

DH*i*

# TouchStone

**DAVID HUTCHINS INTERNATIONAL e-MAGAZINE**

## e-business curse or cure?

The first commercial internet, called Telnet, was introduced in 1974, but it is only recently that CEOs and management generally have begun very reluctantly to enter the technologically-enabled Information age. In this issue we take a look at some of the issues that affect

### Don't miss...

#### ISO 9001:2000

#### What it means to you

20 June 2000, Birmingham UK.

The new version of ISO 9001:2000 will be very different from its predecessor. The changes are very radical and must be understood.

The programme includes:-

Why the changes?

Comparison with other forms of Business System Evaluation such as the Business Excellence Model, Baldrige Award, QS 9000 etc.

Changes from the current standard.

Customer needs and Customer Satisfaction evaluation.

Management Responsibility. The roles of Directors, Managers, Quality Management.

Resource planning.

Process Management.

Measurement and Control.

Timetable for implementation.

The philosophy behind the changes.

Training and implementation.

A full copy of the latest draft will be part of the documentation.

Fee: £255.00 plus VAT.

10% discount if booked and paid for before the end of April 2000.

Contact [patricia@hutchins.co.uk](mailto:patricia@hutchins.co.uk) for brochure and full information.

### Quality management.

Suddenly, the ever pervasive internet seems to be at the core of every business discussion. In 1996 there were just 16 million computers connected to the World Wide Web. This year it is estimated that this will top a quarter of a billion!

The internet is radically changing society and business in ways that we are only beginning to explore. Physical distances are becoming irrelevant, time zone differences turned to positive advantage and information access problems are becoming a distant memory.

E-business is now impacting all organisations in ways that they cannot control but to which they must adapt.

Barriers to entry into markets are disappearing, competition is coming from companies and products that did not exist in the past and supply chain relationships are being revolutionised. Business strategies are becoming increasingly transparent to customers, competitors and latent competitors alike.

The most profound change which is affecting quality management is the emergence of e-Supply Chain Management (e-SCM). At its core,

e-SCM aims to provide a seamless join among buyers, sellers and trading partners. e-SCM provides an instantaneous link for business to business relationships.

The most vulnerable organisations are those in the distribution chain. Today it is possible for the end user to interrogate original equipment manufacturers and buy directly from source. Stockists and Supermarkets are already at risk and the impact is already being felt.

In this issue we will look at some of the consequences of these changes but the rate of change is now so rapid that new challenges will emerge almost before the key is pressed to send you this mailing.

### This Month's special features

E-Supply Chain management...P2/3/4.

Food for thought! .....P4

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# e-Supply Chain Management

The extraordinary rate of development of e-business is making the business world smaller by the day. As the world gets smaller, supply chains get longer but, the number of companies in these chains is getting fewer at an increasing rate. The implications for quality and procurement management are more challenging than any change since the industrial revolution. In this context, everyone in the chain from the ultimate end user through to primary producer is vulnerable. Those who do not adapt will simply disappear. In many cases, if countermeasures are not already in place, it could be too late even now. In this article we will explore some of the reasons for this and what might be done.

The power of the desk top PC has increased from 100Kb sized hard drives running at 5 MHz speeds just a few years ago to the powerful 500Gb 600MHz machines of today. This coupled with the parallel development of the internet, its related software and the e-mail system and this huge increase in computing power has changed the pc from being a sophisticated typewriter to being an intelligent window on the world.

## Access to information.

With the addition of very user friendly software, literally everyone from the youngest child to the very elderly can now access almost everything they wish by the simple touch of a few keys on the keyboard.

In earlier editions of TouchStone, we publicised the Convention of Students QC Circle movement which originated in the CMS School in Lucknow India.

Children from the schools that presented demonstrated how they had used information they had obtained from the internet in their projects. For example, one team of children just ten years old used data from the internet to determine the maximum weight of school satchels for a given weight or age of child. The project resulted in changes to the school timetables and advance information on subject curricula in order to reduce the number of books that they needed to carry each day.

## Buying on the net.

We are now becoming accustomed to using our credit cards to purchase an increasing range of products and services such as holidays, books, software on the

net as a matter of course. In doing so it is irrelevant where the supplier is located.

We can compare prices with organisations anywhere in the world at the simple click of the mouse.

Provided that the supplier can deliver in a reasonable time and the goods are branded or the reputation of the supplier is sound, that is all that matters.

This change affects everyone because it challenges the concept of barriers or gateways to entry in any market. This has been one of the most fundamental stabilisers in any industry. A good example of this is the phenomenal growth of Amazon Books. Here, a business was grown from nothing to becoming a multi billion dollar book selling business with virtually no initial investment and not a single bookshop. Just a few strategically placed warehouses at low cost on industrial estates. Amazon have effectively cut out the independent stockist and High street book shop at a stroke. Not only are these elements in the supply chain threatened, the business of the publisher is radically changed as well.

Traditionally, the publisher could rely on a fairly long production run of a new book written by a well known author just to stock the book shops around the world. If each shop just carried a small amount of stock the total value would still be very large.

*Continued on Page 3*

**Special Spring offer....**

**Book now!**

**All courses and seminars advertised in this edition of Touchstone qualify for a 10% reduction if booked and paid for before 30 April 2000.**

**Complete the booking form on page 11 of this publication and send to**

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**If you like this e-zine please forward a copy to friends or colleagues and Tell us what you would like in future editions**

*Continued from page 2*

The shops must carry the risks attached to this with the consequence that it is reflected in the selling price.

Organisations such as Amazon with high volume sales do not carry such a burden and consequently can undercut even the most efficient High Street sales outlet. We can only assume that this trend will be progressive with the consequence that the internet will soon do the same to the Book Shop what the Supermarkets have done to the small shopkeepers.

If it is of any comfort to any forcefully retired Grocer, Baker or other small trader, the internet is probably about to do the same to the Supermarkets as the Supermarkets have done to them.

Already in the USA, there are internet sources which effectively cut out even the Supermarket. For example, it has been calculated that the average householder spends about 90% of the time spent shopping each week buying the same items that they buy every other week. Only about 10% of the time is spent buying items where a choice is being made. The idea is to free the householder from this drudgery and make more time available for creative shopping or doing something else!

One organisation has responded to this opportunity by offering to conduct an audit of the rate of usage of the householders basic regular consumables – bread, butter, toothpaste, toilet rolls etc. These are then supplied to the household as required thus cutting out the supermarket. The goods are delivered direct from the manufacturer, possibly through an intermediary depot but only on a Just in Time basis.

The investment requirement to enter this market is minimal whereas to be able compete head on with the established supermarket industry would be a formidable cost with a high risk of failure.

The only defence the supermarkets have against this threat is to do something similar.

### **Intranets and Extranets.**

Use of the conventional telephone and cable systems supplemented by ISDN lines has released the PC from the constraints and dependencies of Network systems operating through common servers. Initially this made Intranet systems more flexible by eliminating the need for hard wired systems such as Novell. Now, any PC that can be plugged into a telephone socket can be put into contact with any other machine suitably set up anywhere in the world.

Companies such as CONOCO quickly saw the quality

related opportunities in this by putting their ISO 9000 System on an intranet platform. From this, any employee in possession of the appropriate password could look at any part of the system, read procedures and other forms of documentation without a single piece of paper in sight.

Additionally, and this was a real benefit, key operations were videoed and hot linked into the programme. This enabled the system to be used for operator training and also, it was more comfortable to watch a video on screen than read pages of instructions.

### **Supply Chain Transparency.**

It was only a matter of time before this type of application was to be extended into the supply chain. Now, with the appropriate software, it is possible for end users not only to cut out the intermediary and go directly to the source, they can also interrogate stock levels and work in progress as well. With the extension of SAPS type programmes the supplier will be able to hide nothing. This transparency has big implications for the quality and purchasing professional. For standard items, the end user has the power to switch sources almost instantly, he can find the lowest price anywhere in the world, unbiased relative supplier performance data will be available from an increasing range of sources, some of these are free, others are supplied by service providers such as Dunn and Bradstreet for a small fee and a password.

This Benchmarking data will include information about set up times, innovation, lead times, product quality and product reliability, whole life cost of ownership, personnel policies, health and safety performance, environmental impact, financial performance etc. These developments are making organisations increasingly transparent.

### **Core Competence Networking.**

The trend towards increasing supplier transparency brings another interesting opportunity. Not only does it make supply chain competencies visible, it has the same effect on Core Competencies. This can create very positive opportunities for the supplier if this is recognised. For example, a customer might buy castings from a particular supplier and Rubber mouldings from another.

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***If you like this e-zine  
please forward a copy  
to a friend or colleague***

Due to the transparency of the extranet based supply chain the rubber moulding supplier may see that the foundry has a metallurgy laboratory with a range of skills and apparatus that they may otherwise have hired from outside the extranet network. This opportunity to share core skills enables an extranet based supply chain to use each others core skills for mutual benefit. It would also enable the provider of the particular core skill to justify investment in its further development as a result of the higher level of use. This would effectively increase the overall value of the chain and their mutual dependencies.

It was this opportunity which enabled Amazon Books to branch out into Greetings Cards and Cosmetics.

Because the mutual benefits and threats which are emerging almost by the day are of critical importance to our readers, we intend to make this subject a recurring theme in future editions. There is much more that we could have included here but we must provide a balanced content.

Much more information can be obtained from our recently heavily revised popular course *Quality of Supplies and Suppliers*.

When the implications of e-Supply Chain Management are considered alongside the developing impact of ISO 9001:2000, QS 9000 and the influence of the various excellence models, it is clear that Supply Chain Management is one of the key issues of the current decade.

Please refer to our advertised course on this highly topical subject on page 9.

## Food for Thought!

***“Through all the years that I been in business I have never yet found our business bad as a result of any outside force. It has always been due to some defect in our own company and whenever we located and repaired that defect our business became good again regardless of what anybody else may be doing”***

***Henry Ford.***

## Timely Tips For Teams



**Don Dewar**  
**President of QCI**  
**International in the**  
**USA**

Pioneered the introduction of QC Circles into Lockheed Space Missile Factory in California in 1972!

### Hands across the sea!

David Hutchins International (DHi) has teamed with QCI International to share information for our respective publications. QCI is a leading quality consultancy headquartered in the USA. They were early pioneers in introducing quality circles to that part of the world. QCI publishes 'Timely Tips for Teams' each month. Today, when there is an international quality circle conference, Don and David are likely to be there. Next time will be the two conferences in Mauritius July 26-28 and July 31 - Aug. 1, 2000. We'll be there and I hope you will, too. The conference fees are incredibly low by U.S. and European standards. Only \$220 US for the first one, \$125 for the second one, or only \$275 for both!

Unbelievable!!!

E-mail Andre Lim [jpc@intnet.mu](mailto:jpc@intnet.mu) for details.

**We are contemplating the organisation of a party to attend both of the above mentioned events so please send us your email address if you want to receive details!**

# QC Circles on the Internet!

Report by P. C. Bihari, CMS Degree College,  
Lucknow, Mentor,  
Presentation by the World's first Students  
Quality Circle formed on the Internet.

The Deming Hall of 2<sup>nd</sup> International Convention on Students Quality Control Circle (ICSQCC-99) was full to capacity to hear the world's first Internet based Quality Circle present its project 'How to strike a balance between recreation and studies'.

In addition to the delegates, participants included Donald L Dewar President QCI International USA, David Hutchins Chairman, David Hutchins International USA, Ichiro Miyauchi JUSE Japan, Hamidi Othman NPC Malaysia, Andre Lim Singapore, Nikhil Treebhoohun Director EPZDA Mauritius, Ms. Neelum De Silva Sri Lanka, Lee Jenkins USA, Jeffery J Burgard USA, Dr Ian Brown USA, and Dr. R.C.Agarwal President Quality Circle Forum Of India.

This most innovative Circle was constituted by the students from various parts of the world and named "NETsqcc Don Dewar". It has 17 members, Manu Anantpadm the leader from Delhi University, Sudeep Bihari, Deputy Leader from Institute of Integral Technology, Lucknow, Vipin Naugah, La Confluence College Mauritius, Ms.Sucheta Bihari, Navyug College Lucknow, Himanshu Sharma, IHM Gawalior, Amit Luchmeeparsad, Royal College Curepipe, Ms.Mini Sahni, CMS Degree College, Lucknow, Gyan Prakash, CH&TS, Lucknow, Nitish Luchmun, Curepipe College, Mauritius, Jaswinder Singh, Eram College, Lucknow, Ashish UPTEC, Lucknow, Shishir Shobhan, Shia Degree College, Lucknow and Alexi from Singapore School. Ms. Sumita Bhadoria, Poonam Asthana and Sachin Behari Srivastava facilitated the circle. Dipak Srivastava of CMS provided the Internet coordination.

The idea of Internet QC Circles was conceived and launched by the author of this report under the aegis of the International QCC Academy, CMS Degree College Lucknow India, in close cooperation with its chief coordinator Vineeta

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## Don't miss

### Quality Function Deployment and it's Metatools

Quality Function Deployment (QFD) had long been used in design and development to ensure that Customer's requirements are paramount, understood and pursued throughout the design process. The versatility of this tool enables it to be used beyond design into every aspect of an organisation for planning and implementing focused change.

When QFD is used with it's "metatools", it becomes a major technique for all aspects of Business Performance Improvement and Planning.

The "metatools" used are adaptations of:  
Design of Experiments  
Mistake proofing  
Value analysis  
FMEA (Failure modes and effects analysis)

This course is designed to give delegates practical guidance and training to enable them to apply this technique in their workplace.

**20 June 2000**  
**Moat House Hotel - Nr Birmingham UK**  
**1 day**  
**£220 plus VAT**

***Want to go to  
Paradise?***



We are talking about the beautiful Republic of Mauritius. This island nation is located in the Indian Ocean, and is to that part of the world what the Hawaiian Islands are to North America. Two international conferences are scheduled for the last few days of July and ending on the first day of August. Both feature team related activities, one for the workplace, the other for the students who will enter the workforce within a few years from now. To register and get more info click here:

[www.qci-intl.com/mauritus.htm](http://www.qci-intl.com/mauritus.htm)

**David Hutchins will be going and we can organise a party if you would like to join us.**

*Continued from page 5*

Kamran the Principal Of CMS Degree College and also the Convenor of ICSQCC-99. The key coordinators who played the pivotal role in the success of the projects are Vivakanand Lochun, On Line Manager EPZDA Mauritius and Pankaj Asthana, Maharshi Vidya Mandir Public School Lucknow. It was through the development of the Internet Circle that Mr Lochun managed to bring the concept of Students Quality Circles to his country Mauritius by involving three of its students.

Rajiv Milind Additional.General Manager Rail India Technical & Engineers Services (RITES) New Delhi, Ms. Shi Huey Management Consultant Singapore and Ms. Archana Bihari of CMS Degree College were the other coordinators of this circle.

The Circle met twice a month on line on the second and fourth Sunday at 1030 GMT at ICQ Chat Mode with their coordinators also on line at various terminals across the world. Whilst On Line they identified their problem and later analyzed, investigated, solved and implemented the solution themselves.

Don Dewar in his key note address said, "Prior to the birth of this Internet circle, I had heard of fax circles, telephone circles, and even postal circles. I feel sure there will be an Internet video circle in the future as an extension of our present Internet circle".

Congratulating the mentor, Mr. Nikhil Treebhoohun observed that this internet circle has brought pride to all those who were involved in this unique experiment and it would serve as the new paradigm in collaborative learning beside more cohesion, love and understanding among the people belonging to various parts of the world. It was a unique coincidence that Mr David Hutchins the global authority on JIT and other management concepts was also present during the presentation. It may be recalled that Mr Hutchins was also present when world's first Students Quality Circle Jai Jagat, also mentored by PC Bihari gave its maiden case study presentation in Hong Kong in October 1994.

Mr. Jagdish Gandhi the founder of the global Student Quality Movement and who was the motive force of this experiment said that such interaction on the internet followed by real and physical interaction is

the blue print of tomorrow's world when geographical boundaries would become insignificant and humanity will enter into the cyber world for global peace and harmony.

**P. C. Bihari**

If you would like to form or participate in an internet Quality Circle we can advertise this in a future edition of Touchstone. Please send us your name and details of the type of group you would like to form and leave the rest to us.

If you have any connections with Schools and would like more information about Students QC Circles

We would be only too pleased to help.

## Tips and Tools for teams

**Continued from the February edition.**

### Pareto Analysis

Last month we concluded with the matrix for project selection. This technique enables the quick selection of projects in the early stages of project by project improvement when there may be little hard data to go on to enable the use of tools such as Pareto Analysis which we will look at in this edition. By using the matrix, newly formed teams can easily select projects that potentially can make significant improvements in a short time. Some people refer to this as 'picking the low hanging fruit' or 'quick wins'. However, once we have one or two successes under our belt we will need to be more scientific and make sure that the projects we are selecting really do produce tangible results.

To do this we can use Pareto Analysis. Pareto was an Italian American scholar, who in the 19<sup>th</sup> Century discovered that approximately 80% of the wealth was in the hands of 20% of the population.

Quality Guru Dr Juran found that this ratio also applied to Quality Related Costs and that these Costs were usually more than 20% of sales revenue. In other words, a company with £100M turnover was probably

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## Pareto Analysis continued...

wasting more than £20M in quality related costs. According to the Pareto principle, 80% of this cost is in 20% of the problems. The converse is also true.

80% of the problems only account for 20% of the cost.

The importance of Pareto Analysis is that enables us to concentrate on the important few rather than on the many smaller problems. We can get around to those later.

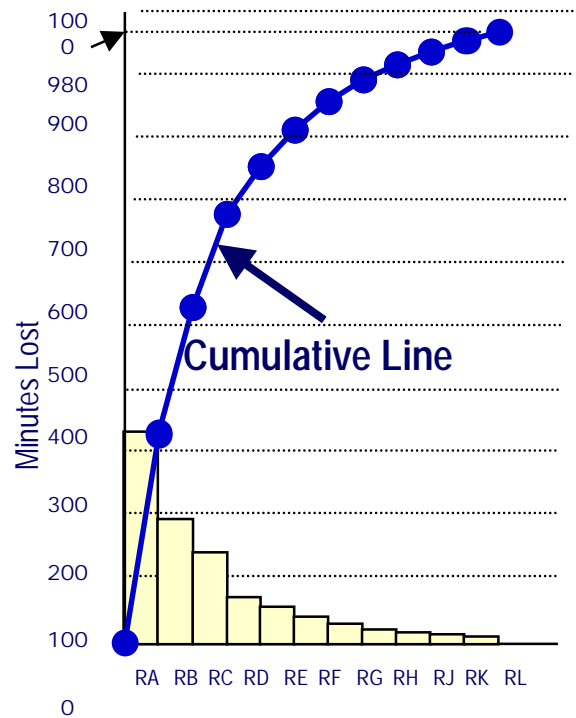
In using the Pareto concept we can present the data either graphically or in tabular form.

Often we are collecting data on many problems at the same time, then the difference between presenting in tabular form compared with graphic form becomes more obvious as can be seen in the following railway example.

Here a management led team collected data on Delays and failures of trains over a one week period.

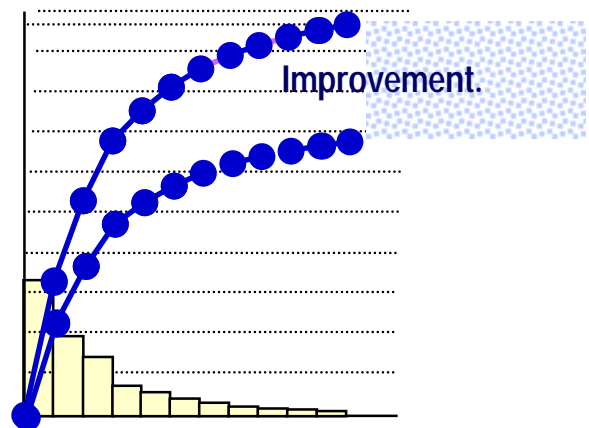
Location	Cause	Delay (in minutes)
Wibley Park	Warning Board (RG)	28
Hanley Cross	Cattle on Line (RB)	198
Heybury	Pump defect (RG)	154
Bridley Tunnel	Bump reported (RD)	27
Parsley Station	Deft.Block Joint (RK)	36
Birch Junction	Track Defect (RG)	189
Tilford	'C'Board Light out (RG)	16
Berton	Wet Spot (RJ)	41
Pitts Hill	Bad Bump reported (RD)	14
Biggleton	Sheep on line (RB)	40
Parsley	Technical (RL)	15
Coreton	Defective Block Joint (RK)	36
Tinterdon	Broken rail (RA)	60
Birch Hill	Cow on Line (RB)	18
Lempton	Sheep on Line (RB)	39
Delter	15 mph due to bad track (RA)	70
Berberry	Wet spots found (RJ)	142
Pareford	Warning Board lights out (RG)	28
Bigsley	Sheep on Line (RB)	40
Dents Hill	Calves on Line (RB)	28
Beck Common	Sheep on Line (RB)	11
Court Cross	Broken Insulated Joint (RK)	70
Etc.		

After grouping similar causes the results were presented graphically as follows:-



See how the Pareto diagram helps us focus our attention on the important few problems. In this case, it is obvious that no real improvement in delays can be achieved unless something is done about track deficiencies and animal interference. Notice also, the Cumulative Line. See how it enables us to quickly see the percentage of each column to the total.

The real benefit of the Cumulative line is after the completion of a project. In the diagram below see how it can dramatise the effect of the improvements that have been made.



Next month we will look at how the data can be collected to make the Pareto diagram. In June we will look at Process Analysis as a way of finding possible causes of problems.

# International Quality College

## *Benchmarking*

During this event, managers will learn how and when to use Benchmarking techniques to bring their Strategic Business Plan into focus. Through group work and case study material, participants will learn the steps involved, addressing why, what, when, where and how to Benchmark. Using Hoshin Management Principles participants will understand how to Deploy strategy and policy throughout the Organisation.

*2 days*  
*£550*

## *Just in Time*

Just in Time provides a philosophy that if applied properly could revolutionise industry. The concept - making nothing until it needs and then producing to the highest level of quality – sounds simple, but it can cut a company costs by up to 60% of sales revenue.

The presenter draws on his experience of those organisations already working Just in Time, particularly in Japan. JITs can only be achieved by company wide dedication to improve the predictability of processes and to achieve dramatic cycle time reduction.

*1 day*  
*£295*

## *Balanced Scorecards*

In an age where both customers and competitor knowledge and information is freely available, even small differences in approach can make big differences to business performance.

One technique being used by leading organisations is the Balanced Scorecard. This is particularly the case with those organisations apply Six Sigma management and developing knowledge Based Management Systems.

Today, it is vital to be able to deploy clear goals down through the organisation in quantifiable form. All too frequently in the past, these non financial measures have been deployed in qualitative rather than quantitative form.

The Balanced Scorecard provides an effective solution to this problem by providing managers at all levels through to front line supervision with clear quantified non financial goals for each of the relevant parameters.

*1 day*  
*£295*

## *Managing for Quality*

This course is designed to provide the participant with the very latest thinking on Quality Management. Not only from the point of view of David Hutchins but from selected practitioners whose business is to be at the state of the art on all of the relevant concepts.

An appreciation of Six Sigma, Master Black Belt, Black Belt and Green Belt training, how Six Sigma relates to Total Quality and other initiatives. The cultural issues and making change possible.

Full cover of Hoshin Planning, Identification of Key Performance indicators that can be used for performance improvement, Policy Deployment using the Balanced Scorecard approach Quality Related Cost Analysis. Setting up improvement teams that produce results Kaizen, QC Circles, 5S programmes, Gemba Kaizen, Total Productive Maintenance motivation tools, suggestion schemes and recognition. Dealing with the risks, Product Liability and Product Recall.

*4 days*  
*£1350*

## *Partners in Quality*

Due to the extraordinary success of TouchStone and forwarding on from our direct contacts, we have no idea how many people are reading it or where it has reached around the world. So, we want to know who you are and to build our links with you.

The sharing of information between ourselves, our clients and the Global Quality community is important to us so we have created the idea of Partners in Quality. All you are required to do to become a member is to return the form at the bottom of the special page 12 of this edition. We will then send you an email copy of the certificate also shown on that page which you may print if you wish. You will also be given a unique registration number which will enable you to attend our courses and seminars or purchase our products at discounted rates. Also, we are contemplating the creation of an extension to our web site which will contain benchmarking information. There may at some later stage be a charge for the use of this service but it will be free to all those who have previously registered as Partners in Quality during the next few months. In effect you will become a founder member!

# International Quality College

## ISO 9001:2000

These workshops are based on the latest ISO/DIS 9001-2000 standard issued at the end of November 1999, which follows on from the various Committee Drafts (CDs) that have been issued over the last six months.

The above draft, is the last one prior to the official issue of the standard due at the end of 2000. The only changes that may be made, could be of slight interpretation of some wording.

We therefore suggest that the time is right to commence reviewing your current ISO 9000 1994 standard against the requirements of the 2000 standard.

It is a forum where you can share interpretations of these models with experienced consultants and people in other industries.

1 day

£255

(including a full copy of the final draft)

## Business Excellence

To achieve Business Excellence means going beyond reliable quality of products and services and involves every element of the way your organisation is measured by your customers, stakeholders, people, suppliers and society as a whole.

Self assessment against the EFQM Excellence Model is now a proven step on the path to achieve Business Performance improvement and Total Quality

This course is designed to give delegates practical awareness of the model to enable them to self access their organisation and implement Business Excellence in such a manner that it integrates with their present Planning and Quality Improvement process rather than become an additional initiative,

2 days

£550

## Quality Function Deployment and it's Metatools

Quality Function Deployment (QFD) had long been used in design and development to ensure that Customer's requirements are paramount, understood and pursued throughout the design process. The versatility of this tool enables it to be used beyond design into every aspect of an organisation for planning and implementing focused change.

What QFD is used with it's "metatools", it becomes a major technique for all aspects of Business Performance Improvement and Planning.

The "metatools" used are adaptations of:  
Design of Experiments  
Mistake proofing  
Value analysis  
FMEA (Failure modes and effects analysis)

This course is designed to give delegates practical guidance and training to enable them to apply this technique in their workplace.

1 day

£220

## Quality of Supplies and Suppliers

2 day intensive workshop/seminar. The dramatic changes that are taking place in Supply Chain Management are resulting in a major rethink about business policy by both suppliers and their customers alike. The seminar considers the impact of e-Supply Chain Management (e-SCM), QS 9000, the new ISO 9001:2000, Six Sigma and SPC, Vendor rating and Vendor Appraisal, the use and limitations of Sampling inspection.

2 Days - £550 plus VAT

## Strategy Deployment & Development (Hoshin Management)

The importance of Business Strategy to the success of Quality initiatives led David Hutchins International to develop a powerful and effective structure through which organisations can identify best-in-class across the spectrum of key factors, and then use these to put and sustain their own position at the front.

The strategies developed using this approach link directly to Total Quality, Six Sigma, QS 900, approaches and can be mapped directly into the Baldrige, Business Excellence Model or Deming Award criteria.

The programme is aimed at business executives at Board level who are normally concerned with long-range planning, visioning and strategy development.

1 day

£295

## Next month

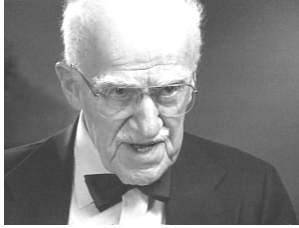
### Benchmarking

a powerful tool for competitive advantage

Tips and tools for business performance improvement

This feature follows on from the March edition. If you did not receive this and would like copies of past editions please contact  
Patricia@hutchins.co.uk

Next month, we move from problem or project selection to 'Root Cause Analysis.



# *Managing for Quality*

## *Conducted by David Hutchins*

**Central London Venue 25 - 28th September 2000**

### **With support from business Partners and associates**

**A four day intensive course for Upper Management and all those concerned with the improvement of the performance of their organisations.**

*The title has been borrowed from the title of the famous courses conducted over several decades around the world by Dr Juran and Dr Frank Gryna.*

David Hutchins had the privilege of being support lecturer in the conduct of those courses from 1984 until Dr Juran's retirement from International travel in 1989.

Of course the subject has moved on since then, the developments have been dramatic and the changes are happening at an ever increasing rate. In fact it is difficult to keep up.

This course is designed to provide the participant with the very latest thinking on the subject. Not only from the point of view of David Hutchins but, from selected practitioners whose business is to be at the state of the art on all of the relevant concepts.

The programme will include detailed explanations of:-

The Business Excellence Model and comparisons with the American Baldrige Award and the Deming Prize. What they may mean to you.

An appreciation of Six Sigma, Master Black Belt, Black Belt and Green Belt training.

The automotive standard QS 9000 and how its concepts can be applied in other industries.

State of the art knowledge about the impending changes to ISO 9000 and the growing impact of e-SCM

Full cover of Hoshin Planning, Identification of Key Performance Indicators that can be used for performance improvement. Policy Deployment using the Balanced Score Card approach. Quality Related Cost Analysis, Setting up Improvement teams that produce results. Kaizen, QC Circles, 5S programmes and Total Productive Maintenance.

Motivation tools, suggestion schemes and recognition. Dealing with the risks, Product Liability and Product recall.



**Course fee which includes full documentation, luncheon and refreshments  
£1350 plus VAT**

*10% reduction for bookings made and paid for before 30 April 2000*

### **Have you found this issue useful?**

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# Registration Form

(please print and fax on 01276 37609)

Course Title:

Title:  Forename:

Surname:

Position:

Company:

Address:

Tel:  Fax:

Email:

VAT No:

No of Delegates:

Names:

Course Price £

10% Group discount (3 or more people) £

VAT @ 17.5% £

Total £

## Booking details

The course fees are plus VAT at 17.5%, which includes all documentation, refreshments and luncheon.

## Group bookings

There will be a discount of 10% on bookings of 3 or more people from the same company. Payments must be made at the same time.

## Payment

Payment may be made by Sterling Cheque (made payable to DAVID HUTCHINS INTERNATIONAL LTD) To ensure admission payment must be received prior to workshop.

## How to Register

Please complete and return the attached booking form to: David Hutchins International Ltd, Sandhurst House, 297 Yorktown Road, Sandhurst, Camberley, Surrey GU47 0QA

Tel: + 44 (0) 1276 36616 Fax: + 44 (0) 1276 37609

email: [quality@hutchins.co.uk](mailto:quality@hutchins.co.uk)

## Cancellations

If you cannot attend, a substitute delegate may attend in your place but it is regretted that refunds, in respect of any cancellation, cannot be made unless notice is received in writing 10 working days before the date of the event. Cancellations prior to this will be refunded less an administrative charge of £50.

## Enquiries

Enquiries, telephone bookings, and changes to delegate information should be made to: Patricia Dias

Tel: + 44 (0) 1276 36616.

## Special Meals

Special dietary requirements can normally be catered for but please inform us no later than 3 days prior to the event.

## Partners in Quality

*This is to certify that*

*Name.....*

*Shares with David Hutchins International Limited the belief that Quality can only be achieved through people.*

*It is our understanding that the desire to do quality work is natural to mankind and that success is only possible in the competitive world of today if we can use the collective thinking power of all of our people to become the best.*

*We also believe that we must endlessly strive for continuous quality improvement and continuous cost reduction because there has never been any end to man's creative possibilities. Always we can find better ways of doing things.*

*Signed ..... Dated .....*

*David Hutchins, Chairman David Hutchins International Limited*

*Registration Number .....*

## Partners in Quality

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Title:  Forename:

Surname:

Position:

Company:

Address:

Country

Post/Zip Code

Tel:

Fax:

Email: