

Promotion of GQM (GC's Total Quality Management) and increasingly important roles of top management in the global perspective

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Abstract

GC is a manufacturer specialized in dental materials and equipment, and is the fourth largest group of the world market share with over 600 types of products sold in over 100 countries. Believing our mission as a “dental company” is to contribute to the extension of “healthy life”; living independently without long-term care, we set the “Vision 2021; Challenge to the No. 1 dental company of the world through making further contribution to the healthy long-living society.” All GC Associates (we call an employee a GC Associate) around the world have been making concerted and united efforts for its realization by 2021, our 100th anniversary, and striving to promote Vision Management, putting GQM (GC's TQM) as the core of management tool.

GQC (GC's TQC) was introduced by the late former President and my father at the 60th anniversary in 1981. Then, at the 70th anniversary, we developed GQC into “new GQC” under the slogan of “improvement of corporate quality”, and accelerated our expansion into the global market through CI, M&A's and ISO09001 certification. Then, aiming to meet the needs from the business environment and cope with the tasks of the new GQC, we developed it into GQM and announced the shift at the 75th anniversary. We introduced GQM, focusing on “improvement of customer satisfaction”, “improvement of GC Associates satisfaction” and “improvement of the quality of work” as 3 pillars, and continued efforts for “establishment of a work system and its continuous improvement” and “challenge to an innovation towards realization of what we intend to become.” After receiving the “Deming Application Prize” as the first dental company in 2000, we continued efforts to expand the circle of GQM activities within GC Group and to dentistry. So far, 4 companies of GC Group received the Japan Quality Medal, 2 received the Deming Application Prize, and 2 received the Japan Quality Recognition Award. In 2012, I received the Deming Prize for Individuals on behalf of all GC Associates. Enjoying this honor as a source of mental resonance, I promised to widely communicate the importance of TQM to other top management. Following the establishment of GCI AG, our multinational support company in Luzern, Switzerland in 2013, I relocated to Luzern for spearheading management.

In this presentation, I am going to explain my efforts for promoting TQC/TQM over the past 33 years, and the essential roles of top management from the viewpoint of an executive doing business with multinational customers increasing in line with recent business trends, facing ethnic diversity, differences among age, gender, cultures and civilizations in intensifying global competition. I would be quite pleased, if it would be informative and thought-provoking to you all.