

# **Introduction of QC Circles to Taiwan**

**by Dr. Kaoru Ishikawa, My Great Mentor**

Dr. Chaw-Son Tsong

On the occasion of Dr. Ishikawa's birth commemorative symposium, I would like to talk about his contribution to introducing QC circle activities to Taiwan. I'm glad to have this opportunity to talk about his contribution this morning.

In 1962, I came to Japan as a student from Taiwan and at the beginning I learned textile engineering. I also learned that Japan had introduced SQC from the United States and as a result Japanese products had become world-renowned.

I was touched by this fact that Japanese products had become so sophisticated and I wanted to introduce QC to Taiwan in order to stimulate the economic development of Taiwan. Therefore, I decided to introduce QC activities in Taiwan.

I started to learn under Dr. Ishikawa at the University of Tokyo and I dedicated myself to the study of QC. I also participated in the JUSE study meetings and I was able to acquire a fundamental knowledge of QC by the time I went back to Taiwan.

In 1968, I returned from Japan to Taiwan. I wanted to apply the QC knowledge that I had learned in Japan for the economic development of Taiwan, and therefore I decided to start teaching QC at universities. I also started to act as a QC consultant for many companies.

Before I went back to Taiwan, Dr. Ishikawa encouraged me to apply QC for the benefit of the economic development of Taiwan. In 1970, the Pioneer Enterprise Think Tank, PETT, was established, which later became the Association of Pioneer Quality Control Research, PQCRA, which was established as a foundation. We started to offer programs related to QC aimed at sophisticating the QC level in Taiwan as well as improving the quality of products made in Taiwan.

From 1970, Dr. Ishikawa started to offer his contribution for the development of quality in Taiwan, and in the 1980s the Taiwanese economy had developed and Taiwan had become one of the top countries economy-wise. I believe that QC circle activities made a great contribution in enhancing the economic power of Taiwan.

I would now like to talk about Dr. Ishikawa's contribution to QC in Taiwan. The first contribution I would like to talk about is the first QC Circle Special Lecture and the first National Convention on QCC. PETT carried out the first QC Circle Special Lecture and Dr. Ishikawa came to this special lecture with five other professors, including Dr.

Kano.

In this photo, you can see we are greeting Prof. Ishikawa and the others at the airport and Dr. Ishikawa is here.

In the first QC Circle Special Lecture, Dr. Ishikawa, Dr. Kano, and myself delivered lectures. This special lecture and the first National Convention of QCC was carried out in Taiwan in Kaohsiung and the participants were really excited about those events.

Before the QC Circle Special Lectures were held, we had heard criticisms about QC circles. Many people were saying that QC circles were not appropriate for Taiwan; however, Dr. Ishikawa was really convincing and persuasive in the lecture meeting so most of the participants started to believe that QC circles were relevant and applicable to Taiwan. They started to believe that QC circle activities were appropriate for the characteristics of Taiwanese people.

The first QC Circle Special Lecture and the first National Convention on QCC stimulated more activities in Taiwan for QC. People from companies who participated in these events acquired a correct understanding of QC circles, as well as how to implement QC circles, and they took this stimulus back to their companies.

As a result, many people started to carry out QC circle activities and this elevated the level of QC circle activities in Taiwan to a higher level. In July 2015, we held the 198th national convention on QC circle activities.

Now, let me talk about the second topic, which is the Japan QC Circle Cruising Seminar and the exchange program with Taiwan. Since 1971, we have held this cruising seminar once a year. Actually, since 1983 we have held two cruising seminars per year.

Dr. Ishikawa accompanied 300 QC circle members and lecturers on the first cruise. The cruise started at Yokohama and then came to Keelung in Taiwan as a port of call and there was an exchange meeting with Taiwanese QC circles in 10 different groups. This was a very good opportunity for the stimulation of QC circle activities both in Japan and Taiwan.

This is a photo from the dinner meeting where Dr. Ishikawa held some discussions. The Taiwanese participants really appreciated this opportunity to listen to Dr. Ishikawa and have discussions and dinner together with him. Through these exchanges, the Taiwanese participants were able to absorb new ways of implementing QC activities and QC circle activities. This was a big contribution to enhancing the level of QC circle activities in Taiwan.

The third topic is about the International Convention on QC Circles, or ICQCC for short. QC circle activities have made a great contribution in Japan, and in 1970 Taiwan

also introduced QC circle activities and had positive results.

In 1975, myself, Mr. Noguchi of JUSE, and also Mr. Chang of the Korean Standards Association decided to have tripartite QC circle exchange meetings between Japan, Korea, and Taiwan, and the three countries decided to each organize and host these QC circle exchange meetings in turn.

In 1976, Korea hosted the first International QC Circle Convention. This photo was taken at the 1983 ICQCC. Mr. Noguchi is there and Mr. Chang is here. I was also there. We organized this ICQCC among the three countries. Dr. Ishikawa is here and Dr. Kano is also here.

Then in 1983, in addition to Taiwan, Japan, and Korea, other countries joined, including Singapore, Malaysia, the Philippines, India, Thailand, and Hong Kong. A total of nine countries in the area joined the ICQCC coordinating committee in Taiwan.

At ICQCC 1983, the Taipei coordinating committee meeting decided that this ICQCC should be carried out once every year and that these member countries should take turns in organizing and hosting the ICQCC. This is a photo from back in 1983. This one is also from 1983.

When Dr. Ishikawa was alive, no matter how busy he might have been he attended the International Exchange Meeting of QCC as well as the International Convention of QCC when it was hosted by Taiwan and he delivered special lectures. He provided a big impact and stimulus to the participants and he created huge excitement in those conventions and exchange meetings.

Topic number four is about the QC Circle Ishikawa Award. Japan also has the same award. In gratitude to the outstanding contribution by Dr. Ishikawa in the promotion of QC circles in Taiwan, we started the QC Circle Ishikawa Award in 1976.

This award is given to QC circles that have made an outstanding presentation and presented new contents at the International Convention of QCC. This is the plaque, which has the signature of Prof. Ishikawa at the top. To win this award is really an honor for a QC circle. The QC Circle Ishikawa Award has contributed to the promotion of QC circle activities in Taiwan.

Now, I would like to talk about the companywide QC lectures. This is a lodging lecture, one night and two days, for executives. Between 1970 and 1987, Dr. Ishikawa would come to Taiwan and give us very meaningful lectures. For 18 years, despite his busy schedule, he came at least once a year to teach executives in Taiwan.

This was a two-day executive meeting and the participants were top executives from Taiwanese companies, especially general managers and presidents. Other levels of people from the companies were not allowed to join this meeting.

The top management of Taiwanese companies have to show leadership to promote QC activities, and in fact this lecture meeting contributed a lot to motivate those top executives. This photo shows roundtable discussions between those top executives and Prof. Ishikawa.

This was the last executive companywide QC lecture roundtable discussion Prof. Ishikawa joined, which was held on 16th and 17th October 1987. The contents were the experience of Japanese companies in deregulation and internationalization, companies' responses to the strong yen, event management, companywide and groupwide QC, and small to medium companywide QC circle activities. Group discussions and presentations were also held. These photos show the casual discussions between the participants and Dr. Ishikawa after the seminar.

At that time, Prof. Ishikawa had become much smaller and his backbone was curved and he was coughing. However, when he made a presentation he was quite strong and earnest and his stature inspired us because he showed us how to be active in the world. This is a photo of Prof. Ishikawa giving his final lecture at the meeting.

Last but not least, I would like to talk about what I learned from Prof. Ishikawa myself. After I went back to Taiwan after studying in Japan, Prof. Ishikawa continued to lead me and was concerned about my well-being. Whenever he came to Taiwan we would have a drink together at his hotel and talk about QC.

On 14 November 1987, I received this letter from Prof. Ishikawa and I would like to share with you some of the contents of the letter:

“When the PETT asks for a Japanese lecturer, please talk to Mr. Kotsuka. If you don't know the name of the lecturer, I will think about the proper person, or maybe Prof. Kano will pick someone for you.

Also, the QC cruise seminars owe a lot to PETT and the companies sponsored by JUSE. Therefore, this has to be properly managed. I talked to Mr. Yokota who is in charge of the QC cruise seminars.

You have grown up and you are now a manager and executive so now you understand QC. Also, you have established a QC association. By promoting QC, companywide QC, and QC circle activities in Taiwan you have to lead Taiwan so that you can contribute to the improvement of quality in Taiwan. Please teach and nurture the future leaders of QC. I'm looking forward to meeting with you in December.”

As you can see from this well-thought-out letter from Prof. Ishikawa, Prof. Ishikawa was not only a mentor to me. He was more than that. He was close to me and I

most appreciate all that he has done for us.

Prof. Ishikawa contributed not only in Japan, he also had a great impact throughout the world, especially in Taiwan. From the beginning of the 1970s, he succeeded in promoting QC, companywide QC, and QC circle activities in Taiwan. Prof. Ishikawa was earnest and continuously led us. This is the reason QC flourished in Taiwan. These are photos from ICQC Taipei.

After 1975, the quality of Taiwanese products was enhanced and Taiwanese products became competitive in the world. “Made in Taiwan” is the pride of Taiwanese companies in the world market. Taiwan’s GDP growth rate in the 1980s was the top among the Asian countries and this success was based on the contribution of Prof. Ishikawa.

The philosophy of quality control promoted by Prof. Ishikawa was the gold standard not only in the past but remains so now and will be forever in the future. By taking part in this international symposium I would like to express my deepest thanks to Prof. Ishikawa.

Thank you very much.