danfoss, the largest industrial concern in Denmark, where he established a quality function. Besides heading the central quality department during the 1970's, he held the position as chief engineer. He retired as Danfoss corporate quality director in 1989.

His dedication during nearly 40 years to increased international cooperation in the quality field has been to the benefit of many organizations, societies, companies and individual persons. He established early an international network in the quality field and had many personal friends world wide.

He was instrumental in the late 1950's as originator of the Danish Society for Quality, DFK, and in the founding of DFK in 1960. He was DFK's First Vice President, from the founding until 1973. In 1974, Carl was named Honorary Member of DFK. He was also a Fellow of ASQC and other organizations. He



is survived by his wife, Grete, and three children.

Carl A. Kofoed's contributions as a quality pioneer have been outstanding. In our region he will, in particular, be remembered as one of the Scandinavians who most significantly influenced early quality developments.

---

The following is an excerpt from a letter dated October 29, 1996 to Mrs. Kofoed from Acn. **Ray Wachniak**:

It was with great sadness that I read your letter and learned of the death of my good friend, Carl. I remember well our many visits and exchanges of correspondence. I especially recall the very pleasant visit I shared with you and Carl in Estoril a few years ago. It was at that time that we talked about retirement, or should I say not retiring. On behalf of my wife and I, we wish to extend our deepest sympathies. We know you will miss him, but we wish you all the best in the years ahead.

### **PRODUCTIVITY ORGANIZATIONS HAVE SIMILARITIES TO QUALITY ORGANIZATIONS**

Acn. **Bill Golomski** writes: "There are global networks of productivity organizations, and of quality organizations. Recently I received a mailing from South Africa that contained a newsletter and some mailings. In the USA, the mailings would have gone to those in quality."

Two organizations that have extensive activities in the productivity arena, but with strong "quality" flavor, include: "World Confederation of Productivity Science" based in Montreal, and "Pan-African Productivity Association" based in Pretoria, South Africa.

## E-MAIL / COMPUTER CORNER

We are making progress! Several new names have been added to our e-mail list, and several old ones have been corrected. If you currently have a list of IAQ e-mail addresses on your computer, **BE SURE TO RECHECK THEM** per the current list of addresses on this page.

If you have been thinking about getting into the e-mail arena, be assured that we are adding IAQ members regularly to the ranks of those on-line. If you get on in the next few months, you will be in on the front end of some pretty exciting IAQ initiatives.

At the IAQ Triennial Meeting in Yokohama on October 18, 1996 Acn. Yossi Bester led a discussion on "The IAQ Strategy." One element was the IAQ Communications Network which includes such things as (1) contact with other IAQ members, (2) exchange of publications, (3) e-mail, internet, fax, and (4) *Contact*. Four computer-related initiatives are under way and include the following:

**Acn. Victor Seitschek** has been authorized to proceed with producing a Home Page on the Web for access by the public.

**Acn. Bill Golomski** heads a committee composed of Acns. Case, Sasaoka, and Wang working on communications issues.

**Acn. Ed Fuchs** is the prime e-mail driver at the moment. Ed has been experimenting with the possibility of sending *Contact* via e-mail. There are different approaches being considered. Currently, your Editor, Acn. Ken Case, uses Microsoft Word to prepare *Contact*. Ed Fuchs is evaluating the possibility of simply attaching the Word file to an e-mail message sent to all members on-line. One of the BIG advantages of this would be the opportunity to see *Contact* properly formatted as it appears in print. Another possibility is that pictures might

be done in color and be much clearer on-screen than they appear in the paper issues of *Contact*. Another approach considered by Ed is to save the Word file as a "text" file and simply paste it into an e-mail message to all on-line Academicians. This would cause the formatting to be lost, but much of the straight text material from *Contact* would be readable and available immediately.

**Acn. Dave Luther** is working with the ASQC to take advantage of their new and strengthened capability. He is obtaining information regarding IAQ's use of (1) a "list server" (a one-to-many e-mail capability), (2) a discussion forum where messages, questions, and answers are posted, and (3) a real-time "chat" capability.

Please notify Ken Case of any address changes:

Academician	e-mail address
Anttila, Juhani	juhani.anttila@tele.telebox.fi
Asao, Masashi	m-asao@ma.kcom.or.jp
Aschner, Gabor	aschnerg@lihunnt1.light.ge.com
Aune, Asbjørn	asbjorn.aune@protek.unit.no
Bertin, Marcos	marcos.bertin@firmenich.ch
Bertin, Marcos	/I=MEB/G=Marcos/S=Bertin/OU=/ @firmenich.ch
Case, Ken	kcase@okway.okstate.edu
Case, Ken	CaseKE@aol.com
Cole, Robert	cole@haas.berkeley.edu
Fuchs, Ed	edfuchs@msn.com
Godfrey, Blan	godfrey@netaxis.com
Golomski, Bill	wgolomski@itol.com
Hartz, Ove	oveh@ipv.dtu.dk
Hromi, John	jdhcqa@rit.edu
Kano, Noriaki	kano@ms.kagu.sut.ac.jp
Luther, Dave	75664.3415@compuserve.com
Richardson, Phil	phil@adc.aust.com
Schlesinger, Richard	schlescor@aol.com
Seghezzi, Hans Dieter	hans-dieter.seghezzi@item.unisg.ch
Stephens, Ken	kstepheo@stc.esia
Wachniak, Ray	wachniak.r.33673@asqcnet.org
Wang, Samuel	hswang@gcos.com
Wang, Samuel	hswang@cchp32.cc.cycu.edu.tw
Zaludová, Agnes	csqpraha@mbox.vol.cz

### UPCOMING CONFERENCES OF INTEREST

- March 1997, 4<sup>th</sup> **EOQ Forum** on Advanced Topics in Quality Management, London. Title: "Quality in Integrated Management."
- April 23-25, 1997: **ICQ'97**, the International Quality Congress, "Managing for Excellence," Buenos Aires, Argentina. IAQ's new President, Dr. Marcos E.J. Bertin, is President of the ICQ'97.
- April 28-29, 1997: **Continuation** of the two-country conference involving Argentina and Brazil, as in the past. Brazil.
- May 5-7, 1997: **51<sup>st</sup> ASQC Annual Quality Congress**, Orlando, Florida, USA.
- June 16-20, 1997: **EOQ '97**, the 41<sup>st</sup> EOQ Congress, "Quality-A Critical Factor in the Past, Present and Future," Trondheim, Norway. **Editor's note!** Asbjørn Aune says "EOQ '97 has booked a number of rooms for the Congress, most of them from the 16<sup>th</sup> to the 20<sup>th</sup> of June. In addition, we have a lesser number of rooms from the 12<sup>th</sup> to the 16<sup>th</sup> and from the 20<sup>th</sup> to the 21<sup>st</sup>. Those rooms will not be available before the registration form is printed, etc. What you could do if you plan to arrive a day or three earlier is to contact the travel agent "FLYSPECIALISTEN" at P.O. Box 27, 7001 Trondheim, Phone +47 73 59 22 90, FAX +47 73 59 26 35 and describe your situation."

### PROJECT 2000

Acn. **A.V. Feigenbaum** and the committee of **Marcos Bertin**, **H. James Harrington**, and **Yoshio Kondo** are working on Project 2000. This is a series of three seminars on quality, to be held in Europe, the USA and Asia with presidents of major global corporations.

### THE IAQ ANNIVERSARY MAGAZINE IS AVAILABLE!

Chairman **H. James Harrington** delivered copies of the Special Anniversary Magazine to the ICQ'96 in Yokohama in October 1996. This issue commemorates the 50<sup>th</sup> anniversaries of ASQC and JUSE, the 40<sup>th</sup> anniversary of the EOQ, and the 30<sup>th</sup> anniversary of the IAQ. Many ICQ'96 attendees eagerly collected a copy of this exceptional issue. Academicians **Marcos E.J. Bertin**, **Yossi Bester**, **Tito Conti**, **A. V. Feigenbaum**, **Miflora M. Gatchalian**, **A. Blanton Godfrey**, **William A. J. Golomski**, **H. James Harrington**, **Spencer Hutchens, Jr.**, **Masao Kogure**, **Yoshio Kondo**, **Yuanzhang Liu**, **David B. Luther**, **Dietmar Mangelsdorf**, **Lennart Sandholm**, **Shiochi Shimizu**, **Enrique Sierra**, and **H. Samuel Wang** contributed articles to the magazine. A handful of Academicians have underwritten the cost of the magazine.

### YOUR INPUT IS WANTED!

At the IAQ Triennial Meeting in Yokohama, your editor reminded Academicians that the single most requested item in *Contact* is information on what other Academicians are doing. As talented and busy as our Academicians are, we sometimes think the things we do are routine, while others find them fascinating. Please write, fax, or e-mail input to Ken Case:

**Kenneth E. Case**  
2416 Tanglewood Circle  
Stillwater, OK 74074-1717 USA  
405-377-7586 (home)  
405-744-6055 (office)  
405-744-6187 (fax)  
kcase@okway.okstate.edu  
CaseKE@aol.com





# CONTACT

A Newsletter of the International Academy for Quality

## THANKS, RAY WACHNIAK!



### In This Issue

TRIBUTE TO ACN. RAY WACHNIAK	Page 1
NEWS FROM ACADEMICIANS	Pages 2-3
ACADEMICIANS IN PRINT	Page 4
IAQ IS "A" LEVEL MEMBER	Page 4
SPECIAL ANNIVERSARY IAQ MAGAZINE	Page 4
ACADEMICIANS UP FRONT	Pages 5-6
GE INSISTS ON QUALITY-DR. GABOR ASCHNER	Page 7
MORE UPCOMING CONFERENCES	Page 7
TQM IN THE INFORMATION AGE-DR. ED FUCHS	Pages 8-9
ACN. GRANT DIES	Page 10
E-MAIL / COMMUNICATIONS	Page 11
AMERICAN QUALITY PIONEERS	Page 12
CONGRATS HONORARY MEMBERS	Page 12
BEST ON QUALITY AVAILABLE	Page 12
YOUR INPUT WANTED	Page 12

Dear Fellow Academicians,

Acn. Ray Wachniak has now passed the torch for *CONTACT* to Acn. Ken Case. Ray became Editor for *CONTACT* beginning with Issue Nr. 51 in June 1993, following in the footsteps of Acn. Dr. Walter Masing who most ably edited the first 50 issues. Both of these gentlemen have shown incredible devotion to both the Quality profession and to the IAQ. (Ray Wachniak wrote a fitting tribute to Walter Masing in his inaugural issue.)

Trying to follow Ray Wachniak is likely to be embarrassingly difficult. Ray is one of the most exceptional individuals it has been my pleasure to know. We first met as members of the Panel of Judges for the Malcolm Baldrige National Quality Award. Ray has the uncanny ability to ask thought-provoking questions, raise important issues, see things from different points of view, dig deeply into matters, and remain unbiased. He provided "leadership by example" to the Panel.

Ray's work as Editor of *CONTACT*, and his many other quality-related endeavors, show that he continues to operate based upon "facts and data." In addition, his voluminous correspondence with IAQ Academicians worldwide always brought a warmth and personal touch to the newsletter.

You may be wondering "What is Acn. Ray Wachniak doing now?" Be assured, Ray is busy as usual. He is working on a "History of the IAQ," and a "History of the past 50 years in the Milwaukee Section of the ASQC." He is also donating much of his vast (most complete in the world?) Quality library to Cardinal Strich College in Milwaukee. Among the items that will be available for researchers are 175 books and 2500 issues of 16 different Quality journals. Thanks, Ray!

## NEWS FROM ACADEMICIANS

**Aschner, Dr. Gabor S.** Acn. Aschner writes, in part: Would like to take the opportunity to congratulate you on having been nominated as the new Editor of *Contact*. I do hope you will not have serious problems fulfilling your job, as from time to time we will provide you with materials ready made for publishing. Wishing you good health and strength enough to meet this new challenge.

**Editor's Note:** Gabor and I had several exchanges via e-mail. It is so nice to be able to contact Gabor and hear back within a few hours. See the very interesting piece he contributed entitled "General Electric Insists on Quality" elsewhere in this newsletter. Thanks, Gabor!

**Bester, Yoseph.** Acn. Bester, Vice President Conferences, Publications & Relationships, writes in part:

I am very pleased and thankful to hear from you that you are willing to serve the IAQ by taking the assignment as Editor of the IAQ *Contact*. This is indeed a great initiative.

**Cole, Robert E.** Acn. Cole writes:

Received your e-mail and thanks for making this effort.

**Fuchs, Dr. Edward.** Acn. Fuchs writes:

Congrats on your new effort. Since I last saw you, I have been doing very little work, at least in comparison with the load I used to carry before I retired. I prepared a presentation and paper for the IAQ workshop in Yokohama, and I'm spending most of my time planning a move to Chapel Hill, NC. We've bought a lot on the edge of the UNC campus and are working with an architect. Most of the work is at this end, selling our present house; it's somewhat unique,

so not an easy sell. And in the middle of all that, I had an operation on my back, which took three weeks out of my life.

I wrote the Merlin scenario for the ASQC futures project, which was reported in the June issue of QP. Blan Godfrey commented that he thought that Academicians would be interested in all of the scenarios and the analyses. Dave Luther is the "owner" of the material, I believe.

I think that your e-mail list is as up-to-date as mine. We must continue to encourage Academicians worldwide to get connected.

**Godfrey, Dr. A. Blanton.** Acn. Godfrey wrote: Just a quick reply to let you know that I did receive your e-mail and my address works fine.

Blan went on to note that he is staying quite busy—"I am about four deadlines behind on writing now!" (Editor's Note: See Blan's contributions in "Academicians in Print.")

**Golomski, William A. J.** Acn. Golomski, Vice President, has been in touch on numerous occasions during the past several months. The material he sent is reflected elsewhere in this issue.

**Hartz, Dr. Ove.** Acn. Hartz writes:

Thank you very much for your e-mail and welcome as the new IAQ *Contact* Editor. I look forward to cooperating with you.

Yes, my e-mail address is right. See you at the IAQ meeting in October (ICQ96 in Yokohama).

**Hromi, Dr. John D.** Acn Hromi writes:

## NEWS FROM ACADEMICIANS, CONTINUED

Ken, the e-mail address that you used to reach me was effective.

The review of edit-copy proofs of Volume 7, *The Best on Quality*, has just been completed. The printing should be ready for distribution on or about August 31. Regards.

Editor's Note: See more information from John in the piece entitled "The Best on Quality, Volume 7" elsewhere in this newsletter.

**Kano, Prof. Dr. Noriaki.** Acn. Kano writes:

Dear Ken, Many thanks for your e-mail. This is to acknowledge its receipt. Sincerely yours.

**Kondo, Dr. Yoshio.** President Kondo writes, in part:

It is my great pleasure to hear from Mr. Wachniak that you are willingly stepping forward to assume the editorship of *IAQ Contact*.

Editor's Note: In addition, President Kondo has written very kind letters on several occasions regarding IAQ business. All things mentioned in his letters are reflected herein.

**Luther, David B.** Acn. Luther writes:

Thanks for your e-mail. Congratulations on taking the editorship. It is a tough job I suspect; however, most of the members are so prolific that you should not have much trouble. As for me, my time is spent more on project related activities, and less on writing and anecdote collecting. Consequently, I have always felt that there is little interest in some of the more applied efforts. However, for your information, we are doing a lot with quality in elementary schools, we are very involved in supporting and participating in the

Transformations To Quality Organizations research effort with NSF and other companies, which is now a twelve million dollar rigorous research effort, and we are doing a lot in health care and in community based improvement efforts.

Editor's Note: Dave, we are always interested in whatever you are doing. Please keep your Editor posted, and by doing so, the entire IAQ membership.

**Wachniak, Raymond.** Acn. Wachniak has been in regular communications regarding the newsletter. Ray has been most unselfish and helpful by providing materials, disks and advice regarding *Contact*.

**Wang, Dr. H. Samuel.** Acn. Wang wrote a touching note that was uplifting, even though it contained very sad news. He said, in part:

It is with peace and calmness that I write to tell you of a recent accident that happened to the Wang family. On May 31, 1996, the size of the family on earth was reduced by one. Ted, our youngest son, died. Early on the evening of that night, Ted was riding a motorcycle that hit an upcoming automobile. Within minutes, his life stopped, completing his short life of 16 years.

Editor's Note: Our sincere sympathy to Acn. Wang and his family. Several of us had our first chance to meet Samuel at the IAQ meeting in Chicago in May, just two weeks before this sad event. Samuel was prepared at that time to offer his Introductory Speech, but there was insufficient time to hear from him. He is planning to present it at the ICQ'96 in Yokohama in October. Samuel is taking a one year sabbatical in Chicago, IL, and his address there is 1 Fountain Head Drive, Apt. 207; Westmont, IL 60559 USA.

## ACADEMICIANS IN PRINT

Following are some of the articles authored by IAQ members that appeared in print during June, July and August of 1996.

**Kenneth E. Case.** "Using a Correlation Test for Normality," *Journal of Quality Technology*, Vol. 28, No. 3, July 1996, pp. 356-362. (with JengJung Fang). Fang and Acn. Case describe problems with a popular test for normality. They then explore the use of normal probability paper, for use in addition to the test, when specifically testing for normality.

**Edward Fuchs.** "Discussion of 'Chimera or Culture? Business Process Reengineering for Total Quality Management.'" *Quality Management Journal*, Vol. 3, Issue 3, pp. 39-41. Acn. Fuchs presents his view on a paper co-authored by Ken W. Gadd and John S. Oakland on the definitions, scope and methods of business process engineering (BPR) and total quality management (TQM).

**A. Blanton Godfrey.** "Quality Education" in the "Quality Management" column, *Quality Digest*, Vol. 16, No. 8, August 1996, p. 21. Acn. Godfrey examines the quality of education and describes how companies' new partnerships with education are providing a much-needed boost to schools.

**A. Blanton Godfrey.** "Information Quality" in the "Quality Management" column, *Quality Digest*, Vol. 16, No. 7, July 1996, p. 17. Acn. Godfrey discusses the management of information quality and, using the basic ideas of quality planning, suggests how you can develop a road map for action.

**David B. Luther.** "Quality, the Future, and You," *Quality Progress*, Vol. 29, No. 7, July 1996, pp. 68-69. Acn. Luther discusses the efforts of the ASQC Futures Team. He notes the nine key forces of change and the four scenarios from which the team drew observations.

## IAQ IS "A" LEVEL MEMBER OF TC207 AND TC176!

Chairman H. James Harrington called with good news. IAQ is now an "A"-level member of both TC207 and TC176. TC207 is the ISO Technical Committee in charge of writing the ISO 14000 standards.

Jim attended the meeting in Rio on 17-21 June 1996, representing the IAQ. He said, "They will be releasing ISO 14010 in August and 14001 in September. As such, the key standards are targeted to be out in September, and the rest of the standards should follow soon. So, the committee is moving right along."

## SPECIAL ANNIVERSARY IAQ MAGAZINE IS NEAR

Chairman Harrington also reported that the special anniversary IAQ magazine is coming along well. This issue is to commemorate the 50<sup>th</sup> anniversaries of ASQC and JUSE, the 40<sup>th</sup> anniversary of the EOQ, and the 30<sup>th</sup> anniversary of the IAQ. Some key Academicians from around the world are contributing articles to the magazine and underwriting its cost. The special issue will be free to Academicians, and it will be available at the IAQ Triennial meeting to be held in Yokohama in October.

## **A NOTE FROM DR. GABOR ASCHNER: "General Electric Insists on Quality"**

Editor's note: A big "thanks" for Acn. Aschner's response to my request for input from members. The following note is not only interesting, but also indicates that Gabor has undertaken a new and exciting effort for the future.

While GE is well known for its huge size and diverse activities in the aviation, banking, lighting, medical, plastics, power generating and transport industries (just to mention a few), the activities carried out during the last year to improve the quality of product and services are lesser known. The new approach of GE global policy is to be the best in every market segment where GE is involved. To achieve this objective, GE insists on increasing the satisfaction of both its employees and customers and relies on improving quality.

Quality activities are carried out under the Six Sigma umbrella. This approach had been implemented and exercised by Motorola. Six Sigma relies on achieving a process capability (Cp) value of 2.0, where even in the worse situation (we call it "long term shift") the capability value should be at least 1.5. This means that no more than 3.4 pieces can be defective in every 1,000,000 products.

GE has realized that this target can be achieved only with the massive participation of the complete workforce. Champions, Master black belts, Black belts and Gray belts were nominated to manage and facilitate the necessary activities and an exhaustive training program was initiated last year and is well under way. The necessary resources have been mobilized as well.

Projects have been selected to avoid any possible critical-to-quality (CTQ) event and to achieve a higher level of consumer satisfaction and furthermore, streamlining and making more effective our present operations. At the Machine Division of GE Lighting Europe, we are aiming at designing, manufacturing and assembling more durable machines, involving our clients into major decision-making, referring to the function and capabilities of our machines, shipping our production on time, providing a high level of after-sale service, calculating and reducing our failure cost, etc.

We can consider this activity as a breakthrough in the traditional way of corporate thinking and for myself, after completing a successful UNIDO project in Brazil, this is a major new challenge.

### **MORE UPCOMING CONFERENCES OF INTEREST-MARK YOUR CALENDARS**

- **The Eleventh International Conference of the Israel Society for Quality** in Jerusalem, "Quality for a Better Life," 19-21 November 1996. Contact ISAS International Seminars, P.O. Box 34001, Jerusalem 91340, Israel. Tel: 972-2-6520574; FAX 972-2-6520558; e-mail: [isas@netvision.net.il](mailto:isas@netvision.net.il)  
The topic list looks excellent, and the conference will surely have a strong contingent of Academicians participating.
- **The 41<sup>st</sup> Congress of the European Organization for Quality** in Trondheim, Norway, "Quality-A Critical Factor in the Past, Present and Future," 16-20 June 1997.

## A NOTE FROM ACN. ED FUCHS: "TQM IN THE INFORMATION AGE"

Editor's note: Acn. Edward Fuchs has, on numerous occasions, spoken of the timeliness and quality of information as it affects business today and in the future. The thought provoking note to follow is a condensation of Ed's paper to presented at the IAQ Preconference Workshop at the ICQ'96 meeting in Yokohama in October. The full paper contains numerous interesting examples and will be published in the conference proceedings, or may be obtained from Ed.

### INTRODUCTION

Three factors of production have been recognized in a market society: land, labor and capital. While human labor, land and natural resources, and the artifacts of society always existed, they were not commodities for sale. In a similar vein, information has existed as long as has the human species. Early capitalistic systems made use of information to produce and market products, to train apprentices, etc. Only with the arrival of the "information age" has information reached a degree of importance in commerce and industry that it has been characterized as the "fourth factor of production."

### DISCUSSION

What is the "information age?" It is an era in which the evolution of the technologies that enable the creation, distribution and use of information have become so powerful that they can fundamentally change the ways in which we live and work.

Quality concepts and approaches always have centered on the use of information. The history of quality is a history of advances in the use of information. In the pre-industrial era, craftsmanship was based on accumulated information, largely derived from experience and experimentation, carefully guarded in guilds and passed from generation to generation via the apprentice system. Metrology was the earliest quality technology, bringing with it the possibilities for standards and certification. The industrial revolution brought with it new uses of enabling information. Interchangeable parts and the production line resulted in the 19th and early 20th century. Soon thereafter came two breakthrough uses of information, Shewhart's statistical quality control methods and Dodge's sampling inspection approaches. Companies that lagged in the use of this breakthrough approach soon found themselves lagging in the marketplace behind Japanese companies who readily adopted Deming's statistical teachings. More recently, information became the enabling technology for the emergence of Total Quality Management - information about the business environment and direction, information about the customer, information about product and service technologies, and information about the functions and systems that comprise vital business operations.

Almost all TQM frameworks are all based on the value-chain model. The value chain model, as exemplified in the American Baldrige Award, for instance, treats information as a supporting element of the value-adding process.

Consider the list of possible applications of modern information age technology in the following summaries. Information clearly offers opportunities to become a strategic differentiator in many dimensions.

## A NOTE FROM ACN. ED FUCHS: "TQM IN THE INFORMATION AGE," CONTINUED

### Process Information

- information for customers: searching, ordering, sampling, e.g., L.L Bean
- information about employees: training and education, job qualifications, preferences, career paths, e.g., Motorola
- information for employees: training, operating paradigms, customer information, Policy Deployment "golden thread," communications, business performance, problem areas, e.g., AT&T Transmission Business Unit
- information about processes: control, capability, change, e.g., Ford Motor Company
- information about customers/present markets/present products: used to stimulate more usage, less churn, manage inventories, resource plans, e.g., Benneton

### Product Information

- information about customers / present markets / new products: used to drive new designs, to direct deployment of new technology, e.g., Levis Jeans
- information for customers: information-content value-added, e.g., Federal Express, World Wide Web shopping
- information about customers/new markets: used to extend product sales to new categories of customers, to tailor present products to differing market preferences, used to design new products for new markets, e.g., AT&T Universal Card Services

How can we model or structure these emerging capabilities in the context of Total Quality Management approaches? Rayport and Sviokla offer a five-step model, which they call the "virtual value chain." This model readily lends itself to adaptation to a Baldrige-like model of Total Quality Management. The five steps are (1) gathering information, (2) organizing information, (3) selecting information, (4) synthesizing information, and (5) distributing information. In such a Baldrige model, the role of leadership is to provide the information architecture and the strategic direction for the use of information in the enterprise. Goals and objectives may be stated, for example, in terms of internal and external uses of information, in terms of percentages of sales from new information-based capabilities, and in terms of broad sharing and use of knowledge (e.g., suggestion systems). The strategic plans of the enterprise are then formulated to achieve these goals and objectives, and these plans are communicated to all employees. The information architecture is deployed to provide information where and when it is needed within the enterprise and by customers and suppliers. The employees are enabled to process information efficiently and effectively, and to synthesize knowledge by "organizational learning." Information is provided to employees rapidly, conveniently, globally. Updating and upgrading of employee skills are facilitated by convenient on-line learning. Processes are improved, reengineered if required, and managed to perfection with information-intensive poka yoke (foolproof) automatic control approaches. Processes are instrumented to provide data on business and customer results in cycle times that minimize both marketing and operations errors. Customer relations are optimized with information technology, in support of all customer-facing activities.

## ACN. EUGENE L. GRANT, PIONEER IN QUALITY CONTROL, DIES AT 99

Eugene L. Grant, a founder of the fields of statistical quality control, engineering economics, and industrial engineering, died July 9 after a short illness. He was 99. Acn. Grant was an Honorary member of the IAQ, effective in 1975.

Grant, professor emeritus of economics of engineering in the department of industrial engineering, died at Channing House in Palo Alto, where he had lived since 1966.

Grant was a pioneer in applying economics to engineering. His work on statistical quality control was used in training programs to improve production in World War 11 industrial plants. His textbooks, *Engineering Economy*, first published in the early 1930s, and *Statistical Quality Control*, first published in 1946, are both still in use today, with current editions co-authored by Richard Leavenworth.

"His book was the first textbook on quality control," said Jim Jucker, chair of the department of industrial engineering. "It is fascinating, in light of the intense interest in quality control [today], to go back and read [that] book. What one finds is that Gene Grant knew in 1946 what most of U.S. industry discovered 40 years later."

Grant was born Feb. 15, 1897 in Chicago, and graduated from Hyde Park High School there. He received his bachelor of science degree from the University of Wisconsin in 1917 and his civil engineering degree from Wisconsin in 1928; in the meantime, he also served in the Navy during World War I, worked with the U.S. Geological Survey in various projects in the western United States, and, beginning in 1920, taught civil engineering and industrial engineering at Montana State College in Bozeman.



He joined Stanford's department of civil engineering in 1929 and served as its chair from 1947 to 1956. He co-founded the department of industrial engineering with Professor Grant Ireson and Provost Fred Terman in 1955, and remained as one of its emeritus members after his retirement in 1962.

He was a member of the National Academy of Engineering and a founding member of the American Society for Quality Control, which granted him the Shewhart Medal, and also issued a Eugene Grant Award in his honor. He was one of only 15 Honorary Members of the ASQC, and also a Fellow of the American Statistical Association and the American Association for the Advancement of Science.

Grant's first wife, the former Mildred Livingston, died in 1980; their only daughter, Nancy Chamberlain, died with her husband and four sons in an airline crash in 1961. In 1985, Grant married his cousin, the former Dorothy Northup; she died in 1989.

Grant is survived by his stepson, Robert Northup of Lake Luzern, NY. Grant will be buried in Bozeman. In accordance with his wishes, there will be no memorial service.



## E-MAIL / COMMUNICATIONS / AND A CHALLENGE

WAIT!! Don't skip this piece just because you don't have e-mail (electronic mail)!

Acn. Ed Fuchs wrote the following several months ago. You may not have seen it. The majority of our Academicians did not, because it was sent via e-mail:

**"At out mission-vision meeting in Lausanne (Spring 1995), we agreed that improved communications between us is a critical success factor, and we suggested that better use of e-mail over the Internet may be a vehicle for the desired improvement."**

You may have little or no understanding of words like Internet, web server, HTML, Java, and so on. Forget it! You don't have to become a computer or internet expert to set up and use e-mail. You do, however, need to have access to a computer. Ordinary e-mail does not require a fancy computer at all. In fact, most any computer will do if you simply want to use e-mail.

If your place of employment has e-mail capability, chances are you can get someone there to set you up and provide the minimal instruction necessary to get started. If you want e-mail at home, consider one of the service providers such as AOL (America On Line), CompuServe, ASQC (see Ray Wachniak's e-mail address), or a local group serving your area. Finding a service provider should not be a problem for most of our fellow Academicians.

Your Editor uses AOL at the rate of US\$10 per month, a nominal rate to stay in touch with colleagues, clients, family, etc. This rate buys 300 minutes of access per month, and by using what they call a "Flash Session," 5-8 messages

can be sent / received in 1-2 minutes. Reading and replying to them can then be done off-line.

The challenge to you is simple. **For those having e-mail capability**, please send me (Ken Case) ANY message so I can publish your e-mail address in the next issue. **For those NOT having e-mail capability**, at least check with someone in your geographical area who is knowledgeable about what it would take to get you connected (these folks are everywhere). Show them this article and tell them you want to be able to send and receive messages to and from the following persons. They will surely be able to help; it is really pretty simple. If you decide to get on, immediately send me ANY message so I can capture your e-mail address for the next newsletter. I will also e-mail your address to all other on-line Academicians. It will take about 2 minutes!

Academician	e-mail address
Anttila, Juhani	juhani.anttila@tele.telebok.fi
Aschner, Gabor	aschnerg@lihunnt1.light.ge.com
Aschner, Gabor	g_aschner@mail.light.ge.com
Bertin, Marcos	marcos.bertin@fermenich.ch
Case, Ken	kcase@okway.okstate.edu
Case, Ken	CaseKE@aol.com
Cole, Robert	cole@haas.berkeley.edu
Fuchs, Ed	efuchs@efuchs.ip.portal.com
Godfrey, Blan	godfrey@netaxis.com
Golomski, Bill	golomski@gsb.uchicago.edu
Hartz, Ove	oveh@ipv.dtu.dk
Hromi, John	jdhcqa@rit.edu
Kano, Noriaki	kano@ms.kagu.sut.ac.jp
Liebman, Murray	mur811@ix.netcom.com
Luther, Dave	75664.3415@compuserve.com
Schlesinger, Richard	schlescor@aol.com
Wachniak, Ray	wachniak.r.33673@asqnet.org
Wang, Samuel	hswang@cchp32.cc.cycu.edu.tw
Zaludova, Agnes	pzdiver@aol.com

Please let Ken Case know if your address is incorrect in any way.

## IAQ MEMBERS ARE "AMERICAN QUALITY PIONEERS"

In the June 1996 issue of *IAQ Contact*, it was noted that Acn. Ray Wachniak was recognized as *the* "Architect of the American Pioneer Project." The names and a brief citation of the 50 distinguished American Quality Pioneers were presented. Eight of the 50 are (or were) IAQ members. They include:

- Dr. Charles A. Bicking. IAQ-1969 (R-1991, died 1992): Industry quality leader
- Dr. Paul C. Clifford. IAQ-1972 (E-1980, died 1993): Early quality educator
- Dr. Armand V. Feigenbaum. IAQ-1966 (H-1996): Quality leader and ASQC President 1961-63
- Mr. Richard A. Freund. IAQ-1975 (E-1987, died 1989): ASQC President 1972-73
- Mr. William A. Golomski. IAQ-1985: Founding Editor of *Quality Management Journal*
- Mr. Eugene L. Grant. IAQ-1975 (H-1975, died 1996): Early national quality educator and author
- Mr. John Riordan. IAQ-1975 (R-1982, died 1995): Department of Defense quality coordinator
- Mr. Dorian Shainan. IAQ-1976: Quality control leader (E-Emeritus; H-Honorary; R-Retired)

---

## CONGRATULATIONS AGAIN TO ACNS. FEIGENBAUM AND MASING

It was reported in the last issue of *Contact* that Acns A.V. Feigenbaum and Walter Masing had achieved Honorary Member status in the IAQ. Chairman H. James Harrington called to confirm that the recent ballot of the membership to confirm this distinction was approved unanimously by the large percentage voting! Congratulations, Val and Walter!

---

## THE BEST ON QUALITY, VOLUME 7, IS AVAILABLE

Volume 7 of *The Best on Quality* is now available! This looks like a "must have" book. Edited by Acn. John D. Hromi, this seventh volume contains three sections featuring 26 papers chosen from numerous award winning articles. Eight papers were singled out for awards by the EOQ. Another eight focus on the Japanese world of quality. Ten papers offer views of quality-related matters as seen in the United States. The reader will get a depiction of the best quality practices worldwide. Order item H0933 from ASQC Quality Press at 800-248-1946 or 414-272-8575.

---

## YOUR INPUT IS WANTED!

IAQ Chairman Jim Harrington said "IAQ is an organization of friends working together." In a sense, we are a family, the members of which have many common interests. *Contact*, in addition to providing news, is also a medium for sharing thoughts, activities, contributions, and significant events in our lives. By all means, please contact me with your news, no matter how large or small. Reach me at:

Kenneth E. Case  
2416 Tanglewood Circle  
Stillwater, OK 74074-1717 USA  
405-377-7586 (home)  
405-744-6055 (office)  
405-744-6187 (fax)  
kcase@okway.okstate.edu  
CaseKE@aol.com



# CONTACT

A Newsletter of the International Academy for Quality

## ACADEMICIANS HONORED

### IN This Issue

**IAQ NAMES DR. FEIGENBAUM & PROF. MASING HONORARY MEMBERS** Page 1

**ASQC NAMES ACN. SHAININ, 15TH HONORARY MEMBER** Page 1

**ACN. HARRINGTON IS ASQC'S 1995 LANCASTER AWARDEE** Page 2

**WACHNIAK RECOGNIZED A THE ARCHITECT AMERICAN QUALITY PIONEER PROJECT** Page 3

**PROF. MASING CONFERRED HONORARY DOCTOR DEGREE** Page 4

**WELCOME DR.. MADHAV SHINA, IAQ NEWEST ACADEMICIAN** Page 4

**QUALITY REGARD FROM UPPER NORMANDY-FRANCE** Page 5

**ONE MORE SNAPSHOT** Page 6

**BEST ON QUALITY** Page 7

**ACADEMICIANS IN PRINT** Page 8

**IAQ BOARD CHICAGO MEETING MINUTES** Page 9

**FEEDBACK ON IAQ SESSION IN CHICAGO** Page 10

**IAQ MEMBERS UPDATE** Page 11

### IAQ DECLARES NEW HONORARY MEMBERS

On the occasion of the Academy celebrating its 30th anniversary, and as a special appreciation to the "Pioneers", the Board has declared honorary membership for **Dr. A. V. Feigenbaum** and **Prof. W. Masing**.

Other Honorary Members of the Academy are Prof. Eugene Grant, 1975, and Dr. Hugo C. Hamaker, 1975 and Dr. Kaoru Ishikawa, 1987. Drs. Hamaker and Ishikawa are deceased, Prof. Grant (b.Feb.1897) is now 99+, and living in Palo Alto, CA.

### ACN. SHAININ NAMED ASQC HONORARY MEMBER

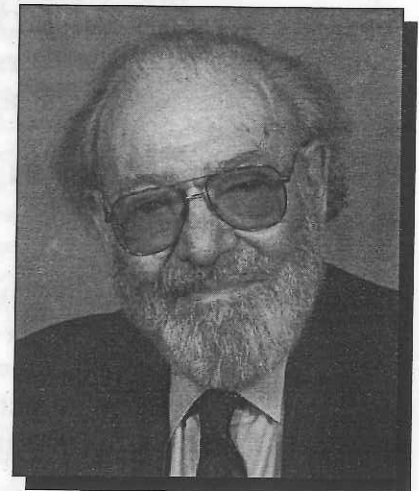
**Dorian Shainin** has been named an ASQC Honorary Member on a unanimous vote by the Society's board of directors. Only 14 have achieved that distinction in ASQC's 50-year history.

Honorary Member status is reserved for those "who are well known and so clearly preeminent in the profession that there should be no doubt of their being worthy of such membership."

Shainin's citation reads as follows:

*To a true quality paradigm pioneer, who created a process of down-to-earth problem-solving strategies that have improved product and service quality and reliability. His contributions to the quality profession over 60 years have had a lasting influence, both in the United States and around the world, on the manufacturing, defense, automotive, service, health care, and aerospace industries, notably the Apollo space program.*

*His service to the quality profession began early in his career and has continued well beyond the point when most individuals would begin to slow down. He has spent many years teaching and still more consulting in industry, and he has worked with more than 900 organizations, including half of the designated Fortune 100 companies.*



Continued next page

## SHAININ NAMED HONORARY MEMBER, *continued*

*He has been involved with ASQC from the beginning, was named a Fellow in 1949, and has attended every Annual Quality Congress. A recipient of the Edwards and Shewhart Medals, and the Brumbaugh and Grant Awards, he continues to serve the Society today.*

*Through his integrity, professionalism, and preeminence, he has had a significant impact in the quality and reliability disciplines. He has earned the recognition and esteem of other professional organizations and the many individuals he has influenced through his engaging, witty, and thought-provoking style. Truly he has set a fine example for others to follow."*

Shainin has worked almost 60 years to improve the professional approach to industrial problem solving. He is best known for the "Shainin Techniques," practical tools he developed to help manufacturers solve problems, including problems that had been considered unsolvable.

After earning a degree in aeronautical engineering from Massachusetts Institute of Technology in 1936, Shainin joined United Aircraft Corp. (Now United Technologies Corp.) as an engineer and later in charge of quality control at a large division of the company. Sixteen years later, he joined Rath and Strong Management Consultants. Shainin retired from Rath and Strong as a senior vice president, and in 1975 established his own consulting practice, Shainin Consultants, Inc.

Shainin is a member of the European Organization for Quality and was elected an academician of IAQ in 1976.

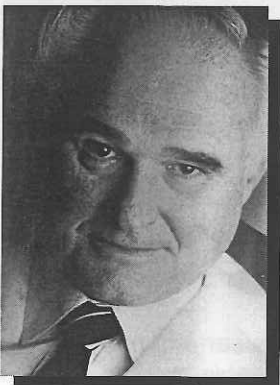
Other IAQ academicians who have been recognized by ASQC as Honorary Members included: Eugene L. Grant, 1968; Armand V. Feigenbaum, 1986; Kaoru Ishikawa, 1986; William A. Golomski, 1992; and Dorian Shainin, 1996.

## ACN. HARRINGTON GIVEN ASQC'S 1995 LANCASTER AWARD

H. James Harrington was named the 1995 Lancaster Award recipient. His citation reads: *"In recognition long-term, continuous dedication to the promoting quality concepts throughout the world, for his tireless crusade on all continents, and for his contribution to many quality societies in many countries."* The Lancaster Award is presented for dedication and outstanding contributions to the international community of quality professionals.

A principal at Ernst & Young LLP. Harrington serves as an international quality advisor. He is a past president of ASQC and current chair of IAQ.

Other academicians who have received ASQC's Lancaster Award include: Armand V. Feigenbaum, 1981; Paul C. Clifford, 1982; Walter L. Hurd Jr., 1983; Walter E. Masing, 1984; Richard A. Freund, 1985; Umberto Turello, 1986; Valere Cantarelli, 1987; Marcos E. J. Bertin, 1989; Alain M. Chauvel, 1990; Enrique Blanco, 1991; Kenneth S. Stephens, 1993, and Lennart Sandholm, 1994.



**ACN. WACHNIAK RECOGNIZED AS *the* "ARCHITECT OF AMERICAN PIONEER PROJECT"**

In 1960 Sir Winston Churchill gave a speech in which he said: "Study History. Study History. In that history lie all the secrets of statecraft." Back then I decided that if I study quality history, in that history will lie the secrets of quality and ASQC.

So for over 35 years, like many of you, I lugged home the annual conference transactions, read the journals, classified the literature, index articles, filed transactions, catalogued and stored the history. I didn't have a specific end point in mind until the years started to close in on ASQC's 50th year celebration.

I knew I had done my home work, and now was

the time for me to do what I was prepared to do. With strong support from people like Prof. Grant, I took a solo lead on the Pioneer project.

As part of the 50th ASQC Annual Quality Congress and Exposition 55 early American Quality Pioneers were recognize at a special luncheon on Tuesday May 14, 1996. At this same luncheon I was recognized as the "Architect of the American Quality Pioneer Project."

A historical record of ASQC can be found in the 55 Pioneer-biographic sketches I prepared. These have been printed in booklet form and I will be happy to send anyone a copy. Just drop me a note, via, mail, fax or e-mail.

**A M E R I C A N   Q U A L I T Y   P I O N E E R S**

ASQC's board of directors, on the recommendation of the Awards Board, approved special commemorative testimonial awards for the individuals below, who have been designated American Quality Pioneers on the occasion of ASQC's 50th anniversary. The tribute to them reads:

*In appreciation for contributing to the growth of the quality sciences; for aiding in the application of quality control and quality management precepts in their field; and for contributing to the organization, nurturing, and support of ASQC over time.*

- Max Astrachan, first full-time director of ASQC's Education and Training Institute
- Henry J. Becker, national quality organizer
- Arthur Bender Jr., ASQC president 1955-56
- Charles A. Bicking, industry quality leader
- Martin A. Brumbaugh, founding editor of *Industrial Quality Control*
- Irving W. Burr, early quality educator
- Paul Clifford, early quality educator
- Simon Collier, ASQC president 1952-53
- Cecil C. Craig, early quality educator
- Alfred L. Davis, first ASQC treasurer and president 1953-54
- Besse B. Day, quality application developer
- W. Edwards Deming, early quality trailblazer and educator
- Harold F. Dodge, early quality originator and developer
- Acheson Duncan, early quality educator and author
- George D. Edwards, quality leader and ASQC's first president
- Armand V. Feigenbaum, quality leader and ASQC president 1961-63
- Richard Freund, ASQC president 1972-73
- William A. Golomski, founding editor of *Quality Management Journal*
- Eugene L. Grant, early national quality educator and author
- Frederick J. Halton, national quality society organizer
- John A. Henry, early quality educator and leader
- Charles J. Hudson, national quality society organizer
- Warren E. Jones, early quality leader
- Joseph M. Juran, national quality trailblazer and author
- Lloyd A. Knowler, early quality educator and leader
- Wyatt H. Lewis, early quality leader

- Dale L. Lobsinger, ASQC president 1956-57
- Joseph Manuele, national quality society organizer
- George W. McDermott, industry quality leader
- Gayle W. McElrath, early quality educator
- August B. Mundel, industry quality leader
- Edwin G. Olds, national quality forerunner
- Paul S. Olmstead, management chairman of *Technometrics*
- Ellis R. Ott, early quality educator
- William R. Pabst Jr., military standards developer
- Paul Peach, early quality educator
- Andrew I. Peterson, first ASQC vice president
- John Riordan, Department of Defense quality organizer
- Paul A. Robert, ASQC president 1953-54
- Ernst H. Robinson, founding editor of *ASQC News Supplement*
- Harry G. Romig, early quality originator and developer
- Raymond S. Sadoris, ASQC president 1954
- Edward M. Schrock, national quality society organizer
- Leonard A. Seder, first Brumbaugh Award recipient
- Dorian Shainin, quality control leader
- Walter A. Shewhart, founding father of modern quality control
- Leslie E. Simon, first Shewhart medalist
- Bonnie B. Small, early quality control leader and editor
- Mae-Goodwin Tarver, quality control leader
- Mary M. Torrey, Z standards collaborator
- Jean Truettner, early ASQC headquarters staffer
- Ralph E. Wareham, first ASQC secretary and president 1948-50
- Wade R. Weaver, ASQC leader and president 1950-52
- Mason E. Wescott, second editor of *Industrial Quality Control*
- Holbrook Working, national quality trailblazer and educator

## UNIV. OF BERLIN CONFERS HONORARY DOCTOR DEGREE ON ACN. MASING

In a solemn academic ceremony, witnessed by a large audience from academia and industry, the Technical University of Berlin elevated Prof. Masing to the rank of Honorary Doctor of Technical Sciences (Dr.-Ing.h. c.) for establishing the topics of Quality Control and Quality Management at the University back in 1966. Then, it was the first University in Germany to offer its students lectures and seminars on this speciality, and for teaching there for fifteen years, pro bono. During the ceremonies Prof. Masing's work in IAQ was duly mentioned. It was the second honorary doctor's degree for Prof. Masing, an early honorary degree was bestowed on him from St. Gallen University, in Switzerland. (See *CONTACT* # 60)

Walter reports: "Needless to say that we had a big party afterwards in one of the big hotels of the city, where spirits were high and everybody happy, especially me."

## DR.. MADHAV N. SINHA NEWEST IAQ ACADEMICIAN

Madhav H. Sinha is technical development officer in charge of QA audits and in-house TQM consultant for public safety programs of the Labor Department Inspectorate Division for Manitoba government in Winnipeg, Canada.

A holder of B.SC.; M.S.; and a Ph.D. In Engineering. Dr.. Sinha has pursued a varied career as a research scientist, quality manager, university professor and government administrator; and is a licensed professional engineer in the Province of Manitoba. His research contributions include work in such areas as Total Quality Management, quality control circles, statistical process control, project-by project improvement and quality auditing.

He is coauthor of *The Management of Quality Assurance*, a Wiley Publication, NY. 1985, and Wiley International 1988 textbook of the same title, and has authored and/or reviewed ten other books and written a number of training manuals, study guides and research articles on topics related to quality planning, total quality management, statistical process control, and quality auditing.

Dr.. Sinha serves as adjunct professor at the University of Manitoba, Consulting Education Division in its management studies section for the university's quality assurance management certificate program. In addition to lecturing extensively on quality management topics in student audiences, he has addressed many professional societies, national and international congresses, participated and/or organized round table conferences, plenary sessions and educational seminars with Canadian leaders from industries, governments and academia.

He is a ASQC Fellow, a member of ASQC's the Standing Review Board, a member of the Board of Editorial Reviewers for the *Quality Management Journal* and an ASQC Certified Quality Auditor. He is listed in the 1993 First Edition of *The International Who's Who in Quality* as an "Outstanding Educator in Quality."

## QUALITY REGARD FROM UPPER NORMANDY- FRANCE by ACN. D. V. Iliescu

The Upper Normandy region is industrially diverse, with companies in fields such as mechanical engineering, petrochemicals, pharmaceuticals and food technology, among others. The region's strong and deeply rooted industrial culture is the result of both its geographical location and the quality of the local workforce.

The Seine valley, which winds its slow and majestic way through the region to the sea, is home to a variety of large companies, around which a multitude of medium and small businesses have been created in an ecologically preserved environment. The result has been the development of a large-scale, solid industrial fabric which is constantly improving, thanks to its exceptionally dynamic nature.

Investment, competitiveness, total quality, certification to standards and high qualification levels are apparent everywhere, on the one hand as a result of the driving force of the region's decision-makers, and on the other because of the awareness of its small businesses concerned by the increasingly international nature of their markets.

The ability of the area's industries to adapt to economic developments as well as the dynamism of the regional institutions must be underlined. This is particularly true of the Rouen Chamber of Commerce and Industry which since 1985 has been successfully working to make companies aware and keep them informed of the importance of **implementing quality programs designed to transform the quality concept into a coherent, overall business strategy**. As a result of their exemplary and original nature, these initiatives have received the close attention and significant financial support of the European Commission and the Ministry of Industry.

*Most recently, in November 1995, the Rouen Chamber of Commerce and Industry organised with the French Quality Movement and the Ministry of Industry, a « Quality Month » where thousands of participants have been involved in large-scale conferences, debates, field visits and business exchanges. Thanks to the faultless organisation of this event, Upper Normandy is the second region in France for this nationwide initiative in terms of both the size and the success of the program. Having been invited as a speaker at the inaugural session, I have also had the honour to open the series of « Quality Month » evening conferences by delivering a paper on the profitability of a clever integration of Total Quality Management and ISO 9000 approaches. At the time of a broadcast interview I presented my own view concerning the way of further developments in Quality field.*

Attention should also be drawn to the remarkable success with which the region's industries have been integrated into the surrounding countryside and forests. Consequently, Upper Normandy remains one of France's longest standing tourist regions and can boast an unusually rich and varied potential for tourism: its 600 Kms ( 375 miles ) of coastline are a succession of sheer cliffs, sandy beaches, rocky headlands and fishing villages; while the inland countryside includes a number of nature parks and an exceptional historical and cultural heritage. The region includes such notable attractions as the Mont-Saint-Michel, the D-Day beaches and museum at Arromanches, Rouen ( regional capital and « city of a hundred spires » ), whose restored old town is the most extensive in France, Monet's House and gardens at Giverny, the abbeys in the Seine valley, the cliffs of Etretat and the Normandy Suspension Bridge. Each year, these places attract more than 3,5 millions French tourists and 1,5 millions visitors from abroad ( British, German, American, Italian, Canadian, Japanese ... ). And to this visual feast the region's cultural and sporting attractions should be added, the whole being crowned by a long gastronomic tradition and a lambic products.

**Quality of the region's economy, quality of the life enjoyed by its inhabitants, quality of the welcome extended to its visitors and quality of the leisure activities available:** such are the components which contribute to the **overall quality of the Upper Normandy region**.

1996- IAQ ACADEMICIAN SNAPSHOT



Name Agnes H. Zaludova  
Occupation Consultant, Lecturer, Author  
Birthday 22.07.1919  
Birth Place Kilwinning, Scotland  
Current Home Soboraká 18, 160 00 Prague, Czech Republic

Marital Status Widow/ husband Francis H. Zalud, d. 14.10.1993  
Children Twp daughters, Maryla (1948) & Irena (1951)

Working On Book on satistical methods for TQM: Course manual for QM: Editing memoirs of FHZ: Intergation of QMS and EMS.

The last good Book on Quality I read T. Bendell "Quality measuring and monitoring", Century Business Publication

Favorite Meal Steak and Kidney pie, green peas, new patatoes, fruit salad and cream.

Favorite Hobby Swimming, gardening, travelling

Favorite Performer(s) Katherine Hepburn, Spencer Tracey, BBC World Service, Jazz for the asking.

Best Childhood memory Family Christmas parties at maternal grandmothers, and seaside summer holidays.

Prized Possession My Library

The best part of my work Motivating people through helping them understand and apply new methods.

The worst part of my work Negotiating financial matters.

The best time of my life Travelling with FHZ, exchanging ideas with peers.

If I learned one thing in life, it is To be tolerant.

My best Published Paper(s) SQC in the Foundry Industry/ *Production Engineering*, 1964  
Systems approach to Quality Assurance, 1977; Some Reflections on Quality Terminology, EOQC Award Paper, 1981; Intergrating Quality and Reliability Efforts and Methodologies, 1987.

My most interesting organization(s) EOQ and Czech Society for Quality

My most interesting accomplishment(s) Editing EOQC Glossary; IAQ Membership; Honoray membership on EOQ.

Three words that best described me are Energetic. Reliable. Perservering.

My vision for IAQ-year 2000 World-wide recognition as a leading conunselling body on total quality in all spheres of human activity.

A special message Fellow Academician(s) My father's maxim; "Everything in moderation". My addition after an unexpected attack of influenza: "Don't overdo things, look after your health."



**THE BEST ON QUALITY, AN UPDATE by ACN. John Hromi**

Volumes 5 and 6 of *THE BEST ON QUALITY* are available from ASQC Quality Press.

**Volume 5** features the creation and implementation of national and international quality awards designed to help foster quality growth throughout the world. As this volume illustrates, quality award schema encourages competition, it provides a basis for self-assessment, and offers guidelines to suppliers dedicated to meeting customer expectations. It is comprised of articles written by well-known members of the International Academy for Quality. The contributing authors are world leaders in the quality arena and represent countries that include Argentina, Australia, Denmark, France, Germany, Great Britain, Ireland, Israel, Italy, Japan, Norway, Sweden, the United States, and many others.

**Volume 6** is comprised of three parts: quality-related management; quality-related costs; and quality around the world. This volume features some innovative and modern forward-looking practices in contrast with those of the past. For example, how will quality improvement efforts be affected by the information age? Is the traditional treatment of quality-related costs adequate? How will quality improvement efforts fair in corporate re-engineering? What quality related problems arise in the former centrally planned economies? This volume consist of 25 papers written by notable global quality experts who are members of the International Academy for Quality. These are people who are eminent practitioners, real-world problem solvers, respected speakers, prominent authors and world leaders in the pursuit of improvement of quality of products, quality services, and quality of life. They represent Japan, Great Britain, United States, Liechtenstein, Germany, Sweden, France, Israel, Czech Republic, Hungary, Ireland, Italy.

**Volume 7** is being processed by Quality Press. It will be available August 1, 1996. Announced prices for Volume 7 are: Members \$67.00 and Non-members \$75.00 US.

This volume has been called the Evergreen volume for it is comprised of a collection of papers that were chosen from lists of award winning articles so recognized the European Organization for Quality, the Japanese Nikkei Quality Control Literature Prize and the Brumbaugh Award of the American Society for Quality Control. With the cooperation of IAQ members, it was possible to give renewed visibility to eight papers from each of the three geographic areas.

**Volume 7** has three sections and an appendix. In front of each section is a listing of the eight papers that follow, and at the end of each group of articles is a complete list of those papers considered to be outstanding. It affords the reader an opportunity to become familiar with noteworthy events and work that otherwise might not gain the reader's attention.

**Volume 8.** Articles are being assembled for inclusion in Volume 8. It is intended that these papers deal with the environment, with health care, and safety from the quality standpoint. Of current interest internationally, is the effect of quality-related standards on the operation of small and medium-size companies. Academicians have offered excellent articles for consideration, but there is room for a few more. Some members have met their commitments made in Lausanne to submit timely articles for Volume 8; other have not. Please consider making a contribution as soon as possible.

Continued on next page

**THE BEST ON QUALITY, AN UPDATE** continued

Distribution of *THE BEST ON QUALITY* can be improved. Quality Press has issued widespread notice of our IAQ publications. At least two of these advertisements were mailed to 60,000 addresses each. Also, *THE BEST ON QUALITY* was noted in *Quality World*, a publication of the International Chapter of ASQC. Further, copies of the volumes published to date were given to EOQ, JUSE, and EFQM. We have had no success in arranging for notices in *European Quality*. In Europe, Academician Sierra and Mr. Antonio Silva Mendes, Quality and Certification and Conformity Marking, European Commission have been requested to bring IAQ publications to the attention of their wide clientele. Also, Dr. Kondo has advised JUSE to acquaint its membership with the existence of the *BEST ON QUALITY* series.

Further, Quality Press has international distributors who are authorized to sell multiple quantities at a discount. As a result some Academicians and a few other consultants have purchased multiple copies to give as gifts to their clients.

In these financially troubled times for IAQ, we need to assume additional responsibility for exploring and implementing ways to increase our sales. Perhaps, there could be a display at the Berlin and Yokohama meetings as is done at ASQC's Annual Quality Congress. That's when we seem to have higher sales. Your ideas and comments are most welcome. As an Academician you would be promoting an IAQ publication that features your work. Please help!

Editor's Note: Volumes 1 thru 4 were published by Fred Hanser Publisher- Germany, and are now out of print. I was successful in acquiring warehouse copies of *THE BEST ON QUALITY*, Vol, 1 thru 4. I have two sets of volumes one thru four and a number of copies of volumes two to four. If you are interested in purchasing some of these out-of-print volumes please let me know.

**ACADEMICIANS IN PRINT**

**Shoichi Shimizu.** "The Deming Application Prize Q & A", JUSE Societas Quālitātis, Vol. 9 No 5 and 6, Nov./Dec. 1995 and Jan./Feb. 1996. Acn. Shimizu handles 16 questions and answers related to the Deming Application Prize.

**A. Blanton Godfrey.** "The 'How To' Factor", *European Quality*, Vol 3, No.1 February 1996, page 26-7. Godfrey says: "often the difference between world-class organizations and the also-rans results from the difference between how thoroughly and widely they apply the management methods and how well connected these are in driving business results.

**Tito Conti.** "Positively Position", *European Quality*, Vol 3, No. 1, February 1996, page 46-7. Italian Companies are overwhelmingly enthusiastic about developing ISO 9000 systems towards total quality.

**A. Blanton Godfrey.** "Learning and Working together"; **Ray Wachniak.** "Futures Continued.....

## Academicians in print ...continued

Work"; **H. James Harrington**. "The Quality Professional in the 21st Century"; **William A. Golomski**. "The Next 50 Years in Quality," are four of eleven articles featured in a special edition of *The TQM Magazine*. This issue is titled "50 Years of Quality, An Anniversary Retrospective". It examines the past and future of TQM through the observations of senior leaders of the USA quality movement on the occasion of the 50th anniversary of ASQC, the 40th anniversary of EOQ, and the 30th anniversary of IAQ. Your Editor has copies of the publication and will be happy to send one to anyone interested.

## IAQ BOARD OF DIRECTORS MEETING - May 14, 1996, A Summary.

On the occasion of the 50th AQC of ASQC, at the Chicago Hilton Hotel & Towers, Chairman Harrington called for a special meeting of the Board.

In Attendance were:

Dr. A. V. Feigenbaum  
Dr. Yoshio Kondo  
Dr. Marcos Bertin  
Mr. W. A. Golomski  
Mr. Victor Seitscheck  
Mr. Yossi Bester

The following issues were addressed:

**IAQ Operational Cost and Budget.** Facing the last year financial report and the recent year budget, the Academy must find ways to cut expenses and increase income in the coming year.

**Improve working relationships with other organizations.** It is essential to continue to develop long-run relationships. For that purpose, Acn. Seitscheck will set-up a meeting, at the EOQ conference in Berlin, with the German Office and Staff.. Also, Acn. Seitscheck was asked to set-up a meeting with EFOM and the IAQ Board. Dr. Kondo was requested to organize a meeting with the new Board of JUSE and the IAQ Board at the Yokohama Conference.

**Active involvement by all Academician required.** Chairman Harrington will forward a letter to all members who have not paid their annual dues, are not active in the affairs of the Academy and don't respect reminders. Failure to comply will result in being released from the Academy if a response is not forthcoming in a reasonable time. About 40 Academicians have responded to the letter from the Chair regarding the annual activities of each member.

The specific dates and times for the meetings of the Academy in Berlin and Yokohama will be announced shortly.

*Editors Note: My thanks to Acn Bester for sending me a copy of the above minutes.*

## FEEDBACK ON IAQ SESSION AT ASQC'S ANNUAL QUALITY CONGRESS

At the IAQ meeting in Lausanne in 1995, Vice-President Golomski emphasized the importance of IAQ involvement at annual regional conferences. In particular, he asked Ed Fuchs to organize an IAQ session for the 50th Annual Quality Congress in Chicago, and he asked Blan Godfrey to do likewise for the International Quality Conference in Yokohama. The former took place in May; the later will take place in October.

The IAQ Session in Chicago was an extended panel session, entitled "*New Directions for TQM in the Next Decade.*" The panelist were Blan Godfrey, Timothy Waddle (standing in for Bill Golomski), Noriako Kano, David Luther, and Dieter Seghezzi. Ed Fuchs served as panel moderator. The session was held in a double sized room, due to the interest in the session. Each panelist made an opening presentation of about 15 minutes to an overflow audience of more than 300 attendees. Following a scheduled break, the panelist engaged in a free-form dialogue on the issues raised in the opening presentations, and spent the closing 45 minutes answering questions from the audience.

*Editors Note: It is succesful presentation like the one cited above that result in highest BEST ON QUALITY sales at ASQC's Cofereences.*

### FINAL VOYAGE

This issue of CONTACT, will be my finale one as your Editor. For over three years I have had the opportunity to serve you. I have experienced the transformation of only knowing some members of the Academy by name, to many I can now call my closest of friends. Thank you for your warmth and kindness. My leaving this role provides an opportunity for some one else to serve the Academy. I am please to tell you that the Board of the Academy has selected Prof. Dr. Kenneth Case, of Oklahoma State University as the new Editor. Ken stepped forward and volunteered for the assignment after it was discussed at the Chicago meeting. You can reach Prof. Kenneth E. Case at:


2416 Tanglewood Circle  
Stillwater, OK 74074-1717  
USA

Home ++ 405-377-7586  
Office ++ 405-744-6055  
FAX ++ 405-744-6187  
E=mail [bcase@okway.okstat.edu](mailto:bcase@okway.okstat.edu)

Highlights of the presentations included the following points:

- TQM will change significantly in the next decade, in response to unprecedented changes in business and social environments.
- Thorough integration of quality management with business management is one such change.
- Globalization of industry and world-wide informationalization of society will have major impacts on TQM and on the role of the quality professional.

The Q & A session with the audience homed in on the emerging dissatisfaction with the role of ISO 9000 in the quality landscape. The session received high marks in the feedback forms, with a relevancy score of 4.21 out of 5.0, a value score of 4.02, and a central theme score of 4.08. These scores would have been even higher, were it not for mediocre scores received on the quality of visuals, so even Academicians have opportunities for improvement.

And so now I say, sayonara. . . 

IAQ LIFETIME MEMBERSHIP DATA 1966-MAY 1996			
Name	Nationality	Since	Status History
Akao, Dr. Yoji	Japan	1989	A
de Almeida, Mr. Antonio, Jr.	Portugal	1989	A
Alvarez de Buego, Mr. Luis	Spain	1983	R-1990
Aschner, Dr. Gabor S.	Hungary	1979	A
Asaka, Dr. Tetuichi	Japan	1969	E-1982
Asao, Mr. Masashi	Japan	1978	A
Aune, Mr. Asbjorn	Norway	1985	A
Bass, Mr. Leon	United States	1969	R-1969
Ball, Dr. Leslie W.	United States	1975	R-1993
Bertin, Dr. Marcos E.	Argentina	1975	A
Bester, Mr. Yossi	Israel	1990	A
Bicking, Dr. Charles A.	United States	1969	R-1991, Died Nov. 26, 1992
Blanco Loizalier, Dr. Enrique	Spain	1975	A
Borel, Mr. George	France	1966	E-1982, Died Sept. 29, 1982
Burgess, Mr. Norman T.	United Kingdom	1984	A
Burt, Mr. R.M.	Australia	1976	A
Cantarelli, Dr. Valeria	Italy	1972	E-1990, Died Dec. 3, 1992
Case, Dr. Kenneth E.	United States	1990	A
Cereceda, Sr. Pablo B.	Chile	1978	R-?
Chauvel, Mr. Alain Michel	France	1990	A
Chambers, Dr. David S.	United States	1973	R-1986, Died-?
Clifford, Dr. Paul C.	United States	1972	E-1980, Died Oct. 13, 1993
Cole, Dr. Robert E.	United States	1993	A
Conti, Mr. Tito	Italy	1989	A
Correia, Mr. Mauro Luis	Brazil	1991	A
Crosby, Mr. Philip	United States	1972	R-1990
Debout, Mr. Edouard A.	France	1975	E-1986
De-Fremey, Dr. J.D.N	Holland	1969	E-1978, Died Nov. 9, 1974
Egermayer, Mr. F	Czechoslovakia	1980	E-1980, Died-?-1989
Feigenbaum, Dr. Armand V.	United States	1966	A, H-1996
Ferreira, Mr. Romulo J.	Uruguay	1978	R-1982
Fiaschetti, Mr. Rocco L.	United States	1978	C-1990, Died Jan. 19, 1994
Fisher, Mr. C.E	United States	1969	E-1982, Died Feb. 2, 1996
Frisinger, Mr. Ingemund	Sweden	1979	R-1988
Freund, Mr. Richard A.	United States	1975	E-1987, Died June 23, 1989
Fuchs, Mr. A. Edward	United States	1988	A
Garcia, Sr. Enrique Jorge	Argentina	1975	A
Garcia Arrecillas, Sr. Acardio	Mexico	1975	R-1990
Garcia, del Valle, Mr. J	Spain	1972	R-1978
Garmendia Suarez, Mr. Ivan	Venezuela	1983	R-1984
Gatchalian, Dr. Milflora M.	Philippines	1982	A
Glichev Dr. A.V.	United States	1976	R-1983
Godfrey, Mr. A. Blanton	United States	1990	A
Gogue, Mr. Jean-Marie	France	1980	E-1991
Goldsmith, Dr. John A.	United Kingdom	1990	A
Golomski, Mr. William A.	United Kingdom	1985	A
Grant, Mr. Eugene L.	United States	1975	A, H-1975
Grocock, Dr. John M.	United Kingdom	1975	A
Harada, Mr. Akira	Japan	1994	A
Hamacker, Dr. Hugo C.	Holland	1975	H-1975, Died Sept. 7, 1993
Hansen, Dr. Wolfgang	Germany	1984	A
Harrington, Dr. H. James	United States	1984	A
Hartz, Dr. Ove	Denmark	1979	A
Hromi, Dr. John D.	United States	1990	A
Hurd, Mr. Walter L. Jr.	United States	1976	Died April 22, 1995
Hutchens, Mr. Spencer, Jr.	United States	1993	A
Inoue, Mr. Keijiro	Japan	1969	R-1978, Died April 16, 1989
Imaizumi, Mr. Masumasa	Japan	1976	C-1990, Died Nov.11, 1996
Ishikawa, Dr. Kaoru	Japan	1966	H-1987, Died April 16, 1989

A = Active

C = Correspondent

E = Emeritus

H = Honorary

R = Retired

Name	Nationality	Since	Status-History
Ito, Mr. Masao	Brazil	1979	A
Itoh, Mr. Kotaro	Japan	1969	R-1978, Died Dec.10, 1988
Jersin, Mr. Eric	Norway	1979	R-1990
Joenson, Ms. Kerstin M.	Sweden	1986	A
Janson, Mr. Olle	Sweden	1969	E-1985, Died Sept.17, 1988
Kano, Dr. Noriaki	Japan	1993	A
Kidwell, Mr. John	United States	1973	E-1984, Died Dec.19, 1993
Knowles, Mr. Roy	United States	1981	A
Kofoed, Mr. Carl A.	Denmark	1976	R-1995
Kogure, Dr. Masoa	Japan	1966	E-1990
Koivula, Mr. Juhani J.	Finland	1976	A
Kondo, Dr. Yoshio	Japan	1975	A
Kume, Dr. Hitoshi	Japan	1991	A
Kusaba, Dr. Ikoru	Japan	1979	A
Lancaster, Mr. E. Jack	United States	1966	Died June 24, 1990
Leek, Dr. Jay W.	United States	1982	R-1991
Liebman, Dr. Murray E.	United States	1978	A
Luther, Mr. David	United States	1983	A
Mangelsdorf, Mr. Dietmar	Germany	1992	A
Masing, Dr. Walter	Germany	1969	A, H-1996
Mattana, Dr. Giovanni K.	Italy	1987	A
McClure Mr. Julius Y.	United States	1969	A, R-1994
McDermott, Mr. T.C.	United States	1969	R-1978
Mizuno, Dr. Shigeru	Japan	1969	E-1984, Died May 21, 1989
Moreau, Mr. Jean Gabriel	France	1985	R-1987
Mueller, Mrs. Miriam	Israel	1973	R-1986
Murphy, Mr. John A.	Ireland	1993	A
Musi, Dr. Juan Carlos Lopez	Argentina	1984	A
Nixon, Mr. Frank	England	1966	E-1982
Okuno, Dr. Tadakazu	Japan	1978	R-1986
Ohba, Dr. Koichi	Japan	1979	R-1986, Died June 21, 1990
Pal, Mr. Bsanta Kumar	India	1992	A
Pilon, Mr. Denys A.	Canada	1983	C-1990, A
Riordan, Mr. John J.	United States	1975	R-1982, Died-?-1995
Richardson, Mr. Phillip A.	Australia	1986	A
Rovesnjak, Dr. Mladen S.	Yugoslavia	1980	E-1988
Sandholm, Dr. Lennart	Sweden	1980	A
Sasaoka, Mr. Kenzo	Japan	1994	A
Schlesinger, Dr. Richard J.	United States	1978	A
Schwander, Mr. Andre	Switzerland	1984	R-1989
Segezzi, Dr. H. Dieter	Liechtenstein	1980	A
Seitschek, Mr. Victor	Australia	1989	A
Shainin, Mr. Dorian	United States	1976	A
Shearman, Mr. Robert W.	United States	1973	Died Sept. 16, 1979
Shimuzu, Dr. Schoichi	Japan	1979	A
Sierra, Mr. Enrique	Switzerland	1983	A
Sinha, Dr. Madhav N.	Canada	1996	A
Sorenson, Mr. Pre-Ake	Germany	1980	A
Spinkernell, Mr. D.G.	United Kingdom	1977	R-1990
Stephens, Dr. Kenneth S.	United States	1983	A
Stephenson, Mr. Anthony R.	New Zealand	1985	R-1990
Steir, Dr. Howard L.	United States	1975	R-1983
Thoday, Dr. Wilfred R.	United Kingdom	1972	E-1986, Died March 26, 1989
Turello, Dr. Umberto	Italy	1969	E-1992
Vigier, Mr. Michel G.	France	1983	R-1990
Wachniak, Mr. Raymond	United States	1978	A
Williams, Mr. Charles F.	United States	1979	R-1990, Died-?-1993
Yoneyama, Mr. Takanori	Japan	1994	A
Zeller, Mr. Hermann	Germany	1978	A
Zaludova, Dr. Agnes H.	Czechoslovakia	1969	A

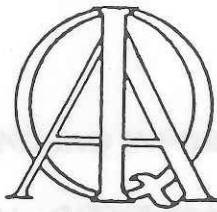
A = Active

C = Correspondent

E = Emeritus

H = Honorary

R = Retired



# CONTACT

A Newsletter of the International Academy for Quality

## IN This Issue

### **Dr. IMAIZUMI DEAD AT AGE 74**

Tokyo Japan. Acn. Masumasa  
Imaizumi died January 11, 1996 due  
to kidney failure. *Page 1 - 2*

### **ACN. EMERITUS C. EUGENE FISHER DEAD AT 88**

*Page 2*

### **IAQ 1996 INFORMAL MEETING**

Chicago IL Hilton & Towers, Tuesday  
May 14, 1996. *Page 3*

### **IAQ MEMBERS HAVE ACTIVE ROLE AT ASQC 50th AQC**

Academicians will present papers  
and participate in panel discussion.  
*Page 3*

### **UPDATING NEWS FROM ACNS.**

- Antonio Almedia
- Alain Michel Chauvel
- Armand V. Feigenbaum
- William A. Golomski
- Yoshio Kondo
- Agnes H. Zaluadova

*Page 4 - 5*

### **ACADEMICIANS IN PRINT**

- Alain Michel Chauvel
- A. Blanton Godfrey
- William A. Golomski

*Page 6*

### **NAMING THE TOP TEN RECENT QUALITY DEVELOPMENTS**

- Stacked-Boxes Plot
- Robust Design
- TRIZ/TIPS

*page 7 - 8*

### **ABOUT PUTTING IAQ CONTACT ON-LINE**

*Page 8*



**Dr. Masumasa Imaizumi**  
1922 - 1996

Dr. Masumasa Imaizumi died January 11, 1996 at the age of 74 due to kidney failure.

On behalf of all members of IAQ, President Kondo has expressed our deepest sympathy to Shizuka, his wife, and the family.

During the summer of 1995, Imaizumi took a trip to Sinkiang-Uighur District, the region around the Takla Makan Desert, in China. No doubt he enjoyed his last trip on the "silk road".

He was born December 23, 1921 in Tokyo. He graduated from the Faculty of Engineering, University of Tokyo in 1945 and extended his graduate studies for six more years. It was during this period that he started his studies of statistical quality control.

He entered Nippon Kokan K.K. in 1951. His work at NKK covered a wide range of activities such as: standardization, development of computer control systems, data

analysis, QA audit, JIS, ISO and QC Circle activities.

In 1980 he was invited to Musashi Institute of Technology in Tokyo as a full professor. His major fields were total quality control, multi variate analysis, process control, etc. He retired from the full professorship in 1992.

Imaizumi was awarded the Deming Prize in 1965 and ASQC Fellow in 1985. He served as president of JSQC 1984/85 and was awarded JSQC "honorary membership" in 1991. He was nominated IAQ Academician at the 4th Triennial Meeting in Venice-Lido, Italy in 1975. He was very active as a member of Technical Committee of ISO and a member of the Editorial Committees for "QC Circles" and "Total Quality Management" at JUSE.

*Continued on page two*

**MASUMASA IMAIZUMI . . . continued**

Imaizumi made every effort to attend and present papers at international quality conferences. Actually he attended ten ASQC's AQC's since 1965 and twelve EOQ Annual Congress since 1966. He presented seven papers at EOQ annual conferences during this period.

The funeral mass was said on January 16 at Catholic Den-en Chofu Church, Tokyo. About 1,000 people gathered there and "parted from him reluctantly".

Among many condolences from his acquaintances in various regions of the world, Dr. Juran sent this statement of appreciation to Imaizumi:

*"I first met Dr. Imaizumi during my first visit to Japan in 1954. He had a keen interest in the subject of Quality Control, and in the decades that followed he made outstanding contributions which were helpful to his company, to Japan, and indeed to countries internationally.*

*"Over those same decades, I had many contacts with him. I was impressed by his intelligence, his creativity, and his high ethical standards. Those same contacts ripened into a warm and life-long friendship based on mutual respect and trust.*

*"I send condolences to his family, and I join my Japanese colleagues in mourning the passing of a dedicated engineer and manager."*

**Dr. Feigenbaum** wrote to Mrs. Imaizumi:

*"Please accept my deep sympathy on the*

*passing of your husband, Dr. Masumasa Imaizumi. Your husband was a very good and close friend of mine for many, many years and I deeply feel his loss. He was a man whom I greatly respected for his high personal qualities fully as much as his professional and management skills.*

*"All of us are very saddened and I speak not only for myself but for the many good friends of your husband in expressing our sympathetic thoughts".*

From my own personal position it was my good fortune to get to meet Masumasa while attending the EOQ Conference in Warsaw in 1978. From there we both flew back to Frankfurt, Germany to attend the IAQ annual meeting. It was my first IAQ meeting. From that point on we kept in touch and by mutual agreement we would share the Fellows breakfast meeting at the ASQC's annual quality congress. Like all of you I will also miss him very much.

The 23rd of December reminds the people of Japan that it is the Emperor's birthday. It will remind me that it was my friend, Masumasa's, birth date.

Dr. Imaizumi's family can be reached at:  
Mrs. Shizuka Imaizumi  
4-26-16 Den-en Chofu  
Ota-ku, Tokyo 145 Japan  
Telephone: +3-3721-2824  
FAX: +3-3712-3360

*Editors Note: I would like to thank Dr. Kondo and Mr. Harada for their help in supplying information and background on Dr. Imaizumi.*

**ACN. EMERITUS C. EUGENE FISHER DEAD AT 88**

Naples FL. Gene Fisher passed away on February 2, 1996 at the age of 88. Fisher was active in the ASQC from the early days. He served as ASQC's President from 1958-60. He was a member of IAQ from 1969 to 1982.



**UPCOMING IAQ INFORMAL MEETING - May 14, 1996.**

ASQC's 50th Annual Quality Congress and Exposition, AQC, offers the Academy an opportunity to hold an informal meeting. The AQC will be held at the Chicago Hilton and Towers, Chicago, Illinois, May 13 thru 15, 1996. The informal meeting of the Academy is schedule for Tuesday, May 14 from 0800 - 1600 hours.

If you have not registered for the Congress there are four easy ways to do so:

BY MAIL. Send your request to ASQC Education Services Department  
P.O. Box 3005, Milwaukee, WI 53201-3005

BY TELEPHONE. Call ASQC at 800 248 1946 or (414) 272 8575. Have your credit card ready.

BY FAX. FAX your request, with credit card numbers (MC/VISA/AMEX only) To the Education Service Department, (414) 272-1734.

BY COMPUTER ON-LINE. Complete the on-line registration form on ASQC's Home Page <http://www.asqc.org>.

Additional meetings for members of the Academy are scheduled in 1996 to take place during the planned 40th EOQ Conference in Berlin, Germany, September 9-13 and our Triennial meeting during the International Conference on Quality Control, Yokohama, Japan October 15-17.

**IAQ ACADEMICIANS HAVE AN ACTIVE ROLE IN ASQC's AQC.**

On Tuesday Acn. Miflora Gatchalian will present a paper that will focus on Asian experiences of measuring customer perceptions and strategic directions for improving produced quality on a global basis.

Also on Tuesday, Acn. David Luther will be session manager for a discussion on "Total Quality Management, One of the Emerging Answers to the Health care Crisis".

On Wednesday Acns. Gatchalian and Ken Stephens will discuss national (and international) quality awards, and customer surveys.

On Wednesday Acn. Edward Fuchs will manage an extended session dealing with the subject of "New Directions for TQM in the Next Decade". The panel of discussion leaders include Acns. Blanton Godfrey, William Golomski, Noriako Kano, David Luther, and Hans Dieter Seghezzi.

Also on Wednesday, Acn. Godfrey will present a paper on the subject of "Using the Past to Improve the Future of Health Care".

## UPDATING NEWS FROM ACADEMICIANS

**Almedia, Antonio.** Acn Almedia writes: "During the later part of 1995, I was invited by the Ministry of Science and Technology of Brazil and also spent time in Panama, presenting training sessions on the subject of *"The Evolution of ISO 9000 Towards the Criteria of Excellence - A European Vision."* These were very interesting assignments especially in Brazil, because it is faced with a strategic mission, with a high level of achievements expected."

**Chauvel, Alain Michel.** "I tried to find the time to send you some news during the last quarter of 1995, but I was traveling so much, and as many of the Academicians may have heard, the strikes in France impacted all activities", writes Acn. Chauvel.

He continues: "Just as an example, every year I proctor ASQC's certification exams in France. For the first time in 10 years, three candidates applied for the December Examination. The examination date fell during the strike. So I convinced a candidate to come to Paris during the following week. For a second candidate I traveled myself to the North of France, close to the Belgium border. For the third candidate, working in the south of France, we could not find a time that we could both make it and he will have to wait another day to take the exam."

He also writes: "I gave lectures on Quality and Safety at Sea in cooperation with Flag Authorities and marine associates in Turkey, England, France, Croatia, Kuwait, Saudi Arabia, Arab Emirates and Finland. My last lecture on "First Step in TQM in the Shipping Industry" was a paper that received the highest score in the London Conference. IAQ should make an effort to lead this important section of maritime activities."

**Feigenbaum, Armand Vallin.** "*NEVER MIND THE BUZZWORDS, ROLL UP YOUR SLEEVES*" is the title of a Management article ( see BUSINESS WEEK, January 22, 1996 page 84-5) featuring the Feigenbaum brothers, Val and Don's, prescription for "saving companies big bucks".

The article states: "While Deming emerged as the (quality) movement's visionary and Juran became its teacher and trainer, Feigenbaum, who wrote *Total Quality Control* 45 years ago, is the hands on implementer."

This article includes comments by many of General Systems customers as well as a glimpse at their private lives, model railroads and all.

A second article, in the same vein, titled "Connecting With Customers and Other Sage Advice" appears in ASQC's *QUALITY PROGRESS*, February 1996, Page 58-61. Val and brother Don share the wisdom gained from their experiences.

**UPDATING NEWS FROM ACADEMICIANS** *continued*

**G**olomski, William A. Congratulations are in order for Bill on his election to the National Academy of Engineering. The presentation will take place in Washington, D.C. on October 2, 1996.

Bill joins ranks with Acns. Kenneth Case and Val Feigenbaum and also the likes of W. Edwards Deming and Joseph M. Juran, all who have been elected to the National Academy of Engineering.

**K**ondo, Yoshio. The Embassy of Japan in London was the location of a seminar; "**Lessons for Tomorrow's World from the Japanese Managerial Revolution**". The Seminar was held on December 13, 1995.

As reported in the *CONTACT, No. 61*, the sponsor of the Seminar was the Civil Communication Section Institute. Topics covered included: "The Civil Communication Section As An Agent for Change in Japan And the Relevance to Britain Today" by Homer Sarashon; "Lessons from Japan Worth Knowing and Telling" by Myron Tribus; "Japan's Experience of Quality in the Last Half Century" by Professor Kondo.

For those who may not be familiar with the role of the Civil Communication Section, CCS, let me quote from Professor Kondo's paper:

"...The Civil Communication Section (CCS) of GHQ-SCAP - the General Headquarters of the Supreme Commander for the Allied Powers, was organized to work with and advise Japanese communications equipment manufacturers and many Japanese companies received help from the members of the Section: such as Frank Polkinghorn, Charles Protzman, W. G. Magil and Homer Sarashon. To bring all efforts together, Protzman and Sarashon ran a seminar called the CCS Course, mainly top executives of communication equipment manufactures twice in the autumn of 1949. This course was designed to elevate the quality of management and QC was a part of it".

In his cover letter, forwarding a copy of the Seminar agenda and his paper, Dr. Kondo concluded: "It was my great pleasure to see and talk to Mr. Sarashon, our teacher of QC in Japan. He is in excellent health and enjoying life in Scottsdale, Arizona, at the age of 79."

**Z**aludová, Agnes H. "I am in contact with Tito Conti about a possible IAQ stream at the EOQ conference in Berlin in September and shall be meeting him in Vienna on March 27 & 28 to discuss the details. I am looking forward to our meeting in Chicago. My next commitment in Prague is the 7th of February when I give the opening paper at our Q-Forum on "Integrated Management Systems for the 21st Century."

## ACADEMICIANS IN PRINT

**C**hauvel, Alain Michel. "The Human Element in Safety at Sea" was the focus of an article published in the *HAZARDOUS CARGO BULLETIN*, November 1995, page 68.

Serious quantitative research into safety at sea is in short supply: so the results of a recent survey carried out by Bureau-Veritas, in which the thoughts of mariners and shore-based staff were extensively surveyed and the results reported in this paper.

"Outside this sector of the industry," writes Acn. Chauvel, "I have been invited twice to give lectures on "Quality Costs" for financial associations governing over 80,000 apartments in France and by the Ministry of Economy in Luxembourg to present two papers; the first one on "Quality Cost" and the second one on "Applications of Quality Philosophy in Training Programme". The Chairman of the session on quality cost in Luxembourg was Acn. John A. Murphy."

**G**odfrey, A. Blanton. Starting with the January 1996 issue of *QUALITY DIGEST*, Acn. Godfrey's first monthly featured column, titled Quality Management appears on page 15.

Acn. Godfrey opens his first column with this question:  
"Customer satisfaction has become one of the hallmarks of the quality revolution. We all believe that improving customer satisfaction leads to higher sales, improved market share and even the possibility of higher prices. But is there any real evidence that this is so?"

Godfrey goes on to indicate why many customer-satisfaction efforts failed to produce measurable results. Some of the reasons he highlights include:

- Poor measurement schemes
- Failure to identify the correct dimensions of quality
- Failure to weight the dimensions correctly
- Lack of comparison with leading competitors
- Failure to measure noncustomers
- Customer loyalty vs. Customer satisfaction.

For more information contact *QUALITY DIGEST*, P.O. Box 882, Red Bluff, CA 96080-9904

**G**olomski, William A. "The Next Fifty Years in Quality" was the subject of the keynote paper presented by Acn. Golomski given at the *50th Anniversary Celebration*, Milwaukee Section, American Society for Quality Control at the Italian Community Center, Milwaukee, WI on December 11, 1995.

## NAMING THE TOP TEN RECENT QUALITY DEVELOPMENTS-WORLDWIDE?

When addressing the 50th Anniversary of the Milwaukee Section of ASQC, Bill Golomski, a former Chairman of the Section, offered a number of challenges that the Section might undertake in the future. In addressing one of those challenges Bill said

"The Milwaukee Section will have to reach out to what is going on in the rest of the world and bring that information to its members. As an example, what were the top ten, or even the top three developments in quality in the last 12 months, worldwide, or even in the U.S. that should be talked about and possibly used in your organization."

While the Milwaukee Section is considering how they might address this challenge it occurred to this Editor that the members of the Academy would be an excellent source for identifying these emerging quality developments. Here are three of my suggestions, **do you have any????**

From Australia  
Stacked-Boxes  
Plots

**Stacked-Boxes Plot.** Is a charting technique for displaying process changes when several process measurements are important. The technique can be used for nominal, ordinal or variable data. Process performance on all important measurements are presented on a single chart. The chart is useful for management to link performance in outcome variables to measurements taken within the process. This helps management isolate causes of poor performance on outcome variables.

For more information see: "*Graphical Process Monitoring in the Service Industry - A Case Study*", by Ross S. Sparks and Alain Eagle. JOURNAL OF QUALITY TECHNOLOGY, V 23 No. 1, January 1996 pp 99-115.

From Japan  
Robust Design

**Robust Design.** A product/process design that performs consistently as intended, under a wide range of user's conditions, throughout its life cycle. A design that is robust against changes in noise conditions. Developed by Dr. Genichi Taguchi, is a powerful design optimization strategy that focuses on solving downstream quality problems upstream ~ in the earliest stages of the product development cycle. It requires the engineer to concentrate on designing the product or process that delivers its intended IDEAL FUNCTION rather than reacting to symptoms of poor functions. This shift forces designers to change the way they view and measure quality of designs and, as a result, prevents expensive downstream redesigns and "firefighting".

For more information contact American Supplier Institute, Inc. Allen Park, MI

From Russia  
TRIZ

**TRIZ/TIPS.** TRIZ (pronounced "trees") is a methodology first developed in Russia by Dr. Genrich S. Altshuller in the late 1940s. The acronym stands for "Theory of Inventive Problem Solving" The English acronym is TIPS.

Dr. Altshuller systematically studied and cataloged patents looking for principles of innovation. He deduced a set of principles of analysis that seemed to be applied in the

*continued on next page*

**NAMING THE TOP TEN RECENT QUALITY DEVELOPMENTS . . . *continued***

(TRIZ)....development breakthrough patents. These "inventive principles" and "Laws of Evolution of Engineering Systems" were developed into a methodology for revolutionary solution of paradoxical design tradeoff problems. An illustrative example is the development of the chain-and-sprocket drive on bicycles that allowed greater mechanical leverage than could be afforded by increasing the front tire and its fixed pedals.

TRIZ is just becoming known in the U.S. through the efforts of the American Supplier Institute among others. There are about a half a dozen companies offering services and products on TRIZ. Among them IMCorp (1-800-595-5500) offers software (Invention Machine) and the "TRIZ Page" maintained by Dr. John B. Opfell is on the Internet, <http://www.primenet.com/~phant1/jbopell.html>

**PUTTING IAQ CONTACT ON-LINE !**

With this issue of CONTACT I have served in the capacity of editor for three years. Time really does fly. Certainly with today's technology and world-wide access an on-line version would give every academician the opportunity to input information at any time.

In a test "e-CONTACT" message to some of the American academicians. Acn. Fuchs responded with this e-mail message:

"Until the Academicians are largely on line, it is premature to talk about an on-line CONTACT. What I am hoping for much sooner, am willing to collaborate with you in facilitating its happening, is the beginning of an on-line "chat" for those academicians who are online".

Below are the known e-mail addresses of academicians.. If you have an e-mail address, and would like have it included in the next issue of the mailing list, please send it to me. Also please send your comments and ideas about taking CONTACT online and/or starting the "chat" capability suggested above.

Kenneth E. Case  
[bcase@okway.okstate.edu](mailto:bcase@okway.okstate.edu)

John H. Hromi  
[JDHCQA@RIT.EDU](mailto:JDHCQA@RIT.EDU)

Robert E. Cole  
[cole@haas.berkeley.edu](mailto:cole@haas.berkeley.edu)

Murray E. Liebman  
[mur811@ix.netcom.com](mailto:mur811@ix.netcom.com)

Edward Fuchs  
[efuchs@efuchs.ip.portal.com](mailto:efuchs@efuchs.ip.portal.com)

David B. Luther  
[75664.3415@compuserve.com](mailto:75664.3415@compuserve.com)

A. Blanton Godfrey  
[godfrey@netaxis.com](mailto:godfrey@netaxis.com)

Richard J. Schlesinger  
[schlescor@AOL.com](mailto:schlescor@AOL.com)

William A. J. Golomski  
[golomski@GSBVAX.uchicago.edu](mailto:golomski@GSBVAX.uchicago.edu)

Raymond Wachniak  
[wachniak.r.33673@ASQCNet.org](mailto:wachniak.r.33673@ASQCNet.org)

