

まとめー受賞組織から学ぶ

デミング賞審査委員会委員長
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Commentary

Learning from the Deming Prize winners

Chairman of the Deming Prize Examination
Committee

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デミング賞・デミング賞大賞受賞の3条件(1)

Organizations qualified for receiving the Deming Prize/Deming Grand Prize (1)

A) 経営理念, 業種, 業態, 規模及び経営環境に応じて, 明確な経営の意思のもとに積極的な顧客指向の, さらには組織の社会責任を踏まえた経営目標・戦略が策定されていること. また, その策定において, 首脳部がリーダーシップを発揮していること.

Under clear management policies that reflect its management philosophy, industry, scale and environment, the company has established proactive customer oriented business objectives and strategies based on social responsibility of the organization. And the top management exhibits leadership in their formulation.

デミング賞・デミング賞大賞受賞の3条件(2)

Organizations qualified for receiving the Deming Prize/Deming Grand Prize (2)

B) A)の経営目標・戦略の実現に向けて, TQMが適切に活用され, 実施されていること.

TQM is being suitably utilized and implemented for the realization of business objectives and strategies mentioned under A) above.

C) B)の結果として, A)の経営目標・戦略について効果をあげるとともに, 将来の発展に必要な組織能力が獲得できていること.

As a result of B), along with achieving effect regarding business objectives and strategies of A) above, organizational capability required for future growth has been secured.

デミング賞評価基準：2018年より

Deming Prize evaluation criteria: from 2018

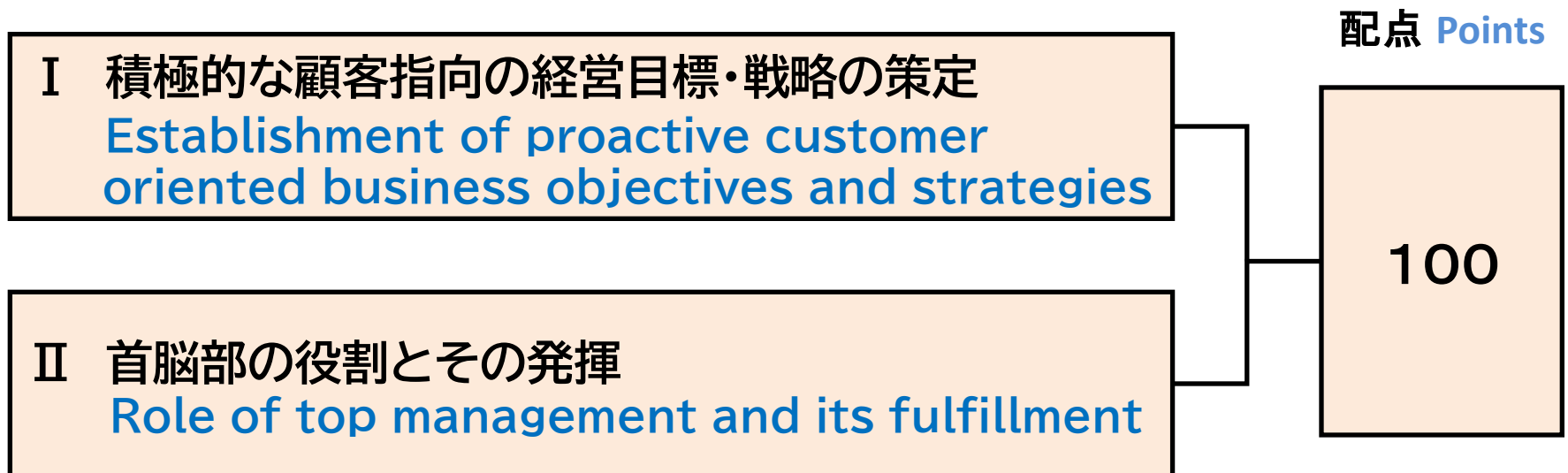
評価項目 Evaluation Criteria	配点 Points	合格判定点 Passing points
A. 経営目標・戦略の策定と首脳部のリーダーシップ Establishment of business objectives and strategies, and top management's leadership	100	70 75
B. TQMの適切な活用・実施 Suitable utilization and implementation of TQM	100	70 75
C. TQMの効果 Effects of TQM	100	70 75

- 合格するためには、上記3項目すべてに対し、合格判定点以上であることが必要

To be successful, the result for all the 3 above A, B and C has to be 70 points or higher

A. 経営目標・戦略の策定と 首脳部のリーダーシップ

Establishment of business objectives and strategies, and top management's leadership



B. TQMの適切な活用・実施

Suitable utilization and implementation of TQM

配点 Points

Ⅲ 経営目標・
戦略の実現
に向けたTQM
の適切な
活用・実施

Suitable
Utilization and
implementation
of TQM for
the realization
of business
objectives
and strategies

1. 経営目標・戦略の組織的な展開
Organizational deployment of business objectives and strategies

15

2. 顧客・社会のニーズの把握と
技術・ビジネスモデルの革新に基づく新たな価値の創造
Creation of new values based on understanding of customer and
social needs and innovation of technology and business model

15

3. 製品・サービス及び／又は業務の質の管理と改善
Management and improvement of quality of products and services and/or
work process

15

4. サプライチェーンを貫く、品質・量・納期・原価・安全・環境などの
経営要素別管理システムの整備と運用
Establishment and operation of cross-functional management systems
Such as quality, quantity, delivery, cost, safety, environment, etc. across
the supply chain

15

5. 情報の収集・分析と知識の蓄積・活用
Collection and analysis of information and accumulation and
utilization of knowledge

15

6. 人・組織の能力開発と活性化
Development and active utilization of human resource and
organizational capability

15

7. 組織の社会的責任への取り組み
Initiatives for social responsibility of the organization

10

C. TQMの効果

Effects of TQM

IV TQMの活用・実施を通して, 経営目標・戦略について得られた効果

Effects obtained regarding business objectives and strategies through utilization and implementation of TQM

配点 Points

100

V 特徴ある活動と組織能力の獲得

Outstanding TQM activities and acquisition of organizational capabilities

デミング賞
Deming Prize

4組織
4 Organization

- Tata AutoComp Systems Limited, Composites Division
- Tata Power Delhi Distribution Limited
- Tata Ficosa Automotive System Private Limited
- DMG森精機株式会社 伊賀事業所
DMG MORI Company Limited, Iga Campus

特徴あるTQM活動

**Tata AutoComp Systems Limited
Composites Division**

自動車用シート成型複合材部品

Outstanding TQM activities

**Tata AutoComp Systems Limited
Composites Division**

Automotive Sheet molding Composite Parts

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(1) プロセス指向と組織能力獲得による挑戦的目標展開

Challenging goal deployment through process orientation and acquisition of organizational capabilities

- 顧客ニーズ把握, 製品開発, 製造プロセスを明確化し, TQMツールを用いて組織能力を獲得

Clarifying customer needs, product development, and manufacturing processes, and acquiring organizational capabilities using TQM tools

- 挑戦的な目標を掲げ, 方針管理の仕組みを整備

Setting challenging goals and establishing the policy management system

(2)顧客指向に基づく素材から一貫した新製品開発

Integrated new product development from materials based on customer orientation

- ビジョン実現のための戦略を策定し, 積極的な新製品開発を顧客指向で推進

Formulating strategies to realize the vision and promoting proactive new product development with a customer-oriented approach

- 顧客ニーズに適合した製造プロセスと新製品開発プロセスを一貫して担う組織能力の獲得

Acquiring organizational capabilities to consistently manage manufacturing processes and new product development processes that meet customer needs

(3)環境保全に配慮した積極的なCSR対策

Proactive CSR measures that consider environmental conservation

- 環境保全に配慮した材料利用, 太陽光発電の利用, 本業での電力利用の抑制など総合的な環境対策

Comprehensive environmental measures, such as using environmentally friendly materials, utilizing solar power, and limiting electricity use in main business

- それらは顧客の同組織への発注の動機付け

These initiatives are the motivation for customers to place orders with the organization

特徴あるTQM活動

Tata Power Delhi Distribution Limited

電力

Outstanding TQM activities

Tata Power Delhi Distribution Limited

Electric Power

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(1) 全社全部門に標準活動として展開する
“Standards for TQM”に基づくシステム化され
たTQM活動

Systemized TQM activities based on the
“Standards for TQM” that are deployed as
standard activities across all divisions

- 現場における2×2 matrixによる不適合と安定性に基づく
日常管理

Daily management focused on incompatibility and
stability using 2x2 matrix in Gemba

- 異常検知された際の着実なCAPDoサイクルと改善

Steady CAPDo cycle and improvement when
anomalies are detected

(2)顧客セグメント別の顧客要求と経営目的を整合化

Alignment of customer requirements and business objectives by customer segment

- そのもとでの方針管理項目の決定と方針展開

Deciding policy management items and policy deployment based on that

- 顧客を6セグメントに分類し, 各VOCを顧客との直接対話や市場調査により明確化

Classification of customers into six segments, and clarification of each VOC through direct dialogue with customers and market research

(3) Business Associates (BA)の積極的なTQM活動への参画

Active participation in TQM activities by Business Associates (BA)

- 全員参加のTQM推進のため、BA全員にTQM教育
TQM training to all BAs to promote TQM with total employee involvement
- BAに関連する配電品質確保は組織能力の重要な要素
Ensuring distribution quality related to BAs is an important element of organizational capabilities

特徴あるTQM活動

**Tata Ficoso Automotive Systems
Private Limited**

自動車用内外装視覚システム

Outstanding TQM activities

**Tata Ficoso Automotive Systems
Private Limited**

Automotive interior and exterior visual systems

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(1) 3ヶ年毎の中期計画と連動させてTQMを 3つのフェーズ(導入, 確立, 強化)に分けて推進

Promoting TQM in three phases(introduction, establishment, and strengthening) in conjunction with three-year mid-term plans(MTPs)

- 各フェーズで, 方針管理を活用してPDCAを回し, その時点の経営課題の解決

In each phase, policy management is used to implement the PDCA cycle and resolve the management issues at that time

- 顧客指向に基づいた課題設定と解決により, 新製品開発や新規顧客開拓

Developing new products and acquiring new customers by setting up and solving issues based on a customer-oriented approach

(2)SDCAサイクルを徹底するため日常管理のフレームワークを定め, 間接業務も含めて全社に展開

Establishing a framework for daily management to thoroughly implement the SDCA cycle and deploying it throughout the company, including indirect operations

- 日常管理のKPIを整理して管理

Organizing and managing daily management KPIs

- 異常に対して直ちに報告, 対処, 改善が行われる体制

Development of a system for immediately reporting, dealing with, and improving abnormalities

(3) 提案型サプライヤーに脱皮するというビジョンのもと、 全社を挙げてビジネスモデルの変革

Company-wide business model transformation
based on the vision of transforming into a
proposal-type supplier

- 技術ロードマップに定めた新製品開発とプロセスに必要な組織能力を明確化

Clarifying the organizational capabilities required
for new product development and processes
defined in the technology roadmap

- 必要な要員の確保とスキルマップに基づいた人材育成

Securing necessary personnel and developing
human resources based on skill maps

特徴あるTQM活動

DMG森精機株式会社 伊賀事業所

工作機械

Outstanding TQM activities

DMG MORI Company Limited
Iga Campus

Machine Tools

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(1) 製品のライフサイクルを通じたソリューション提案

Proposing solutions throughout the product life cycle

- 高機能・高性能・高額のカスタマイズ製品のため、購入段階での顧客への提案から、使用段階での稼働支援まで、顧客に貢献するビジネスモデル

A business model that contributes to customers, from proposals at the purchase stage to operational support at the usage stage, for customized premium products with high functionality, high performance

- 自社工場を製品のショールーム化し、自社工場の改革の効果を見せる

Turning the factory into a showroom for products and demonstrating the effects of innovation of the factory

(2)分科会による経営目標・戦略の策定と推進

Formulation and promotion of business objectives and strategies based on Subcommittees

- 中堅社員で構成される分科会が中期経営計画の立案・策定、社内説明、実行段階での進捗管理などの運営
Subcommittees consisting of mid-career employees formulate and develop the mid-term management plan, provide internal explanations, and manage progress at the implementation stage
- 自律性・主体性を軸に運営、有望人材の訓練の場
Training facility for the promising talent, operated on the basis of autonomy and initiative

(3) 人づくりに重点を置いたTQMの推進

Promoting TQM with focus on human resource development

- 必要なスキルを9グループに分けて設定し、各階層に求められる具体的スキルへ展開

Dividing required skills into 9 groups and expanding into specific skills required at each level

- 役員ディスカッション, 分科会活動, 小集団活動など, 多くの人材育成プログラムを開発

Developing many human resource development programs, such as executive discussions, subcommittee activities, and small group activities

本日はご参加ありがとうございました。
皆様の, デミング賞・デミング賞大賞への
挑戦をお待ちしています。

Thank you for joining us today. We
look forward to more companies
challenging the Deming
Prize/Deming Grand Prize.

受賞企業の講演要旨

Summary of the Winners Presentations

日本語

<http://www.juse.or.jp/deming/download/>
English

http://www.juse.or.jp/deming_en/download/

Deming Prize

The Deming Prize is one of the highest awards on TQM (Total Quality Management) in the world. It was established in 1951 in commemoration of the late Dr. William Edwards Deming who contributed greatly to Japan's proliferation of statistical quality control after the World War II. His teachings helped Japan build its foundation by which the level of Japan's product quality has been recognized as the highest in the world.

