

# CONTACT

A Newsletter of the International Academy for Quality – N° 75, September 1999

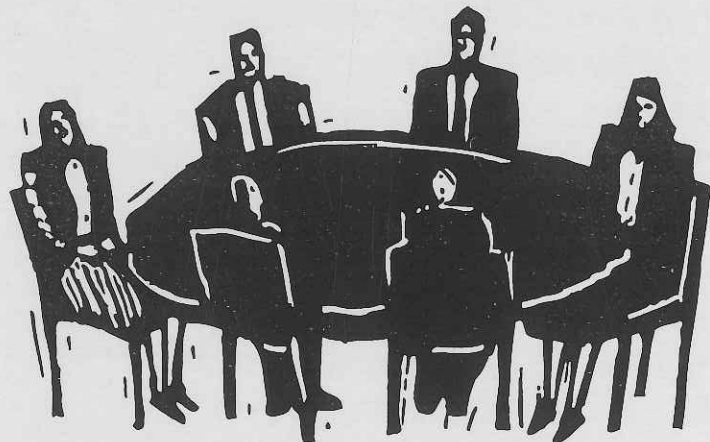
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## THE COMING OF THE ACADEMY MOMENT OF HISTORY

**JUNE 6<sup>TH</sup> 1967**

*First Report of the Six-Man Board of  
the International Association for Quality*



Dr. A. V. Feigenbaum – Chairman

For the Six-Man Board of the International Association for Quality

It is a great privilege for me, as Chairman of the Six-Man Board of the International Association for Quality, to report on behalf of my associates to you today at this simply wonderful set of meeting on quality and reliability, sponsored by Britain.

Quality control has, of course, always been an international activity. Indeed, the work of Walter Shewhart was brought to some of its early prominence in the lectures he was invited to give in Britain in the early 30's. Since that time, there has been an increasing interchange of information, of counsel and of advice among quality control men throughout the world. Certainly, the international emphasis of quality control has been part, not only of the formal quality control bodies in our respective countries, but also of the work of several of their members. For instance the international contributions are well known of several distinguished

Americans, such as Professor Paul Clifford, Dr. W. Edwards Deming, Dr. J.M. Juran, Dr. Sebastian Littauer, Dr. Ellis Ott and Dr. William Pabst, to name only some of the luminaries. The European Organisation for Quality Control, in its very formation, has been a multi-national body, and I must, of course, particularly note that the inauguration of the International Association for Quality's work came from Ir. Jan Van Ettinger during his term of office as President of the EOQC. The Japanese Union of Scientists and Engineers has always been highly internationally minded, and there is no organisation which has been highly assiduous - through its many quality control and productivity teams - in making available to the entire world key Japanese technologists. Indeed, the late and distinguished Managing Director of JUSE, Dr. Kenichi Koyanagi, was recognised for this very purpose of his help to world wide quality control when he was named Edwards Medalist by ASQC.

Thus any assignment to further world interchange of world quality control information has the great advantage of being able to start with the foundation laid by these great men and the numbers of others who have helped them.

### The Approach

Within recent years, two cartoons have circulated among many of our countries, and their message may be worth mentioning at this point. The first cartoon shows a group of men sitting round a table with their feet on it, and with a caption reading: "One of these weeks we are going to have to get organised around here". The second cartoon shows the same group of men, their feet still on the desks, with the caption: "Now that we are organised, what in the world do we do?"

The Six-Man board of the International Association for Quality has tried to avoid the trap shown by this cartoon series and to place initial emphasis upon work and content rather than form, upon interchange of experience for example, no matter how achieved, and then, and only then, to determine what is the form of organisation which might most readily facilitate the achievement of these ends. Therefore, I would like to direct my further remarks to you under the three headings which deal with our

content. First the history of the work of the Six-Man Board to date. Second, the current work activities which are under way & third, the direction of future developments.

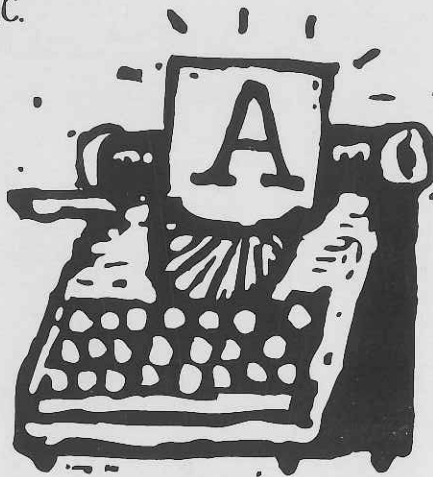
### History

Let us begin with the history of the work of the Six-Man Board. You will recall that, after the suggestion by the European Organisation for Quality Control for exploration of IAQ, there were named six men whose assignment it has been to recommend to their respective member bodies by 1971 a permanent organisation plan to facilitate world interchange on quality control: The EOQC named as its two directors Mr. Frank Nixon, past President of the European Organisation for Quality Control and past Chairman of the National Council for Quality and Reliability for Great Britain, And Mr.

Georges Borel, member of the Board of the OEQC and General Secretary of the French Association for Industrial Quality Control. Meeting with the Board during its first sessions in Stockholm last year for the Japanese Union of Scientists and Engineers was Professor Ishikawa, the eminent professor and leader of the quality control movement in Japan, and also with us last year was Professor Masao Kogure,

Professor of engineering. This year we have been favoured not only with the presence of Professor Ishikawa but also with that of the distinguished Professor Asaka, in place of Professor Kogure. Representing the American Society for Quality Control has been Mr. E.J. Lancaster past President and past Chairman of the Board, and the American whose Presidential address initiated direct action by ASQC in terms of the IAQ; and it is my good fortune also to have been named by ASQC to serve.

The first formal meetings of the IAQ Six-Man Board took place in June 1966 in New York City and later in that month in Stockholm. Over the past year, based upon work assignments agreed to in these first meetings, there has been a voluminous exchange of correspondence, numerous small-group meetings of



members of this Six-Man Board and careful development of the agenda of the second formal series of meetings of the Six-Man Board which have been taking place over the last several days here in London in June of 1967.

The work of the Six-Man Board has been greatly expedited by the close spirit of co-operation and cordiality which has existed among the directors, who immediately agreed that their work needed to be organised as that of colleagues in close informal consultation rather than that of a highly formalised organisation to do the job.

### Work Programs

Now let me turn to the second topic of work programs that are currently under way. As a result of the extensive studies that have been carried out during the past year, three principles have become quite apparent to the members of the Six-Man Board: The first is that it would not be practical to speed the 1971 organisational date for formal recommendation of a permanent organisation; the second is that the close integration required among the members of the Board suggests that the membership should not be expanded during this organisational period; the third is that action may be initiated in a number of areas which could bring the benefits of some quality control interchange earlier than 1971. I will now report to you on some of these later actions which have already been undertaken.

For one matter, work is currently under way to initiate the establishment of an International Quality Information Service. One objective of this service is to foster the dissemination of abstracts of papers throughout the several member bodies. Another objective of this service is to develop and make available a basic list of existing quality literature that will, it is hoped, be useful to all members who wish to review key international literature pieces in quality control. A third objective is to develop and make available lists of key quality control experts in the several countries to facilitate correspondence and visitation. A second work area is to promote even closer international co-operation in certain areas that are thought to be of particular technical interest to the international membership. To this point, work has been begun to promote close integration among technical committees currently at work in three member bodies, in the following eight fields: Specifications; quality costs; statistical

application; quality information equipment; industrial training; management involvement; systems engineering; and reliability prediction. Technical committees currently at work in JUSE in ASQC and in EOQC will be asked if they will be willing to broaden the base of their operations and to carry the burden for this work.

Moreover, as a third work area and in order to widen the availability of international quality control developments at already planned conferences of each member body, if and as appropriate, the Six-Man Board will make available to its member bodies IAQ sessions which will deal principally with world developments in quality control. For instance, ASQC will look forward to the sponsorship of an International Association for Quality Control session at our 1968 Annual Technical Conference in Philadelphia in May. Also, the International Association for Quality is delighted to support the plans of the Japanese Union of Scientists and Engineers for an international conference on quality control in Tokyo in 1969 whose theme is to be "World Prosperity Through Quality", a conference that will be held in co-ordination with the American Society for Quality Control and the European Organisation for Quality Control.

These are three of the major work subjects that are planned. If there were time, I would report to you on many further work details and programs that we have considered but the ones that have been discussed are representative of the approach that is being taken.

### Future Developments

Now let me turn to the report of future developments - my third topic. You will have noted for the remarks so far that the international Association for Quality Six-Man Board has tried to put its emphasis upon work that can be carried on currently in the service of the members of our several bodies. We have been guided by tentative studies which have been developed over the past many months and by a set of objectives that will be rendered to our member bodies. The principal area of future development is in the work that has been begun and will be carefully progressed over the coming months bearing upon the permanent organisational recommendations for IAQ leading into 1971. We know that this will not be an easy task but we are most encouraged with respect to its successful outcome by the

progress that has already been made in the short one year of operation of the Six-Man Board.

### Conclusion

Let me once again, on behalf of my colleagues on the Six-Man Board, express to you the gratitude that we feel in your confidence in having selected us to recommend to you the longer term plans for an International Association for Quality. We wish to express our very deep thanks to the British Productivity Council for its very great kindness to us during these sessions. I might add that in the establishment of the administrative services required for the establishing of the International Quality Information Service, we are being favoured by consultation and assistance by this British Productivity Council.

Ladies and gentlemen, it has been well expressed by many that quality in all of its forms - reliability, appearance, safety, main-

tainability - is one of the fundamentals to the improved use of national resources, to higher standards of living for all of our citizens, and, in fact, to the improvement of world trade which means so much, not only to our respective economies, but also to international understanding itself.

Hopefully, the work of your International Association for Quality may in some small measure contribute to these worthwhile objectives that are so firmly entrenched in the minds and hearts of all of us. We appreciate your having given us this time to make this report. It will be our privilege to make copies available to each of our member bodies in the hope that they may wish to make it available for publication in their journals so that it may be read and commented upon by all our members.

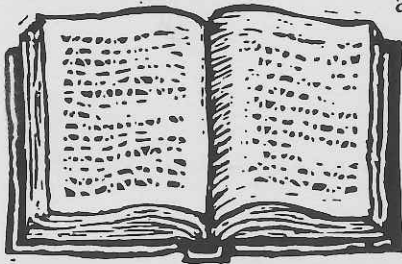
6th of June, 1967 - Hilton Hotel.



## **THE BEST ON QUALITY**

VOLUME 11 IN THE EDITING STAGE

**A**cn. Editor Dr. Madhav Sinha reports that he has received sufficient numbers of papers to put together Volume 11 of The Best on Quality. He plans to finish the editing work and submit the manuscript to Quality Press on time for release of the book by the Annual Quality Congress of ASQ in May 2000, in Indianapolis, USA.



The contributors to Volume 11 are: Academicians Val Feigenbaum, Norman Burgess, Juhani Antilla, John Hromi, James Harrington, Yoshio Kondo, Jens Dahlgaard, Barrie Dale, Alain-Michel Chauvel, Yossi Bester, John Grocock, Madhav Sinha, Bill Golomski, Enrique Sierra, TN Goh, Tito Conti, Ken Stephens, Noriaki Kano and Greg Watson.

Regards, **MADHAV SINHA**  
EDITOR



## **ACN ZELLER PROMOTED TO EMERITUS STATUS**



**A**fter more than 22 years of active membership, serving for more than 12 years Secretary-General, President and Board member, Acn Zeller ask the Nominations Committee for promotion to the Emeritus status beginning at the 1<sup>st</sup> of January 2000.



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# ACN GOLOMSKI

IIE HONORS & AWARDS CEREMONY

MAY 24, 1999



## Frank & Lillian Gilberth Industrial Engineering Award

*As IIE's highest honor, this award recognizes an individual who has distinguished themselves by contributing to mankind through the use of industrial engineering*



## IAQ PROJECTS STATUS AND FUTURE DIRECTIONS

(ANAHEIM, MAY 27 1999, AND MADRID, JUNE 8, 1999)

### THE SITUATION

The current list of IAQ Projects was prepared in Orlando (May 1997) and reviewed in Trondheim

- in June 1997 (see table below). Fifteen Projects were kept and responsibilities were assigned. The situation after two years is summarized in the following.

Results of Project 2 and 4 have been presented as papers at the EOQ Congress in Madrid and will be published in Best on Quality, vol 11. The objectives set by the Project Leaders have been met. However the themes have such broad scopes that further research by Academicians is desirable.

Project 17 was completed and will be published in Best on Quality, Vol. 11.

Project 8 's intermediate results have been presented as papers in Madrid and in Sheffield (TQM Congress, June 99) and as an article on European Quality (Vol. 6, n. 1). The Project target will be met after publication on Best on Quality, vol 11. This project too is so broad in scope that research should continue by Academicians.

Project 1 has generated intermediate documents that were circulated. Final results will be presented at the EOQ Congress in Budapest in June 2000.

Project 16 is an ongoing research carried out by the Scandinavian Group of Academicians: it has already generated papers for Best on Quality and will continue to do so.

A good deal of work has been done by the relevant Project Leaders on Projects 12 and 18.

Projects 3, 5, 6, 9, 10, 11 and 15 have not started yet, for different reasons. Project 6 has no Project Leader now, since R. Wachniak resigned.

In summary, a little bit more than 50% of the Projects generated significant activity. However, the great majority of the projects were carried out by the Project Leaders alone, with scarce participation by team members. That means that only a bunch of Academicians have really been involved in the IAQ Projects in the last two years.

Something has to be done if we want to foster Academicians participation to Projects.

## LIST OF IAQ PROJECTS APPROVED IN TRONDHEIM (June 1997)

1	Integrating quality management into business management	Dieter Seghezzi
2	Standardization vs differentiation in TQM concepts/systems	Norman Burgess
3	Business strategies and TQM/ Strategic planning	Bill Golomski
4	TQM in education	Way Kuo
5	Developing nations and quality Enrique Sierra	Mifflora Gatchalian & Enrique Sierra
6	Ethics in Quality	(Ray Wachniak)
8	TQM models/Business models for improvement	Tito Conti
9	Customer satisfaction best methods	Noriaki Kano
10	Motivation: state of the art	Yoshio Kondo
11	Quality and value management + Value engineering & re-engineering	Jim Harrington
12	Business innovation through TQM	Ed Fuchs
15	Quality in healthcare	Blanton Godfrey
16	Quality management systems	Ove Hartz
17	Managing business risks and determine process design/controls	Chris Brendon
18	Managing/facilitating continuous improvement in a regulated supply situation	Barry Dale

Future directions - Conclusions of the discussions held in Anaheim and Madrid.

We should focus on a very short list of "major" IAQ Projects: two or three, not more. They should have high visibility and the highest priority on the IAQ agenda. They should be organized in a structured way around a core that is either a University Research Center or a similar entity commanding the right kind of resources. The head of such entity should be an Academician. Other Academicians could join the group. External funds should be sought for each of those major projects. Possible sources of funds could be the Commission of the European Union, other regional or national entities, the ASQ etc. Such projects should be used to increase IAQ visibility throughout the World.

Some possible themes were identified in Anaheim, as candidates to the title of "major IAQ projects":

- E-Commerce and quality (11 votes in Anaheim). This title was preferred to the alternative title "E-Commerce and customer protection" because it was perceived as more comprehensive.

- Developing nations and quality (6 votes in Anaheim). The issue should convey the IAQ vision in terms of social quality, quality of life, etc.
- Standardization and differentiation of organizational systems in relation to excellence (5 votes).

Interest in the first and third themes was confirmed in Madrid, not in the second one (however in Madrid only six Academicians were present, three of which were also present in Anaheim).

We should keep the existing list of projects and continuously update and enrich it through proposals coming from individual Academicians or groups of them. In fact, limiting the IAQ Projects to the major ones (if any) could lead to a decrease in Academicians' participation, which is exactly the opposite of what we are pursuing. Our purpose should be to encourage contribution from Academicians and at the same time provide good material for B. on Q. (restricting on major projects would lead to just a few monographic issues of B. on Q.). The "extended list" would be presented to the Academicians only as a suggestion.

If an Academician, or a group of them, wants to start a research under the IAQ name, he/she should make the proposal to the Project Board and, if accepted, carry out it according to the established rules (in that case the new theme will be added to the IAQ Project list). If some Academicians spontaneously aggregate into a group to initiate a project, they should behave as a self-managed team.

A "project team" solution is always preferred, but individuals can also conduct a project. In any case the Academician responsible for the project should start by presenting a project plan - complete with title, expected results, time schedule - and should report at least once a year (prior to the ASQ or the EOQ Conference) on the state of the project, updating the forecast for the results. Different Academicians - or groups of them - should be allowed to work independently on the same theme (specially when points of view differ). However, co-operation should be pursued in any case. In fact, the output of the researches should converge into a Best on Quality issue, or

Conference session, and in those cases harmonization (that does not mean eliminating differences) is necessary.

Create very close links between Projects, IAQ Sessions at major Conferences and Best on Quality. Common planning is needed for the three activities, if we want to increase quantity and preserve quality.

Create links with external entities (Universities, Research Centers) to share research work and possibly get research funds (see above, for major projects, but this should be a general aim, whatever the project).

Use performance indicators for Academicians for recognizing their contribution to IAQ visibility and good reputation through the Project activity.

### **NEXT STEPS**

Academicians interested in "major projects" should submit their plans to the Project Board (Conti, Fuchs, Hromi, Kano).

Interest in conducting other major projects according to the proposed rules should be submitted to the board.

The list in the above table ("extended list") should be updated on the basis of inputs from the Project Leaders of those Projects that have still to start (Projects 3, 5, 9, 10, 11, 15): confirmation or cancellation.

Possible candidates for Project 6 (if no candidates, we will cancel it).

### **NEW PROPOSALS FROM ACADEMICIANS**

New proposal made by Acns. Cole, Dale and Kano after Anaheim: a book with title "Total Quality Management: Trends, Issues and Challenges", with contribution by eighteen Academicians

Check the interest in the following new titles proposed in Anaheim/Madrid:

- Globalization and quality of life
- Development of technology and quality

Quality and corporate governance (CEOs, Corporate Boards and Quality). This is a theme studied by President Marcos Bertin, who made a presentation in Anaheim on the subject. My personal opinion is that the theme is very important for corporate excellence and, if M. Bertin agrees, could be added to the list (major or extended list?).

I shall prepare a report before year end, based on the answers received.

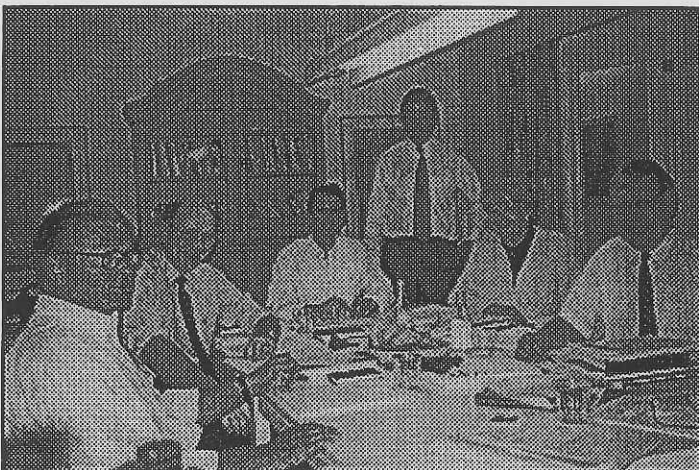
Tito Conti

15 July, 1999

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## **IAQ PROJECT 16**

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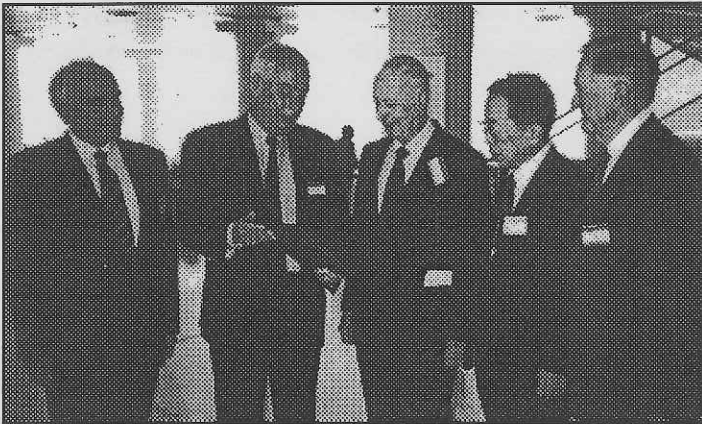
The IAQ-Scandinavian Group, responsible for IAQ Project 16 (Quality Management Principles and Practice in the light of experiences from Scandinavian organizations), held its annual project meeting on September 7, this time at Acn Lennart Sandholm's office at Djursholm, Sweden. Attending the meeting were (from left to right on the photo) Acn's Per-Åke Sörensson, Asbjørn Aune, Ove Hartz, Lennart Sandholm, Kerstin Jönson and Juhani Antilla. Besides the project, the meeting was devoted to a fruitful exchange of information and ideas.

# 43<sup>RD</sup> EUROPEAN QUALITY CONGRESS

MADRID, SPAIN



WAY KUO, ANTONIO SILVA, A. BLANTON AND TITO CONTI



**DR. ENRIQUE BLANCO RECEIVES AWARD**

(T. CONTI, M. BERTIN, E. BLANCO, Y. KONDO AND D. SEGHEZZI)



**DR. BLANTON GODFREY**



**IAQ MEETING MADRID '99**

**TITO CONTI, YOSHI KONDO, SERGUO FOGUEL,  
WALTER MASING AND MARCOS BERTIN**

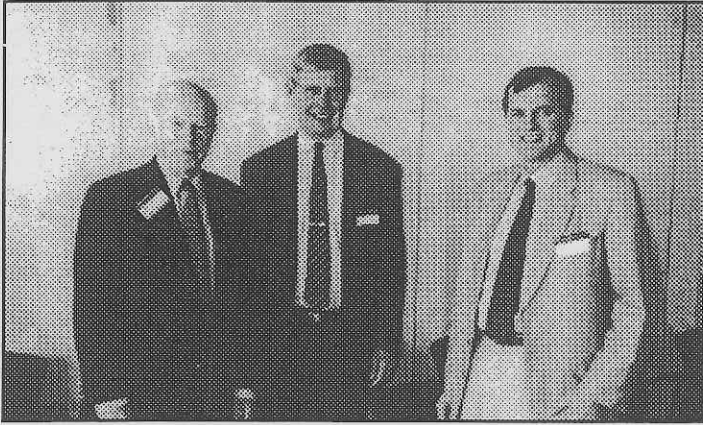


**DR. CONTI RECEIVES DR. TURELLO'S AWARD**

(M. BERTIN, Y. KONDO AND T. CONTI)



# IAQ MEETING MADRID '99



**IAQ MEETING MADRID '99  
WALTER MASING, JUHANI ANTILLA AND  
ANTONIO SILVA MENDES**



**IAQ DINNER MADRID '99, SPAIN  
MRS. CONTI AND DR. KONDO**



**IAQ DINNER MADRID '99, SPAIN  
DR. BERTIN AND MRS. KONDO**



**IAQ DINNER MADRID '99, SPAIN  
MRS. BERTIN AND DR. MASING**



**IAQ DINNER MADRID '99, SPAIN  
DR. TITO CONTI AND SERGIO FOGUEL**

# INTERNATIONAL ACADEMY FOR QUALITY

MINUTES OF THE IAQ MEETING  
MADRID, JUNE 7TH AND 8TH, 1999

Place Madrid, Convention Center  
EOQ Annual Quality Conference

The following Acn's attended:

Yoshio Kondo, Walter Masing, Tito Conti, Dieter Seghezzi, Marcos Bertin, Antonio Silva Mendes, Way Kuo, Juhani Anttila and Serge Foguel.

## MAJOR ACTIVITIES AND CONCLUSIONS

- The Spanish Association for Quality provided a room for our meeting. Most of the Acn's attending the EOQ Conference could not or only partially attend. Our meetings were before the Annual Conference when EOQ Board and Committees have their annual meetings. Lesson learned: in the future we have to schedule our meetings at the end of the Annual Conference on Friday as we did in Trondheim and Paris.
- Acn's Kondo and Bertin informed the subjects discussed and approved in our Triennial Assembly in Anaheim. All present agreed with the decisions taken.
- Acn's Masing, Kondo and Bertin prepared a detailed plan for the relocation of the IAQ Administrative Offices from Frankfurt to Milwaukee.
- IAQ representatives. Acn. Silva Mendes accepted the nomination for IAQ representative for the UN and the EU and Acn. Seghezzi for the EFQM.
- Acn. Conti made a presentation on the technical discussions and conclusions in Anaheim. The participants made excellent suggestions to be incorporated to a final action report to be distributed to all Acn's.
- A new Acn. from Brazil, Serge Foguel, was incorporated. He will present his introductory paper next year.

- Two Acn's Emeritus were recognized for past service and were awarded by the Academy. Enrique Blanco and Umberto Turello for their outstanding contribution for long term service to IAQ and the quality profession. Unfortunately for personal reasons Acn. Turello could not attend. His Award was received by Acn. Conti.
- The IAQ dinner took place Monday night in an excellent spanish restaurant recommended by Salvador Olivas, executive director of the Spanish Association for Quality.

## THE EOQ ANNUAL CONFERENCE

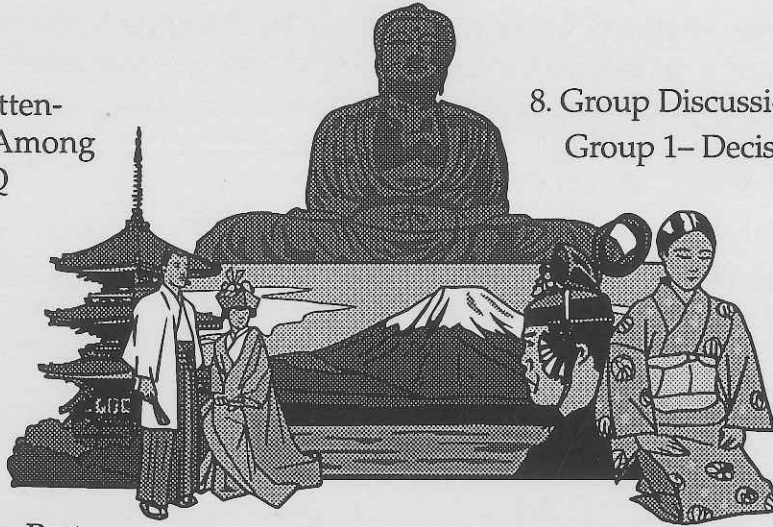
- The opening session included speeches from the President of the Conference, the Minister of Industry and Energy of Spain, the President of the Spanish Association for Quality, the President of the EOQ and welcome messages from the Presidents of the EFQM, ASQ, IAQ (Acn. M Bertin) and the representative of the EU (Acn. Silva Mendes).
- The IAQ session "Quality in the 21st. Century" was a success both in attendance and quality of the presentations. The Chairman Acn. Silva Mendes made a short presentation on What is the IAQ, Mission, Strategies and Best on Quality. It was very well received by the audience. Acn's attending encouraged us to make similar presentations in future IAQ sessions.
- Acn. Norman Burgess could not present his paper "Standards and TQM at the opening of the 21st. Century- IAQ project 2" He had to stay in his hotel due to a temporary and fortunately not serious illness. All present wished him a prompt recovery.
- Acn. Tito Conti kindly volunteered to presented his paper and to make a quick review of all major IAQ projects. An excellent paper showing the conclusions of IAQ project N° 2.
- Acn. Way Kuo presented "Outcome assessment for engineering programs in USA". Excellent paper and presentation.
- Acn. Blanton Godfrey presented "New Directions in innovation, technology and quality. Breakthroughs for the 21st century ". Excellent paper and presentation.

# ACN SHOICHI SHIMIZU REPORT

THE 68<sup>TH</sup> QC SYMPOSIUM OF JUSE  
WAS HELD AT HOTEL KOWAKIEN, HAKONE, ON JUNE 3-5, 1999

The numbers of attendance was 181. Among them, seven IAQ Academicians AKAO, HARADA, KONDO, KUME, SASAOKA, SHIMIZU and YONEYAMA were invited.

The symposium theme was "TQM for Creating New Japan, Part 2"



## 8. Group Discussions:

Group 1- Decision of Corporate Strategy, Diagnosis by Top Management and Policy Management

Group 2 - Consciousness, Circumstance and Organization

Group 3 - Planning of New Business, New Product, New Engineering and Marketing

Group 4 - Development of TQM for Service Department and Service Industries

Group 5 - Management Assessment

Group 6 - TQM Methodologies Useful for Corporate Management

## 9. General Discussion

The IAQ Meeting by Japanese Academicians was held at Hotel Kowakien, Hakone, on June 1999.

Academicians AKAO, HARADA, KONDO, KUME, SASAOKA and SHIMIZU were present.

### Topics:

- (1) Report on IAQ Triennial Meeting at Anaheim
- (2) Discussion on Contribution of Academicians to TQM Promotion in the World

The 13th Asia Quality Symposium will be held at Osaka, Japan, on Oct. 22-23, 1999

- Oct. 22 (Fri) Technical Visits
- Oct 23 (Sat) Lectures and Technical Presentations

*For further informations*

Phone: 81-3-5378-1506 Fax: 81-3-5378-1507

E-mail: jsq@ca.mbn.or.jp

## PROGRAM WAS THE FOLLOWING

1. Keynote Address: Corporation Strategy toward the 21st Century. Hideaki YASUKAWA (President, Seiko Epson Corp.)
2. Orientation: Akira TAKAHASHI (Vice-President, Toyota Motor Corp.)
3. Survey Report on "Questionnaires on TQM for Creating the 21st Century". Yoshinobu FURUYA (Executive Director, Denso Corp.)
4. Presentation 1: New Quality Revolution and Introduction of Six Sigma Movement in Sony Corp. Kenji HORI (Managing Director, Sony Corp.)
5. Presentation 2: TQM Methodologies from Viewpoints of Corporate Management - Recommendation for Use of New SQC. Kakuro AMASAKA (Toyota Motor Corp.)
6. Special Lecture: The Way that Japanese Enterprises Should Take from Now. Hirotaro HIGUCHI (Honorary Chairman, Asahi Breweries, Ltd.)
7. Presentation 3: Internatioanl Strategy Learned from USA Recovered Economically. Kosaku YOSHIDA (Professor, Aoyama Gakuin University)

# ACN ALAIN-MICHEL CHAUVEL

## ACTIVITIES REPORT

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### ALGERIA

I have been invited by the Marine Industry twice in January and June to spoke on Safety new regulations but also on Quality System Certification.

### ARGENTINA, BRAZIL AND CHILI

I have been in Rio, Macae, Buenos Aires and Valparaiso invited by the marine authorities and the marine communities to present the benefits of the IT in quality and safety systems.

### CROATIA

Invited as a key note speaker by the International Association of Maritime Lecturers, I opened the one week convention, at the city hall, with a presentation on " Safety Management Improvement".

### LUXEMBURG

I gave two lectures. First one on " the role the industry to manage new challenges for the benefit of the people" and "The impact of the new safety requirements on business"

### SWEDEN

The World wide Marine University, part of the UNO programme asked me to give more new courses on quality and management. So, I gave lectures in June.

### POLAND

In September, I will be the Keynote speaker, at the Conference, organised by the International Society of Commodity Science and Technology.

### GERMANY

In October, I will be the keynote speaker at the International Conference on Safety in port environment.

### IRAN

In October, I will be again, the Keynote speaker, at the Conference, organised by the IRISL; I will talk for three Hours on Quality and Safety management.



## INTERNATIONAL ASIA PACIFIC QUALITY AWARD

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**W**e are pleased to inform you that the Asia Pacific Quality Organization has established an annual International Asia Pacific Quality Award that recognizes organizations that have the best quality management systems within the Asia Pacific region. This award is administered by the Walter L. Hurd Foundation, an organization established by the Asia Pacific Quality Organization. To accomplish this, an International Asia Pacific Quality Award Council has been formed.

To be eligible for the award, the organization must have won their National Quality Award and that National Quality Award process must include an on-site validation of the data that the National

Award utilized to judge the organization and meet the award standards set by the International Asia Pacific Quality Award Council.

In order not to reduce the prestige of the National Quality Award Organizations, the International Asia Pacific Quality Award Council will include the National Quality Award Organizations as part of the selection process, by having them screen and validate the applications to determine which candidates from their country should be submitted for International Asia Pacific Quality Award.

*For more information contact :*

*Acn M. Gatchalian – gatmay@hotmail.com*

*Acn H. James Harrington – james.harrington@ey.com*

# PROPOSAL OF ACN HARRINGTON FOR COMMENTS

## A QUALITY MANIFESTO FOR THE TWENTY-FIRST CENTURY

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### DECLARATION

**A**s we enter the 21st Century, quality products and services are more important than they have ever been. In the 21st Century, quality systems must address all of the organization's stakeholders, not just its customers. The quality system must provide value-added content to management, investors, customers, consumers, suppliers, employees, and their families, and the community/mankind. Today the quality challenge is to move past quality of products and services to quality of life. All processes must be designed so that they can provide error-free output.

High quality is the key to pride, productivity, competitiveness, and profitability. The quality objective must be products and services that meet or exceed customer requirements. Products and services must delight our customers. To be successful, the quality activities must be management led and consumer oriented. Management, labor, academia, and government support for quality improvement is essential for effective competition in the global market place. Control of quality must be a strategic business imperative essential to product and service leadership.

Quality improvement, however, is more than a business strategy – it is a personal responsibility, and a key source of national pride. Quality commitment is an attitude, formulated in boardrooms and living rooms, visible on factory floors and service counters, expressed in concert halls and city halls, and demonstrated on playing fields and wheat fields. Quality demands a continuous improvement process with measurable individual, corporate, and national performance goals.



The 21st Century, quality products and services are more important than they have ever been. ...

Quality commitment must characterize the best of our relations with our fellow citizens and play a vital role in our search for global co-operation. Although there has been a great deal of improvement made in quality throughout the world over the last fifty years, there are still big opportunities for improvement as we enter the 21st Century.

### CALL TO ACTION

The importance of quality is now recognized worldwide. This Quality Manifesto declares that renewed emphasis on quality of products, services, and life must be made and maintained as an international priority. Specifically, there is immediate need for the following actions:

- Leaders of government have the primary responsibility to declare and define the importance of quality as a national and interrelational priority. They must make clear that quality, which enhances productivity and reduces costs, is the most effective competitive strategy for economic survival and prosperity. All government products and services must be procured and dispensed with a relentless pursuit of quality. Government service should be the benchmark for other service organizations.
- Business and labor communities must encourage and intensify their support for quality improvements in all aspects of manufacturing, support, and service operations. They must work together to provide output that represents real value to their customers.
- The educational community must set higher standards of academic performance and achievement to aid in meeting the expectations

of the general public for high-quality products and services at minimum cost. It must apply quality methodologies to its own operations.

- Professional and trade associations must assist all segments of society in reaching these quality goals. They must provide leadership in the discovery and dissemination of new quality technologies.
- Individuals must pledge dedication to the attainment, maintenance, and enhancement of quality in all aspects of life.
- The quality professional must set personal quality standards that set the example for all other individuals in society. Six-sigma error rates are unacceptable. The quality professional's behavior must be near perfection,

always on time to every meeting, with output that meets customer expectations.

- The family needs to come together as a tight-knit team with common goals and objectives. Quality of life starts in the home and cannot exist without the support of a loving family. Quality methodologies need to be used to reinforce the quality of family life.

We, the academicians of the International Academy for Quality, attest to the urgent need for a renewed and intensified national and international commitment to quality, and issue this Manifesto as a challenge to achieve these ends.

*Send any comments to:*

*Acn H. James Harrington – james.harrington@ey.com*

## CONFERENCE LISTINGS

DATE	PLACE	CONFERENCE AND THEME	IAQ ACTIVITY
November 99	All European	European Quality Week	Contact Acn. Silva Mendes
8-10 May 2000	Indianapolis IN, USA	54 <sup>th</sup> Annual Quality Congress, ASQ	IAQ Stream; Acn's. Y. Bester, C.F. Brendon, T. Conti
June 2000	Ostrava Czech Republic	"Quality 2000"	
12-16 June 2000	Budapest, Hungary	44 <sup>th</sup> EQC Annual Congress	IAQ Stream; Contact: Acn's. 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 2000	Jerusalem, Israel	The 13 <sup>th</sup> International Quality Conference of the ISQ	IAQ Session; Contact Acn. Yossi Bester (fax: 972-4-834 0494)
November 2000	All European	European Quality Week	Contact Acn. Silva Mendes
May 2001	Charlotte N-C	55 <sup>th</sup> AQC	
June 2001		45 <sup>th</sup> EOQ Annual Congress	
November 2001	All European	European Quality Week	

## ACN ASCHNER

In 2000, the annual EOQ Conference will be organized in Budapest, Hungary. The Hungarian Society for Quality (HSQ) would like to organize before or after the conference seminars with the participation of the academicians, who are available and can come either a few days earlier or stay a few days longer.

Would appreciate to receive information who of you can run a one or two-day-long seminar before or after the week when the Conference takes place and on which subject.

The cost of the longer stay will be covered by the HSQ.

Please reply to dr. Gabor S. Aschner, General Manager of the HSQ.

Reply to: [qualisystem@com.kibernet.hu](mailto:qualisystem@com.kibernet.hu) or [mmt-quality@com.kibernet.hu](mailto:mmt-quality@com.kibernet.hu)



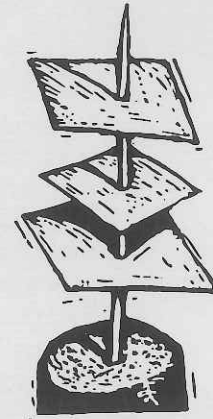
## **NOMINATIONS FOR IAQ AWARD ON THE BEST PUBLISHED BY ACADEMICIANS**

Up to now I have received only a few proposals for nominations for the best paper published by Academicians. They were related to B. Cole's book "Managing Quality Fads" and B. Dale's paper "Sustaining of TQM: Global Comparative Analysis of a Major American Automotive Component Supplier", Best on Quality, vol 9. We cannot award a prize on the basis of the proposals coming from such a small group (four !) of Academicians, therefore I am kindly asking those who have not yet sent their proposals to do it as soon as possible.

Bets regards,

TITO CONTI

## ADDRESSES



### GREGORY H. WATSON

There have been a few changes in my address due to the U.S. Postal department. The correct information is as follows: Gregory H. Watson, 10460 Roosevelt Blvd. North, PMB #316, St. Petersburg, FL 33716-3821 USA; Telephone 727-561-7345; Fax 727-572-9389; email [ghwatson@gte.net](mailto:ghwatson@gte.net).

Thank you.  
GREG WATSON

### ACADEMICIANS' ADDRESSES

While you can check for correction of the above addresses before next delivery, both in Ken's address list and in Contact e-mail list. I suggest to encourage Acns to better check their own addresses and phone/fax numbers and e-mail.

Thank you  
TITO CONTI

### EDWARD FUCHS

The correct address is 201 Mint Spring Lane, PO Box 1012, Chapel Hill, NC 27514. My e-mail address is current in the directory, but the list on the last page of Contact contains my old e-mail address.

Thank you  
EDWARD FUCHS

## E-MAIL ADDRESSES

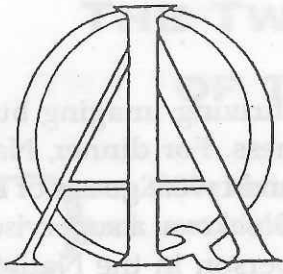
IAQ Intranet site: <http://iaq.asq.org/>

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# CONTACT

A Newsletter of the International Academy for Quality – N° 74, June 1999

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## AT THE ASQ CONFERENCE IN ANAHEIM ON MAY 24, 1999



### ACN MAY GATCHALIAN FROM THE PHILIPPINES RECEIVED THE LANCASTER AWARD

At the last ASQ Conference in Anaheim, the Lancaster Award was presented to Acn. May Gatchalian in recognition of dedication and outstanding contributions to the International Fraternity of Quality Professionals. In recognition of contributions as an outstanding leader in bridging Eastern and Western quality cultures; for fostering unity among quality professionals throughout the world; for creating quality awareness in the Pacific Rim countries; for helping to organize PSQI and APQO organizations.



### ACN MADHAV SINHA OF CANADA RECEIVED THE EDWARDS MEDAL

Acn. Madhav Sinha of Canada received the Edwards Medal. The Edwards Medal is presented for outstanding leadership in the application of modern quality control methods, especially through the organization and administration of such work.

## ACN ZALUDOVA'S PASSING

Bill Golomski suggested that some of us may wish to prepare expressions of fond memories of Acn. Agnes Zaludova. Since I may be one of the academicians to have seen her last, I wish to share with you a few words about that experience.

As I informed you earlier, I spoke in Zilina, Slovakia on November 13th, after which the current President of the Czech Society for Quality, Ing. Jan Hnatek (who also spoke in Zilina) drove me to Prague. On the way, he contacted Agnes (Nana) by cell phone to tell her we were on the way and what our approximate time of arrival at Nana's would be. She said that she had a "light" meal prepared for my arrival. When we finally arrived at her house, a sumptuous mead awaited me. Even though I was tired from the long drive (six hours), I delayed going to bed in her basement apartment because she just wanted to talk. One remark that she made I remember distinctly: How long are we going to keep on doing what we have been doing professionally? She seemed tired.

But the next day, the 14th, she was her usual self, brimming with energy. She kept going strong all day long. In the morning, we drove by some housing development that she thought I might want to see. Then we visited the Prague office of the National Training Fund, after which she took me to the office of the Czech Society for Quality (at the Charles Bridge) for lunch with some of the leaders of the Society. Following our lunch, we met with the leaders and other key players in a Society conference room. There we discussed some revenue producing ideas and the scheduling of joint ventures for the fall of 1999. Since there was time before dinner, Nana proudly introduced me to her younger daughter who with her husband owned and operated what appeared to be a



PICTURE OF ACN ZALUDOVA  
IN ISRAËL IN NOVEMBER 1996 WITH ACN BESTER,  
HIS WIFE AND AN ISRAËLI FRIEND

thriving imaging business. For dinner, Nana and I were guests of Eva Bosakova, a supervisory person in the National Training Fund. Next, Mrs. Bosakova and her husband were able to arrange for an extra pair of tickets for a performance of the Prague Philharmonic Orchestra. So you see my day with Nana was quite full.

Early the next morning, it was time to depart for

the airport. She and one of her grandsons drove me there and helped with the luggage. Nana even came inside to make sure that I got away properly. That was the last time I saw her.

I forgot to mention above, that as we walked through old town, she told me of her plans to visit her sister in London. She had a garnet ring made as a birthday gift for her. Nana's two daughters were to accompany her, but only for a short while. Nana planned to stay on a bit longer.

It was only sixty days later that I learned from Ray Wachniak of Nana's passing. It was quite a shock to learn that this vibrant lady was no longer with us. I presume that she died in London, hence the burial there.

Late last summer, she was nominated for the E. J. Lancaster Award which she coveted. I don't know who the selection committee chose as the 1998 awardee, but now she'll never know the outcome. Perhaps, IAQ can find some way to honor her.

I've known Nana for over thirty years, during which time I developed a lasting respect for her professionalism and devotion to quality improvement.

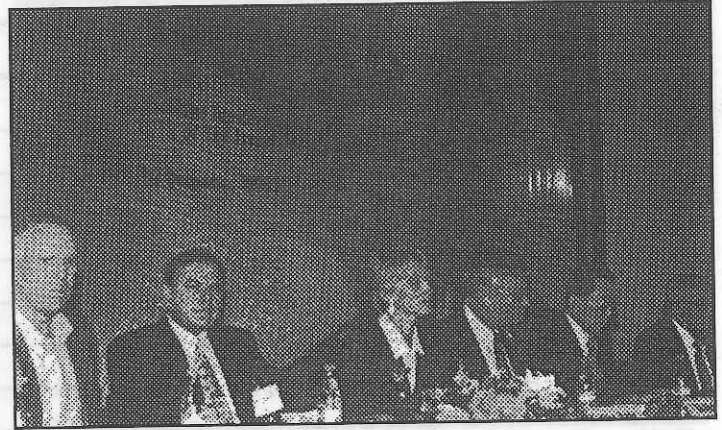
May she rest in peace.

Sincerely yours,

**JOHN D. HROMI**

# THE TWELFTH INTERNATIONAL CONFERENCE OF THE ISRAEL SOCIETY FOR QUALITY

Over 2000 participants attended the last International Conference on Quality. Many academicians took part of that event including Acns Bester, Harrington, Kondo and Hutchens.



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## 7TH APQO CONFERENCE, YEAR 2000

IN PHOENIX, ARIZONA, USA, SEPT 11-13

Mr. Steven Bailey, ASQ Chairman of the Board, in support of Charles Aubrey, ASQ's liaison to APQO sent an e-mail to the Secretariat announcing that the 7th APQO Conference in year 2000 will be held on September 11-13, 2000 in Phoenix Arizona, USA. This will be hosted by the ASQ and ASQ Service Quality Division. More information will be given in the next issue of APQO MONITOR.

## 6 YEARS OF IAQ STREAMS IN MAJOR INT'L CONFERENCES

NO.	PLACE	DATE	NO. OF ACADEMICIANS
01	Helsinki, Finland	June 1993	30
02	Las-Vegas, USA	May 1994	20
03	Lisbon, Portugal	June 1994	25
04	Kuala Lumpur, Malaysia	August 1994	04
05	Singapore	August 1994	08
06	Jerusalem, Israel	November 1994	05
07	Cincinnati, USA	May 1995	15
08	Lausanne, Switzerland	June 1995	22
09	Chicago, USA	May 1996	23
10	Berlin, Germany	September 1996	25
11	Yokohama, Japan	October 1996	33
12	Manila, Philippines	October 1996	15
13	Buenos-Aires, Argentina	April 1997	08
14	San Paulo, Brazil	April 1997	08
15	Nassau, Bahamas	April 1997	05
16	Orlando, USA	May 1997	20
17	Trondheim, Norway	June 1997	25
18	Beijing, China	September 1997	04
19	Stockholm, Sweden	September 1997	06
20	Guadalajara, Mexico	October 1997	03
21	Montreal, Canada	October 1997	06
22	Budapest, Hungry	November 1997	04
23	Buenos-Aires, Argentina	November 1997	04
24	St. Gallen, Switzerland	February 1998	05
25	Philadelphia, USA	May 1998	15
26	Seoul, Korea	September 1998	05
27	Paris, France	October 1998	29
28	Jerusalem, Israel	December 1998	5
29	Anaheim, USA	May 1999	-20
30	Madrid, Spain	June 1999	-30

## “QUALITY CHALLENGES OF THE NEXT MILLENIUM”

Is the theme of SRI LANKA ASSOCIATION FOR QUALITY's (SLAQ) First National Quality Convention which will be held in Colombo, Sri Lanka on July 20-21, 1999. In conjunction with this convention, SLAQ will also host the 10th APQO annual meeting on July 19, 1999.

### NEWS FROM ACN HUGO STRACHAN OF ARGENTINA

Acn Hugo Strachan of Argentina won the President Quality Award at Hewlett-Packard. Acn Strachan received the Award from Lew Platt, Ceo and Chairman of Hewlett-Packards



FROM LEFT TO RIGHT: LEW PLATT, CEO AND CHAIRMAN OF HP COMPANY AND HUGO STRACHAN.

## IAQ SEMINARS IN ARGENTINA AND BRAZIL

In view of a new International Quality Congress to be held on April 2001, two seminars took place in Argentina and Brazil during April, both of them sponsored by the IAQ and with the participation of six Academicians.

The coordinated organization of both seminars was in charge of FUNDECE (Business Foundation for Quality and Excellence) and IPACE (Argentine Professional Institute for Quality and Excellence) in Argentina and the CNI (National Confederation of Industry) and IBPQ (Brazilian Institute for Quality and Productivity) in Brazil.

There were an outstanding level off assistants, composed by 200 people in Argentina and 700 in Brazil, over 20% of which were CEOs in both countries.

The subjects exposed by the Academicians, which generated great interest among the large number of people assisting, both in Argentina and Brazil, were as follows:

<b>Dr. Walter Masing</b>	"Quality management in Europe aims at excellence"
<b>Prof. Dr. Hans Dieter Seghezzi</b>	"Quality efforts in European Universities"
<b>Dr. John D. Hromi</b>	"Quality education: preparation for a brighter future"
<b>Eng. Hugo Strachan</b>	"Information Technology and management"
<b>Dr. Marcos Bertin</b>	"New trends in the governance of the organizations".
<b>Dr. H. James Harrington</b>	"Organizational Change Management"

In Argentina the seminar was closed with conclusions on a round table discussion between the six Academicians, chaired by Dr. Masing. This activity in particular was highly evaluated by the assistants and recommended to be repeated in future events.



**OPENING SESSION AT SÃO PAULO SEMINAR.**

From left to right: Julio Carmo Bueno – Executive Coordinator of the Brazilian Quality and Productivity National Program; Clovis Carvalho – Federal Minister, Chairman of the National Committee for Quality and Productivity; Fernando Bezerra – President of the National Confederation of Industry (CNI); Dr. Marcos Bertin – President of the International Academy for Quality (IAQ) and Eng. Sergio Foguel – Chairman of the Brazilian Institute for Quality and Productivity.



**DR. H. JAMES HARRINGTON'S PRESENTATION IN ARGENTINA.**



**CLOSING SESSION AT BUENOS AIRES WITH GENERAL DISCUSSION OF THE ACADEMICIANS.**

From left to right: Marcos Bertin; John D. Hromi; Walter Masing; Hans Dieter Seghezzi; H. James Harrington; Hugo Strachan).

# SPECIAL ISSUE OF THE TQM MAGAZINE

**A**s part of the Year 2000 IAQ project, we have made arrangements with the Total Quality Management Magazine published by MCB University Press in West Yorkshire, England to have the last issue of this century prepared by IAQ. This project was approved by the IAQ Board.

JIM HARRINGTON

## SPECIAL ISSUE CHECKLIST

Status as of May 20, 1999 (8 Articles completed)

AUTHOR	COUNTRY	SUBJECT FOR ARTICLE	DATE RECEIVED	COMMENTS
1. Dr. Yoshio Kondo	JAPAN	"Quality and Humanity"	January	All details received
2. Dr. A.V. feigenbaum	USA	"The New Quality of the 21 <sup>st</sup> Century" *	February 19	All details received
3. Dr. Mifflora Gatchalian	PHILIPPINES	"Quality Assessment through Statistically-Based Sensory Evaluation Methods"	March 5	All details received
4. Enrique Sierra	SWITZERLAND	The quality related international trade agreements of the World Trade Organization and their implications to the quality professionals.		Bio received. Article & photo needed
5. Gabor Aschner	HUNGARY	"Meeting Customers' Requirements and What Can Be Expected"		
6. H. James Harrington	USA	International Academy for Quality, Past and Future	April 15	All details received
7. Kerstin Jonson	SWEDEN	New ways of organizing the realization of customer value - by different types of network - requires a new approach on how to ensure quality - a new challenge for the 21 <sup>st</sup> Century		
8. Liu Yuanzhang	CHINA	TQM and the Economic Reform of China		
9. B K Pal	INDIA	Role of Quality Engineering in TQM		
10. Yossi Bester	ISRAEL	Qualimetrics and Qualieconomics		Will bring materials to Anaheim
11. Dieter Seghezzi	LIECHTENSTEIN	After the revision of the ISO 9000: What can the industry expect?		
12. Tito Conti	ITALY	Quality Standards Development in a hypercompetitive scenario		Will submit on 6/20
13. Norman Burgess	UNITED KINGDOM	Standardization Versus Differentiation in TQM Concepts/System	May 18 (hard copy only)	Bio & photo needed. Electronic of article also needed
14. Marcos Bertin	ARGENTINA	"A view of Quality Trends in South America in the 21 <sup>st</sup> Century"	May 18	All received vis e-mail
15. Bill Golomski	USA	"Challenges in U.S. Quality in the 21 <sup>st</sup> Century"		
16. Bill Golomski, Craig Johnson	USA	ISO 9000 applied to public schools, theory, and examples		
17. Jean-Claude Savard	CANADA	Profiling the Quality Gurus		
18. H. Samuel Wang	TAIWAN	System Analysis for Ethical Issue in Quality		
19. Lennart Sandholm	SWEDEN	"Trendy vs. Effective Quality Strategies."		
20. A. Blanton Godfrey	USA	Awaiting title		
21. Spencer Hutchens	USA	Awaiting title		
22. Dave Luther	USA	Not committed as of this date		
23. Ray Wachniak		"Looking Back at Quality in the 20th Century" (Not committed as of this date)		
24. Madhav N. Sinha	CANADA	"Gaining Perspectives: The Future of TQM in Public Sectors"	May 12	Bio & photo needed
25. Dietmar Mangelsdorf	USA	"Evolution from Quality Management to an integrative Management System based on TQM and its Impact on the Profession of Quality Managers in Industry"	April 15	Bio & photo needed

## CONFERENCE LISTINGS

DATE	PLACE	CONFERENCE AND THEME	IAQ ACTIVITY
2-3 Sept 99	Portoroz Spain	"Quality Management and Economic Development" Conference	Contact Acn. Jens Dhalgaard
5-11 Sept 99	Poznan- Poland	12 <sup>th</sup> IGWT (International Society of Commodity Science and Technology) Conference, "Quality for the XXI <sup>st</sup> 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 Acn. Silva Mendes
8-10 May 2000	Indianapolis IN, USA	54 <sup>th</sup> Annual Quality Congress, ASQ	IAQ Stream; Acn's. Y. Bester, C.F. Brendon, T. Conti
June 2000	Ostrava Czech Republic	"Quality 2000"	
12-16 June 2000	Budapest, Hungary	44 <sup>th</sup> EQC Annual Congress	IAQ Stream; Contact: Acn's. 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 2000	Jerusalem, Israel	The 13 <sup>th</sup> International Quality Conference of the ISQ	IAQ Session; Contact Acn. Yossi Bester (fax: 972-4-834 0494)
November 2000	All European	European Quality Week	Contact Acn. Silva Mendes
May 2001	Charlotte N-C	55 <sup>th</sup> AQC	
June 2001		45 <sup>th</sup> EOQ Annual Congress	
November 2001	All European	European Quality Week	

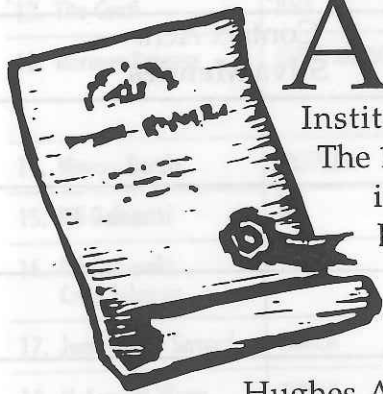


## NEWS FROM ACN BO BERGMAN

**N**ew Acn. Bo Bergman is the contact for the First International Symposium on Industrial Statistics to be held 19-21 August 1999, in Stockholm, Sweden.



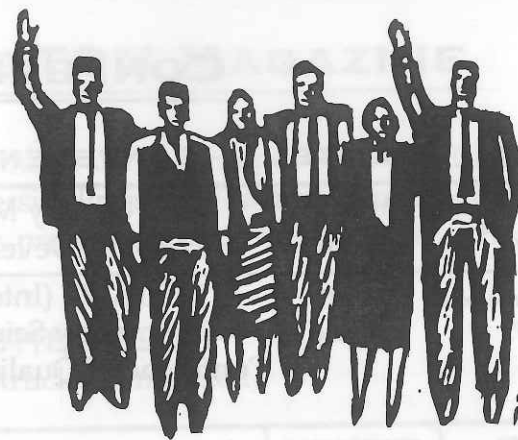
**ACN AKAO HONORED  
OF HAVING THE AKAO  
PRIZE OF QFD INSTITUTE  
NAMED AFTER HIM**



**A**cn. Yoji Akao has the honor of having the Akao Prize of the QFD Institute named after him.

The 1999 prize will be given in Belo Horizonte, Brazil on August 24, 1999 to Dr. Jack ReVelle, recently retired after years at

Hughes Aircraft and the Aerojet Corporation; to Professor Ono of Tamagawaa University; to Dr. John Terminko, of Responsible Management of the USA; and, Dr. Anders Gustafsson of the University of Karlstad and Linkoping University.



**SEVERAL ACADEMICIANS  
HAVE PARTICIPATED IN  
THE LAST ASQ ANNUAL  
QUALITY CONGRESS .**

MAY 24 - 26 IN ANAHEIM, CA.

- 1 **Greg Watson** May 24 ASQ Research Committee Status Report
- 2 **Madhav Sinha** May 25 Quality is Key From Asia to America Panelist
- 3 **Madhav Sinha** May 26 The Creation of a National Citizen Satisfaction Index
- 4 **Hitoshi Kume** May 26 The Scope and Depth of Quality Standards

**IAQ SESSION AT LAST  
ASQ CONFERENCE  
IN ANAHEIM**

**Marcos Bertin**, speaking on "Quality in the Boardroom"

**Jim Harrington**, speaking on "Management Trends for the 21<sup>st</sup> Century"

**Yossi Bester**, speaking on "Quality Management toward year the 2000"

**Dave Luther** served as moderator.



# THE ASQ ANNUAL QUALITY CONGRESS

MAY 24-26 IN ANAHEIM, CA



ACN BESTER, PRESIDENT BERTIN AND  
CHAIRMAN KONDO AT ANAHEIM MEETING



ACN FEIGENBAUM AND LUTHER  
IN A DISCUSSION



PICTURES OF ACADEMICIANS GOLOMSKI, AUNE AND KEN  
CASE (RECEIVED BY ACN HARRINGTON) RECEIVING A  
THANKFUL RECOGNITION FOR THEIR CONTRIBUTION TO  
THE IAQ BOARD

ACN HARRINGTON, KEN AND AUNE CASE

ACN HARRINGTON, KEN AND AUNE CASE

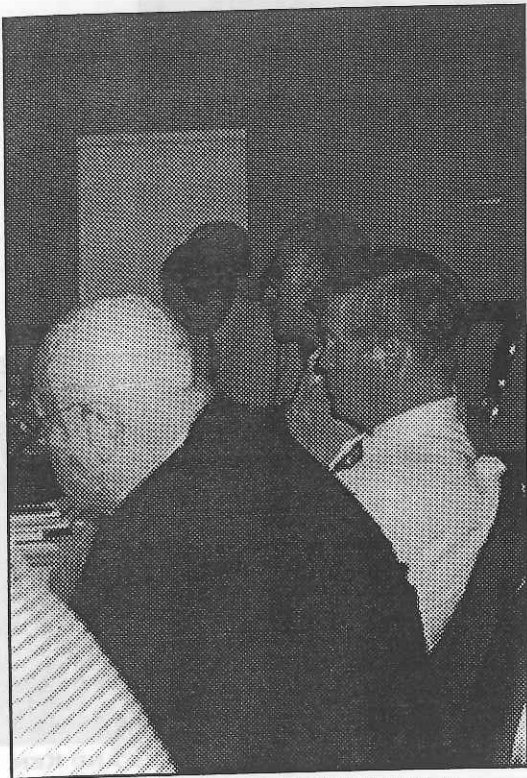
# 22 PICTURES FROM THE IAQ MEETING OF MAY 26<sup>TH</sup> IN GROUP DISCUSSION



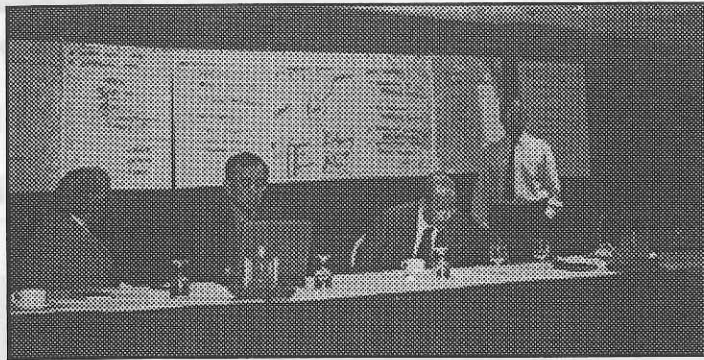
ACN BRENDON, ASAO, KONDO AND WANG  
IN DISCUSSION



ACN STRACAN, CONTI, BERTIN, HARRINGTON AND  
ACNS KANO AND SINHA (FROM THE BACK)



ACN SCHLESINGER, SANDHOLM,  
COLE AND GOH

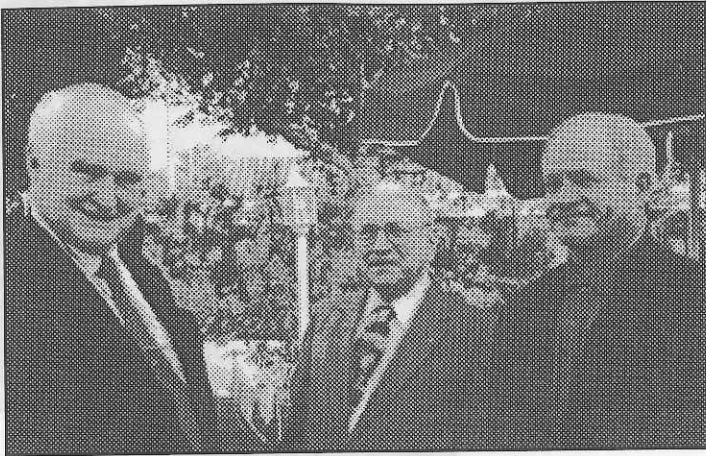


ACN WANG PRESENTING IN FRONT OF ACN'S CONTI,  
KANO, AND ASAO

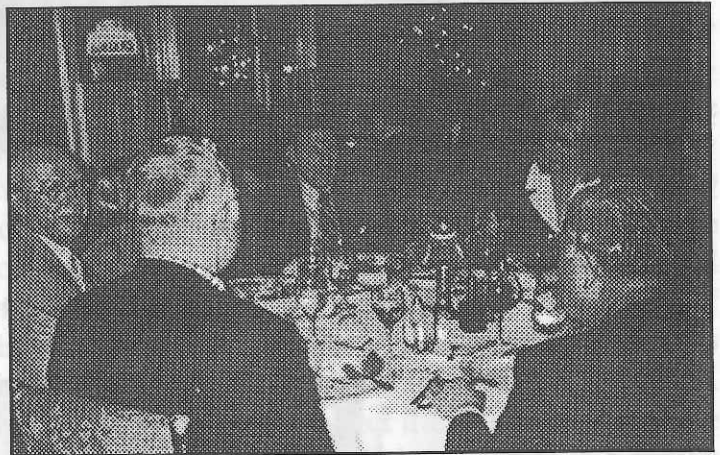


ACN SANDHOLD, KUME AND GOLOMSKI

# THE IAQ DINNER



**ACN HARRINGTON, HROMI AND BESTER  
BEFORE IAQ DINNER**



**ACN SAVARD, MRS BERTIN, ACN FEIGENBAUM  
WITH THE PRESIDENT OF ASQ AND HIS WIFE  
AND ACN LUTHER AND SHIMIZU (FROM THE BACK)**



**ACN HUTCHENS, KUME AND MRS KUME**



**ACN AUNE AND MRS AUNE**



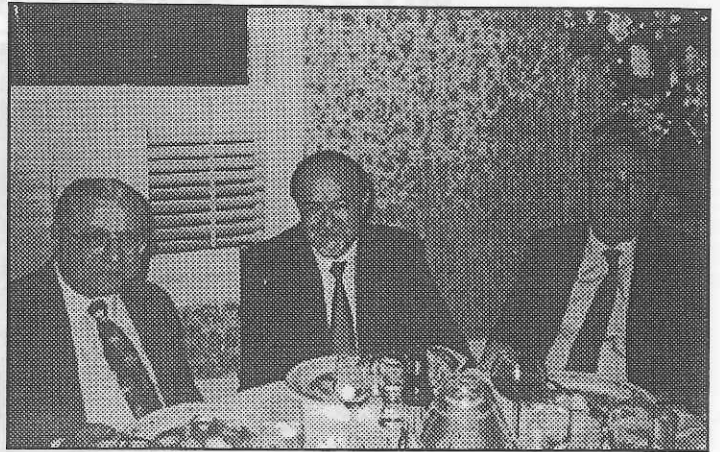
**ACN CONTI AND MRS CONTI**



**ACN ASAO AND MRS ASAO**



**CHAIRMAN KONDO AND MRS KONDO**



**ACN'S HROMI AND BRENDON WITH PRESIDENT BERTIN**



**ACN HARRINGTON, MRS HARRINGTON AND ACN BESTER**



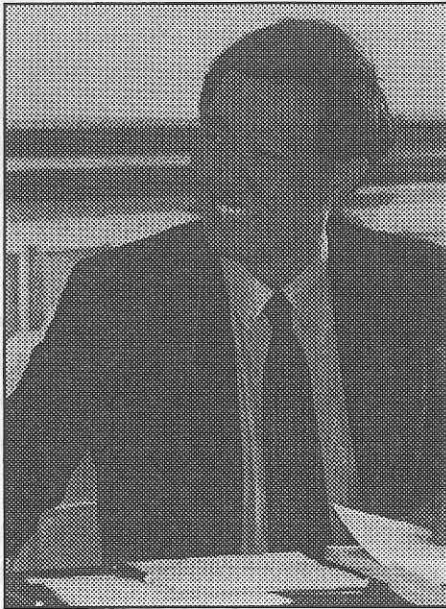
**ACN HROMI AND MRS HROMI**



**ACN STRACAN AND MRS STRACAN**

## THE NEW ACADEMICIAN

### DR. T. N. GOH, PROFESSOR AT THE NATIONAL UNIVERSITY OF SINGAPORE



New Academician Dr. T. N. Goh, Professor at the National University of Singapore, visited the Division of Quality Technology & Statistics at the Lulea University of Technology in Sweden. During his visit of June 8-9, 1998, he was the faculty opponent for the doctoral thesis of Mats Deleryd and interacted with the students and staff in various ways. Acn Goh did his introductory speech in Anaheim on May 26th M. Xie, T. N. Goh (IAQ Academician), and H. Wang of the National University of Singapore published an article in the December, 1998 issue of the International Journal of Industrial Engineering: "A Study of the Sensitivity of 'Customer Voice' in QFD Analysis." The Analytical Hierarchy Process method of Saaty is used. The significance of their research is that: "A small change of weights is shown not to affect the final ranking of the technical responses in the House of Quality; hence QFD is a robust method for prioritization. The result suggests that we can spend more time with the relationship metrics and other issues when using QFD."



### ACN GREG WATSON

#### SPOKE AT THE

### FLORIDA STERLING CONFERENCE



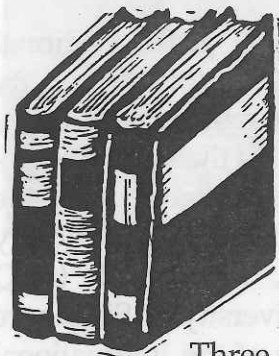
Acn. Greg Watson was a keynote speaker on June 3, 1999 at the State of Florida Sterling Conference for Organizational Performance. The Sterling Award program is patterned after the Baldrige Award but has unique features, such as two days of Pre-Conference Seminars, and a two day conference which ends with the presentation of awards in several categories by Governor Jeb Bush. Greg's talk was: "Statistical Musings: A Sum of Squares Is NOT a Bunch of Nerds."



# PUBLICATION STATUS REPORT

## THE BEST ON QUALITY, VOLUME 10 AND 11

THE BEST ON QUALITY, VOLUME 10, IS OUT ON TIME



It is a pleasure to announce that Volume 10 of The Best on Quality was put together and processed again in a very timely fashion, just like Volume 9. Its publication date coinciding with the timing of Annual Quality Congress of ASQ and the IAQ Triennial Meeting in Anaheim, California, is the result of an excellent collaboration between Academicians, your editor and people at the ASQ Quality Press. We expect a great deal of international exposure of this book because of the just-in-time publication considering the international gathering of quality professionals taking place in Anaheim.

Three brand new features in Volume 10 will be noticed. First, the pages called "Executive Summaries" in front matters of the book; second, a section on "About the Contributors", and finally, a one-time only feature for this particular 10th anniversary issue of the book series, an "Index of Articles of Volume 1 to 9". I bet, you will admire it all! All contributing Academicians will receive their complimentary copies personally from their editor; by mail by the end to May or early June 1999.

My thanks go to all authors and especially to Dr. Ken Stephens who helped in paper soliciting for this volume. I shall continue to seek everyone's advice once again for the completion of our next issue on Volume 11, due in Spring of Year 2000.

MADHAV SINHA - EDITOR, THE BEST ON QUALITY

### CALL FOR PAPERS FOR VOL. 11, THE BEST ON QUALITY

The attention now turns to Volume 11. If a single theme for the entire book would remain a dream for this editor, an effort will continue to be directed towards collection and compilation of best of the best "stand-alone" articles, similar to the previous volumes.

The first Call for Papers for Volume 11 appeared in Contact newsletter, N<sup>o</sup>. 73, February 1999. A renewed call is hereby made to all Academicians for submitting the papers for Volume 11 by the deadline of August 31, 1999 or earlier. Cautionary notes are that: (1) Two hard copies and one soft copy in diskette form are required, (2) Sending it by Email is the best choice, with Figures and Diagrams as attachment in Power Point (MS Word), and (3) Making sure that all quoted References are correct, error-free, and without any detail missing.

Contact address:

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# IAQ MEETING IN ANAHEIM

## MINUTES OF THE BOARD OF DIRECTORS MEETING

Chairman Kondo opened the meeting with remarks to the memory of our friend Acn. Zalodova who past away so suddenly and left a big gap in our small community.

President Bertin shortly presented the IAQ activity report and emphasized the following accomplishments:

- Communication
- Best on Quality
- Contact
- Projects
- International recognition of IAQ members
- Cooperation with the ASQ

President Bertin has also mentioned some weaknesses that should be improved such as:

- Non-Active members
- Lack of participation in conferences
- Academicians do not reply to IAQ initiatives

President Bertin has reported the results of the voting on the IAQ office relocation. Over two third of the Academicians voted and accept the relocation proposal.

The Board decided that chairman Kondo and President Bertin will initiate a meeting at the ASQ headquarter in Milwaukee to conclude the subject.

Upon Past Chairman Harrington estimation the relocation process will take a year.

Contact publisher Savard has summarized his first year assignment. The main comments are:

- Slow reply of the Academicians
- Lack of reply of the Asian Members
- Authors will report abstracts of their new books
- Vice Presidents will report activities in special sections

Best on Quality editor Sinha has reported his activity. The main comments are:

- Vol. No. 10 was published on time.
- The target time for publishing the new books is toward the annual Quality Conferences
- Sinha will forward a letter to those Academicians who did not contribute an article since three years period
- In all the new books, the abstracts of the article are at the first part and authors biographies at the end of the books
- Delivery of articles is preferred by E-Mail
- Team work and projects reporting is recommended (like in Yokohama)

Vice president Conference Bester reported his six years of assignment. During this period, the IAQ managed seminars, sessions and panels in thirty major international conferences.

The most active was in Yokohama 1996, there 33 Academicians took part in managing seminar, session, panel and strategy discussion.

Bester has mentioned the lack of success to organize the First Executive Symposium.

The third organizing company, Collpits from Boston, decided to avoid the risk to invest their own money due to the poor reply of the Academicians to the letters regarding names of potential CEO's, participation in various activities, raising fund, Etc.

It was decided that the responsibility for organizing IAQ streams in major conferences would be assigned by the V.P Conferences to an academician represents the host country.

Acn. Luther brought a special reporting on the relocation process needs, such as:

- Attorneys audit of the process
- Free taxation status – No. 501.3
- IAQ officers (President and Treasurer)
- Formal annual meetings

The motion of this resolution should perform by the general meeting.

Past-Chairman Feignbaum thanked Acn. Luther for his dedication to this matter.

Vice President Golomski has reminded that the IAQ constitution should be revised toward the IAQ office relocation. Golomski asked each Academician to update his biography periodically and send it to the IAQ office.

Vice President Conti, presented a short review of the 18 projects (more detailed review is planed for the general meeting). Most of the projects finally become "one man job" instead of teamwork. Harrington has suggested that projects will be managed as joint venture with universities. The deeper discussion on these project issues was scheduled for the next day general meeting.

Acn. Aune has presented his reporting on the nominations. The "high lights" were:

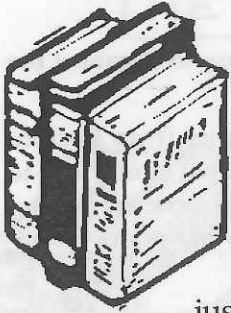
- In the Academy are 66 active members
  - 38 in Europe
  - 19 in America
  - 17 in Asia and Australia
  - 2 in Africa and Middle-East

Proper selection of nomination is a major "success factor" for the IAQ

We must implement the idea of "associate members" and the constitution should be revised to accept it.

It was agreed that in the recent meeting there is a quorum for the approval of nominations of new officers for the next three years.

YOSSI BESTER  
JUNE 1999



**ACN MASING**

The German language standard text on Quality Management, the "Handbuch Qualitätsmanagement" has just appeared in its 4 edition, ca 1100 pages, 55 chapters. Since 1980 Acn. Masing was its editor, contributing himself 2 chapters, but Acns Hansen and Seghezzi are also among the authors. The publisher is the well know house of Carl Hanser Verlag in Munich, where the first issues of the Best on Quality have appeared.

**ACN T.N. GOH**

Acn. T.N. Goh is the co-author of an article in Vol.5, No.4 of the International Journal of Reliability, Quality and Safety Engineering: "Impact of Unspecified Interactions on the Effectiveness of Taguchi Parameter Design" in which there is a discussion on some of the conditions in which Taguchi Parameter Design methodology could lead on astray.

**ACN BARRIE DALE,  
BERGMAN AND  
DAHLGAARD**

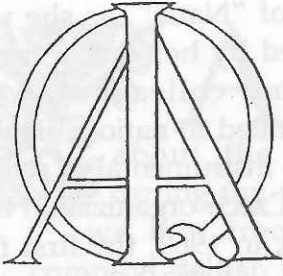
Acn. Barrie Dale and three co-authors have a paper in Quality Engineering Vol.11, No.3, 1999 entitled Unsustaining Continuous Improvement: "What Are the Key Issues?" Also, in the same issue, Acns. Bergman and Dahlgaard with two other co-authors have a paper entitled: "The Development of Quality Management in Sweden."

IAQ Intranet site: <http://iaq.asq.org/>

New or changed addresses are indicated in bold on the e-mail list below.

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- Bester, Yossi E prime@mail.netvision.net.il
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# CONTACT

A Newsletter of the International Academy for Quality – N° 73, February 1999

## Memorial

### ACN AGNES ZALUDOVA



I regret to inform that our dear colleague Acn. Agnes Zaludova passed away on January 13th, 1999 in Prague. The funeral service took place in London on January 22nd. Both my wife Alicia and myself were dis-

mayed by her sudden death. For more than 30 years we had the privilege of meeting with Agnes (Nana) during Quality Conferences in different parts of the world. Last October in Paris was unfortunately, the last.

I am sure we will all miss her in future meetings. We will miss Nana's always intelligent comments and advice, her commitment to Quality and the IAQ, but above all a dear friend.

MARCOS BERTIN, PRESIDENT



This year had very sad news in store for us, right at its beginning. Our dear colleague Acn. Agnes Zaludova is no longer with us. She died on January 13, in Prague. What a loss!

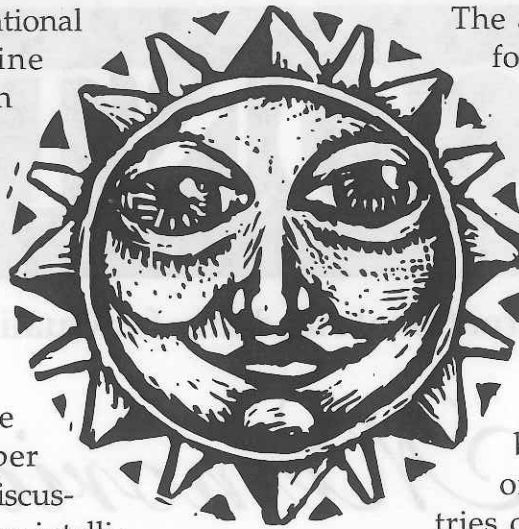
My thoughts go back to my first acquaintance with her which soon became a close personal friendship. The year was 1960 and the European Organization for Quality Control (today EOQ) was still a fledgling, a hopeful group of Quality-related organizations from 5 West-European countries. It was about to prepare its next yearly conference in Torino/Italy. There was a letter from Czechoslovakia written by a lady, Dr. Agnes Zaludova. She offered a paper on some special aspects of statistics as a tool within the industry. At that time it

was quite extraordinary that a lady could work in this field, and it was also the first contact from the other side of the Iron Curtain. Could she deliver the paper in English? Oh yes, no problem. She informed us that she was born and raised in Scotland, had studied mathematics and obtained a doctor's degree in Applied Mathematics from the University of Glasgow. She had married a displaced Czech engineer and moved to his native Prague. There she had joined the Applied



Mathematics Division of the National Research Institute for Machine Design, working successfully on various projects of sampling procedures and process control. This eventually led to her chairpersonship of this division. We got interested. She was invited to the Torino conference of EOQC.

We met with a truly remarkable person. Not only was her paper perfect, but she enlivened the discussions of the whole event with her intelligent remarks. Everybody was impressed. This was the start of a lasting relationship.



The activities of "Nana", as she was fondly called by her many, many friends and colleagues, were never limited to national issues. She was instrumental in setting up the Czech organization that became, in 1963, the first full member of EOQC from the COMECON, and was its representative in the Assembly of EOQC. This worked as an ice-breaker. Three years later, Quality organizations from 5 more countries of that region had followed. She

was elected vice-president of EOQC in 1968. Only a political intervention kept her from the highest office. I remember well enough the Board meeting where we decided with an overwhelming majority to elect her president of EOQC. But the delegate from the Soviet Union insisted that the first president from the COMECON block should be from Moscow. We wanted to elect her anyway. But Nana knew what was at stake for her. She asked us not to elect her. We saw her point.

She continued to work for EOQC in her efficient way for years as chairperson of the important Glossary Committee overseeing the publication of at least 2 editions of the bestselling "Glossary of Terms used in the Management of Quality". It was no easy task to coordinate contributions in 18 (!) languages. The result is a hallmark for Nana's competence and perseverance.

Nana was among the 6 persons from Europe on the "3 x 6 Men" committee which founded IAQ. From then on she has barely missed one of our meetings. Her contributions were always timely, intelligent and useful. We will miss her dearly!

**ACN. WALTER MASING  
FOUNDING PRESIDENT EOQC**

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**A**gnes and I became Academicians at about the same time and during my period in Brussels we met frequently. With our

common British background we quickly established an easy friendship. When I moved to the USA we met less often and in recent years, because of my rare attendance at IAQ meetings, not at all.

At the Paris meeting in October we met again and immediately picked up our friendship. She appeared completely unchanged with all her old charm, intelligence, energy and enthusiasm. We spent time together when she was not dashing off to meetings. We sat next to each other at the informal dinner at the end of the meeting, sharing our table with several newer members and their wives. It was a great dinner, with wonderful conversation and ended with many jokes and much laughter. Agnes and I walked away together and

said goodbye at the Metro. I am glad that my last memories of her are so happy.

ACN. JOHN GROOCK



**I** first met Agnes Zaludova in 1961 at the European Quality Conference in Italy and was immediately impressed by both her command of the quality field and her personal charm. The last time I saw Nana was in Paris this past October and found her with the same combination of complete commitment to quality and very high degree of personal warmth. Her last comment to me was that she would E-mail me some material on her most recent research and asked that I respond as soon as possible, which I did. But, unfortunately, I never received her final response. Nana was an early Academician and a very strong and effective contributor in committees and projects and an overall councillor to us all throughout her life. In the nearly 40 years that I had the privilege of knowing her, I recognized her as a person who lived by her own high standards both professionally and personally and was an example to all of us. I shall deeply miss her.

DR. A.V. FEIGENBAUM

## CONFERENCE OF ASIAN PACIFIC QUALITY ORGANIZATION IN KOREA



PARTICIPATION OF DR. KONDO AND DR. HARRINGTON



DR. HARRINGTON AND MR. F. L. TORRES - C.E.O. of Yazazi-Torres MFG inc., recipient of the Walter Hurd Award-1998

## STATUS OF IAQ PROJECTS

#	Project Title	Project Leader	Acns	Project Status	Forecast
1	Integrating quality management into business management	Dieter Seghezzi	12	Overall picture completed. Decision in Paris as to whether proceeding or summarizing results	Summarize and then decide about possible continuation
2	Standardization vs differentiation in TQM concepts/systems	Norman Burgess	9	2nd release of paper: April 98; final release planned after discussion in Paris	Ready for publication on Best on Quality before year end
3	Business strategies and TQM/ Strategic planning	Bill Golomski	5		Results planned for the 1999 ASQ
4	TQM in education	Way Kuo	10	Paper completed	Ready for publication on Best on Quality any time
5	Developing nations and quality	Miflora Gatchalian & Enrique Sierra	New team	Should start in the near future	Acn. Sierra confirms joint planning with Acn. Gatchalian for a new start
6	Ethics in Quality	Ray Wachniak	6	Funds and scholarship research needed for significant results. Proposal: collect case studies.	Case studies planned with a first output in May 99
8	TQM models/Business models for improvement	Tito Conti	5	Philadelphia level. To continue, active participation from other Acn.'s is needed	Final report can be available in May 1999, but it risks to be a one man show
9	Customer satisfaction best methods	Noriaki Kano	4	Project suspended, till Kano completes his current university special assignment	
10	Motivation: state of the art	Yoshio Kondo	2		Project Leader will check again viability and propose a plan
11	Quality and value management + Value engineering & re-engineering	Jim Harrington	4		Project Leader is committed to start within the next four months
12	Business innovation through TQM	Ed Fuchs	3	Philadelphia level. To continue, active participation from other Acn.s is needed	Final report in Anaheim, May 1999
15	Quality in healthcare	Blanton Godfrey	3		Project Leader will collect contribution from different Acn.s/Countries, May 99
16	Quality management systems	Ove Hartz	7	Team meets regularly. Already delivered five papers for BOQ vol. 9, three for BOQ vol. 10	Submit the Project Board a joint paper (result of team work) for BOQ vol.11
17	Managing business risks and determining process design/controls	Chris Brendon	1	Final report received on October 5, 1998	Presented in Paris; ready for publication
18	Managing/facilitating continuous improvement in a regulated supply situation	Barry Dale	1	Results of Barry Dale's research almost ready. A summery paper will be made available shortly	B. Dale will inform when paper for BOQ will be available

### SUMMARY OF PROJECT STATUS

- Two Projects completed (# 4 and 17). The latest was presented in Paris by Acn. Brendon. Decision has to be taken about publication.
- Project #2 almost completed and presented in Paris by Acn. Burgess. After some "cosmetic" improvements it will be submitted to the Project Board for publication on BOQ.
- Two Projects in stand by (#2 and 8), waiting for Acn's cooperation (both Team members and others). If effective cooperation is not attainable, Project Leaders can complete them for May 99. But the scope will be limited and the goal of co-operative research will be missed.

- Project # 1: status reported by Acn. Seghezzi in Paris. Project has reached a point where further activity would be very difficult. Project Leader will summarize results and circulate them before Anaheim, so that a decision can be made there as to whether we continue on specific aspects.
- Project Team 16 has met regularly. They have positively interpreted their role within meetings at regular intervals for discussing issues and fostering individual contributions to Best on Quality (five papers were contributed for BOQ Vol. 9, three for BOQ Vol. 10). Now they have planned a co-operative effort aiming at a Team contribution to BOQ Vol.11.
- Projects # 3, 5, 10, 11, 15 have been confirmed by Project Leaders, but apparently they are still in the beginning phase.
- For Project #6, Acn. Wachniak proposal to collect case studies, since a full research work would need funds and scholarship research, has been accepted.
- Project 9 has been postponed, till Acn. Kano's overload due to his current University special assignment is eased.
- Project 18 remains an Acn. Dale's project; IAQ's interest is confirmed.
- Project 19's scope will be limited to the IAQ internal award.

## COMMENTS

- Most Academicians seem too busy to manage co-operative projects. However some results are coming to light.
- Scarce support to Project Leaders from their Teams, with some positive exceptions.
- Internet connection necessary for teamwork on projects.
- Information about Projects on "Contact" should be subjected to IAQ Project Board review, for consistency.

## PROPOSALS

- Appoint an IAQ Project Board of three Acn's: the V. P. for Projects plus other two Acn's, to improve planning and control.
- Joint planning of IAQ Projects, Best on Quality issues and IAQ sessions at future Conferences. Linking Projects to BOQ and official IAQ participation to Conferences should increase motivation to participate in Projects.
- Consider active participation to joint activities (Projects, BOQ, Conferences) as part of the criteria for assessing Acn's contribution to IAQ.
- Acn. Spencer proposes the use of Telephone Conference Calls for periodical reporting. He will check with ASQ and report about the cost.

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## QUARTERLY REPORT AS OF SEPTEMBER 30, 1998

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### MEMBERSHIP

- 66 active members
- 2 honorary members
- 3 corresponding members



# **FOLLOW-UP PROJECT NO. 5 – DEVELOPING COUNTRIES AND QUALITY**

**Project Leader** Dr. Miflora and  
M. Gatchalian, QCI Inc.  
**Project Co-Leader** Enrique Sierra, ITC

## **PROJECT OBJECTIVES**

1. To identify and put in writing testimonials of successful companies (based on some agreed criteria) from developing countries in the different regions of the world where IAQ members are based.
2. To write the cases in such a way that they would show how the company gained its current stature so that their successful quality practices could serve as a model which others could follow. Focus of the testimonials should be on the major quality practices which enabled them to attain success.
3. To be able to use the testimonials to gain interest especially among "non-quality" organizations and those from the small to medium scale operations who are not yet convinced that certain quality practices can help them upgrade their current position in the industry.
4. To make the publication available to interested parties to help them identify areas in their own organizations which can serve as a good starting point for change.

## **PROPOSED PHASES OF THE STUDY HAVE BEEN DEVELOPED**

- Identification of Companies with Success Stories
- The target will be 2 – 5 developing countries in different regions of the world
- Development of Writing Guidelines
- Output Dissemination

# **IAQ PROJECT 16**

QUALITY MANAGEMENT PRINCIPLES AND  
PRACTICES BASED ON EXPERIENCES FROM  
SCANDINAVIAN ORGANIZATIONS.

**Project Leader** Ove Hartz  
**Team members** Juhani Antila, Asbjørn Aune,  
Jens J. Dahlgard, Ove Hartz,  
Kerstin Jönson,  
Lennart Sandholm,  
Per-Åke Sörensson.

## **PROJECT OBJECTIVES**

The purpose of the project is to have a regional Scandinavian forum to investigate and discuss the international trends and developments in the area of total quality management and related subjects – based on experiences from Scandinavian organizations. Special attention will be given to the development and implementation of the principles of quality management.

The group will meet regularly, 1 – 2 times a year. Responsibility of the meetings will be alternated among the group members. The discussions will focus on recent research and experiences by the group members. Ideas and examples considered to be of general interest will give input to papers; the findings and results will be standardized for international validity.

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## **NEWS FROM ACN MASING**

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**T**he Estonian Society for Quality used the European Quality Week in November as an opportunity to organize a well-attended 2 day conference in Tallinn (capital of Estonia). They chose as "conference patron" Acn. Masing, who spent his boyhood in Estonia, still speaks Estonian, and was instrumental in establishing ESQ in 1991, where he was eventually elected as its first and up to now only Honorary Member. Acn. Masing delivered a paper on "More Quality – more profit" at the opening session of the conference.

## NEWS FROM ACN FEIGENBAUM

Last fall, he visited China where he gave several speeches including the keynote address at The Third Shanghai International Symposium on Quality in Shanghai and at the 98 China Quality High-Level Forum in Beijing. Dr. Feigenbaum was informed that millions of copies Chinese translations of his book have been distributed in China, and provided the basics for the extensive and well informed discussion that took place with him on T.V. and in the newspapers.



DR. FEIGENBAUM GIVING THE KEYNOTE ADDRESS



ACADEMICIAN PROFESSOR LIU (SECOND ON THE LEFT)  
AND DR. FEIGENBAUM WITH ORGANIZERS



DR. FEIGENBAUM GIVING AUTOGRAPHS

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### ACN SANDHOLM AND ACN HARRINGTON WERE THERE FOR THE KICK-OFF INITIATIVE – SINGAPORE

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#### \$40-M HELP FOR FIRMS TO STREAMLINE

The Government will pay out this sum of money over the next five years to help firms keep their operations lean.

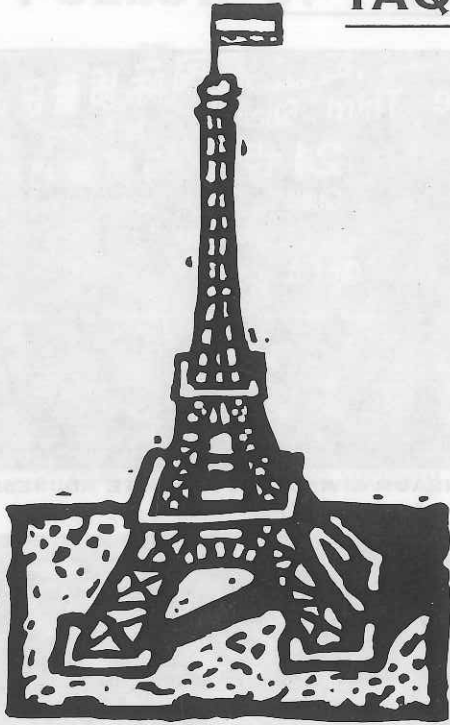
The Government will pay out \$40 million over the next five years to help local firms streamline operations and save on inefficiency costs.

Minister Without Portfolio Lim Boon Heng said yesterday that the \$40-million investment will help 1,000 companies save up to \$250 million in "costs of quality".

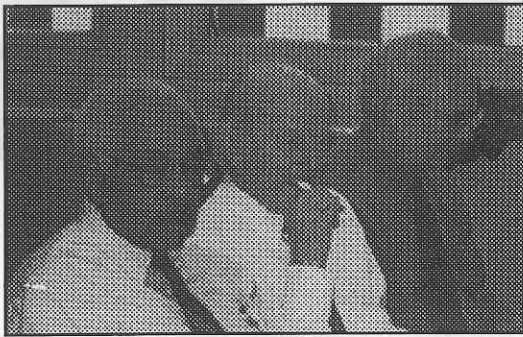
The new National Cost of Quality scheme will encourage companies to examine how they can use resources more efficiently, and hire consultants to minimise waste in their operations.

They will be able to make use of the existing Local Enterprise Technical Assistance Scheme (Letas) to claim up to 90 per cent of such consultancy costs incurred until next August. Then, for the next four years, they will be able to claim up to 70 per cent of the consultancy costs, under the new scheme.

**IAQ MEETING IN PARIS**



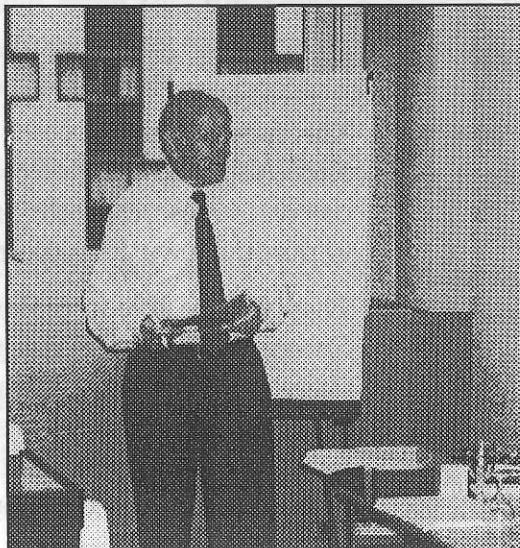
**ACN AGNES ZALUDOVA AT LAST IAQ**



**ACN HUTCHENS JR., MASING  
AND GODFREY**



**PRESIDENT BERTIN AND CHAIRMAN KONDO**

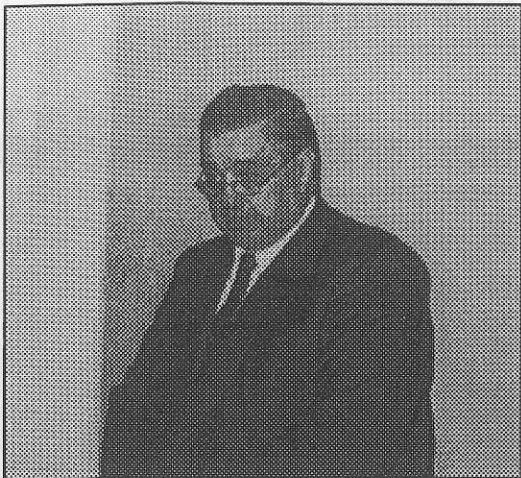


**ACN WALTER MASING**



**ACN KANO AND WOLFGANG**

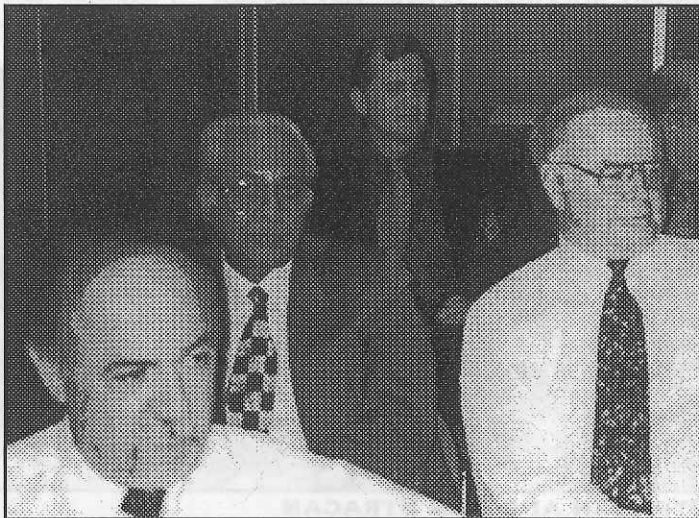




**NEW ACN STRACAN PRESENTING  
HIS PAPER**



**ACN GOLOMSKI AND CONTI**

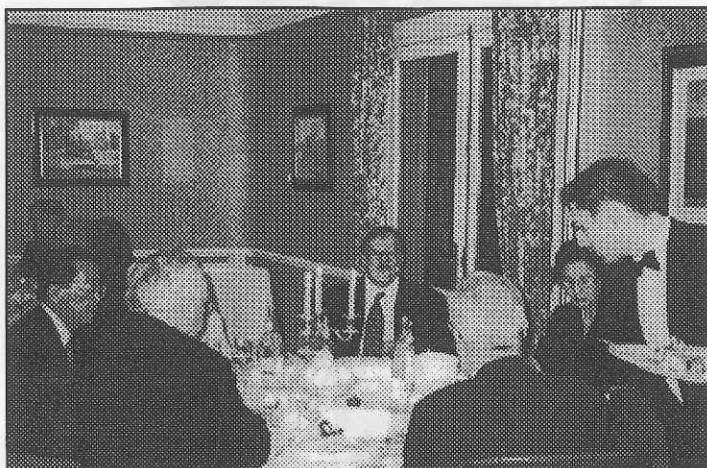


**ACN BRENDON, KANJI, AND LUTHER**



**ACN STRACAN, ANTILLA, WOLFGANG, KANO,  
CONTI AND BURGESS**

# IAQ AT RESTAURANT IN PARIS



TABLES OF ACADEMICIANS AT RESTAURANT  
WITH OUR HOST ACN CHAUVEL



ACN HUTCHENS AND MRS WOLGANG



MRS STRACAN AND ACN STRACAN



MRS CONTI AND ACN CONTI



MRS BESTER AND ACN BESTER



ACN MASING AND BERTIN

## NEWS FROM ACN GOLOMSKI

The June 1998 issue of the International Journal of Quality, Reliability and Safety Engineering contains an article co-authored by Acn. Goh:

"A Procedure For Monitoring High Quality Processes With Correlated Measurements." To

quote from the introduction: "Presently, high quality processes,

particularly those in the electronics industry such as integrated circuits manufacturing, have all entered a period where ppm or parts per billion (ppb) is the norm for defective or non-conforming rates. Traditional Shewhart charts are not applicable to such high quality processes, especially when the items are inspected one at a time, since these charts give a large number of false alarms and a useless negative lower control limit. A new type of chart called the CCC chart, which is based on counting the cumulative number of conforming items between two non-conforming ones, has been shown to be very useful in this case."



The Marketing Science Institute, WWW.msi.org, of Cambridge, Massachusetts in the USA is a research organization that enables marketing practitioners and scholars to share perspectives on the creation, use, and transfer of knowledge.

Dr. Robit Despande, Executive Director of MSI, and the Harvard Business School, espouses "Theory C" management: cross-functional, cross-disciplinary, cross-cultural, customer-centric and conversation-catalytic.

Research reports on work in progress are for sale. Here is an example:

"Report No. 98-117, Working paper, \$16.00 Trust and Concern in Consumers' Perceptions of Marketing Information Management Practices. Demonstrates that improving consumer trust and reducing consumer concern are two distinct approaches to consumer information management; suggests that improving trust may be a more effective approach to fostering strong consumer/ organization relationships."

Also available is: "1998-2000 Research Priorities."

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## NEWS FROM ACN HROMI

Last November, Academician Hromi spoke in Budapest at a Quality Week meeting arranged by the Hungarian National Committee of the European Organization for Quality. His presentation was entitled "Customer Supplier Interaction for an Improved Relationship." The next day I conducted a seminar on the same subject except in far more details.

The theme for the seminar was "Value-Based Customer-Supplier Relationships."



On November 10th, he again spoke about Customer-Supplier Interaction for an Improved Relationship at the University of Kosice during a two-day meeting and exhibition on the "Primacy of Quality."

On November 12th, he gave another conference held by the Slovak Society for Quality in Zilina during the Quality Week.

On November 13th, he met with the Executive Director, the President, Acn. Agnes Zaludova, and other officers and members of the Czech Slovak Society for Quality.

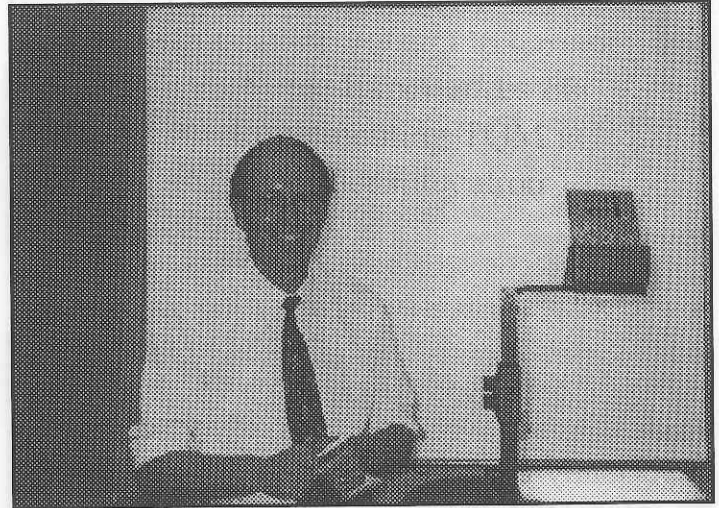
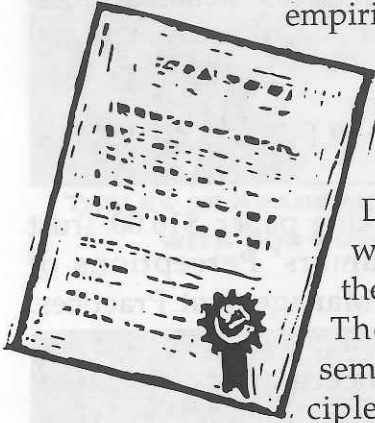
## THE NEW ACADEMICIANS

### SUMMARY OF NEW ACADEMICIAN JENS J-DAHLGAARD'S SPEECH ABOUT "SOME EXPERIENCES IN IMPLEMENTING TQM IN HIGHER EDUCATION"

**A**cn. Jens J. Dahlgaard presented his experiences since 1993 as he tried to implement Total Quality Management principles and methods in higher education. His

empirical background was collected firstly from an international seminar on Quality in Higher Education held in Denmark in 1993, and which was supported by the European Commission. The conclusion from the seminar was that TQM principles and methods can and should be implemented in

Higher Education institutions. Acn. Jens J. Dahlgaard then presented his experiences in implementing TQM in higher education with examples from The Aarhus School of Business, Aarhus, Denmark, and Aarhus Technical College, Aarhus, Denmark. A conclusion was that if the implementation is triggered by a requirement or necessity (the Danish Ministry of Education's requirements to Aarhus Technical College), it is much easier than if the implementation is 100 % voluntary. At the Aarhus School of Business it was shown that each department can do a lot if the king of the department (the professor) really leads the process of implementation. The case showed that the management principle of involving the employees in decision making can also be applied in education, where you may regard the students as employees participating in and responsible for their own learning process with the professors regarded as coaches. At the organizational level it is very difficult to have a breakthrough in the acceptance of TQM because leadership is often missing.



**NEW ACN JENS J-DAHLGAARD  
PRESENTING HIS PAPER**



**CHAIRMAN KUNDO GIVING IAQ DIPLOMA  
TO NEW ACN STRACAN**



**CHAIRMAN KUNDO GIVING IAQ DIPLOMA  
TO NEW ACN DE WET**

## CONFERENCE LISTING

<b>DATE</b>	<b>PLACE</b>	<b>CONFERENCE AND THEME</b>	<b>IAQ ACTIVITY</b>
24-26 May 99	Anaheim, CA, USA	53 <sup>rd</sup> Annual Quality Congress, ASQ	IAQ Stream; Acn's. <b>A. Aune</b> <b>Y. Bester, A.M. Chauvel,</b> <b>T. Conti, A. Harada,</b> <b>Silva Mendes</b>
June 99	Madrid, Spain	43 <sup>rd</sup> EQC Annual Congress	IAQ Stream; Contact: Acn's. <b>Tito Conti, C.F. Brendon,</b> <b>B.G. Dale, D.V. Iliescu</b>
5-11 Sep 99	Poznan- Gdynia, Poland	12 <sup>th</sup> IGWT (International Society of Commodity Science and Technology) Conference, "Quality for the XXI <sup>st</sup> 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 <a href="http://capella.ae.poznan.pl/raw/ae/tow/symp.html">http://capella.ae.poznan.pl /raw/ae/tow/symp.html</a> <b>Acn. A.-M. Chauvel</b>
November 99	All European	European Quality Week	Contact Acn. <b>Silva Mendes</b>
8-10 May 00	Indianapolis IN, USA	54 <sup>th</sup> Annual Quality Congress, ASQ	IAQ Stream; Acn's. <b>Y. Bester,</b> <b>C.F. Brendon, T. Conti</b>
June 00	Budapest, Hungary	44 <sup>th</sup> EQC Annual Congress	IAQ Stream; Contact: Acn's. <b>Tito Conti, A. Aune</b> <b>C.F. Brendon, A.M. Chauvel</b> <b>B.G. Dale, D.V. Iliescu,</b> <b>A, Silva Mendes,</b> <b>H.D. Seghezzi, P.Å. Sörensson</b>
November 00	Jerusalem, Israel	The 13 <sup>th</sup> International Quality Conference of the ISQ	IAQ Session; Contact Acn. <b>Yossi Bester (fax: 972-4-834 0494)</b>
November 00	All European	European Quality Week	Contact Acn. <b>Silva Mendes</b>



### **THE FOURTH WORLD CONGRESS FOR TOTAL QUALITY MANAGEMENT**

SHEFFIELD • UK • 28-30 JUNE 1999 • SHEFFIELD HALLAM UNIVERSITY

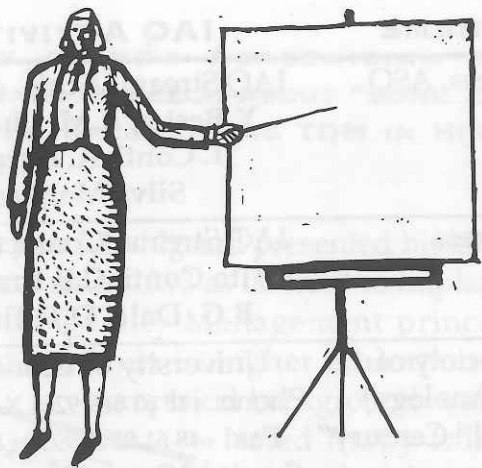
#### THE THEME

**Integrating For Excellence:  
Achieving Customer Loyalty**

#### ORGANIZED BY

**Sheffield Hallam University and  
Professor Gopal Kanji ACN**

IF YOU WANT TO PARTICIPATE, PLEASE CONTACT ACADEMICIAN JENS. J. DAHLGAARD.



## **QMED'99 CONFERENCE**

QUALITY MANAGEMENT AND ECONOMIC  
DEVELOPMENT – PORTOROZ, SLOVENIA  
SEPTEMBER 2-3, 1999

### **An International Conference organized by**

- The Aarhus School of Business, Aarhus, Denmark
- Ministry of Science and Technology, Standards and Metrology Institute of the Republic of Slovenia
- Ministry of Economic Affairs, Slovenia
- Development Corporation of Slovenia

### **Organized by**

- New Academician Professor Jens J. Dahlgaard, Denmark, and Professor Bogomir Kovac, Slovenia
- with participation of International Academy for Quality Professor Yoshio Kondo, Japan; Professor Tito Conti, Italy.

**Thursday, Sept. 2 through Friday, Sept. 3, 1999**

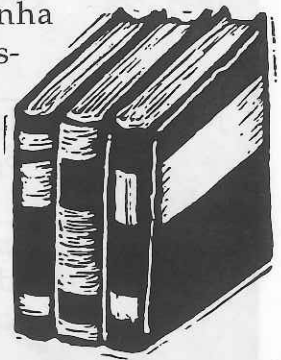
**Congress Centre Bernadin, Grand Hotel Emona,  
Portoroz, Slovenia**

The conference will be held in 5 star conference complex on the Adratic and all hotel rooms have waterfront balconies.

If you want to participate, please contact Academician Jens J. Dahlgaard

## **VOL. 10 THE BEST ON QUALITY GOES TO PRESS**

**A**cn. Dr. Madhav Sinha reports that the manuscript of Vol. 10, The Best on Quality, has been submitted to Quality Press of ASQ.



It is Dr. Sinha's intention to have the book published by late March early April 1999 so that it can be made available for sale by the time of the 53rd Annual Quality Congress of ASQ and IAQ's Triennial Meeting in Anaheim, California, in May 1999.

Contributors to Vol. 10 include: Acns. Ove Hartz, Gopal Kanji, John Hromi, Tito Conti, Alain-Michel Chauvel, William Golomski, Madhav Sinha, Gregory Watson, Barrie Dale, Asbjorn Aune, T. N. Goh, Kenneth Stephens, Hitoshi Kume, Diemar Mangelsdorf, Jens Dahlgaard, Agnes Zaludova, Basanta Pal, Kenzo Sasaoka, Lennart Sandholm, Miflora Gatchalian, and James Harrington.

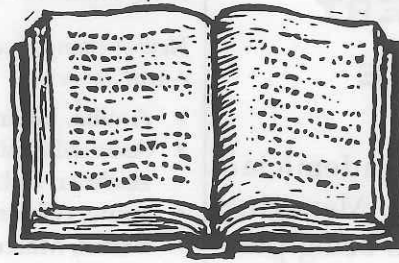
There are 22 chapters and four sections entitled as follows: Section I, Exploring Models and Systems of Total Quality, Section II: Tools, Techniques, Technology and TQM, Section III: ISO 9000 and Total Quality, and Section IV: Quality's World-wide Trends and Projections.

### **Call for Papers for Vol. 11, The Best on Quality**

Now attention turns to Vol. 11. Please consider submitting an article. The editor can be reached at: *Dr. Madhav Sinha, 71 Lafayette Bay, Winnipeg, Manitoba, Canada, R3T 3J9. Phone: (204) 948-1006 (office), (204) 275-3322 (home), Fax: (204) 945-4556 (office), (204) 261-6606 (home), Email: msinha@labour.gov.mb.ca (office), mnsinha@mb.sympatico.ca (home)*

Please follow the manuscript submittal guidelines previously published in Issue No. 71, June 1998, Contact. **Deadline is August 31, 1999**, or preferably earlier.

## BOOK REVIEW



### ACN TITO CONTI

**O**rganizational self-assessment  
by Acn. Tito Conti

Integrating self-assessment and improvement planning into the company planning cycle.

Self-assessment acquires a strategic value only if a prior link is established with strategic planning. This means that the kick-off of self-assessment is an activity that must be handled by top management.

#### Gradual Integration

Since integration of self-assessment into the planning cycle is a lengthy procedure, companies may find it best to adopt a gradual step-by-step approach.

During the first year, the aim is to integrate self-assessment into the current operating plan.

The next step – the second year – is to incorporate self-assessment into annual planning.

The third stage, self-assessment is fully integrated to strategic planning cycle.

For companies that want to be successful players on today's increasingly competitive markets – but also for companies that are struggling to survive – a self-diagnosis and planning system that requires the involvement of the entire company and is based on the concept of continuous improvement and driven by missions and strategic goals is now an essential tool.

Very well written book.

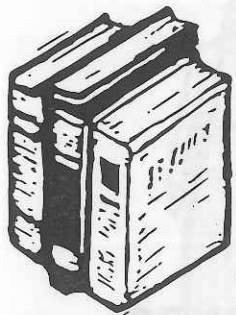
### ACN YOSHIO KONDO

**A**cn. Yoshio Kondo recently published his new book entitled "QC Hyaku-wa" 362-pages (One-hundred Stories on QC) from Japanese Standards Association. Following are several examples of the story titles from this book:

- Story 2 Let data talk.
- 6 "Cancology" and shadow data
  - 16 Judgment based on the fact – A story of shoe salesmen
  - 26 The differences between quality, cost and productivity
  - 30 "Doing things right the first time." Is it possible?
  - 46 Excessive quality versus attractive quality
  - 58 Activities of the IAQ
  - 62 An advice on "field engineering"
  - 74 Do creative abilities decrease along the progress of standardization?
  - 82 The differences between humans and chimpanzees
  - 91 At the "Fram" Museum in Oslo

Although it is said that "A good medicine tastes bitter," the author hopes that these medicines taste good and work very well. English translation of the book is being considered at 3A Corporation in Tokyo, Japan.

## PUBLICATIONS



### ACN ROBERT E. COLE

This book of Academician Robert E. Cole: *Managing Quality Fads* is being published by Oxford University Press.

It is a review of events in the United States since 1980 focusing on the automotive and electronics industry with an attempt to explain what did and did not happen in the area of quality improvement.

Sage Publications has also accepted for publication an edited book of Richard W. Scott entitled: *The Quality Movement in America: Lessons for Theory and Research*.

Robert E. Cole  
Lorraine Tyson Mitchell II Professor of Leadership and Communication  
UC Berkeley  
Haas School of Business  
Berkeley, Ca. 94720-1900  
Tel. (510) 642-4295  
Fax (510) 642-2826

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### ACN DAHLGAARD AND ACN KANJI

**Book title** Fundamentals of Total Quality Management  
**Authors** Jens J. Dahlgaard (IAQ Academician), Kai Kristensen & Gopal  
**Publisher** Chapman & Hall, London, UK  
**ISBN** 0-412-57060-2

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