

Towards the realization of a healthy long-living society through continuous efforts for promotion of quality management.

As a manufacturer specialized in dental materials and equipment, GC has accumulated valuable traditions, perspectives and efforts over the 90 years since its establishment in 1921. Currently, GC manufactures over 600 types of products, which are sold in over 100 countries around the world. GC has the 4th largest market share among dental companies in the world. According to a recent survey, there are more than 100 million dentists and 5000 dental companies in the world. And in total, approximately 2,500,000 dental professionals are involved in dentistry around the world. The world has been rapidly aging. Recent studies show accumulation of various evidences supporting close link between oral health and general health. These days, oral health plays an increasingly important role in people's health. Under these circumstances, we believe our mission as a "dental company" is to contribute to the extension of "healthy life"; meaning living independently without long-term care, we have decided the "Vision 2021" Challenge to the No. 1 dental company of the world through making further contribution to the healthy long-living society" and all GC Associates (we call an employee a GC Associate) in the world have been making concerted and united efforts for its realization in 2021, GC's 100th anniversary. We have been continuing efforts for promotion of Vision Management, putting GQM (GC's TQM) as core of management tool.

My late father, the former president of GC, who has spent enormous efforts in promotion of TQC, introduced GQC (GC's TQC) in 1981. Along with the introduction of GQC, my involvement in TQM started in the late 1970's. First, my university professor lectured me about quality control, basis of TQC. After sudden death of the former president, I became the president of GC at only 34 years old. I am convinced that efforts for implementation of TQC and TQM have matured me as an entrepreneur. And I am also convinced that TQM is the optimum management tool for leading medium-sized and small -sized companies. TQM suggests "establishment of a work system and its continuous improvements" and "challenge to an innovation towards realization of what we want to become". TQM also suggests that we must always think and take an action from the view point of others; previous process or next process, and continue efforts to further improve thought and action of each employee, GC Associate. Believing that "Practice makes perfect" and "if we continue efforts till we succeed, we can realize any goal", we must return to the basics of TQM, perform aggressive/positive leadership "and "visualize management data."

In my Deming Application Prize speech in 2000, I promised to expand the GQM activities

within the GC group companies and to dentistry, and in my Deming Prize for Individuals speech last year, I promised to widely communicate the importance of TQM to other top management, enjoying the honor of the Deming Prize as a source of mental resonance. In today's speech, I am going to explain my efforts for promotion of TQC/TQM over the past 30 years. I would be quite pleased, if my speech would be informative and thought-provoking to you all.

1.Occupation:

Apr. 1974 **Joined G-C Dental Industrial Corporation (now, GC Corporation)**
Nov. 1976-Jun. 1983 **Representative Executive Director, GC Corporation**

Jul. 1983 - President & Chief Executive Officer, GC Corporation
Apr. 2013 - President & CEO, GC INTERNATIONAL AG

2.Activities in Dental Industry and Other Organization

Apr. 1994 - Mar. 1996 President, International Dental Manufacturers (IDM)
Jun. 1997 - Jun. 2001 President, Japan Dental Industry Council
Jun. 2005 –Jun. 2011 Chairman, the Japan Dental Trade Association
Dec. 2012 - Academician, International Academy for Quality

3.Honors and Awards:

Apr. 04, 1995 Awarded Commander of the Order of the Crown of Belgium
**2005 Dental Trade and Industry Recognition Award, Pierre Fauchard Academy, An
International Honor Dental Organization**
Nov. 11, 2008 Received QC Circle Award of Management
Apr. 29, 2010 Awarded the Medal with Blue Ribbon
Nov. 14, 2012 Awarded the Deming Prize for Individuals, JUSE