

3-16-1992

## Interview with Ichiro Miyauchi

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### NSUWorks Citation

Dr. Joseph M. Juran Collection, "Interview with Ichiro Miyauchi" (1992). *'An Immigrant's Gift': Interviews about the Life and Impact of Dr. Joseph M. Juran*. 12.  
<https://nsuworks.nova.edu/juran-transcripts/12>

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# Ichiro Miyauchi

(Interviewed on 16 March 1992, Tokyo, Japan)

## Video Roll # 5

Q: *Would you tell us your name and the spelling.*

MIY AUCHI: My name is I-C-H-I-R-O, that's the first.  
M-I-)-{-A-U-C-H-I.

Q: *And what is your title?*

MIY AUCHI: Well, officially, I'm just a private consultant. But I have -- my named is ... TQC as a counselor. So time to time, they have a client, then they just ask to come and to supporting the TQC or QC Circle in ... program. Especially in the foreign country concern, is that we don't have so many people to speak English. That's why I have to stand for that.

(OFF CAMERA INSTRUCTION)

Q: *When did you first meet Dr. Juran?*

MIY AUCHI: If I remember correctly, the first time I met with Dr. Juran, in 1969, when we had the first introduced ICQC in Japan. And, in those days, I was very yet young, and I had never directly talked to Dr. Juran, never took a

picture with him. But it was at that time I heard about his name and the Quality Control Handbook.

*Q: Tell me about that first meeting when you first saw Dr. Juran.*

MIY AUCHI: At that time, he was very --

(OFF CAMERA INSTRUCTION)

*Q: Was it 1969?*

MIY AUCHI: Nine, yes.

*Q: That first time that you saw Dr. Juran. What was that meeting like?*

MIY AUCHI: I think there's a long story with it. Before that, there's a tactical air base by the U.S. air force, and I was working there. And I am originally engineer for aircraft. And, after the war, the allied forces had forbidden us to be involved in such business. And that's why I wanted to work with the planes, and that's why I worked for the U.S. air force.

And, at that time, I heard the word, quality control, for the first time. And this was U.S. air force's quality control. And, in those days, the U.S. air force quality control's method, be it Mitsubishi and Kawasaki Steel and so forth, and I was working as a consultant for them due to teach them about the quality control in this air force.

And after that, we had the QC Congress. And this was for the first time that I was introduced to the world of quality control, away from the U.S. air force. And one thing is that

the government -- there is a QC promoted by the government by force.

And in the case of Dr. Juran, it was more for the private organizations, or private industrial organizations or corporations. That they themselves, on a voluntary basis, would promote quality. And I learned of these two types of QCs, promoted by the government and promoted by the private sector.

And this was the first impression, or the first time I got introduced to QC.

(OFF CAMERA DISCUSSION)

*Q: What did Dr. Juran talk about that first lecture that you attended?*

MIY AUCHI: In that time, I don't remember anything, in that time. Because too much different. What we learned from the U.S. air force about quality control, and the quality control by Dr. Juran: you conduct a market survey, research, and to understand the needs of the consumers.

And to promote quality control, in those days it was called quality management. And it was something very different. So I really don't remember very well.

*Q: That was back in 1969.*

MIYAUCHI: Right.

*Q: And now we're in 1992. What has stayed with you? What do you remember the most? What have been the most valuable things that Dr. Juran?*

MIY AueHI: And since then, I met with Dr. Juran in 1972. We had EOQ, European Organization of Quality Control. We used to call it the EOQC. Today we call it the EOQ. And we had a Paris conference.

And at that time, I also -- from JUSE, we had dispatched a team. The middle management class people had been sent as a team and I was also there as a consultant. And had announced a thesis there. And at that time, I my thesis was on QC Circle.

And at that time, Dr. Juran was also there on the floor, and there was a question from the floor: the JKK in Japan, the self-controlled activity -- I think Mr. Imaizumi must have mentioned it. And QC Circle. These were the two things that were promoted as an activity by private corporations.

And there was a question whether there was a difference between JKK and QC Circle. And I answered to that question. And Dr. Juran stood up from the floor at that time, and said that Mr. Miyauchi's explanation is not very clear. And Dr. Juran said that I know more. And so he suggested that he would give a further explanation.

It was at that time that I personally met and talked with Dr. Juran. And it was since then that I came to have personal contact with Dr. Juran. And so, for three years, from '69, we had a black three years. And my actual direct encounter with Dr. Juran was since then, at the Paris.

*Q: So that in 1972, your direct contact began. What has that been like since 1972, your relationship with Dr. Juran?*

MIY AUCHI: And as I mentioned before, you see I came to know -- had started to study his Quality Control Handbook. It was a thick book since '69. And I read all that book. And also the statistical quality by U.S. Grant, has also

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been published. But these were the two books considered as a bible.

And I don't want to sound arrogant, but, you know, I read page by page Mr. Grant's book. I remembered what page said what. And Dr. Juran's handbook, too. I knew what chapter, what page, was written with what issue and so forth. And this was for the first time that I virtually memorized these two books, and I really learned what quality control was, after studying these books.

And in '65 -- no. I don't remember very well.

*Q: It is less important what years things happened. What I'd like to do is to talk about the ideas. Now, you memorized the two bibles.*

MIYAUCHI: Yes.

*Q: Grant statistical and Dr. Juran.*

MIYAUCHI: Quality management.

*Q: Without going year by year, I would be interested to know that now, as you look back, at all of that memorizing, which of those things has proven over time to be most valuable to the companies in Japan? Statistics management, Juran?*

MIYAUCHI: First of all, concerning the statistical aspect, Dr. Demming had brought -- introduced SQC to Japan. But he didn't come up with a specific book. But Mr. Grant's was more -- explained about the system of QSC, and it was very easy to understand.

And, in the case of Dr. Juran, apart from these two men, from the product cycle, prospective of product cycle, he really clearly explained what quality control could be done. And, therefore, the quality control from the perspective of procurement was something different.

Not that, but quality control from the eyes of the consumers was something Dr. Juran taught us, which is the fundamental theory of the current TQC in Japan. And, based on that, we learned the attitude -- or developed that into an attitude as to what we should do in terms of quality control for the sake of the consumers. And this is what our job is all about.

*Q: I want to make sure I understand what you're saying, that what Dr. Juran taught has been a foundation, a basis, for what's still going on in Japan quality today?*

MIYAUCHI: I think I have a different opinion from Dr. Imaizumi, because I used to work for the U.S. military -- I've never taken part in a seminar by Dr. Juran. And, therefore, what I studied was the quality handbook.

And therefore, even to this day, if I have any question, I would refer to his handbook. And, of course, you know, the new version, so it's different from the original one. But I would refer to it and would make it as a criterion for the decision as to decide how I think is right or wrong.

And so I consider it as a bible even to this day. For more than 30 years, I personally always referred to the handbook. And so my attitude always remained the same, and I basically base on my thoughts on him. And this attitude, on my part, has never changed since then.

*Q: That handbook is a very thick book, with many pages.*

MIYAUCHI: Yes.

*Q: Which are the most important ideas, do you think, that if you were teaching me today, I was attending a seminar that you conducted --*

MIY AUCHI: Of course, these are general conceptions. First of all, I don't ... to seventh chapter, sixth chapter, I guess. That's the basic one.. That's the one "" most of the case study one.

So by industrialize, that he would explain me how other ... , you see, implement.

*Q: What of Juran's teachings -- or what things that are being practiced were taught only by Juran, is only the Juran philosophy, that are being used in Japan today?*

MIY AUCRI: First of all, the definition of quality has been clarified by him. I think this is the most important thing.

(OFF CAMERA INSTRUCTION)

MIY AUCHI: From many years ago, what Dr. Juran has been repeatedly mentioning, and what we consider is very important, is to understand what the customers want. And he repeatedly has been mentioning that.

And even to this day, there are many, many people who still do not understand that point that Dr. Juran had made. And so he can be considered as a pioneer of that attitude. And the Japanese people really considered it as a truth, and

we put it into action. And that's why I think we can be considered as the most studious of students of Dr. Juran.

And in that respect, fortunately, I am involved in overseas activities, and I think we are more like a missionary of Dr. Juran. I mean, of course I didn't directly -- cannot consider myself as a direct student of Dr. Juran, but I am trying to work as his mission in order to introduce his philosophy to South Africa, Southeast Asia, or in the field of QC Circle in Africa.

And so this concept is unchanging and should not change in the future, too. It should remain the same all the time.

It is in that respect that we have great respect for Dr. Juran.

And I think it's really wonderful that Dr. Juran has been making this point since the 1950's, and this is really wonderful.

*Q: Another question is: what things or philosophy has only Dr. Juran, of all of the writers and all of the teachers, taught? What are only taught by Dr. Juran in quality control, in QC?*

MIY AUCHI: This is very difficult question. American consultants, outside Dr. Deming and Dr. Juran, look for money and profit. And this is how they do their business. And, therefore, things Japanese, Japanese way of thinking was introduced to us by Dr. Juran and Dr. Deming from the United States.

And we are following his philosophy and, right now, the United States is conducting this kind of activity entitled as a quality renaissance.

But other consultants -- I really know if they really love their country or the earth. Because everything is based on money, it seems like.

But these two people, I think are different. They love their country, they love the world, and it is for that sake that they are caring for the customers and the consumers. And this is the concept of these two men. And this is what is very different from other people. And that's why I feel Dr. Juran is very, very important.

But, on the other hand, the top management of the United States think -- that they cannot make a profit by following Dr. Juran's concept, one or two years. It is more of a five or ten-year plan. But they all tend to be short-sighted. And this is their philosophy it seems like. And that's why Dr. Juran has not been easily accepted by the Americans.

First time that Deming and Dr. Juran was first introduced slightly. But I think Americans should take up both of them as more important people.

I'm sure Mr. Noguchi mentioned it before, but the reason why we did not introduce a Juran Award is something that we regret even to this day. But this was because of the sincerity and the honesty of Dr. Juran that he refused to introduce this award. And we listened to his view. But I think we were wrong that we listened to him.

If we had introduced the Juran Award, I'm sure that the world would have recognized his importance. And I think this really illustrates how much respect we have for Dr. Juran.

*Q: This video is like a painting of Dr. Juran, painted by many different artists with different brushes. Now the brush is in your hand. How do you paint your picture of Dr. Juran?*

MIYAUCHI: As a painter, I wouldn't want to paint him as a Jesus Christ. He's more humane. And not somebody who gives a gospel to the people, but somebody who is walking on his two feet, and teaching the people what they should do in concrete terms, not somebody high up in the sky telling us what to do. But he's more down-to-earth, very realistic, telling us what we should do.

It is for this reason that top management of the United States were not able to accept him. Because, of course, you know, if Dr. Juran had taught his lessons as a gospel from high up in the heaven, maybe the top management of the United States may have listened. But he was more down-to-earth, he told the top management people what they should do.

But the top management people, therefore, looked at Dr. Juran as being somebody of their own species. And that's why they didn't not recognize his authority and the importance of what he was saying. And that has been their mistake, I think.

*Q: It has taken the people of the United States a very long time to appreciate Dr. Juran as you in Japan have appreciated him and learned from his teaches. It took a crisis, a very major crisis for America to begin on the road to quality. If you think back in Japan, what started the Japanese thinking that they had to improve quality?*

MIYAUCHI: Well, classically, I mean, 1950, Dr. Deming came in '50. In '54, Dr. Juran came to Japan. This was first time that they came. But in actuality, the improvement in Japan took place after Dr. Juran came to Japan and introduced his concept.

Of course, I don't intend to talk bad about Dr. Deming, but he actually is an SQC man, a statistician. And did not go beyond the area of production quality.

But Dr. Juran came, for the first time he was able to talk to the top management and the middle management and also talk to all the organizations, so that they would be from the planning stage to development and production. He had covered those areas to respond to the needs of the consumers.

To the top management he was able to convince them and make them realize the importance of quality control in all these three aspects. And this is the great contribution that he's made.

I think this contribution is the fact that the first contribution of Dr. Juran is to convince the top management. And the difference between Japan and the United States and Europe is because the western countries' top management didn't realize his concept.

*Q: Dr. Juran has wonderful young grandchildren. Some of his grandchildren may never get to know who Dr. Juran is or was. If you could talk to Dr. Juran's grandchildren and great grandchildren, what would you tell them about their grandfather and their great grandfather?*

MIY AVCRI: That's difficult. If I was to talk to his grandchild.

(PAUSE)

MIY AUCHI: Well, I probably would say that -- to Dr. Juran's grandchild or great grandchild -- I would say, your grandfather or your great grandfather, be it his position or honor. He didn't pay attention to such things. But always

had been thinking as to what is necessary for the citizens of the world to be happy.

And these requirements, in our daily living, we have materials, tools, machinery, and the environment, in our daily living. And all these things should be suitable, should be manufactured maintained most appropriate for the human beings. And the necessity of this has been termed as quality by Dr. Juran. And had explained about this importance to the world and the people in the industries.

And this is his great contribution which had been bequeathed by various corporations of the entire world. Particularly, after Dr. Juran had aged, the confirmation of his -- people started to recognize his importance even more as he grew older. Usually a people grow old, you know, people are forgotten. But for Dr. Juran, even after the age of 76, I mean, he became even more appreciated.

And this is all due to his personality and his philosophy and his advocacy. And it proves the validity of what he has been saying.

And I think this is the only way I can describe him. It's very difficult -- I wanted to explain it in more easy terms to understand. It may be difficult for his grandchild to understand my explanation right now. But I think this is the only way I can describe him.

*Q: Has Dr. Juran and his teachings made a difference in your life?*

MIYAUCHI: Yes. Yes, as I've mentioned before, you see? I started out quality control with the U.S. air force, the U.S. government. It was more with the governmental perspectives, military equipments, procurement. For that perspective that I started studying quality control. It was

more of a top-down quality. And so it was a quality control as required by the government.

And after I saw Dr. Juran's handbook, I was able to learn more of the importance to the consumers to put ourselves in the shoes of the consumers, that quality control is important. And with this, I really change my attitude to a customer orientation that it did.

Up to that point, I only thought from the perspective of the government, for the sake of the government. But I was able to really sort of widen my perspective or viewpoint.

And another thing: the quality control from the government's perspective -- you see, the government lays importance and emphasis on quality control section, and emphasis ... are put on.

And after the war, I think even when Dr. Juran had laid importance on quality control from the consumers' perspective, the top management didn't change. And because the management were more money oriented, profit oriented. They were educated and so forth and always looking for money.

And so, in the beginning, quality control manager was included as a member of the board. But after the war when MBA people took over top management of corporations, the person in charge of quality control's position became lower. And were even down to the level of manager, sort of level.

And it was at that time that quality control was not -- importance was not put on QC. But Dr. Juran repeatedly had been mentioning that this is not good at an attitude. But it was only until 1980 that top management became aware of quality control for the first time, and so all these years Dr. Juran's patience and perseverance, endurance was very, very important.

And so it was only after 1980, when Dr. Juran was 76, for the first that people started to recognize they should do everything all over again.

(END OF TAPE NUMBER FIVE)

# Ichiro Miyauchi

## Video Roll # 6

*Q: -- talk about profit. Now, in Japan, what is a relationship for companies, quality, and product?*

MIY AUeRI: I think I mentioned this before, but -- good or bad -- in Japan we didn't have presidents of corporations from '50 to '60. We didn't have presidents with an MBA. In those days, the most important thing was to survive.

And before Dr. Juran came to Japan, before 1950, products made in Japan were cheap, of bad quality, and this was the evaluation of Japanese profit in those days. And after Dr. Juran and some other people came, the direction has been changed. And the top management were able to have the conviction that this was the way for survival.

No matter how much they produced, if the customers are not satisfied, they would not buy. Then the company would not prosper. I think that there was this formula or equation. And that improvement. Until they improved the quality. Of course, effort was required.

And another important thing is that in those days, the Japanese banks, the management of Japanese banks, even if they loaned you money, even if they are not able to have the reimbursement in one or two years -- I mean, I cannot specify five years -- but a certain period was given to be paid back.

It was in those days that they were very lenient in making loans. And I think this had a really big impact. The investors, or the top management's attitude, rather than that, the banks were more tolerant and generous in those days.

And this really had contributed greatly to the recovery of Japanese economy.

And so, in those days, if there was a party for example, a banker was considered to be the most important guest. Because they were the people to finance. And they never forced their customers, the bankers' customers, to return the money in one or two year periods, but three or four years, for example.

And the companies also made an effort to return the money in three or four years. And I think it was that kind of relationship -- not only the investors or the top management alone, but the bankers. But both of them had cooperated and helped each other to contribute to Japanese economic recovery, I think.

*Q: It sounds like one of the most important elements in a quality strategy is a longer view. In America, we look ...*

MIYAUCHI: Yes.

*Q: But in Japan, three years, four years. What is a real timetable or a horizon for a successful quality effort for a company in Japan?*

MIYAUCHI: Evaluation -- analysis or interpretation -- well, that's not my expertise. But, according to my personal viewpoint, within Japan there has been many, many competitors. And all these corporations competed with each other, and wanted -- if there has been any single fault, you know, they would just loosen (?) the competition.

And so this domestic competitiveness. Because of this kind of environment, the management of corporations, even if they would have a loss, they wanted to get market share. Which

meant good product. Cheap and good quality. And the availability of the product, then a corporation would be able to enjoy more market share.

And I think this is has been the basic concept of a corporation. And so all the companies wanted to have superior competitiveness. And this requires long-term program. A short term program cannot come up with a good product.

And so what we call TQC -- something that we learned from Dr. Juran -- when we had promoted quality management taught by Dr. Juran, this was the main objective of a corporation was to come up with a new product.

And a new product needs to be faster and superior to the competitive competition. And this has been the iron rule. And this required a long-term vision, I think, inevitably. As an engineer, from the technical perspective, I look at it, analyze it in this way.

And so as is often mentioned, the European automobile requires 60 months for development. In Japan, it's done 30 months, or even less. An effort is made to develop a ne car in less than 30 months. In the United States, it's 32 months. And it's trying to reach Japan. But Japan is trying to also make it even faster.

This is not to lose against the United States, but this is to not lose against the domestic competitors. And this has been an inevitable attitude for all the Japanese corporations. It's not other countries and other corporations.

But the journalists are trying to take it up as an international sort of issue. But, you know, Japanese corporations and manufacturers are not necessarily eying overseas corporations.

*Q: You talk about quality as continuously improving. Always improving. You are 40 years ahead of us. And to us in America, Japanese quality looks very, very good. I drive a Toyota Lexus, and my daughter drives a Honda, and I have a Sony, and JBe and Mitsubishi television. What are you working on now? Is there still room for Japan to improve? What things is Japan working on?*

MIYAUCHI: I think that Dr. Juran's famous chart. U.S. quality is not going down. But the trend of improvement is very slow. The slope is very low. And the scale or the growth of Japanese improvement, the quality, is very, very steep. And that's why, since 1975, I think American products are also improving, in certain industries.

And it used to be like that. This is not something that took place all of a sudden, I mean, in the case of Japan. In post-war days, we had no natural resource, we only had human resource, only. That's why we had to maximize human resource.

If it is by labor, then it's a tailored system. But with this, we couldn't survive. And people started to realize we have to use our head. But this cannot be done all of sudden. And we cannot come up with a drastic .... And that's why it was more of an accumulation of little by little improvement. And this has been continued for 40 years.

And this is the Japanese system. But the Americans are rich. And so, when something is necessary, they would pay to buy people, machinery, more building. They can do it, because they have the resource. But, in Japan, these things are considered as improvement, but in Japan we call it a reformation, more of.

Improvement is to use the head not get the money. And make things better. And so make the things better, a

continuation of making things better resulted in what we are today. Of course, if you want to get money from a bank, and if you can get that, there can make having more money and the financing to make improvements, and use our head, and then use the money, and so forth.

And so I think Japan originally does not have sufficient natural resources. And that's why all these put together -- the environment in Japan, circumstances -- made the Japanese people inevitably to use their head.

And that's why, for example, we learned from the Americans that we should draw white line in the alleys where the people are parked. But we didn't have the money to buy the chalk. And that's why foremen of the plant, when they bum a plant, they ... the ash. And this is a greyish-white. And the foremen used that ash as a white line.

This is a very concrete example to use the head. You don't have to buy things, but you can do things with things. And we started out with this kind of attitude. And the accumulation of all these efforts, I think, is what we are enjoying today.

*Q: This may not be a fair or a good example: Japan's quality effort is almost 40 years older than America's quality effort. You are like the father in quality and we are like the child. What are the most important lessons that the child in America can learn from the father of quality in Japan?*

MIY AUeHI: I don't think so. I think we are brothers. And there's a Japanese saying that says that: a foolish brother and an intelligent younger brother. You know, we both learned from Dr. Juran.

But one was rich. The Americans are rich. And that's why they didn't have to study. They were able to make their

living with their heritage from their parents. But in the case of Japan, we are brothers but we were born when the family was poor. That's why we had to work part time, deliver newspapers and so forth. These things, in order to make a living, we had to do that.

On the other hand, the other brother was brought up in a rich family. Same brother. But because we were born in the a different country, we were poor. But we wanted to enjoy good life, just like the older brother in the United States. And that's why we really worked hard and tried.

We all have the same thought, but the older brother, the parents took really care of him. But the younger brother was given away to a different family in Japan. And so they couldn't take so much good care of the younger brother. And that's why: the parents, are the Japanese consumers and the customers.

I mean, we're all brothers. One has had an easy life. And so the consumers should be more strict to them. And the younger brother has been working very hard, and so it's okay as they're ... doing.

And so I don't think there's much of a difference between us. But there was the difference of environment.

*Q: Years from now, when you're older, you're going to remember Dr. Juran, the times you've spent with him. What is your fondest memory? What memory will you always take with you about Dr. Juran, of the time you spent with him?*

MIYAUCHI: Well, I really wonder why Dr. Juran can come up with new concepts every year. And why can he be so observant, and make forecasts, or foresee the future.

I think this is really wonderful, and I really want to copy that from him, but cannot do it. His perspicacity, I think, as he grows older, is growing. and this is something really wonderful about him, I think, that I really respect.

Q: *Thank you.*

(END OF TAPE NUMBER SIX)

