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Report
on
UNIDO Expert Meeting
in
Ho Chi Minh City, Vietnam
March 25, 2002

UNIDO Project No. US/RAS/01/046/35-00
UNIDO Contract No.

Total Quality Management and Standardization in ASEAN Countries-Phase II

April 2002

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Appendix-3 METI/JSA
UNIDO

UNIDO Expert Meeting, Ho Chi Minh City, Vietnam

The expert meeting was held on 25 March 2002 at The New World Hotel, Ho Chi Minh, Vietnam in cooperation with Directorate for Standards and Quality, Ministry of Science Technology and Environment, STAMEQ.

1. Objective

As a part of UNIDO Project of Japan-ASEAN TQM Project Phase II, Expert Meeting will be held to share benefits and issues obtained from the project among ASEAN countries through presentation of country reports on TQM dissemination activities by each country in order to ensure smooth and effective implementation of the project.

2. Participants

One representative each from national committees of 10 ASEAN countries (ASEAN representatives, herein after) was invited by UNIDO. Each country was requested to nominate a person who was directly involved in TQM dissemination activities in the national committee on a daily basis, not a director or a director general class. One UNIDO representative, 3 METI officials, 2 JSA staffs and one self financing observer from Brunei participated the meeting. The meeting was attended by 25 in total. (Appendix I: List of participants)

3. Country Report

Each country presented the country report, entitled "Country Report on TQM Dissemination Activities" in the meeting.

The report included:

Table-1

| | |
|----|---|
| 1. | Over view of TQM dissemination activities of the country |
| 2. | Description of TQM dissemination organization |
| 3. | Description of activities of the year(JFY : April 2001-March 2002) 3.1 List of activities of the year 3.2 Description of each activities focusing on problems encountered and how they were solved. If a seminar, for example, the program, date, venue, theme of presentation, speakers, participants and results 3.3 Description of long term, short term TQM expert dispatch and results, if dispatched. 3.4 Summary and evaluation of the activities of the year |
| 4. | Description of dissemination plan of next year(JFY : April 2002-March 2003) 2.1 The plan of the next year authorized by the national committee |

| | |
|--|--|
| | 2.2 How to involve long term, short term TQM expert in the plan. |
|--|--|

Appendix II: Country reports of 10 countries.

4. Schedule of the meeting

The meeting was carried out chaired by Mr. Terry Kawamura, JSA, according to the predetermined program shown in the table as follows:

Time allocation/country Table-2

| | |
|--------------------|--|
| Presentation | 25 minutes(Cambodia, Lao PDR, Myanmar) 15 minute (other 7 ASEAN countries) |
| Questions & Answer | 5 minutes (each) |
| Total | 20– 30 minutes |

Monday, March 25, 2002

Table-3

| Master of ceremony/ Chairman: Mr. Terry Kawamura | | | | Language |
|--|--------|-------------------|--|----------|
| 0900-0910 | 10 min | Opening remarks | UNIDO JSA | English |
| 0910-0940 | 30 min | Cambodia | Presentation, Q & A | |
| 0940-1010 | 30 min | Lao PDR | Presentation, Q & A | |
| 1010-1030 | 20 min | Vietnam | Presentation, Q & A | |
| 1030-1100 | 30 min | Coffee break | | |
| 1100-1120 | 20 min | Thailand | Presentation, Q & A | |
| 1120-1140 | 20 min | Singapore | Presentation, Q & A | |
| 1140-1200 | 20 min | Philippines | Presentation, Q & A | |
| 1200-1330 | 90 min | Lunch | | |
| 1330-1345 | 15 min | Official Ceremony | Host country (Dr.Thien, Director General, STAMEQ) UNIDO (Dr. Bernardo Sarmiento) METI (Mr. Fujishiro, Deputy Director) The ASEAN Secretariat (Dr. Pham The Vinh) | |

| | | | |
|-----------|--------|--|--|
| 1345-1405 | 20 min | Malaysia | Presentation, Q & A |
| 1405-1425 | 20 min | Indonesia | Presentation, Q & A |
| 1425-1445 | 20 min | Brunei | Presentation, Q & A |
| 1445-1530 | 45 min | Free discussion | 'How to disseminate TQM concept' etc. |
| 1530-1545 | 15 min | Coffee break | |
| 1545-1600 | 15 min | METI Presentation | |
| 1600-1640 | 40 min | UNIDO Presentation (Dr. Bernardo Calzadilla-Sarmiento, UNIDO) | |
| 1640-1659 | 20 min | Free discussion | |
| 1700 | | Closing | |

5. Outline of Meeting

Initially this Experts' meeting was planned only afternoon (13:30-16:30) However, participants requested more time to discuss the activities. Therefore, this meeting was re-scheduled quickly as described above. Each country representative presented his/her country report and discussion was actively done mainly concentrated on the main theme "How to dissemination activity in each country". The presentation and Q & A time was controlled and adjusted by chairmen and the meeting was successfully finished as scheduled. After 9 countries reports were finished, discussion was conducted on the theme " How to disseminate TQM ?"

Among problems pointed by the experts, main issues are focused into such points as follows:

- (1) ASEAN representatives requested more assistance from appropriate Japanese TQM experts. (Cambodia, Lao PDR, Philippines, Malaysia, Indonesia, Thailand etc.) to disseminate nationwide.
- (2) Fostering the training trainee, not only in Japan in the AOTS course and JICA course, but also in each country by Japanese experts and local experienced experts.
- (3) How to evaluate the progress of the activity?

After free discussion, METI representative presented a speech introducing "Action plan for ASEAN-Japan TQM Project in JFY2002". Approach of METI is to emphasize standards and conformance. For the TQM project it is foreseen to change the name of the project putting it more in the context of ISO standards such as ISO9000.

And the last presenter is UNIDO representative gave a speech introducing "e-TQM". It is foreseen that the full fledged manuals are finalized by June 2002 and after that, a graphics and IT

specialist prepares the CD ROM version. A review of draft material should be initiated to receive feedback from JSA, Japanese TQM committee (Chairmen Dr. Yoshio Kondo), ASEAN TQM committees as well as from some companies.

As a whole the experts' meeting was fruitful to all members participated.

Thanks to STAMEQ of the host country, UNIDO, ASEAN representatives, ASEAN secretary, METI, the Expert meeting was concluded successfully with your good cooperation.

Appendixes

Report

UNIDO Project No. US/RAS/01/046/35-00

Appendix-1: List of Participants, Expert Meeting, 12-13 March, Bangkok, Thailand

Appendix-2: Country Reports for Expert Meeting, 12-13 March, Bangkok, Thailand

- A1 Brunei
- A2 Indonesia
- A3 Malaysia
- A4 Philippine
- A5* Singapore
- A6 Thailand
- A7 Vietnam
- A8 Cambodia
- A9 Laos
- A10 Myanmar

Appendix-3: METI/JSA
UNIDO

*Report not available. Myanmar was unable to attend the meeting.

List of Participants, Expert Meeting
March 25 2002
New World Hotel Saigon, Ho Chi Minh Vietnam

25 March 2002 JSA

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List of Participants, Expert Meeting
March 25 2002
New World Hotel Saigon, Ho Chi Minh Vietnam

25 March 2002 JSA

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| | | |

List of Participants, Expert Meeting
March 25 2002
New World Hotel Saigon, Ho Chi Minh Vietnam

25 March 2002 JSA

| | |
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Country Report on TQM Dissemination Activities

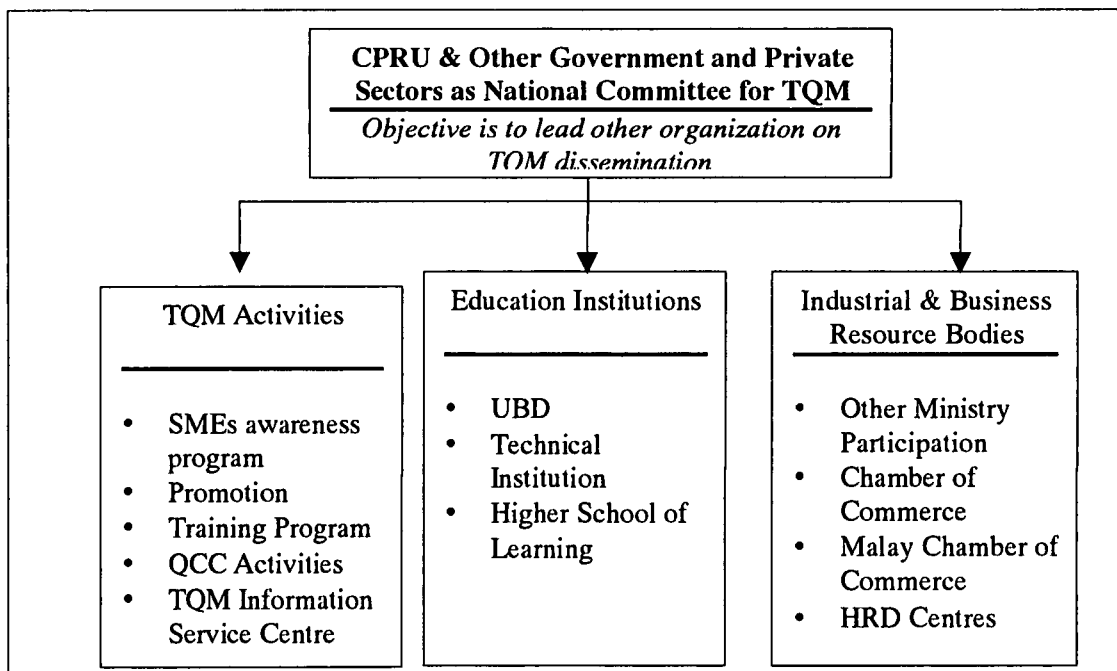
Michael Khoo
TQM Committee
Brunei Darussalam

1. Overview of TQM Dissemination Activities

The dissemination of TQM activities in Brunei Darussalam since late 1995 to present have been encouraging. In the fiscal year of 2001, the 1st model company, M/S Interline (B) Sdn. Bhd. have been able to successfully disseminated TQM activities to the 2nd model company M/S Suriajaya Furnishing Sdn Bhd. At the same period of this fiscal year 2001, various awareness programs have been organized to orientate and encourage local SME's on TQM activities.

The participation by these SMEs indicates that the need to further strengthen and organize TQM dissemination program is necessary. In view of these needs, the TQM committee have arranged a program for about 10 companies to receive TQM dissemination. This program will begin on March 2002 and will take about 3 years to complete. The 1st model company has voluntarily agreed to conduct the dissemination program. The concern faced by the committee is the lack of full time experts in supporting such program and the over dependency from the 1st model company's participation.

2. TQM Dissemination Organization



3. TQM Dissemination Activities of JFY 2001

3.1 List of Activities

| | Activities | Date of Period |
|----|--|-------------------------|
| 1) | Deployment of Short term expert in accordance to FY2000 of ASEAN JAPAN TQM PROJECT in 2 nd Phase – Prof. Yoshio Kondo, Mr. Yuzuru Otabe, Ms. Takako Suzuki. | 26/02/01 to 02/03/01 |
| 2) | TQM National Committee's meeting with the experts – 6 th meeting. | 27/02/01 |
| 3) | Dissemination of TQM handbook – Production Control with Suriajaya Dissemination of TQM handbook – Safety Control with Suriajaya Note: Except for the remaining 4 books: Statistical method, Employees, Technical information & design management After sales service | 20/04/01 15/06/01 |
| 4) | AOTS training - Hj Mohd Usop Hj Razak Sidi – General Manager of Semaun Holding Sdn Bhd - Hj Mohd Said b Hj Yaakub – CEO of Suriajaya - Pg Hj Radin Zaiton Pg Hj Metussin – Executive Director of Suriajaya. | 31/07/01 – 15/08/01 |
| 5) | TQM National Committee's meeting (4 meetings) | 27/02/2001 – 06/02/2002 |
| 6) | Deployment of short term expert in accordance to FY2000 of ASEAN JAPAN TQM PROJECT in 2 nd Phase Mr. Terry Kawamura and Mr. Yuzuru Otabe. | 03/02/02 – 06/02/02 |
| 7) | TQM National Committee's meeting with the experts | 06/02/02 |

3.2 Description of Each Activities

1)

The response for the SME's participated was overwhelming. This activity was jointly organized by Construction, Planning and Research Unit of Ministry Of Development and Resource Centre of Ministry of Industry and Primary Resources and conducted by Prof. Yoshio Kondo, with support from Mr. Yuzuru Otabe and Ms. Takako Suzuki of JSA. Participants were able to gain a better knowledge on TQM after the seminar. Unlike previously, majority are only familiar with the ISO 9000 Quality Management System.

2)

The TQM Committee hold meetings with Japanese Experts and seek various dissemination advises from the experts. It was noted that the shortage of local full time experts is still posing a problem to the dissemination program.

3)

The CEO of the model company was able to disseminate 17 handbooks to the 2nd model company, M/S Suria Jaya. Currently, only 4 handbooks have not been disseminated. The present economic situation have slightly affected the program implementation, however this will not affect the situation to see the completion of this implementation in the FY2002.

4)

The TQM committee have nominated 3 person to participate on the AOTS training in the year 2001, 2 from the 2nd model company M/S Suriajaya Furnishing Sdn Bhd and 1 from Semaun Prim Sdn Bhd. All participants have indicated the training to be worthy and have benefited from such training. The participant for Semaun Prim, Hj Mohd Usuf Hj Razak Sidi, have started to implement certain topics acquired during the training to his organization. He will be introducing the full implementation program to his organization and will be participating the 3 years dissemination program organized by the TQM committee.

5)

Various TQM committee meetings were held in the FY2001. The main agenda on TQM Association was also discussed. The committee have acknowledge that the time for setting up TQM Association is not appropriate at this stage in view of the lack of participating members.

6)

The result of the latest activity held on 3rd – 6th Feb 2002 was indeed successful. During this visiting period of Mr. Kawamura and Mr. Yuzuru Otabe, 3 activities was drafted. Both experts were able to support and contribute to the launching of the 1st training session organized by the TQM committee. A trainer's training session was also conducted.

The 2nd session was to disseminate the 1st Hand book (CEO) to the 10 participating organization in our 3 years dissemination program. The Handbook on CEO was successfully disseminated to the 10 selected organization. The 3rd activity was to conduct a workshop on the TQM awareness program to SMEs jointly organized by CPRU of MOD and BINA of MIPR. About 100 participant attended the workshop. Our feed back indicates the workshop was successful and we do have indication of more willing companies in embarking on TQM implementation.

7)

A concluding meeting with the visiting Japanese Experts was held on the 06/02/02. During this meeting, various key issues on how to further strengthen and support TQM activities was also discussed.

The committee acknowledged the good efforts contributed by the Japanese experts on TQM dissemination.

3.3 Description on Long term, Short term TQM Expert Dispatch, if dispatched

Our Short Term Outlook

With the continuation of short term dispatched of Experts will momentarily built-up the awareness and needs of SMEs in fulfilling their business roles and well being. At the same period, the TQM committee with strong facilitation support by the Government will motivate and encourage the growth within the TQM committee in their implementation programs.

Our Mid Term Outlook

With the continuous support of experts dispatched, the committee hopes to see 10 new model companies fully understand the 21 handbooks and benefits from the 3 years dissemination program. This methodology of group dissemination program on handbooks is new and would need the continuous support and guidance from the experts. Our intention is to increase the number of participants yet realizing the shortage of local experts avail.

Our Long Term Outlook

We hope to have more local model companies participating TQM implementation by the year 2005. This will lighten the work load of the existing local and foreign experts. Our target is to have at least 20 or more companies utilizing the TQM approach in the organization management system successfully, and to have more local experts generated from these 20 or more companies. In such event, the present local and Japanese experts could then focus on higher level of TQM application.

Summary and Evaluation of the Activities of JFY 2001

In summary, the activities conducted in FY2001 have been considered satisfactory although better efforts, if avail, could be added. The TQM committee was able to share and disseminate TQM to other ministries and have gain recognition for their efforts by both local SMEs and other ministries.

4. Description on Dissemination Plan for JFY 2002

4.1 Dissemination Plan for JFY 2002 authorized by national committee

The committee has submitted the plan for approval and have received consensus to conduct the following activities in the FY2002.

1. 10 TQM dissemination training activities will be conducted to 10 selected companies on a group workshop study basis. The Committee have also identify about 8 local trainers (from those whom have attended AOTS training) to participate and train these 10 companies. The program will be headed by the CEO of Interline (B) Sdn Bhd.
2. 2 or at least one TQM awareness program to generate more participants in embarking on TQM implementation will be conducted.
3. Visiting the premises of the 10 newly selected companies by CPRU (facilitator) and the selected trainer on a group monitoring basis will be conducted on 3 occasions within the FY2002.
4. Consultation and advises to 10 selected companies will be made available on an ad-hoc bi-lateral basis.

4.2 How to involve Long term, Short term Dispatch TQM expert in the plan, if dispatched

The participation of TQM experts if dispatched could contribute the following:

Short Term

- Conduct one day awareness program to new SMEs or organization.
- Routine review of existing program by TQM Committee and support areas of weaknesses.
- Provided some guide line on new methodology on group TQM dissemination.
- Conduct training program to TQM trainers, in order to upgrade and share their skill and knowledge with trainees.

Long Term

- With the continuous short term monitoring by experts, development of higher level on TQM activities can be contributed.
- New awareness programs and continuous development of TQM activities can be introduced.
- Identify the future needs in order to progress further.

Country Report on TQM Dissemination Activities in Indonesia

Name : Mangasa Ritonga
Organization : National Standardization Agency of Indonesia
Country : Indonesia

1. Over View of TQM Activities

SME's sector is an economic activity which is very important to overcome one of economic social issues in Indonesia, as industrial milestone for medium scale enterprises.

There are many SME's throughout Indonesia, therefore the development of standardization and quality control for SME's is needed to enhance the ability of industries to improve regional economic. The increasment of exporting products that have been reached by SME's contribute 10% out of all exporting products in Indonesia on the first year 1990, which also convinced its potential as non-natural resources export products.

SME's covers many kind of industries which are using various technology and also producing various quality. According to survey, implementation of standardization and quality control are still weak on SME's level, whereas SME's is an Indonesia economic milestone.

2. TQM Activities

TQM activities plan in the year 2001 – March 2002 :

- Industrial discussion forum
- Making syllabus on how to behave in working (5S) by TQM experts
- Awareness on how to behave in working (5S) for non-certified SME's
- Technical training for non-certified SME's
- Company diagnosis
 - Making questioner
 - Spreading questioner
 - Submitting and data analysis from questioner
 - Determination of company which will be diagnosed
 - Company diagnosis
 - Determination of model company
- Counseling of TQM implementation on model company in Jakarta and Bandung
- Model company meeting
- National TQM committee meeting

- Activities of TQM experts
- TQM training on Quality month (Bulan Mutu)

Activities which have already done :

a. Expert meeting

Expert meeting which held in Bangkok had discussed evaluation of TQM implementation result in Indonesia and reported the programs by BSN.

b. Model company meeting

Objectives:

- Discussion TQM implementation as cooperation between Asean-Japan
- Evaluation for the second step of activities in the year 2004
- Searching some inputs for the next development program

Venue & Participants:

- Discussion at PT. Terang Kita on November 12, 2001 attended by Middle management of PT. Terang Kita, Mr. Terry Kawamura (JSA-TQM expert) and BSN
- Discussion at PT. Bakri Tosan Jaya on November 15, 2001 attended by Top management of PT. Bakri Tosan Jaya, Mr. Terry Kawamura (JSA-TQM expert) and BSN

Results:

- The progress report of TQM development in model company which will be reported to JSA.
- Agreement for industrial meeting which already had TQM training, i.e SME's.
- Training program could be implemented and counsulted

c. Industrial discussion forum

Objectives :

- Understanding benefits of TQM courses HB 1-21.
- Solving problems that have been faced while conducting quality system.
- Expectation of BSN
- Arranging programs where society can contribute their inputs.
- Searching methods for approaching SME's.

Participants :

- SME's surrounded Jakarta
- Anyone who had taken TQM training HB 1-21

- Anyone who had taken APEC – ICAS 2000 workshop

Results :

- Quality Management System needs to be socialized to SME's so that can product high quality product.
- Quality Management System training is conducted within case study.
- Establishing network among SME's, e.g. Philippines, composed network among related industries.
- Put standardization on lesson into university curriculum.

Base on discussion result there are some conclusions of action plan that must be implemented by SME's in the short term :

- There will be awareness and counseling of Quality Management System on how to behave in working (5 S) from TQM-HB 1-21 presented to SME's which have not yet standard certification and appropriate education for human resources.
- Compiling materials for 5 S-TQM awareness.
- Cooperation among related parties on building up SME's, i.e. Industries, Association, Government Institution and Trader.
- There will be awareness of TQM for CEO in Quality month.

There are some training in this activity :

1. Training on TQM implementation in SME's (5S Comprehension), September 25 – 27 at Hotel Istana, Bandung.
2. Training on TQM implementation in SME's (5S Comprehension), October 16 – 20 at Hotel Naripan, Bandung.
3. Workshop on Implementation of TQM for SME's, March 13, 2002 at Sonokeling, Jakarta instructed by Mr. Hiromu Tagami (TQM long term expert) and Mr. Mangasa Ritonga.

d. Making syllabus of TQM on how to behave in working (5 S)

Purpose of the syllabus is to make an easier way to understanding 5 S (Seiri, Seiton, Seiso, Seiketsu, Shitsuke) for human resources of SME's. Awareness of 5 S will be conducted in Bandung considering of mini medium enterprises there, such as snack products, leather products and garments which consumed to another cities.

The syllabus of 5 S is arranged by experts from model company, university, Ministry of industry and trade, private company and BSN as facilitator. By involving all parties, hopefully the syllabus can be beneficial to improving the way of work according Quality Management System.

The syllabus will be socialized in Bandung on June 2001 by BSN involving 60 participants which consist of 40 participants come from SME's, 20 participants come from association and Government institution.

Socialization of 5 S will also be conducted on 5 September 2001 and on 6 – 7 September 2001 involving 30 participants consist of Quality Manager as representative of SME's particularly which had certification of ISO 9000 or at least prepared or implemented ISO 9000.

e. Company diagnosis

- Diagnose at PT. Dirgantara Indonesia - Bandung on November 13, 2001 attended by Mr. Terry Kawamura (JSA-TQM expert), Middle management of PT. Dirgantara Indonesia, Mr. Riswan Tarigan (as representative of model company from PT. Terang Kita).
- Diagnose at PT. Ika Foods - Bandung on November 14, 2001 attended by Mr. Terry Kawamura (JSA-TQM expert), Middle management of PT. Ika Foods, Mr. Riswan Tarigan (as representative of model company from PT. Terang Kita).
- Diagnose at PT. Gizi Tata Pangan - Bandung on November 14, 2001 attended by Mr. Terry Kawamura (JSA-TQM expert), Middle management of PT. Gizi Tata Pangan, Mr. Riswan Tarigan (as representative of model company from PT. Terang Kita).

f. TQM training on Quality Month (Bulan Mutu)

- Awareness on TQM implementation for CEO on November 6, 2001 conducted at BSN and instructed by Mr. Terry Kawamura (JSA-TQM expert)
- Technical training on TQM for senior staff on November 7-8, 2001 conducted at BSN and instructed by Mr. Terry Kawamura (JSA-TQM expert).

For the next TQM – activities, We will conduct company diagnose for the new model companies surrounded Jakarta by the end of March, 2002.

**REPORT ON TQM
MODEL COMPANIES ACTIVITIES
YEAR 2001
MALAYSIA**

**NATIONAL PRODUCTIVITY CORPORATION
MARCH 2002**

(A) TQM Implementation Activities

TQM implementation has been done through the following main activities:

1. Briefing for awareness
2. Courses and training programme
3. Consultation through the Management System and Development Programme
4. Newsletter/Journal/Brochures
5. Conferences/Seminars
6. Conventions, Competitions and Award Programme
7. Others

(B) Methodologies of TQM Implementation

1. Understanding and selection of the core concepts of TQM from the TQM Hand-books and consultations which the local consultants (NPC-SIRIM meeting).
2. Discussion on method of implementations with the local consultants.
3. Learning of TQM dissemination during consultations with JSA/JICA Experts.
4. Confirmation of progress immediately after the visits (follow-up).
5. Drafting full plan (short/long-term) items related to model companies, experts, next phase activities, education programme among others in the National Committee Meeting.

(C) Target Group

1. Industrial Extension Officers Training Course
2. Participants of various productivity and quality programmes such as:
 - i) Regional Quality Programmes (conducted by all NPC & SIRIM's Regional Offices)
 - ii) Seminar on Journey for Quality Excellence
 - iii) QCC conventions at Regional and National levels (5 series)
 - iv) Quality Improvement Practices Schemes
 - v) Industry Excellence Award
 - vi) Prime Minister's Quality Award
 - vii) NPC Productivity Award
 - viii) ISO 9000 for the Government Sector
 - ix) Training of Trainers Programmes

(D) Structure of National Committee for Japan/ASEAN TQM Project-Malaysia

| | | | |
|----|--|--|----------------|
| 1 | Committee Chairman | SIRIM President/NPC Director General/DSM Director General | |
| 2. | Model Company | 1. Ingress Engineering Sdn. Bhd. 2. Raya Plastic Industri Sdn. Bhd. | |
| 3. | Local Expert | SIRIM | NPC |
| | | SIRIM's Officers | NPC's Officers |
| 4. | Japanese Expert | 1. JSA/JICA | |
| 5. | Educational and Training Related Body | SIRIM | NPC |
| | | SIRIM's Officers | NPC's Officers |
| 6. | Interested Party | MITI, SMIDEC, Entrepreneurship Development Ministry | |

(E) TQM Implementation Activities of JFY 2001

IMPLEMENTATION of TQM ACTIVITIES JFY 2001

| No | Activities | Jan | Feb | Mac | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|----|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 1. | <p>Diagnostic visit to potential Fourth Generation Model Companies</p> <p>A series of visits to potential interested companies was carried in March and April 2001 to select the Fourth Generation TQM Model Companies Project</p> | | | | | | | | | | | | |
| 2. | <p>TQM Instruction Programme to Second and Third Generation Model Companies :</p> <p>This is a Meeting Schedule Programme to disseminate and to explain the various implementation stages of TQM as according to the 21 TQM Handbooks to the 9 active Companies</p> | | | | | | | | | | | | |
| 3. | <p>TQM Instruction to UITM Campus :</p> <p>This a Joint-Venture TQM Project to install the implementation of TQM at Higher Learning Institution between NPC and University of Technology Mara whereby a series of visits, In-House Talks and Briefing and on TQM was carried out.</p> | | | | | | | | | | | | |

| No | Activities | Jan | Feb | Mac | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|----|---|-----|-------|-----|-----|------|-----------|-----|-----|-----|-----|-----|-----|
| 4. | <p>The Launching of Fourth Generation Model Companies :</p> <p>NPC has launched the Fourth Generation Model companies on 21th June 2001. Two Companies was selected to join this TQM Project. The launching was done by the Secretary General of MITI.</p> | | | | | | (21 June) | | | | | | |
| 5. | <p>A Visit to Second and Third Generation Model Companies :</p> <p>This a Schedule Meeting agreed between NPC a TQM Project Companies to disseminate and to explain the various stages in implementing TQM in the Company. TQM Handbook was given to the Companies as according to the stages of TQM implementation.</p> | | | | | 01 - | Going | | | | | | |
| 6 | <p>Model Companies – NPC Meeting</p> <p>NPC has organised a meeting on 6th February 2001 at NPC. The objectives of the meeting were to get fresh commitment from companies and to discuss about future implementation plans.</p> | | 6 Feb | | | | | | | | | | |

| No | Activities | Jan | Feb | Mac | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|----|--|-----|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 7 | <p>Model Company took part in Quality Management Excellent Award (Organised by MITI)</p> <p>i. Ingress Engineering Sdn. Bhd. has been selected as a winner 'Medium Category' QMEA Award for the year 2000.</p> <p>ii. Shamy Food Industries Sdn Bhd took part in QMEA Award 2001 .</p> | | 25 Feb | | | | | | | | | | |
| 8 | <p>Dispatch of JICA TQM Expert at NPC.</p> <p>Mr. Tahdako Taguchi was assigned as JICA Expert to assist NPC in the implementation of TQM Activities.</p> | | | | | | | | | | | | |
| 9 | <p>Series of talk on TQM to NPC Consultants conducted by JICA TQM Expert, M. Taguchi</p> | | | | | | | | | | | | |

(F) Summary and Evaluation of the Activities of JFY 2001

1. 13 Model Companies still continue on the TQM project.
2. The Launching of Fourth generation Model Companies with three additional companies.
3. Successful TQM Meeting was organised by NPC with CEO of Model Companies.
4. The project evaluation shows improvement in many topics of the TQM Handbooks (Appendix 1)

(G) TQM Implementation Plan for 2002

1. To continue TQM Instruction Programme to existing active model companies
2. A TQM seminar will be organised in 26th March 2002
3. A number of Plant visits will be organised as part of existing 'hands-on' programme.
4. The JICA TQM expert will be attached at NPC to support the programme for another four months (November 2001 to April 2002)

**A4
Philippines**

Expert Meeting, March 25, 2002, Ho Chi Minh, Vietnam

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**Republic of the Philippines
Bureau of Product Standards
Department of Trade & Industry**

Country Report on TQM Dissemination Activities

By:

**CARMENCITA BUSTAMANTE MAGNO
Chief Special Projects**

1. Overview of TQM Dissemination Activities

The Bureau of Product Standards of the Department of Trade and Industry, the national standards body of the Philippines, with the Philippine National Consultative Committee for Standards and Quality (PNCCSQ) established the Philippine TQM Integration Program in year 2000 in response to its commitment to ASEAN-Japan TQM Project to spread the importance and benefits to more small and medium entrepreneurs.

The Program utilizes the 21 TQM Handbooks prepared by METI and JSA which were used for the conduct of the 5-year ASEAN-Japan TQM Project. Two companies from the Philippines served as model companies and beneficiaries of said Project. These are the First Gem Philippine Electric Corporation engaged in the manufacture of wire harness and Tionson Industries, Inc. engaged in the manufacture of industrial cans.

Today, 11 companies are under the Program supervision. These companies are engaged in decorative and functional ceramics; domestic container hauler, direct selling of ladies, men's footwear, garments and bags; office systems for furniture, wood case goods, seating systems, storage and retrieval systems, metal products; management of convenience and department stores, bakery; terra cotta mostly novelty and gift items cultured marble, onyx, tiffany and granite.

These eleven (11) companies are grouped into three (3) batches. The first batch which started on 21 February 2000, finished the 21 TQM handbooks last year. They are still being coached monthly, visited and monitored every six (6) months. The second batch which started last 16 August 2000 had finished the 21 TQM handbooks last January 2002. Still being coached and monitored. The third batch which started on 22 November 2000 are now in TQM handbook on After Sales Service.

Aside from the 21 handbooks, other specialized trainings are also conducted to the participating companies e.g. Documentation and Process Management; 2-day Seminars on a) Problem Solving and b) Statistical Process Control

TQM trainings were also conducted by other government and private entities all over the country. There are also colleges and universities where TQM is part of their curriculum e.g. Asian Institute of Management. However, the TQM Integration Program has its own uniqueness because of its comprehensive instruction and trainings provided to the participating companies. It provide technical consultancy and assistance services through coaching and monitoring the companies performance on its TQM implementation, the TQM handbooks is one of the basic tools.

Aside from the trainings provided by Japan under its AOTS and JICA Program, the participating companies had the chance to participate in other foreign assisted program, wherein they share the experiences they got from the TQM Integration Program. Two (2) companies participated in the AOTS Seminar on TQM last year in Japan.

2. TQM Dissemination Organization

The Committee is Chaired by the Director of the Bureau of Product Standards with the following members:

| | |
|-----------------------------------|---|
| 1. Model Companies | 1) First Gem Philippine Electric Corporation 2) Tiongson Industries Inc. |
| 2. Local Experts | 3) Development Academy of the Philippines 4) Philippine Society for Quality, Inc. 5) Bureau of Product Standards (BPS) 6) Philippine Trade Training Center 7) Industrial Technology Development Institute |
| 3. Education and Training Related | 8) Philippine Trade Training Center 9) Development Academy of the Philippines 10) Philippine Society for Quality, Inc. |
| 4. Interested Party/Government | 11) Philippine Trade Training Center 12) Development Academy of the Philippines 13) Industrial Technology Development Institute |
| 5. Interested Party/Associations | 14) Philippine Exporters Confederation, Inc. 15) Philippine Quality and Productivity Movement 16) Philippine Chamber of Commerce and Industry 17) Association of Overseas Technical Scholarship |
| 6. Interested Party/Companies | At present ten (10) companies are participating in the TQM Integration Program |

Some of the reasons why companies/enrolled in the TQM Integration Program are:

- a. To upgrade the quality of the product and increase the company's competitiveness in both domestic and foreign markets.
- b. To meet the challenges/opportunities brought about by globalization/trade liberalization.
- c. That TQM is a useful tool/approach to meet/achieve the company's VMOKRAPI (Vision, Mission, Objectives, Key Result Areas and Performance Indicator).
- d. Through TQM the company hope to attain improved competitiveness by improving the company's management systems, e. g. by improving the six (6) areas in the organization, Quality, Cost, Delivery, Safety, Morale and Environment.

Some of the problems encountered in the conduct and implementation of the Program include:

1. Introduction of Change - there are still resistance in changing ways and putting some formality and systematizing the operations and management of organization simply because people are not used to it. Some being pioneer in the company.
2. Although there are written policies, procedures and work instructions established but not yet internalize by the employees/workers themselves. There is a need for continuous education and training to fully understand the system.

3. Lack of support and cooperation among workers/employees for the reason that-
 - a) Participation in TQM program and specific projects are viewed by the workers as additional responsibility because workers are paid by piece rate.
 - b) Low level of educational attainment of workers hampers them actively to participate in the programs/projects especially where the projects require report writing/documentation and presentation.
 - c) Insufficient information or lack of awareness on the part of the workers as to how TQM can improve the factory's operation/profitability and how they can benefit and improve their way of life. Workers have to see for themselves the benefits of the program and the concrete/tangible "proofs/evidences" are needed before you can elicit their full participation.
 - d) Lack of resources to implement a company-wide training and education program which will promote quality awareness among employees.
4. Production priorities take precedence over TQM implementation
5. Lack of managerial staff to facilitate, coordinate, supervise/manage the TQM implementation programs and activities.

The first two batches of companies participating in the TQM integration program are almost complete on the required documentation and designed/developed the necessary standard system and procedures for TQM implementation. However, the third batch had already started their documentation. The three (3) batches are slowly implementing and integrating in the company operation the systems and procedures.

Some of the lessons learned in participating and implementing the program -

- a) They believed that the success of any productivity improvement program depends on the commitment of top management, middle management and direct involvement of the workers.
- b) Having a well-structured organization with well-defined functions and responsibilities help in the planning and implementation of the overall business plan.
- c) The implementation of the management system in an organization is visible in its records, documentation, workers performance, working environment, etc. A regular review and evaluation of the implementation of the system must be conducted to further improves its effectiveness.

Some of the notable improvements in the company in implementing the TQM program are -

- a) Through VMOKRAPI (Vision, Mission, Objectives, Key Result Areas, and Performance Indicators) the company's direction is now more focus.
- b) Formulation of a five (5) year business plan detailing the strategies and action plans for the different areas of operations of the company.

- c) Policy deployment system has been developed. Some policies, procedures and work instructions are now documented, recorded, deployed, communicated in all levels of the organization e.g.:
- ❖ Procedures for proper arrangement of materials/products/items in the workplace and for the disposal of unnecessary items have been developed and currently being implemented, resulting to elimination of wastes in the production area and in the whole factory and a much cleaner, clutter free and much safer work environment.
 - ❖ Another example is on skills inventory and training needs analysis. These are now being implemented on a periodic basis, which then became the basis for the development of a training plan for the employees of the company. Training and education are now given priority and importance and resources have been provided by management for the training and education of the employees. A significant accomplishment is the construction of a training room and investment in training tools and equipment (e.g. Overhead Projector, Projection Screen and training tapes, furniture and fixtures)
- d) A system for monitoring, recording and evaluating customers' claims/complaints/feedback has been developed. Data to be generated will be used to improve planning, design, manufacturing, sales and after-sales service to customers.

TQM Dissemination Activities of JFY 2001 and 2002

3.1 List of Activities

| NO. | ACTIVITIES | DATE |
|-----|--|-------------|
| | | 2001 |
| 1 | TQM Coaching - Problem Solving (B1) | 16 January |
| 2 | TQM Coaching - Standardization (B2) | 17 January |
| 3 | TQM Coaching - Managers (B3) | 18 January |
| 4 | Company Monitoring - Metro Trade, Inc. | 22 January |
| 5 | Seminar/Workshop - Process Control (B1) | 24 January |
| 6 | Seminar/Workshop - Daily Management (B2) | 30 January |
| 7 | Seminar/Workshop - Common Employees (B3) | 31 January |
| 8 | TQM Coaching - Process Control (B1) | 6 February |
| 9 | Seminar/Workshop - Statistical Method (B1) | 7 February |
| 10 | TQM Coaching - Standardization (B2) | 12 February |
| 11 | Seminar/Workshop - QCC (B2) | 13 February |
| 12 | Company Monitoring - Siwon International | 16 February |
| 13 | TQM Coaching - Statistical Method (B1) | 19 February |
| 14 | TQM Coaching - Common Employees (B3) | 20 February |
| 15 | Seminar/Workshop - Policy Management (B3) | 21 February |

| NO. | ACTIVITIES | DATE |
|-----|--|-------------|
| 16 | TQM Coaching - Statistical Method | 22 February |
| 17 | Company Monitoring - Cornersteel Systems | 23 February |
| 18 | TQM Coaching - QCC (B2) | 27 February |
| 19 | TQM Coaching - Policy Management (B3) | 28 February |
| 20 | Seminar/Workshop - Safety Control (B1) | 7 March |
| 21 | TQM Coaching - Policy Management (Part 2) B3 | 13 March |
| 22 | Seminar/Workshop - Problem Solving (B2) | 14 March |
| 23 | TQM Coaching - Safety Control (B1) | 23 March |
| 24 | TQM Coaching - Problem Solving (B2) | 27 March |
| 25 | Seminar/Workshop-Cleaning, Cleanliness and Environment (B3) | 28 March |
| 26 | Seminar/Workshop - Management of Facility & Equipment (B1) | 04 April |
| 27 | Seminar/Workshop - Statistical Method (B2) | 05 April |
| 28 | Company Monitoring - Sundance Direct Sales | 06 April |
| 29 | TQM Coaching - Cleaning, Cleanliness & Environment (B3) | 10 April |
| 30 | TQM Coaching - Management of Facilities and Equipment (B1) | 17 April |
| 31 | Seminar/Workshop - Disposal and Proper Arrangement (B3) | 18 April |
| 32 | Specialized Training - Problem Solving - Stoneworks Specialists | 24 April |
| 33 | TQM Coaching - Statistical Method (B2) | 25 April |
| 34 | TQM Launching - Cornersteel Systems Corporation | 26 April |
| 35 | Company Monitoring - PKT Trucking | 27 April |
| 36 | Company Monitoring - Custom Clay, Inc. | 28 April |
| 37 | TQM Coaching - Disposal and Proper Arrangement (B3) | 30 April |
| 38 | Seminar/Workshop - Measurement Control (B1) | 02 May |
| 39 | Specialized Training on Problem Solving - Cornersteel | 04 May |
| 40 | TQM Seminar/Coaching - Disposal & Proper Arrangement - Seachamp International Export, Inc. | 08 May |
| 41 | Seminar/Workshop - Safety Control (B2) | 09 May |
| 42 | TQM Launching - Manels Leathergoods Inc. | 09 May |
| 43 | TQM Coaching - Measurement Control (B1) | 15 May |
| 44 | Seminar/Workshop - Standardization (B3) | 16 May |
| 45 | Company Monitoring - Seachamp International Export, Inc. | 21 May |
| 46 | TQM Coaching - Safety Control (B2) | 23 May |
| 47 | Company Monitoring - Sims Stores, Inc. | 25 May |
| 48 | TQM Coaching - Standardization (B3) | 30 May |
| 49 | Specialized Training on Documentation and Records Management | 31 May |
| 50 | Seminar/Workshop - Inspection (B1) | 6 June |
| 51 | Seminar/Workshop - Process Control (B2) | 13 June |
| 52 | TQM Coaching - Inspection (B1) | 19 June |
| 53 | Seminar/Workshop- Daily Management (B3) | 20 June |
| 54 | TQM Coaching - Process Control (B2) | 27 June |
| 55 | TQM Coaching - Daily Management (B3) | 4 July |

| NO. | ACTIVITIES | DATE |
|-----|---|---------------|
| 56 | TQM Launching - Sims Stores, Inc. | 5 July |
| 57 | Seminar/Workshop - Education and Training (B1) | 11 July |
| 58 | Seminar/Workshop - Management of Facility & Equipment | 18 July |
| 59 | TQM Coaching - Education and Training (B1) | 23 July |
| 60 | Seminar/Workshop - QCC - (B3) | 25 July |
| 61 | TQM Coaching - Management of Facility & Equipment (B2) | 1 August |
| 62 | TQM Coaching - QCC (B3 - Part 1) | 3 August |
| 63 | Seminar/Workshop - External Supplier-Purchasing (B1) | 9 August |
| 64 | TQM Coaching - QCC (B3-Part 2) | 10 August |
| 65 | Seminar/Workshop - Measurement Control (B2) | 15 August |
| 66 | TQM Coaching - External Supplier - Purchasing (B1) | 21 August |
| 67 | Seminar/Workshop - Problem Solving (B3) | 22 August |
| 68 | Specialized Training - Problem Solving | 23 August |
| 69 | TQM Coaching - Measurement Control (B2) | 27 August |
| 70 | Seminar/Workshop - Production Control (B1) | 5 September |
| 71 | TQM Coaching - Problem Solving (B3) | 6 September |
| 72 | Seminar/Workshop - Inspection (B2) | 12 September |
| 73 | Company Monitoring - Siwon International, Inc. | 14 September |
| 74 | TQM Coaching - Production Control (B1) | 18 September |
| 75 | Seminar/Workshop - Statistical Control (B3) | 19 September |
| 76 | Company Monitoring - Cornersteel | 21 September |
| 77 | TQM Coaching - Inspection (B2) | 25 September |
| 78 | Seminar/Workshop Technology Development and Design Management(B1) | 26 September |
| 79 | TQM Coaching - Statistical Method (B3) | 2 October |
| 80 | Seminar/Workshop - Education and Training (B2) | 3 October |
| 81 | Specialized Training on Problem Solving - PKT Trucking | 5 October |
| 82 | TQM Seminar - Enhancing Global Competitiveness through TQM | 10 October |
| 83 | TQM Form - TQM Integration Program - Company Participants | 10 -11October |
| 84 | Plant Visits and Technical Consultancy/ies & Assistance - three (3 companies (Siwon, Seachamp and Sundance) | 12 October |
| 85 | Evaluation of the Program with Japanese Experts | 13 October |
| 86 | TQM Coaching - Technology Development Design Management (B1) | 16 October |
| 87 | Seminar/Workshop - Process Control (B3) | 19 October |
| 88 | TQM Coaching - Education and Training (B2) | 24 October |
| 89 | TQM Coaching - Process Control (B3) | 30 October |
| 90 | Seminar/Workshop - After Sales Service (B1) | 7 November |
| 91 | Seminar/Workshop - External Supplier Purchasing (B2) | 14 November |
| 92 | Company Monitoring - Xavier Shoes | 16 November |
| 93 | TQM Coaching - After Sales (B1) | 19 November |
| 94 | TQM Coaching - External supplier Purchasing (B2) | 27 November |
| 95 | Seminar/Workshop - Safety Control (B3) | 28 November |

| NO. | ACTIVITIES | DATE |
|-----|--|-------------|
| 96 | Company Monitoring - Sims Stores Inc. | 3 December |
| 97 | TQM Coaching - Safety Control (B3) | 4 December |
| 98 | Seminar/Workshop - Production Control (B2) | 11 December |
| 99 | Seminar/Workshop - Management of Facility and Equipment (B3) | 12 December |
| 100 | Company Monitoring - Seachamp International Export, Inc. | 18 December |
| | | 2002 |
| 1 | TQM Coaching - Production Control (B2) | 16 January |
| 2 | Seminar/Workshop - Technology Development and Design Management (B2) | 23 January |
| 3 | TQM Coaching - Management of Facility and Equipment (B3) | 25 January |
| 4 | TQM Coaching for the 21 Handbooks (B1) | 30 January |
| 5 | TQM Coaching - Production Control | 12 February |
| 6 | Seminar/Workshop - Measurement Control (B3) | 13 February |
| 7 | Company Monitoring - Manels | 19 February |
| 8 | Seminar/Workshop - After Sales Service (B2) | 20 February |
| 9 | TQM Coaching - Measurement Control (B3) | 27 February |
| 10 | TQM Coaching - After Sales Service (B2) | 6 March |
| 11 | Seminar/Workshop - Inspection (B3) | 13 March |
| 12 | Company Monitoring - Siwon International, Inc. | 15 March |
| 13 | TQM Coaching - Inspections (B3) | 20 March |

3.2 *Description of Each Activity*

1) **Enhancing Global Competitiveness through TQM**

A 3-hour breakfast meeting of the Chief Executive Officers and Top Management with the Japanese experts. Discussions were on the topics - An Industry Perspective - Strengthening local industries for global competitiveness through TQM and Industry Challenge - Survival in 21st Century.

2) **TQM Seminar-Workshop on Total Quality Management Handbooks**

Every month new TQM Handbook is being introduced to the Batch, starting with Handbook No. 1 - Chief Executive Officers. A whole day seminar which ends up with the preparation of the Gantt Chart of Activities based on the Handbook that was discussed, this serves as the company assignments.

3) TQM Forum

A yearly activity wherein the participating company present their individual report on their TQM activities what they have done based on the handbooks studied, problems encountered, solutions provided and their status of TQM implementation. The participants also have the chance to interact with the experts and other participating companies.

4) Company Diagnosis, Coaching , Monitoring and Spot Checking

A company is accepted in the Program after he had submitted the duly accomplished survey form and subjected himself to company diagnosis. This is being done by the local experts to know the extent of the company's quality system practices and the commitment of the company's Chief Executive Officer to adhere to the requirements of the program. A Memorandum of Agreement between the National Committee and the participating company is issued and signed. Monitoring of the company's accomplishment and status of implementation are done every six months. Spot inspection is unannounced to know the continuous implementation of the system.

3.3 Description on Long Term, Short Term TQM Expert/s Dispatch, if dispatched

Two short term experts were dispatched for a half-day seminar entitled :Enhancing Global Competitiveness through TQM attended by the Chief Executive Officers and Top Management with 72 participants from 30 companies last 10 October 2001. The said Japanese experts served as the resource speakers and consultants not only in the seminar/workshop but also during the TQM Forum for 1-1/2 days on 10-11 October 2001. They also visited the plants of the three (3) companies participating in the integration program and provided them with technical consultancies and assistance last 12 October 2001. Evaluation of the three (3) day activities were also conducted with the BPS Director and local experts.

3.4 Summary and Evaluation of the Activities for year 2001

- 3.4.1 The TQM Seminar and Forum were very much appreciated by the participating companies under the TQM Integration Program. Not only it enlightened them on some issues about the TQM implementation but also gained new knowledge directly from the experts
- 3.4.2 The TQM instructions, coaching and monitoring were very much appreciated by the companies. It helped them a lot especially in documentation and implementation.
- 3.4.3 The monthly schedule of training-workshop, coaching and monitoring are well attended.
- 3.4.4 CEOs and top management participating in the program were able to participate in the Japan AOTS program . It provides them more knowledge and experiences on how they will improve their systems and strengthened their commitments

4. Description on Dissemination Plan for JFY 2002

4.1 *Dissemination Plan for JFY 2002 authorized by the National Committee*

The Plans and Programs for Year 2002 include-

- 4.1.1 Conduct of Seminar-Workshop for Chief Executive Officers and Top Management on Total Quality Management (for companies not yet participating in the TQM Integration Program)
- 4.1.2 Conduct of TQM Forum with short term experts at least once a year.
- 4.1.3 Benchmarking to companies implementing TQM
- 4.1.4 Conduct of Training the Trainers by mid-term expert
- 4.1.5 Consultancy and Training for additional model companies by long term expert
- 4.1.6 Development of Training Materials and Publications
- 4.1.7 Upgrading of Filipino Auditors Capabilities
- 4.1.8 Establishment of Asian Center for Quality Management Foundation

4.2 *How to involve long and short term dispatch TQM experts in the plan, if dispatched.*

4.2.1 TQM Trainings for CEOs and Top Management

A short term Japanese experts will be requested to be the resource speaker TQM trainings for CEOs and top management during October to encourage more companies to participate in the TQM program. The short term expert will serve as resource person and provide consultancy services to the participating companies on the TQM program during the TQM Forum.

A short term Japanese expert will also be requested to visit and provide assistance to companies in five (5) selected places in the country. These companies will be diagnose by the experts provide training and technical assistance and consultancy to small and medium enterprises.

4.2.2 Training the Trainers

The mid-term expert will develop a corps of trainers who will continuously train and enhance the SMEs capability to implement TQM in their respective company. Intended to be conducted twice a year for 3 years in five regional areas of the country, Luzon, Visayas, Mindanao and Metro Manila.

4.2.3 Consultancy and Training for Additional Model Companies

The long term expert will diagnose the company/ies and will train and provide technical assistance and consultancy services to the new model companies. The instructions and actual visits to the model companies selected shall be conducted twice a year. It is expected in the five (5) selected areas to have initially two (2) model companies each or a total of 8-10 model companies. Each company will be instructed and visited one week, twice a year for a period of 3 years.

4.2.4 Development of Training Materials and Publications

The short term expert will train and assist in the preparation/development of training materials and publications.

4.2.5 Upgrading the Capability of the Filipino Auditors

The short term expert will provide a lead auditors training and actual supervision and witnessing of audit to Filipino auditors.

4.2.6 Asian Center for Quality Management Foundation

The long term expert will help in the establishment and setting up of the Foundation taking into account the transfer of technical know-how through training seminar, on the job training (local and abroad), provision of facilities and equipment required for the project.

It is expected that the Japanese experts will assist in the setting up of the Foundation activities.



Mabuhay!



Good Morning
(Magandang Umaga)

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**COUNTRY REPORT ON TQM
DISSEMINATION ACTIVITIES**

By

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Chief, Special Projects

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Philippine TQM Integration

1. Overview of TQM Dissemination Activities

- * *Reasons why companies joined/enrolled in the TQM Integration Program*
- * *Problems Encountered*
- * *Lessons Learned*
- * *Notable Improvements*
- * *Participating Companies*

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Some of the reasons why companies joined/enrolled in the TQM Integration Program are:

- a) *To upgrade the quality of the product and increase the company's competitiveness in both domestic and foreign markets.*
- b) *To meet the challenges/opportunities brought about by globalization/trade liberalization*

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- c) *They believed that TQM is a useful tool/approach to define/meet/achieve the company's VMOKRAPI (Vision, Mission, Objectives, Key Result Areas and Performance Indicator).*
- d) *Through TQM the company hope to attain improved competitiveness by improving the company's management systems, e.g by improving the six (6) areas in the organization, Quality, Cost, Delivery, Safety, Morale and Environment.*

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Problems Encountered:

- a) *Introduction of Change - there are still resistance in changing ways and putting some formality and systematizing the operations and management of organization simply because people are not used to it. Some being pioneer in the company.*
- b) *Although there are written policies, procedures and work instructions established but not yet internalize by the employees/workers themselves. There is a need for continuous education and training to fully understand the system.*

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c. *Lack of support and cooperation among workers/employees for the reason that -*

- ❖ *Participation in TQM program and specific projects are viewed by the workers as additional responsibility because workers are paid by piece rate.*
- ❖ *Low level of educational attainment of workers hampers them actively to participate in the programs/projects especially where the projects require report writing/documentation and presentation.*



- ❖ *Insufficient information or lack of awareness on the part of the workers as to how TQM can improve the factory's operation/profitability and how they can benefit and improve their way of life. Workers have to see for themselves the benefits of the program and the concrete/tangible "proofs/evidences" are needed before you can elicit their full participation.*



- ❖ *Lack of resources to implement a company-wide training and education program which will promote quality awareness among employees.*

- d. *Production priorities take precedence over TQM implementation*
- e. *Lack of managerial staff to facilitate, coordinate, supervise/manage the TQM implementation programs and activities.*



Notable Improvements in the Company in Implementing TQM

- ❖ *Through VMOKRAPI (Vision, Mission, Objectives, Key Result Areas, and Performance Indicator) the company's direction is now more focus.*
- ❖ *Formulation of five (5) year business plan detailing the strategies and action plans for the different areas of operations of the company.*



- ❖ *Policy deployment system has been developed. Some policies, procedures and work instructions are now documented, recorded, deployed, communicated in all levels of the organization e.g.*

- a. *Procedures for proper arrangement of materials/products/items in the workplace and for the disposal of unnecessary items have been developed and currently being implemented, resulting to elimination of wastes in the production area and in the whole factory and a much cleaner, clutter free and much safer work environment.*



- b. *Another example is on skills inventory and training needs analysis. These are now being implemented on a periodic basis, which then became the basis for the development of a training plan for the employees of the company. Training and education are now given priority and importance and resources have been provided by management for the training and education of the employees.*





- ❖ A significant accomplishment is the construction of training room and investment in training tools and equipment (e.g. Overhead Projector, Projection Screen and training tapes, furniture and fixtures.
- ❖ A system of monitoring, recording and evaluating customers' claims/complaints/feedback has been developed. Data to be generated will be used to improve planning, design, manufacturing, sales and after-sales service to customers.



Summary of TQM Activities FY 2001-First Quarter 2002

| | |
|---|----|
| <i>Seminar/Workshop on TQM Handbook</i> | 39 |
| <i>Specialized Training</i> | 5 |
| <i>Seminar on TQM with Japanese Experts</i> | 1 |
| <i>TQM Forum</i> | 1 |
| <i>Plant Visits with Japanese Experts</i> | 3 |



Summary of TQM Activities FY 2001-First Quarter 2002

| | |
|--|----|
| <i>TQM Coaching</i> | 49 |
| <i>Company Monitoring</i> | 15 |
| <i>TQM Launching</i> | 3 |
| <i>Evaluation of the Program with Japanese Experts</i> | 1 |



Participating Companies:

| Batch 1 | Batch 2 |
|----------------------------------|---------------------------------------|
| a) <i>Custom Clay Inc.</i> | a) <i>Cornersteel Systems Corp.</i> |
| b) <i>PKT Trucking</i> | b) <i>Siwon International Inc.</i> |
| c) <i>Sundance Direct Sales</i> | c) <i>Stoneworks Specialists Inc.</i> |
| d) <i>Xavier Shoe Industries</i> | |



Batch 3

- a) *Diagem Packaging Systems Inc.*
- b) *Manel's Leathergoods Corp.*
- c) *Sims Stores Inc.*
- d) *Seachamp International Export Corp.*



The Committee is Chaired by the Director of the Bureau of Product Standards with the following members:

1. *Model Companies*
 - * *First Gem Philippine Electric Corporation*
 - * *Tiongson Industries Inc.*
2. *Local Experts*
 - * *Director Magdalena C. Mendoza – Development Academy of the Philippines*
 - * *Ms. Carmencita B. Magno – Bureau of Product Standards (BPS)*
 - * *Ms. Mercedesita G. Babiera – Philippine Society for Quality, Inc.*
 - * *Ms. Nanita F. Fidelino – BPS*
 - * *Ms. Lourdes V. Navia - BPS*

3. Education and Training Related

- * *Philippine Trade Training Center*
- * *Development Academy of the Philippines*
- * *Philippine Society for Quality, Inc.*

4. Interested Party/Government

- * *Philippine Trade Training Center*
- * *Development Academy of the Philippines*
- * *Industrial Technology Development Institute*



5. Interested Party/Associations

- * *Philippine Exporters Confederation, Inc.*
- * *Philippine Quality and Productivity Movement*
- * *Philippine Chamber of Commerce and Industry*
- * *Association of Overseas Technical Scholarship*

6. Interested Party/Companies

- * *At present twelve (11) companies are participating in the TQM Integration Program*



2. Description of Each Activity

- ❖ *Enhancing Global Competitiveness Through Total Quality Management*
- ❖ *TQM Seminar-Workshop on Total Quality Management Handbooks*
- ❖ *TQM Forum*
- ❖ *Company Diagnosis, Coaching, Monitoring & Spot Checking*



1. Enhancing Global Competitiveness Through TQM

A 3-hour breakfast meeting of the Chief Executive Officers and Top Management with the Japanese experts. Discussions were on the topics - An Industry Perspective - Strengthening local industries for global competitiveness through TQM and Industry Challenges - Survival in 21st Century.



2. TQM Seminar-Workshop on Total Quality Management Handbooks

Every month new TQM Handbook is being introduced to the Batch, starting with Handbook No. 1 - Chief Executive Officers. A whole day seminar which ends up with the preparation of the Gantt Chart of Activities based on the Handbook that was discussed, this serves as the company assignments.




3. TQM Forum

A yearly activity wherein the participating company present their individual report on their TQM activities what they have done based on the handbooks studied, problems encountered, solutions provided and their status of TQM implementation. The participants also have the chance to interact with the experts and other participating companies.




4. Company Diagnosis, Coaching, Monitoring and Spot Checking

A company is accepted in the Program after he had submitted the duly accomplished survey form and subjected himself to company diagnosis. This is being done by the local experts to know the extent of the company's quality system practices and the commitment of the company's Chief Executive Officer to adhere to the requirements of the program. A Memorandum of Agreement between the National Committee and the participating company is issued and signed. Monitoring of the company's accomplishment and status of implementation are done every six months. Spot inspection is unannounced to know the continuous implementation of the system.

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Description of Long Term, Short Term TQM Expert/s Dispatch, if Dispatched

Two short term experts were dispatched for a half-day seminar entitled: Enhancing Global Competitiveness through TQM attended by the Chief Executive Officers and Top Management with 72 participants from 30 companies last 10 October 2001. The said Japanese experts served as the resource speakers and consultants not only in the seminar/workshop but also during the TQM Forum for 1-1/2 days on 10-11 October 2001. They also visited the plants of the three (3) companies participating in the integration program and provided them with technical consultancies and assistance last 12 October 2001. Evaluation of the three (3) day activities were also conducted with the BPS Director and local experts.


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Summary and Evaluation of Year 2001 TQM Activities

- 1. The TQM Seminar and Forum were very much appreciated by the participating companies under the TQM Integration Program. Not only it enlightened them on some issues about the TQM implementation but also gained new knowledge directly from the experts.*
- 2. The TQM instructions, coaching and monitoring were very much appreciated by the companies. It helped them a lot especially in documentation and implementation.*


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- 3. The monthly schedule of training/workshop, coaching and monitoring are well attended.*
- 4. CEOs and top management participating in the program were able to participate in the Japan AOTS program. It provides them more knowledge and experiences on how they will improve their systems and strengthened their commitments.*


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Plans and Programs for Year 2002

- 1. Conduct of Seminar-Workshop for Chief Executive Officers and Top Management on Total Quality Management (for companies not yet participating in the TQM Integration Program)*
 - 2. Conduct of TQM Forum with short term expert at least once a year*
- * Benchmarking to companies implementing TQM*
 - * Conduct of Training the Trainers by mid-term expert*

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- 5. Consultancy and Training for additional model companies by long term expert*
- 6. Development of Training Materials and Publications*
- 7. Upgrading of Filipino Auditors Capabilities*
- 8. Establishment of Asian Center for Quality Management Foundation*

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How to Involve Long and Short Term Dispatched TQM Experts in the Plans, if Dispatched

1. *TQM Trainings for CEOs and Top Management*
2. *Training the Trainers*
3. *Consultancy and Training for Additional Model Companies*
4. *Development of Training Materials and Publications*
5. *Upgrading the Capability of the Filipino Auditors*
6. *Asian Center for Quality Management Foundation*

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*Thank you ...
(Salamat Po)*

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COUNTRY REPORT ON JAPAN-ASEAN TQM PROJECT PHASE II (SINGAPORE)

Introduction

1. The first phase of the Japan-Asean TQM Project (JA-TQM Project) was concluded in March 2000. Appended below is Singapore's progress report for the 19th ACCSQ meeting.

Singapore Quality Award and Singapore Quality Class

2. Singapore has benefited from its participation in the first phase of the JA-TQM Project. TQM provides a strong foundation for organisations wishing to achieve world-class business excellence through the Singapore Quality Award (SQA) framework. The SQA framework includes the TQM elements and is modelled after the US Malcolm Baldrige Quality Award.
3. In the previous country paper on JA-TQM Project presented at the 15th ACCSQ meeting, Singapore has expressed its intention to proceed to the next phase which is to help those who already have a strong foundation in TQM to reach the level of SQA. For this reason, Singapore is not participating in the model company Expert Assistance Scheme in Phase II.
4. For organisations that do not have a strong foundation in quality, TQM will be promoted together with other foundation programmes such as ISO 9000 certification, Enhanced Total Quality Process and National Cost of Quality so that they can strengthen their capabilities in their journey towards attaining the SQA.
5. To progress in the business excellence journey, organisations need to assess themselves regularly. The Business Excellence Assessment for Continuous Improvement, BEACON in short (previously known as QAE) is a well-established method of assessing an organisation against the requirements of business excellence.
6. Organisations that undergo the BEACON and attain a commendable level of performance qualify for the Singapore Quality Class (SQC). The SQC is the first major benchmark that organisations in Singapore need to achieve prior to attaining the SQA.

Progress of Singapore Quality Class

7. As at 15 February 2002, some 238 organisations have become members of the SQC. They come from the public and private sectors and represent a good cross-section of the industries in Singapore.

Training Attended Under Project Framework

8. In 2000, a Charmian Chong of PSB attended the AOTS/JSA TQM Training Course in Japan. From 1 August to 14 August 2001, Wendra from CEL Coatings attended the TQM Training Course.

Conclusion

9. The JA-TQM Phase 1 Project has helped to create awareness and understanding of TQM among Singapore organisations. This helps to facilitate the organisations in the journey to achieving SQC and SQA.
10. Singapore will continue to promote TQM within the SQA framework so that more organisations can strengthen the capabilities in their journey towards achieving the SQA.

Singapore Report - TQM Dissemination Activities

Outline

- Singapore Quality Award
- BEACON or Business Excellence Assessment for Continuous Improvement
- Singapore Quality Class and its progress
- Training Attended
- Conclusion

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Singapore Report - TQM Dissemination Activities

Singapore Quality Award

- Framework includes TQM elements
- Modelled on Malcolm Baldrige Quality award

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Singapore Report - TQM Dissemination Activities

BEACON or Business Excellence Assessment for Continuous Improvement

- method of assessing against the requirements of business excellence
- 7 categories
 - leadership, planning, information, people, processes, customers, results

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Singapore Report - TQM Dissemination Activities

Singapore Quality Class

- Scheme to recognise organisations
- Assessed through BEACON
- Gives focused guidance towards world class standard of business excellence
- 238 companies

SINGAPORE PRODUCTIVITY AND STANDARDS BOARD

**Singapore Report - TQM Dissemination
Activities**

Training Attended

- AOTS/JSA TQM Training Course in Japan in 2000
- TQM Training Course from 1 August to 14 August 2001

SINGAPORE PRODUCTIVITY AND STANDARDS BOARD

**Singapore Report - TQM Dissemination
Activities**

Conclusion

- Phase 1 helped create awareness and understanding
- TQM promote within framework of SQA

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Thank you.

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**Country Report
on
TQM Dissemination Activities**

**Mr.Pongsak Pianpanit
Thai Industrial Standards Institute
Thailand**

Country Report on TQM Dissemination Activities

Mr.Pongsak Pianpanit
Thai Industrial Standards Institute
Thailand

1. Overview of TQM Dissemination Activities

ASEAN-Japan TQM Project was established in 1995 for 5 years Project based on agreement between the Government of Japan and ASEAN countries.

The objectives of the TQM Project are:

- ♦ To Promote understanding of TQM Principles based on quality improvement aiming at Strategic Quality Management.
- ♦ To designate model factories and begin training factory management.
- ♦ To improve the curriculum and training materials prior to holding Trainers' Training in Japan. Boost TQM training in ASEAN countries.
- ♦ To study how to promote TQM practice and to develop TQM methods at model factories.

Summary and Evaluation of the Activities of 1st phase.

The ASEAN-Japan TQM project is an outstanding program which is able to deliver technology transfer and concrete results to recipients systematically.

- ♦ Document for TQM implementation comprises implementation items used for self-diagnosis as well as self-improvement and 19 handbooks used as guidelines for TQM implementation
- ♦ Training staff from model companies from ASEAN countries on standardization and quality control in Japan enables local experts to promote TQM practice in their home factories.
- ♦ Japanese experts assist the model companies in introducing and implementing TQM. It is also a good opportunity for Thai counterparts to learn from the experts' experiences.
- ♦ A number of seminars in each ASEAN country and Japan enable the exchange of views among model companies in ASEAN.

These result in the increasing of capability of local experts in transferring the TQM Technology to their home countries

2. TQM Dissemination Organization

Thailand has established National TQM Committee to organize the Project.
The structure of committee is

Members

1.Committee Chairman

Secretary-General(TISI) (1)

2. Committee Secretary Mr. Surasak Asavadorndeja (TISI) (1)
3. Committee Deputy Secretary Mr. Pongsak Pianpanit (TISI) (1)
4. Education and training related body Dr. Paritusna Punbunyong
Technological Promotion Association (Thai
Japan) Representative
Thailand Productivity Institute Representative (3)
5. Interested party Thailand Management Association Representative (1)
6. Interested party Department of Industrial Promotion Representative (1)
7. Interested party The Federation of Thai Industries Representative (1)
8. Model Companies Federal Electric Corp., Ltd. Representative
Siam Cast Iron Works Co., Ltd. Representative (2)

Responsibility and authority of the NTQMC are

- ♦ Approve the implementation plan
- ♦ Follow up evaluate and revise the plan
- ♦ Suggest and comment to TQMC
- ♦ Coordinate with other ASEAN countries NTQMC
- ♦ Report progress to ACCSQ

3. TQM Dissemination Activities of JFY 2001

3.1 List of Activities

| | Activities | Date of Period |
|----|---|---------------------|
| 1) | Tele-education courses on TQM for Middle Management | 3 times |
| 2) | Model Companies Instruction (11 companies) | once a month |
| 3) | Trainers' Training | once a month |
| 4) | Seminar "Technology Development" | 19 November 2001 |
| 5) | Diagnosis Model companies (4 companies) | 20-23 November 2001 |
| 6) | Local experts meeting | 3 times |

3.2 Description of Each Activities

- 1) TISI in cooperation with the Thai-Japan Technology Association and the model companies held Tele-education courses on TQM for Middle Management for 20, 20 and 10 participants using 19 Handbooks which were translated into Thai as training materials in February, May and September. Lecture by local experts once a week for 10 weeks, include visit 2 model companies.
- 2) Instructions on 12 Handbooks (vols. 1 CEO, 2 Manager, 3 Common Employee, 4 Policy Management, 6 Daily Management, 7 QCC 8 Problem Solving, 10 Safety Control, 11 Process Control, 14 Inspection, 18 Disposal and proper Arrangement, 19 Cleaning,

Cleanliness, Environment) have been given to the model companies at their sites once a month start from March 2001.

- 3) Training course on 12 Handbooks (as 2).were held for 3 groups of counterparts and facilitators from selected and not - selected companies, once a month for each group.
- 4) Held half day seminar for Industrial Ministry officers, TISI staff, counterparts and 2nd phase model companies' facilitators by short term expert Mr.KAWAMURA from JSA.
- 5) Diagnosis and instruction for 2nd phase model companies (Selected 4 companies, 1 day for each company) by short term expert Mr.KAWAMURA from JSA.
- 6) Three meeting were held on 29 June and 26 October 2001 and 21 February 2002 for model companies, local experts and counterparts to note the progress report on the project and for experience exchange.

3.3 Description on Long term, Short term TQM Expert Dispatch

Government of Japan dispatch long term expert to Thailand for 2 years from December 2000 - December 2002. Main activities aim at instruct 2nd phase model companies(12 companies), and train counterparts to be local experts (24 counterparts and 24 facilitators).

Short term expert was dispatched on 19-23 November 2001 to held seminar and diagnose 2nd phase model companies (4 companies).

3.4 Summary and Evaluation of Activities of JFY 2001

To transfer TQM technology, the direct experience in TQM implementation of successful model companies is more practical than only lectures provided by TQM experts and their successful practice can be applied for developing materials.

4. Description on Dissemination Plan for JFY 2002

4.1 Dissemination Plan for JFY 2002 authorized by national Committee
The activities in year 2001 are continue.

4.2 How to involve Long term, Short term Dispatch TQM expert in the plan, if dispatched

Long term expert responsible for instructing model companies and train counterparts and companies facilitators to be local experts by using 21 handbooks for guideline. Short term expert will held on special topic and do diagnosis if dispatch.

Directorate for Standards and Quality (STAMEQ)

Progress Report on TQM Project phase II

I. Overview of TQM Project Phase II

In the fast changing globalization environment nowadays, Vietnamese businesses must cope with strong competitiveness in local and international market. Under the impact of market mechanism, they are now beginning to approach with many solutions in management, technology to survival. To exist and develop they have been implementing many important innovation activities, such as, worker and management skill enhancement; technological and machinery renovation; the waste reduction; production and quality improvement.

In order to improve their operations, efficiency and competitiveness, an increasing number of Vietnamese businesses have been really carrying out not only productivity, quality management activities, but also productivity improvement programs, such as, developing and implementing ISO 9000, TQM, 5S, etc...

To provide latest knowledge and information of quality management systems, Vietnam Directorate for Standards and Quality (STAMEQ) is the core of measurement, quality and standard activities in Vietnam, is very active to joint international organizations to learn experiences and receive their support as standard, technique books, training material and expert...

Vietnam is 7th country of ASEAN - Japan TQM Project and joined to the Project later than other 6 countries. The project phase 1 extended 1 year for Vietnam. At the end of Phase 1 of Vietnam (2000), Vietnam accepted a long term JICA expert and two short - term JSA experts for training of selected two model companies. The companies finished training on 21 handbooks. On March 2001 STAMEQ held closing

meeting with the representative of the model- companies and Japanese experts.

Phase II of the project started on April, 2001 with assisted by Mr. Mitsuharu Shimada- a long-term expert of Vietnam and Mr. Otabe, Mr. Asaka and Prof. Kondo.

II. Summary of TQM Project Phase II Activities

2.1 Training Activities

| STT | Main Topic | Organizer | Duration | NO of trainees |
|-----|---------------------|--------------|---------------------------|----------------|
| 1. | QC Process Chart | VPC (HCMC) | May 17-19, 2000 (3 days) | 23 |
| 2. | QC Process Chart | VPC (Hanoi) | May 24-26, 2000 (3 days) | 30 |
| 3. | TQM | VPC (Hanoi) | July 18-21, 2000 (4 days) | 20 |
| 4. | Problem Solving | VPC (HCMC) | Aug 9-11, 2000 (3 days) | 27 |
| 5. | Problem Solving | VPC (Hanoi) | Aug 16-18, 2000 (3 days) | 14 |
| 6. | QC Circle | VPC (HCMC) | Nov 22-24, 2000 (3 days) | 30 |
| 7. | QC Circle | VPC (Hanoi) | Dec 27-29, 2000 (3 days) | 23 |
| 8. | Quality Improvement | VCCI (Hanoi) | Feb 12-16, 2001 (5 days) | 70 |
| 9. | TQM | TC (Hanoi) | Feb 27-28, 2001 (2 days) | 30 |
| 10. | Quality Management | VCCI (Hanoi) | May 14-24, 2001 (9 days) | 63 |
| 11. | TQM and TPM | VCCI (Hanoi) | June 21-22, 2001 (2 days) | 24 |
| 12. | Process | VPC | July 10-12, 2001 (3 days) | 25 |

| | | | | |
|-----|-------------------|----------------|--------------------------------------|------------|
| | Control | (HCMC) | days) | |
| 13. | Policy Management | VCCI (Hanoi) | Aug 30-31, 2001 (2 days) | 20 |
| 14. | TQM | VPC (Danang) | Sep 19-21, 2001 (3 days) | 27 |
| 15. | TQM | SMEDEC (Hanoi) | Oct 4, 2001 - Feb 25, 2002 (37 days) | 06 |
| 16. | TQM and Project | SMEDEC (HCMC) | Nov 26, 2001 (01 day) | 270 |
| 17. | TQM and Project | VCCI (Hanoi) | Nov 29, 2001 (01 day) | 50 |
| 18. | TQM | VPC (Hanoi) | Nov 30, 2001 (01 day) | 50 |
| 19. | Total | | 88 days | 902 |

Note:

- VPC - Vietnam Productivity Centre (STAMEQ)
- TC - Training Center (STAMEQ)
- SMEDEC - Small and Medium Enterprises Development Center (STAMEQ)
- VCCI - Vietnam Chamber of Commerce and Industry
- No16, No 17 and No18 are held which Dr. Kondo presents.

2.2 Guiding and Training at Companies

| STT | Name of Enterprise | Business | Kind of Capital | Content of guiding, training | Coordinator |
|-----|-----------------------------------|-------------|-----------------|---|---------------|
| 1. | CFT Vina Copper Co. Ltd | Copper wire | Joint Venture | Initial Assessment and introduce of Project | VPC (HCMC) |
| 2. | Dong Nam Textilte Co. (Donatexco) | Textile | State own | Initial Assessment and introduce of | SMEDEC (HCMC) |

| | | | | Project | |
|-----|--|---------------------|-----------|---|-------------|
| 3. | Electric Measurement Instrument Co | Electric Instrument | State own | | VMI |
| 4. | Garment Company No 10 | Garment | State own | Initial Assessment and introduce of Project | VPC (Hanoi) |
| 5. | Hanoi Knitting Co | Socks | State own | Initial Assessment and introduce of Project | VPC (Hanoi) |
| 6. | Huy Hoang Garment and Construction Co. | Garment | Domestic | Initial Assessment and introduce of Project | VPC (HCMC) |
| 7. | Thai Binh Co., Ltd | Sport Shoes | State own | Initial Assessment and introduce of Project | VPC (HCMC) |
| 8. | Thanh Cong Textile-Garment Co. | Garment | State own | Initial Assessment and introduce of Project | VPC (HCMC) |
| 9. | Thanh Thanh Glaze Tile Co. | Floor Tile | State own | Initial Assessment and introduce of Project | VPC (HCMC) |
| 10. | Viet Hung Electric Co. | Electric Motor | State own | Initial Assessment and introduce of Project | VPC (HCMC) |
| 11. | Thang Long Tobacco Co, | Cigarette | State own | Initial Assessment and | VPC (Hanoi) |

| | | | | | |
|-----|---|--------------------------------|---------------|---|-------------------|
| | | | | introduce of Project | |
| 12. | Xuan Hoa Co. | Bicycle | State own | Initial Assessment and introduce of Project | VPC (Hanoi) |
| 13. | Caltex Vietnam Ltd., Co. | Lubricant | Joint Venture | Training on QC-7 | VPC (Hanoi) |
| 14. | Moc Dung Co. | Partition | Private | Training on 5S | VPC (Hanoi) |
| 15. | Orion Hanel Picture Tube Co., Ltd | Electronic Tube | Joint Venture | Training on 5S | VPC (Hanoi) |
| 16. | VNPT-NEC Telecommunication System Co., Ltd | Electronic Communication Panel | Joint Venture | Training on 5S | VPC (Hanoi) |
| 17. | Yenbai Banpu Calcium Carbonate Co. | Calcium Carbonate | Joint Venture | Training on 5S | VPC (Hanoi) |
| 18. | Alphanam Electric Equipment Manufacture Co. | Electric Control Board | State own | Training on TQM Awareness, 5S, Process Control, Policy Management, QCC, QC-7, TPM | VCCI (Hanoi) |
| 19. | Ruthimex Thong Nhat Rubber Co. | Rubber Product | State own | Training on TQM Awareness, 5S, Process Control, | Quatest 3, Stameq |

| | | | | | |
|-----|-----------------------------|---------------|-----------|---|--------------|
| | | | | Policy Management, QCC, QC-7, TPM | |
| 20. | Thanh Tri Sanitary Ware Co. | Sanitary Ware | State own | Training on TQM Awareness, 5S, Process Control, Policy Management, QCC, QC-7, TPM | VCCI (Hanoi) |

Training courses are carried out by providing lectures on above-mentioned content and related TQM handbooks.

2.3 Preparation of materials

1. TQM Handbooks in Vietnamese (check sheets for Company Diagnosis and 21 Handbooks)
2. Training materials in Vietnamese:
 - Total Productive Management (including 5S)
 - Policy Management
 - QC Circle
 - QC Process Chart

III. Conclusion

It is compulsory to make more effort to promote TQM among Vietnamese industries, especially exporting sector that need quality for strengthening competitiveness. For national wide TQM disseminating, we have to overcome some difficulties as follows:

- Awareness of Enterprise's Manager on TQM is low.
- Because TQM is no certificate, so the enterprises have not commitment to follow up TQM.
- For market reason, they have not focused on applying TQM. So, they have not invested time, resources for implementing TQM.

- Lack of local expert. Because at current, the local expert like to consult and guide on ISO 9000 to meet the enterprises demands.

The solutions for overcoming those difficulties are such:

- Building and proposing a TQM award at 3 levels: National, Industrial and Enterprise.
- Coordinating with Institutes, Universities to study and train at tertiary level.
- Together with the model companies promote TQM.
- Enhancing training and promotion of TQM for Vietnamese enterprises through 2 type of training: public training and in-house training.
- Enhancing research and consultancy activities by providing piecemeal on TQM to support their quality management system.
- In order to effectively promote TQM and integrate into regional and international economy, STAMEQ, including VPC, are now preparing training materials and seeking for assistance in training skilled researchers and consultants on TQM in particular as management solutions at enterprises in general.




The 19th ACCSQ Meeting
Hochiminh City, March 2002

TQM IMPLEMENTATION IN VIETNAM

Presented by: **PHAİM BAÙ CỒÙU**
Director of SMEDEC HCMC
Vietnam Directorate For Standard & Quality


TQM - Phaım Baù 1



**Progress Report on
TQM Project, phase II**

- ◆ 1. Overview of TQM Project Phase II
- ◆ 2. Summary of TQM Project Phase II Activities:
Summary of TQM Project Phase II Activities
Guiding and Training at Companies


TQM - Phaım Baù 2



CONCLUSION

- ◆ It is compulsory to make more effort to promote TQM among Vietnamese industries, especially exporting sector that need quality for strengthening competitiveness. For national wide TQM disseminating, we have to overcome some difficulties as follows:

TQM - Phaım Baù 3



CONCLUSION

- ◆ Awareness of Enterprise's Manager on TQM is low.
- ◆ Because TQM is no certificate, so the enterprises have not commitment to follow up TQM.
- ◆ For market reason, they have not focused on applying TQM. So, they have not invested time, resources for implementing TQM.
- ◆ Lack of local expert. Because at current, the local expert like to consult and guide on ISO 9000 to meet the enterprises demands


TQM - Phaım Baù 4



SMEDEC HCMC
provides training courses on
TQM

- ◆ Concept of Quality & Quality Management
- ◆ Quality Control Circle – QCC
- ◆ 7 tools for Q. & P. improvement
- ◆ QC-story, Problemsolving Technique
- ◆ Kaizen (Japanese Phylosophy)
- ◆ 5 "S"- Good Housekeeping Practice

TQM - Phaım Baù 5




**CHIEÁN LỒÒIC CHAÁT LỒÒING
QUALITY DEVELOPMENT
STRATEGY**

Yesterday, Today and Tomorrow

- ◆ **Yesterday:**
TQC - Total Quality Control
- ◆ **Hoàm qua:**
**Kieám soàt chaát löôing
toàgn dieän**


TQM - Phaım Baù 6



PRODUCTION PROCESS CONTROL
(The Rule: 5 M + E + I)

- ◆ **Man** Con người
- ◆ **Machine** Máy móc thiết bị
- ◆ **Methods** Phương pháp sản xuất
- ◆ **Materials** Nguyên vật liệu
- ◆ **Measurement** Đo lường
- ◆ **Environment** Môi trường
- ◆ **Information** Thông tin

TQM - Phạm Bộ 7



CHIẾN LƯỢC CHẤT LƯỢNG QUALITY DEVELOPMENT STRATEGY

- ◆ Today: TQC - Total Quality Management
- ◆ Hôm nay: Quản lý chất lượng toàn diện


TQM - Phạm Bộ 8



CHIẾN LƯỢC CHẤT LƯỢNG QUALITY DEVELOPMENT STRATEGY

- ◆ Tomorrow: TQC - Total Quality Creation
- ◆ Ngày mai: Sáng tạo chất lượng toàn diện


TQM - Phạm Bộ 9



QUALITY CONTROL CIRCLE – QCC ACTIVITY IN ASIAN COUNTRIES

| | | |
|--------------|--------|---------|
| 1. Japan | (1962) | 400.000 |
| QCC | | |
| 2. Korea | (1970) | 117.406 |
| QCC | | |
| 3. Malaysia | (1981) | 3.000 |
| QCC | | |
| 4. Singapore | (1981) | 150.000 |
| QCC | | |
| 5. Taiwan | (1967) | 18.500 |


TQM - Phạm Bộ 10



JAPANESE 5 “S” PHILOSOPHY

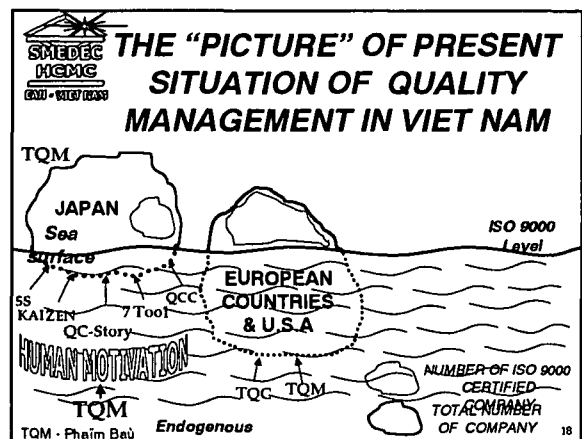
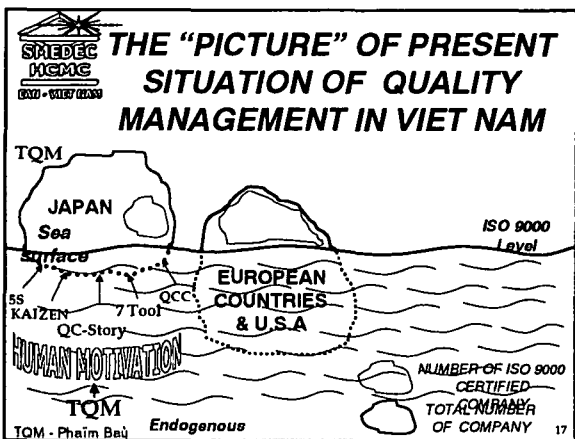
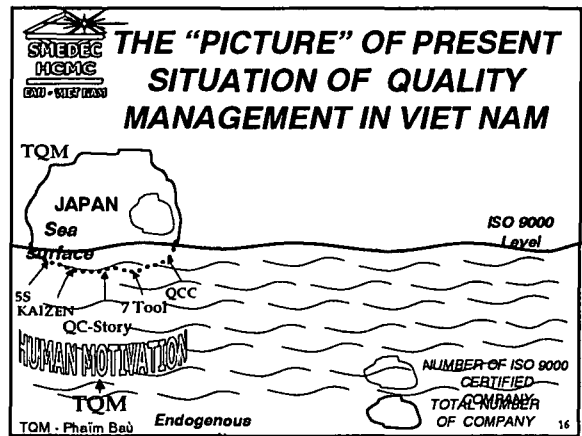
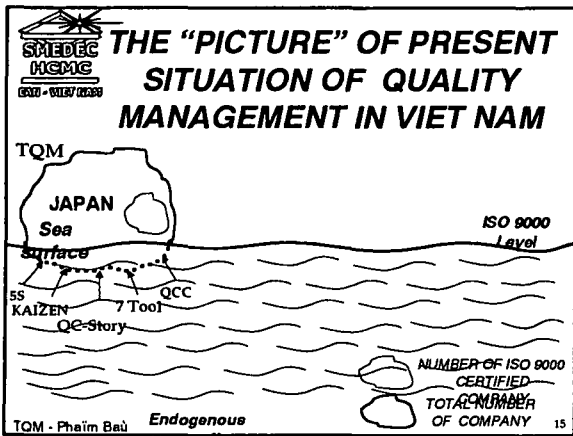
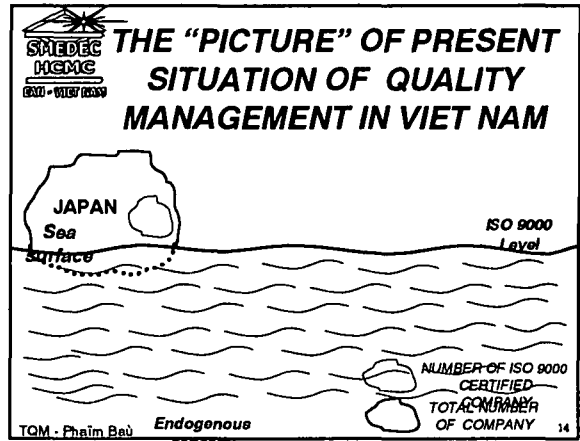
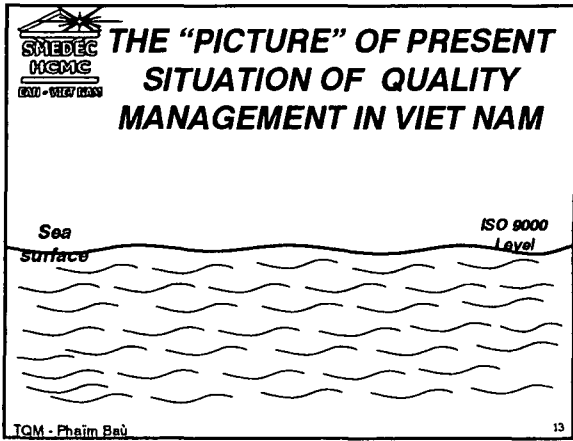
- ◆ SEIRI (SORT) SẠNG LỘ
- ◆ SEITON (SYSTEMATIZE) SẮP XẾP
- ◆ SEISO (SWEEP) SẠCH SẼ
- ◆ SEIKETSU (SANITIZE) SẼN SỒ
- ◆ SHITSUKE (SELF-DISC.) SỰN SỰN

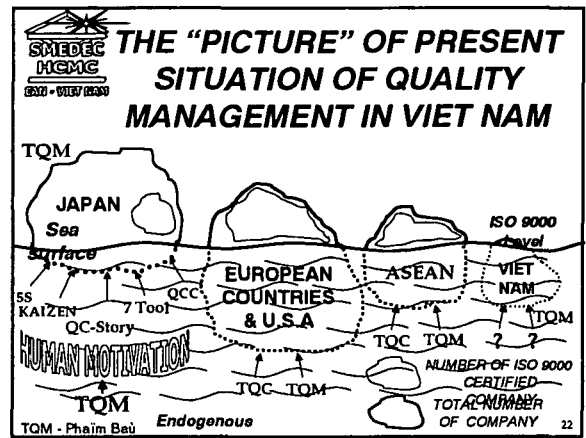
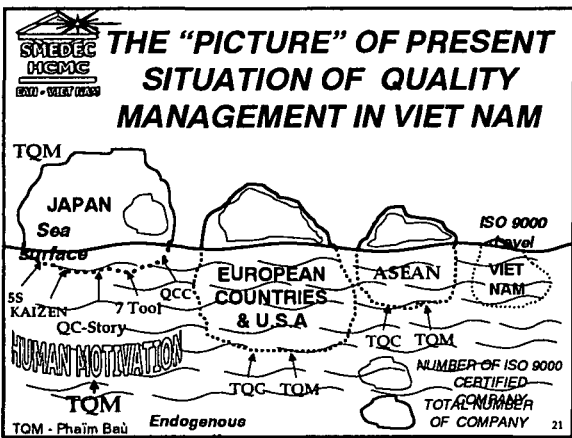
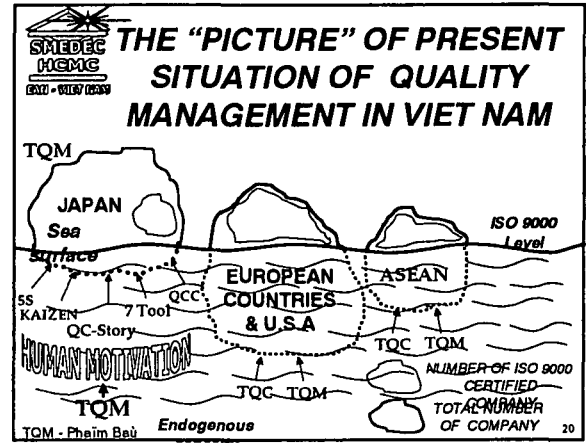
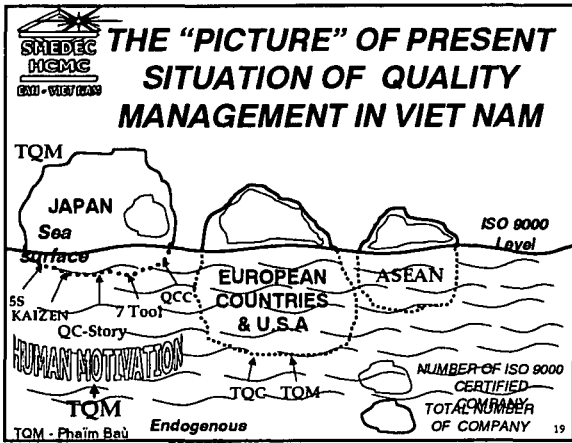
TQM - Phạm Bộ 11



THE “PICTURE” OF PRESENT SITUATION OF QUALITY MANAGEMENT IN VIET NAM

TQM - Phạm Bộ 12





XIN CẢM ƠN SỢI CHUỘ YÙ THEO ĐOĨ CUỮA QUỖY VÒ
Thanks for your attention

5 "S" theo Nhaät Baùn

- ◆ SEIRI - SAØNG LỎIC
 Separate the necessary from the unnecessary items - SORT
 Loãii bõu nhõõng cũi khoãng cũi thieát ra khoũ cũi cũi thieát

5 "S" theo Nhaät Baùn


◆ SEITON - SAÉP XEÁP
 Arrange orderly and label- SYSTEMATIZE
 Saép xeáp möi cùi ngaén naép traät tö vø cou ñaùn nh soá kù hieäu ñeä deä tìm, deä thaáy, deä tra



TQM - Phaím Baùn 25

5 "S" theo Nhaät Baùn

◆ SEISO - SAÏCH SEỐ
 Clean the work place and keep it clean- SWEEP
 Veä sinh nôi laøm vieäc vø luøn giõo cho nõu saïch seố



TQM - Phaím Baùn 26

5 "S" theo Nhaät Baùn

◆ SEIKETSU - SAËN SOÙC
 Constant practice of SEIRI, SEITON & SEISO- SANITIZE
 Kieän trì thõic haøn nh saøng löic, saép xeáp, vø saïch seố



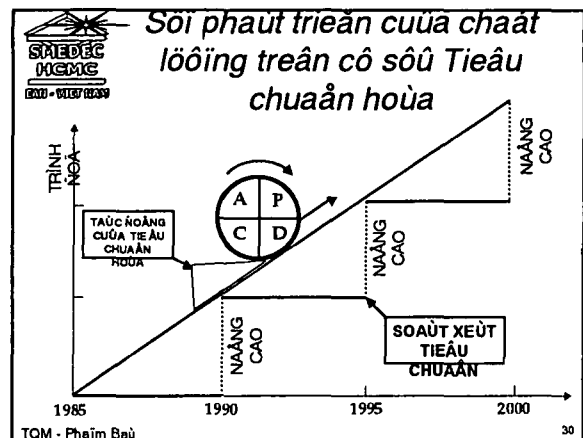
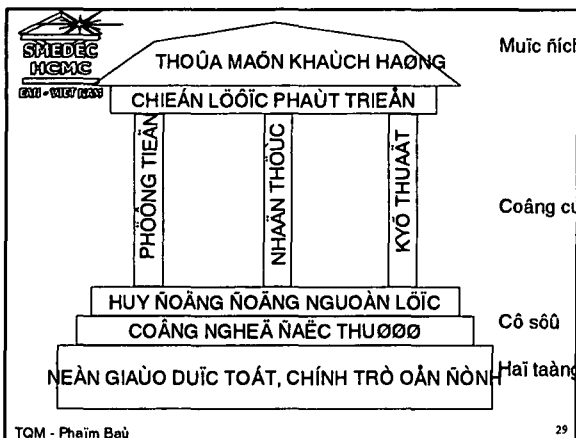
TQM - Phaím Baùn 27

5 "S" theo Nhaät Baùn

◆ SHISUKE - SAÛN SAØNG
 (SOÁT SAÉNG SIEÄNG NAÈNG)-SEI DISCIPL.
 Make it a habit
 Haõy taõo cho nhõng công vieäc trên trõu thaøn thõu quen, khõng caàn ai phaõi



TQM - Phaím Baùn 28

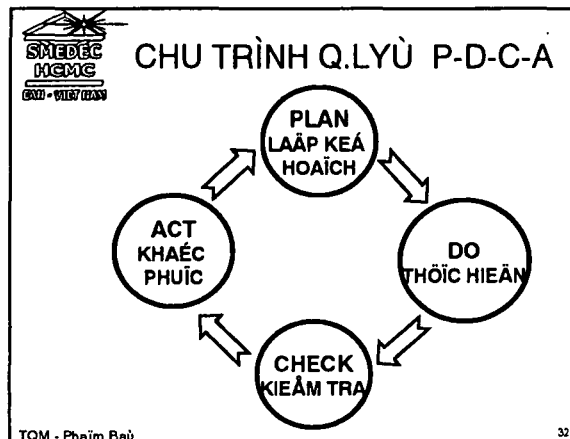


SMEĐEC HCMC
 0200 - 01007 (0200)

VÌ SAO TRUNG QUỐC PHAÙT TRIỂN TQM MÃNH NHỎ VÃY ?

- ♦ Vì còu chieán lổĩc phaùt triển chaát lổĩng tở nhữõng naêm 1960 thoàng qua khaàu hieàu "Baùch nieân ñaĩi keá, Chaát lổĩng ñeã nhaát"
- ♦ Vì Trung quoc còu Toång thieát keá số Vó...vó... vó ñaĩi ÑAỄNG TIEỂU BÌNH - moät con ngỗõi maø lòch sốũ vó ñaĩi cuõa daãn toác Trung Hoa tở cỏ chí kìm cườg chõa heà ñỗĩc chõũng kieán.

TQM - Phaĩm Baù 31



SMEĐEC HCMC
 0200 - 01007 (0200)

TQM Laø gì ?

Laø hoaĩt ñoàng mang tĩn:

- ♦ Khoa hoĩc (Phaũi còu soá lieàu - Logic)
- ♦ Heã thoáng (Nhìn vaán ñeã toaøn dieãn)
- ♦ Trong toaøn Coång ty (moĩi mức tieàu, moĩi phoøng ban vaø moĩi ngỗõi tham gia)

ñeã khoàng ngỗõng thoũa maõn khaùch

TQM - Phaĩm Baù 33

SMEĐEC HCMC
 0200 - 01007 (0200)

SỖI KHAÙC BIEÁT GIỖA ISO 9000 VAØ TQM
DIFFERENCES BETWEEN ISO 9000 & TQM

ISO 9000
 What to do
 Baĩn phaũl laøm gì

TQM
 How to do
 Baĩn ñeãn laøm nhõ theá naø

TQM - Phaĩm Baù 34

Expert Meeting March 25, 2002 Ho Chi Minh, Vietnam

Country Report on TQM Dissemination Activities

Name of reporter : Mr TITH LAMINE

Organization : Department of Industrial Standards of Cambodia (ISC)

Name of Country: The Kingdom of Cambodia

1. Overview of TQM Dissemination Activities

Since Cambodia joined TQM- ASEAN Project in the same time with Laos and Myanma, Cambodia has being continued the TQM program in phase 1 until nowadays.

TQM- ASEAN project phase 1 has started in Cambodia since Nov. 16-17,2000. At that time Cambodia hold the Seminar for Top & Middle Management, Establishment the Coordinating Committee (TQMCC), selection of Model Company, instruction and implementation . At the introductory stage these Activities were conducted by former Industrial Standards Office of Department of Industrial Techniques of Ministry of Industry, Mines & Energy in cooperating with Japanese Expert from JSA.

In order to achieve the dissemination of TQM Project, the TQM Coordinating Committee (TQMCC) hold the Meeting to find out the major Objectives and found appropriate solution as below:

- 1-To be strongly promote new concept (TQM Methodology) in Companies /Enterprises using 21 Handbooks according to JSA schedule.
- 2-To support local companies as well as enterprises, SME, which have being encountered by management in home.
- 3-To provide TQM training follow up Japanese expert for improvement the capacity of local expert and increasing the number of them through skill qualification, so that they assist effectively another companies/Enterprises

To reach this Objective, TQM Coordinating Committee (TQMCC) has planned for responsibility and advised to the Model Company:

TQMCC Task

- 1- TQM coordinating committee(TQMCC) has to draw up the accurate schedule for TQM program by each fiscal year
- 2- Campaigning to promote TQM program to private Sectors as possible
- 3- Survey next Model companies
- 4- To cultivate step by step the local expert by cooperating with Japanese side
- 5- To retrain Managers of Model company with effective method by Local counterpart

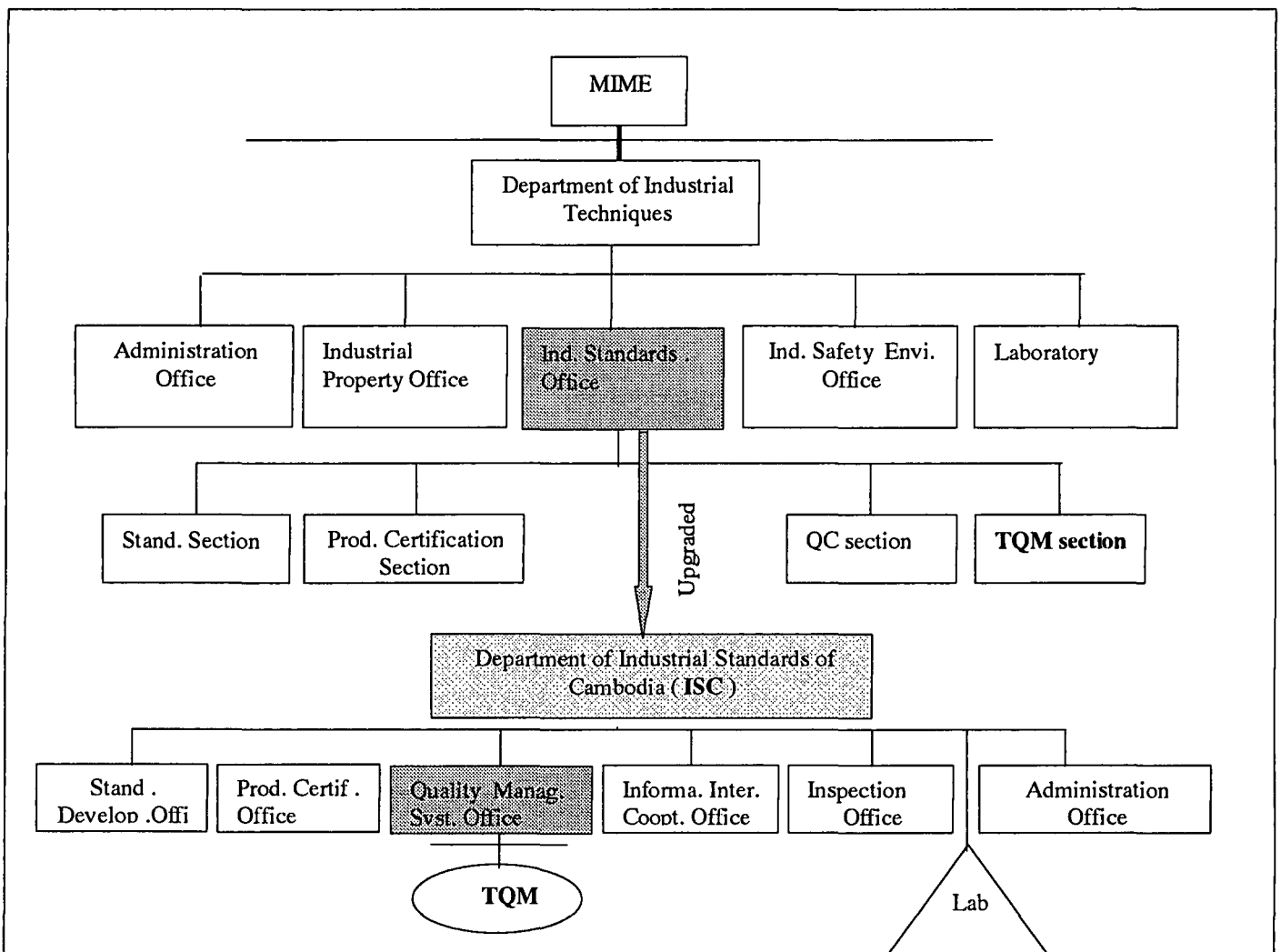
Model company

- 1- To be strongly committed of CEO to undertake TQM project
- 2- To be cooperated throughout company for TQM implementation
- 3- To joint with TQMCC and Japanese Expert in conducting of TQM project

2- TQM dissemination organization

Since TQM project has been disseminated in Cambodia, the former Industrial Standards office is responsible for this project. At that time this office has only 3 personnel, who are together in charge of TQM project. In order to smoothly conduct of program, TQMCC was formed by approval the head of Ministry of Industry, Mines, & Energy (MIME).

The organization Chart of prior Industrial Standards Office & New Department of Industrial Standards of Cambodia (ISC)



At the moment, the Industrial Standards office has been upgraded into Department Level called **Department of Industrial Standards of Cambodia (ISC)** (see Chart). This Department is responsible for Standardization including TQM dissemination activities as below :

- 1- Preparation TQMCC meeting (Director of Industrial Standards Department is Chairman of TQMCC)
- 2- Make arrangement Head of Ministry/ Model company with Japanese side
- 3- Setting up TQM program and submitting to TQMCC for approval
- 4- Deploying the master plan for retraining in model Company,
- 5- After competition each instruction by Japanese Expert, TQMCC made meeting with them to evaluate the instructed activities.

3- TQM dissemination Activities of JFY 2001/ 2002

3.1 List of Activities

| | Activities | Date of Period |
|----|--|--------------------------|
| 1) | Participation in Expert Meeting in Bangkok | March,12-13.2001 |
| 2) | Translation Handbook & Reviewed by TQMCC | April until October.2001 |
| 3) | Instruction in Model Company by Japanese Expert (First step) | Sept,10-16.2001 |
| 4) | Retrain managers at model company by Local counterpart | Nov, 2001- Jan 15. 2002 |
| 5) | Implementation of theories into Practice by each sections | Nov, 2001- Nowadays |
| 6) | Holding TQM seminar for Top & Middle Management (second Period) | December, 14.2001 |
| 7) | Instruction in Model company by Japanese Expert (Second step) | Jan,21-25,2002 |
| 8) | Retrain in Model company and translation period by local counterpart | March,1- April,30.2002 |

3.2 Description of each Activities

1) Participation in Expert Meeting in Bangkok

March 12-13.2001, the participant from Cambodia was invited by UNIDO/ JSA to joint in the Expert Meeting in Bangkok. During Meeting, representative of TQM Expert indicated the difficulty for dissemination of TQM project, due to such project is new methodology, and high level for implementation, depended on current lower industrialization status. And another hand, the present situation of economy in home is not required to undertake such project as well as the willing of CEO are not accurately considered on standardization. They think, that they produced much quantity with cheap price. Their business vision is profit first based on living of people standards.

2) Translation of Handbook and Reviewed by TQMCC

After Expert Meeting in Bangkok, TQMCC has started to translate of following 5 handbooks distributed to Model company. The translated handbook shall be reviewed by some member of TQMCC so that, their contents and meaning are corrected before compiling as used Handbook. However TQMCC recognize that the translation ability of such handbook is not professional, but TQMCC have positive opinion step by step they will be revised through Experiences. These 5 handbooks are:

- 1- Chief Executive Officer (CEO)
- 2 - Manager
- 3- Standardization
- 4 Disposal and Proper Arrangement
- 5- Cleaning, cleanliness, Environment

These 5 handbooks were distributed and instructed by esteemed Japanese Expert (Mr.Terry Kawamura)

3) Instruction in Model company by Japanese Expert (First Step)

Sept 10-16 2001, is the initial Instruction in KONG HONG Model company by Japanese Expert (named Terry Kawamura) accompanied with local counterpart. Based on decision of CEO, 12 Managers from each sections were dispatched for participation. The Instruction started from 8.30 am until 5.00 pm. The lecture were instructed one by one with English language translated in original language.

In introductory step of instruction, we have focused on 5 handbooks mentioned above, in which there are two categories:

One is Handbook for CEO and another one are Manager level; therefore we shared in 2 differences class. It means CEO had designated 4 representatives (they are TQM promoter of Company) to take part in training course in term of CEO handbook, due to CEO was absent and another 4 handbook were instructed for managers . At last day of mission, Japanese expert hold meeting with TQMCC committee, so that having progress reporting of instruction activities.

4) Retrain managers in model company by local counterpart

November. 2001- January 15, 2002 is the retraining period by TQM counterpart. As the procedure for smooth implementation of session, before TQM counterpart was proceeded his operation of TQM program in term of retraining. TQMCC has deployed master plan first using translated 5 Handbook, the master plan have been divided into monthly schedule as well as weekly. Chairman of TQMCC and CEO have to sign on it. According to schedule of plan, all related managers shall be participated once again in class session.

The re- instruction was conducted by own method of local counterpart as below:

TQMCC set up 2 days for retraining per week in which lasted more than two hours in one time. The class session was provided by theories and reviewed of lesson in the past. During the class session, participants were put score through their understanding, in which having 15 minute required to do Question & Answer (Putting score), 1h30 minute for lecture and 15 minutes for overall discussion. Furthermore at the end of retraining period (2 or 3 months), participants were past short examination by writing (responding Questionnaire. The champion of session is awarded for next motivation.

5) Implementation of theories into actual practice by each section

TQMCC feel that, in order to get effective output, the actual implementation of theories into workplace should be serious considered. To achieve this objective, TQM counterpart has been periodically mandated for surveillance of TQM implementation all section throughout company, whether or not they have actually operated at workplace. If any section has successfully completed, they were put the score. Some time any sections were checked without announcement by Local counterpart /TQM promoter of company for carrying out the program (Ex. 5S activities etc..)

6) Holding seminar for Top & Middle Management (second time)

December, 14.2001, Department of Industrial Standards of Cambodia (ISC) jointed with JSA to hold the second time of TQM UNIDO seminar for " Top and Middle Management " in Phnom Penh, aimed to disseminate more effectively to companies , Enterprises, SME, ect.. This Seminar had good atmosphere with 80 participants, who are dispatched almost from private sectors and 6 delegates of JSA. Regarding to aspect of seminar shown that, it was very actively and taking high attention of attendance. Some representative of companies had proposal , how they will be applied if they aim to be as Model company in next phase. In addition there are many questions related to the Quality Management System ISO 9000. According with this movement, TQMCC can evaluate, that the trend of producers as well as CEO's willing of several companies have started to scrap about the benefit of TQM project.

7) Instruction in Model company by Japanese Expert (Second step)

Referred to schedule of project, the Japanese Expert (Mr. Terry Kawamura) with his tireess visited again in Cambodia for TQM instruction on Jan, 21- 25. 2002 in KONG HONG model company. At that time, before beginning lecture, the persons, who had successfully in prior session examined, were awarded by Japanese Expert (organized by company). In this second step of instruction, CEO has increased number of participants (from 12 to 30 persons). The session was taught by following 5 Handbooks:

- 1- Ordinary Employee
- 2- Policy Management
- 3- QC Circle
- 4- Process Control
- 5- Measurement Control

Event instruction for 5 days, the Japanese expert has provided clearly the Lectures and workshops in order to collect the output the Activities for evaluation.

8) Retrain in Model Company & Handbook translation period by local counterpart

The second step of TQM instruction was finished on Feb.,25.2002 by Mr. Terry Kawamura. In order to qualify a wareness of all trainee, TQMCC has dispatched TQM local Counterpart to instruct again on main Topic referred to 3 Handbook, in which some items have been clarified and taking into practice by each section. However, there are two Handbooks are not necessary for implementing, due to their content is not useful with such company (garment factory).

The third instruction will be done on July, 29- August. -Sept 2.2002, therefore the translation of following 5 handbooks has being begun according to appropriate time.

- 1- Daily management
- 2- Problem solving
- 3- Safety Control
- 4- Education & Training
- 5- Statistic Method

3.3 Description on Long term , Short term TQM Expert Dispatch , if dispatched

The application A1 form for TQM long term expert, TQMCC has been really applied by two time to JICA through the Council Development of Cambodia (CDC), but this Form has been still not yet approved, whereby the dispatched Expert is failed. TQMCC feel that to solve this problem, the JICA- Headquarter is only the key point, because Cambodian side bears all project involved development of infrastructure of country are priority.

Summary and Evaluation of JFY 2001

Department of Industrial Standards of Cambodia carry out the project in phase 1 within TQMCC discussion. Up to now, TQM CC get really the initial output of implementation from model Company in term of Project. In other words, the progress of existing management is arisen, such as 30 managers have being qualified on TQM concept, the old culture of management of company has been changed to standardized level, the vision of CEO is jointed with worldwide relationship. Besides the publicity of TQM concept is recognized through Seminar and visitors at Model Company. At the last day of instruction , TQM CC had the meeting with Japanese Experts for reporting, exchanged experiences among them.

In addition, there are students from university, who have visited and collected data for their graduation. Although, TQM concept is the high Methodology and hard understanding, but some handbooks are very usefully for company. Therefore TQMCC selected only topics, that required with type of its business compromised education capacities level of participants.

Generally, TQMCC has positive vision for future plan, according with cooperation Cambodian side and UNIDO/JSA, TQM dissemination activities in fiscal year 2002 will be achieved significant result, because companies/ Enterprise/ Organization are initially interesting in applying TQM in respective organization.

4. Description on Dissemination plan for JFY 2002

4.1 Dissemination Plan for JFY 2002 authorized by national Committee

To enhance effectiveness of TQM dissemination activities in year 2002, TQMCC set up plan as below:

- 1- To be strengthened KONG HONG Model company for successful achieving of TQM program
- 2- To be campaigned to promote next Model Company increased number more than One
- 3- Allocation of schedule for interested party to visit KONG HONG Model company
- 4- To be increased the local experts for next generation

4.2 How to involve Long term, Short term Dispatch TQM expert in the plan, if dispatched

The Department of Industrial Standards of Cambodia is the focal point for running TQM program, but our department are facing many problem such as office equipment, Human resource adviser. / Expert etc. We expect that if long-term expert, short-term expert will be dispatched, they will enable our department in 2 task as below:

- 1- Standardization (core task)
- 2- TQM activities namely:
 - a) Establishing concrete master plan for future plan
 - b) Advising the local counterparts
 - c) Current training in model company
 - d) Cultivation new local experts

Summary Report on TQM activities in Cambodia

1. Description of TQM activities
March, 12-13, 2001, repre. Of
Cambodia participated Expert
Meeting Bangkok

* April - October, 2001, TQMCC
stated 5 handbooks translation
as below:

- 1- Chief Executive Officer (CEO)
- 2- Manager
- 3- Standardization
- 4- Disposal & Proper Arrangement
- 5- Cleaning, Cleanliness, Environment

* That time, not problems by Handbooks
translation, due to not much technical
terms

- Sept, 10 - 16, 2001 introductory TQM
instruction in Model company by
Japanese
expert (Mr. Terry Kawamura), focussed
above 5 Handbooks

Company profile:

- Type of Model company: Garment Factory
- Local company, 100% local capital.
Employed
1274 workers, consist of 1168 females & 106
males & Chinese supervisors
- Main Products are clothes (Jeans, pants,
trousers shorts etc...)
- Possibility of production: 370,000 dozen/year
- Capacity of exporting: 350,000 dozen/year

• Event session class 4 reprs. CEO & 12
managers joined in training course

• Nov, 2001 - Jan 15, 2002, TQM counterpart
retrained at model company

• At same time, implementation of theories into
practice by each section, checked by
counterpart.

Progress of implementing put score

- Dec 14 2001 holding second time seminar for "Top & middle Management"
- 80 participants attended, almost from private sectors

Jan 21-25, 2002, second step of instruction by Japanese expert using 5 handbooks as below:

- 1-Ordinary employee
- 2-Policy management
- 3-QC Circle
- 4-Process Control
- 5-Measurement Control

•According with understanding, CEO, participants increased (12-30 persons)

**** Problem encountered:**
 Technical term & contents of 2 handbooks, hard for understanding (Process control & Measurement control)

- March 1- April 30, 2002, translation period for next instruction
 - 1-Daily management
 - 2- Problem Solving
 - 3- Safety control
 - 4- Education & training
 - 5- Statistic Method

•Right now, being retained on 3 handbooks:
 QC Circle
 Policy Management
 Common Employee

- Left 2 handbooks, their contents no need, business Type, impossible implementation

**** Problem encountering:**

- 90% of participants lower education (they have college levels of qualification)

•End of instruction, TQMCC hold meeting with Japanese Expert, valuation of Activities

ii- Method for retraining in model company by counterpart

-How to be instructed all managers?

- according with low education, selected necessary Topics related to possibility for Implementation

Example (1 step) : 5 handbooks consist of 231 lessons, selected only 53 lessons

- Making master plan, divided into monthly & weekly plan
- Master plan signed by chairman of TQMCC & CEO for approval

• To be scheduled for session class

- Taking two time / weeks of retraining
- Lasted 2- 2h 30 minute/ time, including:
 - 20 minutes for Q & A (put score)
 - 1h30 minute for lectures (new lessons)
 - 15 minutes discussion on problem between sections

• End of retraining periods, made short examination (put score)

• All put scores of them were totaled for champions to be awarded by CEO (representative by Japanese Expert)

Note: both scores on theories & practice (by Surveillance)

iii. Future plan

• Increased local Experts, how to be increased? it is problem, focused 2 factors

1-local experts required qualification of Japanese Expert

2-Living standards good: staffs are very low

• Campaigned to promote new model company by publicity KONG HONG company as Model.

* Promote through TQM seminar

*Thank you very much for
your attention!!*

Country Progress Report on TQM Dissemination Activities
Dept. of Intellectual Property, Standardization and Metrology (DISM)
Science Technology and Environment Agency (STEA)
Lao PDR

1. Overview of TQM Dissemination Activities:

ASEAN-Japan TQM Project phase 1 was implemented from 1995 to 1999, phase 2 was started in 2000 for 5 years based on agreement between the Government of Japan and ASEAN countries.

The TQM project was started in Lao DR since 2000. The objectives of the TQM Project are: to promote understanding of TQM Principles based on quality improvement aiming at Strategic Quality Management, to designate model companies and provide training on management, to improve the curriculum and training materials prior to holding Trainer's Training in Japan, study how to promote TQM practice and to develop TQM methods at model company.

The quality of products is still the main problems, which are facing in Lao PDR due to lack of knowledge and experiences on quality management system and other factors for manufacturers. The concept on Total Quality Management (TQM), which obtained experiences and achievement of Japanese companies is very important and useful for Lao government officials and managers of companies to apply for improvement of quality of goods to be able in competitive price and quality in domestic and international markets.

This progress report is made for the period from July 2001 to February 2002.

TQM is being disseminated in both governmental organizations and private sectors such as provincial administration, companies, and other organizations concerned in Lao PDR. The major progress of the TQM activities is as following:

The Industrial Research and Development Institute, Ministry of Industry, Department of Intellectual Property, Standardization and Metrology (DISM), STEA organized five workshops on relating with TQM for the Top and Middle Management of organizations and companies concerned.

DISM has translated 10 TQM handbooks into Lao language and introduced to Model Companies by TQM Experts, in September 2001 and January 2002.

DISM, STEA and Department of Training and Technical Services, JSA jointly organized UNIDO TQM Seminar on Total Quality Management for the Top and Middle Management in November 11, 2001, at Vientiane.

Two Lao Technical Officers attended the training course on JICA/JSA AESAN Standardization and Quality System in Japan, February, October 2001.

2. TQM Dissemination Organization

Lao PDR has established the National Committee for Management of Standards and Quality (NCMSQ) including TQM Project. The structure of committee is:

| No | Members Name and Family name | Organization |
|----|---|---|
| 1 | Mr. Nhuene SISAVAD (Chairman) | Director General of DISM, STEA |
| 2 | Mr. Soumana CHOULAMANY (member) | Director of Standards and Quality Division, DISM |
| 3 | Mr. SenKham VONGVOLALAD (member) | Deputy Director of Department of Industry, Min. of Industry and Handicraft |
| 4 | Mr. Sengdeth BOUALAVANH (member) | Head of Trade Promotion Division, Min. of Commerce |
| 5 | Mr. Sengthong VANGKEOMANY (member) | Head of Technical Division, Min. of Communication Transportation and Construction |
| 6 | Mr. Khoune SAKBOUVONG (member) | Min. of EDUCATION |
| 7 | Mr. Thongvang LADSAVONG (member) | Min. of Health |
| 8 | Mr. Vanhthong SITTHIKUN (member) | Industrial and Agricultural Development Com. |
| 9 | Mrs. Yadkeo PHOUMIDALADVANH (member) | Min. of Agriculture and Forestry |

The main responsibility (Refer to the Committee role and relevant regulation of the NCMSQ is:

- Set up and approve plan
- Suggest and comment to NCMSQ
- Coordinate with other ASEAN countries of the TQM Project
- Report progress to ACCSQ

3. TQM Dissemination Activities from July 2001 to February 2002.

3.1 List of Activities

| No | ACTIVITIES | DATE OF PERIOD |
|----|---|--|
| 1) | Workshop on Intellectual Property, Standardization and Metrology | 29 July-4 August, 15-18, 20-24 August, 2001 |
| 2) | Seminar and Workshop on Productivity and Standards and Quality Improvement | 17-21/12/2001 |

3.2 Description of Each Activities

- 1) DISM in collaborating with the Science, Technology and Environment Offices (STEO) of Sekong, Borikhamsay and Oudom Say provinces has organized workshops on Intellectual Property, Standardization and Metrology, from 29 July-4 August, 15-18, 20-24 August, 2001. Representatives attended from STEOs, Provincial Administration Officials, Companies, and Factories of the three provinces mentioned-above in total 155 persons. The purpose of these workshops is to familiarize and introduce the legislation, role, and mandate of the DISM and basis knowledge of intellectual property, standardization, and metrology. The presentation of standardization include TQM was took part in the workshops. The TQM presentation was focus on basis knowledge of the following titles: "Quality" – definition, history of quality and it relation with " cost" and " productivity," quality system, daily management, policy management.
- 2) Industrial Research and Development Institute, Min. of Industry and Handicraft in cooperation with DISM held a seminar and workshop on productivity, standards and quality improvement for 35 manufacturers and heads of Industry Divisions from Vientiane Municipality and some provinces. The major material for presentation was used five TQM Handbooks which were translated into Lao by local experts.

3.3 Summary and Evaluation of the Activities of Period from July 2001 to February 2002

TQM dissemination activities are seem to be limited due to some problems interm of financial and limited numbers of staff for dissemination organizations.

TQM introduction for Model Companies is more practical than only lectures by TQM experts and can be applied in their improvement more appropriately.

4. Description on Dissemination Plan JFY 2001

4.1 Dissemination Plan for 2001 authorized by National Committee

1. Seminar on basis knowledge of TQM, for the Top and Middle Management, twice a year.
2. Workshop and Seminar on Productivity and Quality Improvement, 3-5 days, twice a year.

Reported by on be haft of NCMSQ

Soumana CHOULAMANY

Y05A
February 2002

A 9
Laos

Country Progress Report on TQM Dissemination Activities in Lao PDR

Department of Intellectual Property, Standardization and
Metrology (DISM)
Science Technology and Environment Agency (STEA)

1. Overview of TQM Dissemination Activities (July 2001-February 2002)

- **Four workshops on TQM for the Top and Middle Management. (DISM,MO III).**
- **UNIDO Seminar on TQM for the Top and Middle Management (11 DEC 2001).**
- **Two TQM introductions for 1 designed model company and for two interested companies (Japanese Experts).**

1. Overview of TQM Dissemination Activities (continued)

- **Translation of 10 TQM handbooks from English to Lao.**
- **Training in Japan (2 trainees).**

2. TQM Dissemination Organization

The main responsibility of the national committee for the management of standards and quality (NCMSQ) is:

- **Set up and approve plan**
- **Suggest and comment to NCMSQ**
- **Coordinate with other ASEAN countries of the TQM project.**
- **Report progress to ACCSQ.**

**2.TQM Dissemination Organization
(continued)**

The structure of NCMSQ is:

| No | Members | Position/Organization |
|----|-----------------------------------|---|
| 1. | Mr. Nheune SISAVAD (chairman) | DG of DISM, STEA |
| 2. | Mr. Soumana CHOULAMANY | Director of DSQ,, DISM |
| 3. | Mr. Senkham VONGVOLALAD | Deputy Director of Dpt. Of Industry, Min. of Industry |

2.TQM Dissemination Organization (continued)

| No | Members | Position/Organization |
|----|---------------------------|---|
| 4. | Mr. Sengdeth Boulavanh | Head of Trade Promotion Div. Min. of Commerce |
| 5. | Mr. Sengthong Vangkeomany | Head of Technical Div. Min. of Construction |
| 6. | Mr. Khoun Sakbouvong | Min. of Education |
| 7. | Mr. Thongvang Ladsavong | Min. of Health |
| 8. | Mr. Vanhthong Sithikun | Industrial and Agricultural Development Com. |
| 9. | Mrs. Yadeo Phoumidaladv | Min. of Agriculture - Forestry |

**3. TQM Dissemination Activities
(July 2001-February 2002)**

1) DISM has organized workshops in three provinces. Dated: August 2001

Titles: "History of Quality and Relation with Cost and Productivity"

Speakers: From DISM

Target Participants: Top and Middle Management of gov. officials and manufacturers

Attended number: 155 persons

**3. TQM Dissemination Activities
(continued)**

1) Industrial Research and Development Institute (MOIH) has organized seminar and workshop in Vientiane, Dated: 17-21 DEC 2001

Title: "Productivity, Standard and Quality Improvement"

Speakers: From MOIH and DISM

Target Participants: Top and Middle Management from MOIH and Manufacturers

Attended number: 35 persons

3.3 Evaluation of the Activities

- **The problems of TQM dissemination activities are: Limited of the financial and limited of staff for dissemination organization.**
- **TQM introduction for model companies is more practical than lectures by TQM experts and can be applied in their improvement more appropriately.**

4. Dissemination Plan for 2002

- **Seminar on basis knowledge of TQM, for the Top and Middle Management, twice a year.**
- **Workshop and Seminar on Productivity and Quality Improvement, 3-5 days, twice a year.**

Country Report on TQM Dissemination Activities

Myanmar

Not available because of no attendance to this meeting.

Appendix - 3

Action Plan for ASEAN -Japan TQM Project in JFY2002

March 25, 2002
METI / JSA

1. Dispatching Short-Term Experts

Short-term experts will be dispatched according to request from each ASEAN country.

The Instruction for model companies in Cambodia, Lao PDR and Myanmar will be conducted by JSA experts as per scheduling. The secondary year's instructions will be conducted during period of July - September 2002 for Model Companies in Cambodia, Lao PDR, Myanmar, and the continual instructions for them will be conducted February 2003. (twice a year)

Two Japanese TQM short-term experts will be dispatched to Cambodia, Lao PDR, Myanmar and Brunei.

Tentative schedule is as follows

| Country | 1 st Visit of JFY2002 | 2 nd Visit of JFY 2002 |
|----------|----------------------------------|-----------------------------------|
| Cambodia | July 29 - Aug. 2, 2002 | January 27 - 31, 2003 |
| Lao PDR | July 22 - July 26, 2002 | January 20 - 24, 2003 |
| Myanmar | Sept. 2 -- , 2002 | Feb 24 -- , 2003 |

2. Dispatching Experts by JICA

Japanese long-term experts are dispatched to Indonesia (Jan.,2002 ~Jan, 2004), Thailand (Dec.,2000 ~Dec., 2002) and Vietnam (Mar., 2000 ~ Mar., 2002) as per request.

Japanese long-term or short-term expert by JICA will be dispatched according to request to each ASEAN country. We will continue to encourage this.

3. Implementing Trainers' Training in Japan

(1) 7th AOTS/JSA TQM (based on ISO9000s) Course in JFY2002

Since JFY1996 the Association for Overseas Technical Scholarship (AOTS) has been organizing this training program in cooperation with the Japanese Standards Association

(JSA). The program has been fundamentally designed for the developing economies in the APEC region and aims at fostering TQM trainers in the training institutions or private sector in the respective economies. For countries which are not included in the category, such as Brunei, Singapore, Cambodia, Lao PDR and Myanmar, JSA has been inviting one participant from each country to take part in the program.

The 7th TQM based on ISO9000s course will be held at YKC (Yokohama Kenshu Center)/AOTS. The course title and contents may subject to change.

(2) **4thJICA/JSA Standardization and Quality System Course for ASEAN Countries in JFY2002**

This training course was established in JFY1994 under the course title of “ Application Methods of Standardization and Quality System ” and aims at training staff in the government or semi-government organizations as industrial standardization and TQM promoters, but not in private sectors. Since last two years (JFY1999), the course has been implemented by changing the course title to focus specifically on the developing economies in ASEAN region.

The 4th Standardization and Quality System course will be held in JFY2002 at OSIC (Osaka international Center)/JICA, and can accept by 8 participants from 8 different ASEAN countries.

4. Holding a Series of TQM Seminars in CLM

The third series of TQM seminars will be considerable to hold for Cambodia, Lao PDR and Myanmar in the end of 2002 (November or December). The seminars will be organized specifically for the top and middle management of local industry with the aim of providing consciousness of quality management.

5. Holding Expert’s Meeting

The Experts’ meeting which aims at sharing experiences and exchanging information for TQM within ASEAN countries will be held in accordance with the next meeting of ACCSQ-METI (Japan). Annual activities during 2002 will be reported and the way of how to disseminate TQM will be discussed.

6. Developing draft International Standards for TQM based on ISO9000s

METI and JSA are developing new TQM standards based on ISO9000s and have intention to develop the standards with Europe and Asian countries. The standards probably consist of QMS model, Self-assessment and supporting techniques.

1. Dispatching Short Term Experts

1) As per request base

| | Country | Duration | Name of Expert |
|-----|-----------------|-------------------------------|--|
| (1) | Philippines | Aug. 10 to Aug. 12, 2001 | Mr. Masato Suuchi and Mr. Ichiro Miyauchi (Miss Tomoko Sakaguch) |
| (2) | Indonesia | Nov. 5 to Nov. 16, 2001 | Mr. Terry Kawamura |
| (3) | Thailand | Nov. 26 to Mar. 30, 2001 | Mr. Terry Kawamura |
| (4) | Vietnam | Nov. 26 to Nov. 30, 2001 | Dr. Yoshio Kondo |
| (5) | Brunei | Feb. 4 to Feb. 6, 2002 | Mr. Terry Kawamura, Mr. Yuzuru Otabe |
| (6) | Malaysia(note*) | Oct. 2001 to Apr. 2002(Note*) | Mr. Tadahiko Taguchi (Note*) |
| (7) | Singapore | No request | No request |

Note* JICA short-term expert (dispatched by Japan Productivity Center for Socio -Economic Development(JPC-SED), not dispatched from JSA)

2) Model Company Instruction

| Country | Model Company | Duration | Name of Expert |
|--------------------------|----------------------------------|--------------------------------------|--------------------|
| (1) Cambodia | Kong Hong Garment Industry. | Sept. 10 to Sept. 14, 2001 | Mr. Terry Kawamura |
| | | Jan. 21 to Jan. 25, 2002 | Mr. Terry Kawamura |
| | (Survey on ISO9001etc.) | Sept. 10 to Sept. 14, 2001 | Mr. Yuzuru Otabe |
| | | Jan. 21 to Jan. 25, 2002 | Mr. Yuzuru Otabe |
| (2) Lao PDR | (Survey on ISO9001etc.) | Sept. 3 to Sept. 7, 2001 | Mr. Terry Kawamura |
| | | Jan. 28 to Feb. 01, 2002 | Mr. Terry Kawamura |
| | Lao Vangvieng Cement Plant | Sept. 3 to Sept. 7, 2001 | Mr. Yuzuru Otabe |
| (3) Myanmar | Proven Technology Industrial Co. | Jan. 28 to Feb.01, 2002 | Mr. Yuzuru Otabe |
| | | Oct. 8 to Oct. 12, 2001 | Mr. Terry Kawamura |
| | Pahtama Hteik Tan Production Co. | Feb.25 to Mar.01,2002 | Mr. Terry Kawamura |
| | | Oct. 8 to Oct. 12, 2001 | Mr. Yuzuru Otabe |
| | | Feb.25 to Mar.01,2002 | Mr. Yuzuru Otabe |
| (Survey on ISO9001 etc.) | Oct.15 to Oct.17, 2002 | Mr. Terry Kawamura, Mr. Yuzuru Otabe | |
| | Mar.04 to Mar.06, 2002 | Mr. Terry Kawamura, Mr. Yuzuru Otabe | |

2. Dispatching Long-Term Experts (JICA Scheme)

| | Planned | Duration |
|-----|---------------------|-------------------------------------|
| (1) | Indonesia (FY 2001) | From January, 2002 to January, 2004 |
| (2) | Malaysia | Not being prioritized |
| (3) | Philippines | Not being prioritized |
| (4) | Thailand (FY 2000) | from Dec., 2000 to Dec., 2002 |
| (5) | Vietnam (FY 1999) | from March, 2000 to March, 2002 |
| (6) | Cambodia | Not being prioritized |
| (7) | Laos | Not being prioritized |
| (8) | Myanmar | Not being prioritized |

3. Implementing Trainers' Training in Japan

1) AOTS/JSA "TQM Course"

| Country | Name of Participants | *:JSA invited |
|-----------------|--|---------------|
| | From August 1 -14, 2001 | |
| (1) Brunei | Mr. Haji Mohamad Usop Haji Razak Sidi (Semaun Holding Sdn Bhd) | * |
| (2) Indonesia | Ms. Fineke Dewi Yanti (PT. Sinerji Dinamika Universal) Mr. Muhammad Isradi Zanal (PT. Biro Klasifikasi Indonesia Tanjung Priok Main Branch Office) | |
| (3) Malaysia | Ms. Salma Mohd Nordim (SIRIM BERHAD) Mr. Mohd Azam Md. Yunus(SIRIM QAS Sdn. Bhd.) | |
| (4) Philippines | Ms. Lourdes Pagaspas Abayan (Cornersteel Systems Corporation) Mr. Arturo Illescas Jllarama (Bureau of Product Standards, Dept. of Trade and Industry) | |
| (5) Singapore | Mr. Wendra (CEL Coatings Industries PTE LTD.) | * |
| (6) Thailand | Mr. Annop Piyasinchart (Asahi-Thai Alloy Co.,Ltd.) Mr. Yaowares Deevjpuh (Rubia Industries Ltd.) | |
| (7) Vietnam | Mr. Nguyen Phu Quoc (Quality Assurance and Testing Center 2 (QUATEST2)) | |
| (8) Cambodia | Mr. Seila Vathanak (Kong Hong Garment Co., Ltd.) | * |
| (9) Laos | Mr. Thongchanh Sounaphon (Lao Vang Vieng Cement plant) | * |
| (10) Myanmar | Mr. U Ohn Lwin (Proven Technology Industry Co., Ltd.) | * |

2) JICA/JSA " Standardization and Quality System Course for ASEAN Countries "

| Country | Name of Participants |
|---------------------|---|
| | From Feb. 11, 2001 To Mar. 15, 2001 |
| (1) Indonesia | Mr. Heru Suseno (BSN) |
| (2) Indonesia | Mr. Zul Amri (BSN) |
| (3) Malaysia | Mr. Adnan Bin Abdullah (NPC) |
| (4) The Philippines | Ms. Rebecca Andres Guarin (Industrial Technology Department Institute) |
| (5) Thailand | Dr. Jakkrapong Limpanussorn (TISIR) |
| (6) Vietnam | Ms. Ngo Thi Ngocha (Vietnam Standards Centre) |
| (7) Cambodia | Mr. Seng Chhang (MIME) |
| (8) Laos | Mr. Nisith Chanthalom (STEA) |
| (9) Laos | Mr. Nammachack Phoukhong (Industry and Handicraft Department of Savannakhet Province) |
| (10) Myanmar | Ms. Than Win (Dept. of Technical and Vocational Education) |

4. Holding TQM Seminar

| Country | Date | Name of Experts |
|--------------|---------------|---|
| | | Name of Japanese Expert Name of ASEAN Expert |
| (1) Laos | Dec. 11, 2001 | Mr. Terry Kawamura, Mr. Yuzuru Otabe Mr. Pongsak Pianpanit(Thailand) |
| (2) Cambodia | Dec. 14, 2001 | Mr. Terry Kawamura, Mr. Yuzuru Otabe Mr. Pongsak Pianpanit(Thailand) |
| (3) Myanmar | Dec. 18, 2001 | Mr. Terry Kawamura, Mr. Yuzuru Otabe Mr. Pongsak Pianpanit(Thailand) |

5. Holding Experts' Meeting

| Planned | Implemented |
|---|---------------------------------------|
| 10 countries Once a year (last quarter of JFY) | Mar. 25, 2002 in Ho Chi Minh, Vietnam |

6. Revised TQM Handbooks

| Planned | Implemented |
|---|---|
| This may be continued after 2002 as the needs arise | Not Implemented to revise TQM Handbooks |

Note; The summarization of ASEAN TQM Project Phase 1, "A Pathway to Excellence- TQM Methods and case studies from ASEAN- The UNIDO/JSA Approach" was published and distributed appropriate volumes by UNIDO and JSA in 2001.

Action Plan for TQM Project in JFY 2002

March 25, 2002
METI/JSA

Dispatching Short-Term Expert

Tentative Schedule

- Cambodia
July 29 – Aug. 2 and Jan 27 - 31
- Lao PDR
July 22 – July 26 and Jan 20 -24
- Myanmar
September and February

Dispatching Expert by JICA

- Indonesia
Jan 2002 – Jan 2004
- Thailand
Dec 2000 – Dec 2002
- Vietnam
Mar 2000 Mar 2002

Trainer's Training in Japan

- AOTS/JSA
TQM (Based on ISO9000) Course
- JICA/JSA
Standardization and Quality System Course

Holding a Series of TQM

- The third series of TQM seminars
 - Cambodia, Lao PDR and Myanmar
 - Top and middle management of local industries in their countries
 - November or December

Developing Draft International Standards (New Item)

- TQM standards based on ISO9000
- Develop the standards with Europe and Asian countries
- Consist of QMS model, self-assessment and supporting techniques

Beyond ISO9000

- METI and JSA is developing new standards for building up the strength of Japanese industries.
- Namely, Japan needs new QMS standards .
- Mr. Iizuka, the Chairman of QMS Committee (=ISO/TC176 NC) in Japan, made presentation papers.

1

A survey – future QMS model

- Issues addressed by 10 excellent overseas companies
 - From "customer satisfaction" to "stakeholder satisfaction"
 - Response to business "speed"
 - Management enabling "knowledge sharing"
 - A "flag" leading for Innovation (e.g. Six Sigma)
- Issues addressed by Japanese 520 companies
 - Management speed corresponding change in business environment
 - Standardization on the concept of Improving quality of management and its measures
 - Affinity with global system standards
- Needs for standardization of management systems
 - Guidelines for comprehensive quality management : system seeking the competitiveness

A situation in Japan

- Beyond ISO 9001.....
 - Very few evolution from ISO 9001 to ISO 9004
 - A QMS model seeking competitiveness, such as the Deming Prize and the JQA (Japan Quality Award, = Malcolm Baldrige Award)
- Enhancement of ISO 9004.....?
 - Need for an integrated guideline for a QMS model, self-assessment, and supporting techniques.
- A challenge
 - A QMS model beyond ISO 9004:2000
 - A set of standards consisting of QMS model and guidance for self-assessment.

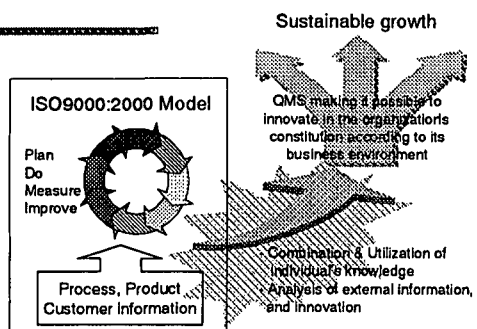
3

A new QMS model

- ~~ISO 9004:2000~~
 - A model for continual improvement based on internal and customer information.
- ↓
- A new QMS model (ISO 9004 +)
 - "sustainable growth based on learning and innovation"
 - Enhancing the organizational competence based on a fusion of individual's "knowledge" into the organizational "value".
 - Learning from the external information including business environment, and innovating in the organization's constitution as necessary.

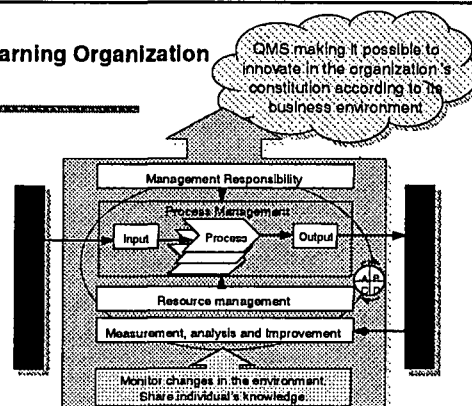
4

Learning organization – adaptive and innovative



5

Learning Organization



6

Design specification

- **A set of guidelines**
 - **A QMC model**
 - Self-assessment guidance
 - Supporting techniques
- **QMS model**
 - Sustainable growth
 - Learning organization
 - Innovation
- **Self-assessment**
 - 5 levels maturity model
 - ISO 9001 = Level 2
- **Supporting techniques**
 - Management by Policy (Hoshin Kanri)
 - QFD (Quality Function Deployment)
 - KAIZEN (Improvement)

7

Development of a JIS TR

- **Now drafting**
 - JIS/TR (Japanese Industrial Standard / Technical Report)
- **To be completed**
 - 2Q - 3Q, 2002
- **Structure**
 - 9004 like + a clause on "learning and innovation"

8

Joint Developing International standards with Asian - Pacific


- METI and JSA launched the Joint project with Asian-Pacific in QMS standards.

- METI and JSA will develop draft international standards in three years.

9


Thank you for your attention.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION



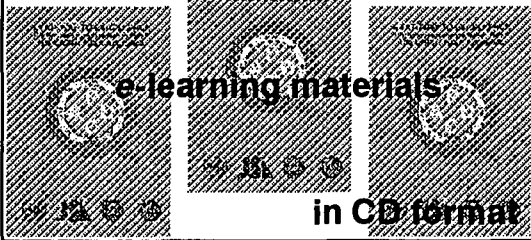
e- TQM
Dr. Bernardo Calzadilla Sarmiento
Expert Group Meeting
Ho Chi Minh City – 25 March 2002

Association of South East Asian Nations



Association of South East Asian Nations

The TQM Handbooks



e-learning materials
in CD format

Association of South East Asian Nations

e-TQM

The e-learning version will be

- easier to distribute
- easier to access
- cheaper

Association of South East Asian Nations

New edition

Clear texts – easily readable by managers from different countries and cultures from different size companies with different levels of English

And
much easier to translate

Association of South East Asian Nations

New learning activities

- Local TQM experts provide training
- Less need for outside experts in non-specialized activities

Association of South East Asian Nations

TQM – Sustainable dissemination

- e-learning format
- reader-friendly text
- new learning activities

Association of South East Asian Nations

TQM Training Chain

Local institutes and NGOs train quality managers from SMEs

Quality managers train their colleagues

Their companies implement TQM

Feedback loop

Association of South East Asian Nations

Handbook 17: Production Control

Text A – Production and Shipping Plans

- Annual production plan (HB Task 1)
- Monthly/daily production plan (HB Task 2)
- Shipping plan (HB Tasks 4 and 6)

Association of South East Asian Nations

Learning Activities

- Discussion questions
- Action Plan

DISCUSSION

a. Fluctuations in production and changes to processes (HB 16, T 15)

1. Does your company experience changes in market demand? Does this affect your production process? How do you respond?
2. Parag. 2 suggests a number of changes that can be made in production in response to changes in market demand. Apply the RADA questions to these suggestions.
3. Parag. 3 mentions three points to keep in mind when there are fluctuations. Consider each of these points in relation to your own production situation.

The RADA Questions:

- Are these ideas **RELEVANT** to my workplace?
- How can we **ADAPT** them to our needs?
- What **DIFFICULTIES** would we meet, and how would we overcome them?
- What **ADDITIONAL** ideas could we use?

Association of South East Asian Nations

Learning Activities

- Discussion questions
- Action Plan

ACTION PLAN

Draw up a set of proposals for responding to production fluctuations in your company, based on your discussions. You might like to follow this structure:

1. Current shortcomings in this area
2. Your proposals for improvement.
3. Obstacles to implementing these proposals
4. The resources required.
5. The resources available within the company.
6. Any resources that would have to be found outside the company.
7. Both minimum and optimal implementation objectives.
8. Benefits to both production and the company as a whole.

Association of South East Asian Nations

The Model Companies

- Adaptations
- Charts, tables
- Concrete examples

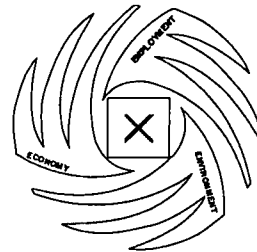
Association of South East Asian Nations

e-TQM and the Internet

SMEs around the world will

- access the handbooks
- receive feedback from national centers
- exchange problems and solutions with other SMEs
- receive new ideas

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION



Dr. Bernardo Calzadilla Sarmiento, Industrial Development Officer,
gsm@unido.org <http://www.unido.org>

SUSTAINABLE INDUSTRIAL DEVELOPMENT

The TQM Handbooks

Ladies and gentlemen, members of the National TQM Committees, your presence in this meeting as TQM experts from your different countries is a testimony to the success of a remarkable international and multi-agency venture - The Japan-ASEAN TQM Project - established in 1995 to introduce TQM to the member countries of ASEAN.

The reports that you have presented here today, seven years later, on your experience of disseminating TQM in your countries, the activities you have undertaken in the past year, the problems you have encountered and solved, the new challenges that you are going on to deal with – all reflect a dedicated engagement in a dynamic and fruitful process, a process of continuous growth and improvement - a true TQM process!

This is a process that is now about to take on a new, independent life of its own. The further dissemination of TQM in each of your countries will be increasingly your responsibility. Clearly, from hearing all these reports today, this responsibility will be in very good hands.

Such moments of transition though, when a project comes to an end and the activities it generated must take on an independent self-sustaining life of their own, without external guidance and support - such moments can be critical. There is inevitably a risk that, as JSA scales down its direct engagement momentum will be lost, that the process of disseminating TQM will slow down. I know that you all appreciate this risk as well as I do, and that you share my urgency that we do what we can to avoid it. There are different ways that we can approach this, and I would welcome any proposals that you would like to send me.

One approach that UNIDO has been pursuing, and has indeed already begun concrete action on, in cooperation with JSA, is to further develop the TQM Handbooks.

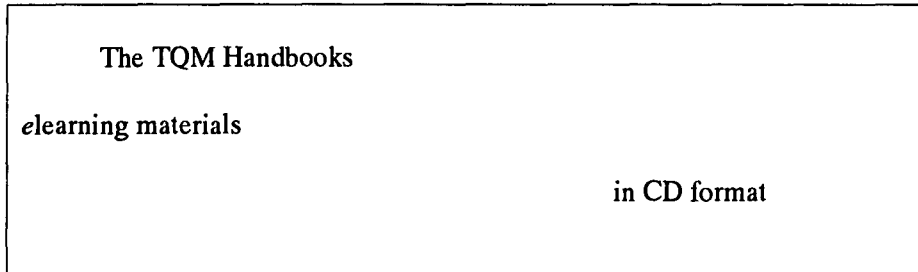
These 21 TQM Handbooks have been the engine of this project. Written especially for the project by JSA experts, they have been the means of transferring TQM technology to your model companies. You are all very familiar with them. You know what a remarkably comprehensive, detailed and practical TQM manual they are, with their step-by-step guidelines for implementing the full range of TQM tools and procedures.

Recognizing their value in disseminating TQM, and their capacity for disseminating it even beyond the ASEAN countries, JSA and UNIDO have published summaries of the handbooks, together with your country reports and country case studies, in “A Pathway to Excellence”.

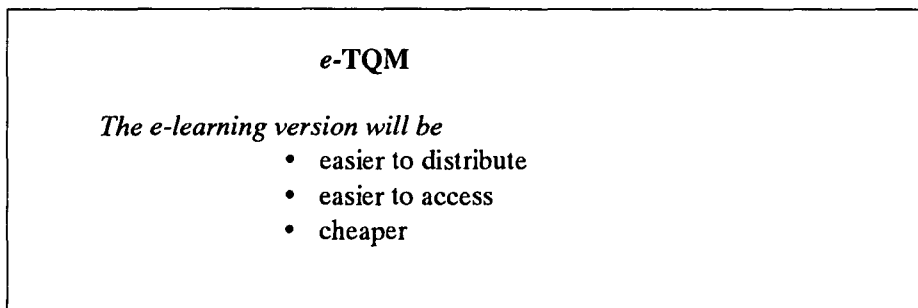
Slide 1 Book ‘Pathway to Excellence’

“A Pathway to Excellence” gives simple and clear summaries of every task in all of the Handbooks. It will give anyone with no previous knowledge of TQM but who might be interested in introducing it in their company, a very comprehensive but easily accessible and concrete sense of what TQM means and what it can deliver. Your reports and case studies in the book give a very full description of how the original handbooks were put into practice. “A Pathway to Excellence” is published in English, French and Spanish. It has been widely welcomed by a number of UNIDO counterparts such as chamber of industries and industrial associations.

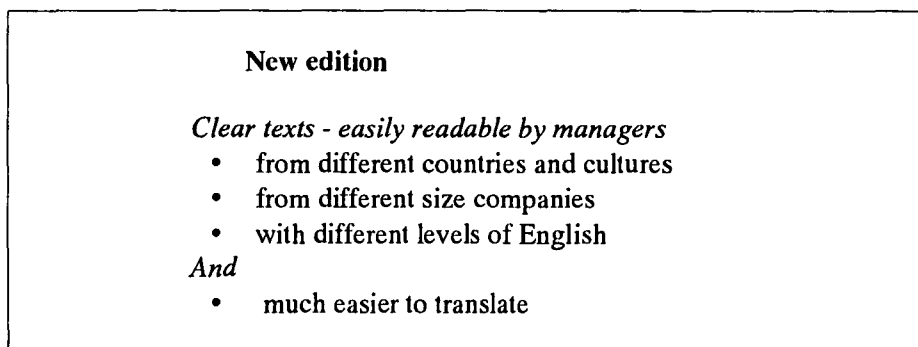
JSA and UNIDO are now taking another major step. We are, first of all, preparing the Handbooks to be published as *e-learning* materials in CD format:



This will make them easier to distribute, easier to access, and cheaper:



At the same time we are further editing the entire contents of the handbooks – not just summaries - into clear texts that will be easier to read for managers from different countries, from companies of different sizes, with different levels of competence in English – and of course the new texts will be much easier to translate into other languages.



But we are not only editing the texts - we have also hired a curriculum development specialist to develop learning activities that will allow local TQM specialists to use the handbooks to train managers in their country without the assistance of outside experts.

New learning activities

- Local TQM experts can provide training
- No need for outside experts

This complete package will, we believe, make a major contribution to the sustainable dissemination of TQM in the ASEAN countries and will also represent an ongoing presence of JSA in this process:

TQM – Sustainable dissemination

- *e*-learning format
- reader-friendly text
- new learning activities

Nor need we stop here. The new *e*-TQM Handbooks will also be easy to distribute in many other parts of the world. They will allow a wide-ranging dissemination of TQM in countries and companies where TQM might not otherwise be introduced.

The design of the new learning activities will enable the handbooks to be used in a training chain - local institutes and NGOs will train quality managers from different SMEs at training centers. These managers will return to their companies and use the handbooks to train their colleagues, and to work together with them to implement TQM. A feedback system will allow the first trainers to monitor progress.

TQM Training Chain

- Local institutes and NGOs train quality managers
- Quality managers train their colleagues
- Companies implement TQM
- Feedback loop

I have samples of the new materials which I will distribute at the end of my presentation. Let me briefly describe the new features. As well as the texts being clearer, the tasks within each handbook are being grouped thematically. It is always easier to grasp new ideas when they are presented in meaningful categories. An example is Handbook 17 – Production Control. The 25 tasks are arranged in x Texts. The first three of these will serve as an example

Handbook 17: Production Control

Text A - Production and Shipping Plans

- Annual production plan (HB Task 1)
- Monthly or daily production plan (HB Task 2)
- Shipping plan (HB Tasks 4 and 6)

Each text is followed by two sets of learning activities – Discussion Questions and Action Plan.

Learning Activities

- Discussion questions
- Action Plan

The Discussion questions first provoke participants to reflect on their present way of working, in the field that this handbook is dealing with, and especially on the problems they are confronted with. They are then invited to apply the RADA Questions to the ideas in the text:

The RADA Questions

- Are these ideas **relevant** to my company?
- How could we **adapt/apply** them to our needs?
- What **difficulties** would we meet and how would we overcome them?
- What **additional** ideas might we also use in our situation?

After a very healthy discussion, very directly focused on relating the new TQM ideas on the actual situation in the managers company, they go on to Action Plan. They write up concrete proposals for putting the ideas they have discussed into practice in their company. A ten-part structure is suggested for these proposals, which you will see in the copies I will give you.

As well as these activities each unit will have a set of about 40 multiple choice questions which participants can use to self-test their knowledge of the contents of the handbook

Ladies and gentlemen this is what we are doing to support the sustainable dissemination of TQM in ASEAN countries. We would like to ask you for your help in doing this. Over the years of using the Handbooks to implement TQM your model companies have become very familiar with using them. Undoubtedly they have found different ways of adapting them to the specific situations of their different companies. They will have developed new charts and tables that suit their needs. They will certainly have generated a great many concrete examples of the practical implementation of TQM. The new Handbooks would be greatly enriched if your model companies would share their experience of using them with us.

The Model Companies

- Adaptations
- Charts, tables
- Concrete examples

I do have a vision of what the JSA Handbooks can become, not only in sustaining the dissemination of TQM in the ASEAN countries, but in disseminating TQM among countries that might otherwise never enjoy its benefits – small companies, for example, in the food and textile industries in many of the least developed regions of this planet. Companies and countries who have to compete in quality like everyone else in the new global economy.

In the age of the internet, I can envisage a system where not only is TQM introduced, in the training chain that I describe earlier, to many SMEs around the world, but where companies can use the internet to access the Handbooks, to seek feedback and guidance from national committees, NGOs and national institutes, exchange problems and solutions with similar companies, receive new information and ideas.

e-TQM and the Internet

SMEs around the world will

- access the handbooks
- receive feedback from national centers
- exchange problems and solutions with other SMEs
- receive new ideas

Ladies and gentlemen my vision, quite simply, is of TQM reducing poverty on this planet. Thank you.

Country Report on TQM Dissemination Activities

Myanma Scientific and Technological Research Department
Union of Myanmar

1. Overview of TQM Dissemination Activities

Union of Myanmar joined ASEAN in 1997 and ACCSQ (ASEAN Consultative Committee for Standards and Quality) in 1999. Although the ASEAN – JAPAN TQM Project was established in 1995 for 5 years Project, Myanmar was involved in this Project in Phase II. As our market oriented economy was introduced only since 1988, and the private sector involvement is only in initial state, they rushed to "Quantity" rather than "Quality". The production of quality goods requires constant up-grading of the quality level of manufacture through a system of control and regulatory functions.

2. TQM Dissemination Organization

The TQM activities is carried out by the National TQM committee of Myanma Industrial Development Working Committee where the director general of Myanma Scientific and Technological Research Department acts as chairman. Myanma Industrial Development Working Committee is under the supervision of Myanma Industrial Development Committee which is the high level committee in order to give greater impetus to industrialization process.

3. TQM Dissemination Activities of JFY 2001

3.1 List of Activities

| | Activities | Date of Period |
|----|---|---------------------------|
| 1) | The 2 nd UNIDO TQM seminar | 18 December 2001 |
| 2) | TQM instruction for two Model Companies | 8 to 17 October 2001 |
| 3) | TQM instruction for two Model Companies | 25 February-06 March 2002 |

3.2 Description of Each Activities

1)

The 2nd UNIDO TQM Seminar was held on 18 December 2001. The speakers of the seminar were Mr. Yawara Tomiyama, Mr. Yuzuru Otabe, Mr. Terry Kawamura (JSA representatives) and Mr. Pongsak Pianpanit (ASEAN speaker from Thailand). From local side, Managing Director (Proven Technology Industry), Director (Pahtama Hteik Tan) and Secretary (Standardization Sub-committee) were the speakers of the seminar. 160 participants from industrial zones and government departments attended this seminar.

2)

Two Japanese experts were dispatched to instruct TQM practice to two model companies using the five TQM Handbooks as training materials. They were:-

#1 CEO

#2 Manager

#5 Standardization

#18 Disposal and Proper Arrangement

#19 Cleaning, Cleanliness, Environment

They also visited two companies for TQM instruction for two days.

Presentation on ASEAN/Japan TQM Project and ISO 9000 Quality Management System was delivered at the discussion meeting attended by representatives from industrial zones.

3)

Two Japanese experts were dispatched to instruct TQM practice to two model companies using the five TQM Handbooks as training materials. They were:-

#3 Employees

#4 Policy Management

#7 QC Circle

#11 Process Control

#13 Measurement Control

Their visit included the following Seminar/Workshop.

1. ISO 9001 Q&A summarization /ISO 9000 Awareness Seminar for Half Day at UMFCCI (Union of Myanmar Chamber of Commerce and Industries)

2. ISO 9000 Awareness Seminar in Hlaing Tharyar Industrial zone, Shwe Pyithar Industrial Zone, Dagon Seikan Industrial zone, and North Okkalapa Industrial zone for two days.

3. Visit to the Industries situated at the above Industrial zones.

3.3 Description on long term, short term TQM Expert Dispatch, if dispatched

Nil

3.4 summary and Evaluation of the Activities of JFY 2001

The 2nd UNIDO TQM Seminar was held successfully on 18 December 2001. Due to the Seminar the awareness of TQM by our industries improved. The model companies also have the idea that TQM way of doing business and act accordingly, will prosper their business in the long terms. The model companies revised their organization chart, introduced statistical techniques in their production line and 5 S activities, and let the workers understand that TQM is their tools for their progress.

4. Description on Dissemination Plan for JFY 2002

4.1 Dissemination Plan for JFY 2002 authorized by National Committee

To coordinate the activities of TQM Project (Phase II) such as TQM Instruction to Model Companies and Seminar / Workshop at Industrial Zones.