

As part of the CQI's centenary celebrations, we are looking at the past 100 years, focusing on each decade, to provide readers with an example of a major development that influenced the quality profession.



1950s

W. EDWARD DEMING'S INFLUENCE IN JAPAN



W EDWARDS DEMING worked as a quality expert for the Bureau of the Census from 1939 to 1946, where he managed 450 people and helped to develop the methods, procedures and processes used by the bureau. Deming also served as a consultant to the Secretary of War, where he taught statistical process control to workers involved in military production.

1950



In 1950, Deming received an invitation from the Union of Japanese Scientists and Engineers (JUSE) to teach the application of statistics to quality improvement. Thus, began Deming's journey to help Japan rebuild its industries after World War II. Deming spoke to 21 Japanese CEOs in 1950 and the later founding of the Deming Prize by JUSE, which was awarded to a statistician for their contribution to statistical theory, shows the impact he made and the respect he generated.

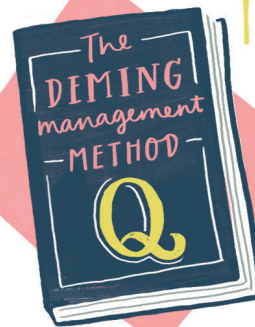
At the same time, US companies were losing their wartime focus on quality to take advantage of their capacity to supply in a sellers' market.

In the Deming approach, management is responsible for the whole system, which includes people, methods, processes and suppliers. The approach views an

organisation as a whole system, focused on meeting the needs of the customer, which means quality is the central value.

Improving quality reduces waste and hence improves productivity. As a result, Deming Management is just as important today,

as customers have new priorities and the world is moving faster under the influence of rapidly developing information and technology.



TOYOTA MOTOR CORPORATION

Toyota's management system was designed based on Deming's ideas. The company introduced statistical quality control in 1949 and conducted Total Quality Management (TQM) based on the unchanging principles of 'customer first', kaizen (continual improvement) and 'total participation'. The Creative Idea Suggestion System was also launched in 1951 by Eiji Toyoda, Managing Director at Toyota, to support improvement activities through opinions not only from the factory, but also from management.

In 1965, the company won the Deming Application Prize by proving how it had built quality into its processes. Shoichiro Toyoda, Honorary Chairman and director of Toyota, said:



"There is not a day I don't think about what Dr Deming meant to us. Deming is the core of our management."