

The Kawasaki Group believes that the thorough implementation of total quality management (TQM) not only strengthens its quality control system but helps create flexible and robust organizations and processes that enable it to adapt to the continually changing business environment and continue to grow. We strive to resolve such Company-wide issues, mainly through the TQM Department established in fiscal 2019.

TQM Initiatives

The serious incident related to the bogie frame of an N700 series Shinkansen railcar in 2017 made Kawasaki deeply reflect and reexamine its quality control system not only for the Rolling Stock division, but for the entire Company.

As a result, we decided to construct the Company-wide TQM-based quality control system to improve our quality control system's robustness. Full-scale activities toward this end began in fiscal 2019.

We established the TQM Department at the Head Office, which oversees activities being spearheaded by Vice President Namiki. In addition, we have set up the Company-wide Quality Conference, where TQM promoters of each business segment meet. The conference enables close information exchange and helps ensure TQM policy compliance to expedite activities and improve their efficiency.

Progress of Initiatives

The TQM framework is shown in the diagram below. TQM is not merely a quality control tool. It is a work-style reform model that considers and improves all operational processes, thereby comprehensively improving quality, cost, and lead time.

To promote better understanding of TQM, we held TQM seminars for the President and other top management and now provide TQM training for all employees. Due to the COVID-19 pandemic, recent TQM training has been conducted online. All employees will receive such TQM training by the end of fiscal 2020.

Moreover, we are reconstructing the Company-wide quality control training system with programs customized for specific positions and plan to start training under a new curriculum in fiscal 2020.

All business segments play a lead role in the TQM-based reform of their operational processes. The Head Office monitors their progress and the issues they face, providing support as needed.

To this end, TQM Department representatives visit

each business segment to evaluate TQM-based reform in detail against objective indicators. Based on the results of these evaluations, the TQM Department closely discusses measures with the business segments. These discussions are reflected in its future TQM-based reform.

More than a year has now passed since the launch of these activities, and understanding of TQM has steadily deepened within each business segment.

Concrete and result-producing measures related to each element of TQM have been advancing. These include new product development management allowing for the clear definition of process flow using a quality assurance system chart; policy management to ensure the proper implementation of top management policies by staff in each position; and standardization and daily management aimed at facilitating the monitoring of practical operations and identifying and improving problems. Going forward, we will strive to accelerate these advances and further strengthen the Company-wide quality control system.

TQM Framework

