

# まとめー受賞組織から学ぶ

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## Commentary

Learning from the Deming Prize winners

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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

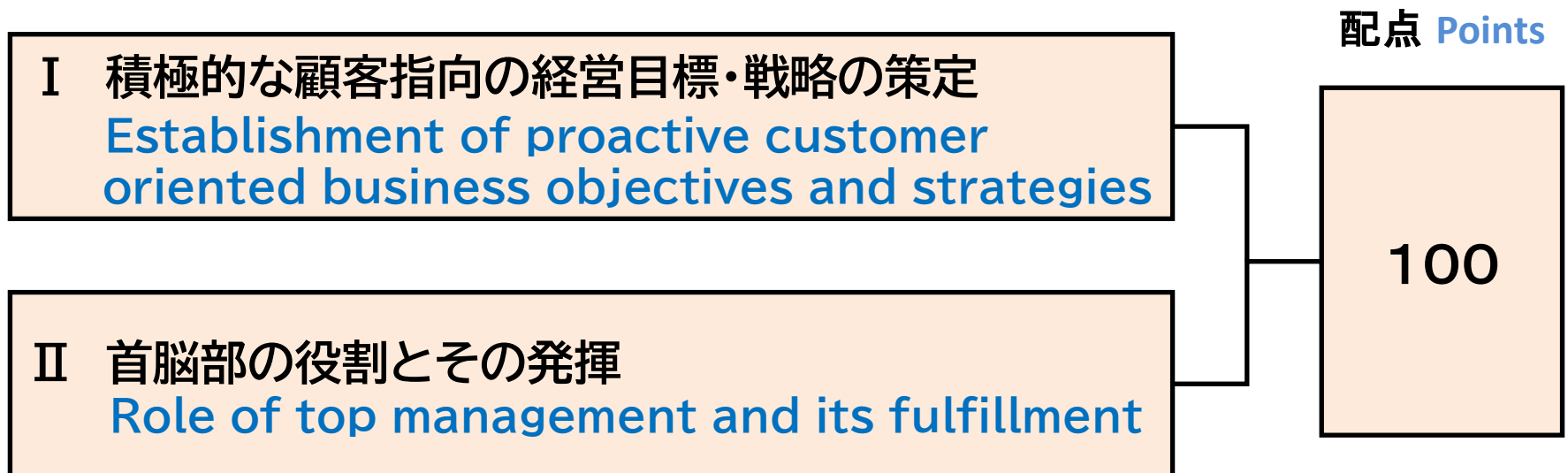
評価項目 Evaluation Criteria	配点 Points	合格判定点 Passing points
A. 経営目標・戦略の策定と首脳部のリーダーシップ Establishment of business objectives and strategies, and top management's leadership	100	70 75
B. TQMの適切な活用・実施 Suitable utilization and implementation of TQM	100	70 75
C. TQMの効果 Effects of TQM	100	70 75

- 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

V 特徴ある活動と組織能力の獲得

Outstanding TQM activities and acquisition of organizational capabilities

配点 Points

100

デミング賞大賞 1社  
Deming Grand Prize 1 company

- CEAT Limited

2017年デミング賞受賞  
Deming Prize in 2017

デミング賞 3社  
Deming Prize 3 companies

- Bangkok Komatsu Company Limited
- Cataler North America Corporation
- CPRAM Company Limited (Ladkrabang)



特徴あるTQM活動

**CEAT Limited**

タイヤ製造

Outstanding TQM activities

**CEAT Limited**

Tire manufacturer

# (1)積極的な顧客指向の実践による販売拡大

Revenue expansion through proactive customer-centric practices

- 国内外における顧客ニーズの把握による新製品開発  
Identification of customer needs in India and overseas and development of new products

➤ 国内・欧州での販売量が大幅に拡大

Significant sales volume growth in India and Europe

➤ 2輪タイヤ販売:顧客情報の解析やクレーム解析により、高い顧客満足を獲得

Sales of 2-wheeler tires: Achieving high customer satisfaction through analysis of customer information and complaints

## (2) デジタル技術の活用による顧客に寄り添った販売網整備

Development of a customer-centric distribution network based on utilization of digital technology

- 販売会社とのデータ共有とその活用による高品質製品の顧客への提供

Sharing and utilizing data with distributors to provide customers with high-quality products

- 顧客への適切・迅速な対応

Appropriate and prompt response to customers

- Portalを用いた効果的な情報収集による新たな価値提供を目指す

Aiming to provide new values through effective information collection using Portal

### (3)インフラの積極的構築によるプロセスの改善

Improvement in processes by proactively building infrastructure

- 社内外の400を超えるプロセスをネットワーク化し、情報を共有

Connecting over 400 internal and external processes to share information

- 工場全体のデジタル化

Digitalization of the entire plant

- 内部プロセスの改善

Improvement in internal processes

特徴あるTQM活動

# Bangkok Komatsu Company Limited

建設機械, 鋳造品, スペア部品等の生産

Outstanding TQM activities

# Bangkok Komatsu Company Limited

Production of construction machinery, castings,  
spare parts, etc.

**(1) パートナー(顧客や販売会社等)との連携を深め、  
持続的成長のための競争力を向上**

Deepen collaboration with partners  
(customers, distributors, etc.) and improve  
competitiveness for sustainable growth

- システムチャートを活用したパートナーとの連携

Collaboration with partners through utilization  
of system charts

- 販売会社との連携による地域の顧客要求に合った部品  
開発

Development of parts that meet local customer  
requirements in cooperation with distributors

- コマツとの連携による新製品の市場リードタイムの短縮

Collaboration with Komatsu to reduce time to  
market for new products

## (2) 作業工程における現場管理の徹底

Thorough on-site management of factory work processes

- SLQDCについての情報共有が浸透

Widespread sharing of information on SLQDC

- 5SとTPMの徹底

Thorough 5S and TPM

- 鑄造工程もきれいな状態を保持し, 安心して作業ができる環境を整備

Maintenance of cleanliness even in the casting process and creation of a safe and secure work environment

- 設備稼働率の向上

Improvement in equipment availability rate

### (3) 人材育成の推進により, TQMについての共通認識を現場に浸透

Percolation of common understanding of TQM across the workplace based on promotion of HRD

- 人材育成のための階層別教育体系を構築. QCベーシックやTQMベーシックはほぼ義務化

Establishment of a hierarchical education system for HRD with nearly mandatory QC and TQM Basics

- トップ自らがTQM活動を率先

Top management itself spearheading the TQM activities

- 現場で従業員と直接対話するミーティング等の実施

Implementation of meetings and other means of direct dialogue with employees on the shop floor



特徴あるTQM活動

# Cataler North America Corporation

自動車用排ガス浄化触媒の製造・販売

Outstanding TQM activities

# Cataler North America Corporation

Manufacture and sale of automotive exhaust gas purification catalysts

# (1) ミシガン技術センターを起点とした顧客との密接な関係性の構築と共創活動の深化

Building close relationship with customers and deepening of co-creation activities through the Michigan Technical Center

- 顧客との接点を密にする技術センターを本部に設置  
Establishment of a technical center in the headquarters to provide closer contact with customers
- 顧客とのコミュニケーションを密にする開発・販売活動  
Development and sales activities for close communication with customers
- 近接エリアでの新工場設立による生産能力の拡張  
Establishment of a new plant nearby to expand production capacity for the future

## (2) 改善推進チームを中心とした, 部署間, 職層間等に渡る横断的な問題抽出と対策, 予防保全活動, 並びにこれらの活動におけるITの積極的な活用推進

Cross-functional problem identification and countermeasures across departments, job levels, etc., preventive maintenance activities, and active use of IT in these activities by the improvement promotion teams

- 個人主義が強い文化の中でも機能する多様な改善活動

Diverse improvement activities that work even in highly individualistic culture

- 方針管理・日常管理の徹底, 科学的管理法の積極的活用

Thorough PM\* and DWM\*\*, and proactive utilization of scientific management techniques

- 労働力不足に対処するための設備の自動化

Automation of equipment to address labor shortage

\* PM: Policy Management; \*\* DWM: Daily Work Management

### (3) グループ全体の発展と、ローカルな経営環境への適応の両者を成立させる活動の推進

Promotion of activities to achieve both the development of the group as a whole and adaptation to the local business environment

- 受注先企業の信頼を継続的に獲得するための品質の確保

Ensuring quality to continuously win the trust of client companies

- 近接エリアでの新工場設立による将来を見越した生産能力の拡張

Expansion of production capacity for the future by establishing a new plant in a nearby area

- 新規に採用した従業員の迅速な戦力化

Rapid turnaround of newly hired employees

特徴あるTQM活動

# CPRAM Company Limited (Ladkrabang)

ベーカリー製品の製造と販売

Outstanding TQM activities

# CPRAM Company Limited (Ladkrabang)

Production and sale of bakery products

# (1) Innovator制度による新商品開発, 技術開発, 改善活動の活性化

Activation of new product and technology development, and improvement activities through the Innovator system

- イノベーション組織. イノベーション文化の醸成

Innovative Organization; Fostering the innovation culture

- ✓ 全従業員がイノベーション創発のマインドを持つ

All employees have an innovation mindset

- ✓ イノベーター制度: ポイント制や人事考課を組み込む

Innovator System: With embedded point system and personnel evaluation

## (2) 効果的, 効率的な新商品開発体制の構築

Establishment of an effective and efficient new product development system

- 顧客ニーズを商品に的確に反映していく仕組みの工夫

Ingenuously devised mechanism to accurately reflect customer needs in products

- 新商品開発の専門家制度を構築

Establishment of a specialist system for new product development staff

- 他社を圧倒する商品開発力

Unrivaled product development capabilities

- 新商品開発数, 成功率の向上

Increase in the number and success rate of new products

### (3) 自律的なTQMの推進

#### Autonomous TQM promotion

- コンサルタント等に多くを委ねない

Less dependence on consultants, etc.

- 首脳部は, 急速な環境変化に対応するため試行錯誤しながら自社に適したCPRAM-MS Plusを構築

Creation of CPRAM-MS Plus suitable for the company through trial and error by the top management to respond to rapid changes in the environment

- 自力でデミング賞へ挑戦できる組織能力の開発

Development of the organizational capability to challenge the Deming Prize through self effort



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

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

[https://www.juse.or.jp/deming\\_en/download/](https://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.

