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Scottsdale, Arizona 85258
April 20, 1990

Personal

Chairman Akio Morita
Sony Corporation
Sony Drive
Park Ridge, New Jersey 07656

Dear Mr Morita:

Your book, "Made In Japan", has just been brought to my attention. I compliment you on its candid and incisive style.

As a former official of MacArthur's Civil Communication Section (CCS) in Tokyo, however, there are certain details on which I would take issue with you. This is in line with my character which you described in Kenneth Hopper's article on "The Americans as Teachers" as being "very down to earth".

For example, on page 53 of your book, you describe the work that was done on the NHK studio equipment. It was I who gave that contract to TTK. And, it was I who became so displeased with the quality of the work that was being done that one day, on a visit of inspection to Gotenyama, I was overcome with anger. I abruptly stormed out of your building and returned to my office in the Dai Ichi Building with the idea of taking that contract away from TTK. Mr. Ibuka and you followed after me to find out why I was so upset. That was when I was able to get across to you both that nothing but high quality - in engineering design and in manufacturing operations - could be acceptable. That incident became a good learning experience for your company.

Later, the whole subject of quality was emphasized in the CCS Seminars that I initiated. And, in 1950 I invited Dr. Deming to come to Japan to keep hammering away at the concept of Total Quality Management.

We both have lived through this bit of history. We have come a long way since then. We have yet so far to go!

Sincerely,

Homer M. Sarasohn