

# まとめ

- 受賞組織に学ぶ -

## Commentary

- Learning from the Deming Prize/  
Deming Grand Prize winners -

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# デミング賞・デミング賞大賞受賞の3条件

## Organizations qualified for receiving the Deming Prize/Deming Grand Prize

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的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。

A) 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

## Organizations qualified for receiving the Deming Prize/Deming Grand Prize

- 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
- 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

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

C) 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の改訂: 2018年より

## Revision of Deming Prize evaluation criteria: from 2018

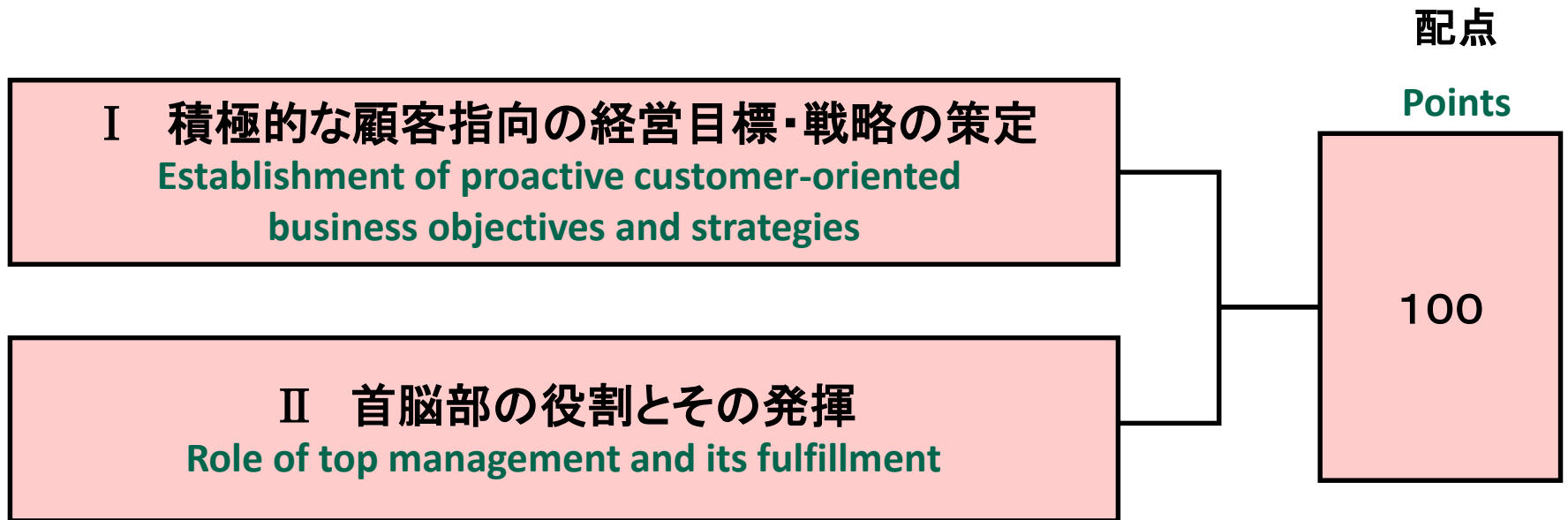
評価項目 Evaluation Criteria	配点 Points	合格判定 Passing points
A. 経営目標・戦略の策定と首脳部のリーダーシップ Establishment of business objectives and strategies, and top management's leadership	100	70
B. TQMの適切な活用・実施 Suitable utilization and implementation of TQM	100	70
C. TQMの効果 Effects of TQM	100	70

\*合格するためには、上記3項目すべてに対し、合格ライン以上であることが必要です

\*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 imple-  
mentation  
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



# 株式会社オティックスの 特徴のあるTQM活動

Outstanding TQM activities  
by OTICS Corporation



# トップのリーダーシップによる顧客価値創造の実践

Putting into practice the Customer Value Creation by the leadership of the Top management:

- CASE時代を乗り越えるトップのリーダーシップによる持続的成長戦略の「イコールパートナー」と2038年経営戦略「VISION120」の策定
- それを達成するための既存領域に対する拡販戦略マネジメントと新規領域に対する新規製品販売戦略の策定
- 「OTICS Way」の全社一丸となった推進による“改善を通じた人材育成と職場づくり”
- Establishing an “Equal Partner” strategy for sustainable growth by the leadership of Top management to overcome the CASE era, and “Vision120” for the year, 2038 as a management strategy
- Formulating a sales expansion strategy management for the existing market and a new product sales strategy for the new market to accomplish the vision
- Promoting the OTICS Way by the total employee participation to foster human resources through KAIZEN and workplace environment

# QCDに関する競争優位要因の徹底した強化

Thoroughly strengthening the competitive advantages related to Q, C, and D

- **TPM活動の深化による超ダントツ品質・ハイレベルな設備総合効率の実現**
- **徹底したTPS推進によるあらゆるムダの削減と超短期リードタイムの短縮**
- **全員参加の継続的な改善活動推進による再発防止・未然防止の推進**
- **これらを支える各種のしくみ構築と運用による標準化の徹底**
- Realizing a super high quality and high-level OEE by deepening the TPM activities
- Thoroughly promoting TPS activities to eliminate every waste and accomplish super short lead time
- Promoting recurrence preventions and preventive measures through continuous improvement activities by the total employee participation
- Establishing to operate various mechanisms to support these activities and standardize thoroughly

**トヨタ紡織株式会社  
刈谷工場およびユニット生技センターの  
特徴のあるTQM活動**

**Outstanding TQM activities  
by Toyota Boshoku Corporation,  
Kariya Plant & Unit Production Engineering Center**

# CASE時代を乗り越なす経営戦略への進化

Evolving into management strategies to handle the CASE era

- 顧客志向=お客様から信頼させるものづくり戦略への進化
  - 大きな環境変化を乗り越なす収益・供給戦略への進化
  - 環境変化に強く, 素早く対応できるものづくり基盤への進化
  - 上記を達成するための7つの重点課題の設定とTQMによる推進
- 
- Customer-oriented: Evolving into strategies for product-making to build a trust of customers
  - Evolving into profit/supply strategies to handle a major environmental change
  - Evolving into a product-making infrastructure to swiftly and powerfully respond to environmental changes
  - Identifying 7 significant assignments to accomplish the above and promote them through TQM

# 組織一丸となったTQMの推進

Promoting TQM activities with total employee participation

- 方針管理の推進による経営課題の全社一丸となった推進
- 顧客価値創造に貢献する新技術/新工法開発の推進
- 情報技術を活用したものづくり変革とTQMの「質」向上/ゆるぎない日常管理の実施
- 人・組織能力評価しくみの構築と運用による業務品質向上と改善活動を通じた職場風土の向上

- Promoting policy management to achieve management objectives with total employee participation
- Promoting to develop a new technology/a manufacturing method that contributes to the customer value creation
- Transforming a product-making through the utilization of IT, and improving the quality of TQM for a solid daily management practice
- Improving operational quality by establishing to operate a mechanism to evaluate personnel/organizational capabilities, and developing workplace culture through KAIZEN activities

**ご参加ありがとうございました！  
デミング賞・デミング大賞への  
挑戦をお待ちしています。**

**Thank you for your participation!  
Your challenge to  
the Deming Prize/Deming Grand Prize  
is highly welcomed.**

# 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/](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.

