In November 1971, Ricoh introduced a total quality control (TQC) campaign, aiming to build a recession-proof robust corporate structure. We began to conduct various TQC activities throughout the company to improve its management systems, setting as the goal the winning of the Deming Prize, the world’s top quality control award. As a result of consistent efforts over the ensuing 46 months, on November 17, 1975, Ricoh became the first office machine manufacturer to receive the Deming Prize. This recognition served to verify our successful structural reform directed at growth in the coming era.