

CONTACT

A Newsletter of the International Academy for Quality – N° 72, Novembre 1998

ACN KONDO HONORED



On September 16, 1998, Mrs. Ishikawa presented the Harrington-Ishikawa Medal to the Chairman of the International Academy for Quality, Dr. Yoshio Kondo, at the Asian Pacific Quality Control Conference that was held in Seoul, Korea. Dr. Ishikawa was one of the founding members of the International Academy and was dearly loved by all of us. Attached are Mrs. Ishikawa's remarks on the presentation.

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Thank you very much for inviting me to the award ceremony for the Harrington-Ishikawa Medal.

My husband, Kaoru Ishikawa, would have been so pleased and honored to know that the Asia Pacific Quality Organization had established the Harrington-Ishikawa Medal. On behalf of my husband, I thank you from the bottom of my heart.

I remember him often talking about his life-long passion for quality and his wishes for peace and happiness throughout the world through quality, and he especially wished the growth of the Asia and Pacific region.

I don't know how to express my pleasure and honor adequately for being there to see Dr. Yoshio Kondo receive the medal. For a long time, Dr. Kondo had worked with my husband to promote quality, especially, through his study of the human side of quality and his appreciation of QC circles. Therefore, I feel that it is particularly meaningful for Dr. Kondo to receive the medal.

Having received potential water and nutrients from Dr. Kondo and many other people, the seeds of quality that my husband planted have grown tremendously. With many people's continued caring and support, I hope that these seeds will further thrive and contribute to the peace and happiness of the people in the Asia and Pacific region. In closing, I wish Dr. And Mrs. Kondo health and happiness and APQO's prosperity.

Thank you again.

Mrs. Ishikawa

EDITORIAL DEBATES

Starting with the next issue of Contact, as the new appointed editor of Contact, I want to devote one to two pages of our newsletter to debate quality issues and its future. Academician Fuchs launched an interesting debate that I hope will be featured again in our editorial pages.

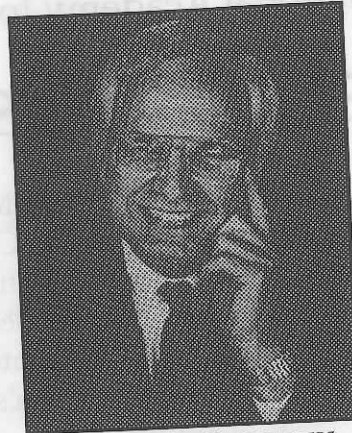
The debate will be structured as follows: I will ask three Academicians (one from each geographic area) to give his/her personal opinion about a common question that will be submitted to them in advance.

The first three Academicians, I will ask to participate in this editorial debate are Blanton Godfrey, Dr. Conti and Dr. Kano.

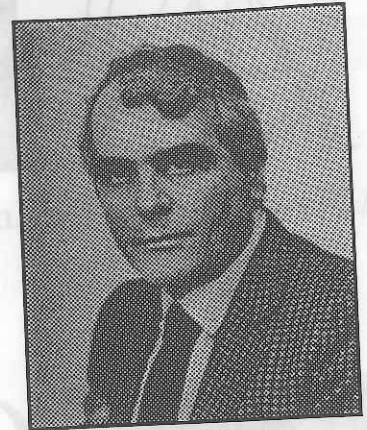
QUESTION – Based on the results you have observed and considering its unprecedented impact in the quality area, was the worldwide ISO 9000 certification process worth the effort?

This issue was a little late, but I am aiming at releasing the next issue in end of December.

Your Editor
J-C Savard



BLANTON GODFREY



DR. CONTI



DR. KANO

EDITOR'S REQUEST

As the new editor of Contact, I need to receive regular information from all Academicians, so try to send me information a few times a year.

I also want to ask our friends from Asia to send me material about their activities and events. It would be greatly appreciated.

Your Editor

J-C Savard

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ACN GOLOMSKI

It might be worthwhile to ask Academicians to provide information about newsletters, announcing state, provincial and national awards, that can be received free of charge. For example:

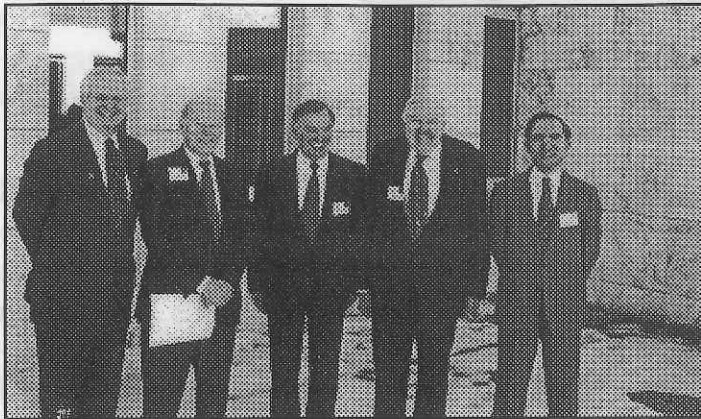
The State of Florida has a newsletter called "The Sterling Report." To get a copy, write to:

Mr. John A. Pieno Jr., Chairman
Florida Sterling Council, Post Office Box 13907
Tallahassee, FL 32317 - 3907 USA

You can also ask to be put on the mailing list to receive copies, but starting with August, 1998, Volume VI, Number 1.

William A. J. Golomski
wgolomski@itol.com

LAST EXECUTIVE FORUM ON QUALITY AT ST. GALLEN UNIVERSITY



SPEAKERS PANEL: (left to right) B. Godfrey, W. Masing, H.D. Seghezzi, W.A. Golomski and H. Kume.



MRS. AND M.D. SEGHEZZI

PROGRESS AND UPDATE ON VOL. 10; THE BEST ON QUALITY

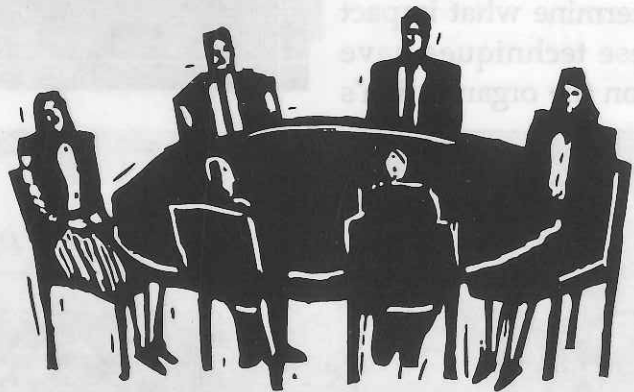
I am announcing three new features beginning with Vol. 10 for improvements. First, for Vol. 10, we will have an "Index of all Papers from Vol. 1 to Vol. 10". And a Special Section called "About the Contributors" will be added as of Vol. 10. Finally, an Executive Summary of all articles will appear in the first pages to help the readers find the contents of the published articles.

Madhav Sinha

NEXT TRIENNIAL MEETING IN ANAHEIM, CALIFORNIA – MAY 24-26 1999

One of the purposes of this letter is to remind you of our forthcoming Triennial Meeting in Anaheim, California, May 24-26, 1999. As you may recall, all Academicians are asked to attend triennial meetings. Further information will be included in Contact. It is our only opportunity to share information and make plans for our future.

In a recent issue of Contact, I mentioned the need to recruit additional Academicians from under represented parts of the world, and from emerging industries where quality and innovation are important. These should be people who can attend our Triennial Meeting. They should also be willing to participate in projects in global regions, perhaps by Internet, mail, telephone, or FAX. If you have outstanding people in mind, please let me know so that we can get a discussion started.



A committee is investigating the possibility of moving our Administrative Office. The main reason is the inflexible tax laws in Germany. Many would like to have us stay in Europe; some wish to have us move to the USA. Eventually all Academicians will be asked to vote on the options, or a single recommendation.

William A. J. Golomski

Vice President, Membership and Publications
wgolomski@itol.com

NORTH CAROLINA A&T STATE UNIVERSITY WINS QUALITY CYBERSPACE CONTEST

The Walter L. Hurd Foundation, established to honor the memory of Walter L. Hurd, past President and Chairman of the Board of American Society for Quality Control, Senior Corporate Vice President for Lockheed in charge of quality, reliability and maintainability, and past member of IAQ, sponsored an Internet contest among universities around the world. The goal of the individual university teams was to manage a virtual factory using the best business practices, including quality techniques to determine what impact these techniques have upon the organization's

THE WALTER L. HURD FOUNDATION

The Walter L. Hurd Foundation is a non-profit organization established to promote the interchange of quality methodologies throughout Asia and Pacific Rim countries. Foundation funds and activities are managed by the Asia Pacific Quality Organization (APQO). The APQO is a non-profit, umbrella-type organization made up of representatives of quality organizations throughout Asia, Australia, New Zealand, North America, Central America and South America (Pacific Region). It is incorporated and headquartered in Manila, Philippines.

The Foundation is named after Walter L. Hurd to honor his many contributions and continuous interest in furthering the quality movement in the Americas, Asia, Australia and New Zealand.

performance. A CIM/Quality Simulation Program was used to monitor the performance factors of this virtual factory.

In the first international competition for Top Quality Schools, a team of students from North Carolina A&T University managed a Virtual Factory, driving the cyberspace company stock from under \$2/share to \$8.90/share in less than 12 months.

Teams from over 50 universities throughout the world downloaded the Virtual Factory from the JKA, Inc. Website [cnj.digex.net/~keane]

ACN Harrington

ACN SAVARD HONORED

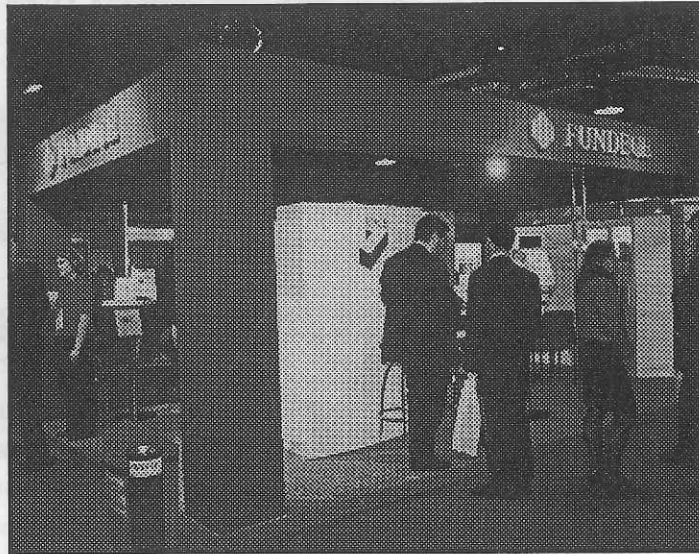
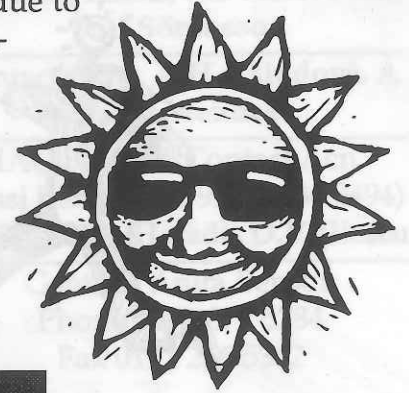
On October 1st, ACN Savard was awarded the Feigenbaum Medal from the Quebec Quality Association in Montreal, for his contribution towards furthering quality in French Canada. Mr. Harrington also attended the presentation of the Harrington-Neron Award honoring the business leader who has done the most to support the quality movement in French Canada.



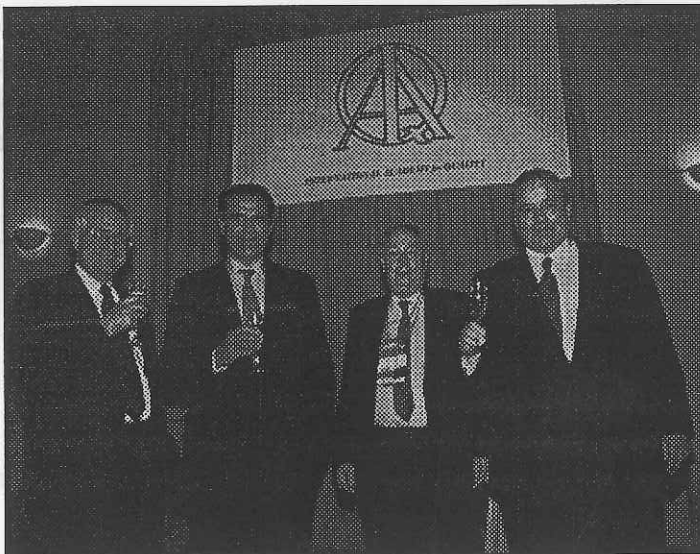
ACN BERTIN

Last September, the most outstanding Management Exhibition ever held took place in Buenos Aires, Argentina. This event is already a success due to the 3500 top-level managers that have confirmed their participation.

Considering the relevance of this event, the Board of FUNDECE and his President and recently elected ACN Hugo Strachan, invited the IAQ to share the FUNDECE booth at this Expo Management.



BOOT OF FUNDECE



**MR BLANTON GODFREY, MR OSCAR IMBELLONI,
MR MARCOS BERTIN AND MR HUGO STRACHAN**



**INSIDE THE BOOT -
MR MARCOS BERTIN AND MR HUGO STRACHAN**

DR. GOLOMSKI HONORED



On October 9, 1998, Dr. Golomski received a Distinguished Service Award from The College of Engineering, University of Wisconsin - Madison, in recognition of his work in quality and health care.

The University of Wisconsin-Madison

in recognition of the eminent professional services
of

William Golomski

Industrial engineer, educator, and consultant who through professional achievement has made enormous contributions to the field of quality management and engineering worldwide,

present this

Distinguished Service Citation

Upon vote of the faculty of the College of Engineering and with the approval of the Chancellor and Regents of the University.

*In witness whereof it is sealed and signed at Madison,
Wisconsin this 9th day of October, 1998.*



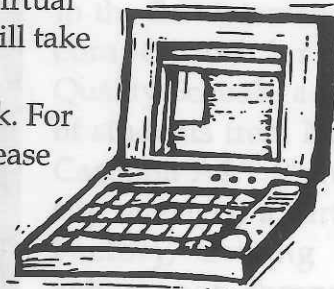
John W. ...
Chancellor
Alfred ...
Dean, College of Engineering

ACN SILVAMENDES

He is pleased to inform you that we now have a "Home page" to share information about the "European Quality Policy" activities.

http://www.europa.eu.int/comm/dg03/directs/dg3a/a3/quality/home_en.htm

and also that the first Virtual Congress on Quality will take place during the 4th European Quality Week. For further information, please see the "European Quality Week" page.



ACN B K PAL

One of my joint articles, "Developing objective strategies for monitoring Multi input/single output chemical process", was published in the book "Quality Improvement through Statistical Methods" - 1998 Birkha user.

In response to an invitation, as IAQ member, from Pakistan's fourth International Convention on Quality Improvement (ICQA 98), I sent a paper entitled "Quality Improvement through Statistical Methods" and proposed to participate in their October 1998 Convention.

IAQ MEETING IN PARIS

At European Quality Convention

Report on IAQ Meeting in Paris on October 23 in next issue of Contact.

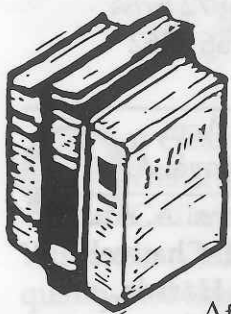
CONFERENCE LISTING

DATE	PLACE	CONFERENCE AND THEME	IAQ ACTIVITY
November 98	Germany	Biannual Conference of the German Society for Quality (DGO)	IAQ Session expected; Contact: Mr. Willi Fuchs, Mr. Horst Fuhr; P.Å. Sörensson
November 98	All European	European Quality Week	Contact Acns. A.H. Zaludová. A. Silva Mendes
1-3 Dec 98	Jerusalem, Israel	The 12 th International Quality Conference of the Israel Society for Quality	IAQ Session; Contact Acn. Yossi Bester (fax: 972-4-834 0494) Y. Kondo, A. Harada, D.V. Iliescu
8-10 Jan 99	Mumbai, India	9 th World Congress on Total Quality and Qualex '99, "Challenges of Sustainable Excellence in the 21 st century"	Contact: Anita Benson Phone 0171 872 5784 Fax 0171 266 5362
April 99	Ostrava, Czech Republic	"Quality 1999"	Contact Acn. A.H. Zaludová. A.
24-26 May 99	Anaheim, CA, USA	53 rd Annual Quality Congress, ASQ	IAQ Stream; Acns. A. Aune Y. Bester, A.M. Chauvel, T. Conti, A. Harada, Silva Mendes
June 99	Madrid, Spain	43 rd EQC Annual Congress	IAQ Stream; Contact: Acn. Tito Conti, C.F. Brendon, B.G. Dale, D.V. Iliescu
5-11 Sep 99	Poznan-Gdynia, Poland	12 th IGWT (International Society of Commodity Science and Technology) Conference, "Quality for XXI st Century"	University of Economics; Phone: +48 61 869 9261 X 1213/1214 Fax: +48 61 854 3993 or 866 8924 Symigwt@novcil.ae.poznan.pl http://capella.ae.poznan.pl/raw/ae/tow/symp.html Acn. A.-M. Chauvel
November 99	All European	European Quality Week	Contact Acns. A.H. Zaludová. A. Silva Mendes
April 00	Ostrava, Czech Republic	"Quality 2000"	Contact Acn. A.H. Zaludová. A.
8-10 May 00	Indianapolis IN, USA	54 th Annual Quality Congress, ASQ	IAQ Stream; Acns. Y. Bester, C.F. Brendon, T. Conti
June 00	Budapest, Hungary	44 th EQC Annual Congress	IAQ Stream; Contact: Acn. Tito Conti, A. Aune C.F. Brendon, A.M. Chauvel B.G. Dale, D.V. Iliescu, A, Silva Mendes, H.D. Seghezzi, P.Å. Sörensson
November 00	Jerusalem, Israel	The 13 th International Quality Conference of the ISQ	IAQ Session; Contact Acn. Yossi Bester (fax: 972-4-834 0494)
November 00	All European	European Quality Week	Contact Acns. A.H. Zaludová. A. Silva Mendes

REPORTS ON IAQ PROJECTS

In the next issue, we will have a formal report on follow-up activities regarding all IAQ projects.

PUBLICATIONS



ACN CHAUVEL

This Book "Résoudre un Problème" has been translated in Spanish under the title "Resolver un problema - Methods y herramientas para mejorar la calidad", Edition Ateneo, in Argentina.

RECOGNITION

I have been elected Honorary Member of the Romanian Foudation for Quality Promotion - Bucharest, Romania

ACN DAHLGAARD

Book title: **Fundamentals of Total Quality Management**

Authors: Jens J. Dahlgaard (IAQ Academician), Kai Kristensen & Gopal K. Kanji (IAQ Academician)

Publisher: Chapman & Hall, London, UK

ISBN: 0-412-57060-2

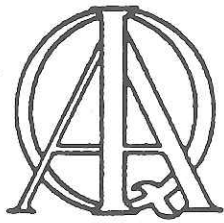
ACN SCHNAUBER

ACN Schnauber made a great contribution to quality last year. He contributed to 16 publications – magazines and books that were published. Congratulations for such prolific writing.

You can contact him to receive the complete list of his papers and articles.

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CONTACT

A Newsletter of the International Academy for Quality

Acns. Hutchens and Kondo Honored

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Acn. Spencer Hutchens, Jr. IAQ Chairman Yoshio Kondo

The ASQ's *Edwards Medal for 1997* was awarded to Acn. Spencer Hutchens, Jr., "for his significant and extensive contributions to quality management as evidenced by the superior manner in which he has demonstrated leadership in government and industry; and for his promotion of quality throughout the world." Spencer is President of Intertek Technical Services.

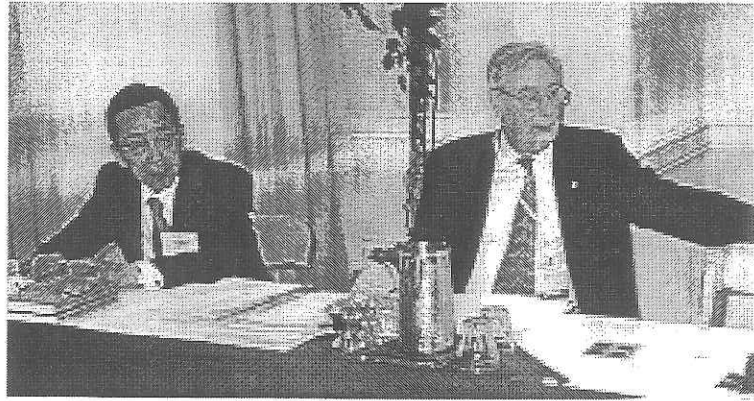
The Edwards Medal is presented to the individual who has demonstrated the most outstanding leadership in the application of modern quality control methods, especially through the organization and administration of such work.

The ASQ's *Lancaster Award for 1997* was awarded to Acn. Yoshio Kondo "for his outstanding contribution and exceptionally devoted leadership in the global quality movement aiming at happiness of people, international cooperation, and friendship; for numerous superior publications; and for championing skills and abilities as a recognizable educator worldwide. Yoshio is Professor Emeritus at Kyoto University.

The Lancaster Award is presented in recognition of dedication and outstanding contributions to the international community of quality professionals.

IAQ MEETS AT THE ASQ CONGRESS IN PHILADELPHIA

Seventeen Academicians attended part or all of the IAQ General Meeting held Tuesday, May 5, 1998 at the American Society for Quality Annual Quality Congress in Philadelphia. Academicians attending the IAQ meeting were: President Marcos Bertin, Yossi Bester, Ken Case, Ed Fuchs, Blan Godfrey, Bill Golomski, Spencer Hutchens, Jim Harrington, John Hromi, Gopal Kanji, Chairman

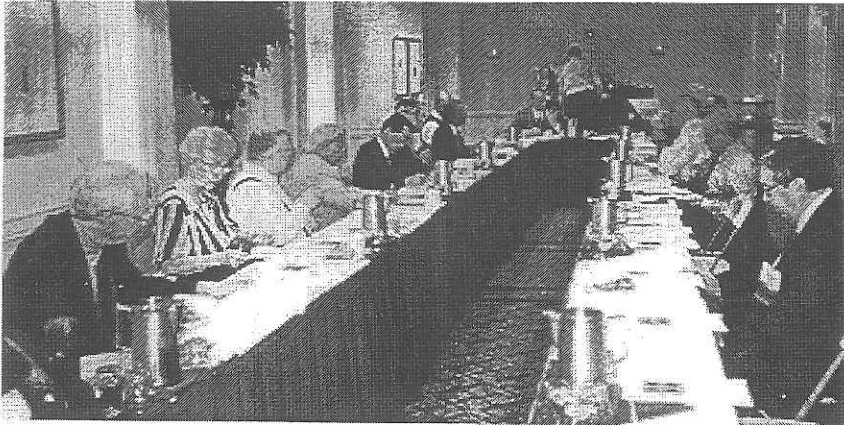


Yoshio Kondo, Dave Luther, Enrique Sierra, Madhav Sinha, Ken Stephens, Greg Watson, Agnes Žaludová. Acn. Way Kuo attended the ASQ Congress but other commitments prevented him from attending the IAQ meeting.

Some notes (NOT the official minutes) from the meeting included the following:

- Chairman **Yoshio Kondo** and President **Marcos Bertin** opened the meeting.
- President **Bertin** discussed the IAQ financial status. He reported that as an outcome of the successful IAQ seminar in Yokohama, we enjoy a surplus in our account. While this is good, we must manage our finances to avoid the risk of having too much surplus in the eyes of the German tax authorities.
- Copies of *The Best on Quality* are approved for donation to the EFQM and the Argentine Society for Quality. **John Hromi** is responsible for the list of quality organizations that deserve to receive book donations.
- President **Bertin** discussed factors for consideration in the possible relocation of our Administrative Office. These factors include: (1) The desire of the German administrative group to concentrate on their own objectives, (2) the significant annual charge for administrative activities, (3) lack of ability to pay through credit cards, (4) local tax regulations, and (5) no web site. A team headed by Past Chairman **Val Feigenbaum**, and including Past Chairman **Jim Harrington**, **Dave Luther**, and **Gregory Watson**, will meet with representatives of the ASQ to discuss the possibility of relocating the IAQ Administrative Office to the ASQ Headquarters. This group will report at the IAQ Board Meeting in Paris in October 1998.
- Acn. **Bill Golomski** discussed the status of revisions to the Constitution and Rules of Procedure. Bill will update the Constitution and forward it to Chairman **Kondo** and President **Bertin** for review. After that, it will be brought before the Board and then to the entire membership for final voting.
- Letters of invitation are being sent to new Academicians **Thong Ngee Goh** of Singapore, and **Andries de Wet** of South Africa. Others under evaluation as Academician or Associate Member were mentioned. The Associate Member status is temporarily held up pending Constitution changes.
- Academicians who will now become Corresponding Members include the following: **Enrique Jorge Garcia**, **John A. Goldsmith**, and **Richard J. Schlesinger**.

IAQ MEETS AT THE ASQ CONGRESS IN PHILADELPHIA, CONTINUED



- Academicians who have attained Academician Emeritus status include the following: **Murray E. Liebman, Enrique Blanco Loizelier, and Dorian Shainin.**

- Acn. **Ed Fuchs** filled in for Acn. **Tito Conti** in a detailed review of the status of all projects. That report is presented in detail on page 5 of this newsletter.

- Acn. **Madhav Sinha** proudly delivered Volume 9 of *The Best On Quality* at the meeting. (Editor's Note: Thanks for the signed complimentary copy, Madhav.) Now, emphasis turns to Volume 10. See the Call for Papers on page 4.
- Acn. **Yossi Bester** reviewed his listing of "Three Years' Major International Quality Conferences" and received inputs from the attendees. This listing is very helpful to Academicians and presents a clearer view of which Academicians are participating in various conferences throughout the world. Yossi then discussed the First IAQ Executive Symposium and the difficulties faced in organizing such a session. There was also discussion of IAQ member participation and involvement. (Editor's Note: Along in here, the discussion started that led to Acn. **Ed Fuchs**' assignment to provoke discussion via e-mail and the Internet. See the separate document entitled "SELF-ASSESSMENT: A Compilation of Comments" sent with this newsletter.)
- Chairman **Yoshio Kondo** reported on activities regarding the Asian Team. He has contacted 17 potential team members and most have been able to accept his invitation. The proposed project of the Asian Team is "Quality in Developing Countries."
- Past Chairman **Jim Harrington** reported on progress for the project "Vision 2000." There is an initiative to publish a special edition of *TQM Magazine* as a joint task with the IAQ toward the year 2000. Another initiative is a joint quality seminar involving the IAQ, ASQ, and APQO (Asia Pacific Quality Organization). The seminar is scheduled for Hawaii in March 2000.
- Acn. **Ken Case** reported on the status of *Contact* and the high degree of cooperation among Academicians in submitting materials for the newsletter. Ken also noted the need to identify the next Editor of *Contact*. Ken's commitment as Editor was for a period of two years (eight issues), ending with the June 1998 issue, Volume 71. The timing on this commitment was quite lucky, since Ken has recently been asked to add to his current responsibilities at Oklahoma State University by becoming Director of the new Master of Science in Engineering and Technology Management program.
- Acn. **Gopal Kanji** presented his very interesting introductory speech on "Project Partnering, Supply Chain Management, and TQM: Discussed and Illustrated with respect to Construction."
- The next IAQ meeting will be held on Friday, October 23, 1998 during the EOQ/EFQM Conference in Paris.
- The meeting was closed.

THE BEST ON QUALITY, VOLUME 9, SHOWN AT THE ASQ IN PHILADELPHIA!



Acn. Dr. **Madhav Sinha** delivered copies of Volume 9, *The Best On Quality*, to the IAQ meeting at the ASQ Quality Congress in Philadelphia. Due to the excellent publication timing, the book received international exposure at the Congress. Congrats, Madhav! Now attention turns to Volume 10. The Editor can be reached at: Dr. Madhav Sinha, Editor, *The Best On Quality*, 71 Lafayette Bay, Winnipeg, Manitoba, Canada R3T 3J9. Phone: 204-948-1006 (office), 204-275-3322 (home); Fax: 204-948-2309 (office), 204-261-6606 (home); E-mail: msinha@labour.gov.mb.ca (office), or mnsinha@mb.sympatico.ca (home).

CALL FOR PAPERS FOR VOLUME 10, THE BEST ON QUALITY

Please consider contributing to Volume 10 of *The Best On Quality*. A theme for all or a part of Volume 10 is "Quality Systems," including the quality system represented by the ISO 9000 series. Many of you have written on this subject already and could submit a contribution based on previous papers with an update. With the forthcoming revisions to the ISO 9000 series, this issue of *The Best On Quality* may be a good forum to voice opinions, pro and con, with possible influence on the system that evolves, as well as expressing concerns and information to management considering their quality systems. New opinions, observations, convictions, information, etc., on the subject are welcome, including insights to possible revisions of ISO 9001 / 9004, etc. Please follow these guidelines:

- **Submit two (2) copies and a disk of the paper.** The manuscript should be double-spaced, with 1" margin, on letter size paper, printed on one side only. The name and format of the software used must be indicated on the diskette, for text and figures. The preferred format is MS Word (6.0/95 or lower) or WordPerfect (6.1 or lower); later versions of both allow you to "save as" in these formats.
- **Title.** Keep the title length to ten words long, or fewer.
- **Abstract.** Provide a 150-word Abstract of main points, results, conclusions, and their significance.
- **Text.** The body of the paper should be about 25-30 pages long, not more, including figures and diagrams. Begin with an Introduction explaining the significance of the work discussed. Break the text into headings and subheadings. Use terminology that is widely understandable and restrict the use of acronyms and jargon. Introduce essential acronyms in parentheses following terms they abbreviate.
- **Reference list.** Give numbers to all cited text literature as superscripts pointed at appropriate places in the sentence. Then, list quoted references at the end of the article numerically in the order they are cited. The listing of references must be complete and typed in the same consistent style for all references: Name of author(s), or editor, full title of book or periodical or proceedings, or article, with volume number or title of a series (if it has multi-volume publications), edition (if not original), publisher's name, city of publication, year of publication, and page numbers.
- **Permissions.** Authors must obtain written permission to reprint borrowed material.
- **Tables and Figures.** Tables and figures should be used freely wherever possible to summarize lengthy text material. Make sure to label and provide captions for all graphics, tables, and figures.
- **Appendix.** Technical material or research methodology should be placed in an appendix.
- **Deadline for manuscript submission.** August 31, 1998 (preferred); October 1, 1998 (latest).

IAQ PROJECT STATUS AND REPORTS



Acn. Tito Conti



Acn. Ed Fuchs

Acn. **Tito Conti** was unable to attend the IAQ meeting in Philadelphia on May 5, 1998 to lead the group in a review of the status of the 19 projects currently under way. He asked Acn. **Ed Fuchs** to step in and oversee the review activity. Ed did a superb job. There were no in-depth updates; rather, the status of projects and their disposition were discussed in both the Board Meeting and the General Meeting. The following write-up comes from Tito Conti, based upon Ed Fuchs' summary.

Acn. **Tito Conti** writes: I will summarize the status of IAQ Projects as reported to me by **Ed Fuchs**, who was so kind to review them on my behalf at the Board meeting in Philadelphia. Following the direction of the Board, Ed also led a project review at the open meeting of Academicians that followed the Board meeting.

- Project 1 – Continue.
- Project 2 – Acn. **Norman Burgess** issued the 2nd draft on April 5. A suggestion from Philadelphia was to consider possible merging of this project with Project 8. As a matter of fact, Norman's approach makes it a different subject with respect to Project 8. Therefore it should continue. It could be circulated among Academicians in Paris (or even before, through *Contact*), then published as a final draft by the end of 1998, hoping that in the meantime Academicians provide their comments.
- Projects 3 & 4 - Continue these projects with expectations, per Acn. **Bill Golomski**, of substantive project read-out and results at the 1999 ASQ.
- Project 5 – Continue. An interest of **May Gatchalian**
- Project 6 - Continue per the IAQ Board.
- Project 7 - Cancel, per Acn. **Dave Luther**.
- Project 8 - Continue.
- Project 9 - Retain this project, but postpone any expectations of results until after Acn. **Kano** completes his current university special assignment, which is dominating his time.
- Project 10 - Chairman **Kondo** will restart this project.
- Project 11 - Retain as an active project. Acn. **Harrington** reports that it is getting started.
- Project 12 - Continue.
- Project 15 - This project is active, per Acn. **A. Blanton Godfrey**. There will be a report in October on "what is happening in healthcare quality." However, it remains a one-person project.
- Project 16 - Continue.
- Projects 17 & 18 - Ask Acns. **Brendon** and **Dale** to continue their one-person involvements in each of these projects, with read-outs at appropriate times.
- Project 19 - Acn. **Agnes Žaludová** received clarification on the history of IAQ awards, the "Scheme" for awards that exists, the problems that were experienced, and based on this information, she will continue for the time being.

IAQ PROJECT STATUS AND REPORTS

#	Project Title	Project Leader	Acns.
1	Integrating quality management into business management <u>See report presented in <i>Contact</i>, No. 69, December 1997</u>	Dieter Seghezzi	12
2	Standardization vs. differentiation in TQM concepts / systems <u>See report presented in <i>Contact</i>, No. 70, March 1998</u>	Norman Burgess	9
3	Business strategies and TQM / Strategic planning	Bill Golomski	5
4	TQM in education <u>See report that follows</u>	Way Kuo	10
5	Developing nations and quality <u>See report presented in <i>Contact</i>, No. 69, December 1997</u>	Miflora Gatchalian	8
6	Ethics in quality	Ray Wachniak	6
7	Quality profession in year 2000 <u>Project cancelled, per Acn. Dave Luther, May 1998</u>	Dave Luther	7
8	TQM models / Business models for improvement <u>See report that follows.</u> <u>Also, see reports presented in <i>Contact</i>, No. 69, December 1997 and No. 70, March 1998</u>	Tito Conti	5
9	Customer satisfaction best methods	Noriaki Kano	4
10	Motivation: State of the art	Yoshio Kondo	2
11	Quality and value management + Value engineering and re-engineering	Jim Harrington	4
12	Business innovation through TQM <u>See reports presented in <i>Contact</i>, No. 69, December 1997 and No. 70, March 1998</u>	Ed Fuchs	3
15	Quality in healthcare	Blanton Godfrey	3
16	Quality management systems <u>See report presented in <i>Contact</i>, No. 69, December 1997</u>	Ove Hartz	6
17	Managing business risks and determining process design / controls within internet / intranet business environments	Chris Brendon	1

IAQ PROJECT STATUS AND REPORTS

18	<p>Managing and facilitating continuous improvement in a regulated supply situation</p> <p>See report presented in contact, No. 70, March 1998.</p>	Barrie Dale	1
19	<p>Awards</p> <p>See report presented in <i>Contact</i>, No. 69, December 1997</p>	Agnes Zaludová	9

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

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

IAQ Project No. 4 – TQM in Education



Project leader: Acn. Way Kuo

Acn. Way Kuo had sent to the Editor of *Contact* a project report. Unfortunately, by the time the Editor realized he had not received the report, Way was already on a multi-week visit to Hong Kong and Taiwan. Way has promised to locate the missing document when he returns in July and will send copies to Acn. Tito Conti and to the Editor of *Contact*. Sorry, Way!

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

Having reached what the Plan of Project 8 indicates as “Step 2”, on January 24, 1998 I sent to my colleagues of Team 8 and to some other Academicians a 9 page document that I had conceived as the “guideline” for model analysis (steps 3 & 4), asking for comments. Comments were received from Ed Fuchs and Dieter Seghezzi. On

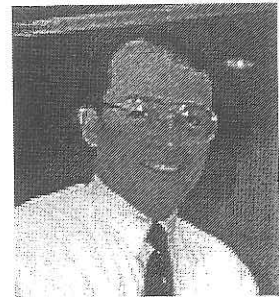
April 4, 1998 I repeated my request to those colleagues, whose contribution was, in my opinion, highly desirable. My attempt has been unsuccessful, up to now. Since Steps 3 & 4 cannot be a one-person job, I wish now to ask through *Contact* who is willing to co-operate. I will be glad to send the document to those Academicians who commit themselves to provide comments on the approach and then share the burden of model analysis. I will continue, even if on a lower scale and at lower speed.

ACNS. BILL GOLOMSKI AND KEN CASE ELECTED TO NAE POSTS



Acn. **William A.J. Golomski** was elected to the Peer Committee of Section 8 of the National Academy of Engineering. This group has the difficult job of screening potential members in operational systems engineering, industrial engineering, and manufacturing engineering. The nominee-to-selected ratio is approximately 8:1, with nearly all nominees having exceptional records of engineering achievement.

At the same time, Acn. **Ken Case** was elected to the Committee on Membership of the NAE. This group reviews and oversees the criteria for member selection. It also reviews and votes on the nominees selected by the Peer Committees. This is the second of three votes taken on each new member. The final voting is by the NAE membership.



IAQ members of NAE include Acns. **Ken Case**, **Val Feigenbaum**, and **Bill Golomski**. There are about 1800 members. The NAE and the National Academy of Sciences (NAS) advise the federal government on science and technology policy, sponsor programs aimed at national needs, and recognize outstanding engineers and scientists.

RIT / USA TODAY QUALITY AWARD CUP FOR TEAMS; ACN. GOLOMSKI IS JUDGE

Each year the Rochester Institute of Technology (RIT, where Acn. **John Hromi** used to teach) and the *USA TODAY* newspaper (the largest in the USA) sponsor the RIT / USA TODAY Quality Cup Award for teams (not companies). A total of 176 teams applied this year in six categories. The winners were:

- **Education** - University of California, Irvine, a model for sustaining administrative improvement, large-scale parking & transportation.
- **Government** - Tennessee Valley Authority, Allen Fossil Plant, fuel switching to low sulfur coal.
- **Health Care** - Rochester, NY General Hospital, improving cardiac surgery outcomes.
- **Manufacturing** - Allied Signal Aerospace MS&S, improving valve quality in a project that had previously failed eight times.

- **Service** - GE Capital Mortgage Insurance Corporation, developing various options for action after a mortgage failure.
- **Small Business** - Diamond Packaging Services, second shift self managed team of part-time and full-time packing manufacturing employees who saved a line of business from being dropped.

Three corporate CEOs and several other corporate officers attended.

Acn. Bill Golomski has served as a Judge for each of the seven years the award has been in existence. Two full pages of the May 1, 1998 issue of the *USA TODAY* were devoted to the winners and the nine finalists. There is no lack of interest over time.

DOCTOR'S THESIS ON "POOR QUALITY COSTING"

As Adjunct Professor in Quality Management at the Royal Institute of Technology, Stockholm, Acn. **Lennart Sandholm** initiated a research work on poor quality costing. This work has now resulted in a doctor's thesis, which was successfully defended by Lennart's student, Lars Sörqvist, on 20 March 98.

Four Academicians were involved in the defense ceremony. Acn **Blanton Godfrey** contributed immensely as the opponent. His comments on the research work have been of great value. The same goes for the three-man international examination committee: Acn **Asbjørn Aune** from Norway, Acn **Ove Hartz** from Denmark and Mr. **Jorma Veräjänkorva** from Finland (Vice President Quality of Valmet Corporation). The fourth Acn. involved was Acn. **Sandholm**, as he has been Dr. Sörqvist's instructor. The thesis includes nine chapters:

- **Chapter 1, *Introduction***, gives the background, purpose, methodology used, etc. This chapter is available on the Internet (<http://www.sandholm.se>).
- **Chapter 2, *Quality***, describes what we mean by quality and the main ideas behind modern quality work. This is an important basis for the thesis, as the reader would not be able to determine what poor quality is without having a good understanding of what good quality is. This chapter also explains the author's views and the foundations on which the results of the thesis are based.
- **Chapter 3, *Poor quality costs***, explains how poor quality costs can be defined, what the information can be used for, and how the costs can be classified and grouped. The aim of this chapter is to inform the reader about what we mean by poor quality costs and to define and delimit the basis of the thesis work.
- **Chapter 4, *Traditional measurements***, describes the results of a study made of 36 Swedish companies, all of whom measure the cost of poor quality within their business. This chapter presents the problem areas related to the measurement of poor quality costs which have been identified in the survey.
- **Chapter 5, *Measuring poor quality costs***, describes how the costs associated with poor quality can be identified and measured. The chapter presents models for mapping poor quality costs and for the building up of measuring systems. These models represent the principal result of this thesis.
- **Chapter 6, *Applications***, contains a description of how the models for measuring poor quality costs can be used in practice.
- **Chapter 7, *Case studies***, describes the measurements of poor quality costs made in various companies from the point of view of the method presented in this thesis. The chapter adds practical examples of applications to the work and shows that the methods provide the intended results.
- **Chapter 8, *Reducing the cost of poor quality***, shows how one can work actively to reduce poor quality costs in business. It also looks at the difficulties which often arise in this work.
- **Chapter 9, *Conclusions***, contains the author's general conclusions from the project and gives some recommendations as to how the method of approach should be used. This chapter is also available on the Internet (<http://www.sandholm.se>).

For those academicians who are interested in the subject of poor quality costs, Lennart can highly recommend studying Dr. Sörqvist's thesis. It is published in the English language as a book containing 186 pages. Please inform Lennart at (quality@sandholm.se) or (Fax No. +46 8 755 1951), and he will be most willing to send you a copy.

NEWS AND COMMENTS FROM ACADEMICIANS

In alphabetical (not quite!) order:

Acn. **Juhani Anttila** writes:

Our company name has changed from Telecom Finland Ltd. to Sonera Corporation, but there are no other changes as of this time. Therefore, also my contact facts have been changed to:

Juhani Anttila
Director, Corporate Quality Improvement
Sonera Corporation
P O Box 110
FIN-00051 SONERA, Finland
Tel. Office +358 2040 2548
Fax. Office +358 2040 4001
E-mail: juhani.anttila@sonera.fi
(Editor's Note: These changes are reflected in the June 1998 IAQ Roster.)

I have been very busy, especially within my own company, but also in general in Finland in promoting our national quality development. I have had also many professional visits in other countries and several presentations in various conferences (key issues have been modern TQM approach, ISO 9000 new understanding, process management, strategic performance measurement, development of quality culture, and benchmarking).

Then, some two weeks ago, I was nominated as an Honorary Member of the Finnish Society for Quality in connection with our 30th annual national quality conference. At that conference I had a presentation on the development of Finnish quality during the last 30 years and visions to the future.

Best Regards, Juhani
(Editor's Note: Congratulations on the Honorary Membership, Juhani!)

Acn. **Asbjørn Aune** writes:

Contact has just arrived on E-mail. You do a marvelous job - congratulations. For the time being my engagements are mostly on a national level. This is because I have to get a lot of work done before I leave for one sabbatical year in the USA, from August 98 to August 99. **Blan Godfrey** put on a great smile when I met him in Stockholm in March as I told him I am going to Virginia Tech. It looks as he has lots of good memories from Blacksburg.

As Blan mentioned in the last issue of *Contact*, he was opponent and **Ove Hartz** and I were members of the evaluation committee for **Lennart Sandholm's** Ph.D. student for a dissertation on poor quality costs.

Besides my teaching of both ordinary student and people from business and industry, I do some work for the university, city and county administrations on quality improvement.

In March, I represented Norway for the last time at the EOQ's General Assembly in Paris. Thinking back, my first EOQC Congress as a participant was in 1966 in Stockholm when I first learned about Quality Control Circles in a presentation by Juran. The first time I represented Norway in the GA was in Dresden 20 years ago. In Paris, I heard some nice words and received a few things to put on the wall.

You will get my new temporary address when I arrive in Blacksburg. Best regards, Asbjørn Aune

Editor's Note: Dear Asbjørn - Many thanks for the nice note. *Contact* does take some time, but it has given me a sure way to keep up with

NEWS AND COMMENTS FROM ACADEMICIANS

what is going on in the IAQ. I had committed to do 8 issues, and this was number 7. One to go.

I thought you might like to know that I started my career at Virginia Tech in the Industrial Engineering Department. Lynn and I were there for 5 years, from 1969-1974. I am a personal and long-time friend of the President, Paul Torgersen. Paul and I have some dealings about twice per year, related to the National Academy of Engineering.

Best regards to Inger. Ken

Acn. Asbjørn Aune writes again:

Dear Ken: Small world. Did not know that you had been at Virginia Tech. Paul Torgersen's grandparents, at least two of them, were Norwegian from Bronnoysund north of Trondheim. Paul and Dot visited us some years ago during a trip to Norway.

Best regards, Asbjørn

Acn. Tito Conti writes:

My international activity has slowed down as a consequence of the responsibility for the Italian Association for Quality. I am now deeply involved in the European Customer Satisfaction Index (ECSI), a European initiative under the responsibility of the EOQ, with participation of the EOQ's Full Member Organizations and EFQM. We are now in the planning phase, after definition of the model. The pilot phase will start next autumn, and is due to terminate in late 1999. The aim is to monitor customer satisfaction in all European participating countries, in a way similar to the American Index (ACSI).

I recently attended the EFQM Learning Edge Conference in Rome, where the proposal for the revised EFQM model was made. I presented the paper "A Look at the Distinguishing Features of Self-Assessment Models and Methods," where I strongly recommended distinguishing award models and approaches and what I call "comparative self-assessment," from "diagnostic self-assessment."

About self-assessment, the subject to which I have dedicated most of my research and practical activity in the last few years, the news is that my book *Organizational Self-Assessment*, after publication in English, has now been published also in Italy (November 1997). It will soon be ready in German (Carl Hanser Verlag publisher). The French edition will be ready for the Paris EFQM / EOQ Convention, next October.

All the best. Tito

Acn. Barrie Dale writes:

I have recently received the following grants:

\$HK33,000 from the UK Hong Kong Joint Research Scheme Travel Budget to support the research project "The development of TQM in Hong Kong manufacturing industry." In relation to the project, I spent from 2-9 May 98 in Hong Kong working with City University and major manufacturers in the toy and electronics industry.

"The determination of new marketing strategies," £71,936, from the Teaching Company Directorate and Cosalt International.

NEWS AND COMMENTS FROM ACADEMICIANS

“The application of the SMED methodology,” £71,936, from the Teaching Company Directorate and W. and J. Knox Fibres.

“To develop strategies to improve manufacturing efficiency,” £71,936, from the Teaching Company Directorate and the Workwear Division of Cosalt.

“To meet the requirements of QS 9000,” £76,904, from the Teaching Company Directorate and Labone Precision.

My latest book *Working in Partnership: Best Practice in Customer-Supplier Relations* has been published by Gower. I have just forwarded the proofs of another new book on TQM to Blackwell Business. I have also received a contract to prepare a third edition of *Managing Quality*, my best-selling textbook.

Barrie

Editor’s Note: Obviously, Barrie is operating on more than 24 hours per day.

Acn. Ed Fuchs writes on the IAQ Intranet ListServe:

There appears to be no life on this IAQ planet. Apparently, Acns. either are old-fashioned fuddy-duddies lacking the skill to use these facilities, or Acns. have no desire to talk to one another.

Helllloowwww out theeeere.....

President Marcos Bertin writes in response:

Ed: You are right. I connect with our Web every week or two and I never find messages or comments. We use e-mail a lot with several of

our colleagues with success but we do not use the web.

This is a subject to discuss in Philadelphia. The web should be used for Projects and for information such as Meeting Agendas, new members, etc.

We are looking forward to your recommendations in Philadelphia. Thank you for bringing up this very important subject.

Looking forward to see you soon. Marcos

Acn. Enrique Sierra writes:

Dear Marcos and colleagues: You are right, we all should use the web more frequently. I’m also looking forward to seeing you all in Philadelphia.

Enrique Sierra

Acn. Ken Case writes:

Now we may have a bit more reason to at least tune into this Intranet site. Take a look. We now have the updated roster on-line. Also, the March issue of *Contact* is up.

I am notifying all e-Academicians by e-mail, but I figured I had better get my 2-cents worth in via the ListServe.

Best to all. Ken

Acn. Ed Fuchs writes:

Apparently, my comment generated more list-serve traffic than had appeared for the previous 6 months. Maybe Academicians need reminders from their leaders. More likely, they

NEWS AND COMMENTS FROM ACADEMICIANS

need to have interesting information, announcements, reprints, etc., posted on the list-serve.

Acn. **May Gatchalian** writes:

Dear Ken: Greetings from APQO! This is to acknowledge, with thanks, your USD 20 (twenty US dollars) annual membership fee. We are very glad to have members like you who are prompt in this regard.

I hope you have been receiving our quarterly *APQO MONITOR*, our only means of communication at this point aside from the brochures for the bi-annual APQO Conference. I hope you will be able to attend the 6th Conference, which will be held in Seoul in September. The organizers have told me that due to the currency slump, they have cancelled the plans to have pre-conference tutorials. The cost of interpreters seems to be too high. At the Core Council meeting, I hope there can be more plans of activities where people, like IAQ Academicians, can really be made to share their expertise.

I will try to squeeze in my project proposal for the IAQ. I have just returned from a study mission in Taiwan and before that I was in Malaysia. It has been very difficult for me to sit down and map out a good project strategy.

My best regards to you. Sincerely yours, May Gatchalian

Editor's Note: May, I always look forward to receiving *APQO MONITOR*. Unfortunately, my new responsibilities at Oklahoma State University will prevent me from attending the APQO Conference in Seoul. Even Paris, for

which I already have tickets, is now in question.

Acn. **Bill Golomski** writes:

The Institute of Industrial Engineers (IIE) based in Atlanta, GA celebrated its 50th anniversary this year during its meeting in Banff, Alberta, Canada. Acns. **Ken Case**, **Bill Golomski**, and **Way Kuo** attended the conference.

Ken Case and **Way Kuo** presented leading edge research papers. Ken's was entitled "Analysis of Run Rules Used with Shewhart Control Charts." Way's paper was entitled "Relation Model Between Manufacturing Yield and the Reliability of Semiconductor Products." Both theory and applications were given.

Way Kuo was elected as Chair-Elect of the Council of Fellows. **Ken Case** is Past President of IIE.

As part of IAQ Project 4, TQM in Education, **Way Kou** was a panelist on the quality and reliability component of the industrial engineering graduate degree curriculum. This was an extension for his IAQ participation at ASQ.

Most concentrations of courses in quality engineering in the USA are taught in industrial engineering departments. Some departments are called Industrial and Manufacturing Systems Engineering departments. After several years of declining membership, IIE is experiencing growth.

Regards, Bill

Acn. **Wolfgang Hansen** writes:

NEWS AND COMMENTS FROM ACADEMICIANS

Having no more official functions within German quality-related organizations, I still do some consulting, give a course of lectures about Quality Management at the University of Darmstadt, edit one of the significant German handbooks on our subject (*Qualitaetsmanagement im Unternehmen*, Springer Verlag, Berlin Heidelberg) and write articles. I will be grateful if you inform the Academicians about my activities.

Here is another question: How can I get the Volumes 6, 7 and 8 of *The Best on Quality*? Since it is printed in the USA, we have trouble with that in Germany. Please give me a note.

Best regards. Wolfgang Hansen

Editor's Note: In the March 1998 issue, No. 70, of *Contact*, Wolfgang's name was inadvertently omitted from the list of European Academicians. Sorry, Wolfgang!

Regarding *The Best on Quality*, I think all of those issues are available through the ASQ. If you anticipate trouble getting them, please contact the current Editor, Acn. Madhav Sinha, or the past Editor, Acn. John Hromi.

Acn. Kerstin Jönson writes:

Since Indevo has been incorporated into Coopers & Lybrand Management Consulting in Sweden, I have got the following new e-mail address: kerstin_joenson@se.coopers.com. I hope you will inform the Academicians in a suitable way.

I may also inform you that I have no chance to come to the meeting in the USA in May but wish you all successful discussions, etc.

Best regards, Kerstin Jönson

Editor's Note: Kerstin's new e-mail address now appears in the updated list on page 23, as well as in June 1998 IAQ Roster.

Acn. Noriaki Kano writes:

Although I planned to attend the Philadelphia meeting, I must cancel my attendance at the last moment just before my departure from Tokyo. An extraordinary management meeting of the graduate school for a certain key issue requires that I attend.

Last October I was elected as the Department Coordinator for the graduate course, requiring that I take care of all the related department management and administration. Also, I have been nominated as one of the two representatives from the Engineering Faculty to the University Council for the graduate course. These jobs have deprived me of quite a lot of time, so that I have been unable to respond to various inputs from Academicians. I feel very sorry for this situation. Would you kindly understand my situations and transfer my deep apology to any of my colleagues who might have suffered any inconveniences due to my lack of response?

Although my term for those jobs will continue until September 1999, I hope to become accustomed to the practices, thereby reducing my substantial burden. I plan to attend the Paris Meeting if University circumstances allow me to.

Please transfer my best regards to our colleagues. I wish you success in the meeting. Sincerely yours, Noriaki

NEWS AND COMMENTS FROM ACADEMICIANS

Acn. Way Kuo writes:

Dear Ken: Glad to see you in Banff at the IIE conference.

I have sent a copy of my project report to you not too long ago. I hope that you have received it.

Regarding information for *Contact*, I have recently published two books. (Editor's Note: Please see "Academicians in Print" on Page 24 for the titles of Way's new books.)

Best regards. Way

Acn. Ikuro Kusaba writes:

I would like to report on the Asia Quality Symposium in Tainan City, Taiwan. The Symposium opened jointly with the Chinese Society for Quality Control (CSQC) at National Cheng Kung University on December 20-21, 1997. There were 31 presentations (Taiwan 15, Korea 10, Japan 6) in the International Session. The total number of participants was about 400.

Fortunately, I had the opportunity to make the Keynote Address at the Conference. Enclosed is a copy of my speech.

Sincerely yours, Ikuro Kusaba

Editor's Note: While Ikuro's Keynote Address is too long (5 pages) to be reprinted in *Contact*, it is very interesting and worth close reading by Academicians. It is available from either Acn. **Ikuro Kusaba** or Acn. **Ken Case**. Subsections of the Keynote Address include:

1. At the Beginning

2. History of QC in Japan
3. ISO 9000s and QC in Japan
4. Changes in Management Environment
5. TQM in the Future
6. Information Technology and TQM
7. Strengthening the Use of Analysis Techniques
8. Expanded Cooperation
9. Quality and Profit
10. In Conclusion

There are also two tables: (1) Comparison Between ISO 9001 and QC in Japan, and (2) Statistical Methods Used in Presentations at QC Conferences in Japan (1985-1997).

Acn. Lennart Sandholm writes:

Congratulations on recent *Contacts*! Here is a contribution that is probably of interest to our colleagues in IAQ.

Best regards, Lennart

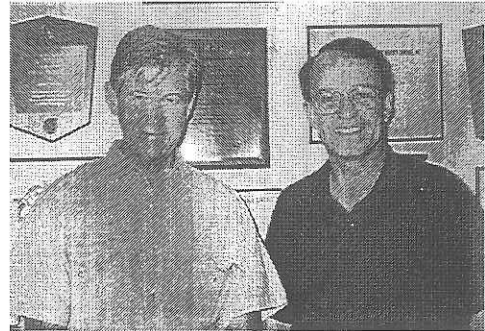
Editor's Note: See the article entitled "Doctor's Thesis on Poor Quality Costing" on page 9. It was written by Lennart and describes research performed and successfully defended by one of his students, Lars Sörqvist.

Acn. Ken Stephens writes:

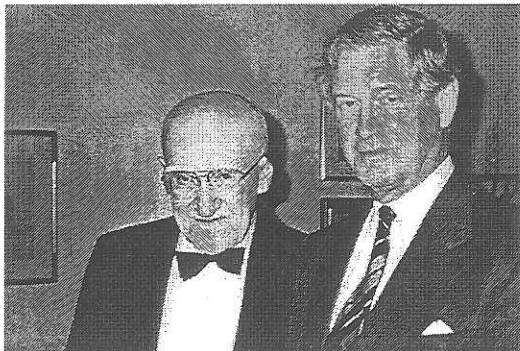
Are any you aware of any programs at the bachelor's level in the quality sciences? If so, please send information available to you on such programs. We have an interest to consider offering a degree in "Quality Sciences" or "Quality Assurance" or "Quality Engineering," etc., to supplement our Industrial Engineering degree and / or offer options to students in the quality disciplines. Cheers, Ken Stephens

REMEMBERING A NICE VISIT WITH LENNART SANDHOLM – BY KEN CASE

The month of June brings to mind the wonderful trip Lynn and I had to Scandinavia last summer for the EOQ in Trondheim. We were fortunate to spend an afternoon visiting Acn. Lennart Sandholm in Djursholm. Lennart invited us to come see him at Sandholm Associates. His office is located in a quiet, picturesque suburb of Stockholm on a street lined with lilacs. Inside, the office is high tech state-of-the-art covered with shelves filled with quality materials produced by Sandholm Associates. Lennart shared some of these colorful and slick productions; however, my Swedish is non-existent so I am not able to read some of them! The walls at Sandholm Associates are covered with certificates and pictures that are testament to Lennart's 35 years in the quality field. He has conducted training courses and seminars in more than 40 countries and it is fascinating to look at the pictures and to recognize names of those with whom he has worked.



Surely, one of his proudest associations must be with Dr. J.M. Juran. Lennart calls Dr. Juran his “unofficial mentor.” He first met Dr. Juran in 1965 in Rotterdam at a European Quality Conference. Over the years they developed a close personal and family friendship. It was Dr. Juran who was the first to accept Lennart's invitation to contribute an article to the silver jubilee book, *Quality Without Borders*. When Lennart decided more than 25 years ago to leave his successful career at Electrolux and “make a career as a consultant,” Dr. Juran offered to go to Sweden and give seminars and courses under the auspices of the new consulting company.

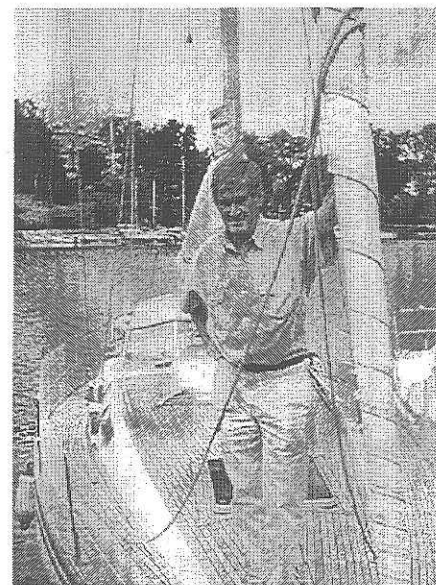


In addition to teacher, author, consultant and quality “guru,” Lennart is a sailor. His sailboat is docked just a short drive from his home. He is able to sail to his summer home or spend a long summer's evening sailing “in his own back yard!”

TQM, YOU SAY?

Acn. Bill Golomski tells us that TQM, in some circles, means “Total Quality Ministry.” In fact, there is a book by that name. The information, for those inclined to seek it out, is as follows:

Walt Kallestad and Steve Schey
Total Quality Ministry (Copyright 1994)
Augsburg Fortress
426 S. Fifth Street
Box 1209
Minneapolis, MN 55440 USA



ACN. GOPAL KANJI RECEIVES KUDOS FOR *JOURNAL OF APPLIED STATISTICS*

Acn. **Gopal Kanji** joined Sheffield College of Technology in 1966 in order to “develop the applied nature of statistics” and to teach applied statistics. Sheffield College of Technology was later renamed Sheffield City Polytechnic and then became Sheffield Hallam University.

Gopal’s track record in statistics is exemplary, and he sits on the council of the Royal Statistical Society and the Institute of Statisticians. He is also a member of the International Statistical Institute. He has published five books, authored numerous research papers, and presented papers on statistics and TQM in 20 countries.



In 1974, Acn. Kanji decided to produce a homegrown applied statistics journal suitable for practicing statisticians and applied researchers. This *Bulletin in Applied Statistics* (BIAS) has now transformed to a top international journal of statistics known as the *Journal of Applied Statistics*. On this, the occasion of JAS’ 25th Anniversary in 1998, Vol. 25, No. 1, 1998 contains tributes from 80 well-known readers and contributors. A sampling of comments follows:

- George Box (USA): “...are especially grateful to him (GKK) for the *Journal of Applied Statistics* which continually illustrates the many different areas in which statistics can be put to use.”
- Sadao Tomizawa (Japan): “It is always a joy to pick up an issue of the *Journal of Applied Statistics* and find a variety of interesting articles from all areas of statistics...”
- Geoff McLachlan (Australia): Over the years, the journal has provided a valuable role in disseminating new methodological results and case studies on a wide variety of topics...”
- Fred Godtlielsen (Norway): “I have particularly appreciated the opportunity given to researchers in image analysis for making new results widespread in the statistical community...”
- Ashok K. Bansal (India): “As a Bayesian, I must congratulate you for bringing out special issues on Bayesian statistics during the past 14 years.”

Congrats, Gopal! (Editor’s Note: Acn. Kanji presented his fine introductory speech in Philadelphia.)

ACN. HARRINGTON SPEARHEADS SPECIAL ISSUE OF *TQM MAGAZINE*

Acn. **H. James Harrington** is discussing the possibility of a special edition of *TQM Magazine* with its publisher. It would be sponsored by the IAQ, and would either be the last issue of the 20th century or the first issue of the 21st. Jim has suggested six sections, as follows:

1. Worldwide Views of Quality Trends in the 21st Century
2. Quality Association Views of Trends for the 21st Century
3. European and Middle East View of Quality in the 21st Century
4. Far East View of Quality in the 21st Century
5. The Americas View of Quality in the 21st Century
6. Industry View of Quality in the 21st Century



PICTURES FROM THE IAQ MEETING AT THE ASQ AQC IN PHILADELPHIA, 5 MAY 98



Chairman Yoshio Kondo



President Marcos Bertin



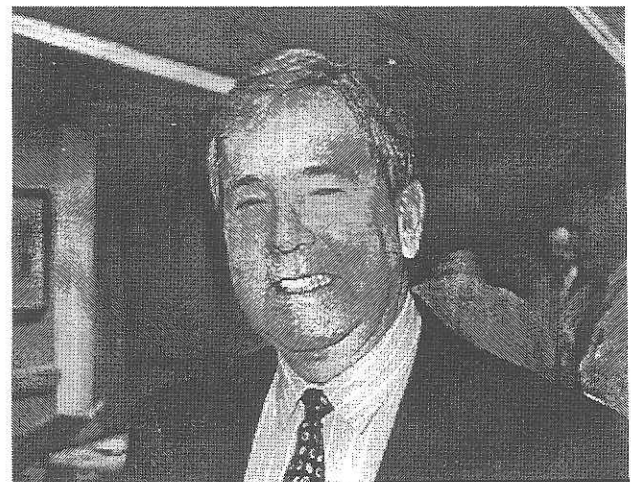
**Bill Golomski, Blan Godfrey,
and Agnes Žaludová**



John Hromi and Ed Fuchs



Jim Harrington and Yossi Bester

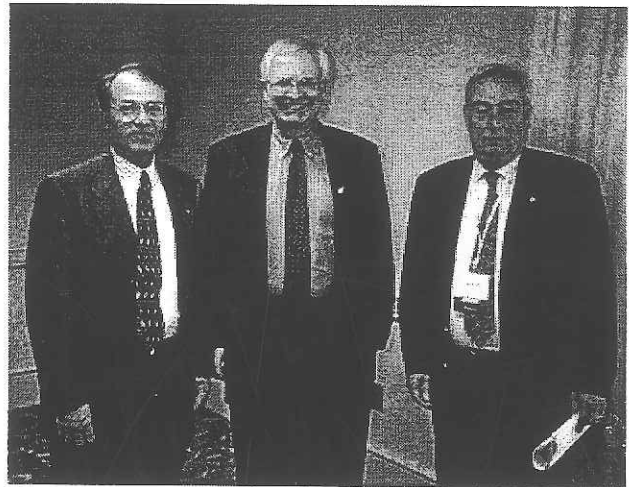


Enrique Sierra

PICTURES FROM THE IAQ MEETING AT THE ASQ AQC IN PHILADELPHIA, 5 MAY 98



Yossi Bester and Dave Luther



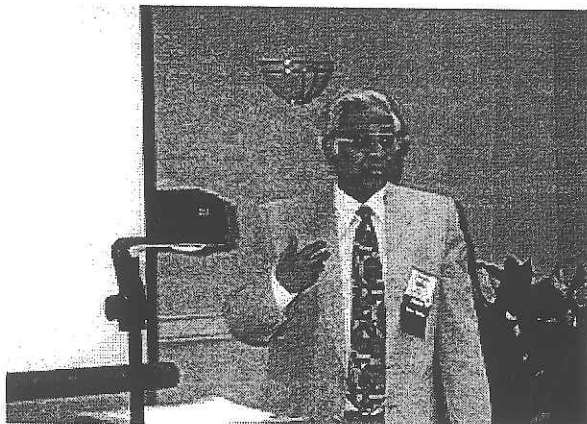
Ken Case, Blan Godfrey, and Marcos Bertin



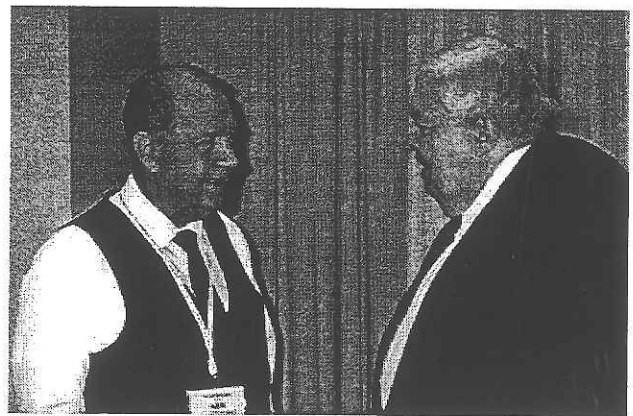
Madhav Sinha and Greg Watson



Agnes Zaludová



Gopal Kanji giving his introductory speech



Ken Stephens and Bill Golomski

PICTURES FROM THE IAQ MEETING AT THE ASQ AQC IN PHILADELPHIA, 5 MAY 98



Dave Luther



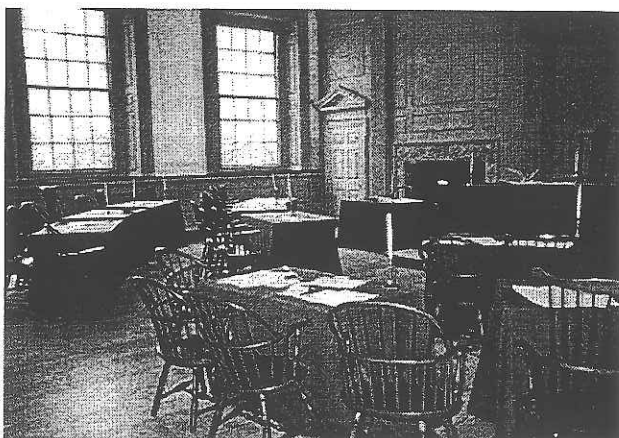
John Hromi



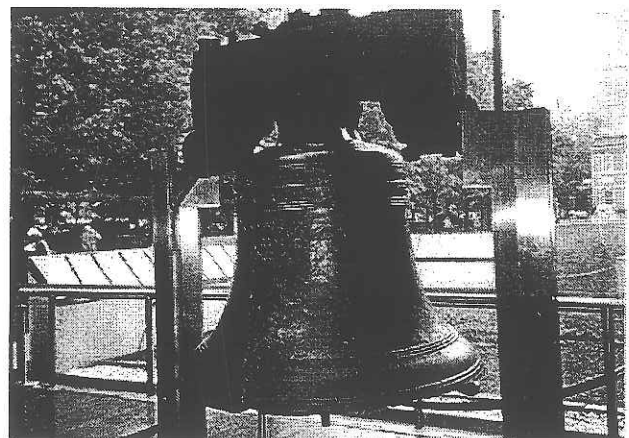
Spencer Hutchens



Ed Fuchs



**Independence Hall
aka "Old State House"**



The Liberty Bell

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>
29 June-1 July 98	Sheffield, U.K.	The 3 rd World Congress for Total Quality Management, "Business Excellence Through Quality Culture"	Contact Jim Coleman; Phone: 44 114 281 4040; Fax: 44 114 281 4042, e-mail 101450.607@compuserve.com
June 98	Stockholm, Sweden	EOF Forum "Customer Satisfaction"	Contact: Acn. T. Conti
2-5 Aug 98	Sydney, Australia	The 4 th International QFD Symposium	Contact: Acn. Y. Akao
15-16 Sept 98	Seoul, Korea	The 6 th Conference of the Asia Pacific Quality Organization, "Quality for Global and Human in the New Century"	Contact: Dong-Kyu Lee; Phone: 82-2-369-8171, Fax: 82 2 780 3340; Acn. M. Gatchalian
21-23 Oct 98	Paris, France	Joint 42 nd EOQ & EFQM European Quality Convention, "Quality for and Through People."	Contact: Acn. Tito Conti; M. Bertin, T. Conti, B.G. Dale, A.V. Feigenbaum, A.B. Godfrey, H.J. Harrington, N. Kano, Y. Kondo, H.D. Seghezzi
26-27 October 98	Lahore, Pakistan	ICQP'98 Pakistan 4 th International Convention on Quality Improvement	Contact: Kamran Moosa, Fax: 92 42 755 2656, Also, Fax: 92 42 511 3102
1-3 Dec 98	Jerusalem, Israel	The 12 th International Quality Conference of the Israel Society for Quality	IAQ Session; Contact Acn. Yossi Bester, Fax: 972-4-834 0494; Acns. Y. Kondo, A. Harada, D.V. Iliescu
November 98	Germany	Biannual Conference of the German Society for Quality (DGO)	IAQ Session expected; Contact: Mr. Willi Fuchs, Mr. Horst Fuhr; P.Å. Sörensson
November 98	All European Countries	European Quality Week	Contact Acns. A.H. Žaludová, A. Silva Mendes
8-10 Jan 99	Mumbai, India	9 th World Congress on Total Quality and Qualex '99, "Challenges of Sustainable Excellence in the 21 st Century"	Contact: Anita Benson Phone: 0171 872 5784 Fax: 0171 266 5362
April 99	Ostrava, Czech Republic	"Quality 1999"	Contact Acn. A.H. Žaludová
24-26 May 99	Anaheim, CA, USA	53 rd Annual Quality Congress, ASQ	IAQ Stream; Acns. A. Aune, Y. Bester, A.M. Chauvel, T. Conti, A. Harada, A. Silva Mendes
June 99	Madrid, Spain	43 rd EQC Annual Congress	IAQ Stream; Contact: Acn. Tito Conti; C.F. Brendon, T. Conti, B.G. Dale, D.V. Iliescu
5-11 Sep 99	Poznań-Gdynia,	12 th IGWT (International Society of Commodity Science and	IAQ Stream requested; Contact: Prof. Jacek Koziol of Poznań

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

	Poland	Technology) Conference, "Quality for the XXI st Century"	University of Economics; Phone: +48 61 869 9261 X 1213/1214 Fax: +48 61 854 3993 or 866 8924 Symigwt@novcil.ae.poznan.pl http://capella.ae.poznan.pl/ raw/ae/tow/symp.html Acn. A.-M. Chauvel
November 99	All European Countries	European Quality Week	Contact Acns. A.H. Žaludová, A. Silva Mendes
April 00	Ostrava, Czech Republic	"Quality 2000"	Contact Acn. A.H. Žaludová
8-10 May 00	Indianapolis, IN, USA	54 th Annual Quality Congress, ASQ	IAQ Stream; Acns. Y. Bester, C.F. Brendon, T. Conti
June 00	Budapest, Hungary	44 th EOQ Annual Congress	IAQ Stream; Contact: Acn. T. Conti; A. Aune, Y. Bester, C.F. Brendon, A.-M. Chauvel, B.G. Dale, D.V. Iliescu, A. Silva Mendes, H.D. Seghezzi, P.Å. Sörensson
November 00	Jerusalem, Israel	The 13 th International Quality Conference of the ISQ	IAQ Session, Contact Acn. Y. Bester, Fax: 972-4-834 0494
November 2000	All European Countries	European Quality Week	Contact Acns. A.H. Žaludová, A. Silva Mendes

1998 EFQM FORUM – 42nd EOQ CONVENTION

Better make your plans to attend on 21-23 October 1998 in Paris! Acns. Marcos Bertin, Tito Conti, Barrie Dale, Val Feigenbaum, Blan Godfrey, Jim Harrington, Noriaki Kano, Yoshio Kondo, and Hans Dieter Seghezzi all have prominent roles in the program.

The IAQ meeting is scheduled for Friday, 23 October 1998.



NEED VOLUMES 1-4 OF THE BEST ON QUALITY? THEY ARE NEARLY ALL GONE!

Acn. Ray Wachniak has about 30 sets of Volumes 1-4 of *The Best on Quality* that he is willing to sell for \$140 / set, plus shipping. He will sell a few individual copies for \$40 / volume, plus shipping. Ray is strictly hoping to recoup his cost on these. Thanks, Ray, for saving them from extinction! Contact Ray Wachniak in the USA at 414-784-0898, either voice or fax.

E-MAIL / COMPUTER CORNER

Remember, the updated IAQ roster will be kept at our Intranet site: <http://iaq.asq.org/>

We have all received and sent animated cartoons via e-mail. Unfortunately, our Acns. who receive their mail while on the road often have to pay exorbitant phone bills while downloading the files. Please send these files ONLY if you know the Acn. wishes to receive it.

We now have 46 Academicians with e-mail addresses. The new or changed addresses are posted on the e-mail list below in **bold**.

Academician	e-mail address (bold is new)
Anttila, Juhani	juhani.anttila@sonera.fi
Asao, Masashi	m-asao@ma.kcom.ne.jp
Aschner, Gabor	aschnerg@lihunnt1.light.ge.com
Aune, Asbjørn	asbjorn.aune@protek.ntnu.no
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Bester, Yossi	prime@mail.netvision.net.il
Brendon, Chris	IQM_Australia@msn.com
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Case, Ken	CaseKE@aol.com
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Conti, Tito	tconti.oam@to2.flashnet.it
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Godfrey, Blan	godfrey@netaxis.com
Golomski, Bill	wgolomski@itol.com
Grocock, John	John-Grocock@msn.com
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Hartz, Ove	oveh@jpv.dtu.dk
Hromi, John	jdhcqa@rit.edu
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Pal, B.K.	bkp@jisibang.ernet.in
Richardson, Phil	phil@adc.aust.com
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Savard, Jean Claude	jcsavard@sympatico.ca
Schlesinger, Richard	schlescor@aol.com
Schnauber, Herbert	LAS.Schnauber@ruhr-uni-bochum.de
Seghezzi, H.D.	Hans-Dieter.Seghezzi@unig.ch
Seitschek, Viktor	office@oevq.co.at
Shimizu, Shoichi	Shimizus@mbox.kyoto-inet.or.jp
Sierra, Enrique	sierra@intracen.org
Silva Mendes, A.	Antonio.SilvaMendes@dg3.cec.be
Sinha, Madhav	msinha@labour.gov.mb.ca
Sinha, Madhav	mnsinha@mb.sympatico.ca
Stephens, Ken	kstephe@spsu.edu (is "zero")
Wang, Samuel	hswang@cycu.edu.tw
Watson, Greg	greg@bss-inc.com
Zaludová, Agnes	csqpraha@mbox.vol.cz

ACADEMICIANS IN PRINT

Following are some of the recent publications by IAQ members:

- Camille F. DeYong and Kenneth E. Case, "Linking Customer Satisfaction Attributes with Process Metrics in Service Industries," *Quality Management Journal*, Vol. 5, Issue 2, 1998, pp. 76-90.
- Jens J. Dahlgaard, Ove Hartz, and Rick L. Edgeman, "Quality Improvement Practices and Trends in Denmark," *Quality Engineering*, Vol. 10, No. 4, 1998, pp. 757-763.
- A.V. Feigenbaum, "The Future of Quality Management," *Quality Digest*, Vol. 18, No. 5, May 1998, pp. 133-38.
- A. Blanton Godfrey, "Merger Mania," in the "Quality Management" column, *Quality Digest*, Vol. 18, No. 4, April 1998, p. 22.
- A. Blanton Godfrey, "Enter the Internet," in the "Quality Management" column, *Quality Digest*, Vol. 18, No. 5, May 1998, p. 18.
- A. Blanton Godfrey, "Hidden Costs to Society," in the "Quality Management" column, *Quality Digest*, Vol. 18, No. 6, June 1998, p. 18.
- H. James Harrington, "Room with a View" in the "Performance Improvement" column, *Quality Digest*, Vol. 18, No. 4, April 1998, p. 24.
- H. James Harrington, "The Business of Education" in the "Performance Improvement" column, *Quality Digest*, Vol. 18, No. 5, May 1998, p. 20.
- H. James Harrington, "Happy Employees Don't Equal Happy Customers," in the "Performance Improvement" column, *Quality Digest*, Vol. 18, No. 6, June 1998, p. 20.
- Way Kuo and Bryan Deuermeyer, "The IE Curriculum Revisited: Developing a New Undergraduate Program at Texas A&M University," *IIE Solutions*, Vol. 30, No. 6, June 1998, pp.16-22.
- D. Simmons, N. Ellis, H. Fujihara, and Way Kuo, *Software Measurement: A Visualization Toolkit for Project Control & Process Improvement*, 459 pp., plus CD software, Prentice Hall, N.J., 1997.
- W. Kuo, W. Chien, and T. Kim, *Reliability, Yield, and Stress Burn-in*, 424 pp., Kluwer Academic Publishers, Boston, 1998.
- Gregory H. Watson, "Bringing Quality to the Masses: The Miracle of Loaves and Fishes," *Quality Progress*, Vol. 31, No. 6, June 1998, pp. 29-32.

ALL GOOD THINGS COME TO AN END

In May 1996, I volunteered for a two-year term to try to follow in the footsteps of Acn. Ray Wachniak and, before him, Honorary Member Walter Masing as Editor of *Contact*. I committed to edit eight issues; this is #8. The position of Editor may be the best in all of the IAQ – one gets to interact with so many exceptional achievers.

I have committed to be the Interim Director of OSU's new MS in Engineering and Technology Management program, a major additional responsibility. I will continue as a Board

Member, and hope to maintain the IAQ Roster. It has been a great two years. Thank you for permitting me to serve you and the IAQ!

At the moment, we do not have a replacement, so continue to send me materials and I will be sure they are passed to the next Editor.

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

Acn. Seghezzi Honored at St. Gallen

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IAQ AT THE ASQ IN PHILADELPHIA	Special Insert Page B

Five Academicians were speakers at the retirement of **Hans Dieter Seghezzi**, which coincided with the annual St. Gallen Executive Forum. Acns. **Bill Golomski**, **Blan Godfrey**, **Hitoshi Kume**, and **Walter Masing** spoke at the Executive Forum. Dieter gave the closing speech.



It is a European custom to publish a book in honor of certain important events. The one for Dieter was co-edited by his successor, Roman Boutellier and **Walter Masing**. It contains papers in addition to those given at the conference.

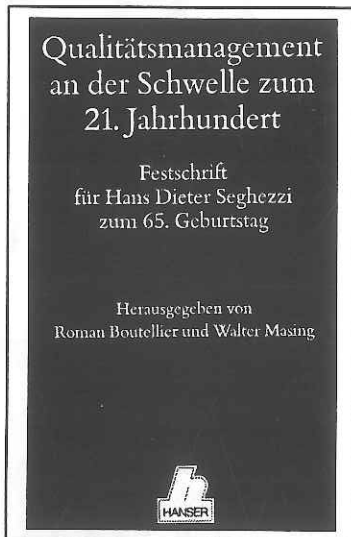
There were two dinners in honor of Dieter, one as a part of the Executive Forum and another given by the faculty and administration. At the first dinner, a former mentor of Dieter spoke of his early work. A former President of Switzerland also spoke glowingly, and at length, about his contributions. The whole event was wonderful and testimony to the important role of our Academicians.

The University of St. Gallen is celebrating its 100th anniversary this year. It has two faculties: Law and Economics. Of its some 4,000 students, about 1,000 are working on doctor's degrees either full-time or part-time while in industry or government. The faculty of economics offers a Master of Business Engineering and a Doctor of Economics. Dieter led the Competence Center for Quality Management of the Institute for Technology Management. (Thanks to Acn. **Bill Golomski** for the report.)

ACN. SEGHEZZI HONORED AT ST. GALLEN (CONTINUED FROM PAGE 1)

At right is the cover of the book published in honor of **Dieter Seghezzi** on the occasion of his retirement, coinciding with the annual St. Gallen Executive Forum.

Academics authoring papers in the book include: **Walter Masing** - "Die Entwicklung des Qualitätsmanagements in Europa: heutiger Stand, zukünftige Herausforderungen," **Bill Golomski** - "Business Excellence in the U.S.: Achievements in Overcoming Unemployment Through Quality," **Hitoshi Kume** - TQM in



Japan: an Overview of Current Trends," **Noriaki Kano** - "Differences in Approaches Between Western and Japanese Quality Management Including Comparison of Deming Prize and Western Quality Awards."

At the end of March 1998, Dieter will retire and will hand over his position as Executive Director of the Institute for Technology Management to his colleague Prof. Dr. Roman Boutellier. It is foreseen that a new professor for Quality Management will start his work in October 1998, with a successful recruitment process. In the meantime, Dr. Eugen Voit will be responsible for the Competence Center for Quality Management.

After March 1998 Dieter can be reached at his private address.

CHAIRMAN YOSHIO KONDO TO RECEIVE LANCASTER AWARD



Chairman **Yoshio Kondo** has been notified by Mr. Navin S. Dedhia, Chair of The Lancaster Award Committee of the ASQ, that he will receive the E. Jack Lancaster Award for 1997 at the AQC in May 1998 in Philadelphia. The Lancaster Award is presented to an individual in recognition of dedication and outstanding contributions to the international fraternity of quality professionals. **Congratulations, Yoshio Kondo!** (More on this will follow in *Contact* No. 71, June 1998).

ACN. SPENCER HUTCHENS RECEIVES COLLIER AWARD



In December 1997, the Los Angeles Section of the ASQ presented Acn. **Spencer Hutchens** with its Simon Collier Award. The announcement, with a picture of Simon Collier, is shown at left. A portion of the citation reads:

"Spencer has demonstrated outstanding leadership in the application of modern quality methods, especially through the organization and administration of such work on the local, national, and international levels."

Mr. Collier was the ASQ's first Edwards Medallist in 1959 and its 4th Honorary Member in 1965. Acn. **Walt Hurd** received the Collier Award in 1989. **Congratulations, Spencer!**

NOMINATIONS FOR ACADEMICIANS BASED ON ANALYSIS OF IAQ MEMBERSHIP

Acn. Bill Golomski, Vice President, Membership and Publications, provides the following note:

During our Trondheim meeting there was a call for nominations for Academicians, IAQ. We try to keep a balance in three regions of the world and by occupation. At our Trondheim meeting we agreed to classify occupations of members according to how they spent the majority of their career or how they wished to classify themselves. The assumptions are that the nominees are well qualified, willing to attend our meetings, and willing to participate in our projects. We classify occupations as: (1) Academic, (2) Business, (3) Government, and (4) Consultants. We let each person decide how they wish to be classified. A person who spent thirty years in industry and is now a consultant may exercise his / her option to be classified in either occupation.

Here is our latest list of active Academicians. It does not include Corresponding, Emeritus or Honorary Members, nor any new nominees who may not yet have accepted membership.

Europe(27):

Academic (7): Aune, Dahlgard, Dale, Hartz, Kanji, Murphy, Schnauber.

Business (11): Anttila, Aschner, Burgess, Conti, Grocock, Koivula, Mangelsdorf, Mattana, Seghezzi, Seitschek, Zeller.

Government (3): Sierra, Silva Mendes, Žaludová.

Consultants (6): Almeida, Chauvel, Iliescu, Jönson, Sandholm, Sörensson.

Australia, New Zealand, Orient, Africa, Middle East(17):

Academic (7): Akao, Kano, Kondo, Kume, Liu, Shimizu, Wang.

Business (8): Asao, Bester, Burt, Harada, Kusaba, Richardson, Sasaoka, Yoneyama.

Government (0):

Consultants (2): Brendon, Gatchalian.

Americas(18):

Academic (5): Case, Cole, Hromi, Kuo, Stephens.

Business (6): Bertin, Fuchs, Harrington, Luther, Musi, Wachniak.

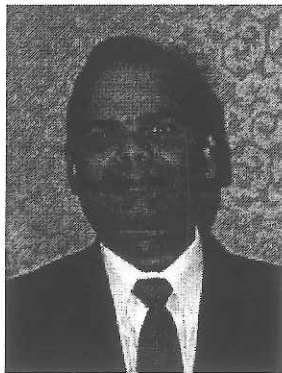
Government (2): Ito, Sinha.

Consultants (5): Godfrey, Golomski, Hutchens, Savard, Watson.

Based on this analysis, Academicians in the Americas are being asked to nominate twelve (12) for Academician, IAQ, primarily from the Business and Academic categories. Those who know qualified people in Africa, India and the Middle East are also being asked to nominate twelve (12), primarily from the Business category. We would like to have those in Europe nominate five (5), primarily from Business, and from countries where we do not have representation.

The nominations are to be made on Form 130, with the appropriate sponsoring letters, and sent to Acn. Bill Golomski. If you need copies of the form, please contact Bill. We have a great opportunity to broaden our service and to build on the ideas of others.

THE BEST ON QUALITY, VOLUME 9 TO DEBUT APRIL 1998



Acn. Dr. **Madhav Sinha** reports that Volume 9, *The Best on Quality*, should be out hot off the ASQ Quality Press in the second or third week of April 1998. It will most certainly be available for general sales and for display at ASQ's Mega Booth during the 52nd Annual Quality Congress in Philadelphia, May 4 - 6, 1998.

There are 22 chapters to Volume, 9 and it has three Sections titled as follows: (I) Assessment, Integration and Promises of TQM, (II) Focus on Future, and (III) TQM Around the World. The names of contributors to Volume 9 were listed in *Contact*, No. 69, December 1997.

CALL FOR PAPERS FOR VOLUME 10, THE BEST ON QUALITY

Editor **Madhav Sinha** invites suggestions for an appropriate theme for Volume 10, the tenth anniversary issue, of *The Best on Quality*. Please communicate with him at: The Editor, *The Best on Quality*, 71 Lafayette Bay, Winnipeg, Manitoba, Canada R3T 3J9. Phone: 204-945-3380 or 204-948-1006 (office), 204-275-3322 (home), Fax: 204-948-2309 (office), 204-261-6606 (home). Madhav's e-mail is: msinha@labour.gov.mb.ca (office), or mnsinha@mb.sympatico.ca (home).

Manuscript preparation and submittal - a few guidelines to remember:

Submit two (2) copies and a disk of the paper. The manuscript should be double-spaced, with 1" margin, on letter size paper, printed on one side only. The name and format of the word processing software used must be indicated on the diskette, for text materials as well as for figures or sketches.

- **Title.** Keep the title length to ten words long, or fewer.
- **Abstract.** Provide a 150-word Abstract of main points, results, conclusions, and their significance.
- **Text.** The body of the paper should be about 25-30 pages long, not more, including figures and diagrams. Begin with an Introduction explaining the significance of the work discussed. Break the text into headings and subheadings. Use terminology that is widely understandable and restrict the use of acronyms and jargon. Introduce essential acronyms in parentheses following terms they abbreviate.
- **Reference list.** Give numbers to all cited text literature as superscripts pointed at appropriate places in the sentence. Then, list quoted references at the end of the article numerically in the order they are cited. The listing of references must be complete and typed in the same consistent style for all references: Name of author(s), or editor, full title of book or periodical or proceedings, or article, with volume number or title of a series (if it has multi-volume publications), edition (if not original), publisher's name, city of publication, year of publication, and page numbers.
- **Permission for borrowed materials.** If authors use substance from other works in their papers, they must obtain written permission to reprint the borrowed material.
- **Tables and Figures.** Tables and figures should be used freely wherever possible to summarize lengthy text material. Make sure to label and provide captions for all graphics, tables, and figures.
- **Appendix.** Technical material or material of research methodology, and analysis, etc., should be most appropriately placed in an appendix.
- **Deadline for manuscript submission.** October 1, 1998.

IAQ PROJECT STATUS AND REPORTS

Acn. **Tito Conti** forwarded a brief summary report and letter of encouragement regarding our set of 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 2 February 1998).

Tito says: As you certainly have seen from the last issue of *Contact* (#69, December 1997), the state of IAQ Projects is not completely satisfactory. In summary, the situation is as follows:

A few projects seem to be in good health: Projects 1 (**D. Seghezzi**), 2 (**N. Burgess**), 8 (**T. Conti**), 12 (**E. Fuchs**), 16 (**O. Hartz**) have made good starts and reports were sent in November by Project Leaders. The next step is to get reports in time for the Philadelphia meeting. Special praise should go to **Norman Burgess**, who accepted the role of P. L. of Project 2 on November 13 and on December 2 he circulated the plan and the first draft of a discussion paper. As far as I can understand, sometimes the P. L. of the above-mentioned projects has found it difficult to get timely answers from their Project Teams.

First reports of Projects 9 (**N. Kano**) and 10 (**Y. Kondo**) were announced for December. I have not received them yet. Perhaps they have been sent to *Contact*. I kindly ask Project Leaders to inform me.

A. Žaludová, P. L. of Project 19, sent a letter to *Contact*, expressing doubts about the project. She asked for opinions of other Academicians on the usefulness of an IAQ Award. Opinions are welcomed as soon as possible, for the Philadelphia meeting at the latest.

No reports have been received up to now on Projects 3 (**W. Golomski**), 4 (**W. Kuo**), 5 (**M. Gatchalian**, who sent a letter to **K. Case**, but was still at the level of preliminary thoughts), 6 (**R. Wachniak**), 7 (**D. Luther**), and 15 (**B. Godfrey**).

Projects 17 (**C. Brendon**) and 18 (**B. Dale**) are still one-man projects. The request for other Academicians to join is, up to now, unsuccessful. We will hear from the proponents in Philadelphia if they are still willing to consider their projects as IAQ Projects. I think that if they are, the IAQ would profit from their contributions.

In summary, the situation is well below expectations, especially in terms of Academicians involved. In fact, even where the Project Leaders are active, the support from their Teams seems to be rather low.

I kindly request the Project Leaders who have not yet provided any plan and report on the state of their projects, to do it as soon as possible, so that a complete check can be done in Philadelphia.

In fact, discussions in Orlando and Trondheim pointed out that Projects should become one of the focal points of the IAQ strategy aimed at making the Academy more visible. They should provide the main inputs to *The Best on Quality* as well as to the IAQ streams in international conferences. President Bertin confirmed that in his reports and Ken Case gave Projects high visibility in the last two issues of *Contact*.

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My proposal is to make our best efforts to regain lost ground and come to Philadelphia with as many active projects as possible. In any case, Project Leaders should reconfirm commitment; otherwise, a decision should be made to drop the ailing Projects.

#	Project Title	Project Leader	Acns.
1	<p>Integrating quality management into business management</p> <p><u>See report presented in <i>Contact</i>, No. 69, December 1997</u></p>	Dieter Seghezzi	12
2	<p>Standardization vs. differentiation in TQM concepts / systems</p> <p><u>See report that follows</u></p>	Norman Burgess	9
3	Business strategies and TQM / Strategic planning	Bill Golomski	5
4	TQM in education	Way Kuo	10
5	<p>Developing nations and quality</p> <p><u>See report presented in <i>Contact</i>, No. 69, December 1997</u></p>	Miflora Gatchalian	8
6	Ethics in quality	Ray Wachniak	6
7	Quality profession in year 2000	Dave Luther	7
8	<p>TQM models / Business models for improvement</p> <p><u>See report that follows</u></p> <p>In the report, Acn. Tito Conti refers to a 9-page paper entitled "Step 2: Definition of Criteria for the Analysis and Discussion of Models." If you need a copy, please contact Acn. Conti.</p> <p><u>Also, see report presented in <i>Contact</i>, No. 69, December 1997</u></p>	Tito Conti	5
9	Customer satisfaction best methods	Noriaki Kano	4
10	Motivation: State of the art	Yoshio Kondo	2
11	Quality and value management + Value engineering and re-engineering	Jim Harrington	4
12	<p>Business innovation through TQM</p> <p><u>See report that follows.</u></p> <p><u>Also, see report presented in <i>Contact</i>, No. 69, December 1997</u></p>	Ed Fuchs	3
15	Quality in healthcare	Blanton Godfrey	3

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16	<p align="center">Quality management systems</p> <p align="center"><u>See report presented in <i>Contact</i>, No. 69, December 1997</u></p>	Ove Hartz	6
17	<p>Managing business risks and determining process design / controls within internet / intranet business environments</p>	Chris Brendon	1
18	<p>Managing and facilitating continuous improvement in a regulated supply situation</p> <p align="center"><u>See report that follows.</u></p>	Barrie Dale	1
19	<p align="center">Awards</p> <p align="center"><u>See report presented in <i>Contact</i>, No. 69, December 1997</u></p>	Agnes Žaludová	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*.

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. 2 - Standardization vs. Differentiation in TQM Concepts / Systems



Project leader: Acn. Norman Burgess

The project is on track, with three sets of comments (3 overdue) on the initial draft sent out in early December 1997.

When adjusted, the report will form the paper to be submitted for team circulation and for inclusion in the EOQ / EFQM Convention planned for October 1998 in Paris.

It is hoped that the wider debate at that time will be incorporated for a definitive statement at year end or early 1999.

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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

Step 1 of Project 8 was not very successful. The purpose of Step 1 was to collect documentation on existing models. I sent out the documentation in my possession (including the St. Gallen model), but I received only from Acn. J.-C. Savard the documentation of a model that he has developed. My proposal now, in order to save the project, is to proceed to Step 2. That was my task, sending out a draft intended to be a guideline for analyzing and classifying models. I wish to recall the purpose of the project: "To provide a valuable contribution to the rationalization and systematization of organizational models aimed at quality assurance, quality management, TQM and more generally to performance improvement." In other words, to support managers and companies to choose the right model, in relation to their needs. That means that (obviously) there is no intention to rank models or express judgments about their value, but to identify the correct fields of application, in order to avoid, for example, application of a quality assurance model in the area of business improvement.

My first request to the Academicians, who receive this mail and are not yet involved in this Project, is to offer their cooperation. It can be a specific cooperation, limited to commenting and providing suggestions on the enclosed document. Or, hopefully, it can extend to the assessment of some of the proposed models. In fact, my proposal was to analyze, assess and classify at least the following models:

- ISO 9000 Series
- ISO, Vision 2000 (in development)
- Deming Prize for Companies
- Malcolm Baldrige
- European Quality Award
- St. Gallen Model
- IQRS, originated by Det Norske Veritas
- Savard's Model
- Conti Model for Organizational Assessment
- Possibly other models, like McKinsey 7s or Nadler's Models, but in a second round

You will find enclosed my proposal of a guideline to model analysis and classification: I kindly ask you to read and comment on it, because it is intended as a template for the analysis of the specific models. Please, do it as soon as possible, since we have already accumulated a delay of 2 months in Phase 1 and we have not given up yet on the idea to present a paper next October in Paris. My request is directed in particular to Acn. Seghezzi, who in 1997 organized an International Workshop on Models in St. Gallen, and we should not miss the experience gained on that occasion. I ask then to choose one

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or more models to analyze, according to the agreed upon criteria. Ideally, each model should be assessed by at least two Academicians.



IAQ Project No. 12: Business Innovation Through TQM

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

Editor's note! Acn. Ed Fuchs prepared a strong and interesting four page paper summarizing the status of this project. Only portions of it are presented below. In particular, those portions that present opinions of IAQ Academicians are presented. Please contact Ed for a copy.

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.

Is Total Quality Management compatible with Business Innovation?

Academicians Cole, Kondo, Shimizu, Seghezzi, Conti, and Sasaoka responded in the affirmative. Cole believes that TQM helps to improve the innovation process, if the process is present. Kondo cites Juran's eight lessons learned from Baldrige Award winners (Juran, 1991) as effective ways of achieving revolutionary change, e.g., innovation. Seghezzi claims that business improvement is the precursor of innovation. Conti and Sasaoka assert that appropriate definitions and models of TQM are broad and flexible enough to embrace Business Innovation. We have used diagnostic models of TQM, which were created by Dr. Luis Boza of Bell Labs, to compare the application of TQM to achieve Operational Excellence with the application of TQM to achieve Innovation Excellence.

Can enterprises achieve Business Innovation within constructs of TQM models and paradigms?

Academicians Cole, Shimizu, Seghezzi, Conti, and Sasaoka all vote in the affirmative. Kondo believes that the constructs of TQM models and paradigms should be flexible, thus admitting business innovation. Conti includes the proviso that the models and paradigms are not dogmatic in their definition of TQM, and provided that models are perceived as working hypotheses, evolving in time.

Describe particular TQM models or paradigms that are amenable to Business Innovation.

Two kinds of business innovation are reported in the literature - drastic and progressive. Drastic innovation is exemplified by reengineering. Progressive innovation is included in TQM approaches through continuous improvement.

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Academics identified several TQM models that possess desired characteristics: **Cole** – process improvement models; **Kondo** – Juran's Big Q and **Kano's** attractive quality models; **Shimizu** identified a Japanese model called "cross-functional management", which is similar to Business Process Reengineering; **Seghezzi** identified the EFQM model; **Conti** referenced the model he proposed in his recent book for fostering a creative environment. On the other hand, Academician **Sasaoka**, a voice from industry, reports that he has not found any TQM model that is sufficiently comprehensive for this purpose and yet clear and simple enough for practical use.

Describe any changes or extensions of the TQM approaches mentioned in the previous question that may be necessary to enable Business Innovation.

Gaining employee commitment to quality efforts can be difficult, especially when both quality and innovation are of concern. Ways of encouraging innovation and commitment to quality include i) providing meaningful challenges, ii) establishing accountability for improvement of quality, and iii) using rewards as support for intrinsic values.

Academician **Cole** identifies the need to address sensitivity of creative people to viewing process rules as bureaucratic constraints. **Seghezzi** identifies more explicit change management. Academician **Conti** reports that the first required extension relates to leadership. If innovation is to become a fundamental characteristic of an organization, leaders must make innovation grow as a value of the organization. Diffuse creativity should be the objective, analogous to diffused quality improvement. **Sasaoka** identifies the needs for addressing several issues, including information technology and the Intranet; customer feedback response system; reengineering; people empowerment; Hoshin management; and strategic business planning.

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? Provide references.

Academician **Cole** cites "TQM in Small High Technology Companies in the Death and Life of the American Quality Movement," Michael Price and Eva Chen, **Robert E. Cole**, Editor, Oxford Press. Acn. **Shimizu** mentions that, in Japan, there are many papers and some books on the relation of business innovation and TQM, but very few in English. He cites the following books in English: i) "TQM in the Construction Industry," Matabee Kenji Maeda and Yasuji Maeda, Asian Productivity Organization, 1997, ii) "TQM With Generating Kaizen-Know-how of Japan's Quality and Productivity Movement." Books in Japanese include: i) "Strategic Management by Policy in TQM Age," Hiroshi Osada et al, JUSE Press, ii) "Strategic Management and Quality Management," Toshiyuki Mochimoto, JSA, iii) "Realization of Attractive Enterprise by TQM," Kiyoshi Ito, JUSE Press. Acn. **Kume** cites "Quality Management - Japan and the West," Quality, May, 1990. Acn. **Sasaoka** comments that many companies, such as HP, are using TQM as a process tool for business innovation. Business innovation is an objective, whereas TQM is an approach. A few references in English are given, and a few in Japanese. These references are being evaluated by Acns. **Shimizu** and **Kondo**.

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?

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Academician **Kondo** mentions that Deming Prize and Baldrige Award - winning companies attempt to do this. Reference "Winning With Quality, The FPL Story," Quality Resources, 1991. According to Academician **Shimizu**, there are many in Japan, e.g., Maeda Corp., Aisin Groups. Academician **Seghezzi** mentions ABB (Asea Brown Boveri). According to Academician **Sasaoka**, Hewlett-Packard employs Hoshin Business Planning - Quality Maturity System; also Aishin Seiki in Japan. Overall, surprisingly few enterprises are named, given the intensity apparent in responses to previous questions.



IAQ Project No.18: Managing and Facilitating Continuous Improvement in a Regulated Supply Situation

Project leader: Acn. Barrie Dale

This project is being carried out by a Doctorate student under my supervision. Following a literature review, the initial research is being carried out within United Utilities. The Company is a multi-utility whose principal activities are in water, electricity supply and distribution, gas and telecommunications. The four Divisions operate in three different markets - monopolistic, pseudo-monopoly and competitive.

A series of semi-structured interviews (90 in total) have taken place with quality professionals and a sample of line managers within each Division, the purpose of these has been to gauge the broad issues influencing the process of managing continuous improvement. This was followed by holding a number of focus group meetings with staff to test out and probe, in more detail, the key issues associated with continuous improvement. A questionnaire survey is currently being conducted to quantify the issues arising from the qualitative research.

A tentative model, built from the literature and the initial research which reflect the barriers in managing continuous improvement in regulated supply has started to emerge. This comprises of four main issues:

1. Cultural (e.g., ingrained sense of the way things have always been done)
2. Strategic (e.g., lack of integration to the organization's core values)
3. Competence (e.g., inability of employees to see beyond their own departmental goals to organization-wide strategic quality issues demanded by the business environment)
4. Structural (e.g., insulation from competition and customers)

Once the research at United Utilities has been completed we propose to go out to the Academicians to get their input into the models, guidelines and frameworks which have been developed, prior to carrying out further research.

NEWS AND COMMENTS FROM ACADEMICIANS

In alphabetical order:

Acn. **Masashi Asao** writes:

As you know, many Japanese Academicians assist in the training courses of AOTS (the Association for Overseas Technical Scholarship) by teaching Japanese and their own experiences with introducing, developing and processing of SQC, TQC (CWQC) and TQM. I was charged some subjects for the next three courses:

1. South Asia Alumni Course (SFQM - 12/97)
My Subjects: Quality Assurance;
Management by Policy (HOSHIN KANRI);
Cross Functional Management.
2. Peru and Latin American Course (PEQM - 1/98)
My Subjects: Same as SFQM and
Consultation for KAIZEN Plan.
3. Factory Management in Medium Scale
Industries (FMMI - 1/98-3/98)
My Subject: Quality Assurance and
Product Liability Prevention.

AOTS is a non-profit association run with Japanese government subsidies from the Ministry of International Trade and Industry (MITI). Since its establishment in 1959, AOTS has been conducting various technical and management training programs in Japan for the people of developing countries. The total number of participants in past AOTS training programs amounts to nearly 75,000 from about 150 developing countries and regions. Many ex-participants in the AOTS training programs maintain close contact with AOTS and have formed AOTS Alumni Societies in their countries to promote friendship and the transfer of technology between their countries and Japan.

Masashi Asao

Acn. **Gabor Aschner** writes:

I have been recently awarded by General Electric their Quality Award, i.e. Quality 2000, for "Outstanding Six Sigma Leadership."

Furthermore, the Polytechnic Budapest where I conduct the one year long postgraduate course for the "Quality Engineer" degree honored me with the Mihailich Award. This award was created for the best lecturer of the year, and I was the first one who received it who was not a permanent employee of the University.

All the best to you, Gabor

Editor's note! Congratulations on BOTH honors, Gabor!

President **Marcos Bertin** writes:

Thank you very much for the space and importance you are giving to the IAQ projects status and reports in *Contact*. It will help a lot in getting them moving faster and to prepare the project discussions part of our 1998 meetings in Philadelphia and Paris. Moreover, I know **Dieter Seghezzi** is planning to present conclusions on IAQ Project No. 1 in one of the Paris Conference main sessions.

We have to congratulate **Tito Conti** for the excellent job he is doing "mobilizing" Academicians on IAQ projects. Bravo, Tito !!!

Best personal regards, Marcos

Acn. **Yossi Bester** writes:

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In November I was busy with our National Quality Week here and the National Quality Conference (2000 participants). I am very busy these days and almost can not find time to write except the reports that I must provide to my clients. I am proceeding with the organization of the IAQ Executive Symposium with a new organizing company from Boston. To date, there has not been too much success or support since our other colleagues in the Academy are very busy. I am afraid that finally we may have to give up this good idea unless there is a good "surprise" from our Philadelphia meeting.

Best regards to you and your family, Yossi

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

During my lectures on Safety and Quality in the Shipping Industry for the Panama Canal Commission, I received, at the Miraflores Locks, the honorary title of "Control House Operator". The previous person to receive this title was the daughter of President Clinton. Now, you can cross the Canal safely!

I have just learned recently that ISO 18000 concerning "health and safety of the worker" falls in the trap of the subjects which are not of interest for our economic development. When I read this, I got very sad, because of the following reasons:

1. How could we talk about quality management without any consideration for the health and safety of the people?
2. How could we talk about quality management with respect to the environment and without consideration for the health and safety of the people?
3. How could we talk about competitiveness and corporate profit without any

consideration for the health and safety of the workers? Something is wrong.

I would like to hear from other Academicians on this subject. Today, for me, this subject is more important than any other. It is our life; it is the future of the next generations to come.

During the past few months, I have participated in the following conferences:

- October 97: Brasoil Development - Luanda (Angola) "Applying ISM Code for Safety on Offshore Platforms"
 - October 97: Ravencroft Annual Convention - Miami (USA): "Benefit of the ISM Code for the Shipping Industry"
 - November 97: International Shipping Management Association - Annual Conference - Miami (USA) : "The next step to certification"
 - November 97: Panama Canal Commission - Panama City (Panama) - 3 one day lectures: "Safety and Quality in the Shipping Industry"
 - November 97 : Institut Européen du Transport Maritime - Paris (France): "The human element in system development"
 - November 97: Bureau Veritas - London (UK): "Using ISManager to monitor safety improvement"
 - November 97: Bureau Veritas - Lisboa (Portugal): "Regard on ISO 9000 and trend for its evolution"
- Note!** My good friend Acn. **António de Almeida Júnior** was present. He presented his experience with ISO 9000 Series in Portugal.
- November 97: Association Belge des Assureurs Maritimes - Antwerp (Belgium): "Understanding the implications of the ISM Code for the industry and the insurers"

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- December 97: Bureau Veritas - Szczecin (Poland) : "How to implement ISM Code and ISO 9000 Std. in the Shipping Industry"
- December 97: Ecole Supérieure de Commerce de Paris, then Ecole Nationale Supérieure des Arts et Métiers - Paris (France): "The next step to TQM"

I think it was a good year for me promoting Quality and Safety Management in many countries.

Alain-Michel Chauvel

Acn. **Bob Cole** writes:

My new book, *Managing Quality Fads: How American Business Learned to Play the Quality Game* will be jointly published by Oxford University Press and ASQ this Fall.

Also, I was recently awarded the Lorraine Tyson Mitchell Chair in Leadership and Communication II in the Haas School of Business at the University of California, Berkeley.

Bob Cole

Editor's note! Congratulations on both, Bob!

Acn. **Barrie Dale** writes:

I have received advanced copies of my new book *Managing Business Improvement and Quality: Implementing Key Tools and Techniques* which is to be published by Blackwell Publishers in May 98.

I have recently received the following two research grants:

- "The Implementation of TQM in Hong Kong Manufacturing Industries," HK\$1.91M, in conjunction with City University of Hong Kong.
- "The Development of SPC for Small Batch Production," £82,010, a Teaching Company Programme in conjunction with Silcoms Ltd. (a small engineering company specializing in the design and manufacture of precision engineering components, automotive press tooling and conveyor chain and handling systems).

I have been asked by the Department of Industrial and Systems Engineering at the National University of Singapore to speak at a video seminar. The date for this has been agreed for 1st April and the theme is "Quality Management Research".

UMIST has allocated me a Project Officer for a 12 months period to develop the use of self-assessment methods with companies of less than 50 employees. The work is being carried out with the Trafford Park Business Forum. On 1 October 1997 I became the Head of the Operations Management Group within the School of Management at UMIST.

I have introduced the concept of a 'Quality Clinic' to the Trafford Park business fraternity. Companies book a half hour free consultancy with me in which they will discuss quality issues, either on an individual basis or with an operational group, and seek appropriate advice. The first clinic was held on 10 February 1998 and was fully booked within a matter of hours of it being advertised.

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Barrie G. Dale

Acn. **Ed Fuchs** writes:

I have been drafting a summary of project efforts to date for review at the Philadelphia meeting. Some of the ideas also are included in my presentation at the IAQ - sponsored session at the AQC. Please feel free to abstract any of the attached draft that you think would be appropriate for *Contact*.

Best regards, Ed

Editor's note! Some of Ed's 4-page report appears in the Project summaries on page 9. Ed would be happy to e-mail you the entire report.

Acn. **May Gatchalian** writes:

Greetings from the Philippines. I have surfed the IAQ Newsletter and indeed I have read / seen what Academicians have written. How I wish there were also APQO members who would be submitting information about themselves. (**Editor's note!** Ken Case is now a proud member of the APQO.)

Thank you for your encouragement on the IAQ Project on "developing nations and quality". There is a need to document and share TQM successes in very simple terms so that people will begin to see the benefits from accepting the philosophy. So far, there has been no concrete / believable proof of its successful practice especially in the environment of the developing nations. Yes, I do agree with you about the need to develop teaching materials in small modules...not expensive, but very applied with actual "how-to's" and examples. Perhaps this can be another angle worth exploring relative to the project for developing nations. Materials

like these, if made available and, if possible, presented by the authors themselves would be most interesting in developing countries. Perhaps this can be linked with the APQO Conferences and / or annual meetings. Would you know who could be interested to participate in this endeavor?

My best regards to you and I hope to hear from you again. Sincerely yours...May M. Gatchalian

Acn. **Blan Godfrey** writes:

Thanks for the absolutely fabulous job you are doing on *Contact*. You have definitely engaged in the continuous improvement we all preach but so rarely practice. Some notes follow about my recent activities:

Last year was the best in thirteen years for Juran Institute (Dr. Juran still argues that 1984 was better, and we don't dare disagree - but that was before my time so it is ancient history). That means we are all happy but exhausted. The new year has also started out fast. Last month I was in Thailand starting work with the national oil company, in Malaysia working with the Ministry of Health on a new project to create a national health care quality system that formally starts next month, and in Amsterdam for the first meeting of a new benchmarking cooperative on purchasing and supply-chain management.

Tuesday I leave for Switzerland where I will join other academicians participating in Academician **Hans Dieter Seghezzi's** special retirement executive management conference. From Switzerland I go to India to give four seminars to launch a new strategic alliance we have there with the National Institute of Information Technology, and "stop over" on

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my way back in Iceland to review the first publication of a "balanced scorecard" of a client there. While there I will also participate in the National University Hospital's one-day special conference on quality in health care.

In March I shall host a visit by Academician **Juhani Anttila** in Wilton and then leave immediately to join Academician **Lennart Sandholm** for a one-day seminar in Stockholm. I'll stay there afterwards to act as opponent for Sandholm's Ph.D. student, Lars Sorqvist. On Lars' committee are also Academicians **Ove Hartz** and **Asbjørn Aune** so I am looking forward very much to that visit.

In the meantime the semester has started at Columbia University where I am again teaching "Quality Control and Management" in the School of Engineering and Applied Sciences. In March I shall also give a three-day executive seminar at the North Carolina State University School of Textile Engineering and Management, and in April will co-teach a similar seminar at the Carlzon School at the University of Minnesota. Any extra hours are filled with "crunch time" as we are trying desperately to meet the middle of March submission deadline for the fifth edition of Juran's *Quality Handbook*. Many academicians have written chapters for this new edition.

Best regards, Blan

Acn. **Bill Golomski** writes:

On January 5 - 8, 1998, Acn. **Way Kuo** was conference chair for the 1998 National Science Foundation Design and Manufacturing Grantees Conference in Monterrey, N.L., Mexico. This was the first time the conference

has been held outside the USA. The co-sponsors were the National Science Foundation, National Center for Manufacturing Sciences, Texas A & M University, National Research Council of Canada, Instituto Tecnological de Estudios Superiores de Monterrey, and the Consejo Nacional de Ciencia y Tecnologia (Mexico). This was the first time that the primary governmental groups who sponsor research in North America collaborated on a conference.

Over 300 papers were presented as poster sessions. These are leading edge research papers. There was much interaction between grantees as they discussed their research at each poster booth. In addition, there were speakers. I spoke on: "High Consequence, High Expectation Products and Processes."

Best regards, Bill

Acn. **John Hromi** writes this sad personal note:

A few days after my return in November from Europe, we learned that my older son had a brain tumor. My wife, my younger son, and I went to be with him in Minneapolis during the surgery on December 5th. Fortunately, the tumor was benign. It was said to be the size of an orange. It had bled sometime before the surgery and a blood clot had formed, and that is what caused the disorientation that he experienced earlier.

He came through the surgery without any side effects - no slurring of speech and no partial paralysis. We were ecstatic. Because everything was going so well we returned to New York on the 8th. Subsequent telephone calls were always optimistic; recovery was proceeding

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well. Then he developed pneumonia. In the emergency room at the hospital, he was told that it was not life threatening; so he went back home only to die the next day, December 28th. What a shock!

We're hurting, but we're managing. Life must go on. He leaves his wife and three youngsters who will soon be 16, 13, and 11 years of age. It's going to be tough on them.

I'm sharing his news with you because I thought you might want to know. At least it explains my tardiness in sending out Season's Greetings.

The latest issue of *Contact* arrived a few days ago. It's certainly a positive reflection of your dedication to an important task. May 1998 be a year of good health and good fortune for you and yours.

Sincerely yours, John Hromi

Editor's note! John and Rachel, the entire IAQ shares your sorrow. Our hearts go out to you.

Editor's note! With John's permission, Ken Case sent John's message to those Academicians on e-mail.

Some uplifting news from Acn. **John Hromi**

Rachel and I are slowly realizing that an irreversible event (see previous letter) has occurred in our lives, and we're learning to cope with it as many other people have before us. The expressions of sympathy and condolences from our IAQ members soothed our grief. We are sincerely grateful for their thoughtfulness.

In the meantime, I have prepared a paper for presentation at the EOQ annual convention to be held in Paris in October. I have also volunteered to help Academician Agnes Žaludová make arrangements for about 15 top level Czech executives to visit industrial sites in the Rochester area. Those who graciously have agreed to host the Czech delegation include Kodak, Xerox, Trident, and Gleason companies. And, of course, a visit to RIT is a must. We are always proud to give our Center for Quality and Applied Statistics that kind of visibility.

Rachel and I wish the best for all of you.

Sincerely yours, John Hromi

Acn. **Spencer Hutchens** writes:

First, may I congratulate you and say thanks for the outstanding newsletter *Contact*. It is informative and I enjoy it.

In December 1997, the Los Angeles Section of the American Society for Quality presented me with its Collier Award. Enclosed is the brochure (see a copy on page 2).

Sincerely, Spencer Hutchens, Jr.

Acn. **Noriaki Kano** writes:

May I have your permission to reproduce the first two pages of *Contact*, No. 69, December 1997 and include it in the memorial book (not for sale) of my major articles as the recipient of the 1997 Deming Prize for Individuals. It will be published in both Japanese and English and gifted to my friends, including the participants of the celebration party on 24 February 1998. So far I have heard from the organizing

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committee that nearly 400 quality-related people will attend the party. Therefore, I believe that the inclusion of the above pages of *Contact* will be a good opportunity for IAQ's presence to the Japanese quality professionals.

Many thanks in advance, Noriaki

Editor's note! Needless to say, Noriaki's request was honored immediately.

Acn. **Murray Liebman** writes:

I have been elected to serve on the Leadership Board of a major medical school and hospital. I would appreciate any references you have on quality assurance programs at similar institutions.

I hope 1998 is a great year for each of you and your family.

Murray

Acn. **Dave Luther** writes:

"Quality, The Future and You" is a nine month research and study effort we put together a couple of years ago at AQC. The results of the effort have had real impact on the Society and start with the name change, the change in governance, and redirection on several internal efforts. Another outcome has been a talk on "Futures" that I have given a great number of times, and from that, a workshop has been developed. The workshop is for CEO's, or other leaders who have institutional responsibility. The interactive workshop takes about four hours, and uses four scenarios for the future, along with nine general forces we think are important. The purpose is to get the audience to think about the future, and figure

out what should be done today to prepare for it. I gave it for **Marcos Bertin's** people in B.A., just completed a session in Sweden, and have done it several times in the U.S.

On another front, we have just finished a two year effort to create, train and help direct teams in local communities that are interested in reducing teenage driving fatalities. The exercise was with Don Berwick of IHI, and involved ASQ as local teachers of quality methods. The project is written up in several articles in the current *Quality Progress*. The general premise is that problem solving in the US is moving away from the federal government, away from state government, and towards local efforts. We believe quality methods have a great deal to offer to make this move successful.

The major initiative taking about seventy hours a week is in my role as Vice President of Operations, Finance and Administration at a start-up company that sells electrical energy over the Web. It is called Green Mountain Energy Resources, and is located in Burlington, Vermont where I now live.

It became clear to me about two years ago that the rules of organization and management were changing. Approaches that were terrific in the late 1980's and early 1990's were not good enough any more. Speed, globalization, partnership management, and especially information technology were changing almost everything. Mass customization is no longer a buzz word, and brand management on the WEB is a major force for marketing. Books, articles and consultants in general do not seem to be at the leading edge of this, so I decided to experience the change on a personal basis and get a first hand view.

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I accepted an eighteen-month full time assignment at this new company. We have received forty million dollars from a venture capital firm in Dallas and are currently after another fifty million. We are tracking the deregulation of electrical energy in the U.S. California is first, and has already moved. Several other states are close behind. It is a 210 billion market, and is larger than all other deregulated businesses combined. We are after residential customers only and sell energy that comes only from renewable sources, hence our emphasis as an environmentally supportive company.

I manage an information network that involves ten other companies across the county that sign up our customers, provide billing and customer care, store addresses, provide data warehousing and support a very extensive information technology network. I have call centers in the east and mid-west and other companies in and near California. We are a virtual company that avoids fixed assets, sub contracts all high transaction processes, and spends millions learning about individual customers. We have profiled over one million families in California, and attempt to predict buying behavior based on personal attributes and actions.

It is either the best move I have ever made, or the worst. Bottom line is that I have not worked this hard for a long time. In any event, this exercise is taking virtually all of my time in 1998.

Thanks for asking, Dave Luther

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

I retired on superannuation from ISI and am retained by ISI in a Honorary Visiting position for two years. I may be contacted at the same e-mail and address.

Congratulations for an outstanding job of IAQ *Contact* No. 69. Just now I received the copy through Mail.

I would request you to send me a copy of Acn **Kano's** fascinating Commemorative Address "Trial Of A Fieldwork-Oriented Student".

Sincerely yours, B K Pal

Editor's note! B.K.'s request stems from my offer on Page 2 of December 1997's issue of *Contact* to distribute Acn. **Noriaki Kano's** Deming Award address. After I made that offer, Noriaki decided to publish a memorial book (not for sale) that will include his address, among other works (see the letter from Acn. Kano). You should be able to obtain the material directly from Dr. Kano.

Acn. **Lennart Sandholm** writes:

Last week I had the pleasure to meet Acn. **David Luther** in Gothenburg (Sweden's second city). Dave was there in order to make a presentation at the Swedish National Quality Award Conference organized by the Swedish Institute for Quality.

This week I will go to China for consulting and lecturing. Some meetings are scheduled with the board and the management of China Quality Control Association. Hopefully, I will meet Acn. **Yuanzhang Liu**. A report will follow in the next issue of IAQ *Contact*.

Best regards, Lennart

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Acn. **Richard Schlesinger** writes:

I have been extremely busy with the sale of Bio-Technics Laboratories, Inc. to BioScreen Testing Services, Inc. The sale took place in May of 1997. I am a Vice President of Bio-Screen and am still busy. Our analytical chemistry, microbiology, forensic toxicology and molecular biology operations have been moved from Los Angeles, CA. to Torrance, CA. and the animal toxicology laboratories are being moved to Long Beach, CA. No longer being the CEO of a company, I should have more time for research and to participate in IAQ and other activities as well. Perhaps you might want to include a note about these changes in my life in the next issue of *Contact*. Please convey my personal regards to all of the Academicians.

Cordially, Richard J. Schlesinger, Ph.D.,
DABFT*

*Diplomat American Board Forensic
Toxicology

Acn. **Dieter Seghezzi** writes:

I was a panelist in the inaugural "CEO Best Practices Summit and Global Satellite Broadcast" on January 21, 1998. Twenty European business leaders were assembled on January 21, 1998 in the TV-studio of BBC, London and linked via satellite with 20 American business leaders in the studio of CBS in New York to discuss the topics of Innovation, Alliances and Stakeholder Symbiosis. The discussion was live-broadcasted to around 200 places in 23 countries. It was a new experience not only for the sponsors - 3M, Nortel, APQC, EFQM and

Fortune, but also for CBS and BBC, the producer International Institute for Learning, New York and for me as one of the invited European business leaders.

The report on this event will be published in the March issue of the magazine *Fortune*. I hope this is of interest to our colleagues.

In addition, I give you the following news:

1. My retirement on 31 March 1998: With an age of 65, I become Professor Emeritus at the end of March. Today, I present my "retirement" lecture with the title "TQM - a Trojanian Horse?" It deals with the contribution of scholars and the future of management, award models and quality management as a discipline. After my retirement, I will stay active in a number of organizations, including IAQ.
2. Executive Forum in St. Gallen: This year our Institute for Technology Management is selected as the organizer of the Executive Forum in St. Gallen. The university has chosen the title "World Class Quality and Integrated Management," honoring my 10 years' work at our university. Five of the 14 speakers are IAQ Acns. **Godfrey, Golomski, Kume, Masing** and myself.
3. ISO looks for compatibility of its management standards: The industry is not satisfied with the two ISO standard series 9000 and 14000 as far as differences in structure, conflicting content and inconsistent use of terms is concerned. To improve compatibility, the ISO Technical Management Board (TMB) established a Technical Advisory Group (TAG 12) in 1997 which delivered its report and its recommendations to the TMB and the two

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Technical Committees - TC 176 and TC 207 in January 1998. As a member of TAG 12, I expect full compatibility of the two standards in the year 2000 and 2001.

4. EFQM Representation Meeting and Learning Edge Conference in Rome, April 28 to 30, 1998: During this event the draft of the new European Quality Award model will be presented for the first time to a broader audience. The draft will be discussed in two workshops which I shall moderate.

Best regards, Dieter Seghezzi

Acn. Enrique Sierra writes:

I would like to congratulate you again on your excellent work in preparing and disseminating *Contact*. Issue No. 69 is full of interesting news and material, as usual. It is wonderful to learn how successful our colleagues are in their professional endeavors. Congratulations to all of them who received well deserved recognition throughout the world. Many thanks for including an extensive report on my activities.

With my best regards, Enrique Sierra (ITC)

Acn. Ken Stephens writes:

You may be interested that we are now offering our Master's Degree in Quality Assurance on the Internet. I am teaching one of our courses on the Internet this quarter. Our Quality Systems Design, QA725, course uses Acn. Val Feigenbaum's book as one text and the ISO Handbook, edited by Bob Peach, and with Chapter 13 written by me, as the second text. Check out our web page at:

<http://www.msqa.com>

Best Regards, Ken Stephens

Acn. Agnes Žaludová writes (Editor's note! Please contact Agnes for a copy of her complete write-up "My Year 1997"):

A considerable portion of my professional work during the past year has been devoted to a challenging feasibility study on the "Quality Assessment, Assurance and Improvement of Management Training." I had the pleasure and responsibility of heading the six-member project team charged with studying this problem and making proposals for changes on the level of training institutions and on the national level. Researches took me to the Netherlands and the UK for more detailed studies. A representative of the CERTIKED organization in Holland led one of several workshops. At the EOQ Conference in Trondheim in June, I also consulted with several IAQ members.

A second interesting project during the year concerns the introduction of a quality system in the Czech plant of a Canadian-based company manufacturing sports footwear. The scope of this project covers preparation for ISO certification combined with the implementation of the best elements of TQM and continuous quality improvement.

In addition to these two major projects I have been involved with my regular commitments for the Czech Society for Quality, the GRADUA Training Institute and the Czech Standards Office. Established links with the EMS professional community continue to develop and for me involved several lectures on integrated QMS / EMS systems and even a

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four-hour interpreting session at a seminar on Life Cycle Analysis led by a U.K. environmental expert. Year 1997 also involved:

- Presentation of the keynote paper on Current Trends in Quality Management at:
 - a. Quality '97 in Ostrava - 4/97
 - b. Quality '97 in Nitra, Slovakia - 10/97
 - c. Brno Trade Fair - 9/97.
- Participation in 4/97 in the meeting of ISO / TC176 / SC3 / WG6 in Stuttgart, Germany.
- Presentation of a lecture entitled "Improving Company Effectiveness through Reduction of the Costs of Poor Quality" at a seminar on the Economics of Quality in 5/97.

- Participation in 5/97 in the meetings of IEC / TC56 Dependability in Warsaw, Poland.
- Invited lecture entitled "Implications of TQM for Educational Institutions" in 9/97 at the Quality Council of the Technical University in Brno".

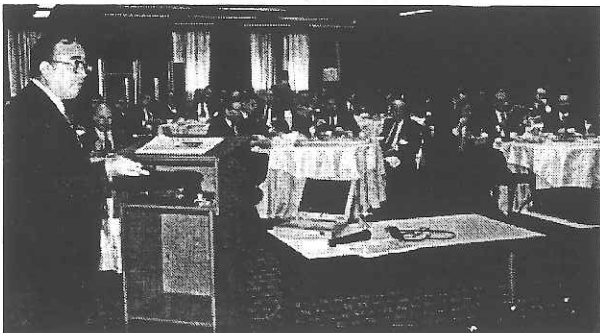
Another highlight of the year was the EOQ conference in Trondheim with the associated meetings of the IAQ.

My warmest greetings to all colleagues in the IAQ and best wishes for a healthy, happy and successful 1998, when I hope to meet with you in Philadelphia and / or Paris. Agnes

ACNS. KANO AND LUTHER SPEAK IN ARGENTINA

During October and November of 1997, Acns. **Noriaki Kano** and **Dave Luther** visited Argentina. Acn. Kano presented the subject "Business Strategies for the 21st Century and Attractive Quality Creation" to FUNDECE CEO's and "Attractive Quality and Must Be Quality" to quality professionals and managers. Acn. Dave Luther presented the subject "Future

Scenarios for the Year 2010" to FUNDECE CEO's followed by group discussions of different scenarios.



Acn. N. Kano presents to FUNDECE CEOs



Acn. Luther presents to FUNDECE CEOs

(L-R) Mr. Sprunger (President of SWISSAIR), Acn. Dave Luther, Pres. Marcos Bertin, Mr. Barembuem (President of SULZER)

E-MAIL / COMPUTER CORNER

NEW TO THE IAQ INTRANET WEBSITE!! We now have a new reason to check into the IAQ Intranet site more often. The updated IAQ roster will be kept there, with date of last update placed by each name (those with no date were as of 9/97). Our Intranet connection is at: <http://iaq.asq.org/> Note!! "c" has been dropped from "asqc".

We now have 46 Academicians with e-mail addresses. The new or changed addresses are posted on the e-mail list below in **bold**.

Academician	e-mail address (bold is new)
Anttila, Juhani	juhani.anttila@tele.telebox.fi
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Aune, Asbjørn	asbjorn.aune@protek.ntnu.no
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Watson, Greg	greg@bss-inc.com
Zaludová, Agnes	csqpraha@mbox.vol.cz

ACADEMICIANS IN PRINT

Following are some of the recent publications by IAQ members:

- **Alain-Michel Chauvel:** "In perspectiva celui de-al Treila Milenia," *Tribuna Calitatti*, No. 11, December 1997, Roumanie.
- **Alain-Michel Chauvel:** "Méthodes et outils pour résoudre un problème," 3ème Edition - Dunod Editeur, 1997.
- **A. Blanton Godfrey:** "The Quality-Driven Future," in the "Quality Management" column, *Quality Digest*, Vol. 18, No. 1, January 1998, p. 19.
- **A. Blanton Godfrey:** "Quality at Home," in the "Quality Management" column, *Quality Digest*, Vol. 18, No. 2, February 1998, p. 17.
- **A. Blanton Godfrey:** "Statistical Quality Control," in the "Quality Management" column, *Quality Digest*, Vol. 18, No. 3, March 1998, p. 18.
- **H. James Harrington:** "Why Improve Quality?" in the "Performance Improvement" column, *Quality Digest*, Vol. 18, No. 1, January 1998, p. 21.
- **H. James Harrington:** "Back to Basics?" in the "Performance Improvement" column, *Quality Digest*, Vol. 18, No. 2, February 1998, p. 21.
- **H. James Harrington:** "Quality in the Parking Lot?" in the "Performance Improvement" column, *Quality Digest*, Vol. 18, No. 3, March 1998, p. 20.
- **Way Kuo, Wei-Ting Kary Chien, and Taeho Kim:** *Reliability, Yield, and Stress Burn-In*, Kluwer Academic Publishers, Boston, MA December 1997, ISBN 0-7923-8107-6.

BOOKS BY ACNS. JIM HARRINGTON AND WAY KUO



Acn. **Jim Harrington's** book entitled *Total Improvement Management* is among the many things included on a CD-ROM package that has been put out by Steps to Success. It

also includes a screensaver program that highlights the 2,000 key points made in the book.

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.

Reliability, Yield, and Stress Burn-In

A Unified Approach for Microelectronics Systems
Manufacturing and Software Development

by
Way Kuo

Texas A&M University, College Station, USA

Wei-Ting Kary Chien

Nan Ya Technology Corp., Taoyuan, Taiwan

Taeho Kim

Korea Telecom, Seoul, Korea

Acn. **Way Kuo's** new book (see reference in previous section) explains reliability issues in Microelectronics Systems Manufacturing and Software Development

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