

TABLE 5.3: Pioneers of the Quality Management Movement

| QUALITY MANAGEMENT PIONEER | QUALITY CONCEPTS AND TOOLS DEVELOPED |
|----------------------------|---|
| Walter A. Shewhart | Quality control and statistical theory |
| W. Edward Deming | Quality control and statistical theory, continuous improvement |
| Joseph M. Juran | Quality planning, quality improvement, quality control, and quality costs |
| Armand V. Feigenbaum | Total quality control (TQC) |
| Kaoru Ishikawa | Quality circle, cause-and-effect diagram (also known as the fishbone diagram) |
| Philip Crosby | Quality Is Free, doing it right the first time (DIRFT), zero defects |
| Shigeo Shingo | Poka yoke, which means “fail-safing” or “mistake-proofing” |
| Genichi Taguchi | Taguchi-loss function, robust product design, design of experiments (DOE) |