2016 September 7–16

The 22nd International Symposium on QFD & Training

Boise, Idaho USA

About the Symposium

September 9–10 (Fri & Sat)

The 22nd International Symposium on QFD

www.qfdi.org/symposium.html

Hampton Inn & Suites Boise Downtown
Boise, Idaho USA

This Symposium began as a way for industry experts and academics to exchange ideas and learn from each other in a supportive environment.

Today we continue this tradition of bringing innovative ideas in product design, development, and business process to the public through case studies from around the world. People of all levels of QFD experience are welcome.

Join us to learn how others are creating strategic advantages, true customer value and success with QFD tools including the new ISO 16355.

The list of presentations are included in this document. You can also view online at: http://conta.cc/2aeUO5D

"The work that you've done to advance the traditional QFD to more effectively align business goals to solution development and delivery is truly outstanding... the penny dropped for me why Blitz QFD® is the fundamental process for speed and accuracy of decision making."

About the Training

The QFD Institute training is designed for innovative individuals who strive to go beyond the traditional tools of customer understanding and insight. It incorporates the latest advancements in quality, design, and project management.

Compatible with ISO-16355, ISO/QS-9000, Lean/Six Sigma, DFSS/DFLS, Stage Gate™, EFQM, TQM, Baldrige, and other quality initiatives.

All QFD course registrations (see below) include the 2-day International Symposium on QFD.

September 7–8 (Wed & Thu)

QFD Green Belt® Certificate Course

www.qfdi.org/gb_public.html

September 11 (Sun)

QFD Green Belt® Update Course

www.qfdi.org/gb_update.html

QFD Black Belt® Update Course

www.qfdi.org/bb_update.html

September 12–16 (Mon–Fri)

QFD Black Belt® Certificate Course

www.qfdi.org/bb_public.html

Boise Downtown

How to Attend

www.qfdi.org/registration.html

Send it to **registration@qfdi.org**
(Fax +1 206-203-3575)

For questions or if you need assistance, please contact **+1 734-995-0847** or registration@qfdi.org

10 Reasons To Attend

1. Learn how QFD is used in real world projects, and how you too can begin using it;
2. Learn the state of QFD around the world, how QFD is used in other countries at what level;
3. Learn how much QFD has advanced since yhe1980s, how Blitz QFD® is helping today's businesses, the current best practices and tools;
4. Learn the impact of the new ISO 16355 standard and how to comply in your New Product Development and Design for Lean/Six Sigma (DFLS/DFSS);
5. Learn advanced QFD applications in real world such as Hoshin, Systems Engineering, and analysis of complex issue where the precise nature of the problem is not clearly understood.
6. Learn robust integration with lean sigma, phase-gates and other methods;
7. See emerging new concepts and innovative applications such as sustainability and alternative energy;
8. Complete both QFD Green Belt® and QFD Black Belt® certificates training on a single trip;
9. Refresh and upgrade your skills with semi-private coaching (Update Courses);
10. Network with QFD experts from around the world and get your questions answered.

— Testimonials —

"The symposium was an epitomizing point. It helped all the different pieces learned from the QFD courses become cohesive. My knowledge of the tools is clearer, the application potential unlimited..."

"Seeing how others use QFD, meeting those who have been using it or studying for many years in the US and overseas... It was inspiring, made us realize how our business can also benefit from QFD, how we can transform our existing product development..."

The 22nd International Symposium on QFD

2016 September 9–10: Case Studies & Research Presentations

(Random order)

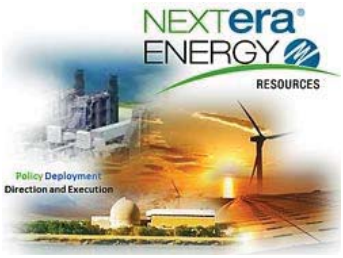
QFD and the Systems Engineering Way of Working

This presentation will discuss the integration of Modern Blitz QFD® and Pathfinder, a Systems Engineering (SE) approach developed at Rolls Royce. In addition to the modern QFD tools such as Projects Goals Table, Customer Segment Table, Affinity Diagram, Hierarchy Diagram, AHP, and Maximum Value Table, the flow of Pathfinder tools such as Stakeholder Map / Context and Boundary Diagrams and Viewpoint Analysis are employed. The paper will support the ISO 196355 standard to reference good practice and evidence of usage in industry.

By Steve Dimelow, QFD Green Belt®, Systems Engineering Specialist, Rolls-Royce plc. United Kingdom

Keywords: ISO 16355, Blitz QFD®, Systems Engineering, AHP, Stakeholder Map

The Hoshin Express — From Idea to Project



The mission of the Power Generation Division at NextEra Energy is to deliver certainty of operations and maintenance for all its non-nuclear assets. Exceeding organizational goals are driven by the implementation of quality oriented continuous improvement opportunities that add value. This paper demonstrates the application of Hoshin Kanri - Policy (Priority) Deployment from idea generation to project selection in the central organization of the PGD business unit. Leveraging a systematic method across all fleets in the business unit make it easier to share best practices across the enterprise, provide line-of-sight from high value projects through to business unit strategies, and promote consistency in selecting projects with maximum value in meeting customer needs..

By Dennis Frankos, QFD Black Belt®, Staff Engineer/Quality Deployment Leader, NextEraEnergy Inc. (Florida Power & Light) Power Generation Division, USA.

Keywords: Hoshin, Policy Deployment, systematic Business Strategy Deployment, Advanced QFD, Power Generation

Soft Systems Method Integration with Sustainable Energy Systems Development Using ISO 16355

The Soft Systems Method was developed by Peter Checkland's team at Lancaster University in the 1970s to help analyse complex situations or 'soft problems' where the problem for which a solution is sought is not clearly understood, or for which differences of opinion exist as to the precise nature of the problem. Such a 'soft problem' exists in the development of sustainable (economic and environmental) energy systems. This paper will illustrate how modern QFD methods described in the 'ISO 16355 standard for QFD' have been used in the UK's Energy Technologies Institute to help in the analysis of the 'soft problem' of transition to low-CO_2 energy systems. Illustrations will be given on how these methods can be used to establish system specifications and designs.

By Dr. Kim Stansfield, QFD Black Belt®, Senior Teaching Fellow, Warwick University WMG, United Kingdom.

Keywords: Sustainable Energy Systems; Soft Systems Method; ISO 16355; Modern QFD; Outcome Based Design; Sustainable Energy; Policy Deployment; Hoshin Kanri; Stakeholder Management; Prioritisation; Needs Analysis; Concept Design; Design Selection

Early Requirements Validation by Means of Virtual Prototypes for the QFD Use

Understanding requirements as part of proactive quality management is important, as is the need for early requirements validation for product development process. For this, using three dimensional virtual reality (3D VR) early on allows developers to visually illustrate or simulate product features and functions. Integrated into the QFD, it is possible to restructure the requirements at an early stage. Based on clear requirement structures, the results of this proactive quality measure can lead to better product quality.

By Christian Esser, Research Assistant, Unversität Kassel, Germany

Keywords: Virtual Reality 3D Prototyping, Early Requirements Validation, Proactive Quality Management

ISO 16355 — Keeping Up with Global Best Practice

This presentation will outline the structure of the eight parts of the newly published ISO 16355, how they build on older QFD models from the 1970s and 80s, and what you need to do to become a leader and facilitator of this Modern QFD standard. ISO 16355 is already attracting the attention of quality organizations, Six Sigma, and Lean professionals. New Product Development professionals will want to master these global best practices so they can engage their organizations in surging ahead of their competitors in creating the truly great products their customers demand.

By Glenn Mazur, QFD Red Belt®, QFD Institute, International Academy for Quality, USA.

Keywords: ISO 16355, modern QFD tools, VOC tools, New Product Development, DFLS / DFSS, Best Practice QFD

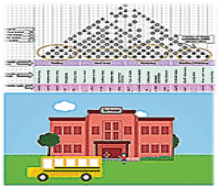
QFD for Testing the Internet of Things

The theory of Combinatory Logic has a model that is very useful when dealing with unknown cause-and-effect relationships. Combinatory Algebra can be seen as a generalization of QFD as it deals with infinite cause-and-effect relationships and it lays the theoretical foundations for managing complexity in the Internet of Things (IoT). This presentation will show the model of combinatory logics and how QFD implements such a model in practice, proposing new approaches based on theory for predicting strange and unforeseeable conditions and how the "things" behave under them.

By Thomas Fehlmann, Ph.D., Senior Researcher, Euro Project Office AG, Switzerland.

Keywords: Internet of Things (IoT), QFD for Predicting Unforeseeable, Combinatory Algebra

Using QFD to Design a Smart School Quality Factor Model: Integrating QFD into IoT)



The internet of things (IoT) relies on the principle of making the whole much greater than individual things by connecting their data. But how can all these things work together effectively? This question is similar to the question which QFD always asks: What is the voice of the customer (VOC) regarding the important qualities of a product? Our research aims to show the integration of QFD will enhance IoT usefulness. This presentation begins with an example of developing smart schools with QFD.

By Austin Melton, Ph.D., Professor, Kent State University Industry Computer Science & Mathematical Sciences, USA.

Keywords: QFD; IoT; Quality Factors; Smart Schools; Web Services

Sustainability Function Deployment (QFD) Applied to Increase Environmental and Social Economic Value Added of Products, Service, and Projects

Products and services have the objective to increase quality of life, but in some cases the result is a negative impact to the community (environment, society, economy, and health). This can be especially true in rural communities. Using QFD to integrate socioeconomic life cycle assessment (SLCA) in five projects will demonstrate up to three times the economic value added. For three projects, information was collected directly in the communities, using focus groups, surveys and investigation. SLCA was then used to understand impact. Finally, critical functions of the projects, products, and services were determined by applying QFD and SFD. Results were examined for social economic return on investment (SEROI) in order to identify functions and characteristics that can maximize economic value added to existing or future projects, products, or services.

By Juan Manuel García, Founder, Leanradarorg and Corporate EHS Sustainability, Baxter Corporation, USA.

Keywords: Sustainable Function Deployment (SFD), QFD, Environmental Value Added, Social Value Added, Social Economic Return on Investment (SEROI)

A Method of Software Requirements Analysis Considering the Requirements Volatility from the Risk Management Point of View

Due to immature and volatile nature of software specifications, the incremental development cycle such as spiral and agile models, or even the conventional waterfall model, are still inadequate to address the challenge. It is easier to just accept the potential of requirements change as a risk. In this study, we describe a method of software requirements analysis in consideration of the requirements volatility risk. We use QFD as the base method, while we apply R-Map as a tool for risk assessment. We use actual software changes tracking record to obtain the risk of changing, and we evaluate our proposed method by applying the method to a real software product as our case studies.

By Yunarso Anang, Ph.D. candidate, University of Yamanashi, Japan / Institute of Statistics, Indonesia.

Keywords: software requirements volatility, risk management, quality function deployment, r-map

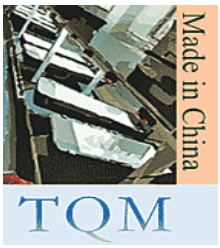
Using AHP In QFD - The Impact of the New ISO 16355 Standard

Traditional QFD uses ordinal weights-percentages of a total to describe priorities for customer's needs and technical solution approaches, while AHP (Analytic Hierarchy Process) works with profiles-vectors of unit length one, making it mathematically possible to add, subtract and compare profiles. The ratio method proposed by Dr. Saaty has been a part of Modern QFD for some time, and it is now incorporated in the new ISO standard 16335. Not understanding how to properly apply AHP in QFD, however, could lead to project failures, especially if you are still using the traditional House of Quality (HoQ) matrix. This presentation will discuss why and how to update the HoQ practice to the new ISO.

By Thomas Fehlmann, Ph.D., Senior Consultant, Euro Project Office AG, Switzerland.

Keywords: ISO 16355, Analytic Hierarchy Process (AHP, Ratio Scale Prioritization, House of Quality Math

TQM Implementation in China via Practicing QFD

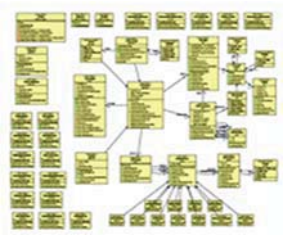


Although TQM was introduced to China in the 1980s, it is only recently that Chinese manufacturers began recognizing its importance, as they face increasing competition from countries that offer even cheaper labor and declining global economy that affects the purchasing powers of their overseas customers. Added to this are Chinese organizational culture and Chinese way of implementing TQM that are not helping. This presentation explains why introducing QFD is an essential business strategy for Chinese manufacturers in their pursuit for sustainable success in the global market.

By Catherine Y. P. Chan, Ph.D., QFD Black Belt®, President, Hong Kong Quality Function Deployment Association, Hong Kong.

Keywords: Quality function deployment, QFD, TQM, product-out, market-in, manufacturing, from B2B to B2C, product development and design, customers' needs, innovation, brand building, sustainability

A Study on Sustainable KAIZEN based on Job Function Deployment Methodology and Methods Engineering at On-site Logistics and Processes



Job function deployment is a method that helps transform customer needs into engineering attributes for a service or product. Methods engineering is a domain of industrial engineering that deals with human integration and manufacturing engineering. These two methodologies used together, can help companies achieve "KAIZEN" as understood in the context of Japanese corporate culture and philosophy, a success that even non-Japanese companies can emulate.

By Masamitsu Kiuchi, Ph.D., Professor, Josai University Faculty of Business Administration, Japan.

Keywords: Kaisen, QFD Job Function Deployment.

A Critical Analysis of Software QFD Publications

Software QFD publications were analyzed with respect to these points. An outlook of future use of QFD in software is presented based on the findings.

- Corresponding type of Software QFD model used (i.e. traditional, comprehensive, focused or dynamic software QFD);
- reported case study and involved application domain (e.g. business software vs. technical software);
- form of embedding QFD into the software development process and its relation to project management activities;
- essential methodological characteristics like the involved stakeholders, the form of teamwork, the rigor of separating needs and solutions, the accuracy of prioritization, and used QFD elements such as customer voice tables, affinity diagrams or quality matrices; and
- Consideration of multidisciplinary issues as well as the possibility of reacting to changing working environments caused by digitalization and industry 4.0.

By Georg Herzwurm, Prof. Dr., University Stuttgart, Germany.

Keywords: Software Quality Function Deployment (Software QFD), Experiences with Software QFD, Literature analysis, Future of QFD.

Using the New Kano Model: How to Really Excite Your Customers

Kano model is well known for its intriguing diagram of 'exciting quality' vs. 'expected quality.' However, it is one of the most misunderstood concept. As one of a few who actually examined the original 1984 research by Noriaki Kano, Ph.D., et.al, the author points out some serious deficiencies in the original Kano model as well as the one commonly practiced in America and elsewhere. He then presents the New Kano Model that offers superior insights on what needs to be done to really build excitements in new product development.

By Harold Ross, General Motors / QFDI (ret.)

Keywords: New Kano Model, exciting quality, new product development, extrapolating design decisions, latent requirements, QFD

PANEL: Historical Perspectives of QFD in Asia, Americas, and Europe

2016 marks the 50th anniversary of QFD since the first case study publication half a century ago in Japan. A new important milestone has been achieved recently: The establishment of ISO 16355 for QFD, approved in May 2016 ISO meeting in London, UK. Recognizing these historic moments, this International Symposium on QFD in Boise has assembled the pioneers of QFD from Japan, US, Germany, EU, and China, to share their experience and perspectives on global spread of QFD.

- Dr. Shindo, professor emeritus of University of Yamanashi in Japan, is the earliest colleague of Dr. Akao and witness to the concept development. He discussed the origins of Japanese QFD.
- Bob King, founder and retired CEO of GOAL/QPC, is one of the first Americans to introduce QFD to the English-language world. He spoke on its beginnings and growth in the U.S.
- Harold Ross, who held various management positions at General Motors Vehicle
- Development and Systems Engineering, spoke on the introduction of QFD at GM some thirty years ago.
- Dr. Herzwurm, professor of Business Administration and Information Systems II at the University of Stuttgart in Germany and a founder of the QFD-Institut Deutschland, discussed the dissemination of QFD in Germany and EU regions.
- Dr. Catherine Chan, president of the Hong Kong QFD Association, discussed the spread of QFD in Chinese language countries.
- Glenn Mazur, executive director of the QFD Institute and convenor of ISO 16355, spoke on the history of modern advancements, the new ISO and future prospects.

Keywords: QFD Introduction, early QFD, global QFD history, ISO 16355, advancements of QFD, EU state of QFD, QFD in Asia, QFD in Americas

ISQFD'16-Boise: September 9, 2016 (Friday)

TIME	TITLE	SPEAKER	HIGHLIGHTS
8:30 AM	OPENING WELCOME		
8:40 – 9:30 AM	**Historical Perspectives on Global Spread of QFD**	Panel of QFD pioneers from Japan, US, Germany, China	Origins of QFD, global history, transformation to date.
9:30 – 10:15 AM	**Soft Systems Method Integration with Sustainable Energy Systems Development Using ISO 16355**	**Kim Stansfield**, Ph.D., QFD Black Belt®, Warwick University WMG, UK	ISO 16355 in sustainable energy systems development.
10:15 – 10:30 AM	BREAK		
10:30 – 11:15 AM	**A Method of Software Requirements Analysis Considering the Requirements Volatility from the Risk Management Point of View**	**Yunarso Anang**, University of Yamanashi, Japan / Institute of Statistics, Indonesia	Software requirements volatility, early requirements analysis, risk management.
11:15 – 12 Noon	**TQM Implementation in China via Practicing QFD**	**Catherine Chan** Ph.D., QFD Black Belt®, Hong Kong QFD Association, Hong Kong	Perfecting TQM by implementing QFD, Chinese manufacturers.
12:00 – 1:15 PM	LUNCH		
1:15 – 2:00 PM	**Sustainability Function Deployment (SFD): Increase the Environmental and Socioeconomic Value Added of Products, Service and Projects**	**J Manny Garcia**, Baxter Corporation & LeanRadar Org, USA	Sustainable function deployment, socioeconomic projects, value added projects
2:00 – 2:45 PM	**Using The New Kano Model: How To Really Excite Your Customers**	Harold M. Ross, General Motors / QFD Institute (ret.)	Critical issues concerning the original Kano model, how the new model offers a clearer path to actually building excitements
2:45 – 3:00 PM	BREAK		
3:00 – 3:45 PM	**Using AHP In QFD - The Impact of the New ISO 16355 Standard**	**Thomas Fehlmann**, Ph.D., QFD Architekt, Euro Project Office AG, Switzerland	Eigenvectors to calculate optimum solution profiles as in AHP
3:45 – 4:30 PM	**Using QFD to Design a Smart School Quality Factor Model: Integrating QFD into IoT**	**Austin Melton**, Ph.D., Kent State University, USA	Integration QFD into IoT and smart school quality factors
6:00 PM	Akao Prize Reception at Old Chicago Pizza & Taproom (730 W. Idaho Street)		

ISQFD'16-Boise: September 10, 2016 (Saturday)

TIME	TITLE	SPEAKER	HIGHLIGHTS
8:30 – 9:15 AM	**The Hoshin Express — From Idea to Project**	**Dennis Frankos**, QFD Black Belt®, NextEraEnergy Power Generation, USA	Structured prioritization of quality initiatives, organizational strategies, advanced QFD.
9:15 – 10:00 AM	**QFD and the Systems Engineering Way of Working**	**Steve Dimelow**, QFD Green Belt®, Rolls-Royce plc., UK	How/why Modern QFD is introduced at Rolls-Royce; the success to date
10:00 – 10: 20 AM	BREAK		
10:20 – 11:05 AM	**ISO 16355 - Keeping Up with Global Best Practice**	**Glenn Mazur**, QFD Red Belt®, QFD Institute, USA	ISO16355, applications of statistical methods to new technology/product development process.
11:05 – 11:50 AM	**A Critical Analysis of Software QFD Publications**	**Georg Herzwurm**, QFD Architekt, Univ. of Stuttgart, Germany	Literature review of QFD in software & development process; future use of QFD in software.
12:00 – 1:15 PM	LUNCH		
1:15 – 2:00 PM	**A Study on Sustainable KAIZEN based on Job Function Deployment Methodology and Methods Engineering at On-site Logistics and Processes**	**Masamitsu Kiuchi**, Ph.D., Josai University Business Administration, Japan	Job function deployment and methods engineering to emulate Japanese KAIZEN.
2:00 – 2:45 PM	**Early Requirements Validation by Means of Virtual Prototypes for the QFD Use**	**Christian Esser**, Unversität Kassel, Germany	QFD structured requirements validation by virtual prototyping
2:45 – 3:30 PM	**QFD for Testing the Internet of Things**	**Thomas Fehlmann**, Ph.D., QFD Architekt, Euro Project Office AG, Switzerland	Combinatory logics & QFD, predicting IoT unforeseeable.
3:30 – 4:00 PM	Additional Q&A | CLOSING REMARKS **Invitation to 2017 ISQFD Tokyo, Japan**		

(Subject to revision)

2016 Registration Form (page 1 pf 2)

1. Download this PDF file
2. "Highlight Existing Fields" (green top banner)
3. Complete details and save
4. Email the saved file to: **registration@qfdi.org** or Fax **+1 206-203-3575**

1. Please select the program that you wish to attend.

Program	You will attend	Registration Fees
International Symposium Only	2 Days Sept 9 – 10	☐ $480
QFD Green Belt® Package QFD Green Belt® + Symposium	4 Days Sept 7 – 10	☐ $2,145
Facilitator's Package QFD Green Belt® + Symposium + QFD Black Belt®	9 Days Sept 7 – 10 Sept 12 – 16	☐ $6,720
QFD Black Belt® Package #1 Symposium + QFD Green Belt® Update + QFD Black Belt®	7.5 Days Sept 9–12	☐ $5,520
QFD Black Belt® Package #2 Symposium + QFD Black Belt®	7 Days Sept 9–10 Sept 12 – 16	☐ $5,220
QFD Black Belt® Update Package Symposium + QFD Black Belt® Update	3 Days Sept 9 – 11	☐ $1,470
QFD Green Belt® Update Package Symposium + QFD Green Belt® Update	2.5 Days Sept 9 – 11	☐ $1,020

Registration Terms & Conditions, on page 3 of this document, explains the prerequisites for QFD courses, what are included in your registration fees, discounts, cancellation / substitution policy, etc.

For questions, please Contact **registration@qfdi.org**, TEL **+1 734-995-0847.**

2016 Registration Form (page 2 of 2)

1. Download this PDF file
2. "Highlight Existing Fields" (green top banner)
3. Complete details and save
4. Email the saved file to: **registration@qfdi.org** or Fax **+1 206-203-3575**

2. Please provide the Attendee Information.

Attendee Name to be printed on **Name Badge**	
Attendee Name to be printed on **QFD Certificate**	
Job Title	
Company	
Complete Address, to be printed on your Receipt / Invoice	
Industry	
Email Address	
Telephone	
Alternative Email or Telephone (optional)	
Food allergy, special dietary, barrier free requirements if any:	
I give permission to include my conference photos in the QFDI Flickr album : YES ☐ NO ☐	

3. Please select the Payment Method.

Your Total Fees: US $: _____

☐ **Pay by Credit Card** (Visa, MasterCard or Amex)

By providing the card information, you agree to the credit card charge by the QFD Institute of the amount above.

Card Number		
Expiration Date (month / year)		
Name on the card		
CVC Code		← small 3 digits on the back of Visa / MC / Discover; 4 digits on the front of AMEX
Billing Address of this Card, including street address, city, and postal code		
Cardholder's Email Address		
Cardholder's Signature		

☐ **Pay by Check** (Please see Terms & Conditions on the next page)

☐ **Wire Transfer** (Please see Terms & Conditions on the next page)

★★★Your registration will be acknowledged by e-mail within 24 hours. ★★★
This email will accompany your receipt confirmation or invoice as a PDF attachment.

Registration Terms & Conditions

2016 ISQFD & Training

Registration will be confirmed upon receipt of full payment. Class sizes are limited; early registration is recommended.

Payment by Check: Checks must arrive by August 20, 2016. Checks must be drawn on a U.S. bank in U.S. dollars. Please make the check payable to: **QFD Institute, 1140 Morehead Ct., Ann Arbor, MI 48103**

Payment by Wire Transfer: Wire transfer instructions will be sent on your invoice. The bank fees associated with wire transfer are the responsibility of the attendee. Please instruct your accounting department and bank to add such fees when determining the dollar amount to be sent.

Cancellations after Registration: When notified by July 05, 2016, full refund will be issued minus a 10% card processing fee if a credit card was used for registration or the applicable bank fees if wire transfer was used for registration (no processing fee if it was paid by check). No refund after July 05, 2016, but substitutions are accepted, subject to the course prerequisites.

Substitutions are permitted without penalty any time, subject to course prerequisites (see below).

Prerequisites: For questions, please contact **registration@qfdi.org**

QFD Green Belt® Package	**No prerequisites.**
Facilitator's Package	**No prerequisites.**
QFD Black Belt® Package #1	You have a Provisional QFD Green Belt® earned *before* March 2015.
QFD Black Belt® Package #2	You have a Provisional QFD Green Belt® earned *after* March 2015. Or, You have a Full-status QFD Green Belt®.
QFD Black Belt® Update Package	You have a Provisional or Full-status QFD Black Belt®.
QFD Green Belt® Update Package	You have a Provisional or Full-status QFD Green Belt®.

What are included in Registration Fees?

2016	QFD Green Belt®	QFD Black Belt®	QFD Green Belt UPDATE	QFD Black Belt UPDATE	Symposium only
Applicable QFD Course Training Manual	YES	YES	YES	YES	X
ISO Modern QFD templates (MS Excel)	YES	YES	YES	YES	X
Select case studies	YES	YES	YES	YES	X
Int'l Symposium (Sept 9–10) and symposium transactions (digital copy)	YES	YES	YES	YES	YES
Lunch	Sept 7–10	Sept 9–10 Sept 12–16	Sept 9–10	Sept 9–11	Sept 9–10
Akao Prize Reception (Sept 9)	YES	YES	YES	YES	YES
ISO 16355 series bibliographic reference papers (1,000 pages e-Book	YES	YES	YES	YES	X
Entire set of symposium transactions 1989-2016	X	YES	X	YES	X

Team Discounts: When three (3) or more people register from the same company (in any program combinations):

- QFD Green Belt® Package or QFD Update Packages: $100 per person.
- Facilitator's Package, QFD Black Belt® Package #1, or QFD Black Belt® Package #2: US$200 per person discount.
- The discounts will be reflected on the invoice of the third attendee.

Walk-in registrations are accepted for the Symposium with credit card payment. All QFD courses require pre-registration.

Late Registrations for QFD courses – within 24 hours of the course start time --- might be assessed a 20% surcharge due to the extra costs in material preparation.