



# CONTACT

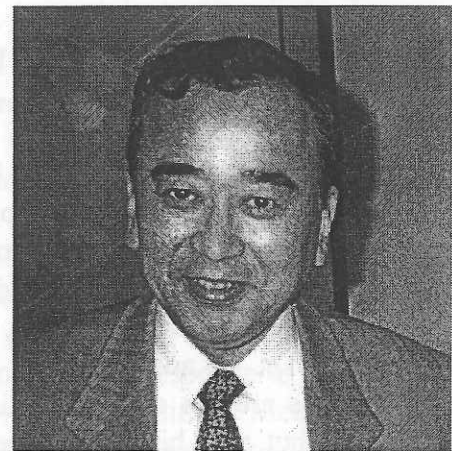
A Newsletter of the International Academy for Quality

## Acn. Kano Receives Deming Prize

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On November 17, 1997 Acn. **Noriaki Kano** received the Deming Prize for Individuals in a ceremony held at Keidanren Hall in Tokyo. On page 2 of this issue are (1) a statement of the reasons for selection, and (2) some brief notes on Dr. Kano's Memorial Speech. **Noriaki, CONGRATULATIONS!!**



### Certification

*This is to certify that  
Dr. Noriaki Kano has contributed greatly to  
the world's development of Quality Management through  
his long-term study of Quality Management theories and  
wide dissemination of the theories and their methods  
both inside and outside Japan.*

*In particular, he has made outstanding contributions to  
the improvement of Quality in many countries by  
creating new concepts such as  
"Attractive Quality" and "QC for Achieving Tasks" and  
disseminating TQM including these concepts.*

*In recognition thereof, the Deming Prize  
Committee hereby presents  
the Deming Prize for Individuals 1997*

*to*

*Dr. Noriaki Kano*

*Shoichiro Toyota  
The Deming Prize Committee  
November 17th, 1997*

## ACN. NORIAKI KANO RECEIVES DEMING PRIZE (CONTINUED FROM PAGE 1)

**Excerpts from the Reasons given for Acn. Noriaki Kano's selection to receive the 1997 Deming Prize for Individuals follow:**

Under the supervision of Professor **Kaoru Ishikawa**, Doctor of Engineering, Noriaki Kano completed doctoral studies at the Graduate School of Engineering of the University of Tokyo in 1970. After having served as an assistant professor at Electoro-Communication University, Dr. Kano joined the Faculty of Engineering at the Science University of Tokyo in 1982 as a professor of management science. For the past 16 years, Dr. Kano has taught and inspired many undergraduate and graduate students whom he has accepted from home and abroad.

However, Dr. Kano's most outstanding contributions are not only his activities in the university, but also his development of broad TQM theories and dissemination of the methods supported by these theories to companies, organizations, and academia. Namely, as a theorist, Dr. Kano created totally

new concepts including "Attractive Quality" and "QC for Achieving Tasks," and as a practitioner, he applied and disseminated these concepts widely.

Furthermore, Dr. Kano's tireless international activities deserve special mention. Dr. Kano is second to none in broad and deeply rooted international activities such as bilateral technology exchange and transfer, and involvement in international QC organizations. Through these activities, Dr. Kano has contributed greatly to the quality improvement of products made in many countries in Southeast Asia, Europe and America. In recognition of these activities, Dr. Juran selected Dr. Kano as one of the eleven future quality leaders in the world. (February 1993, *Quality Progress*, ASQC).

As evidenced above, Dr. Kano's contributions to the promotion of Quality Management are outstanding, and his international cooperation has a great significance.

\*\*\*\*\*

**Acn. Kano's fascinating Commemorative Address, presented upon receiving the Deming Prize, is available in English from your Editor, Ken Case. It is about 16 pages long. A macro-outline follows:**

**"Trail of a Fieldwork-Oriented Student"  
(Looking Back Upon My 34 Years  
of Quality Activities)**

1. Encounter with Quality Control and the Prioritized Areas
2. First, "Attractive Quality Theory," and then "Toward Attractive Quality Creation"
3. International cooperation and international exchange of Quality Control
4. Evaluation of my work

5. Four pieces of luck for "Why could I be honored by receiving the Deming Prize for Individuals"
6. Conclusion

A few interesting quotes (out of context) taken from Noriaki's address include:

- Being a poor student led me to Quality Control
- First piece of luck: Studying under Prof. Kaoru Ishikawa
- I always answered "yes" to requests of Prof. Ishikawa
- Do not follow fashion. Pay attention to the points that no one cares about
- I poke my nose into everything

## ACN. MAY GATCHALIAN RECEIVES HURD FOUNDATION'S H-I MEDAL



The **Walter L. Hurd** Foundation announced in October 1997 that it had awarded the prestigious Harrington / Ishikawa Quality Professional Medal to Acn. Dr. **Miflora Gatchalian**, Professor Emeritus from the University of the Philippines (U.P.) and President of Quality Consultants International, Inc. May received the award at the Instituto Mexicano de Control de Calidad Congress in Guadalajara, Mexico, October 1-4, 1997.

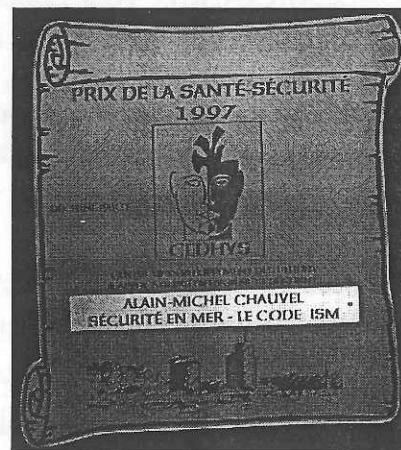
The Hurd Foundation's Harrington / Ishikawa Medal is awarded annually to a quality professional for his or her outstanding contributions to the promotion of quality methodologies in the Asia-Pacific region. The award is named after Acn. Dr. **H. James Harrington**, principal with Ernst & Young LLP and past IAQ Chairman, and the late Acn. Dr. **Kaoru Ishikawa**, the driving force behind the quality movement in Japan. The 1996 recipient of the H-I medal was Acn. **A.V. Feigenbaum**.

Dr. Harrington, also President of the Walt Hurd Foundation, personally presented the medal to May and said "May, this award is long overdue ... you were instrumental in the organization and success of the APQO (Asia Pacific Quality Organization). May's response to winning the H-I Medal was a talk entitled "Measurement of Effects of Training Interventions in a Small Scale Company." Congratulations, May!

## ACN. ALAIN-MICHEL CHAUVEL RECEIVES SAFETY & HYGIENE AWARD

Acn. **Alain-Michel Chauvel** received the Safety and Hygiene Award of the CEDHYS for 1997. This award was presented during the 5<sup>th</sup> European Conference on Safety. It recognizes a significant contribution for the promotion of safety and pollution prevention at sea.

Congratulations, Alain-Michel! Well deserved!



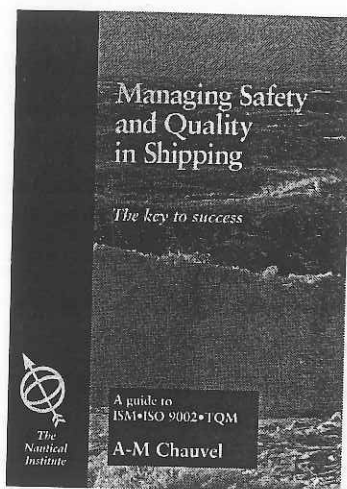
## ACNS BLANCO AND LIEBMAN PROMOTED TO ACADEMICIAN EMERITUS

President **Marcos E.J. Bertin** announced with great pleasure that Dr. **Enrique Blanco Loizelier** and Dr. **Murray E. Liebman** have been promoted to Academician Emeritus in

recognition of their distinguished service to the Academy and to the promotion and advancement of quality both in their countries and worldwide.



## ACN. ALAIN-MICHEL CHAUVEL AUTHORS BOOK



Acn. **Alain-Michel Chauvel** has just published the book *Managing Safety and Quality in Shipping* with The Nautical Institute.

Mr. F. Lorentzen, President, The Baltic International Maritime Council comments "The shipping industry

has no option but to offer a quality service at minimum price and to do this it has to be able to manage quality effectively. This book by Mr. A-M Chauvel has arrived just in time."

Acn. Chauvel not only explains how to transition from a private oral management tradition to a more public documentary system. A section on Total Quality Management looks at quality improvement and the benefits this can bring, not only for the internal running of the company, but also for developing effective long term client relationships.

## ACNS. CONTI AND ZELLER DOING WELL! THANKS, ACNS. AUNE AND MASING!

Acn. **Tito Conti** fell down more than 4 meters, broke his right shoulder, and badly hit his head and other parts of his body in October 1997. This happened while he was preparing (as President) for the Triennial Congress of the Italian Association for Quality. President **Marcos Bertin** wrote "We all wish our dear friend **Tito** a prompt recovery." (See more on this from **Tito** in NEWS AND COMMENTS FROM ACADEMICIANS). Your Editor heard from **Tito** on 23 December 1997 and he said "Thank you for your e-mail. Yes, I am recovering well; at least this is my impression. I shall get the final feedback in about two weeks."

Also, recall that Acn. **Hermann Zeller** had a heart attack during July 1997. Acn. Zeller has recovered completely (see his note in NEWS AND COMMENTS FROM ACADEMICIANS). Congratulations, Hermann!

In *Contact* Issue 68, September 1997, we noted that Honorary Member, Prof. Dr. Dr. h.c. **Walter Masing**, has generously offered to assume coordination with the Administrative Office. We can now report that Acn. **Asbjørn Aune** has assumed the role of Chairman of the Nominations Committee. Thank you, Walter and Asbjørn!

## IAQ NOMINATION PROCEDURE – A REMINDER

Acns. **Bill Golomski** and **Hermann Zeller** remind us that nominations for Academicians require a filled-in Form 130, together with the 3 sponsoring letters representing at least two different regions of the world. Nominations for Associate Member require a filled-in Form

130AM, together with one sponsoring letter. All nominations should be sent to Vice-President **Bill Golomski**, exclusively. He will then check completeness of all needed details and inform **Asbjørn Aune**, Chairman of the Nominations Committee.



## QUEBEC QUALITY SOC. MEDALS NAMED FOR ACNS. FEIGENBAUM, HARRINGTON

Acn. **Jean-Claude Savard** sends along the following report (thanks, Jean-Claude!): In Canada, we are part of the American Society for Quality. But in the province of Quebec, where French speaking is the reality, we have our own quality structure: the Quebec Quality Society. Our society is very active, with over 2,000 members for a population of seven million.

We had our annual conference in early October for one and a half days, including a half day with IAQ Acns. Drs. **H. James Harrington**, **Yoshio Kondo**, **John D. Hromi**, and **Blanton Godfrey**. The second half day focused on the launch of Quality Month where we had over 3,000 participants. Acn. Dr. **A.V. Feigenbaum** was the keynote speaker for that event.

Among many events, there is one that deserves special note. The Quebec Quality Society decided to acknowledge the contributions of individuals to the advancement of the application of ideas, principles and techniques of quality in Quebec. To this end, it has instituted two medals, the **medals des Quali-Maître** (the Masters of Quality) awarded annually during the Quality Month:

- The medal for promoting quality for the individual who contributed the most to the advancement of the principles of quality, both inside and outside Quebec,
- The medal for implementation in an organization for the executive who contributed the most to ensuring the advancement of quality within his or her organization.

For the medal for implementation in an organization, the society decided that it would be awarded in three different sectors: large business, small business, and the service sector.

When conferred for the first time, the medal for promoting quality was named after the father of Total Quality Control, Acn. Dr. **Armand V. Feigenbaum**. The first recipient of the Feigenbaum medal was Roger Néron, Chairman of the Groupe CFC.

Acn. Dr. **H. James Harrington** graciously agreed to lend his name to the medal for implementation in an organization. To mark the special role played by the first recipient of the Feigenbaum medal, the Mouvement decided to call it the Harrington-Néron medal.

In the big business category, the Harrington-Néron medal was awarded to Louis Chênevert, Vice President, Operations at Pratt & Whitney Canada Inc. In the small business category, the awardee was Julien Métivier, Chief Executive Officer of IPL Inc., a plastics manufacturer in Saint-Damien-de-Bellechasse. For the service sector category, Richard Drouin of McCarthy Tétrault received the award.

**Editor's Note!** The recipients were selected from a list of candidates received by the jury chaired by Acn. **Jean-Claude Savard**.

## IAQ PROJECT STATUS AND REPORTS

Acn. **Tito Conti** forwarded a brief status report on each of our projects. Remember, one of the responsibilities (and benefits) of IAQ membership is defining, implementing, sponsoring and / or participating in IAQ projects. Following is Tito's summary (Editor's Note! Tito's status report is dated 22 November 1997 and may not reflect activities and reports from project leaders since that time).

#	Project Title	Project Leader	Acns.
1	<p><b>Integrating quality management into business management</b>                      Plan issued on 9 July 1997. Step 1: OK; Step 2: Problems in getting information, especially from Far East and US Academicians. Second round – end of November 1997</p> <p><b>See report that follows.</b></p>	<b>Dieter Seghezzi</b>	12
2	<p><b>Standardization vs. differentiation in TQM concepts / systems</b>                      Difficulty in finding out the Project Leader. Then, on 13 November 1997 Acn. <b>Norman Burgess</b> accepted the invitation to be Project Leader and immediately issued the Plan. Milestones: first draft sent to team members by Christmas 1997. Comments and additions returned by end of January. Corrections and editing for circulation by early March. Paper based on findings presented to EOQ / EFQM for discussion in Paris (October 1998) with recommendations. Expected output: after the Paris presentation, wider debate among Academicians and final paper for "The Best on Quality"</p>	<b>Norman Burgess</b>	9
3	<b>Business strategies and TQM / Strategic planning</b>	<b>Bill Golomski</b>	5
4	<p><b>TQM in education</b>                      First circulation of letter and paper on 17 July 1997</p>	<b>Way Kuo</b>	10
5	<p><b>Developing nations and quality</b>  <b>See report that follows.</b></p>	<b>Miflora Gatchalian</b>	8
6	<b>Ethics in quality</b>	<b>Ray Wachniak</b>	6
7	<b>Quality profession in year 2000</b>	<b>Dave Luther</b>	7
8	<p><b>TQM models / Business models for improvement</b>                      Plan issued on 24 August 1997. Step 1: (a) Documentation circulated by Project Leader on 24 August 1997, (b) Documentation collected and circulated by all team members: expected by mid October; arrived from J.C. Savard on 19 November 1997 and has not yet arrived from other team members. Delay: 1.5 months</p> <p><b>See report that follows.</b></p>	<b>Tito Conti</b>	5
9	<p><b>Customer satisfaction best methods</b>                      Expect report in December from the Asian Team (<b>Y. Kondo</b>)</p>	<b>Noriaki Kano</b>	4
10	<p><b>Motivation: State of the art</b>                      Expect report in December</p>	<b>Yoshio Kondo</b>	2
11	<b>Quality and value management + Value engineering and re-engineering</b>	<b>Jim Harrington</b>	4
12	<b>Business innovation through TQM</b>	<b>Ed Fuchs</b>	3

## IAQ PROJECT STATUS AND REPORTS

	Activities started immediately after the Trondheim meeting. Questionnaire circulated on 7 August 1997. <b>See report that follows.</b>		
15	<b>Quality in healthcare</b>	<b>Blanton Godfrey</b>	3
16	<b>Quality management systems</b> The Scandinavian part of the Team met on 25 September 1997, in Gothenborg, Sweden. Attending were Acns. <b>Anttila, Aune, Hartz, Jönson, Sandholm</b> (apologies: Acn. <b>Dahlgaard</b> ). Being the Scandinavians the large majority, they decided to change the subject into "Developments of Quality Management in the Scandinavian Countries". Output of the meeting was a 3 year Project Plan and agreement on the completion of five articles for "The Best on Quality", Volume 9. Given the decision of the Scandinavian group, a decision has to be taken by the IAQ Board if the research should be limited to Scandinavian countries or extended to other areas. <b>See report that follows.</b>	<b>Ove Hartz</b>	6
17	<b>Managing business risks and determining process design / controls within internet / intranet business environments</b>	<b>Chris Brendon</b>	1
18	<b>Managing and facilitating continuous improvement in a regulated supply situation</b>	<b>Barrie Dale</b>	1
19	<b>Awards</b> <b>See report that follows.</b>	<b>Agnes Žaludová</b>	9

Project Leaders should report twice per year via Acn. **Tito Conti** to the Board on activities, results, participation, roadblocks, or new opportunities. These reports should also go to Acn. **Ken Case** so a summary may be provided through *Contact*.

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Progress Reports: Following are project reports submitted since our the last issue of *Contact*. These are required by the IAQ Communications Policy, and are meant to keep our membership updated.



### IAQ Project No. 1 - Integrating Quality Management into Business Management

**Project leader:** Acn. **H. D. Seghezzi**. **Project team:** Acns. **M. Bertin, E. Fuchs, B. Godfrey, W. Golomski, J. Grocock, D. Ilescu, D. Mangelsdorf, W. Masing, G. Mattana, K. Sasaoka, V. Seitschek, S. Shimizu, P.A. Sörensson, A. Žaludová, H. Zeller**

The objective of this project is to make the IAQ a first class source of information about the state of the art of integrating quality management



## IAQ PROJECT STATUS AND REPORTS

systems and to form a network of experts in this field.

After the first meeting of the project team in Trondheim, a questionnaire was designed. All IAQ academicians were asked to send in the information they have on integration of partial management systems into generic management systems.

By now, all offered information is collected. The received material covers a broad range of subjects and topics. A baseline of knowledge on the topic of integration seems to be found in the first phase. Academicians provided papers and information on various awards as well as balanced scorecard applications. Case studies for integrating quality management into business management for major companies were sent in as well as papers on special issues on quality costing and the integration of quality management into financial reporting systems. Particular questions were raised about the topic of integration of quality management for small and medium-sized firms. Furthermore, substantial comments were given on the paper "Why does industry have problems with the current situation of business and management models?" that the academicians received with the questionnaire.

At the same time, academicians that answered our request indicated their special field of interest so we have the occasion to build a network with high expertise.

In a next step the received material will be analyzed and structured. As further activity we will present the results at the Paris Forum in October 1998.



### IAQ Project No. 5 – Developing Nations and Quality

**Project leader: Acn. Miflora Gatchalian.**

In connection with the project entitled "developing nations and quality," I am at the stage of still chewing on the approach. Perhaps, at this time, I need inputs from academicians who may be interested to work with me on this project. The topic is quite broad and from my point of view, I would like to look at it as one which could develop approaches to collecting success stories (cases) from companies in developing nations in the Asia Pacific region (or perhaps the world?).

This could focus on company experiences that would attest to their survival in the highly competitive local / global markets mainly because of their commitment to practices largely attributable to total quality management or other quality related programs. Although still at a very rough stage, I would like the project to be able to share with the developing nations testimonials from successful (to be defined) companies and also from developing countries on the quality practices which led them to grow or to increase their competitiveness. From my experiences with companies in the Philippines and other developing countries in the Asia Pacific region, there are still many organizations that look at additional focus on quality-related activities as an expensive affair. Many are asking for actual examples of success stories traceable to use of quality programs and other interventions. I need suggestions from fellow academicians on how this could be approached efficiently and effectively. I

## IAQ PROJECT STATUS AND REPORTS

have two case studies (started almost two years ago) which could probably serve as examples for small-scale companies. There should be some from medium-to-large scale, too. Would five cases each from the Asia Pacific region be too ambitious? I hope fellow academicians will send me by email their valued reactions and perhaps some might join me in this project.



### IAQ Project No. 8: TQM Models / Business Models for Improvement

**Project leader:** Acn. Tito Conti. **Project team:** Acns. Enrique Garcia, Miflora Gatchalian, Jim Harrington, J. Claude Savard

**Scope:**

Provide a valuable contribution to the rationalization and systematization of **organizational models** aimed at quality assurance, quality management, total quality management, and more generally to performance improvement. Given the evolution of quality concepts and practice from product related quality control/ quality assurance to continuous improvement of every company performance - and therefore of the whole organizational system - the project should take into account all the significant steps in the evolution of models.

**Objectives:**

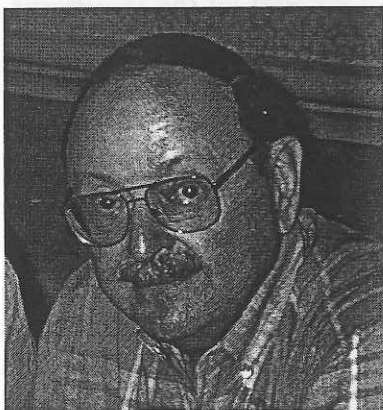
1. Analyze, discuss and describe aims, characteristics and areas of application of models in the various stages of quality development:
  - Quality management and quality assurance
  - External quality assurance (e. g. ISO 9000)
  - Total Quality Management
  - Quality Awards
  - Business Excellence
2. Discuss the rationale of the evolution of quality models and the value added by each evolution step.
3. Highlight the correct evolution paths, distortions with respect to them, and needs / opportunities to modify the present course.
4. Discuss the relationship between models and international standards.
5. Discuss the role of quality awards in model development.

**Plan of activities (as of 20 August 1997) (*Status as of 22 November 1997 in italics*)**

Step	Action	Responsibility
1	Collect the relevant documentation and send it to all team members <i>Project Leader sent own documentation to team members at end of August. Reminders to team members went out 28 October 97. J.-C. Savard's documentation has been received.</i> <i>In conclusion, there is at least a 1.5 month delay.</i> <i>Presentation of a paper at Paris is still possible, if</i>	All members by mid-October 97

**IAQ PROJECT STATUS AND REPORTS**

	<i>there are no additional delays.</i>	
2	Define criteria for analysis and discussion of models	<b>T. Conti</b> , Proposal by 31 October 97 All members, Comments by 30 November <b>T. Conti</b> , Final by 31 December
3	Define criteria for analysis and discussion of models	<b>T. Conti</b> by 31 December 97
4	Define criteria for analysis and discussion of models	All members, Circulation by 30 March 98; Comments by 30 April 98; Final by 30 May 98
5	Decision about presentation of paper at the EOQ / EFQM Conference in Paris	<b>T. Conti</b> by 30 April 98
6	Depending on output of step 5: a) Preparation of paper for Paris b) Preparation of paper for Best on Quality	<b>T. Conti</b> 30 June 98 31 August 98
7	Decision about possible planning of a second round of activity	Team, October 98



**IAQ Project No. 12: Business Innovation Through TQM**

**Project leader:** Acn. Edward Fuchs. **Project team:** Acns. Barrie Dale, Yoshio Kondo, Shoichi Shimizu.

This project is concerned with fostering innovation in all aspects of business, government and other social systems, using the approaches and paradigms of TQM. Business innovation includes the application of knowledge and creativity to epochal changes in business purpose and business systems and operations. This includes reinventing businesses and industries, in the Prahalad sense, and business process reengineering. The primary purposes of business innovation are to create new value for customers and owners, and new jobs for workers, thereby driving economic prosperity.

The deliverables defined by the Project Plan for the second half of 1997 include the design and execution of a questionnaire addressed to business leaders, researchers, and quality experts, and a comprehensive literature search. These two efforts have been completed. The results are presently being summarized.

The questionnaire and literature search address the following questions:

1. Is Total Quality Management compatible with Business Innovation? Please provide substantive information that supports your conclusions.
2. Can enterprises achieve Business Innovation within the constructs of TQM models and paradigms?
3. Please reference or describe particular TQM models or paradigms that are amenable to Business Innovation.



## IAQ PROJECT STATUS AND REPORTS

4. Describe any changes or extensions of the TQM approaches mentioned in Question 3 that may be necessary to enable Business Innovation.
5. Do you know of any research or studies on the compatibility of TQM with Business Innovation or into the inclusion of Business Innovation within the constructs of TQM? Please provide references and / or details.
6. Do you know of any enterprises who practice Business Innovation and TQM or who have included Business Innovation within their TQM approaches? Please provide references and/or details.

The first report of results will be given at an upcoming AQC or EOQ meeting. The next phase of Project 12 is the key step, involving synthesis of new ideas and approaches that address the topic. This step will take place during the first half of 1998.

Special mention must be made of the efforts to date of Professor **Barrie Dale** who, with his university colleague Dr. Angel Martinez, conducted and summarized the literature search. The questionnaire and overall summarization is the responsibility of the Project Leader, **Ed Fuchs**.



### **IAQ Project No. 16: Quality Management Principles and Practice in the Light of Experiences from Scandinavian Organizations.**

**Project leader:** Acn. Ove Hartz. **Project team:** Acns. Juhani Anttila, Asbjørn Aune, Jens J. Dahlgaard, Kerstin Jönson, Lennart Sandholm, Per Åke Sörensson

#### **Project objectives:**

The purpose of the project is to have a regional Scandinavian forum for investigations and discussions on trends and developments in the area of total quality management and related subjects - in the light of experiences from Scandinavian organizations. Special attention will be given to the development and implementation of the principles of quality management.

The group will meet regularly 1 - 2 times a year. The responsibility for the meetings will be circulated among the group members. The discussions will be based on recent research and experiences by the group members. Ideas and examples considered to be of general interest will give input to papers.

#### **Project milestones and expected output during the next three years:**

1. June 19, 1997: Meeting 1 (Trondheim) for the new project group. Preliminary Planning.
2. September 25, 1997: Meeting 2 (Gothenburg). Project planning. Discussions and planning the themes for papers in October 1997 and October 1998.
3. October 1997: Delivery of 5 papers for IAQ *The Best on Quality*, Volume 9, featuring the theme: "Developments of Quality Management in the Scandinavian Countries."
4. May 26, 1998: Meeting 3 (Trondheim). Discussions and planning the themes for papers October 1998 and October 1999.

## IAQ PROJECT STATUS AND REPORTS

5. October 1998: Delivery of joint paper(s) for IAQ *The Best on Quality* Volume 10, Preliminary theme: "Business Development with a Focus on Quality - the Narrow Road Towards the Ever Learning Organization.
6. March/April 1999: Meeting 4.
7. May 24/25/26, 1999: Meeting 5 (Anaheim, CA) in connection with ASQ Congress / IAQ Triennial Meeting.
8. October 1999: Delivery of paper(s) for IAQ *The Best on Quality*, Volume 11.

### Report on Meeting 2:

This is a brief report from the second meeting in the new IAQ Project 16. The new project is based on the former IAQ-Scandinavian project, but is a new project with a new project plan and now an expanded team consisting of 7 academicians.

Following the first meeting in Trondheim in June a whole day meeting was held September 25, 1997, in Gothenborg, Sweden, **Kerstin Jönson** hosting the meeting. The team had a very interesting and stimulating day discussing recent trends within the project theme.

The output of the meeting was the new final Project Plan and discussions and agreements about the completion of articles for IAQ *The Best on Quality*, Volume 9. The project team is producing 5 articles featuring the theme: "Developments of Quality Management in the Scandinavian Countries" and are written by Denmark: **Dahlgaard** and **Hartz**, Finland: **Anttila**, Norway: **Aune**, Sweden: **Jönson** (1 article) and **Sandholm** (1 article).

The discussions gave, in addition, input for planning of the preliminary theme for the project paper(s) in 1998: "Business Development with a Focus on Quality - the Narrow Road Towards the Ever Learning Organization."



## IAQ Project No. 19: Awards

**Project leader:** Acn. Agnes Žaludová

Since the report which I made to **Tito Conti** of the working group meeting in Trondheim (published by you in the last number of *Contact*), I have received only one response from other Academicians, namely from **Walter Masing**. Walter questions the viability of an IAQ worldwide award and considers it to be of **minor importance** as far as IAQ promotional and professional activities are concerned. I tend to agree with this view and consider that the national and regional awards are the correct levels at which to work in this area. The administrative effort required to organize such an award would far outweigh its potential benefits.

Please repeat the request for opinions of **other** Academicians on the usefulness of an IAQ Award. If there are no strong voices "for", I would be in favor of letting the project lapse for the present time.

## **THE BEST ON QUALITY, VOLUME 9 GOES TO PRESS**



Acn. Dr. **Madhav Sinha** reports that the manuscript for Volume. 9, *The Best on Quality*, has been submitted to the Quality Press of ASQ.

It is Dr. Sinha's intention to have the book published by early April 1998 so that it can be made available for sale by the time of the 52nd Annual Quality Congress of the ASQ in the first week of May 1998 in Philadelphia. He is breathing a sigh of relief after months of hard work to finish the manuscript for a possible early publication date. He believes that that Volume 9 will be, once again, the best of the best.

Contributors to Volume 9 include Acns. **Juhani Anttila, Asbjørn Aune, Marcos Bertin, Yossi Bester, Tito Conti, Jens Dahlgard, Barrie Dale, William Golomski, John Grocock, James Harrington, Ove Hartz, John Hromi, Dan Victor Iliescu, Kerstin Jönson, Basinta Pal, Lennart Sandholm, Jean-Claude Savard, Dieter Seghezzi, and Madhav Sinha.**

There are 23 chapters to Volume 9 and it has three sections, titled as follows: Section I, Assessment, Integration and Promises of TQM, Section II, Focus on Future; and Section III, TQM Around the World.

## **CALL FOR PAPERS FOR VOLUME 10, *THE BEST ON QUALITY***

Editor **Madhav Sinha** invites opinion from all Academicians on an appropriate theme for Volume 10 of *The Best on Quality*. He wishes to continue to have "The Future of TQM" from Volume 9 as one theme, drawing from the 26 different topics announced previously in three successive past issues of *Contact* (Issues 66, 67, and 68). There were only ten articles submitted by Academicians for Volume 9 on this theme by the deadline of October 1, 1997. All such articles were accepted and now make up one full section in Volume 9.

Dr. Sinha hopes to continue using the futuristic theme for Volume 10 for getting into the topic more deeply, staying systematic and bringing out the best all of the 26 subject areas that were discussed and finalized at IAQ's last Triennial Meeting in Yokohama, Japan. Regardless of which topics authors choose, he solicits articles with presentations concentrating on how TQM knowledge (from philosophy to tools to methodologies) in the past and present have progressed and where it is headed in the third millennium.

Dr. Sinha is looking forward to your thoughts and suggestions starting at this early stage. Please communicate with him through phone, fax or e-mail at: The Editor, *The Best on Quality*, 71 Lafayette Bay, Winnipeg, Manitoba, Canada R3T 3J9. Phone: [O] (204) 945-3380, [H] (204) 275-3322, Fax: [O] (204) 948-2309, [H] (204) 261-6606.

Madhav's e-mail is: [O] [msinha@labour.gov.mb.ca](mailto:msinha@labour.gov.mb.ca), or [H] [mnsinha@mb.sympatico.ca](mailto:mnsinha@mb.sympatico.ca)



## NEWS AND COMMENTS FROM ACADEMICIANS

In reverse alphabetical order:

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Acn. **Hermann Zeller** writes:

Since you were so kind to mention my heart attack, I can assure you that I have recovered completely. Nevertheless, I cordially thank our colleagues and good friends **Asbjørn Aune** and **Walter Masing** for taking over in the future the responsibilities as Chairman of the Nominations Committee and the coordination with the Administrative Office, respectively.

Last but not least, congratulations on your excellent work in editing *Contact*!

Yours sincerely, Hermann Zeller

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Acn. **Samuel Wang** writes:

From now on you can reach me with a much simpler address: [hswang@cycu.edu.tw](mailto:hswang@cycu.edu.tw)

Looking forward to hearing from you, H. Samuel Wang

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Acn. **Enrique Sierra** writes:

Thank you for having included a report on my activities in the last issue (No. 68). *My offer to provide my colleagues with free copies of our publications is still valid.*

From September to December 1997, I participated in the following activities, either as a lecturer, resource person or consultant:

- In Berlin, Germany, ITC / WTO / ISO / DIN Regional Seminar on the WTO Agreement on TBT and the Role of Standards in Trade Promotion; 44 participants from 16 Central and Eastern European countries plus Vietnam, Jordan and China, in the last week of August (Project INT/W2/01)

- In Almaty, Kazakstan and Bishkek, Kyrgistan, ITC Technical Workshops on the implications of the WTO TBT and SPS Agreements, about 80 participants, second week in September (Project INT/W2/01).

- In Geneva, Switzerland, representing ITC at the 50th Anniversary General Assembly of the International Organization for Standardization (ISO) and at the 31st Meeting of the ISO Committee on Developing Country Matters (DEVCO), attending the DEVCO Workshop on "Upgrading Standardization Infrastructures in Developing Countries," during the third week in September (Project INT/24/50). The Adviser presented a report on the ITC's technical cooperation program on export quality management for developing countries and economies in transition. Copies of this report are available upon request.

- In Vienna, Austria, representing ITC as a resource person at the UNIDO's Expert Group Meeting on the implications of international standards of quality and environmental management systems for developing countries, last week in September (INT/24/50). The Meeting discussed the results of the UNIDO Survey on the trade implications of the international standards ISO 9000 and ISO 14000 series. A publication on this Survey will be available from UNIDO shortly.

- In Arusha, Tanzania, representing ITC at the Sub-regional Workshop on the establishment and strengthening of national capacities in quality, standardization, testing and metrology (QSTM) for African Least Developed Countries (28-30 October), convened by UNIDO in collaboration with ITC and ISO. Project proposals to respond to previously identified needs in 10 countries (5 English-speaking and 5 French-speaking) were established. (Project INT/24/50).

- In Cairo, Egypt, representing ITC at the High Consultative Committee for

## NEWS AND COMMENTS FROM ACADEMICIANS

Standardization (HCCS) Meeting of the Morocco-based Arab Industrial Development and Mining Organization (AIDMO) in which representatives of national standards bodies from 14 Arab countries were represented (6-7 November). The Adviser presented a new ITC / UNDP project entitled "Follow-up to the Uruguay Round - Support to Arab enterprises in the fields of quality and information-related aspects of the TBT and SPS Agreements" to be implemented jointly with AIDMO. (Project INT/24/50).

- In Abu Dhabi, United Arab Emirates, to advise the Food and Environment Control Centre (FECC) within the framework of an ongoing ITC / UNDP project to assist FECC in the introduction of international standards on laboratory quality management. Three other consultants also visited FECC in this period, within the same project, which is expected to be completed by the end of 1997. Additionally, members of FECC higher and middle management were trained in the United Kingdom, the Netherlands, Lebanon, Dubai and Abu Dhabi on ISO 9000 and laboratory management related subjects, as part of the project (UAE/95/007).

- New Delhi, India, as lecturer and resource person in the ITC / ISO / WTO / BIS Regional Seminar on the WTO Agreement on Technical Barriers to Trade and the role of standards in trade promotion, for participants from Central and South Asian countries (16 to 19 December), implemented at the Headquarters of the Bureau of Indian Standards (BIS). (Project INT/WT/01).

Furthermore, several technical notes have been produced and disseminated as Export Quality bulletins under the responsibility of the Adviser (Project INT/24/50) (**Editor's Note!** See ACADEMICIANS IN PRINT)

I would also take this opportunity to extend our best wishes, from me and my wife Aixa, to all my colleagues in the IAQ. I wish you all a happy and quality year in 1998.

With warm regards, Enrique Sierra, Aixa Sierra  
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Acn. **B.K. Pal** writes:

Dear Academicians,  
SEASON'S GREETINGS / HAPPY NEW YEAR

This is to inform you that I am retiring on superannuation from the services of the Indian Statistical Institute on 30 November 1997. On the eve of my retirement, I gratefully acknowledge with all sincerity the cooperation received from you during my professional and academic life in ISI

Regards, B.K. Pal

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Chairman **Yoshio Kondo** writes:

Since our meeting in Trondheim last June, I attended the following conferences and meetings:

- International Conference on Quality Management and Economic Development in Zhengzhou, China, September 8-10, 1997.

Acn. **Dahlgaard** was the conference chairman, and Acns. **Conti, Kondo, Kanji** and **Liu** attended and presented their papers at the Conference.

- Montreal Quality Conference in Montreal, Canada, October 1-3, 1997. Acns.

**Feigenbaum, Godfrey, Harrington, Hromi, Kondo** and **Savard** attended the Conference as speakers and panel members.

- Pakistan's Third International Convention on Quality Control in Karachi, Pakistan, October 7-9, 1997. Acn. **Kondo** attended as a keynote speaker.

## NEWS AND COMMENTS FROM ACADEMICIANS

- Conference on "Quality and Certification in SMEs in Poland: Needs and Programme of Activity in Relation to European Union Markets" in Busko-zdroj, Poland, October 7-8, 1997. Acn. **Kondo** attended as the keynote speaker.
- International Quality Conference "TQM as the Management Philosophy of the 21st Century," in Budapest, Hungary, November 10-14, 1997. Acns. **Godfrey, Harrington, Hromi, Kondo** and **Masing** attended as speakers and session chairmen.

I am looking forward to seeing you in Philadelphia this coming May 1998.

Best regards, Yoshio Kondo

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Acn. **John Hromi** writes to Acns. **Bester & Case**:

On Tuesday, October 2nd, I spoke at the International Meeting sponsored by Mouvement Quebecois De La Qualite held in Montreal. My topic was "Achieving Quality in a Changing Environment."

Along with other IAQ members, I too will be speaking at "European Quality Week in Hungary, 1997." On November 10th, I will speak on "A TQM Value-Based Customer-Supplier Relationship." From Budapest I am scheduled to go to Zilina, Slovak Republic to speak on the same subject on November 13th during the World Quality Day Conference for Top Managers. The same topic will be repeated at the Technical University of Kosice in Slovakia on November 14. Returning to Hungary, I shall hold discussions on ISO and TQM with some members of Karsai Rt. in Szekesfehervar on November 17, and then I will address about 60 MBA and QM students at the Technical University of Budapest on November 18. There the topic will be

"Achieving Quality in a Changing Environment."

Best regards to both of you and your spouses,  
**John Hromi**

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Acn. **Bill Golomski** writes:

Recently I had the good fortune to meet with **Chris Brendon** and some of his associates while in Melbourne, NSW, Australia. We talked about the current state of quality and IAQ projects.

On another trip to the Pacific I met with Dr. **Sam Wang** in Taipei, Taiwan, R.O.C. He left Philips as Manager of Quality several years ago and took a two thirds cut in pay to teach at a private non-denominational university that has about 13,000 students. It has a very good engineering school of which he is the former dean. He has now moved up to Dean of Academic Affairs with university-wide responsibilities. People with his university have established professional contacts with some of the mainland Chinese (PRC) universities. There is mutual respect. In some fields of engineering and science, the mainland people are about ten years ahead, but in applied engineering and science, Taiwan is ahead by ten to fifteen years in some fields. Sam and I discussed our separate research projects on TQM and Ethics.

**A.-M. Chauvel** received the RAMSES AWARD in September 1997 during the Annual Salon and Conference of SYSQUAL for his contributions on the international level which contribute to the image of French Quality. He will be the French Ambassador for Quality during 1998.

Best regards, **Bill**

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Acn. **Blan Godfrey** writes:



**NEWS AND COMMENTS FROM ACADEMICIANS**

A small note - I just spoke last month at the International Statistics Institute bi-annual meeting in Istanbul on Statistics, Quality, International Standards and Regulation. It was fun to be back in the midst of all my statistical friends again. The three discussants of my talk were three old friends that I had not seen in years and several more were in the audience.

Blan

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Acn. **Miflora Gatchalian** writes:

Greetings from Sarawak, Malaysia! I arrived here two days ago to visit my husband, Dr. Jose C. Gatchalian. He is a visiting Professor at the University of Malaysia (UNIMAS) in Sarawak, where he is engaged to help them establish their Industrial Relations program. My husband is known to many other IAQ members like **Jim, Val, Yossi, Yoshio, Enrique S.**, etc., since he has joined me in several quality conferences abroad. With such joint exposures, we realized that our fields, "industrial harmony" for him and "quality" for me, should interface because both focus on the "human dimensions" as the ultimate player in the "total quality management" (TQM) arena.

Some things keeping me busy are:

1. As President of Quality Consultants International, Inc. (QCI, Inc.), I had often been invited as guest speaker (for free!) in varied quality-related programs of academe and small scale companies. There are also considerable demands for in-house programs (with pay) in large companies. Demand is in the areas of: (1) TQM and ISO 9000, (2) the four modules on quality improvement tools (applied statistics, SPC, acceptance sampling, and quantified approaches to decision-making), (3) Hazard Analysis and Critical Control Point (HACCP), and (4) Sensory Evaluation Methods (basic and / or for customer satisfaction measurement). The latter is my major area of competence for

which I am now finalizing the third edition of my book entitled *Sensory Evaluation Methods for Quality Assessment and Development*. By the way, since I am now retired (optional) from the University of the Philippines (U.P.), I am seeking a publisher for this book. At this time, the Latin American group has asked permission to translate the book into Spanish. I urgently need to publish this third edition because the second edition has run out of copies. This is also a textbook at U.P. and other universities (9 others) offering the Food Technology program.

2. October 1-4, 1997, I went with my husband to Guadalajara, Mexico where we both participated as speakers at the Plenary Sessions of the IMECCA (Instituto Mexicano de Control de Calidad) Congress. Dr. J. C. Gatchalian spoke on "Principled Negotiations: Key to Successful CBAs", a concept and practice which he successfully launched in the Philippines. I spoke on "Measurement of Effects of Training Interventions in a Small Scale Company" as a response to my acceptance of the APQO-WLHF Harrington-Ishikawa (H-I) Quality Professional Medal.

3. On October 15-16, 1997, I introduced a half-day forum as an integrating approach to the two-day National Quality Forum of the Philippine Society for Quality Control (PSQC). This was actually a dialogue with the "Outstanding Quality Company of Year" (8 OQCY Awardees from 1988 to 1996) on sharing of their successes, problems, solutions and directions. The extemporaneous nature of the discussions elicited very active audience response and idea interchange with the awardees (I moderated the whole 3-hour session). We obtained very good comments from the audience which had actually started to be bored with the presentations and open forum traditionally used in most conferences locally or internationally. Would this not be a good

## NEWS AND COMMENTS FROM ACADEMICIANS

approach that IAQ can handle in the various conferences that we may be attending?

4. On November 23-26, 1997, I will be in Singapore as a Speaker in the 6th ASEAN Food Congress to talk on "Measurement of Filipino Attitudes and Preferences for EGGS (a component of a global survey)"!

Now, I know I have to face the IAQ Project entitled "Developing Nations and Quality" for which I volunteered as a leader. Since I am now in Malaysia (to relax as my husband insists), I will have more time to think about this. By next mail, I should be sending you a proposal.

My best regards and I hope you have the time to read this crash report.

Sincerely yours, May M. Gatchalian

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Acn. **Ed Fuchs** writes:

At present, I am in the process of relocating from my two homes in the Northeast United States to Chapel Hill, North Carolina. Chapel Hill is a university town, the home of University of North Carolina, next door to Duke University and 20 minutes from North Carolina State U. and Wake-Forest. I am building a home adjacent to the UNC campus. The building will take about a year. Until the house is completed, I have leased a condominium, which will serve as a warehouse stuffed with furniture and belongings, and a place to eat and sleep.

As a final postscript, if any Academician ever has an uncontrollable urge to buy a condo in Manhattan, speak to me first. While the convenience to the worlds of finance, enterprise and culture are undeniable, the bizarre, Byzantine buying and selling complications and red-tape are mind-boggling.

To all e-Academicians (Acns. on e-mail), I wish you a very merry Christmas and a healthy and happy on-line New Year.

Best regards to all, Ed Fuchs

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Acn. **Barrie Dale** writes:

In September I spent three days in Jordan with the Royal Scientific Society of Jordan helping them develop plans for improving the level of quality awareness in the Kingdom.

My Engineering and Physical Sciences Research Council project 'TQM in the Management of Design / New Product Development' has now been completed. It received a scientific and / or technological merit rating of 4 alpha (very significant contribution to the field) on a scale of gamma (objectives largely not achieved) to 5 alpha (highly significant contribution to the field).

The third meeting of the Trafford Park 'Solutions Forum' was held on 1st October. The group working on the theme 'to identify barriers and drivers to building mutually influencing relationships with senior managers and thus identify a selection of ways to progress' are coming up with some very interesting views and ideas. They have identified a series of barriers, structures and matrices together with a set of learning points.

My book *Managing Quality and Human Resources: A Guide to Continuous Improvement* was published in October by Blackwell Business.

This quarter has seen me examine three Ph.D.s in the field of TQM at Cranfield University, University of Newcastle-upon-Tyne and University of Plymouth. I have also examined five Master's Theses on Quality Management

## NEWS AND COMMENTS FROM ACADEMICIANS

at the University of Limerick, where I am joint examiner with Professor Tom Lee of MIT, for their Master's course in Quality Management.

Barrie G. Dale, United Utilities Professor of Quality Management Manchester School of Management, UMIST, Manchester, M60 1QD

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Acn. **Tito Conti** writes to President **Bertin**:

I am sorry for this late reply to your e-mail of 19 October. I have been in the hospital until yesterday for a bad accident (I fell down more than 4 meters and I broke my right shoulder and badly hit my head and other parts of the body). I still have problems in writing, even on the computer. All that happened while I was preparing for the triennial Congress of the Italian Association for Quality (of which I am now the President) which is due next November, during the European Quality Week. You can imagine in what a desperate situation I am now. (Some IAQ business omitted).

Best regards to you and Alicia from Paola and myself, Tito

President **Marcos Bertin** writes:

Dear IAQ Colleagues:

We all wish our dear friend **Tito** a prompt recovery.

Best regards, Marcos

\*\*\*\*\*

Acn. **Tito Conti** writes to all Academicians:

I was in China, from 8 to 10 September, attending the International Conference "Quality Management and Economic Development", organized by Acn. **Jen Dahlgaard** and attended also by Acns. **Y. Kondo** and **G. Kanji**. The title of my presentation was "Evolving from Quality Assurance to Competitive Quality: the Role of Quality Awards and Self-Assessment." After the Conference, most of the Western speakers

lectured at a three-day seminar for top managers of the Aeronautics Industry.

In November, I was very much involved (despite my precarious physical situation, due to the unfortunate accident I incurred in October) in the triennial Conference of the Italian Association for Quality and the many events taking place during the European Quality Week (which in fact cover the whole month of November). The Conference was very successful. The main event was the opening plenary session, with the participation of the President of the Italian Industrialists Confederation and a roundtable on public services in front of the competitive challenge (a very important topic in Europe today, due to privatization and liberalization of public services imposed by the European Union).

All the best. Yours sincerely, Tito

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Acn. **Alain-Michel Chauvel** writes:

I just received *Contact* Newsletter No 68 tonight, when I came back home from my office. I am spending more of my time travelling world-wide to promote "Quality and Safety at Sea". So, when I came back home sometimes, I just want to relax and forget about my mail. Tonight, it was not the case. So, I decided to send to your attention some information about my activities. I hope to contribute more regularly to the *IAQ Contact* Newsletter.

Conferences:

- May 1997 - Bureau Veritas - Antwerp, Belgium, "An Integrated Approach to Safety for the Shipping Industry"
- May 1997 - Risque et management - Tunis, Tunisia, "Sécurité en mer: Le Code ISM"
- June 1997 - Risque et management - Paris, France, "Sécurité en mer: Le Code ISM"



**NEWS AND COMMENTS FROM ACADEMICIANS**

- June 1997 - Librairie du Furet du Nord - Lille, France, "Debate on Problem Solving"
- June 1997 - Norshipping '97 - Oslo, Norway, "Quality & Safety at Sea"
- June 1997 - EOQ '97 - Trondheim, Norway, "The Next Step to TQM"
- July 1997 - London, UK - IIR - The Nautical Institute, "Moving Forward from Mindset of 'Conformance' to a Focus on 'Performance'"
- July 1997 - Ministry of Defense - Paris, France, "Psychological Aspects During an Audit"
- Sept 1997 - World Maritime University - Malmo, Sweden, "Integration of the Human Element in Safety and Quality System"
- Sept 1997 - SYSQUAL - QUALITECH 97 - Paris, France, "L'après TQM"
- Sept 1997 - LLP - INMARSAT - Athens, Greece, "The Role of Information Technology" and "What is ISM Code and Up-date on ISM Compliance"

Sincerely Yours, Chauvel

(Editor's Note! See pages 4 and 5 for notice of Alain-Michel's recent award and new book.)  
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President **Marcos Bertin** writes:

I attended in October two Conferences. The first one in Chile organized by ASCAL (Chilean Association for Quality) followed by a Conference in Cordoba (Argentina) organized by the Business Foundation For Excellence, a local organization with which FUNDECE has close ties. Cordoba is a major city in the interior of Argentina with many industries, particularly in the automobile segment. Fiat and Volkswagen have there major plants as well as many suppliers of auto parts.

Cordoba has also a few major universities. It is considered the Barcelona of Argentina. In both Conferences I was asked to talk about the

situation of Quality in South America and the future of Quality both in this area and in the world. I had the opportunity to visit one of their best Universities, "Siglo 21," and participate in a classroom full of graduate students, where we discussed National Quality Awards and how to apply the criteria in small businesses.

The IAQ was, of course, presented in the three events. We were supposed to have **Jim Harrington** in Chile and visiting Argentina on his way back to the USA. Unfortunately, Jim was not able to come due to an unexpected pneumonia. We missed him !!! Fortunately, he is now well recovered.

Please receive my kindest regards, Marcos  
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Acn. **Gabor Aschner** writes:

All the best to you and to your entire family for the coming year. Please open the (e-mailed file) enclosure.

Gabor  
\*\*\*\*\*

Acn. **Masashi Asao** writes:

Thank you for your e-mail on 9 Nov. 97, letting me know you were getting ready for the next issue of *Contact*.

I wonder if you already knew that the "Deming Prize (individual)" of this year was awarded to Acn. Prof. **Noriaki Kano**, and the an award-giving ceremony was held on 17 November 97 at Keidanren Hall, Tokyo.

I hope your travel to Saudi Arabia end safely and your effort to edit the next issue of *Contact* goes well.

Best regards, Masashi Asao  
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**ACN. YOSSI BESTER SUMMARIZES THREE YEARS' MAJOR INT'L CONFERENCES:**

<i>DATE</i>	<i>PLACE</i>	<i>CONFERENCE AND THEME</i>	<i>IAQ ACTIVITY</i>
12-13 Feb 98	St. Gallen University, Switzerland	The Annual Executive Forum of the University of St. Gallen in conjunction with EFQM, EOQ & SAG, "World Class Quality"	IAQ speakers are invited to recognize the retirement of Acn. <b>H. Dieter Seghezzi</b> ; Contact Prof. Roman Bontellier, Phone: 41-71 228 2430 / 41-71 228 2455; <b>A. Aune, A.M. Chauvel, B.G. Dale, K. Sasaoka, H.D. Seghezzi, P.Å. Sörensson</b>
2-3 April 98	Stockholm, Sweden	EOQ 98 Forum "Customer Satisfaction Index"	Contact Acn. <b>T. Conti; L. Sandholm, O. Hartz</b>
April 1998	Ostrava, Czech Republic	"Quality 1998"	Contact Acn. <b>A.H. Žaludová</b>
4-6 May 98	Philadelphia, PA, USA	52 <sup>nd</sup> Annual Quality Congress, ASQ	IAQ Stream; <b>Y. Bester (Manager), D. Luther (Moderator), A. Fuchs, Y. Kondo, W. Kuo</b>
29 June-1 July 98	Sheffield, England	3 <sup>rd</sup> World Congress for Total Quality Management, "Business Excellence Through Quality Culture"	Contact Acn. <b>Gopal K. Kanji</b>
2-5 Aug 98	Sydney, Australia	The 4 <sup>th</sup> International QFD Symposium	Contact: Acn. <b>Yoji Akao</b>
15-16 Sept 98	Seoul, Korea	The 6 <sup>th</sup> Conference of the Asia Pacific Quality Organization	Contact Secretariat of 6 <sup>th</sup> APQO Conference, Phone 82-2-369-8171
21-23 Oct 98	Paris, France	Joint EFQM - EOQ - MFQ "European Quality Convention '98"	Contact: Acn. <b>Tito Conti; A. Aune, A.M. Chauvel, T. Conti, B.G. Dale, D.V. Iliescu, H.D. Seghezzi, A. Silva Mendes</b>
2-5 Aug 98	Sydney, Australia	The 4 <sup>th</sup> Annual International QFD Symposium	Contact Acn. <b>Y. Akao</b>
18-20 Nov 98	Jerusalem, Israel	The 12 <sup>th</sup> International Quality Conference of the ISQ	IAQ Session, Contact Acn. <b>Yossi Bester</b> , Fax: 972-4-834 0494
November 98	Germany	Biannual Conference of the German Society for Quality (DGO)	IAQ Session expected; Contact: Mr. Willi Fuchs, Mr. Horst Fuhr; <b>P.Å. Sörensson</b>
November 98	Prague, Czech Republic	European Quality Week	Contact Acn. <b>A.H. Žaludová</b>
April 99	Ostrava, Czech Republic	"Quality 1999"	Contact Acn. <b>A.H. Žaludová</b>
24-26 May 99	Anaheim, CA, USA	53 <sup>rd</sup> Annual Quality Congress, ASQ	IAQ Stream; <b>A. Aune, Y. Bester, A.M. Chauvel, T. Conti, A. Harada, A. Silva Mendes</b>
June 99	Spain	43 <sup>rd</sup> EQC Annual Congress	IAQ Stream; Contact: Acn. <b>Tito</b>

**ACN. YOSSI BESTER SUMMARIZES THREE YEARS' MAJOR INT'L CONFERENCES:**

			<b>Conti; C.F. Brendon, T. Conti, B.G. Dale, D.V. Iliescu</b>
November 99	Prague, Czech Republic	European Quality Week	Contact Acn. A.H. Žaludová
April 00	Ostrava, Czech Republic	"Quality 2000"	Contact Acn. A.H. Žaludová
8-10 May 00	Indianapolis, IN, USA	54 <sup>th</sup> Annual Quality Congress, ASQ	IAQ Stream; Y. Bester, C.F. Brendon, T. Conti
June 00	Budapest, Hungary	44 <sup>th</sup> EOQ Annual Congress	IAQ Stream; Contact: Acn. Tito Conti; A. Aune, Y. Bester, C.F. Brendon, A.M. Chauvel, T. Conti, B.G. Dale, D.V. Iliescu, A. Silva Mendes, H.D. Seghezzi, P.Å. Sörensson
November 00	Jerusalem, Israel	The 13 <sup>th</sup> International Quality Conference of the ISQ	IAQ Session, Contact Acn. Yossi Bester, Fax: 972-4-834 0494
November 2000	Prague, Czech Republic	European Quality Week	Contact Acn. A.H. Žaludová

**SPECIAL NOTES ON UPCOMING CONFERENCES**

**ASQ Annual Quality Congress - from Acns. Marcos Bertin, Yossi Bester, and Dave Luther:**

The IAQ Board Meeting and General meeting are scheduled for Tuesday, 5 May 1998. The Board and Executive will meet from 0800 to 1030, and the general meeting will take place from 1030 to 1700 with a break for lunch. The location will be announced. Also, Acns Ed Fuchs, Yoshio Kondo, and Way Kuo will present papers at the special IAQ Session on Wednesday, 6 May 1998 from 0800 to 0930 in Philadelphia. The session is titled: "Global Quality Issues that are Setting the Pace for Today and the Future." Acn. David Luther will moderate, and Acn. Yossi Bester will manage the session.

**APQO 6<sup>th</sup> Conference - from Acn. May Gatchalian:**

Since IAQ has many projects with international implications, is it possible for IAQ members to include in their travels the 6th Asia Pacific Quality Organization (APQO) in Seoul, Korea on September 15-16, 1998? IAQ members (the late Walt Hurd, Jim Harrington, John Hromi, etc., are also APQO members) can sponsor a one-day session (simultaneous with others) and perhaps use this as a forum to discuss international quality directions. We can still arrange with the Korean Standards Association (host of the affair) regarding this matter. Please let me know your opinion; let me hear from you soon.

**European Quality Week - from Acn. Tito Conti**

Since the European Quality Week is something that involves all European countries, a complete program can be obtained only from the EOQ Secretariat. Individual Academicians can only provide information regarding their own countries.



## E-MAIL / COMPUTER CORNER

We now have 44 Academicians with e-mail addresses!! The recent IAQ ADDRESS/PHONE INPUT requested by Ken Case has turned up about six new Academicians on e-mail, plus several with address changes. The new or changed addresses are posted on the e-mail list in **bold**.

Although there have been no IAQ Forum postings since June, there has been some activity, with Academicians joining the Web site. When connected, you can see who else is registered. You can see the current issue of *Contact*. You can even unregister if you have registered multiple times. Our Intranet connection is at:

<http://iaq.asq.org/>

Note!! "c" was dropped from "asqc"

Acns. **Juhani Anttila, Masashi Asao, Gabor Aschner, Asbjørn Aune, \*Marcos Bertin, \*Yossi Bester, \*Ken Case, Robert Cole, \*Tito Conti, \*Barrie Dale, \*Ed Fuchs, May Gatchalian, Blan Godfrey, \*Jim Harrington, Ove Hartz, John Hromi, Way Kuo, Dave Luther, B.K. Pal, \*Lennart Sandholm, \*Enrique Sierra, Madhav Sinha, Ray Wachniak and Samuel Wang** are signed up for the On-Line Forum, while those with a \* in front of their name are also signed up for the Listserve feature.

There continues to be discussion about the possibility of an IAQ

Internet site for viewing by non-IAQ Quality professionals.

Academician	e-mail address (bold is new)
Anttila, Juhani	juhani.anttila@tele.telebox.fi
<b>Asao, Masashi</b>	<b>m-asao@ma.kcom.ne.jp</b>
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## ACADEMICIANS IN PRINT

Following are some of the recent publications by IAQ members:

- White, John A., **Kenneth E. Case**, David B. Pratt, and Marvin H. Agee, *Principles of Engineering Economic Analysis*, 4<sup>th</sup> Edition, John Wiley & Sons, 1998.
- **Alain-Michel Chauvel**, "Liens entre le Code ISM et la Norme ISO 9002," *La revue de l'entreprise*, Mai/Juin 1997, Tunis, Tunisie
- **Alain-Michel Chauvel**, "A l'aube du troisième millénaire," *Qualitique*, N° 90, Jul/Aug 97, France.
- **A.V. Feigenbaum**, "Changing Concepts and Management of Quality Worldwide," *Quality Progress*, Vol. 30, No. 12, December 1997, pp. 45-48.
- **A. Blanton Godfrey**. "The Tough Stuff," in the "Quality Management" column, *Quality Digest*, Vol. 17, No. 9, September 1997, p. 19.
- **A. Blanton Godfrey**. "Statistical Standards and Quality" in the "Quality Management" column, *Quality Digest*, Vol. 17, No. 10, October 1997, p. 21.
- **A. Blanton Godfrey**. "Spiders, Scoreboards and Instrument Panels," in the "Quality Management" column, *Quality Digest*, Vol. 17, No. 11, November 1997, p. 17.
- **Luther, David B.**, "Storytellers, Science, and Continuous Improvement," *Quality Progress*, Vol. 30, No. 11, November 1997, pp. 77-78.
- **Enrique Sierra**, Tech. Note 56: *World Directory 1997* of information sources on standards, technical regulations, certification, eco-labelling and quality management schemes (73 pages, about 800 entries including WTO Enquiry Points under the TBT and SPS Agreements and selected Websites). It can be seen at the ITC Homepage in Internet (<http://www.unicc.org/itc>) or downloaded if necessary.
- **Enrique Sierra**, Tech. Note 57: Technical regulations and other quality requirements in the European Union for fresh fruits and vegetables
- **Enrique Sierra**, Tech. Note 58: International Standards and the World Trade Organization Agreement on Technical Barriers to Trade
- **Enrique Sierra**, Tech. Note 59: List of ITC export quality management and related publications
- **Enrique Sierra**, Tech. Note 60: Technical regulations and other quality requirements in the European Union for processed food
- **Enrique Sierra**, Tech. Note 61: An overview of International Conformity Assessment Systems

## YOUR INPUT IS WANTED!

The most requested items in *Contact* are (1) information on what other Academicians are doing, and (2) pictures of Academicians and spouses. We sometimes think the things we do are routine, while others find them fascinating. So, please put together a note for *Contact* and write, fax, or e-mail your input to Ken Case: Also, if you go to a conference, take a few pictures and send copies to Ken.

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# CONTACT

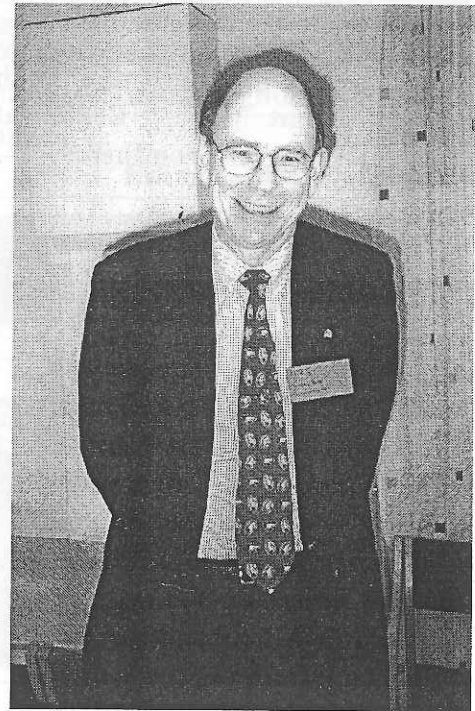
A Newsletter of the International Academy for Quality

## Acn. Aune Honored at EOQ '97

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Acn. Asbjørn Aune became only the fifth Honorary Member of the Norwegian Society for Quality during the Opening Ceremony of the EOQ '97, held 16-20 June 1997 in Trondheim, Norway. Asbjørn was Programme Coordinator of the EOQ's 41<sup>st</sup> Congress and was VERY visible and VERY busy at the Congress.



Of the five Honorary Members, only two are living today. Asbjørn will be the last Honorary Member, because the society has merged with another association and the new name is the Norwegian Association for Quality and Leadership.

This recognition came as a total surprise to Acn. Aune, but it was no surprise at all to those who know of his work in the society. Asbjørn became a member of the Norwegian Society for Quality in the late 1960s and was one of the founding fathers of the Nordenfjeldske branch at approximately the same time. He has been a representative of NFK in the EOQ since 1977, and suggested formation of the Norwegian Quality Prize in 1973. He was the founding father of the Society's Chapter for Quality Circles in 1982, introduced the Norwegian Quality Circle Award in 1986, and suggested regional Quality awards 4 years ago. Asbjørn has been a board member both at the national and local level for several years, and was recipient of the society's personal mark of honor in 1980.



## IAQ MEETING AT EOQ '97 IN TRONDHEIM, NORWAY



Acn. Tito Conti, Chairman Yoshio Kondo, and President Marcos Bertin at the IAQ Board Meeting in Trondheim



(L to R) Acns. Dan Victor Ilescu, Agnes Žaludová (hidden), Walter Masing, Viktor Seitschek, António de Almeida Júnior, Bill Golomski, António Silva Mendes, and Blan Godfrey.



(L to R) Acns. Barrie Dale, Tito Conti, Yoshio Kondo, Jens Dahlgard (hidden), Chris Brendon, Marcos Bertin, Kerstin Jönson, John Hromi, and Juhani Anttila

\*\*\*\*\*  
Acn. Kerstin Jönson prepared the minutes of the IAQ General Meeting held on 19 June 1997. Yossi Bester has distributed them to all Academicians, so the following pages of *Contact* will attempt to revisit only a few of the items discussed.

The meeting was preceded by small breakout groups planning, discussing, and reporting on several IAQ Projects. Then, new Academicians

Not shown in these pictures are IAQ meeting attendees: Asbjørn Aune, Ken Case (taking pictures), Ove Hartz, Hans Dieter Seghezzi (speaking to group), Shoichi Shimizu, Per Åke Sörensson. Others attending the EOQ '97 Congress include Alain-Michel Chauvel, Lennart Sandholm and Kenzo Sasaoka.

\*\*\*\*\*  
Chris Brendon, Barrie G. Dale, and António Silva Mendes made excellent introductory presentations. The IAQ General Meeting followed with:

- Call to order by **Chairman Kondo**.
- Report from **President Bertin** on meetings held in Argentina, Brazil, the Bahamas, and the USA.
- Presentation of IAQ Communications Policy by Acn. **Ken Case**.
- Vice President Reports by Acns. **Tito Conti**, **Bill Golomski**, and **Marcos Bertin** filling in for Acn. **Yossi Bester**.
- *The Best on Quality* Report by Acn. **John Hromi**.
- Closing of the meeting.

## IAQ PROJECT OVERVIEW

One of the responsibilities (and benefits) of IAQ membership is defining, implementing, sponsoring and / or participating in IAQ projects. At the IAQ meeting in Trondheim in June 1997, Acn. **Tito Conti** was able to lead the group to final conclusions on the set of "IAQ Projects in Relation to the 1997-99 IAQ Plan."

Tito Conti's letter of 11 July 1997 to all Academicians presented the complete list of projects, leaders, participants, and guidelines for conducting the projects. The projects, project leaders, and number of Academicians participating are listed below:

#	Project Title	Project Leader	Acns.
1	Integrating quality management into business management	<b>Dieter Seghezzi</b>	12
2	Standardization vs. differentiation in TQM concepts / systems		9
3	Business strategies and TQM / Strategic planning	<b>Bill Golomski</b>	5
4	TQM in education	<b>Way Kuo</b>	10
5	Developing nations and quality	<b>Miflora Gatchalian</b>	8
6	Ethics in quality	<b>Ray Wachniak</b>	6
7	Quality profession in years 2000	<b>Dave Luther</b>	7
8	TQM models / Business models for improvement	<b>Tito Conti</b>	5
9	Customer satisfaction best methods	<b>Noriaki Kano</b>	4
10	Motivation: State of the art	<b>Yoshio Kondo</b>	2
11	Quality and value management + Value engineering and re-engineering	<b>Jim Harrington</b>	4
12	Business innovation through TQM	<b>Ed Fuchs</b>	3
13	Unions and quality (Drop for time being)	N/A	N/A
14	Transferability of TQM (Drop for time being)	N/A	N/A
15	Quality in healthcare	<b>Blanton Godfrey</b>	3
16	Quality management systems (New plan needed)	<b>Ove Hartz</b>	6
17	Managing business risks and determining process design / controls within internet / intranet business environments (proposed by Chris Brendon) (Promote membership)	<b>Chris Brendon</b>	1
18	Managing and facilitating continuous improvement in a regulated supply situation (proposed by Barrie Dale) (Promote membership)	<b>Barrie Dale</b>	1
19	Awards	<b>Agnes Žaludová</b>	9

Project Leaders and their team have full responsibility for their projects. They should start without delay, preparing a plan with goals, milestones, expected outputs, and responsibilities of members of the team. Academicians who are not on a team, or those on a heavily populated team, should consider volunteering for a team currently having only 1-3 Academicians.

Project Leaders should report twice per year to the Board on activities, results, participation, roadblocks, or new opportunities. **These reports should also go to Acn. Ken Case so a summary may be provided through Contact.**

## REPORT ON PROJECT #19 - "AWARDS" BY AGNES ŽALUDOVÁ



Acn. Agnes Žaludová, Project Leader on the "Awards" project, prepared the following report after a meeting of the project team in Trondheim. Present at the meeting were Acns. Agnes Žaludová, António de Almeida Júnior, Ken Case, Tito Conti, John Hromi, and António Silva Mendes.

### Report on discussion of IAQ Awards, Trondheim, 19 June 1997

On the basis of the assignment made in Yokohama, "Reassessment of the IAQ Award," Agnes Žaludová had prepared a short report with Annexes on the history of the existing IAQ Award which came into operation in 1990. There are three categories of the award, two for published papers (one technical, one managerial) and one for quality achievements over the past two years. A judging procedure exists; details are in the hands of the Office-bearers of the Academy and at the Secretariat.

The Rules of Procedure of IAQ make a short reference to the IAQ Award in Clause 5.4. Over the past six years, several awards have been made. The Award has not, however, played a prominent part in the activities of the IAQ.

At Trondheim, the Project Team reconsidered the IAQ Award in the light of recent developments of Quality Awards in different parts of the world. Regional awards like the Deming Award in Japan, the Malcolm Baldrige National Quality Award in the USA and the European Quality Award in Europe, which are granted yearly to companies, have a distinct economic objective - to stimulate and enhance the economic potential and competitiveness of the individual regions on world markets.

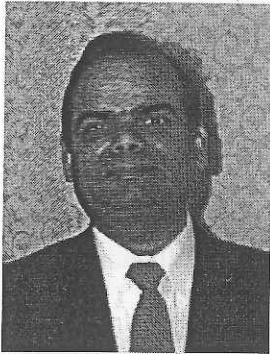
The Project Team agreed that the IAQ Award should have a wider context than only academic or business excellence. In agreement with the Vision, Mission, and New Strategy of the IAQ, it should be granted to a person who has made major contributions to QM theory and practice with significant impact on social values and progress, for the benefit of people and the enhancement of the quality of life.

Further views of Academicians on the aim and the concept of the IAQ Award are invited through the medium of *Contact*.

Reported by A. H. Žaludová, submitted to Tito Conti; Prague, 30 June 1997.



**THE BEST ON QUALITY, VOLUME 9 - FINAL CALL FOR PAPERS!**



Acn. **Madhav Sinha**, Editor of *The Best on Quality*, has issued a Final Call for Papers for the forthcoming Volume 9 issue. It will feature articles with a "future of TQM" theme in mind, focusing on the 26 topics shown below. The deadline is October 1, 1997 for full consideration, so if you are contemplating a paper, you need to communicate with Madhav immediately.

Acn. Madhav Sinha's address, etc.. are: Editor, *The Best on Quality*, 71 Lafayette Bay, Manitoba, Canada R3T 3J9. Phone: [O] (204) 945-3380, [H] (204) 275-3322; Fax: [O] (204) 948-2309, [H] (204) 261-6606; e-mail [O] [msinha@labour.gov.mb.ca](mailto:msinha@labour.gov.mb.ca), [H] [mnsinha@mb.sympatico.ca](mailto:mnsinha@mb.sympatico.ca)

Topics Suggested by Academicians
Benchmarking methods and their use
Value engineering and reengineering
Customer satisfaction - best methods
Motivation-the state of the art
Integrating quality management into business management
Quality and value measurement
Developing nations and quality
Management of creativity and innovation
Unions and quality
Quality models
Standardization vs. differentiation in TQM - concepts and systems
Case studies of world class companies' experiences
Transferability of TQM among industries

Topics Suggested by Academicians, Cont'd
The quality professional in 2000
New product development
Strategic issues in quality
Business strategies and TQM
Business innovation through TQM
TQM in the public sector
TQM in education
Ethics in quality
Achieving superior quality in developing countries
Health care
Cost efficient quality practices
TQM in developing countries
Implications for QM in a high unemployment environment

**THE BEST ON QUALITY, VOLUME 8 - NOW AVAILABLE!**



Acn. **John Hromi**, Editor of *The Best on Quality*, Volume 8, reports that our newest addition is now available. Divided into five sections, this is an excellent book for those working in or learning about the quality field.

Focus in each of the five sections includes (I) quality system standards, (II) quality systems in small and medium sized companies, (III) healthcare quality, (IV)

environmental quality, and (V) integrated management systems.

Volume 8 is another excellent addition to our series and contains papers from Acns. **Antonio de Almeida Junior**, **Norman T. Burgess**, **Alain-Michel Chauvel** (2 papers), **Tito Conti**, **A.V. Feigenbaum**, **Edward Fuchs**, **Miflora M. Gatchalian**, **A. Blanton Godfrey**, **William A. Golomski**, **Ove Hartz**, **John D. Hromi**, **Ann Hurd** and **W.L. Hurd, Jr.** **David B. Luther**, **Walter Masing**, **Kenzo Sasaoka**, **Enrique Sierra**, **Kenneth S. Stephens**, and **Agnes H. Žaludová**.

## NEWS AND COMMENTS FROM ACADEMICIANS

In (almost) alphabetical order:

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Acn. **Gabor Aschner** writes to **Ed Fuchs**:

Dear Ed - I am convinced that it was an excellent idea to create a homepage for the IAQ and to put *Contact* on this site. Thank you and all who participated in this project for all the work that has been done. Congratulations on the result.

Regards, Gabor

\*\*\*\*\*

Acn. **Yossi Bester** writes to **Ed Fuchs**:

Dear Ed - It is hard to believe how fast we implemented the new IAQ Network through the Internet, having our own Intranet now. I enjoy very much to reading the new *Contact* on my computer. Now we must convince all Academicians to have this option as well. **Dave (Luther)**, **Ken (Case)**, and yourself really deserve our sincere appreciation for the efforts which were invested in this project. Well done!

Best regards, Yossi

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Acn. **Yossi Bester** also writes to **Ken Case**:

Hi Ken - Thank you for the latest *Contact* which was well received in both configurations - hard copy and through the WWW. Very well done!

How was the conference in Norway? I saw on the TV that they celebrated their 1000 year anniversary at the same time as the Congress.

Best regards, Yossi

\*\*\*\*\*

Acn. **Barrie Dale** writes:

Dear Ken - I enjoyed our meeting, albeit brief, at EOQ '97. The following are some of my activities undertaken in the second quarter of 1997 for inclusion in *Contact*.

A Conference, of which I was joint organizer, was held on 16 April 1997 by Cranfield University, University of Hull and UMIST to

feedback to their industrial collaborators the major findings of two Engineering and Physical Sciences Research Council funded projects. The Conference delegates were also given a pre-publication edition of a new handbook - 'Effective Uses of Tools and Techniques in New Product Development', produced by the three Universities. The UMIST and Cranfield University research teams have focused on the management and process issues of new product development (NPD). Generic models of the influences on NPD management and of the NPD process have been developed, along with a self-assessment method. The University of Hull team have examined the more detailed aspects of engineering design and design for quality. Their work has centered on the use of tools and techniques, including the development of an entirely new technique, Conformability Analysis. This assesses the capability of components and assemblies during the design stage and forecasts the associated failure costs in production and service.

A two day research meeting was held at UMIST on 12-13 May 1997 between the UMIST and Mondragon Eskola Politeknikoa (Spain) researchers. The purpose of the meeting was to review the research project 'The Application of Continuous Improvement Principles in Higher Education'. Guidelines, including a Model, have been developed showing how the ISO 9000 Series can be applied to Higher Education. In addition, the criterion and areas to address of the EFQM Model for Business Excellence have been customized to better suit the University sector. The next step of the project will include testing these two Models in Germany, the University of Kaiserslautern has agreed to be the academic collaborator.

NEWS AND COMMENTS FROM ACADEMICIANS

The second meeting of the 'Solutions Forum' was held on 10 June 1997 and chaired by myself. The group working on the project 'Link between the EFQM Model and the Business Plan' had made most progress. They presented a useful document 'Business Excellence Model and Business Planning Guidelines'.

I have produced an editorial on the role and activities of the IAQ for the *International Journal of Quality and Reliability Management*, of which I am co-editor.

Yours sincerely, Barrie Dale

\*\*\*\*\*

(Editor's Note! This partial letter from Acn. **Noriaki Kano** comes from his own personal annual newsletter. You need to read this before you read **Ed Fuchs'** response to Noriaki.)

Last August I had to go to Mount Rushmore in South Dakota to attend at a meeting. Something unbelievable happened at a rent-a-car shop near the airport. I drove a rent-a-car from the airport and dropped in on a restaurant for supper. After supper I returned to the car to drive again. However, I could not open the door in spite of the fact that I had driven the same car to the restaurant. Mr. Ron Moen, a fellow passenger, made a 30-minute-long call to Hertz and found finally that I had driven the wrong car from the rent-a-car shop. If so, how could I get the engine started? Hertz explained that it was because of the similarity of key shapes of the two cars that happened to be parked side by side at the shop. However, the similarity was not valid for the key hole of the door. As a consequence, I received the key for the wrong one in order to take out our baggage. Then, I had to go back by taxi to the rent-a-car shop near the airport to drive the right one. I arrived at a hotel, where the meeting was to be held, well after midnight. Well, why did I have to have such a bitter experience? While I

reserved a sedan, Hertz could only rent a 4-wheel Drive Recreational Vehicle. I was not informed of the change in model from a sedan to an RV at the Hertz counter in the airport. At the shop I saw the post number and went to the post where a sedan and an RV happened to be parked side by side. Unaware of the change, I got into the sedan, started the engine and drove out of the airport without any doubt. You may be curious about that fact that a sedan was parked there which Hertz said was not available. Hertz explained that the sedan was returned due to engine trouble a few hours earlier and was parked there after cleaning before it was to be taken for inspection the next day. One consolation in my bitter experience was that I had no engine problem while I was driving. Upon my return to Japan I asked one of the Japanese car manufacturers the probability of coinciding key shapes for two cars of the company. The company answered the probability would be somewhere between 1 in several 10,000 and 1 in several 100,000. The probability of my case, a key with similar shape being valid for another car, should be higher simply because the similarity may cause it. I learned that the probability of such a coincidence is higher than that of winning the lottery.

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(Editor's Note! Read **Noriaki Kano's** note, above, before reading this one from **Ed Fuchs** to Noriaki.)

Dear Noriaki - Thank you very much for sending me the English translation of the Kano Old Boys & Old Girls Club Newsletter. It made for very enjoyable reading. I am very impressed by your travel schedule on top of your incredibly busy teaching and writing schedule. I made twelve international trips in one year once in my life and it almost killed me. And half of those trips were to Europe,



## NEWS AND COMMENTS FROM ACADEMICIANS

which is a relatively easy trip from the New York area.

I am equally impressed with your record of having visited all 50 of the US states. I am 62 years old and still have not done so. I have traveled and toured all over the world, where business took me, but left some of the 50 states for last - North and South Dakota, Montana, Wyoming and Idaho.

Spent much of the past year since I retired relocating. I had to sell a condo in Manhattan, NYC, which is done, and to sell my home on the ocean in New Jersey, which I am about to complete. It took so long to do so because I had to sell the house three times! The first two times, the buyer ran into difficulties completing the purchase. It is very difficult to sell a house in the US, because at all times the house must be kept picture-perfect, and must look un-lived-in. I am moving in August temporarily to a condo in Chapel Hill, North Carolina, and I am building a house there. Perhaps you visited Chapel Hill during your tours of US. It is a university town, the home of University of North Carolina, and next door to Durham, the home of Duke University. It is 15 minutes from Research Triangle Park, where many American and Japanese companies have research facilities.

I am sorry that you and your wife were not able to spend some time talking to my wife (Bonnie) last October at ICQ. At the time, she was recovering from an operation to repair a shattered wrist and she was in great pain all during the trip to Yokohama. The reason I would have liked your wife to have met her is that my wife is an art historian, and one of her specialties is Japanese decorative arts. My wife watches Japanese television programs every evening. To me they appear to be period soap operas. One of them, which seems to go on

forever, is about a Shogun whose name was Hideoshi, I think.

Here is a car story that is somewhat similar to yours, in that it is a highly improbable event. A friend of mine went to the theater in Manhattan several years ago, driving into the city by car. He was extremely fortunate to find a parking spot on the street, and left his car there, a white Ford. However, the car was parked in the spot longer than is allowed by the traffic laws, and it was towed away by the police while my friend was in the theater. A few minutes after it was towed away, an identical white Ford parked in the spot! When my friend came out of the theater, his key didn't work. He spent hours on the telephone with the traffic association and with Ford, trying to straighten out the problem. While he was in a telephone booth, the owner came and drove the white Ford away. When my friend came out of the booth and found the car missing, he called the police and reported that the car had just been stolen. Only then did he discover that it had been towed away hours ago.

It appears from part 4.4 of your letter that your new book addresses a topic that is the focus of the Project that I have agreed to lead for IAQ. This is Project 12 on **Tito Conti's** spread sheet, entitled "Business Innovation Through TQM." Therefore, I invite you to become a member of the Project team. **Kondo-san** has volunteered to participate, and I also have invited Tito Conti himself to be a member of the team.

Yours truly, Ed Fuchs

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Acn. **Ed Fuchs** writes (Editor's Note! Ken Case had written to Ed Fuchs upon returning from a GREAT trip to the EOQ '97 meeting, having commented on visiting Lennart Sandholm in Stockholm, driving up to the Arctic Circle, attending an excellent EOQ '97 and IAQ meeting, and experiencing computer

## NEWS AND COMMENTS FROM ACADEMICIANS

problems when trying to send e-mail or connect to the internet.):

Ken - Welcome back. Driving over 3500 km is awesome. I visited the Arctic circle on a submarine during the Korean War. Saw the sun come up; remind me to tell you about that sometime.

If the Scandinavian hotels have digital PBXs, then your modem connection is useless unless there is a data port, even with a hotwire kit. I've had that trouble in the US as well. One way to beat it is to have a duplex jack and to make the call from the telephone and then switch to the modem when you hear the tone from the other end. But many European hotel telephones are hard-wired.

Home problems never cease. We discovered that our buyer is counting on a court award in a lawsuit judgment for the substantial amount of cash that he has contracted to apply to the purchase of our home. And, the adversary in the lawsuit has already obtained several postponements of court appearance, so there is no telling when the judgment will be heard. So, while we have an enforceable contract, we have put the house back on the market! At the Chapel Hill end, the only remaining issue we are addressing is getting the water company to run the water line and put in a water meter. Since the line passes through a "resource conservation district" piece of land, that turns out to be more complicated than it appears at first glance. I hope that we can begin the construction work in October, so that we have the footings, foundation, basement and framing done before it gets cold, which is not until December. We have leased a 3 - bedroom condo in Chapel Hill for occupancy in mid-August and will begin to move into it anyway. We sold our condo in Manhattan, which we had leased for the past 3 years furnished, so we will

move the furniture from the NY condo into the CH condo as a backup, if we are not ready to close on this place and move out of it by then. Sorry you asked, right?

On the IAQ front, I am Project Team leader for the "Business Innovation Through TQM" project. Are you interested in this topic and, if so, would you like to participate as a Team member? If you will consider it, I can e-mail you a draft of the Project Plan.

Best regards, Ed

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**Jim Harrington** wrote to Ken Case and sent along his conference schedule for the remainder of 1997. It includes meetings, conferences, and talks during September at "Indian Merchants Chamber Quality Seminars" in Mumbai, Ahmedabad, Indore, and Goa; "Measuring and Improving Return on Quality Conference" in Chicago; and "ISO 9000 Seminar" in Guadalajara. October has "7<sup>th</sup> Mexican Asian Pacific Total Quality Seminar" in Guadalajara; "International Congress on Integral Quality" in Santiago; and "European Quality Week" in Hungary. November includes the "6<sup>th</sup> National Quality Congress of Turkey".

(Editor's Note! You should have seen Jim's schedule during the first 2/3 of the year!)

\*\*\*\*\*

**Lennart Sandholm** writes:

Dear Ken - Good to see that you will come to Trondheim. Looking forward to meeting you there. Right now I am running a three-week top management seminar on Quality Leadership. There are 31 managers from 20 countries attending. Earlier this spring, we ran a seven-week course on Total Quality Management attended by 26 professionals from 18 countries.

1997 started with a three-week course on Total Quality Management for quality professionals

## NEWS AND COMMENTS FROM ACADEMICIANS

from Central and Eastern Europe. In total, there were 26 participants from Belarus, Estonia, Latvia, Lithuania, Poland, Russia, and Ukraine. The international courses and seminars are very rewarding professionally. Students are dedicated and they give a lot of feedback.

Early in April I went to the USA. This included a meeting with Dr. J.M. Juran and Acn. **Blan Godfrey**. Dr. Juran is very busy writing his memoirs. He has completed the first volume of three. I am sure that this will be very interesting reading for quality professionals.

Best regards, Lennart Sandholm

(Editor's Note! Ken and Lynn Case had a very nice visit with Lennart while in Stockholm in June. More on this in a subsequent issue.)

\*\*\*\*\*

Acn. **Enrique Sierra** writes (Editor's Note! Enrique's e-mail arrived just as Issue 67 of *Contact*, June 1997, was being sent to the ASQC for duplication and mailing.):

Dear Ken: Thank you for your e-mail. Unfortunately, I will not be able to attend the Trondheim IAQ Meeting. However, I still have to explore a last minute possibility which would allow me to go.

I have read with great interest and pleasure your recent *Contacts* which provide a real opportunity of being in contact. I regret not having been able to provide you with news about my activities due to lack of time. However you may be aware of some of my activities through other colleagues' reports, i.e., my articles in the Anniversary publications of **Lennart Sandholm** and ASQC-JUSE-IAQ-EOQ and in the forthcoming *The Best on Quality*, Volume 8.

There are also the joint activities with **Ken Stephens** with regard to developing countries' programs of ITC. As part of this program, in the last year I have been making presentations on quality and standards-related subjects in about 20 different countries in all developing regions, mainly to explain the implications of the World Trade Organization (WTO) Agreements on Technical Barriers to Trade and on the Application of Sanitary and Phytosanitary Measures, and on TQM and ISO 9000, including sub-regional conferences in Pretoria (South Africa) and Harare (Zimbabwe) and national seminars in Vietnam, Malaysia, Jamaica, Nicaragua, Trinidad and Tobago, Tanzania, Zambia, Malawi and the most recent ones in the last two weeks, in Maputo (Mozambique) and Asmara (Eritrea). Other activities in my ITC program have resulted in publications such as two handbooks on the subject of ISO 9000 and technical bulletins covering the environmental management system standards (ISO 14000), eco-labeling and other issues of relevance to developing countries' international trade. **I would be pleased to provide my colleagues in IAQ with copies of these publications (which are available in separate editions in English, French and Spanish).**

I wish you and the other colleagues participating at the Trondheim meeting a complete success. Thank you again, and with my best regards, Enrique Sierra

\*\*\*\*\*

Acn. **Madhav Sinha** writes:

Dear Ken - Perhaps for this issue of *Contact*, I will take a break from the usual reporting of my research and academic activities and write a few lines about my volunteering work of the past few months in one of the worst disastrous events that took place and produced enormous pain on the lives of thousands of citizens in the upper Mid-West region of America and



## NEWS AND COMMENTS FROM ACADEMICIANS

Canada. You may have learned from the news media that: The "Snow Blizzard of the Century" on April 4 to 6, 1997, and when the snow melted in the Spring, its devastating effect on the lives of people living in the Red River Valley region, creating the "Flood of the Century" causing billions of dollars in damages and making thousands of Americans and Canadians homeless.

While Mom and Dad were away attending the Annual Quality congress in Orlando, son Sunil came to Winnipeg from Calgary to help take charge and guard our home from a ravaging 20 foot high and 30 mile wide wall of flood water threatening to enter and destroy everybody's home at the south end of the city. Eventually, the foresight of politicians to deploy a full force of army and military personnel with a complete war-time style of alertness and preparation to build a brand new emergency dike (20 miles long) within 72 hours - along with thousands of volunteers, managed to save the city from a major catastrophe.

Rising to the challenge upon returning from Orlando, I got involved in a fund-raising effort for the other unfortunate citizens and farmers in the province who lost everything they had to the Flood of the Century. My personal goal is to raise \$20,000 within the next few months. I must admit that my previous work experience and several personal contacts that I had during my research work on the applicability of TQM in nonprofit charitable organizations (see, e.g., my recent papers in Vol. 8, 1997, *The Best on Quality*; and in the July '97 Special Issue of *Quality Progress*) - has given me a tremendous boost in my fund raising campaign. Life does have many turns, and once again TQM is touching and helping human lives directly!

I shall be more academic in my next report. Thank you and with best regards. Sincerely yours, Madhav Sinha

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Acn. Samuel Wang writes:

Every nice thing has an end. So it is with my one year sabbatical. I am fixing to leave Chicago for home. Starting 1 August 1997 there is a new position waiting for me at CYCU. I am to take up the job as the Dean for Academic Affairs. I understand that this is not an easy task. Yet, I am ready to take up the challenge, hoping to be able to do something to help improve the learning environment in CYCU.

I am quitting the use of my current email address and resuming the use of my regular account: hswang@cchp01.cycu.edu.tw

Please note that the delivery of mail through Tainet, i.e., the Taiwan Education Network seems to be not very reliable. Sometimes mail simply disappears to nowhere. Please remember to send another duplicate through "cc" copy to hswang@charlie.cns.iit.edu which is my account at IIT. I will open the mail there once a week. For important matters, you can also repeat the same message again a few days later and follow it up. Being involved with my new position, I may unknowingly slip through some of mail as well. Best regards, WHS

\*\*\*\*\*

Acn. Agnes Žaludová writes:

Dear Ken - For your information I am sending herewith my notes from our working group discussion on IAQ Awards in Trondheim. **Tito Conti** has also received these notes for his project coordination work.

Best regards, Agnes Žaludová

## COMMUNICATIONS POLICY APPROVED IN TRONDHEIM

Beginning in May, Acn. Ed Fuchs prepared the first major draft of an IAQ Communications Policy. Acns. Dave Luther, Ken Case, and Marcos Bertin revised the draft over several weeks. On 19 June 1997 the IAQ Communications Policy was accepted by the Board and presented at the IAQ meeting.

### Communications Policy - Approved by IAQ Board June 19, 1997

#### 1. Infrastructure for communications

- Regular postal mail - Currently used by IAQ Administrative Office for minutes, dues notices, new member information, etc., when speed is not important.
- Priority mail - Currently used to transfer original documents and pictures within 1-3 days.
- Telephone - Used occasionally between Academicians for IAQ business.
- Facsimile - Currently used to quickly transfer documents to other Academicians when speed is important and document format needs to be maintained.
- e-mail - Currently used by about 50% of Academicians for a wide variety of correspondence and, to a lesser extent, for file transfers. Those who are "regular" users consider this mode to be highly reliable and very quick.
- WWW Internet - IAQ Web site intended to be accessed by those outside the IAQ. Information put up on this site will be directed toward audiences of interest to the IAQ, even though anyone may be able to access the site.
- WWW Intranet - IAQ Web site currently accessed by those inside the IAQ. Information put up on this site is directed toward the membership of the IAQ. This site currently exists today at <http://iaq.asqc.org/>

#### 2. Vehicles for communications

- Informal communications
- Memos / letters from officers
- Minutes of IAQ meetings - To establish and communicate a record of activities, discussions, resolutions, and voting at IAQ meetings. Meetings of the IAQ membership, IAQ Board, and IAQ Executive Committee will be taken.
- Project reports - To present the outcomes of special project teams.
- The Best on Quality - To disseminate articles of wide interest relevant to a theme selected by the Editor. Common sources of articles are those submitted by Academicians, often based upon current research, introductory speeches, or IAQ project results.
- Contact - To enhance informal communications among Academicians and to communicate information about past and future conferences, IAQ publications, Academician publications and presentations, status of projects, honors and awards, activities, and e-mail developments.
- IAQ membership roster - To be kept complete and current.

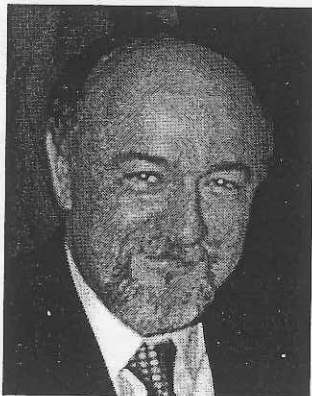
#### 3. Processes for communications

- Communications policy - Prepared and updated annually by the Communications Policy Team appointed by the President, presented for approval to the Board, presented after approval to Acns., reported in minutes, and summarized in *Contact*.

## COMMUNICATIONS POLICY APPROVED IN TRONDHEIM, CONTINUED

- Officer communications - The president, vice-president, and directors will communicate with each other freely and without restraint using the most effective medium. E-mail and / or fax are preferred as the most cost-effective and rapid vehicles.
- The President and Vice-Presidents will communicate with Acns. concerning matters that are within their purview. E-mail and / or fax are preferred as the most cost-effective and rapid vehicles.
- General communications from officers and Acns. requesting information or informing Acns. of procedures and policies will be reviewed by the President prior to initiation, in order to ensure consistency with strategic plans and policies. E-mail and / or fax are preferred as the most cost-effective and rapid vehicles.
- Minutes of IAQ meetings - Prepared after each meeting by Acn. Assigned by Vice President-Conferences, and submitted for approval to President and Vice President-Conferences. A copy will then be forwarded to Acn. Hermann Zeller for translation and then to the Administrative office for the official records. They will then be distributed via regular postal mail by the Vice President-Conferences, and briefly summarized in *Contact*.
- Projects - Project results will be presented by the project team and / or the appropriate vice-president to the Board. The Board will make a recommendation as to the best means of dissemination to the IAQ membership. Brief (approx. 50-100 words) summaries of project progress will be published in *Contact* as provided to the Editor by the project team. These progress summaries may also be posted by the project team to the WWW Intranet IAQ Web site
- Contact - Prepared quarterly by the Editor, distributed by the ASQ using regular postal mail, and posted on the WWW Intranet IAQ Web site by Acn. Ed Fuchs.
- The Best on Quality - Prepared by the Editor with the assistance of representatives of the ASQ. Marketed primarily by the ASQ.

## ACNS. BRENDON, DALE, SILVA MENDES PRESENT INTRODUCTORY SPEECHES



Acn. Chris Brendon



Acn. Barrie Dale

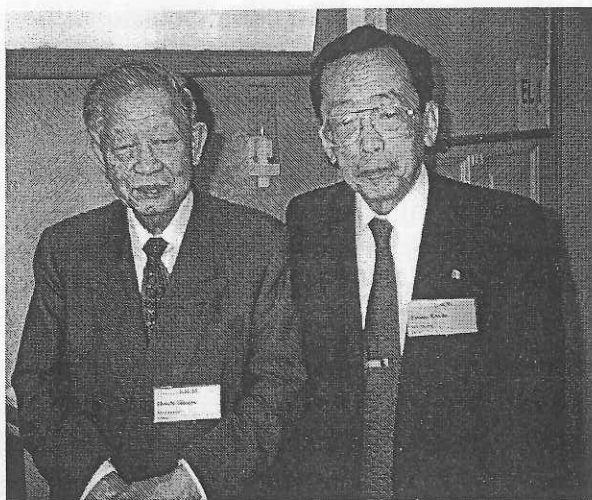


Acn. António Silva Mendes

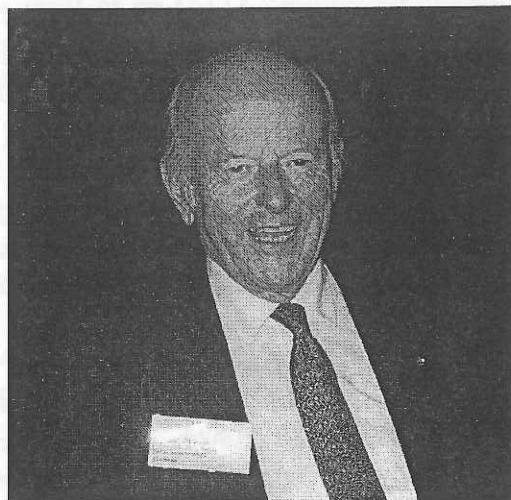
Acns. Chris Brendon, Barrie Dale, and António Silva Mendes presented their introductory speeches at the IAQ meeting in Trondheim on 19 June 1997. Chris spoke on "Managing Business Risks Through Better Process Designs and More Effective Process Controls within Internet/Intranet Business Environments." Barrie's talk was titled "Quality Management Research: Standing the Test of Time", and António's presentation was titled "The Role of Public Administrations in the Quality Field".



IAQ PICTURES FROM EOQ '97 IN TRONDHEIM, NORWAY



**Shoichi Shimizu and Ch. Yoshio Kondo**



**Walter Masing**



**Pres. Marcos Bertin and Viktor Seitschek**



**Juhani Anttila**

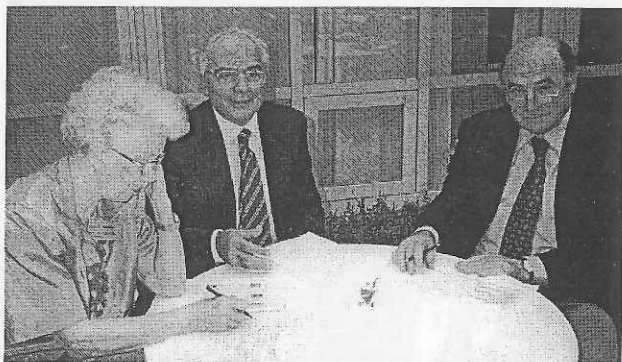


**Agnes Žaludová and Bill Golomski**

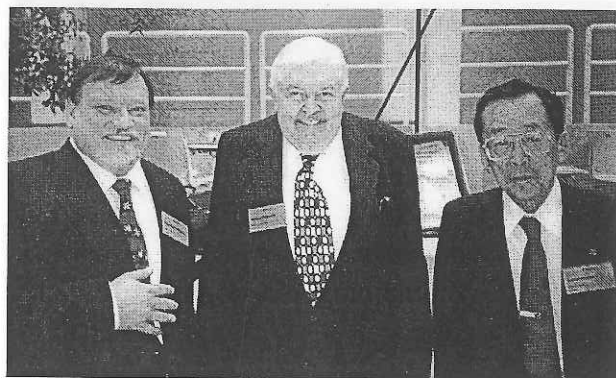


**Kerstin Jönson**

IAQ PICTURES FROM EOQ '97 IN TRONDHEIM, NORWAY



Agnes Žaludová, Tito Conti, and António de Almeida Júnior



Alain-Michel Chauvel, Bill Golomski and Yoshio Kondo



Dan Victor Iliescu and John Hromi



Jens Dahlgaard



Toshiko and Kenzo Sasaoka



Barrie Dale



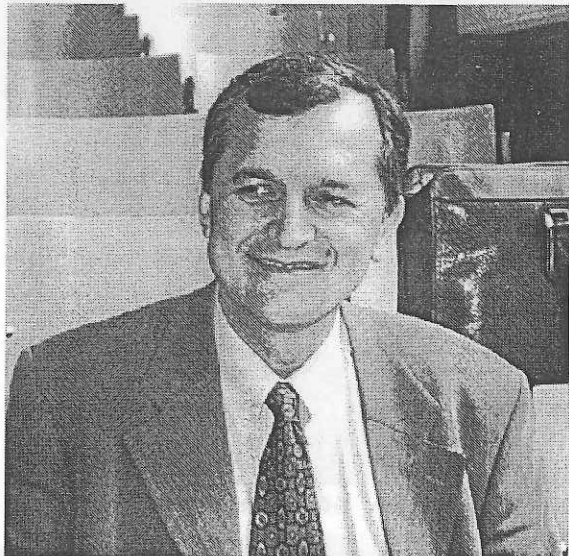
IAQ PICTURES FROM EOQ '97 IN TRONDHEIM, NORWAY



**Blan Godfrey and May Kristin Salberg  
(President, Organizing Comm. EOQ '97)**



**Chris and Debbie Brendon**



**António Silva Mendes**



**Noriko Kondo, Paola Conti, Joan Golomski,  
Alicia Bertin, Lynn Case, Inger Aune,  
Judith Godfrey, and Acn. Agnes Žaludová**



**Mike Jones (President, ASQC; now  
Chairman, ASQ), Paola and Tito Conti,  
Olga and Dieter Seghezzi**



**Marcos and Alicia Bertin**

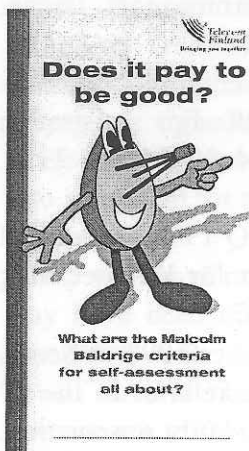


## ACADEMICIANS IN PRINT

Following are some of the recent publications by IAQ members:

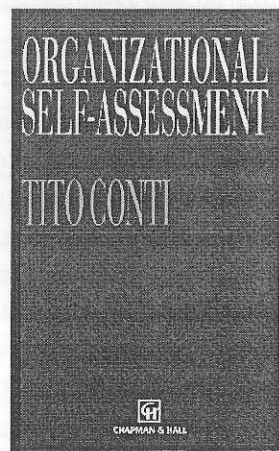
- A.B. Pursglove and **Barrie G. Dale**. "Quality Costing in Coating Manufacture: An Examination," *Quality Engineering*, Vol. 9, No. 3, March 1997, p. 383-390.
- **A. Blanton Godfrey**. "Entropy," in the "Quality Management" column, *Quality Digest*, Vol. 17, No. 6, June 1997, p. 19.
- **A. Blanton Godfrey**. "Is the Customer Always Right?" in the "Quality Management" column, *Quality Digest*, Vol. 17, No. 7, July 1997, p. 15.
- **A. Blanton Godfrey**. "Reinventing Reengineering," in the "Quality Management" column, *Quality Digest*, Vol. 17, No. 8, August 1997, p. 17.
- **Madhav Sinha**, "Helping Those Who Help Others," *Quality Progress*, Vol. 30, No. 7, pp. 37-41.

## TWO NEW BOOKS



Acn. **Juhani Anttila** was one of the two key authors of this booklet entitled *Does It Pay to Be Good?* It seeks to help one understand quality award criteria (Malcolm Baldrige) for performance excellence self-assessment purposes. It is based upon hours of dialogues and it utilizes experiences gained in

Telecom Finland Ltd. Juhani Anttila and Jorma Vakkuri hold the copyright on this booklet. Its ISBN number is: 952-5187-01-2.



Acn. **Tito Conti** is the author of this new book entitled *Organizational Self-Assessment*. It 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. The copyright is held by Tito Conti and the ISBN number is 0 412 78880 2.

## ACN. HERMANN ZELLER - DOING WELL! THANKS, ACN. WALTER MASING!

President **Marcos Bertin** wrote the following on 28 July 1997: "Our very good friend and fellow Acn. **Hermann Zeller** had a heart attack two weeks ago. He is back home and recovering very well as he told me over the phone last Saturday. We all wish him the best and a prompt total recovery. In the meantime, and as requested by him, we should ask another member of the Board to take over his responsibilities of coordination with the Administrative Office as well as of Chairman of the Nominations Committee."

Acn., and one of only two IAQ Honorary Members, Prof. Dr. Dr. h.c. **Walter Masing**, has generously offered to assume coordination with the Administrative Office. Thank you, Walter!

## SOME UPCOMING EVENTS / CALLS FOR PAPERS

The Special Insert shows Acn. **Yossi Bester's** summary of three years of major international conferences. **Academicians should always send Yossi a copy of an event they want included in his master schedule.** Several items of interest have been sent to your Editor which are not contained in the Special Insert. They include:

- **XXV National Congress of Quality Control / 16<sup>th</sup> National Convention of Quality Circles**, to take place jointly with **7<sup>th</sup> Mexico - Asia Pacific Total Quality Seminar and 6<sup>th</sup> IMECCA's ISO 9000 International Forum**, 1-4 October 1997. In addition to a fine program, the **Ishikawa-Harrington Medal** and the **Walter L. Hurd Medal** will be awarded. Acn. **Miflora Gatchalian** (twice) and Acn. **H. James Harrington** will present pre-congress seminars in Guadalajara. Fax: 52-5-254-1047. E-mail: imecca@www.interflow.com.mx  
Internet site: <http://www.interflow.com.mx/imecca/>
- **Juran: Leadership Strategies for the New Millennium**, 22 October 1997 via Worldwide Satellite Broadcast. There will be ample opportunity for the satellite audience to direct their questions to Dr. J.M. Juran and his guests. Acn. **Blan Godfrey** will be one of the key participants. For registration or additional information contact International Institute for Learning, Inc. Phone: +1 212 758 0177 or 800 325 1533. Fax: +1 212 909 0558. E-mail: info@iil.com
- **8<sup>th</sup> World Congress on Total Quality**, 12-14 February 1998 at Hotel Leela Kempinski, Mumbai (India). There was a Call for Papers, but it did not have a closing date listed. For registration contact Worldwide Quality Management Network, UK. Phone: 0171 872 5784 / 0171 289 2957. Fax: 0171 266 5362. E-Mail address: wqmn@dial.pipex.com
- **EOQ'98 Forum**, 2-3 April 1998 in Stockholm, Sweden. The theme of the EOQ 1998 Forum will be Customer Satisfaction Index. For information contact: Svenska Förbundet för Kvalitet, Box 5501, S-11485 Stockholm, Sweden. Tel: +46 8 783 01 71. Fax: +46 8 661 19 67.
- **The 6<sup>th</sup> Conference of the Asia Pacific Quality Organization**, 15-16 September 1998 in Seoul, Korea. Abstracts of 300 words are due by 15 December 1997. Contact Secretariat of the 6<sup>th</sup> Conference of APQO, c/o International Cooperation Department, Korean Standards Association. Phone: 82-2-369-8171. Fax: 82-2-780-3340 or 3360.

## WHAT DO YOU KNOW ABOUT THE APQO?

Acn. **May Gatchalian**, Asia Pacific Quality Organization (APQO) Secretary General, recently sent your Editor a copy of the *APQO Monitor* newsletter. In it, May included a piece entitled "The History and Future of APQO." It is about 5 pages long and details much of the background on the APQO, including the positive influence of several IAQ members. Want to get a copy? You already have it - in the Special Anniversary magazine commemorating the 50<sup>th</sup> anniversaries of ASQC and JUSE, the 40<sup>th</sup> of the EOQ, and the 30<sup>th</sup> of the IAQ. Copies of the magazine were previously sent to all Academicians.

## ACN. BARRIE DALE AUTHORS PROVOCATIVE PIECE ON THE IAQ

At the EOQ '97 Congress, Acn. **Barrie Dale** presented the paper "The International Academy for Quality: A Critical Review of Its Activities and Profile." Based upon 46 responses from IAQ members, Barrie presents a no-holds-barred analysis of the our membership's perception of the IAQ. It is interesting, and points out strengths as well as opportunities for improvement. Nice work, Barrie!

## E-MAIL / COMPUTER CORNER

There is good news and (maybe) bad news! First, the good news. The IAQ now has 36 members with e-mail addresses. More addresses continue to be found each quarter, and it is not just the new members who are adding to the list. The next item of good news is the number of Academicians who have signed up for the "Listserve" and "On-Line Forum" features of our Intranet connection at:

<http://iaq.asqc.org/>

Acns. Masashi Asao, Asbjørn Aune, Juhani Anttila, Gabor Aschner, \*Marcos Bertin, Yossi Bester, \*Ken Case, \*Tito Conti, \*Barrie Dale, \*Ed Fuchs, May Gatchalian, Blan Godfrey, \*Jim Harrington, Ove Hartz, John Hromi, Dave Luther, B.K. Pal, \*Lennart Sandholm, \*Enrique Sierra, Madhav Sinha, Ray Wachniak and Samuel Wang are signed up for the On-Line Forum, while those with a \* in front of their name are also signed up for the Listserve feature.

Those who have not signed up for the Listserve may have been concerned that they would be inundated with messages. BE ASSURED, THAT HAS NOT BEEN A PROBLEM!! And now we are to the bad news. Those of us who are signed up on the Listserve should receive any message posted to the On-Line forum via our e-mail. But only Ray Wachniak and Ed Fuchs seem to have been tickling the line. Maybe we have just all been busy with other things over the summer.

At the Trondheim meeting, Acn. Ken Case put on a mini-tutorial for those having an interest in signing up for the "On-Line Forum" and / or "Listserve". Those of you who are good on the computer just need to go to the site listed above and you can figure out how to register. You can see who else is registered. You can see the current issue of *Contact*. You can even unregister if you have registered multiple times. If you need some help, send Ken Case an e-

mail message asking for a copy of his handout from the mini-tutorial.

Academician	e-mail address (bold is new)
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
<b>Bertin, Marcos</b>	<b>mjbartin@satlink.com</b>
Bester, Yossi	prime@mail.netvision.net.il
<b>Brendon, Chris</b>	<b>IQM_Australia@msn.com</b>
Case, Ken	kcase@okway.okstate.edu
Case, Ken	CaseKE@aol.com
Cole, Robert	cole@haas.berkeley.edu
Conti, Tito	t.conti.tqm@iol.it
<b>Dale, Barrie</b>	<b>mcysmbd@fs1.ma.umist.ac.uk</b>
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<b>Gatchalian, May</b>	<b>qcinc@qinet.net</b>
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Golomski, Bill	wgolomski@itol.com
<b>Grocock, John</b>	<b>John-Grocock@msn.com</b>
Harrington, Jim	james.harrington@ey.com
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Hromi, John	jdhcqa@rit.edu
Jönson, Kerstin	indevo@indevo.se
Kano, Noriaki	kano@ms.kagu.sut.ac.jp
Kuo, Way	way@acs.tamu.edu
Luther, Dave	75664.3415@compuserve.com
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Sandholm, Lennart	quality@sandholm.se
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<b>Silva Mendes, António</b>	<b>antonio.silvamendes@dg3.ccc.be</b> <b>antonio.silvamendes@dg3.ere.be</b>
<b>Sinha, Madhav</b>	<b>msinha@labour.gov.mb.ca</b>
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Stephens, Ken	kstephe0@sct.edu
Wachniak, Ray	wachniak.r.33673@asqcnet.org
<b>Wang, Samuel</b>	<b>hswang@cchp01.cycu.edu.tw</b>
<b>Wang, Samuel</b>	<b>hswang@charlie.cns.iit.edu</b>
Watson, Greg	greg@bss-inc.com
Zaludová, Agnes	csqpraha@mbox.vol.cz



## IAQ ACADEMICIANS HAVE STRONG RECORD ON LANCASTER AWARD

Acn. **John Hromi** received the ASQC's 1996 Lancaster Award in May 1997. The Lancaster Award is presented to an individual in recognition of dedication and outstanding contributions to the international fraternity of quality professionals. John's particular citation reads:

"For recognition of his activities in establishing and implementing strong international relationships; for his recognition as an outstanding quality professional by many countries; for promoting education of quality technology throughout the world."

What many of us may not realize is the number of IAQ Academicians whose names are also on the Lancaster plaque. All except one award winner have been Academicians! Previous IAQ recipients of the Lancaster Award include: **Armand V. Feigenbaum (appropriately #1 in 1981), Paul Clifford (1982), Walter Hurd (1983), Walter Masing (1984), Richard Freund (1985), Umberto Turello, (1986), Valere Cantarelli (1987), Marcos Bertin (1989), Alain-Michel Chauvel (1990), Enrique Blanco Loizelier (1991), Kenneth Stephens (1993), Lennart Sandholm (1994), H. James Harrington (1995), and John D. Hromi (1996).** Not bad!

## ACN. HERMANN ZELLER KNOWS THE IAQ (REMEMBER THE PICTURES?)

Take a look back at the Special Insert in *Contact*, Issue 66, March 1997. Forty nine persons were shown in a total of 14 pictures, and Academicians were asked to try to identify them. **Hermann Zeller** was not only first in with his list, but he also had the highest score. For this feat, Hermann gets a lifetime subscription to *Contact*! Names were: (1) **Yoshio Kondo**, (2) **Noriko Kondo**, (3) **Chieko Asao**, (4) **Masashi Asao**, (5) **Ed Fuchs**, (6) **Bonnie Fuchs**, (7) **Noriko Kondo**, (8) **Lennart Sandholm**, (9) **Alicia Bertin**, (10) **Ken Case**, (11) **Marcos Bertin**, (12) **Juan Carlos Musi**, (13) **Noriaki Kano**, (14) **Akiko Kano**, (15) **Lynn Case**, (16) **Spencer Hutchens**, (17) **Way Kuo**, (18) **Bill Golomski**, (19) **Joan Golomski**, (20) **Ed Fuchs**, (21) **Paola Conti**, (22) **Tito Conti**, (23) **Juhani Koivula**, (24) **Mrs. I. Kuusela**, (25) **Jim Harrington**, (26) **Yossi Bester**, (27) **Dorrit Bester**, (28) **Ove Hartz**, (29) **Lennart Sandholm**, (30) **Asbjørn Aune**, (31) **Inger Aune**, (32) **Jean-Claude Savard**, (33) **Agnes Žaludová**, (34) **Val Feigenbaum**, (35) **Yoji Akao**, (36) **Kenzo Sasaoka**, (37) **Noriaki Kano**, (38) **Jim Harrington**, (39) **Shoichi Shimizu**, (40) **Masao Kogure**, (41) **Akira Harada**, (42) **Motoko Kume**, (43) **Lynn Case**, (44) **Hitoshi Kume**, (45) **Yuanzhang Liu**, (46) **Jim Harrington**, (47) **Jim Harrington**, (48) **Takanori Yoneyama**, and (49) **Val Feigenbaum**.

## YOUR INPUT IS WANTED!

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 a page of input to Ken Case:

**Kenneth E. Case**  
2416 Tanglewood Circle  
Stillwater, OK 74074-1717 USA  
405-377-7586 (home)  
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# CONTACT

A Newsletter of the International Academy for Quality

## IAQ Goes To The Americas

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From Left: Carlos S. Menem, President of Argentina, Deborah L. Hopen, Chairman of the Board of ASQC, H. Romana, President of IPACE, Acn. Marcos E.J. Bertin, President of the International Quality Congress and President of the International Academy for Quality, Mr. Hugo Strachan, President of FUNDECE, Acn. Yoshio Kondo, Chairman of the IAQ, Acn. Hans Dieter Seghezzi, representing EFQM / EOQ, at the opening session of the ICQ'97 in Buenos Aires

The months of April and May were filled with activity in the Americas and in the nearby Bahamas. The International Quality Conference (ICQ'97) in Buenos Aires, Argentina led off during 22-25 April 97, continuing with the International Quality Conference in Sao Paulo, Brazil on 28-29 April 97. These were followed by "The Global Quality Update" in Nassau, Bahamas during 1-2 May 97. Finally, the ASQC's Annual Quality Congress was held in Orlando, Florida, USA during 5-7 May 97. President **Marcos Bertin** summarized the first three conferences; his summary and pictures follow on the next two pages.

## ICQ'97 IN BUENOS AIRES, ARGENTINA



Acn. A.V. Feigenbaum, a past Chairman of the IAQ, Acn. Marcos Bertin, President of the ICQ'97 and the IAQ, Mr. O. Imbellone, CEO CPC, and President Carlos S. Menem, President of Argentina

President Marcos Bertin proclaimed the International Quality Conference in Buenos Aires as a success with over 800 participants from 10 different countries. It was held 22-25 April 97. Those at the Opening Ceremony were honored by the presence of the President of Argentina, Dr Carlos S. Menem. He had a private meeting with Academicians attending, where he showed a special interest in Quality,

## INTERNATIONAL QUALITY CONFERENCE IN SAO PAULO, BRAZIL

The International Quality Conference in Sao Paulo, Brazil was organized by the National Confederation of Industries (CNI) and the Brazilian Institute for Quality and Productivity (IBQP) with the cooperation of the International Academy for Quality. It was held 28-29 April 97. Opening Ceremony speeches came from the President of the CNI and Acn. Marcos Bertin as President of the IAQ.

IAQ participation in other sessions included:

- Session on "Trends, Innovations and Economic Aspects of Quality"  
Lecturers: Acns. A.V. Feigenbaum and Yossi Bester, followed by a discussion

which he believes is a key success factor for Argentina. He made the opening speech after short messages from ASQC Chairman Deborah Hopen on behalf of the ASQC, IAQ Chairman Yoshio Kondo on behalf of JUSE and the IAQ, and Acn. Dieter Seghezzi on behalf of the EFQM and EOQ.

Acns. Marcos Bertin, A.V. Feigenbaum, A. Blanton Godfrey, H. James Harrington, John D. Hromi, Yoshio Kondo, and Hans Dieter Seghezzi participated in the conference. In addition to the information in *Contact*, No. 66, March 1997, Page 12, the following presentations were given:

- A. Blanton Godfrey - Keynote speaker in the Healthcare session.
  - John D. Hromi - Keynote speaker in the Education session.
  - Dieter Seghezzi - Chaired the Swiss CEO's session and presented a paper at the Awards session.
- panel with CEOs from Brazil and Argentina.
  - Session on "Quality in the Organization, Board of Directors"  
Lecturer: Acn. Marcos Bertin, followed by a discussion panel with Board members of major Brazilian and Argentine corporations.
  - Session on "Processes and Benchmarking"  
Lecturer: Acn. Jim Harrington, followed by a discussion panel with CEOs of Brazil and Argentina.
  - Session on "Quality in Health Care"  
Lecturer: Acn. A. Blanton Godfrey, followed by a discussion panel with CEOs of Brazil and Argentina Health Care Institutions.
  - Session on "Quality in Education"



## INTERNATIONAL QUALITY CONFERENCE IN SAO PAULO, BRAZIL, CONTINUED

Lecturer: Acn. **John Hromi**, followed by a discussion panel with CEOs of Brazilian educational institutions.

- Session on "Quality and Human Resources"  
Lecturer: Acn. **Yoshio Kondo**, followed by a discussion panel with a CEO from Argentina and a Human Resources Director of a major Brazilian corporation.

- Closing remarks: Acn. **Marcos Bertin**

The Conference was very successful, with more than 600 attendants. Both FUNDECE (Argentina) and the CNI (Brazil) agreed to organize a Quality conference every two years, three days in each country. The next conference will be in April 1999 with support of the IAQ.

## INT'L QUALITY CONFERENCE "THE GLOBAL QUALITY UPDATE" IN THE BAHAMAS

The International Quality Conference "The Global Quality Update" was held in Nassau, Bahamas on 1-2 May 97 for the Caribbean nations and under the auspices of the IAQ. The Opening Ceremony featured the Honorable Frank H. Watson, Deputy Prime Minister.

IAQ participation in other sessions included:

- Session on "Where TQM is Headed"

Speakers: Acns. **Marcos Bertin, Yossi Bester, Jim Harrington, Yoshio Kondo, and Dave Luther.**

- Session on "The CEO Forum: Defining the Vital Role of the CEO in Leading the Quality Process in his or her Organization and Nation"

Speakers: Acns. **Marcos Bertin and Jim Harrington.**

## ASQC'S 51<sup>ST</sup> ANNUAL QUALITY CONGRESS IN ORLANDO, FLORIDA, USA



From Left: Acn. **Ken Case**, Ms. **Noriko Hosoyamada** (of ASQC Ishikawa Medal Committee), Mrs. (Noriko) **Kondo**, IAQ Chairman **Yoshio Kondo**, and Acn. **Noriaki Kano** in the Registration area at the AQC

The ASQC's 51<sup>st</sup> Annual Quality Congress was held on 5-7 May 97 in Orlando, Florida. Many IAQ Academicians played prominent roles at

the Congress. There was also an IAQ meeting which is reported on separately.

Acns. **Marcos Bertin, Yossi Bester, Ken Case, Tito Conti, Jim Harrington, John Hromi, Yoshio Kondo, Dave Luther, and Madhav Sinha** presented at the Congress, and a total of 20 Academicians attended.

In addition to the information in *Contact*, No. 66, March 1997, Page 12, the following presentations were given:

- Session on "As the World Turns: A Discussion of Quality Trends Around the World"  
Moderator: **Dave Luther**. Speakers: **Yossi Bester, Jim Harrington, John Hromi, and Yoshio Kondo.**
- Closing Plenary Session: "The year 2010 - Global Quality in a Global Economy"  
Moderator: **Ralph Nader**. Speakers: **Marcos Bertin and Tito Conti.**

## THE BEST ON QUALITY, VOLUME 8 - AVAILABLE IN JUNE!



Acn. **John Hromi**, Editor of *The Best on Quality* through Volume 8, says that Volume 8 will be out this month (June). It should be another excellent addition to our series. It contains the following papers:

- **Tito Conti**, "From Standard-Based Quality to Total Quality"
- **Kenneth S. Stephens**, "Quality, Standardization, and Metrology"
- **Alain-Michel Chauvel**, "Transport by Sea: How to Prepare a Quality System for Certification"
- **Miflora M. Gatchalian**, "Linking the World Through ISO 9000: Focus on Food Services"
- **Alain-Michel Chauvel**, "Quality Cost in Small and Medium-Size Companies"
- **Antonio de Almeida Junior**, "The Way to Excellence: The Influence of the Standards"
- **Norman T. Burgess**, "Twenty Years of Quality Systems in the United Kingdom: Some Mistakes and Lessons Learned"
- **A. Blanton Godfrey**, "Improving Health Care: The World Perspective"
- **Timothy Weddle and William A. Golomski**, "Customer Focused Processes in U. S. Health Care"
- **David B. Luther**, "Some Strategies for Accelerating the Pace of Change"
- **Enrique Sierra**, "Standards, Quality, and the Environment"
- **Agnes H. Žaludová**, "Quality of the Environment: QMS and / or EMS"
- **Ove Hartz**, "Total Quality Management Strategies"
- **Kenzo Sasaoka**, "The QC Circle Evolution from TQC to TQM: A Management Perspective"
- **Walter Masing**, "Centrally Planned Economies in Transition: The Quality Question"
- **Edward Fuchs**, "Improving AT&T Decision Processes Using Leading-Edge Business Metrics"
- **W.L. Hurd, Jr.**, "The Asia Pacific Regional Quality Organization"
- **John D. Hromi**, "Walter L. Hurd Foundation"
- **Ann Hurd**, "Walter L. Hurd - The Quality Man"
- **A.V. Feigenbaum**, "Total Quality<sup>(SM)</sup> - Defining the Global Quality Future and the Management of Competitiveness"

## ACNS. JEAN-CLAUDE SAVARD AND GREGORY H. WATSON MAKE INTRO SPEECHES



In Orlando, Acn. **Jean-Claude Savard** presented his paper entitled "Quality In The Next Millennium: A Personal Perspective on a Viable Future for the Quality Movement." Jean-Claude's paper, speech outline, and overheads are available from him.



Also in Orlando, Acn. **Gregory H. Watson** presented his introductory speech entitled "Quality Strategic Planning." Greg's overheads were sent to you directly by him in a separate mailing. Both Jean-Claude's and Greg's speeches were particularly interesting.

**THE BEST ON QUALITY, VOLUME 9 - SECOND CALL!!**

Acn. **Madhav Sinha**, our new Editor of *The Best on Quality*, issued a second Call for papers at the ASQC Annual Quality Congress in May. **Madhav** noted that Volume 9 will feature articles with a "future of TQM" theme in mind. However, per the decision made by Academicians at the October 1996 Yokohama meeting, the choice of subject matter for articles was restricted to a list of 26 topics shown below. Regardless of which topic the author decides to choose, the presentation should concentrate on how the TQM knowledge (from philosophy to tools to methodologies) of the past and present has progressed, and where it is headed in the third millennium.

Topics Suggested by Academicians
Benchmarking methods and their use
Value engineering and reengineering
Customer satisfaction - best methods
Motivation-the state of the art
Integrating quality management into business management
Quality and value measurement
Developing nations and quality
Management of creativity and innovation
Unions and quality
Quality models
Standardization vs. differentiation in TQM concepts and systems
Case studies of world class companies' experiences
Transferability of TQM among industries

Topics Suggested by Academicians, Cont'd
The quality professional in 2000
New product development
Strategic issues in quality
Business strategies and TQM
Business innovation through TQM
TQM in the public sector
TQM in education
Ethics in quality
Achieving superior quality in developing countries
Health care
Cost efficient quality practices
TQM in developing countries
Implications for QM in a high unemployment environment

So far, **Madhav** has commitments from 11 Academicians to write articles. They include Acns: **Barrie Dale, Blan Godfrey, Bill Golomski, James Harrington, Dan Iliescu, Kerstin Jonson, Yoshio Kondo, Walter Masing, Giovanni Mattana, Antonio Silva Mendes, and Per-Ake Soerensson.**

A renewed request is made to **ALL Academicians** to submit an article. The proposed deadline is 1 October 1997. The importance of meeting the deadline cannot be over-emphasized. Past experiences tell us that the three major needs of the Editor are: (1) having enough volunteers to write papers, (2) having everyone meet deadlines, and (3) knowing the software used by the author. Acn. **Sinha** will appreciate your help on all of these points.

Your help is also needed, as in the past, in promoting and advertising *The Best on Quality* book series over and above what is done by our publisher, the ASQC's Quality Press. **Madhav** invites activity and ideas from Academicians that will help publicize our work and the excellent publications we have to offer. He is also looking for our thoughts on a planned strategy to boost sales. Please help by communicating your ideas to Acn. **Madhav Sinha.**



## NEWS AND COMMENTS FROM ACADEMICIANS

This time, let's go in **REVERSE** alphabetical order. **Hermann** and **Agnes**, you get to be first for a change!

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Acn. **Hermann Zeller** writes:

Dear Ken - It gives me always great pleasure to study the *IAQ Contact* and to find that mass of information. Each new issue seems to me more interesting than the last one. Regarding the last issue, I was touched with some emotion to see on the pictures of the Special Insert a lot of good friends I met in the past more or less often and I was again very sorry that I was unable to attend that important conference in Yokohama.

Very best regards, Hermann

(Editor's note! Hermann did a fine job of submitting his list of names, trying to identify the 49 persons in the Special Insert of *Contact*, No. 66, March 1997.)

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Acn. **Agnes Žaludová** writes:

Dear Ken - Congratulations on the e-mail experiment with *Contact*, No. 66, March 1997! Sixteen pages arrived at the Czech Society for Quality during the time that I was in the United Kingdom. It caused a bit of turmoil since my name was not evident and apparently it blocked the e-mail facility for the greater part of one day!

I naturally recognized the nature of the message and since then have received the hard copy by post. If there is a preference, I would choose to stick meantime to the normal hard copy by mail. No. 66 was a real bumper number with lots of interesting information.

I am sorry that I shall be unable to attend the Orlando meeting but hope to get to the EOQ meeting in Trondheim. **I should like to ask you to request fellow Academicians who have had anything to do with the**

**IAQ award scheme in the past to send me any factual material which they may have.** I personally intend to go through my IAQ archives since 1984 when the award scheme was launched, but so far have not had the time. I therefore apologize for not having anything yet to report for the Orlando meeting on my assignment.

With best wishes for fruitful meetings in Orlando.

Sincerely yours, Agnes H. Žaludová

P.S. from Stuttgart, Germany: I took this letter with me yesterday to post in Stuttgart where I am attending three days' working meetings of ISO TC176/SC3/WG6 - preparing a new TR document "Guide to the application of statistical techniques in the ISO9000 family." Immediately prior to coming here I spent few days in Ostrava, North Moravia where I had the job of summing up the proceedings of the annual conference "Quality '97." The conference theme was "From Managing Quality to Quality of Management."

Otherwise I have been devoting considerable effort to the launching of an EU project on the "Quality Assurance of Management Training" (QAMT) which took me in March on fact finding visits to the Netherlands and the United Kingdom. This project might have some interesting results for one of our IAQ projects.

Regards, AHZ

(Editor's note! Sorry about tying up the CSQ e-mail facility for a day! The new IAQ Web site should help, by letting only those Academicians who wish to receive *Contact* electronically to do so. It sounds as if you are busy as usual!)

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## NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED

Acn. **Dieter Seghezzi** writes:

Dear Ken - Congratulations on the newest Number 66 of the *IAQ Contact*. It is really a fine exchange of information which takes place in the newsletter.

Over many years, I emphasized that in my opinion the main importance of IAQ is as a network of experts. This network is only valuable if the experts communicate. The communication comes on a new level with the format of *IAQ Contact*.

I would like to attach an extract of the business report of the activities 1996 of my institute which I have started in 1989 from zero. You can see that a lot of activities go in the direction of quality management.

I also attach a short report about the first St. Gallen Workshop on "Generic Management Systems and Models." It was the first event in which the ISO and award architects met to discuss the future of their models. I am very proud that I was able to bring them together.

Best regards, H. Dieter Seghezzi

(Editor's note! Dieter's report is summarized in a one-page *Contact* Special Insert, Page A. Also, Dieter's 1996 Activity Report is most impressive, listing 17 projects completed in 1996, with another 11 started in 1996.)

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Acn. **B.K. Pal** writes:

Dear Ken - Thank goodness, at last I am able to get a copy of the *Contact* newsletter. It is simply an excellent mix of valuable information and admirable fellowship.

Regarding my activities, I moved from the Headship of the Statistical Quality Control Division (comprising eleven offices all over India) of the Indian Statistical Institute to Headship of the Bangalore Centre of the

Institute during Mid-September 1996. This Centre is comprised of four different disciplines - Stat Math, SQC & OR, the Economic Analysis Unit, and the Documentation Research & Training Centre. In all, we have over 50 faculty, 70 supporting staff and 40 students and Research Scholars.

As a member of the International Programs Committee, I helped the Organization and presented a paper on "Developing Objective Strategies for Monitoring Multi-Input / Single Output Chemical Process" and also chaired a technical session at the International Conference on "Quality Improvement Through Statistical Methods" (QISM) at Cochin, India during 28-31 December 1996.

I am organizing a session on "Industrial Applications of Statistics and Probability" at the Joint International Conference on "Recent Advances in Statistics and Probability" with the Bernoulli Society for Mathematical Statistics and Probability at Calcutta, India during 29 December 1997 to 1 January 1998.

I continue to carry out professional activities as a teacher and consultant in the areas of ISO 9000, ISO-14001, SPC, DOE, and Taguchi Methods in several companies.

At my invitation Prof. William Q. Meeker of Iowa State University gave a 4 day program on Reliability Analysis at ISI, Bangalore.

Regards, BK

(Editor's note! It was especially nice to hear from BK, since I had been unable to reach him by e-mail several times in recent months. His e-mail address is working now.)

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Acn. **Dave Luther** writes:

Dear Ed (Fuchs) and Ken - I will not be able to go to Trondheim. I have been asked to join a

**NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED**

high tech start-up that will be following the de-regulation of electric and gas energy with a Web based retail effort aimed at residential customers. It is based in Burlington, VT, USA, and the first target is California for January 1. Needless to say, this will, and is, absorbing most of my waking hours now. I will probably move to Burlington in the next month or two. This will be an IPO, we hope, in the next year, or maybe two years, depending. Right now we are chasing money and need about \$50m, which is probably days away, and maybe hours.

For your information, I will probably keep my Corning office for a year or so, but without an assistant. Just to clarify, I plan to make this an eighteen month exercise only. I have just come off a thirty year stint doing the same thing for a large company, and I do not want to do it all over again without a sunset clause. I probably will stay involved in some quality activities, and will stick with the IAQ.

Cheers, Dave Luther

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Acn. Yuanzhang Liu writes:

Dear Marcos (copy to Ken) - This is a reply to your letter dated 20 January 1997 asking for a report of my important activities related to the IAQ or Quality and Quality Management during 1996.

1. Serving as Vice-President of the China Quality Control Association and Chairman of the China National Technical Committee of Quality Management and Quality Assurance in charge of research and conferences.
2. Finishing my book *China's Industrial Productivity* in which product quality is treated as an important factor.
3. Delivering speeches to promote TQM and ISO 9000 (see Acn. Liu's list on page 18).

Regards. Yours sincerely, Yuanzhang Liu

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Chairman Yoshio Kondo writes:

Dear Ken - Thank you very much for your excellent work in editing the March 1997 edition of *Contact*. among the articles, "IAQ - Who Do You Know" is especially interesting. I tried and my score is 31.5.

Sincerely yours, Yoshio Kondo

(Editor's note! Yoshio is referring to the picture insert in Contact, No. 66, March 97. Be sure to see the note about Yoshio's paper award on page 13.)

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Acn. Noriaki Kano writes:

Dear Ken - I hope this letter finds you in good health and in happy life.

Enclosed please find a copy of the English translation of our newsletters, which were sent to the members of the Kano Old Boys & Old Girls Club, to you as my seasonal greeting. In addition, you will find an article of impression with my seminar by Yitzhak Amado, one of my master course graduates from Israel. All my students are requested to make their article of impression with the content of "looking back upon the seminar life" after finishing the examination of the theses. This is picked up because it is written in English. From this, you may imagine how our students are working in our seminar.

Yours sincerely, Noriaki Kano

(Editor's note! This was a MOST enjoyable personal newsletter of about 30 pages from Noriaki, his wife Akiko, and his graduate Yitzhak Amado. Both my wife, Lynn, and I enjoyed reading it.)

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Acn. Ove Hartz writes:



## NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED

Dear Marcos (copy to Ken) - A summary of my activities in 1996 includes the following IAQ events:

- Chairman and speaker at ICQ '96, Yokohama, October
- Attended Triennial IAQ Meeting, Yokohama, October
- Project leader IAQ Project 13, IAQ Scandinavian University Group (annual report enclosed)
- Hosted meeting, IAQ Project 13, Technical University of Denmark, Lyngby, December 2
- Writing article for *The Best on Quality*, Vol. 8.

In addition, the following activities increased the visibility of the IAQ

- Attended EOQ-meetings: General Assembly / Council (March, Vienna and September, Berlin), WG on the Evolution of Quality (March, Vienna) in position as Vice President for External Affairs, Danish Society for Quality / DFK, EOQ Council / GA Member, EOQ Past-President
- Chairman at EOQ Congress, Berlin, September
- Member of Editorial Advisory Board, Journal of European Quality
- Member of EOQ Publications Steering Committee
- Member of ISO TC 176 WGs and the corresponding Danish national TC 176 committee
- Project leader on 3 research projects in the quality field, Technical University of Denmark
- Course responsible and main lecturer at the advanced QM course, Technical University of Denmark
- Quality course program coordinator of 8 quality courses for industry in DiEU, Danish Engineers' Post-Graduate Institute

- Chairman / speaker at national quality conferences / seminars
- Member of national boards / committees in the quality field
- In 1996 published 8 articles / papers / reports in the quality field

Kind regards, Ove Hartz

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Acn. **Jim Harrington** writes:

Dear Ken - Attached are two books that McGraw-Hill recently published. I co-authored both books. *ISO 9000 and Beyond: From Compliance to Performance Improvement* has a CD ROM in the back that provides a 60 minute overview on the ISO 9000 process and some excellent examples of organizations that have gone through the certification process. This book is definitely a "how-to" book that takes a company through preparing the documentation and becoming registered. It spends very little time explaining what ISO 9001 is all about.

Business Process Improvement (BPI) Workbook is a more detailed view of the Business Process Improvement concept that was documented in my 1991 book. Essentially, this is reengineering for the experts.

I hope you will enjoy both of these books and find them a useful addition to your quality library. Keep up the good work and thank you for your support over the years.

Very sincerely yours, H. James Harrington

(Editor's note! I have already put one of the books to work. Thanks, Jim.)

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Acn. **Bill Golomski** writes:

Dear Ken - The March 1997 issue of *Contact* is just great. Barrie Dale is certainly prolific. He had 36 publications last year.

**NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED**

Joan and I made our reservations for Trondheim air travel but nothing else so far. We arrive on June 16 by plane around 4:00 PM and leave on June 23.

Best personal regards, Bill

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Acn. **Blan Godfrey** writes:

Ken - I will be in Trondheim for the EOQ meeting and look forward to seeing you there. I also just agreed to accept Jim Harrington's invitation this morning to participate with Ed Fuchs, Val Feigenbaum, and Noriaki Kano in the IAQ workshop on 2 October 97 in Montreal. Also I will be participating in the special conference in connection with Hans Dieter Seghezzi's retirement on 12-13 February 98 in St. Gallens.

Had dinner with Dave Luther last Friday night (his daughter lives near us so he and Gerri come often) and we caught up on many things. Unfortunately he and Gerri will not be able to come to Trondheim. My wife, Judy, and I are really looking forward to the trip. We are flying to Oslo and taking a railpass to go to Trondheim and wander around some in parts of Norway where we haven't been. Then I have a business meeting in Iceland on the way back so this is turning into an interesting trip.

Blan

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Acn. **May Gatchalian** writes:

Dear Ken - Greetings from the Philippines! How great is technological advancement! Now, I can reach you faster than ever before at the least cost. Thank you for including me in *Contact*, No. 66. It made me feel that I truly belong to the IAQ and that I have some responsibilities to live-up to what is expected of IAQ members. What must one do to remain a worthy member of IAQ and to deserve being cited in *Contact*?

First of all, will I be seeing you on May 5th in Orlando, Florida? I am very proud to report that I will receive the ASQC Fellow Award at the luncheon on May 5th at the 51st AQC of ASQC. I also plan to attend the IAQ meeting, the APQO-Walt Hurd Foundation Awards Committee meeting and, if schedules permit, the World Quality Council (through the invitation of Charles Aubrey). From Orlando, I will proceed to Mexico City where I am scheduled to give a 3-day seminar-workshop on Basic Sensory Evaluation Methods for Quality Assessment and Development, a 2-day seminar-workshop on Measurement of Customer Satisfaction Through Sensory Evaluation. Then, I will do a one-day symposium on Hazard Analysis Critical Control Point (HACCP focused on food safety attached to the quality control program). This 7-day affair is sponsored by the Instituto Mexicano de Control de Calidad (IMECCA). From Mexico, I proceed to Alameda, California to participate in a 3-day SEAFOOD HACCP program under the USFDA.

If I am still alive by May 24, I will return home to the Philippines where by early June, I am already scheduled to conduct a series of in-house programs on Statistical Quality Control for Warner Lambert, Goldilocks and Oriental-Motolite Batteries. Whew, I did not realize until now that I have written my schedule, why my husband, Dr. Jose Gatchalian (a visiting Professor of Industrial Relations in Malaysia) has been telling me to slow-down. I cannot seem to heed that kind warning. Maybe now I should start slowing-down...do you agree? Hence, I will sign off now with my best regards to you, and congratulations on giving much encouragement and perhaps excitement to many IAQ members.

Sincerely, May Gatchalian

## FIRST ST. GALLEN WORKSHOP ON GENERIC MANAGEMENT SYSTEMS

(Editor's note!) The following write-up is from Acn. H. Dieter Seghezzi. It has been condensed from two pages to one. I am sure Dieter would be happy to send you the complete text.

On 10-11 April 97 the First St. Gallen Workshop on Generic Management Systems was held. The architects of ISO 9000, ISO 14000, the EFQM Model and leading professors in the fields of change management (Müller - Stewens), environmental management (Dyllick), leadership (Wunderer) and quality management (Seghezzi) discussed the design of a generic management system.

*Why do we need a generic management system?* Quality requirements, environmental regulations, as well as organizational health and security standards are dominated by laws and industry standards. An increasing number of these standards state a personal liability of the management for damages that a company causes as result of not having thoroughly organized management systems. Many companies are developing measurement systems for soft factors like the quality of their management systems or their intellectual capital, going beyond the industry standards.

Unfortunately, such systems as the ISO standards and the internal management systems for quality, environment and organizational health and security are structured differently. Companies which are ISO certified (>150,000 worldwide) have to analyze, document and improve their processes for each field separately. Not only are these systems separated from each other but they are often not integrated into the corporate controlling system. Instead of integrating the standardized areas of the firm into the competition strategy by differentiating, companies limit their effort to the fulfillment of standards. Therefore, a generic management system that integrates relevant management systems and serves as a controlling system is needed.

*Results of the St. Gallen Workshop:* Just the fact that leading persons of different scientific backgrounds, ISO and EFQM, have met and discussed the further development of their models is already a milestone on the way to a generic management system. Moreover, the results of the workshop are very promising since a mutual understanding on the further direction of development of the different models for ISO 9000, ISO 14000 and the EFQM model has been achieved.

First, models such as the existing ISO-structure, Porter's value chain, McKinsey's 7S or the St. Gallen Management concept were considered, but the participants found no fully satisfying model. Thus a second step has thus been the definition of requirements for a generic model or structure. Such a model shall in particular be simple, easy to apply, holistic, flexible in use, and include elements which recognize innovation and consider whole system dynamics.

*Conclusions:* The intended and ongoing changes of the three quality organizations - ISO, EFQM and Malcolm Baldrige are very similar. Pressure from shareholders forces firms to measure and validate qualitative factors in a detailed way. This is fostered by increasing regulation and the philosophy of a long-term shareholder value growth. This development originates not only in the quality movement, but also in trends of environmental management, strategic management, controlling and finance. The task for the next few years is to take into account the different requirements of these disciplines and to create a generic management system. This is the objective of a research project which is led by Professor Seghezzi. With this model, the future ISO 9000 and 14000 standards and the EFQM could be structured consistently.



**ACN. YOSSI BESTER SUMMARIZES THREE YEARS' MAJOR INT'L CONFERENCES:**

<i>DATE</i>	<i>PLACE</i>	<i>CONFERENCE AND THEME</i>	<i>IAQ ACTIVITY</i>
16-20 Jun 97	Trondheim, Norway	The 41 <sup>st</sup> EOQ Congress "Quality - A Critical Factor in the Past, Present and Future"	Contact: Acn. Asbjoern Aune
30 Jun 97 to 2 Jul 97	Sheffield, U.K.	The 2 <sup>nd</sup> World TQM Congress	Contact: Acn. Barrie G. Dale
4-8 Aug 97	Osaka, Japan	The 14 <sup>th</sup> International Conference on Production Research	Contact: Acn. Yoji Akao
8-10 Sep 97	Zhengzhou, China	International Conference on Quality Management and Economic Development	IAQ Session; Contact Prof. J. Dahlgaard (Denmark), Fax: 45-86-154539
16-18 Sep 97	Beijing, China	International Convention on QC Circles - "QCC People, Quality Profits"	IAQ Stream; Contact: JUSE, Fax 3-3225-1813
18-19 Sep 97	Stockholm, Sweden	EFQM Forum	Only a few European IAQ members will participate
1-2 Oct 97	Linkoping, Sweden	The 3 <sup>rd</sup> Annual International QFD Symposium	Contact: Acn. Yoji Akao
10-14 Nov 97	Hungary	International Quality Conference "TQM as The Management Philosophy of the 21 <sup>st</sup> Century"	Contact: Dr. Pal Molar, Fax: 36-1-2741005
18-20 Nov 97	Singapore	The 14 <sup>th</sup> International Exposition of QC Circles "Mastering the Best Practice"	Contact: Ms. Wong Tze Siliaw, Fax 65-2765497
12-13 Feb 98	St. Gallen University, Switzerland	The Annual Executive Forum of the University of St. Gallen in conjunction with EFQM, EOQ & SAG	IAQ speakers are invited to recognize the retirement of Acn. H. Dieter Seghezzi
4-6 May 98	Philadelphia, PA, USA	52 <sup>nd</sup> Annual Quality Congress, ASQ	IAQ Stream
??-?? Jun 98	Paris, France	Joint EOQ - EFQM "European Quality Convention"	Contact: Acn. Tito Conti
2-5 Aug 98	Sydney, Australia	The 4 <sup>th</sup> International QFD Symposium	Contact: Acn. Yoji Akao
18-20 Nov 98	Jerusalem, Israel	The 12 <sup>th</sup> International Quality Conference of the ISQ	IAQ Session, Contact by Fax: Acn. Yossi Bester 9724-834-0494
??-?? Nov 98	Germany	Biannual Conference of the German Society for Quality (DGO)	IAQ Session expected; Contact: Mr. Willi Fuchs, Mr. Horst Fuhr
24-26 May 99	Anaheim, CA, USA	53 <sup>rd</sup> Annual Quality Congress, ASQ	IAQ Stream
??-?? Jun 99	Spain	EOQ Annual Congress	IAQ Stream; Contact: Acn. Tito Conti
8-10 May 00	Indianapolis, IN, USA	54 <sup>th</sup> Annual Quality Congress, ASQ	IAQ Stream
??-?? Jun 00	Hungary	EOQ Annual Congress	IAQ Stream; Contact: Acn. Tito Conti
??-?? Nov 00	Jerusalem, Israel	The 13 <sup>th</sup> International Quality Conference of the ISQ	IAQ Session, Contact by Fax: Acn. Yossi Bester 9724-834-0494

**NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED**

(Editor's note! May, CONGRATULATIONS on becoming an ASQC Fellow! I agree with Jose - it seems like you are picking up speed, not slowing down.)

\*\*\*\*\*

Acn. **Barrie Dale** writes:

Dear Ken - The following are some of my activities undertaken in the first quarter of 1997 for inclusion in *Contact*.

On 25 February 97 we held a workshop in conjunction with the Trafford Park Business Forum to test out a Total Quality Human Resources Diagnostic Tool. This Tool, which has been developed as part of an Engineering and Physical Sciences Research Council £148,000 funded project, is used to carry out a self-assessment of the human resources policies and practices within a TQM environment and helps identify areas where they may not fully support TQM. The Tool follows the criterion of the People Management section of the EFQM Model of Business Excellence. Discussions have taken place with a management consultancy with respect to exploiting commercially the tool.

In conjunction with United Utilities (the U.K.'s first multi-utility and who are an international company primarily involved in the supply of drinking water, treatment of wastewater, electricity distribution and supply) and the Trafford Park Business Forum, I have established a Solutions Forum. The first meeting of the Forum was held at Cerestar PLC, Trafford Park, 18 March 97.

The focus of Forum is actions and solutions (it will not be a "talking shop") and its proposed objectives are:

- Identify the common issues facing the development of business improvement initiatives, in particular, those facing

organizations in "regulated" supply situations.

- Provide the mechanism for the exchange of ideas, materials, etc., and the comparison of experiences.
- Present the opportunity for carrying out generic and functional benchmarking.
- Highlight practices which can be used to increase the velocity of business improvement and provide case study examples of best practice.
- Assess changes in the business environment with the need to cut costs.
- Keep up-to-date with leading-edge thinking in the field of business improvement.

Following an examination and subsequent prioritization of the difficulties being faced by each organization with respect to continuous improvement, the following projects were agreed upon:

1. Identify ways to create and maintain energy and enthusiasm for cultural change within the senior management of a monopoly or regulated like utility
2. Integrating the outputs from self-assessment against the EFQM Model of Business Excellence to the business plan
3. Supplier partnerships
4. How to influence the mindset of Directors / Senior Managers not just to introduce culture change / quality programs into the business but to believe in it and live it

For each of the projects, working groups have been set-up and they will report their progress at the June meeting of the Forum.

Yours sincerely, Barrie G. Dale

\*\*\*\*\*

Acn. **Yossi Bester** has stayed in close touch with many of us. Yossi's contributions are present elsewhere in this issue of *Contact*.

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**NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED**

President **Marcos Bertin** has written on numerous occasions with respect to his duties as President. I have not included any of his notes here, since much of his input is present throughout this issue of *Contact*.

\*\*\*\*\*

Acn. **Asbjoern Aune** writes:

Hi Ken - Thank you for *Contact* via e-mail; some minor problems with the first pages, but nothing serious. Good work.

The two students I mentioned to you have decided to go to Australia instead of the US. Thank you for your willingness to help.

Best regards, Asbjoern

(Editor's note! Asbjoern had written, seeking particular degree programs for two students. We were trying to help them out here at Oklahoma State University.)

\*\*\*\*\*

Acn. **Gabor Aschner** writes:

Dear Ken - Thank you for your note of today. Much to my regret, I cannot participate at our next meeting but am taking this opportunity to forward my best wishes to everybody. I wish you a successful and efficient meeting.

Here at General Electric Lighting, Six Sigma and quality improvement are subjects discussed several times a day. These are the topics without which meetings cannot be held. Last weekend we had our 2nd leadership meeting in London (UK) and reassuring results were reported. Right now I am preparing a Design for Six Sigma material assisting the designers to apply Six Sigma tools and methodology.

I wish all of you success and good health.

Regards, Gabor

(Editor's note! For background on Gabor's Six Sigma activities at GE, please see page 7 of *Contact*, No. 64, September 1996)

\*\*\*\*\*

Acn. **Masashi Asao** writes:

Dear Ken - Thanks again for your e-mail of 31 March 97. As you knew by my e-mail to Ed Fuchs, I could open the zipped file containing page three of *Contact*, No. 66, March 1997.

Chieko and I now have scheduled a two day trip on 10-11 April 97 to the Chugoku and Shikoku districts (200-300 Km west of my home) to see the cherry blossoms, in full bloom.

Yesterday morning I received the "Minutes, IAQ Triennial Meeting" from Acn. W.A.J. Golomski; it took only four days from Chicago to Osaka by first class mail!

By the way, for my business last year, I published two programs of personal computer for Statistical Quality Control from a publisher "Kyouritsu" by Japanese. One is for the Seven Tools and the other is for Experimental Designs. Now I must be ready to answer the questions from users. And, I have two lectures, one is every Tuesday and the other is on schedule, until the end of July. So this year I cannot attend the meetings in Orlando and Trondheim. I and my wife (Chieko) hope to see you and your wife (Lynn) in the near future.

Sincerely yours, Masashi Asao



## IAQ ESTABLISHES PRESENCE AT NORTH POLE!



Acn. Jean-Claude Savard, front right.

On 30 April 97, new Academician Jean-Claude Savard achieved the North Pole (90°) starting from 88.5° after two weeks of cross-country skiing. Jean-Claude was part of a Canadian-American team led by a Canadian and a Russian Explorer.

As a souvenir, he took a photo of the group with the "International Academy for Quality" banner. (Editor's note! Jean-Claude, are you recommending this venue for our next IAQ meeting?)

## CALL HIM PRESIDENT ANTÓNIO DE ALMEIDA JÚNIOR!!

The General Assembly of the Associação Portuguesa Para a Qualidade (APQ) took place on 24 March 97 and a new Board of Directors was elected for the term 1997-99. Acn.

António de Almeida Júnior was elected the new President. Congratulations to António from all of the IAQ's Academicians!

## IAQ CHAIRMAN YOSHIO KONDO AUTHORS LITERATI CLUB'S OUTSTANDING PAPER

Congratulations to IAQ Chairman Yoshio Kondo who authored a paper entitled "Are Creative Ability and Work Standardization in Contradictory Relationship?" which appeared in Volume 4, Number 3, 1996 of *Training for Quality* published by MCB University Press, U.K. Acn. Kondo was selected to receive The Literati Club's Outstanding Paper Award. The Awards for Excellence Luncheon was held at

The Royal York Hotel, York, U.K. on Tuesday, 11 March 97.

The criteria for the outstanding paper include:

- Reflection of the journal's purposes, to ensure readers' needs are being met.
- New and useful information which will benefit readers.
- A presentation and style which allows easy access to concepts and data.

## ALAIN-MICHEL CHAUVEL RECEIVES CEDHYS PRIZE FOR HEALTH AND SAFETY

Congratulations to Acn. Alain-Michel Chauvel who received the 1997 CEDHYS Prize for Health and Safety. During the April 1997 Conference, the CEDHYS - Centre of Development for Studies and Applications of Safety Prevention attributed this prize to Acn. Chauvel - Quality and Safety Management

Director, Marine Division - Bureau Veritas Group, for his book entitled *Sécurité en Mer - Le Code ISM* published by Editions Préventique - France.

We are all proud of your accomplishment!

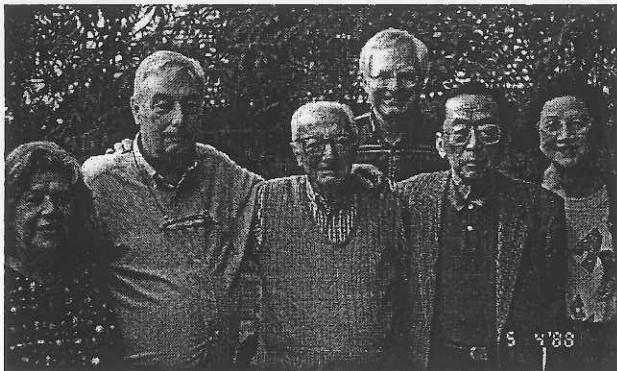
**IAQ PICTURES IN SOUTH AMERICA, BAHAMAS, AND NORTH AMERICA**



**Dagoberto I. Lima Godoy (VP-CNI-Brazil), Dieter Seghezzi, Jim Harrington, Carlos Menem (President of Brazil), Deborah Hopen (Chairman of ASQC), in BA**



**Blan Godfrey, John Hromi, Dorrit Bester, Yossi Bester, Jim Harrington at Iguazu Falls in South America**



**Alicia Bertin, Marcos Bertin, Marcos' father, Blan Godfrey, Yoshio Kondo, Noriko Kondo, in Buenos Aires**



**L to R: Yossi and Dorrit Bester, Marguerite Harrington (Jim's wife), Jim and Leslie Harrington (Jim's son and daughter-in-law), Noriko and Yoshio Kondo, and Jim Harrington, at Nassau**



**Jim Harrington, Yoshio and Noriko Kondo at Sunday dinner with Marcos and Alicia Bertin and others, in Buenos Aires**



**Ray Wachniak at Orlando. Is Ray aging in REVERSE? Is he under 50 now?**

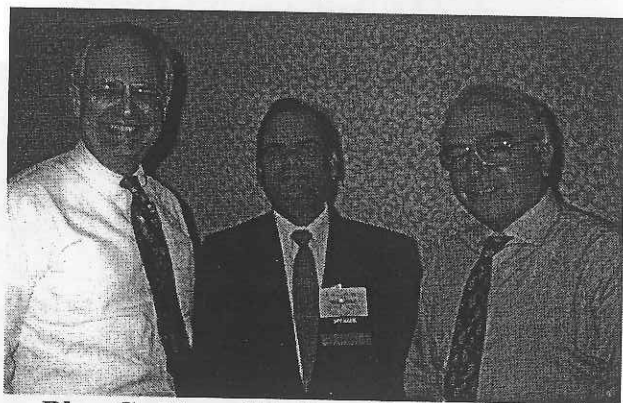
**IAQ PICTURES IN SOUTH AMERICA, BAHAMAS, AND NORTH AMERICA, CONTINUED**



**Marcos Bertin, Yoshio Kondo, and Yossi Bester, at the IAQ meeting in Orlando**



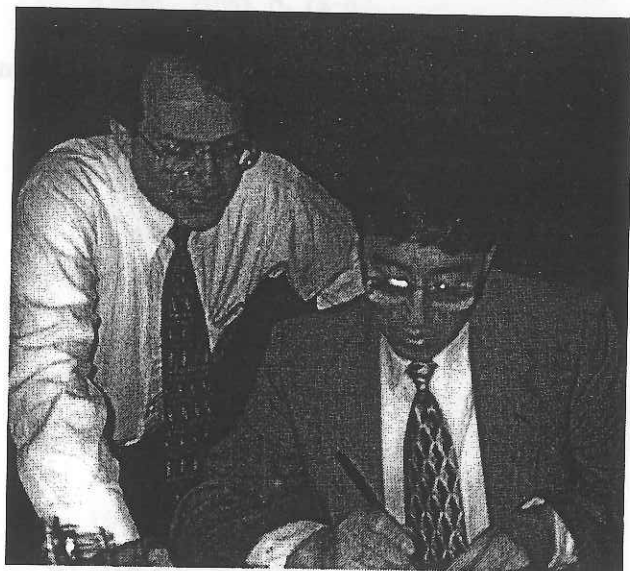
**Greg Watson and Bill Golomski in Orlando**



**Blan Godfrey, Madhav Sinha, and Tito Conti in Orlando**



**Tito Conti and May Gatchalian (3 hrs. after May had received the ASQC Fellow Award!)**



**Ken Case and Way Kuo in Orlando**



**John Hromi and Dave Luther in Orlando**



**IAQ PICTURES IN SOUTH AMERICA, BAHAMAS, AND NORTH AMERICA, CONTINUED**



**Spencer Hutchens at the IAQ meeting in Orlando**



**Jean-Claude Savard and Yoshio Kondo in Orlando**



**Ed Fuchs and Marcos Bertin looking over the IAQ Web site in Orlando**



**Jim Harrington (a past Chairman of the IAQ) receiving plaque for IAQ service from Marcos Bertin (President) and Yoshio Kondo (Chairman)**



**Noriaki Kano and Samuel Wang in Orlando**

EUROPEAN ORGANIZATION FOR QUALITY **Q**



**EOQ '97**

TRONDHEIM, NORWAY

41st EOQ Congress

Pictures will be in *Contact*, No. 68, September 1997

## ACADEMICIANS IN PRINT AND UP FRONT

Following are some of the recent publications and presentations by IAQ members:

- **A. Blanton Godfrey.** "R&D Quality," in the "Quality Management" column, *Quality Digest*, Vol. 17, No. 3, March 1997, p. 19.
- **A. Blanton Godfrey.** "The New CQO," in the "Quality Management" column, *Quality Digest*, Vol. 17, No. 4, March 1997, p. 17.
- **A. Blanton Godfrey.** "Quality Government," in the "Quality Management" column, *Quality Digest*, Vol. 17, No. 5, March 1997, p. 17.
- **H. James Harrington, Erik K.C. Esseling, and Harm van Nimwegen.** *Business Process Improvement Workbook: Documentation, Analysis, Design, and Management of Business Process Improvement*, McGraw-Hill, 1997
- **H. James Harrington and Dwayne D. Mathers.** *ISO 9000 and Beyond: From Compliance to Performance Improvement*, McGraw-Hill, 1997
- **Ove Hartz.** "Quality Management Requires a Cross-Functional Company Culture," *Quality Without Borders*, Festschrift for Prof. L. Sandholm, The Royal Institute of Technology, KTH, Stockholm, Sandholm Assoc., 1996, p. 72-83.
- **Ove Hartz og Jesper Halmind.** Systemdokumentation i kvalitetsstyring - kvalitetshåndbog og kvalitetsprocedurer, IPV-rapport nr. IPV.96.10-A, Institut for Produktions- og Virksomhedsledelse, 1996, 34 p.
- **Ove Hartz.** "Strategies for Developing Total Quality Management in Industrial Companies," International Conference on Quality, ICQ '96, Union of Japanese Scientists and Engineers, JUSE Conference Proceedings, Yokohama, October 1996, p. 197-202.
- **Ove Hartz.** Kvalitetsstyring - begreber, aktiviteter, systemer og systemkrav, IPV-rapport nr. IPV.96.03-A, Institut for Produktions- og Virksomhedsledelse, 1996, 276 p.
- **Ove Hartz og Jesper Halmind.** Kvalitetsaudit - videregående auditfaser, IPV-rapport nr. IPV.96.11-A, Institut for Produktions- og Virksomhedsledelse, 1996, 44 p.
- **Ove Hartz,** Grundprincipper i kvalitetsstyring / total kvalitet / TQM, note til 8387 Kvalitetsstyring, Institut for Produktions- og Virksomhedsledelse, 1996, 4 p.
- **Ove Hartz.** Design Review / Konstruktionsgranskning - kvalitetsstyring i produktudvikling, afsnit 3 i Kvalitet og produktudvikling, note til 8390 Produktplanlægning, Institut for Produktions- og Virksomhedsledelse, 1996, p. 3-1 til 3-10.
- **Ove Hartz.** Udviklinger i Europa på kvalitetsområdet, lederartikel i DFK Kvalitetsnyt nr. 4, December 1996, p. 15-16.
- **Ove Hartz.** "Total Quality Management Strategies," International Academy for Quality, *The Best on Quality*, Vol. 8, Milwaukee, Wisconsin, 1997, 12 p.
- **Ove Hartz.** Kvalitetsstyring - begreber, aktiviteter, systemer og systemkrav, IPV-rapport nr. IPV.97.01-A, Institut for Produktions- og Virksomhedsledelse, 1997, 273 p.
- **Ove Hartz.** Quality Management Principles - Developments in Quality Activities and System Requirements, Department of Industrial Management and Engineering, IPV-report nr. IPV.97.06-A, 1997, 35 p.
- **Ove Hartz og Jens Jørn Dahlgaard.** "The Development of Total Quality Management," *The Handbook of Total*

## ACADEMICIANS IN PRINT AND UP FRONT, CONTINUED

- Quality Management*, Editor: C.N. Madu, Chapman & Hall, London 1997, 18 p.
- **Yuanzhang Liu.** "Preparing for the New Age of Quality Management," Directors of CQCA Local Organizations, Beijing, 1/96
  - **Yuanzhang Liu.** "What is QM and How To Do It In China?," Managing Directors of Sino-Japanese Joint Ventures, Guangzhou, 1/96
  - **Yuanzhang Liu.** "Reengineering, Restructuring, Reform and TQM," Local Officials and CEOs, Shenzhen, 2/96
  - **Yuanzhang Liu.** "How Should One See ISO9000?," Managing Directors of State-Owned Enterprises, Beijing, 5/96
  - **Yuanzhang Liu.** "The Scientific Research of Quality and QM," Educators and Scientists, Sheyan, 6/96
  - **Yuanzhang Liu.** "System Approach to Management," System Engineering Society of China, Beijing, 7/96
  - **Yuanzhang Liu.** "Implementing ISO 9000 in a Perspective of TQM," Directors, Waterway Dredging Co., Guangzhou, 8/96
  - **Yuanzhang Liu.** "My views on TQM," Academicians, IAQ, Yokohama, Japan, 10/96
  - **Yuanzhang Liu.** "TQM in China's Reform of Economic System," The 2<sup>nd</sup> International Symposium of Quality, Shanghai, 11/96
  - **Yuanzhang Liu.** "Some Interesting Topics of '96 Yokohama Int'l Conference on Quality," Directors, COSCO HK, Hong Kong, 11/96
  - **Yuanzhang Liu.** "Quality Management and Economic Development," Conference of Asia-Pacific Economic Research Institute, Changsha, 12/96

## IAQ MEETING HELD IN ORLANDO

We had a fine turnout of 20 Academicians at the 51<sup>st</sup> Annual Quality Congress of the ASQC (ASQ beginning July 1). Academicians attending included President **Marcos Bertin**, **Yossi Bester**, **Ken Case**, **Tito Conti**, **Ed Fuchs**, **May Gatchalian**, **Blan Godfrey**, **Bill Golomski**, **Jim Harrington**, **John Hromi**, **Spencer Hutchens**, **Noriaki Kano**, Chairman **Yoshio Kondo**, **Way Kuo**, **Dave Luther**, **Jean-Claude Savard**, **Madhav Sinha**, **Ray Wachniak**, **Samuel Wang**, and **Greg Watson**.

Acn. **Ed Fuchs** prepared the minutes of the meeting, and those minutes will be sent to all Academicians after they are approved. Items you will see in the minutes include:

- Chairman **Yoshio Kondo** on Call-to-Order
- President **Marcos Bertin** on IAQ administration
- Acn. **Bill Golomski** on the IAQ Constitution and Nominee Report
- IAQ Intranet Demonstration by **Chris Bauman** of ASQC
- Acn. **Tito Conti** on IAQ Project Summary, including Project Leaders and Participants
- Acn. **Yossi Bester** with Dr. **Horwitz** of ISAS on the Executive Symposium
- Acn. **Jim Harrington** on Project Vision 2000
- Acns. **Madhav Sinha** and **John Hromi** on *The Best on Quality* Status
- Acn. **Yossi Bester** on Major Quality Conferences Three-Year Summary
- Acns. **Jim Harrington** and **Ed Fuchs** on an IAQ-Only Workshop During 1998
- **Jean-Claude Savard** and **Greg Watson** Introductory Presentations



**E-MAIL / COMPUTER CORNER**

IAQ now has its own Web site!! Acn. **Dave Luther** has successfully obtained this service for us as a benefit of the ASQC. You can (1) enter IAQ Discussion Forum, (2) see the Registry of Web Site and Listserv Participants, (3) read the IAQ Newsletter, (4) subscribe to the IAQ Listserv, (5) unsubscribe from the IAQ Listserv, and (6) cancel Registration to the IAQ Web Site.

To access the Web site, use the following URL:

<http://iaq.asqc.org/>

You experienced users can figure it out from here. In fact, Acns. **Ken Case, Ed Fuchs, Blan Godfrey, Jim Harrington, Dave Luther, B.K. Pal, Ray Wachniak** and **Samuel Wang** are already signed up!

Those of us who are NOT so good with the Internet need a bit more instruction:

- Get connected to the Internet. You must be able to connect to a service that provides Internet capability. I connect in two ways: (1) via Oklahoma State University's network, or (2) using America Online.
- Once connected, wait until the first screen is finished loading. You should be able to see the address to which you are connected. It is likely to start with http or www. You need to change that address to <http://iaq.asqc.org/> and hit the "Enter" key.
- You will see a greeting that says "Welcome to the IAQ Web site." You need to click your mouse on either **Login** or **Register**. Assuming this is your first visit to the IAQ Web site, click your mouse on **Register**.
- You will get three blanks. For example:  
**Name:** Ken Case  
**E-Mail:** [kcase@okway.okstate.edu](mailto:kcase@okway.okstate.edu)  
**Password:** Here, enter a password that you remember (write it down - EXACTLY!). Then, click your mouse on **Register**.

You are now signed up for the On-Line Forum. You can now connect to the Web site and read the messages other Academicians have posted. To have these messages forwarded to your e-mail address automatically, sign up for the IAQ Listserv. It is one of the menu items.

<b>Academician</b>	<b>e-mail address</b>
Anttila, Juhani	<a href="mailto:juhani.anttila@tele.telebox.fi">juhani.anttila@tele.telebox.fi</a>
Asao, Masashi	<a href="mailto:m-asao@ma.kcom.or.jp">m-asao@ma.kcom.or.jp</a>
Aschner, Gabor	<a href="mailto:aschnerg@lihunnt1.light.ge.com">aschnerg@lihunnt1.light.ge.com</a>
Aune, Asbjørn	<a href="mailto:asbjorn.aune@protek.unit.no">asbjorn.aune@protek.unit.no</a>
Bertin, Marcos	<a href="mailto:marcos.bertin@firmenich.ch">marcos.bertin@firmenich.ch</a>
<b>Bertin, Marcos</b>	<a href="mailto:mjbertin@satlink.com">mjbertin@satlink.com</a>
Bester, Yossi	<a href="mailto:prime@mail.netvision.net.il">prime@mail.netvision.net.il</a>
Case, Ken	<a href="mailto:kcase@okway.okstate.edu">kcase@okway.okstate.edu</a>
Case, Ken	<a href="mailto:CaseKE@aol.com">CaseKE@aol.com</a>
Cole, Robert	<a href="mailto:cole@haas.berkeley.edu">cole@haas.berkeley.edu</a>
Conti, Tito	<a href="mailto:t.conti.tqm@iol.it">t.conti.tqm@iol.it</a>
Fuchs, Ed	<a href="mailto:edfuchs@msn.com">edfuchs@msn.com</a>
<b>Gatchalian, May</b>	<a href="mailto:qciinc@skyinet.net">qciinc@skyinet.net</a>
Godfrey, Blan	<a href="mailto:godfrey@netaxis.com">godfrey@netaxis.com</a>
Golomski, Bill	<a href="mailto:wgolomski@itol.com">wgolomski@itol.com</a>
<b>Harrington, Jim</b>	<a href="mailto:james.harrington@ey.com">james.harrington@ey.com</a>
Hartz, Ove	<a href="mailto:oveh@ipv.dtu.dk">oveh@ipv.dtu.dk</a>
Hromi, John	<a href="mailto:jdhcqa@rit.edu">jdhcqa@rit.edu</a>
<b>Jonson, Kerstin</b>	<a href="mailto:indevo@indevo.se">indevo@indevo.se</a>
Kano, Noriaki	<a href="mailto:kano@ms.kagu.sut.ac.jp">kano@ms.kagu.sut.ac.jp</a>
Kuo, Way	<a href="mailto:way@acs.tamu.edu">way@acs.tamu.edu</a>
Luther, Dave	<a href="mailto:75664.3415@compuserve.com">75664.3415@compuserve.com</a>
<b>Pal, B.K.</b>	<a href="mailto:bkp@isibang.ernet.in">bkp@isibang.ernet.in</a>
Richardson, Phil	<a href="mailto:phil@adc.aust.com">phil@adc.aust.com</a>
<b>Richardson, Phil</b>	<a href="mailto:prichdsn@ozemail.com.au">prichdsn@ozemail.com.au</a>
Sandholm, Lennart	<a href="mailto:quality@sandholm.se">quality@sandholm.se</a>
Schlesinger, Richard	<a href="mailto:schlescor@aol.com">schlescor@aol.com</a>
Seghezzi, Hans Dieter	<a href="mailto:hans-dieter.seghezzi@item.unisg.ch">hans-dieter.seghezzi@item.unisg.ch</a>
<b>Sierra, Enrique</b>	<a href="mailto:sierra@intracen.org">sierra@intracen.org</a>
Stephens, Ken	<a href="mailto:kstephe0@sct.edu">kstephe0@sct.edu</a>
Wachniak, Ray	<a href="mailto:wachniak.r.33673@asqcnet.org">wachniak.r.33673@asqcnet.org</a>
<b>Wang, Samuel</b>	<a href="mailto:hswang@worldnet.att.net">hswang@worldnet.att.net</a>
Wang, Samuel	<a href="mailto:hswang@cchp01.cycu.edu.tw">hswang@cchp01.cycu.edu.tw</a>
<b>Watson, Greg</b>	<a href="mailto:greg@bss-inc.com">greg@bss-inc.com</a>
Zaludová, Agnes	<a href="mailto:csqpraha@mbox.vol.cz">csqpraha@mbox.vol.cz</a>

## ELECTRONIC COMMUNICATIONS: THANKS TO ACNS. ED FUCHS & DAVE LUTHER

Nearly half of the IAQ's Academicians are using e-mail! This is about twice what we had only one year ago.

Much of the success we have had is due to Acns. **Ed Fuchs** and **Dave Luther**. **Ed Fuchs** has worked tirelessly to send out *Contact* via e-mail to Academicians who are on-line. A critical mass of Academicians have been able to open the files and view the newsletter, complete with photographs, literally 2-3 days after your Editor finished the newsletter. This has caused many of our Academicians to write to Ed to express their appreciation (and amazement - the pictures are a LOT better electronically than they appear in the paper version). For those who have had trouble opening the files, Ed has spent hours communicating instructions in an effort to provide help. Ed will be attempting to put this issue up on the IAQ Web site so we can view it if we wish, and at our own leisure.

**Dave Luther** has been the real driver behind facilitating the IAQ's new Web site with the ASQC. Dave has worked closely with Chris Bauman and Chris Haines of ASQC (Thanks to both of them!) to establish the site, set up the IAQ Discussion Forum, the IAQ Listserve, to help put up the last issue of *Contact*, No. 66, March 1997, and to provide training on use of the Web site to those of us who attended the IAQ meeting in Orlando. Dave has also been a major proponent of e-mail within the IAQ. Thanks to both Ed and Dave!

## WHAT'S THIS? JIM HARRINGTON?



Pretty sleek!! Acn. **H. James Harrington** is LUCKY, too! At a recent Board meeting of his company, Jim Harrington won this car. As your Editor understands it, Jim happened to be sitting in the right seat when the group was told to look under their chairs for the winning marker. It was under Jim's chair. Not a bad prize.

Personally, your Editor thinks it would be a good idea if Jim were to sponsor a similar drawing at our next IAQ meeting.

## YOUR INPUT IS WANTED!

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 a page of 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



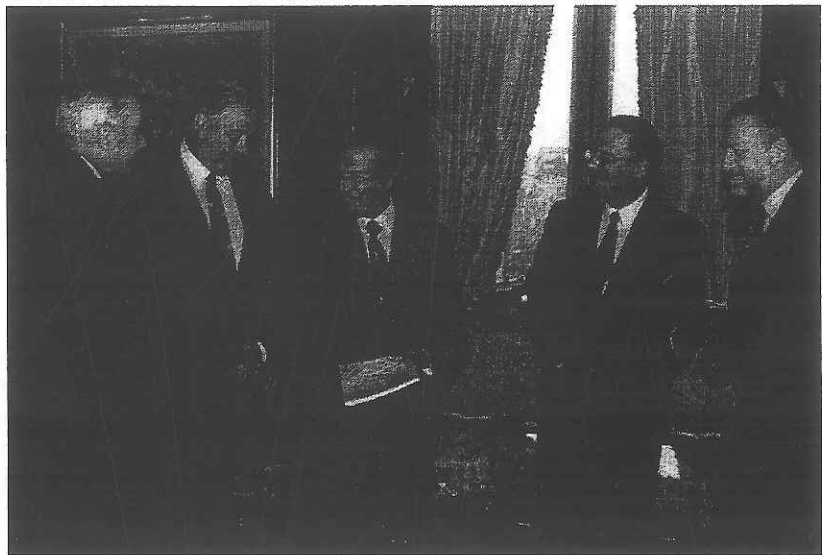
# CONTACT

A Newsletter of the International Academy for Quality

## President Meets President

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**From Left:** Acn. Marcos E.J. Bertin, President of the International Quality Congress, President of the International Academy for Quality; Mr. Hugo Strachan, President of FUNDECE, President of Hewlett Packard; President Carlos S. Menem, President of Argentina; Mr. Roque Fernandez, Minister of Economy; Mr. Mario Casellini, Executive Director of FUNDECE

The above photo depicts a very special occasion. **President Marcos Bertin** and party were received by President Carlos Menem when they invited him to make a speech during the opening session of the International Quality Congress taking place in Buenos Aires from April 22<sup>nd</sup> to 25<sup>th</sup>. President Menem accepted the invitation.

Note that President Menem is holding a dedicated copy of the IAQ Anniversary Magazine. Mr. Fernandez also received a copy. Both congratulated the IAQ on this accomplishment.



## THANKS, JIM HARRINGTON! CONGRATULATIONS, YOSHIO KONDO!



**Dr. Yoshio Kondo, Chairman, and Dr. H. James Harrington, Past Chairman, IAQ**

We all received Acn. **H. James Harrington's** letter of January 30 announcing his farewell as Chairman of the Academy and turning over the reins to Acn. **Yoshio Kondo**. Jim served as an elected officer of the IAQ for the last nine years. He served as VP, then President and finally Chairman.

The Academy has moved along very well and accomplished many things under Jim's capable leadership. In his letter, Jim thanked us. We owe him a big THANK YOU for the untold days and weeks spent advancing the purposes of the IAQ and of the practice of Quality, worldwide. Although Jim is no longer Chairman, we hope to still be the beneficiaries of his wise counsel and experience.

### IAQ MEETINGS SCHEDULED FOR ORLANDO AND TRONDHEIM

The IAQ meeting associated with the ASQC's 51<sup>st</sup> AQC in Orlando will be held on Tuesday, 6 May 1997 from 10:00 a.m. until 4:00 p.m. with a short break for lunch. The location is the Omni Rosen Hotel (exact room to be announced at the conference).

The IAQ meeting associated with the 41<sup>st</sup> EOQ conference in Trondheim will be held on Thursday, 19 June 1997, starting before lunch (exact time and place to be announced).

#### QUALITY OF IAQ MEMBERSHIP

##### Measures

- Publication record & lecturing
- National recognition awards
- Leadership position
- Sustained project record

##### Definition

- Excellence, expertise in the field
- National and /or company and / or professional leadership
- Track record of accomplishments, academic and / or applications
- Excellent communications (oral, written, languages)
- Commitment

#### IAQ MEMBERSHIP SUCCESS FACTORS

- Expert knowledge & wide experience
- Ability to communicate
- International involvement
- Ability to travel
- Ability to evaluate International practices
- Strong position at " home country
- Collective knowledge of quality organizations
- Commitment to scientific approach to quality
- Personal, not linked to organization
- Willingness to share ideas
- Engaged in continuous improvement of quality
- Mixed academic base experience
- Mature personality, humor & tolerant

**DEMOGRAPHICS OF THE INTERNATIONAL ACADEMY FOR QUALITY**



President **Marcos E.J. Bertin** presented the demographics of the IAQ at the ICQ'96 meeting in Yokohama. Many Academicians found the data to be interesting, and several asked that it be

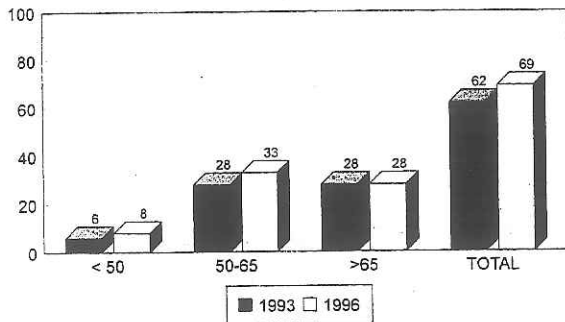
published in *Contact* for all to see. Following are the slides presented by Marcos.

**IAQ ACADEMICIANS**

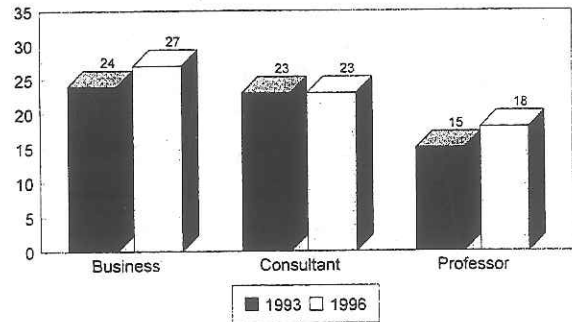
		AVG AGE
Total 1993	62	62.5
Deceased / Resigned	8	
Incorporated	15	56.6
Total 1996	69	62.5

% New Members / Total 93-96 21.7%

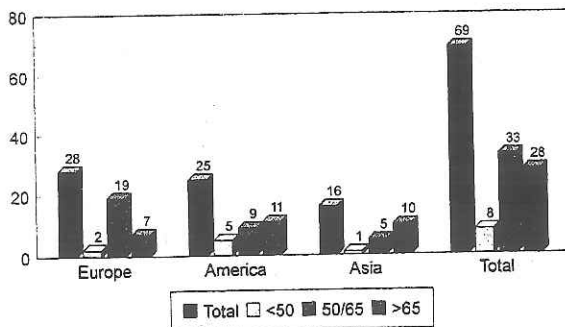
**ACADEMICIANS BY AGE**



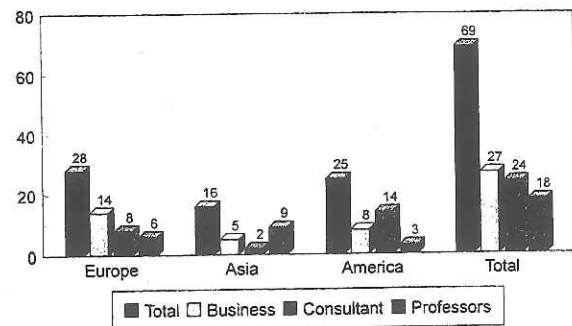
**ACADEMICIANS BY PROFESSION**



**ACADEMICIANS BY ZONE/AGE**



**ACADEMICIANS BY ZONE/PROFESSION**



### THE BEST ON QUALITY: KUDOS TO JOHN HROMI! REVIEWS ON VOLUME 7

- President Yoshiro Narabayashi of JUSE wrote to IAQ Chairman **Yoshio Kondo** in January and said "Thank you for sending JUSE a copy of the book, *The Best on Quality*. We agree with you that it includes "the best of the best" papers in the quality field. Likewise, we believe that others will benefit from this book and value it as a resource in their work to promote the concepts and practices of total quality management."
- *European Quality*, Vol. 3, No. 6 said "Who better, then, to collect and publish award winning papers recognized by the European Organization for Quality (EOQ), the Japanese Nikkei Quality Control Literature Prize and the Brumbaugh Award of the American Society for Quality Control? The resulting volume comprises 24 papers (eight from each award) which constitute an impressive compendium (running to 590 pages) of leading research-based quality thinking from the 1970s up to the present decade." It continues, "The cumulative effect is of a formidable reference work of impeccable pedigree for the serious quality scholar." "As a record of scholarly thinking on quality, *The Best on Quality* series is well worth getting to know."

### VOLUME 8 TO PRESS - SCHEDULED FOR SPRING RELEASE

Editor Acn. **John D. Hromi** is breathing a sigh of relief after many hours spent in assembling material for Volume 8. That material is now in the hands of Quality Press with a possible early Spring release. Contributors to the volume include (alphabetically): Acns. **Antonio de Almeida, Jr., Norman Burgess, Alain-Michel Chauvel (2 papers), Tito Conti, A.V. Feigenbaum, Ed Fuchs, Miflora Gatchalian, Blan Godfrey (2 papers), Bill Golomski, Ove Hartz, Ann Hurd** (widow of the late Acn. **Walter Hurd**), **Dave Luther, Walter Masing, Kenzo Sasaoka, Enrique Sierra (2 papers), Madhav Sinha, Ken Stephens, and Agnes Žaludová.**

### ACN. MADHAV SINHA ANNOUNCES VOL. 9 CALL FOR PAPERS - DEADLINE 1 OCT 97

In Yokohama, Academicians present identified 26 topics as areas for future publications and / or research projects (see *Contact*, Issue 65, December- 1996). The list is indeed quite extensive. However, for publishing a book, there is a necessity to carry a common theme throughout.

The theme of Volume 9 of *The Best On Quality* is proposed to be: **Total Quality Management in the Third Millennium**. It will be a timely exposition on how knowledge gleaned through careful analysis of past and present quality initiatives and research projects have connected well with all (or only a few) of the 26 topics for taking the organizations forward in the future with more certainty and less risk: from philosophy to tools to methodologies, irrespective of where and how these have been applied. Mold your thoughts in comparing what it was then, and what it is now, to where it is headed - especially as it applies to your own selected topic that you choose from the list of 26 suggested.

Authors are advised to adopt rigorous research standards in testing their conceptual views and practical applications on quality. To submit an article, send a hard copy (double-spaced, single-sided with one inch margin) and a disc Acn. **Madhav N. Sinha**, 71 Lafayette Bay, Winnipeg, Manitoba, Canada, R3T 3J9. Mail another copy to your Regional Editorial Board member: **Tito Conti** (Europe), assisted by **Barrie Dale** of the UK; **Noriaki Kano** (Asia and Australia); **Dave Luther** (North America). **Ken Stephens** will be serving as Associate Editor. Authors are reminded that at least one author of the paper must be an IAQ member. Please limit the number of pages to 25 per article.



## NEWS AND COMMENTS FROM ACADEMICIANS

The following inputs were received during the past three months. There is a wealth of information here about the activities of our fellow Academicians. Some 50 pages were received, so some editorial license was taken!

Acn. **Juhani Anttila** writes:

Dear Ken - Please find here a short summary report of my activities during 1996 for *Contact*. The past year was a very interesting and rewarding from my professional contributions point of view.

Presentations at seminars, symposia, etc.: 26 speeches or papers to various industry branches in Finland on different TQM-related topics, 6 presentations and papers at international conferences or seminars, and 4 major publications. (Editor's Note! - See pages 12-14 for a listing of Juhani's papers and publications.)

Contributing to the work of different national organizations, committees, etc.:

- Task force of the Ministry of Trade and Industry for the Finnish national quality strategy, expert member of the steering group.
- Task force for the Finnish national quality strategy for the public sector including governmental organizations, municipalities and counties, expert member of the task group.
- Quality management expert group for the Finnish national competence center of tourist industry, chairman.
- The Finnish Society for Quality, board member.
- Committee of the Finnish Society for Quality for quality of public services, chairman.
- Task force for the annual revision of the Finnish national quality award, senior expert member.

- National standardization committee for quality management and quality assurance corresponding ISO TC 176, expert member.

Contributing to the work of international organizations:

- European Organization for Quality (EOQ), vice president for committees and sections (2nd year of the two year term of office).
- Presidential working group of the EOQ on the evolution of quality, expert member.
- Standardization committee ISO TC 176 for quality management and quality assurance, expert member (16th year, most of the time also the leader of the Finnish delegation), and liaison officer for the EOQ.

Then, of course, I have been active in my normal every day job as director for corporate quality improvement at Telecom Finland Ltd.

Best regards, and challenging views as well as success to all Academicians during the year 1997.

Acn. **Yossi Bester** writes:

My major IAQ-related activities in 1996 include:

- Conferences: We had organized streams, meetings, and strong IAQ participation at the following conferences: (1) 50<sup>th</sup> ASQC in Chicago, May 96, 23 Acns., (2) 40<sup>th</sup> EOQ Berlin, September 96, 25 Acns., (3) ICQ'96 Yokohama, October 96, 33 Acns., (4) APQC-96 Manila, October 96, 15 Acns.
- Publications: Acns. **Wachniak** and **Case** published two editions of *Contact*, each. Acn. **Hromi** published Volume 7 of *The Best On Quality*. A special IAQ Anniversary Magazine was released during the conference in Yokohama, as initiated by Chairman **Harrington**. The best papers of *The Best on Quality* were announced at the IAQ meeting in Yokohama.

## NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED

- Relationships: During the last three years, the IAQ proceeded with efforts to develop outstanding relationships with the three major organizations: ASQC, EOQ and JUSE. The last three volumes of *The Best on Quality* were published through the ASQC. The ASQC also supports the distribution of *Contact*. Recently, the EFQM contacted Dr. **Harrington** and suggested mutual cooperation of both organizations. In Yokohama we had breakfast with the JUSE Board of Directors and discussed potential mutual activities.
- Projects: The most important project for me during the next two years is the Executive Symposiums. An organizing team is assigned and the first Symposium is planned to take place in early 1999. The first proposal has been discussed during the triennial meeting in Yokohama; a more detailed one will be reviewed in Orlando.

Acn. **Bob Cole** writes:

Here's the quick update you requested. I spent last year as a Fellow at the Center for Advanced Studies in the Behavioral Sciences in Palo Alto, CA where I spent my time writing most of my book tentatively entitled, *Fads, Imitation, and Learning: the Case of the American Quality Movement*. It is a treatment of quality that is intended to integrate the subject with social science theory on organizational change. Two chapters to go!

I was in Japan just a few weeks after the November Yokohama meeting interviewing two academicians, **Noriaki Kano** and **Kenzo Sasaoka** with regard to two chapters I am doing on the Hewlett-Packard Japan role in transferring learning about quality to the Hewlett-Packard Company.

Currently, I am serving as co-chair of the oversight committee of the TQO program at the National Science Foundation. **Dave Luther**,

another Academician, serves on that committee, as well.

In September I served as a co-organizer of the Workshop on Improving Theory and Research on Quality Enhancement in organizations co-sponsored by the National Science Foundation and the National Academy of Sciences. We will hold a second workshop in May at Berkeley with the product being a book which will aim to bring quality more into mainstream social science theory.

Acn. **Tito Conti** writes:

Dear Ken - In Yokohama I gave you a list of activities that you used in the December issue of *Contact*. To that list I would add my participation to the National Quality Congress in Guatemala, November 19-22, where I presented a paper. The next important quality event in Europe is the EOQ Forum, which will be held in London on March 13-14, c/o IAQ (the English EOQ Full Member Organization) with the title "Quality in Integrated Management." Best regards.

Acn. **Barrie G. Dale** writes:

Dear Ken - As part of my advisory role to the South African Quality Institute I presented papers during the week commencing 10 November 1996 on "The Management of New Product Development and Continuous Improvement" at their regional conferences held at Cape Town, Port Elizabeth and Durban and at their International Conference in Mid-Rand.

During the week commencing 5 January 1997 I continued my regular advisory work on Continuous Improvement with the following Hong Kong Government departments: Civil Engineering, Drainage Services, Housing, Territory Development and Water Supplies. I have visited Hong Kong on average three times a year since 1991. These visits initially started

## NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED

when contacted by the U.K. Crown Agents to provide assistance to the Hong Kong Government Industry Department's "Make it Better in Hong Kong" campaign. As part of this Campaign I have written 8 booklets on various aspects of quality management and featuring best practice case studies from Hong Kong companies. The following booklets have just been published and are available, free of charge, from the Industry Department.

- Quality Through Teamwork, Quality Booklet No.7, 66 pages.
- The Basic Tools of Quality, Quality Booklet No.8, 58 pages.
- Statistical Process Control, Quality Booklet No.9, 65 pages.

Acn. **Edward Fuchs** writes:

IAQ - related activities during 1996 included:

- Organized, chaired and executed an IAQ-sponsored session at the ASQC 50<sup>th</sup> AQC in Chicago, May 1996.
- Initiated *e-Contact*, rapid distribution of *Contact* to all Academicians with the capability to receive e-mail over the Internet.
- Promoted the use of e-mail for communication among Academicians.
- Presented paper / talk at IAQ pre-conference session at IQC'96 in Yokohama.
- Supported the development of IAQ mission, vision and strategy.

Acn. **Miflora Gatchalian** writes:

Dear Ken - Greetings from Malaysia and the Philippines! I am right now at the University of Malaysia (UNIMAS) in Sarawak visiting my husband, Dr. Jose C. Gatchalian, currently a faculty member at UNIMAS. I am taking advantage of his e-mail at the University since I will probably be having mine in the Philippines sometime this February 1997.

As for my current activities, I am a founding member and current Secretary General of APQO. The *IAQ Anniversary Magazine*

contains my article about the APQO. Please read it since it gives much input on how IAQ members worked together to organize what is now a worthy quality organization in the Asia Pacific region. I will be sending you by mail a copy of the *APQO MONITOR*. (Editor's Note - This is a fine looking and informative newsletter.)

Since I took early retirement from the University of the Philippines (I was Full Professor) last February, I became more actively involved in the quality crusade. Being President of Quality Consultants International, Inc. a corporation engaged in the promotion of continuous quality improvement in the Asia Pacific, I have been traveling a lot giving seminars in the different provinces in the Philippines and in countries like Singapore, Malaysia, Vietnam and Mexico. My area of specialization is now focused on three major concerns (1) Measurement of Customer Satisfaction by Sensory Evaluation Methods, (2) Quality Improvement Tools Utilizing Statistical Techniques, and (3) Promotion of Total Quality Management in Small to Medium Scale Companies. For number 3 I maintain complete records of our assessments of quality climate and practices surveys in small companies. Results are very interesting and I hope to be able to keep my promise to **John Hromi** that I will write one article about it for the next volume of *The Best On Quality*.

I am also a member of the Board of Trustees of the Philippine Society for Quality Control (PSQC) and the Secretary of the Walter L. Hurd Foundation, organized by APQO to keep alive the memory of **Walt Hurd**, who had been instrumental in the formation of the APQO. (Editor's Note - see the first two pages of Contact Issue 65 for more information on the Walter L. Hurd Foundation and its awards.)

Again, my congratulations and best regards.



## NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED

Acn. **Noriaki Kano** writes:

Dear Ken - I hope that you and Lynn enjoyed the trip to Japan. Since I met you at Yokohama, I had a trip to Israel and Thailand. In addition, I should have two more overseas business trips between now and the end of 1996. Still so busy. Merry Christmas to both of you.

IAQ Chairman **Yoshio Kondo** writes:

My activities in 1996 include:

- Awards: Awarded Dr. merc. h. c. (Doctor mercaturae honoris causa) from The Aarhus School of Business.
- Publications and presentations: (Note from Editor-Acn. Kondo's many contributions in 1996 are found on pages 12-14 of *Contact*.)
- IAQ Meetings: Held IAQ meetings in Chicago, May 1996, in Berlin, September 1996, in Yokohama, October 1996.
- IAQ Workshop: Organized and conducted IAQ Preconference Workshop in Yokohama, October 1996.

Acn. **Way Kuo** writes:

Hi Ken - Just received *Contact* from you and I am enjoying reading it. Happy Holidays.

Acn. **Walter Masing** writes:

Dear Colleague Case - Looking at issue No 65 of *Contact* one cannot but admire, to what levels a simple newsletter can climb from indeed very humble beginnings! (Editor's note! - **Dr. Masing** edited the first 50 issues of *Contact*. He was ably followed by Acn. **Ray Wachniak**). Congratulations for a masterpiece of needed information combined with the warmth of good fellowship. The quality of the pictures is noteworthy, as is the text. A perfect job. Best personal regards and many good wishes for the success of *Contact*.

Acn. **John A Murphy** writes:

At MBS I am establishing a unique cohort of Ph.D. scholarship students in conjunction with

leading UK companies. These students are specializing in Service Quality / Customer Retention Research with an emphasis on issues of practical relevance to industry and that are internationally acknowledged as having a dominant influence on competitiveness. In this regard it is the stated objective to further enhance the international reputation of MBS as a centre of excellence for management studies. I am a contributor to the MBA Programme and direct the Quality Master Class in Service Quality and the Best in Quality Case Study Conference Programme.

Major Developments in Service Quality / Customer Retention at Manchester Business School, University of Manchester are described as follows:

- Customer satisfaction is one thing. Customer retention another. Manchester Business School is now offering a number of scholarships, in conjunction with leading UK companies, to further research into this area. The students, the first five of which began in January and September 1996, will emerge after three years with a Ph.D.; sponsoring companies will benefit from research specifically tailored to their own needs

As the Abbey National Visiting Professor of Service Quality at Manchester Business School, I run the programme. Companies have been reluctant until now to fund research, the general results it produces not yielding perceived value for money. The Ph.D. Scholarships in service quality / customer retention, however, will produce research that both adds to the existing literature and produces tangible benefits for the sponsor.

The first half of the first year is taken up mainly with courses on methodology and statistics and a comparative literature review. They then undertake a mini-project, probably on issues they wish to

## NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED

follow up in the main body of research. A cohort group of all the Ph.D. students involved meets formally once a month. The benefit of having a group of people doing research on a common theme is that one has the benefit of peer motivation.

- The programme will produce valuable results. Many companies fall a long way short of seriously examining customer retention. We know from research that over 40 per cent of satisfied customers may leave a company. Getting feedback in terms of satisfaction alone is not sufficient. But if you can increase the retention level by only five per cent you can increase profits by 25-85 per cent, depending on the sector.
- I also have responsibility for the Customer Service Module on Manchester's MBA programme which is directed jointly by MBS & UMIST. The module covers the following issues: Service Quality, Relationship Marketing, Customer Retention, Service Delivery Process, Human Factors in Customer Retention and Measurement.

On the Executive side, I direct the Quality Master Class, consisting of the following modules: (1) introduction, (2) an introduction to the UK / European model for business excellence, (3) achieving continuous improvement through self assessment, (4) advanced tools / or quality & productivity improvement, (5) creating a customer focused culture, (6) culture change - the process and the people, (7) exceptional customer service through teamwork, (8) quality costing, (9) benchmarking for competitive advantage, and (10) customer satisfaction measurement.

In 1996 I developed the first annual "Best in Quality" case study conference facilitating presentations from top management in best practice companies, notably current winners

from the European Quality Awards, the British Quality Awards and the North West Quality Awards. The 1996 conference which took place at MBS in March also included presentations from Sweden and the Netherlands.

Acn. **Lennart Sandholm** writes:

Dear Ken - Congratulations on an excellent newsletter. By separate mail I will send you my book *Total Quality Management* which was published this month (Editor's Note - This is an excellent book!).

Acn. **Madhav N. Sinha** writes:

In the brief period following my joining of the Academy, I have participated in interviews with four Canadian media outlets concerning the matter of a Canadian visibility of IAQ. Four printed impressions were made highlighting the IAQ's existence and its role and mission.

In my teaching job at the local University of Manitoba, I continued to stay busy as student enrollment almost doubled during the past two years in all three quality management certificate programs. I have just finished work on two student manuals and study guides for the correspondence version of the program for distance students.

The reviewing of articles for ASQC's *Quality Management Journal* and Quality Press' books also kept me very busy throughout the year. My present employer, the Government of the Province of Manitoba, being itself in the midst of its very own comprehensive "re-inventing" exercise, titled as "Service First" Initiative, has put a great demand on my time for attending various meetings.

My participation in the Canadian Standards Association's (CSA) Technical Committee on the N286 Standards Series (concerning Overall

## NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED

Quality Assurance for Safety of Nuclear Power Plants) also continued during 1996.

I have initiated and started two important research projects of my own. The first is a book, tentatively titled, *Quality: Then and Now - A History of Quality in Canada*. A preliminary account of its progress is ready for presentation at the ASQC's 51st AQC in Orlando. The second project concerns the "future applications" and testing of TQM concepts, philosophy, tools and methodologies in places such as churches, temples, the Salvation Army, soup kitchens, and such presumed unbusiness-like places that are known as charitable, voluntary, or non-profit organizations. Preliminary results are very interesting and sample papers on this topic will appear soon.

Acn. **Ken Stephens** writes:

Ken - Please note that we have built a new house in the Marietta area closer to the university and therefore have a new home address as follows: 2208 Camden Court, Marietta, Georgia, 30064. We moved in during the month of December. Our new home telephone number is (770) 425-7714. The office telephone and fax numbers shown on the "IAQ Members and Addresses" are still correct, but the home fax number should be erased.

As to activities of possible interest are (1) a trip to Pakistan over the Christmas break on behalf of the International Trade Centre (ITC) Geneva, to prepare a project document for United Nations technical assistance to the Sialkot area in the area of ISO 9000 infrastructure to enhance exports from the area (currently in the order of \$600 million annually). This could well be a start in assisting developing countries to develop the necessary infrastructure to permit their industries to seek compliance and certification; (2) am presently a member of a networking group with ITC in the development of open learning materials on Global

Competitiveness (I'm concentrating on the quality disciplines, of course) - we will meet as a group again in Dublin in March; (3) have written chapter 13 of the new third edition of the *ISO 9000 Handbook*, edited by Bob Peach; (4) will help Acn. **Sinha** with the editorship of **The Best on Quality** beginning with Volume 9.

Acn. **Agnes Žaludová** writes:

I think it is well known that I am not given to overstatement. Nevertheless, I can honestly say that my year 1996 has been rather remarkable, pretty terrific and absolutely unforgettable. I want to put on record here only a few of the highlights of the past year. They have to be seen against the general background of my activities at home which are closely linked to my function as Honorary President of the Czech Society for Quality. This involves quite a heavy schedule of commitments connected with the training courses, examination, seminars and publication of the CSQ. I also have a long-standing involvement with the Czech Institute for Standardization which includes chairing the Czech National Committee for ISO/TC176 on Quality Management Systems (QMS) and membership of the National Committees for IEC/TC56 on Dependability and ISO/TC207 on Environment Quality Systems (EMS). These committees are responsible for preparing comments on ISO/IEC draft standards and then developing the corresponding Czech versions as CSN standards. In addition, I continue to assist with teaching Statistical Methods and Dependability Engineering for Quality Managers at the GRADUA Training Institute. On top of the regular activity, the year 1996 brought the following exciting projects and events:

- (Editor's Note - Please see pages 13-14 for a list of Agnes' publications and papers.)
- Participation in Third EOQ FORUM on Self-Assessment and Benchmarking, held



## NEWS AND COMMENTS FROM ACADEMICIANS, CONTINUED

in Vienna, March 1996.

- Six-week study trip in the USA from mid-April through the end of May. The first part of this trip involved visits to friends and relatives in New York, Ann Arbor and Chicago connected with editing the Memoirs of my husband Bert. It was combined with visits to colleagues Sidney Rubinstein in Princeton, NJ, John Mihalasky, Clifton, NJ, Dr. J.M. Juran and **Blan Godfrey** at the Juran Institute, Wilton, CT and **John Hromi** and Valerie Freund in Rochester, NY. While visiting relatives in Ann Arbor I was able to have extremely interesting consultations with members of different departments of the University of Michigan on Quality Management and its teaching and application at UM. During the last two weeks of the stay in the USA I attended the 50th Annual Quality Congress of the ASQC, Chicago with participation in the International Panel Discussion on the World of Quality in 2010. The following week I accompanied a study group of Czech Managers on their visits to various organizations, including DePaul University, the International Trade Center and MOTOROLA, Chicago, FORD - Dearborn and RESI - Gary.
- Cooperation with the Czech Program Committee for the International Congress of FISITA (International Federation of Automotive Engineering Societies), chairing the Session on TQM and Dependability, Prague, June 1996.
- Hosted meeting of IEC / WG1 Dependability Terminology in Prague in June 1996 and then in September 1996 participation in the meeting of IEC / TC 56 Dependability, held in Dresden, Germany and involving continuing cooperation with WG1 (Terminology) and with WG8 (Dependability Programs and Life Cycle

Costing as part of QMS) and WG12 and WG13 on Risk Management.

- Participation on October 10th in New York in the Live Satellite TV Broadcast "J.M. Juran on Quality: Yesterday, Today and Tomorrow." (Fellow Panelists. J.M. Juran, **A.B. Godfrey**, C.W. Reimann, L.A. Konareva, Ron S. Kennett, R.W. Galvin, F.J. Pipp, L. Joronen, and Y. Nakada).
- Participation in Tel Aviv (November 1996) in the meeting of ISO / TC 176. After Tel Aviv a delightful short visit to **Yossi** and **Dorrit Bester** in Haifa and thereafter back to Prague in order to participate in the events of the Quality Week in the Czech Republic.
- Presentation of the 1996 Quality Awards of the Czech Republic.
- End-of-year involvement in two new interesting projects for 1997: cooperation with a) Canadian consultancy on QMS and b) National Training Fund of Quality Assessment of Management Training.

From the above survey I hope you will all understand the occasional delay in my replying to correspondence.

Acn. **Hermann Zeller** writes:

My list of the more important activities related to IAQ during 1996 include:

- Efforts to increase visibility of IAQ in Brazil by participation in seminars, holding of lectures, consulting in universities, industry and government departments.
- Assistance and participation in the IAQ nomination procedure as nominations secretary.
- Membership on the IAQ Board of Directors.
- Advisor to the Editor of *The Best On Quality* as the European member of the Advisory Board.
- Provided assistance and advice to the daily work of the IAQ Administrative office in Frankfurt.

## CONFERENCES / ACADEMICIANS UP FRONT-NEAR FUTURE

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The **IAQ Pre-Congress Workshop (preceding the ICQ'97 in Buenos Aires)**, "International Trends in Quality: forecast by Region," 22 April 1997 features these Academicians:

- **H. James Harrington**, Chairman of the Workshop
- **Yoshio Kondo**, "Japan"
- **A. Blanton Godfrey**, "United States of America"
- **Hans Dieter Seghezzi and António Silva Mendes**, "Europe"

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The **International Quality Congress 1997 (ICQ'97)**, "Managing for Excellence," Buenos Aires, Argentina, 23-25 April 1997 has a large contribution by IAQ's Academicians, including the following:

- **Marcos E.J. Bertin**, Opening Ceremony as President of the Congress
- **Armand V. Feigenbaum**, Opening Plenary Session "Total Quality Leadership is the Key to Business Growth and Profitability"
- **A. Blanton Godfrey**
- **H. James Harrington**, Closing Session "TQM Reengineering"
- **John D. Hromi**
- **Yoshio Kondo**, "Nurturing New Creative Ideas and Bringing Them to Fruition."
- **Antonio Silva Mendes**
- **Hans Dieter Seghezzi**

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The **ASQC's 51<sup>st</sup> Annual Quality Congress (AQC)**, "Quality: A Vision and a View - The Next 50 Years," Orlando, Florida USA, 5-7 May 1997. IAQ's Academicians participating include:

- **Camille F. DeYong and Kenneth E. Case**, "Customer Satisfaction Analysis" T201
- **H. James Harrington**, "Global Quality Perception" T207
- **David B. Luther**, "Future Strategies for Health Care" W105
- **David B. Luther**, "Collaborating for Community-Based Quality"
- **Madhav N. Sinha**, "Global Quality Perception" T207

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The **41<sup>st</sup> Congress of the European Organization for Quality (EOQ'97)** in Trondheim, Norway, "Quality - A Critical Factor in the Past, Present and Future," 16-20 June 1997 has numerous Academicians participating. They include, in the order listed in the program:

- **Asbjørn Aune**, Programme Coordinator
- **William A. Golomski**, "The Next Fifty Years: Organizations, Products, Services and Work"
- **Martina Merkle and Hans Dieter Seghezzi**, "Virtual Organization - How Quality Management Paves the Way for It"
- **Per-Åke Sörensson**, "How We Learned to Accomplish Change"
- **Alain-Michel Chauvel**, "The Next Step to TQM"
- **Juhani Anttila**, "Internal Quality Auditing as a TQM Instrument Incorporating ISO 9000 and Quality Award Principles"
- **Barrie G. Dale**, "Evaluating and Measuring Cultural Change: A Study in a Multi Utility Company"
- **John. Hromi**, "Achieving Quality in a Changing Environment"
- **Yoshio Kondo**, "Hoshin Kanri - the Japanese Emphasis"
- **A. Blanton Godfrey**, "The Rapidly Changing Role of the Quality Professional"
- **Antonio Silva Mendes**, "European Quality - an Outlook"

**PRESENTATIONS / CONFERENCES / ACADEMICIANS UP FRONT-RECENT PAST**

- Acn. **Miflora Gatchalian** was plenary speaker at the 5th Conference of the Asia Pacific Quality Organization (APQO), October 1996. Her topic was "People Empowerment-the Key to TQM Success" (Editor's Note! I had missed this in an earlier *Contact* - Sorry!)
- Acn. **Noriaki Kano** contributes: Special Lecture Meeting on JUSE 50 Year Anniversary Celebration, 20 January 1997, Acn. Prof. **Hitoshi Kume** spoke on "Management by Quality." T. Sekimoto, Chairman, NEC, spoke on "Perspective of the 21<sup>st</sup> Century from the Viewpoint of a Manufacturer."
- Acn. **Lennart Sandholm** contributes: At conference named the "7th World Congress on Total Quality" New Delhi, India, 16-19 February 1997, **H. James Harrington, Yoshio Kondo** and **Lennart Sandholm** each made presentations at the keynote sessions.
- Other presentations from around the world by IAQ Academicians include:
- **Juhani Anttila**. "Quality Management in Telecommunications," Seoul, South Korea. Feb. 1996.
- **Juhani Anttila**. Nordic Telecommunications Quality Forum (NTQF), Loviisa, Finland, May 1996.
- **Juhani Anttila**. "Benchmarking in Telecommunications," London, United Kingdom, June 1996, and IAQ Triennial meeting, Yokohama, Japan, Oct. 1996.
- **Juhani Anttila**. "European Union Officers' Quality Training," Helsinki, Finland, Nov. 1996.
- **Yoshio Kondo**. "Are Creativity and Standardization Mutually Exclusive?" 1st International Conference for ISO 9000 and TQM in Leicester, U. K., April 1996.
- **Yoshio Kondo**. "Quality - Constants in Turbulent Times," at the ASQC's 50th AQC in Chicago, May 1996.
- **Yoshio Kondo**. "Nurturing New Ideas and Bringing Them to Fruition," at the 40th EOQ Annual Congress in Berlin, September 1996.
- **Yoshio Kondo**. "What Dr. Nishibori Thought and Achieved," at the International Conference on Quality 1996, Yokohama, Japan, October 1996.
- **Yoshio Kondo**. "Quality as a Source of Empowerment" at APQO Conference in Manila, Philippines, October 1996.
- **Yoshio Kondo**. "Essence of Quality" and "What is Control" at TQM Seminar in Muscat, Oman, March 1996.
- **Yoshio Kondo**. "Essence of Quality," "What is Control" and "Hoshin Kanri" at ECPD Seminar on Quality Management in Milocer, Yugoslavia, September 1996.
- **Yoshio Kondo**. "Essence of Quality," "What is Control?" and "Human Motivation" at AOTS EFAAS Seminar in Bratislava, Slovakia, September 1996
- **Yoshio Kondo**. "Essence of Quality," "What is Control?," "Hoshin Kanri," "Quality Assurance," and "Human Motivation" at AOTS Seminar in Lima, Peru, November 1996.
- **Yoshio Kondo**. "Essence of Quality" and "Human Motivation" at AOTS Seminar in Belo Horizonte, Brazil, December 1996.
- **Yoshio Kondo**. "Essence of Quality" and "Human Motivation" at AOTS Seminar in Sao Paulo, Brazil, December 1996.
- **Agnes Žaludová**. "Integrating Quality and Environmental Management Systems," Proc. of Conf. ITEM '96 Prague, January 1996.
- **Agnes Žaludová**. "Integrated Management Systems for the 21st Century," Proc. Of Q-FORUM, Prague, February 1996.
- **Agnes Žaludová**. "Development Trends in Quality Management" Ostrava, CR on 24 September 1996.
- **Agnes Žaludová**. "Statistically Aided Integrated Management Systems - STAIMS - for the 21st Century," ICQ '96, Yokohama, October 1996.
- **Agnes Žaludová**. "New Information from the World of Quality," Quality Week Conference, 19-20 November 1996.



### ACADEMICIANS IN PRINT

Following are some of the publications authored by IAQ members:

**Juhani Anttila** (co-author). "Development of the Supplier Partnership on the Basis of Quality Award Criteria," Study Report, publication of the Finnish Society for Quality, March 1996.

**Juhani Anttila**. "Quality is a Positive Concept," *JC-News*, 1996 World Congress Special (Junior Chamber International).

**Juhani Anttila**. "The Excellence Wins," *Laatuviesti*, May 1996.

**Juhani Anttila**. "A Good Service - What Is That?," *SFS Tiedotus*, May 1996.

Alejandro Teran, David B. Pratt and **Kenneth E. Case**. "Present Worth of External Quality Losses for Symmetric Nominal-is-Better Quality Characteristics," *The Engineering Economist*, Fall 1996, Vol. 42, No. 1, pp. 39-52.

**A. Blanton Godfrey**. "A Model for Business Excellence," in the "Quality Management" column, *Quality Digest*, Vol. 17, No. 1, January 1997, p. 17.

**A. Blanton Godfrey**. "The Bottom Line," in the "Quality Management" column, *Quality Digest*, Vol. 17, No. 2, January 1997, p. 17.

**Yoshio Kondo**. "Fostering Employees' Ability," *Quality Without Borders*, Silver Jubilee Book, Sandholm Associates AB, 1996, pp 154-161.

**Yoshio Kondo**. "From One-Way Training to Network Type Learning," *KENSHU*, No. 141, Autumn, 1996, pp. 4-6.

**Yoshio Kondo**. "Are Creative Ability and Work Standardization in Contradictory Relationship?," *Training for Quality*, Vol. 4, No. 3, 1996, pp. 35-39.

**Yoshio Kondo**. "Quality - Constants in Turbulent Times," *The Quality Anniversary Magazine - 50 Years of Quality*, The International Academy for Quality, pp. 54-57, 1996.

**John Murphy**, "The Art of Satisfaction," *Financial Times*, 1 November 1996. (Editor's Note! Acn. Murphy sent me a copy of this article. Contact John or me if you would like to receive a copy.)

**Lennart Sandholm**. *Total Quality Management*, Studentlitteratur, Lund, Sweden, 1997 (<http://www.studli.se/>).

**Madhav Sinha**. "A Universal Model for Managing Customer Service," *Proceedings of the 6th World Congress on Total Quality*, titled *Total Quality: Creating Individual and Corporate Success*, published by Institute of Directors and Excel Books, 1996, New Delhi.

**Agnes Žaludová** and I.V. Pragl. "Systematic Procedure for Improvement - A Case Study," *World of Quality*, June 1996.

**Agnes Žaludová**. "The Human Factor in Quality Systems," *World of Quality*, June 1996.

**Agnes Žaludová**. "Some Reflections on Quality Terminology," *Quality Without Borders*, Silver Jubilee Book, Sandholm Associates AB, 1996.

**E-MAIL / COMPUTER CORNER**

**Acn. Asbjørn Aune** has provided us with the following Internet addresses for viewing information on Trondheim during this, the millennium celebration year:

<http://www.ridderbred.novit.no/Meyer/Nor>

There, you will find a drawing of Trondheim and also some special buildings. On some parts you might click in order to study the details.

<http://www.sn.no/adresseavisen/> This is the local newspaper.

<http://www.trondheim1997.no/> This is the Celebration Committee's pages with news about festivals and celebration arrangements during the year.

Some Norwegian-English vocabulary might help!!

Trondheimstegningen = Trondheim drawing

Andre sponsorer = Other sponsors

Søk = Seek

Andre tegninger = Other drawings

Nidarosdomen = The Nidaros Cathedral

Gamie bybro = The Old City Bridge

Munkholmen = The Munks Island

Gamie Forretningsbankgarden = An old bank building (Asbjørn lived there as a boy).

**Acn. Ed Fuchs** published the December issue of *Contact* via e-mail to all known Academicians able to receive it. Some comments included:

Dear Academicians--Thank you. The e-mail, and also the Word file worked excellently. Best Regards and Merry Christmas, **Juhani Anttila**

Dear Academicians--It was a great idea distributing *Contact* by E-mail. Congratulations. I would like to take this opportunity and wish you all a Merry Christmas and a happy and healthy 1997. Regards, **Gabor Aschner**.

Hello--The e-mail version of *Contact* was received today and read with great interest. No problem. The MIME format was easiest to use. Good idea, but I am also looking forward to the

printed version. Takes time to get used to new ways of doing things. My best wishes for a peaceful Christmas celebration and may 1997 bring you joy and happiness. **Asbjørn Aune**

Dear Ed and Ken--I congratulate you on completing the first "e-Contact". I enjoyed reading it. Its arrival was especially well timed because it arrived several hours before we had a special lecture by Acn. **Takanori Yoneyama** to the graduate school students in our department. I introduced the news of his winning the Walter L. Hurd Executive Medal, with reference to it. I appreciate the great efforts by both of you. Merry Christmas to both of you! Sincerely yours, **Noriaki Kano**.

Please notify Ken Case of any address changes:

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### **ELECTRONIC COMMUNICATIONS: MORE IS IN THE WORKS**

Have you noticed that the list of e-mail Academicians is growing? Well, there is GOOD NEWS in store for those who are connected. Read on.

For those who are NOT connected, there is even BETTER NEWS. Electronic communications - e-mail, surfing the Internet, calling up a Web Page, etc., is getting EASIER as time goes on. In a nutshell, the computers and the software are getting smarter, better, and less expensive - which means that we can focus on communicating, rather than being a computer technician or worrying about cost.

In the spirit of helping us improve on meeting our "Membership Success Factors" (e.g., ability to communicate; willingness to share ideas, etc.), Acn. **Dave Luther** has made some inquiries and writes the following to Acn. **Ed Fuchs** with copies to Acns. **Bertin, Bester, Case and Golomski**:

ASQC is prepared to move ahead to provide IAQ with a capability for communicating more effectively on the Internet. In summary, the capability will be as follows: We will have a web site location at the ASQC site. The address will be <http://www.iaq.asqc.org>. It is not a secured site; however, one must know the address since there will be no hyperlinks to other sites.

The site will have a page name, a brief description of the purpose of the site, and two options:

- Option 1: The **FORUM** is a place where any member can post a message and have a conversation with others, but not interactively. I might post a question at 9:00 EST, and Bill might answer it an hour later, and Ed might join in on his own. The forum does require us to "sign on" to see what is there. It is not unlike e-mail, except that you can see what everyone is saying.
- Option 2: The **LIST SERVE** is similar, except that every message automatically hits your e-mail. You do not have to sign on to have access to the conversation. This has good and not-so-good aspects. The good part is that you might want to get an answer, in a hurry, from every member. The list serve will insure prompt attention. The down side is that you can get buried in messages of little or no interest.

Dave Luther was encouraged to continue to pursue this opportunity. He will demonstrate it in Orlando.

### **YOUR INPUT IS WANTED!**

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 a page of input to Ken Case:

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