



Lessons in Quality: What Agrarian Economies Can Take from Japan's Success Story

"The cost of quality is high; the cost of saving on quality is unbearable."

** Based on a former column: What Made Japan An Economic Super-power and The Lesson For The Agro-industry In The Emerging Economies.*

It was November 15, 1988. I had just finished four years of army service and was returning to the Kibbutz's fruit orchards. Soon, I was put in charge of crop protection and became the harvest manager of over 1000 tons across five different crops. And one more thing: I didn't know anything about crop protection; I had to learn it all from scratch.

I didn't know it then, but 1989 would become the year that changed my life forever due to three unforgettable quality-related events that taught me the true value of quality and control.

THREE QUALITY-RELATED EVENTS

External Quality: Aesthetic Defects

In the spring of 1989, my Kibbutz orchards were among the first—and truly the pioneers—to join a new national Integrated Pest Management (IPM) program. Supported by top experts in the

field, we attempted to shift to "softer" chemical sprays for controlling the Pear Psyllid, the primary pest in pears.

The attempt backfired. The Psyllid population surged, and we escalated to harsher pesticides, which killed all beneficial organisms, leading to an even worse outbreak. By harvest, though the fruits were tasty and had good internal quality, their exterior was damaged by excessive sooty mold from the Psyllid's honeydew. The aesthetic quality suffered tremendously, impacting the market value.

Epilogue: In the following years, we refined our IPM approach and found that the most effective control for Pear Psyllid was often achieved by reducing sprays altogether, allowing natural predators to thrive. Today, Psyllid is no longer a severe problem in the orchards.

Internal Quality: Invisible Damage

As the summer of 1989 began, I faced my next challenge: fruit fly control. In those days, controlling fruit flies required highly toxic cover sprays, which were applied weekly. In an attempt to reduce spraying, we switched to bait sprays, which unfortunately proved less effective.

My father warned me, "Son, if fruit fly infestation exceeds 5%, we lose the season". His words came true; the infestation levels skyrocketed, causing a visible economic disaster and a professional crisis that impacted my consciousness.

Epilogue: Determined to find a better solution, I began developing eco-friendly fruit fly control prototypes. In 1998, one prototype showed promise, yielding fantastic results in Kibbutz orchards without additional sprays. This technology later became the foundation of Biofeed. Today, Biofeed provides the only export-standard fruit fly management protocol (FFCTZ 365) that includes Freedom technology for effectively controlling pests like the *Bactrocera dorsalis*, the global top economic fruit fly pest.

Total Quality: Quality Is King

Throughout my career, my father was an invaluable mentor. His lesson on quality was simple yet profound: "We must listen to the market and provide what it demands, in the best quality". This meant that quality, down to the smallest detail, had to be managed throughout the value chain.

To ensure consistency, I established the Quality Control Officer as the cornerstone of our team, emphasizing that harvest could only proceed under the QCO's supervision. This principle became my mantra: Quality is king, and enhancing it is a continuous journey.

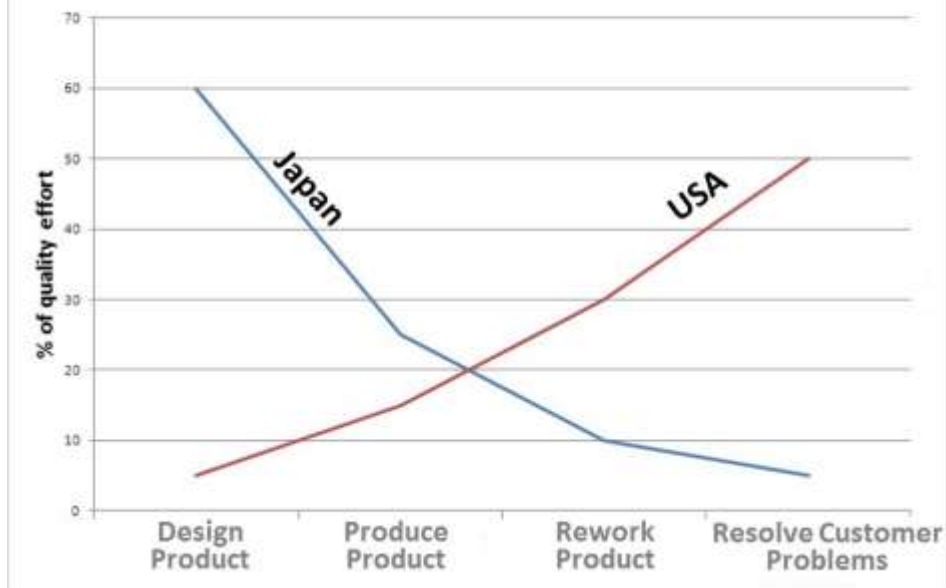
Epilogue: By prioritizing quality from start to finish, we reduced total costs and improved profitability. As my father taught me, our reputation for quality precedes us, and it's essential that it always speaks highly of us.



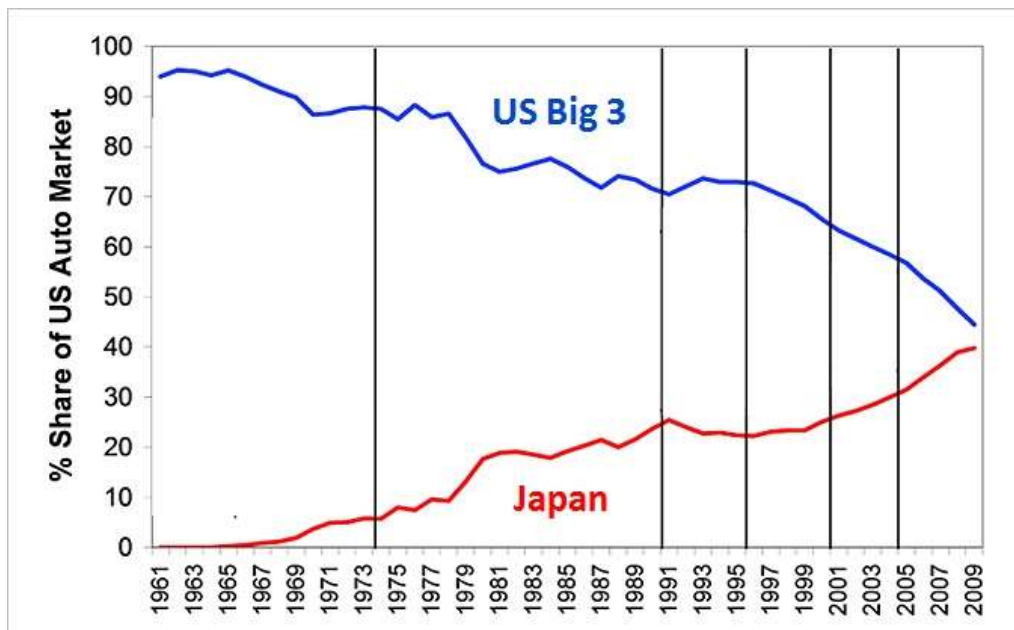
JAPANESE QUALITY CONTROL CASE STUDY

Japan's rise as an economic superpower is often attributed to its commitment to quality control. Post-World War II, in the early 1950s, Japan shifted from a military-oriented economy to civilian production thanks to two American quality control experts, Joseph M. Juran and Dr. W. Edwards Deming. They introduced Japan to Total Quality Management (TQM), a revolutionary approach where every production stage, from initial design to the final product, is tightly monitored for quality.

Japanese vs US Quality Costs (1980s)



The Japanese invested in quality at the early stages of production, ensuring that the end product met rigorous standards and minimizing the need for late-stage fixes. This was in stark contrast to the American approach, which focused on quality control at later stages. The result? Japanese products became synonymous with excellence, creating a global demand for “Made in Japan” goods. By the 1980s, Japan was an economic powerhouse, proving that a commitment to quality can drive not only economic growth but also national reputation.



TOTAL QUALITY MANAGEMENT (TQM)

Total Quality Management (TQM) emphasizes quality across every stage of production, from design to final output. TQM helps organizations minimize the total cost of quality control, resulting in higher customer satisfaction and lower costs over time. By adopting this rigorous approach, Japan showed the world that quality isn't just a production step; it's a mindset and a national strategy.

DREAM VALLEY'S QUALITY-DRIVEN AGRO-EXPORT MODEL

Inspired by Japan's quality journey, Dream Valley brings a similar attitude to emerging markets, transforming agricultural industries with a relentless focus on quality. We believe that emerging economies like those in Africa can thrive by applying the principles of TQM to their agro-industries.

For example, many sectors of the global mango industry face quality-related issues. These affect the entire value chain and ultimately harm the income and livelihoods of millions of farmers. Dream Valley aims to resolve these issues by prioritizing quality at every stage:

- **Production:** Reducing crop loss by 50% to 95% caused by pests.
- **Harvesting:** Ensuring uniform quality standards.
- **Export:** Meeting and exceeding international phytosanitary and packaging standards.
- **Marketing:** Delivering consistent, high-quality produce to premium markets.

Dream Valley's approach extends beyond mangoes, embracing all fresh produce and applying a "Property Value Improvement Plan" that increases a hectare's output and quality. By adhering to UN Sustainable Development Goals, we empower farmers to raise their yield, quality, and profit margins, ultimately bringing prosperity to their communities.

Our commitment to quality is personal. Though we may not sign every fruit box, each one reflects Dream Valley's standard for excellence, as if my name is on it. Quality represents who we are and what we stand for.

For exporters or those wishing to export: If you're an experienced regional or national exporter looking to enter or expand in Europe's premium fresh produce market, we invite you to connect. Working with Dream Valley yields nearly instant results, with impacts expected as soon as the 2025 season. Share with me your story, challenges, and the support you need. We're here to help—and feel free to share with others who may benefit!

QUESTIONS FOR SELF-DIAGNOSIS

- What quality-related challenges do you face in your organization or industry?
- How do you currently manage quality issues in production and marketing?
- Who leads quality control in your organization?
- How much do you invest in quality control compared to production?
- How would your business change if your top quality issue were resolved?

TAKEAWAY

- » Quality control is central to any organization.
- » The 21st Century belongs to those who prioritize quality.
- » Quality is everyone's responsibility, starting with management.
- » Quality control is a continuous journey that defines your brand and success.

Make quality your king, too!

=====

More on the October 7th genocide in South Israel:

[Humanity is one organism](#)

[Videos - The October 7 genocide](#)

=====

Here are ways you can work with me to help your rural communities step forward to shift from poverty into ongoing prosperity:

* **Nova Kibbutz and consultancy** on rural communities' models.

* **Local & National programs related to agro-produce export models** - [Dream Valley](#) global vertical value and supply chain business model and concept connects (a) input suppliers with farmers in developing economies and (b) those farmers with consumers in premium markets.

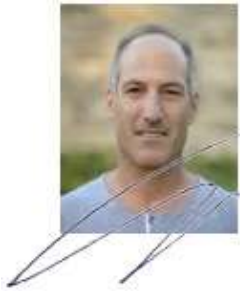
* **Crop protection:** [Biofeed](#), an eco-friendly zero-spray control technology and protocol.

If you got to here, read and enjoyed this column, please be nice to your friends, share it with them, or help them [Subscribe](#).

"Mental and Economic Freedom Are Interconnected."

See you soon,

Nimrod



Dr. Nimrod Israely is the CEO and Founder of [Dream Valley](#) and [Biofeed](#) companies and the Chairman and Co-founder of the [IBMA conference](#). +972-54-2523425 (WhatsApp), or [email nisraely@biofeed.co.il](mailto:nisraely@biofeed.co.il)

P.S.

If you missed it, here is a link to last week's blog, "[Why Isn't Africa's Fresh Produce Reaching Global Markets, and How Can We Change That?](#)".

P.P.S.

[Dream Valley](#) is a field-proven disruptive business model based on the successful Israeli Model.

P.P.P.S.

More about the Japanese Quality Control revolution, by Joseph M. Juran [video [>><<](#), Washington Post article [>><<](#)].

You can follow me on [LinkedIn](#), [YouTube](#), and [Facebook](#).

*This article addresses general phenomena. The mention of a country/continent is used for illustration purposes only.